



**University of  
Nottingham**

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**Advice for  
Managers  
Considering  
Equality,  
Diversity and  
Inclusion (EDI)**

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# Introduction

Managers are encouraged to consider the impact the current situation may be having on the teams they manage, in particular any specific equality, diversity and inclusion (EDI) related considerations. Employees may have different needs during this period and good open conversations will help managers to establish what those needs are.

The unusual situation that we currently face means that people will be dealing with many challenges that may affect their physical and mental health. Many employees will have strong support from their personal social networks, but others may not.

Some staff will also need support and reassurance as they move towards hybrid ways of working. Managers should continue to discuss concerns with staff and take appropriate steps to mitigate risks and agree reasonable adjustments for disabled staff.

**Throughout this resource click on the blue links – they may open in a separate browser.**

**If you are using a laptop track pad you may need to curser hover over the link, right click the link then select 'open link'.**





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# Supporting hybrid working

# Hybrid working considerations

Visit our [hybrid working guide](#) for more information



As employees return to campus, managers will play a key role in providing support, guidance and reassurance to team members. This includes discussing any concerns they have and also ensuring that they have the right information, equipment and technology to enable them to work remotely and on campus.

If they do not have access to equipment which enables them to work comfortably or safely, discuss with them what additional needs they might have, or how they can prioritise different work tasks to help them to manage their health. Review health and safety arrangements and work with your colleague to make any changes to ensure they are able to work safely. It may be useful for them to conduct a [risk assessment](#).

# Hybrid working considerations

Visit our [hybrid working guide](#) for more information



Some staff will be returning to campus for the first time and may be anxious about new ways of working, their safety and adhering to the government guidelines.

Some staff with particular medical conditions may not be vaccinated or fully protected by the vaccine. Take time to explore any concerns they may have.

In line with government guidance, employees are now able to work with fewer restrictions. Managers are still encouraged to explore any reasonable adjustments for disabled staff. This could include adjustments to working hours, working environment, providing new equipment or changes to the role itself.

# Making reasonable adjustments

We encourage all managers to consider reasonable adjustments required to support disabled staff. Our [reasonable adjustments passport](#) helps managers and disabled staff to discuss and record these adjustments both at home or on campus.

Whilst the requirement to make reasonable adjustments only applies in UK law to disabled staff, the reasonable adjustment passport may be a useful tool to use to structure conversations with other groups of staff who require support on a temporary basis as Covid-19 restrictions are lifted.

Our [toolkit for supporting disabled staff](#) provides examples of reasonable adjustments and helpful links to resources and support to make these.

Consider how work can be managed flexibly, building in regular breaks. Discuss with your employees what reasonable adjustments might be necessary to enable them to continue working effectively.

Contact our [occupational health provider](#) for medical guidance and advice.

If needed, seek advice and guidance from the [Employment Relations Team](#).



Make the effort to explore how team members are feeling about hybrid working and any concerns they have – even a short phone call or a quick email could make all the difference.

Make sure there are opportunities for regular catch ups with employees (in person, telephone or using video conferencing technology/Microsoft Teams etc.) to ensure they are coping with any changing demands or workloads.

Encourage regular remote or face to face social interaction within your team and that meetings are as inclusive as possible.

Over the last year or more, staff have been holding virtual coffee breaks, helping each other out with learning new technologies, or even hosting virtual evening book clubs and quizzes.

As we start to work on campus more, you may wish to find opportunities to bring your team together and take advantage of external campus spaces.





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# Managing the lifting of Covid-19 restrictions



# Communicating with staff

You should consider how to communicate effectively with all staff, however there are some staff who will require additional support and consideration.

Consider how you will communicate and engage with employees who have learning differences, for those who have English as a second language and for those who may find remote communication methods harder to engage with/use where they are still being used.

Use accessible language, avoid jargon or long words that might be hard to understand, be prepared to use different communication tools, follow the lead of the employee and go at the pace of the employee you're communicating with.

Most of all, emphasise that there is no such thing as a stupid question – if people are struggling, encourage them to voice their concerns. It may be useful to consider all team members having a 'buddy' who can particularly look out for them.

Our [toolkit for supporting disabled staff](#) provides guidance on supporting and communicating with disabled and neurodiverse staff.

# Supporting mental wellbeing

- Be aware that some employees, understandably, may be very worried about catching the virus. Others will be anxious about the changes that returning to work on campus / hybrid working brings now that restrictions are lifting.
- Listen to employee's concerns and reassure them that any measures taken are in line with government guidance.
- Communicate regularly with your team and ensure employees are regularly informed about the University's return to campus plans/hybrid working plans.
- Signpost employees to further advice or support, such as our [employee assistance programme](#) (EAP), the [University Counselling Service](#) and any other [wellbeing resources](#) including our [togetherall app](#).



