



Neurodiversity Learning Guide for Recruiters

Workbook 1



How to use the workbook

You must have Adobe Reader installed on your device in order to interact with most features throughout this document.

If you already have Adobe Reader, please ensure you're using the most up to date version.



Download the software

To get the most out of these assessment guides you should use a desktop or laptop rather than a mobile device.



Welcome

Bringing different people, with different ways of thinking, together in collaboration is how positive change happens.

More and more businesses are recognising the value of an inclusive and diverse workforce that truly reflects our society and are seeking to attract talented people from a much wider variety of backgrounds. This is giving candidates more confidence and trust in employers to do the right thing, leading to a rising trend in disclosure of neurodiversity.

This guidance has been designed by resourcing professionals and neurodiversity experts to help you as a recruiter, improve your skill set and confidence when engaging with neurominority candidates.

Specialist contributors

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How will this learning benefit me?

This learning will benefit you, your organisation and society.



Why it matters

Neurodiversity is more common than you may think but not always well understood.

By being more informed, we all have the power to challenge stereotypes and make a positive change. Take a moment to watch this short video by Jackie Henry, UK Managing Partner for People & Purpose, Deloitte to see why it really does matter.

▶ **Why it matters**

When researching this guide, we found that recruiters and resourcing professionals had **common questions** around neurodiversity.

Please click on the speech bubble below to see the top five questions that we aim to address in this guide.

Why it matters

Of the 250 people we have trained so far, 100% said they were feeling more confident about talking to a neurodiverse candidate about their strengths and support needs.

We'd like to share what we've learnt about this evolving space so that more people may benefit. It's intended that this interactive guide should enhance your knowledge and supplement your own organisation's policies. This document is not intended to be an exhaustive summary of the law or legal advice.



Section 1

Understanding neurodiversity

Understanding neurodiversity

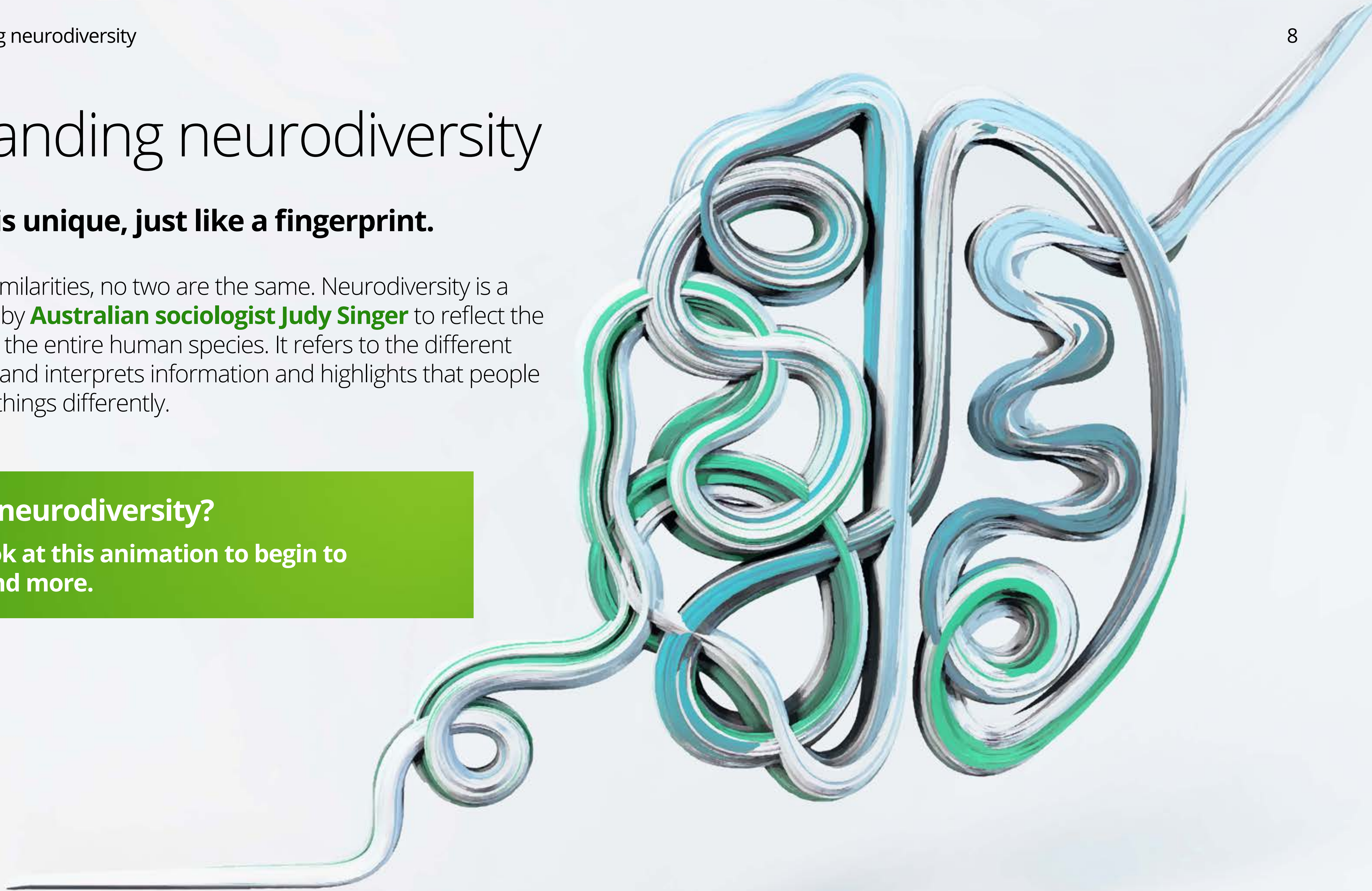
A human brain is unique, just like a fingerprint.

