

# MANAGEMENT ACCOMMODATIONS FOR NEURODIVERGENT EMPLOYEES

Neurodiversity describes the idea that people experience and interact with the world around them in many different ways; there is no one “right” way of thinking, learning, and behaving, and differences are not viewed as deficits (Harvard Health, 2021). Recognizing neurodiversity in today’s workforce is essential for fostering an inclusive environment.

Neurodivergent individuals bring unique perspectives and skills that can significantly enhance organizational performance. Accommodations that support neurodivergent employees can help management effectively leverage these strengths. This bulletin presents a range of strategies and examples of accommodations designed to cultivate a more inclusive workplace.



Research suggests that up to 15-20% of the U.S. population is neurodivergent (AskEARN.org). You likely know, work alongside, and socialize with many neurodivergent people, including family members, coworkers, colleagues, and friends. No two neurodivergent individuals are exactly alike; each contributes unique skills and talents to the workplace and has different access and support needs.

## UNDERSTANDING NEURODIVERSITY

Neurodivergence covers a broad spectrum of neurological variations that impact how individuals process information and interact with the world. These differences can manifest in various ways, including intellectual and developmental disabilities and other conditions that influence thinking, learning, and perceiving the world.

Neurodiversity is commonly discussed in relation to Autism Spectrum Disorder (ASD) and other neurological or developmental conditions, such as epilepsy, ADHD, and dyslexia. In contrast, individuals whose brains and nervous systems function without these variations are referred to as ‘neurotypical’ (Harvard Health, 2021).

## BENEFITS OF NEURODIVERSITY IN THE WORKPLACE

Enhancing neurodiversity can significantly improve workplace dynamics. More employers recognize these advantages and have established hiring programs to recruit neurodivergent talent. Section 503 of the Rehabilitation Act mandates that certain federal contractors take affirmative steps to hire, retain, and promote individuals with disabilities (US Dept. of Labor).

## INCLUDING NEURODIVERGENT WORKERS

Neurodivergent individuals often face significant barriers to employment even before starting a job. As a consequence, many find themselves unemployed or underemployed.

The recruitment and hiring process involves several aspects—from job descriptions to interviews—that can create challenges for neurodivergent job candidates, potentially discouraging them from applying for open positions. These challenges include social and communication barriers, difficulties understanding job requirements, access issues with online systems and application software, and the methods used to assess candidates during interviews (AskEARN.org).

Organizations are creating strategies to align recruitment and hiring processes with more inclusive human resources (HR) practices.

These approaches include:

- Exploring alternative methods for assessing job candidates
- Establishing partnerships with nonprofit organizations, state and local agencies, and service providers
- Implementing mentorship and training programs to support neurodivergent workers

## ACCOMMODATIONS FOR NEURODIVERGENT WORKERS

Neurodivergent individuals often process information differently, leading to challenges in conventional workplace settings. Management accommodations can help bridge these gaps and foster a supportive environment.

### **Flexible Work Arrangements:**

Remote or flexible hours can greatly help neurodivergent employees. For instance, an employee with ADHD may find it hard to focus in a busy office. Allowing them to work from home or during quieter times can boost their productivity and job satisfaction.

### **Sensory-Friendly Workspaces:**

Neurodivergent individuals may feel overwhelmed by sensory input in their workspaces. Creating sensory-friendly areas, and providing noise-canceling headphones, adjustable lighting, or quiet break rooms can greatly help neurodivergent individuals recover from sensory overload.

### **Clear Communication and**

**Expectations:** Neurodivergent employees often do better with clear communication. Management can help by providing written instructions along with verbal ones. For example, after meetings, a manager can send an email summarizing key points and individual responsibilities for clarity.

### **Tailored Training Programs:**

Standard training methods may not work for all neurodivergent individuals. Customizing training to fit different learning styles—like using visual aids or hands-on activities—can improve understanding and retention. An organization might set up a mentorship program pairing neurodivergent employees with mentors who use personalized training methods.

### **Regular Feedback and**

**Check-Ins:** Regular feedback helps neurodivergent employees understand their performance and areas for growth. Management can schedule one-on-one check-ins to discuss progress and concerns. For example, a manager might hold biweekly meetings to review project milestones and adjust workloads accordingly.



## Encouraging Use of Assistive

**Technology:** Various tools can help neurodivergent employees with tasks. Provide and encourage the use of assistive technology, like speech-to-text software for those with dyslexia or organizational apps for individuals with ADHD. Offering training sessions on these tools can help employees enhance their productivity.

## Creating an Inclusive Culture:

Building an inclusive workplace culture is crucial in supporting neurodivergent employees. It is important to promote awareness through training sessions that educate all employees about neurodiversity, fostering a culture of acceptance and collaboration that benefits everyone.

## CONCLUSION

Accommodations for neurodivergent employees are a legal and moral obligation and help foster a more inclusive and innovative workplace. By acknowledging the unique strengths and challenges of neurodivergent individuals and actively working to support them, organizations can create an environment where all employees can thrive. As businesses evolve, embracing neurodiversity will become essential for driving success and nurturing a culture of acceptance and collaboration.

### References

AskEARN.org | Neurodiversity in the Workplace. <https://askearn.org/page/neurodiversity-in-the-workplace>

Harvard Health Publishing | What is Neurodiversity. <https://www.health.harvard.edu/blog/what-is-neurodiversity-202111232645>

US Department of Labor | Section 503 of the Rehabilitation Act of 1973. <https://www.dol.gov/agencies/ofccp/section-503>