# Supporting mental wellbeing

- Keep checking in on employee's workloads and stress levels and offer support where possible.
- Regularly communicate how much you value everyone's contribution. If some people are taking on additional responsibilities to bridge gaps, make sure they feel appreciated.
- Make sure that you are not putting unacceptable levels of demands on employees and that they have the support and resources in place to fulfil their tasks, particularly any additional duties.
- Employees from diverse backgrounds may be fearful of experiencing hate crime or harassment resulting in increased anxiety or fear. Ensure that employees are aware of our [report and support](#) scheme, and reassure them of the support they have from the University community.



Access our [Covid-19 recovery staff FAQ's](#) to get practical advice

- Remind employees that they remain entitled to their annual leave and encourage them to continue to agree leave dates with you. It is important that colleagues have time away from work. Staff can purchase additional annual leave – details to follow.
- Encourage those who work part-time to clearly signal (e.g. through a shared calendar or a note on a teams site) when they have non-working days, so that their colleagues do not unintentionally contact them or ask them to work on a non-working day.
- Some employees may not have home internet, or may have poor connections and so would benefit from working on campus more.



# Returning to campus

- **Continue to check in with staff on a regular basis.**
- Make the time to have more one-to-one conversations with staff than usual. Whilst individuals may be ok on their return to work/ campus, after a few days, anxieties or issues may arise.
- Take the time to explain changes which have been made if relevant and how they will impact on your staff at work, providing time for any questions they may have. Whilst this is helpful for all staff, it is particularly important for staff who are neurodiverse.

- **Consider how you will continue to communicate and operate as a team once staff start to return to working on campus.**
- It is therefore important to communicate how workloads will be managed and to ensure team members can raise any issues that may arise.
- Make the time to have more one-to-one conversations with staff than usual. Whilst individuals may be ok on their return to campus, after a few days, anxieties or issues may arise.
- Take the time to explain changes which have been made and how they will impact on your staff at work, providing time for any questions they may have.

# Returning to campus

Access our [Covid-19 health and safety recovery page](#) to get practical advice

Access our [general health and safety web page](#) for more information

- **Consider the need to review an employee's Personal Emergency Evacuation Plan (PEEPs).**
  - PEEPs may need to be reviewed when staff return to campus since assistance measures may not be in place if the building is not fully staffed.
  - If the PEEP states that the PEEP holder will require assistance to exit the building, and this assistance may no longer be available/a solution cannot be found, then please contact [firesafety@nottingham.ac.uk](mailto:firesafety@nottingham.ac.uk) for advice
- **It is no longer necessary to conduct a specific Covid-19 pregnancy risk assessment.**
  - Going forwards, an individual pregnancy risk assessment should be completed as soon as possible and should consider Covid-19. Follow our university [pregnancy guidance](#) and complete a [maternity risk assessment form](#).
  - Managers are encouraged to contact their local [health and safety coordinator](#) with specific questions relating to maternity risk assessments.



# Looking After Yourself

We recognise that managers will also have diverse EDI related issues and that in supporting others in this period they may experience their own health or wellbeing issues that they hadn't experienced before or recognised previously.

Managers are encouraged to also prioritise their own health and wellbeing and discuss the support networks/opportunities identified within this document with their own manager.



## Practical guides and tools:

- [Covid-19 recovery staff FAQ's](#)
- Leadership and Management Academy Hub [effective remote working page](#)
- [Reasonable adjustments passport](#)
- [Toolkit for supporting disabled staff](#)
- [Report and Support \(hate crime\)](#)



## Mental health and wellbeing:

- Employee Assistance Programme (EAP) confidential and free on-line counselling and telephone information service - (accessed via the [Employee Hub](#))
- [University Counselling Service](#)
- The University of Nottingham [Wellbeing Hub](#) and [togetherall](#) wellbeing app
- Mind – resources on [Corona Virus and Wellbeing](#)
- Mind – resources on [Mental Wellbeing](#)
- Formal staff [networks](#) and informal neurodiversity staff network
- Chaplaincy and [Faith Support](#)

## University advice and guidance:

- Contact the [Human Resources Helpline](#) on 0115 748 4800
- Contact the Employment Relations Team [hrrer@Nottingham.ac.uk](mailto:hrrer@Nottingham.ac.uk)
- [Occupational health](#) provider
- [EDI](#) at the University
- [Health and safety](#) advice and guidance