While there may be similarities, no two are the same. Neurodiversity is a term that was coined by **Australian sociologist Judy Singer** to reflect the diversity of thinking in the entire human species. It refers to the different ways the brain works and interprets information and highlights that people naturally think about things differently.

What is neurodiversity?



Take a look at this animation to begin to understand more.



Language

There's ongoing discussion in the field about the right terminology and language to use, with some people preferring to use terms such as Neurodivergent, Neurodifferent, Neurominority etc. This is in flux as the way we think about neurodiversity changes.

We used to use negative terms such as neurodevelopmental disorders, specific learning disabilities, but a new language is emerging, led by those affected.

Throughout this guide we will use these terms interchangeably, but if you are wanting to be an ally in this space it is important to stay up to date with the preferred terms.

What is important however, is to use the language that a person themselves prefers to use to refer to their identity. The best approach is to simply ask people how they prefer to speak about and refer to their neurodiversity.

Neuro

...divergent
...different
...minority

What percentage of people in the UK are neurodiverse?

Click on one of the circles below to discover the answer.



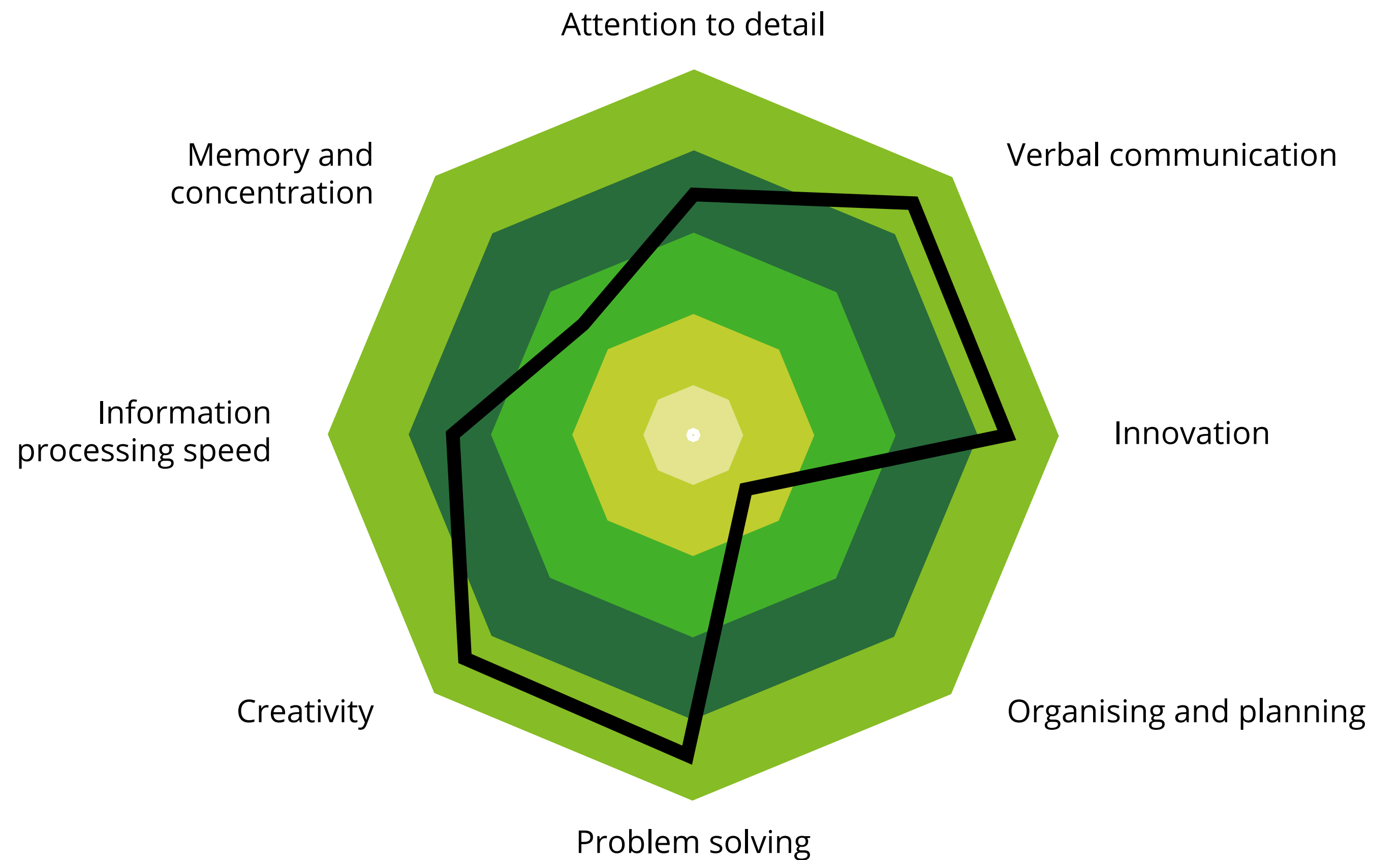
Profile of abilities

Neurodivergent people are often “specialist thinkers”.

There are differences within the range of their competencies. Neurodiverse people often have extraordinary or competent strengths in some areas, combined with significant challenges in others. Neurotypical people tend to have a more equal range of competencies.

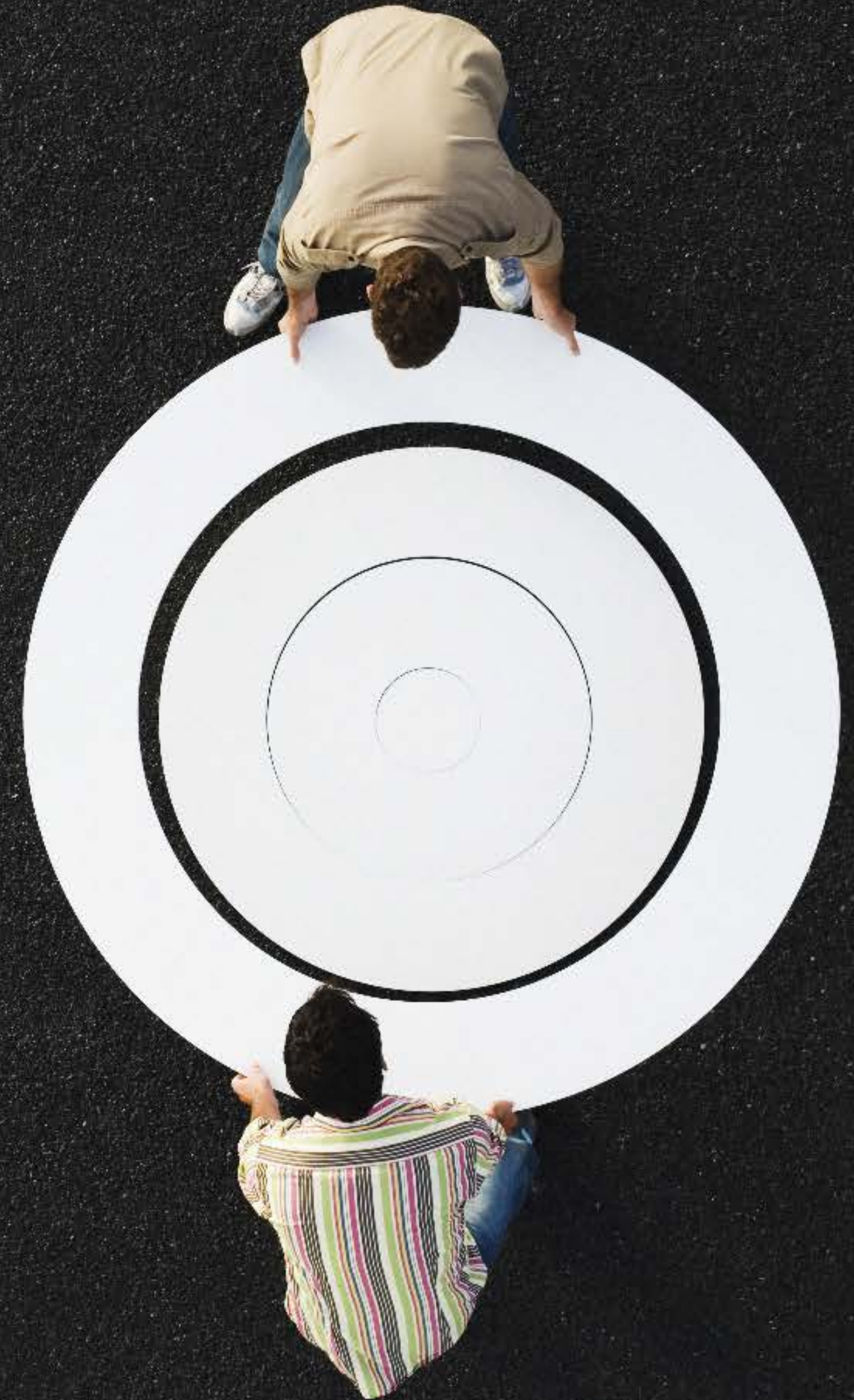
This diagram is an example of how a neurodiverse candidate’s profile of abilities might present.

A sample competency profile for a neurodivergent person



Common challenges

- 92%** of neurodiverse people report difficulties with memory or concentration.
- 83%** of neurodiverse people say they need support with organisation.
- 78%** of neurodiverse people experience challenges with time management.
- 67%** of neurodiverse people request support with communication at work.



Neurodiverse strengths and challenges

Strengths and challenges

Here we've detailed the most common neurotypes and the strengths and challenges with which they are often associated. It's worth remembering, people do not fit into neat little boxes and neurotypes tend to overlap. Click on the symbols below to find out more.

Sometimes, intellectual disabilities, common mental health illnesses such as anxiety and depression, and acquired neurological conditions such as multiple sclerosis and brain injury are also included.

This is because they can lead to a “spiky profile” of capabilities and traits. It’s worth remembering that people who have these other conditions may well present similarly to those with a neurodiversity and could potentially be protected under disability discrimination law.



Thinking about what you have learnt so far

Take a moment to note down the possible advantages of hiring a person with these neurodiverse strengths. Focus on a neurominority and write your thoughts here.

Neurominority	Advantages

Section 2

Disclosure

Disclosure v non-disclosure

Disclosure is a very personal decision and not one to be underestimated.

You may not always know that a candidate is neurodiverse, unless they choose to disclose. It can happen at any time during the application and assessment process, but often it is hidden.

Swipe through each candidate to read some of the reasons why candidates do and don't disclose...

Being open to neurodiversity

Whether a disclosure occurs or not, there are some things you can do to help a candidate feel that you are a neurodiverse friendly employer:

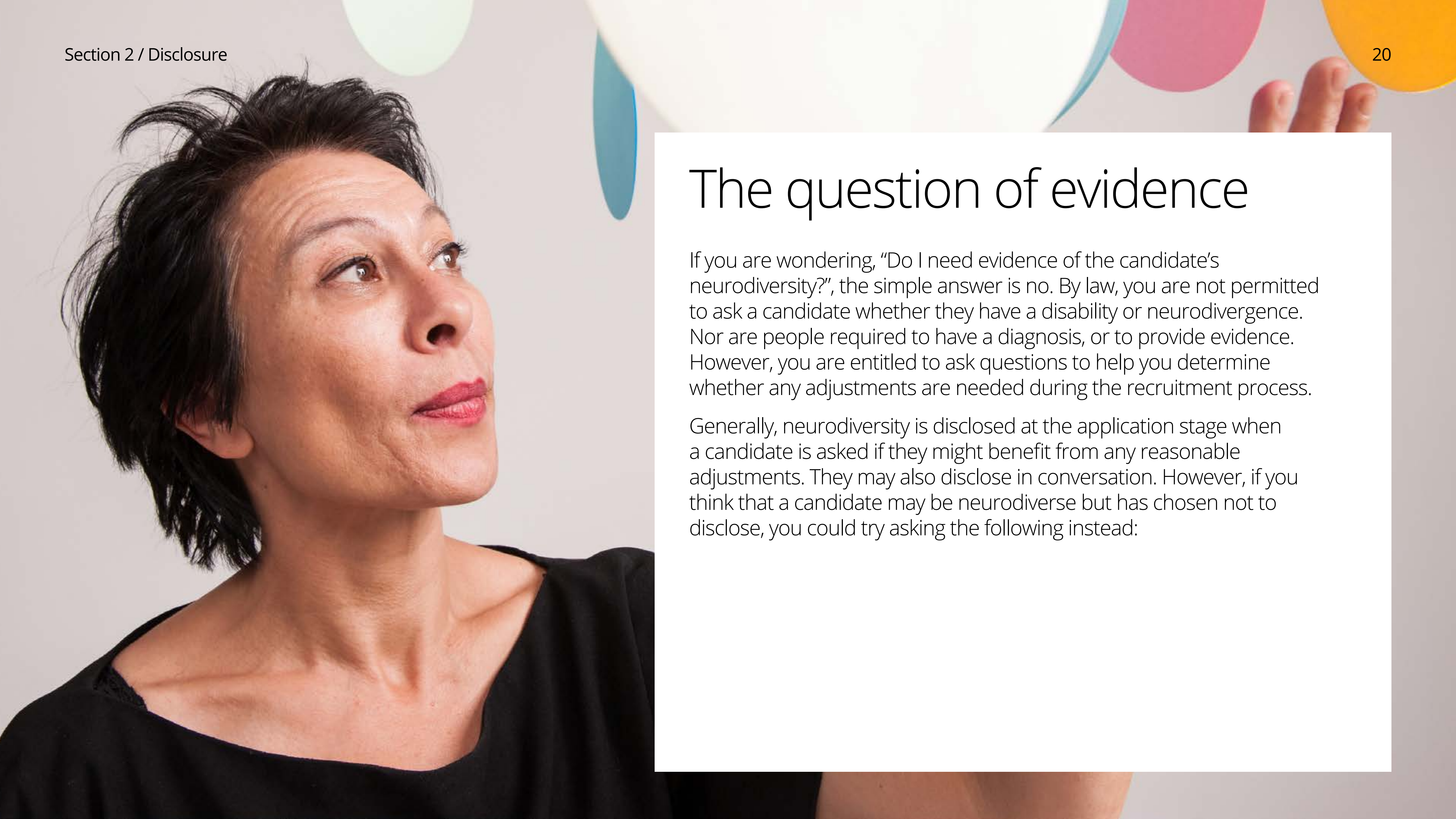
Having confident conversations

The good news is that we don't all need to be experts in neurodiversity to be able to support someone who is neurodiverse.

Ultimately, we need to be non-judgemental, open minded, and have a working background knowledge, so that your approach to a conversation with a neurodivergent person comes from an informed place. Click on the buttons to see our suggestions.

Try to be...

Supporting neurodiverse talent and making reasonable adjustments, is first and foremost, the right thing to do. It will also help protect your organisation from potential claims for unfair or discriminatory treatment.



The question of evidence

If you are wondering, “Do I need evidence of the candidate’s neurodiversity?”, the simple answer is no. By law, you are not permitted to ask a candidate whether they have a disability or neurodivergence. Nor are people required to have a diagnosis, or to provide evidence. However, you are entitled to ask questions to help you determine whether any adjustments are needed during the recruitment process.

Generally, neurodiversity is disclosed at the application stage when a candidate is asked if they might benefit from any reasonable adjustments. They may also disclose in conversation. However, if you think that a candidate may be neurodiverse but has chosen not to disclose, you could try asking the following instead:

Encouraging openness

In your career as a recruiter you may well have come across candidates whom you think may be neurodiverse and haven't disclosed but may still benefit from support. Perhaps the candidate has:

If this is the case, try suggesting adjustments that may be appropriate. This shows that you are open to suggestions and will be helpful to candidates who aren't familiar with what's available.

Often the adjustments we make really reflect good practice in general, so if practical you can make this adjustment a general thing, rather than something that a candidate needs to ask for every time.



Section 3

Reasonable adjustments

Common challenges

Neurodiverse candidates may be disabled and therefore protected under the Equality Act against discrimination, victimisation and harassment in recruitment. Organisations have a duty to make reasonable adjustments to their hiring process for disabled candidates.

The reasonable adjustments regime is there to ensure employers address substantial disadvantages encountered by the candidate during the hiring process because of their disability.

There are many ways in which recruitment processes can present challenges for neurodiverse people and there are a range of simple and effective solutions and adjustments that can be of support.



Common challenges experienced in the assessment process by some neurominorities

The methods used within typical selection and assessment exercises and procedures can present challenges for some neurodiverse people. The difficulties will depend on the way the individual's neurodiversity presents and may also vary depending on the individual. Therefore, adjustments need to be discussed and personalised in each case. Let's look at some examples of challenges that might arise.

Deciding whether or not these examples would be reasonable to make to the process, will depend on the nature of the role.

Click + to see what you could do to help.

Some candidates may find it difficult to:



Reasonable adjustments

So, now let's consider some of the possible adjustments that may be appropriate to make to the different elements of the assessment process to help support the candidate. Click on the icons below for some suggestions you could make.

Try...

This list is by no means exhaustive.

What is appropriate will vary among candidates and usually the applicant is the best person to advise on what adjustments they may need. Best practice would be to share commonly requested adjustments in similar circumstances with the candidate, so that they can suggest what may be appropriate for them.

It's worth noting that the list of what a candidate might ask for, may not be reasonable and therefore may not be legally required. Indeed in some circumstances, your organisation may simply be unable to make the adjustments requested. If you are unsure, it's best to seek professional advice.

More ideas for possible adjustments during the assessment process can be downloaded below.



Reasonable adjustment examples

Click here to download document



Section 4

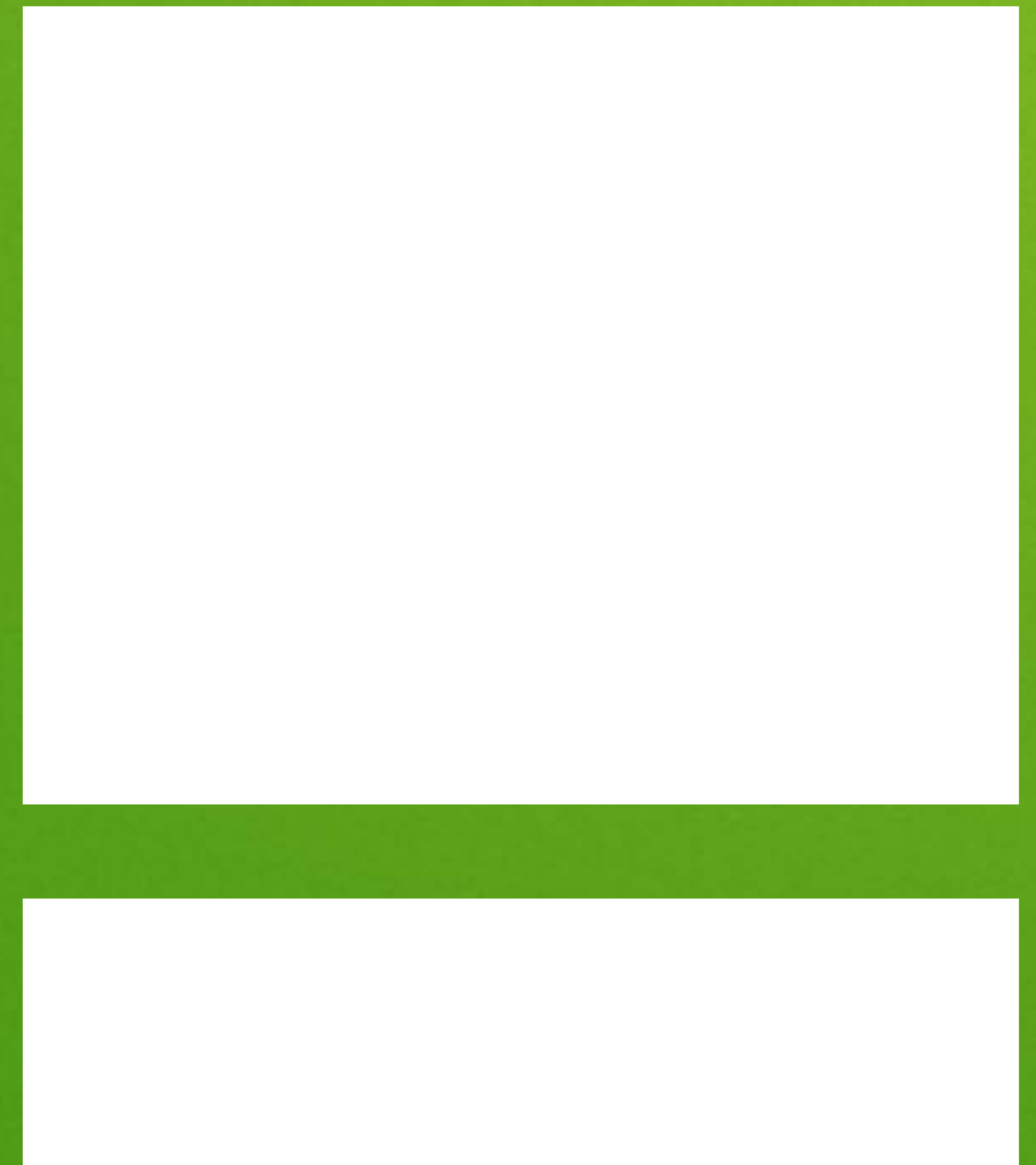
Overcoming barriers

Neurodiverse talent shouldn't be overlooked

Statistics show that failing to employ neurodiverse talent impacts in many ways. With neurodiverse talent being either under or unemployed, the knock-on financial and health impacts for society are enormous. Employers need to recognise the specialist skills, abilities and talents that neurodiverse people offer, when given the opportunity to be supported.

The employment gap

Your power to influence the...



Section 5

What's next?

What's next?

Learning Guide 2 is a chance to put everything you have learnt here into practice.

You'll meet three candidates comprising of an experienced professional, an early careers candidate and an IT contractor, all with different neurodiversities and in a range of scenarios. Structured as mini case studies, it's a useful way of practically applying your knowledge in a safe environment.

We will focus on:

- 01** Appreciating candidate's neurodiverse strengths and what they are likely to bring to your organisation.
- 02** Understanding candidates' support needs and concerns about the recruitment and assessment process.
- 03** Possible reasonable adjustments that could help candidates perform at their best.



Download Learning Guide 2



Further resources

Click on the links below for further resources you can refer to for more information:

- + **DoIT Profiler - Professor Amanda Kirby**
- + **Genius Within**
- + **Neurodiversity at work | CIPD**
- + **Neurodiversity Forbes Articles by Dr Nancy Doyle**
- + **ACAS**
- + **Business Disability Forum**
- + **British Dyslexia Association**
- + **Centre for Neurodiversity Research at Work**
- + **Dyslexia UK**
- + **Lexxic**
- + **ADHD Foundation**
- + **Additude - Inside the ADHD Mind**
- + **The National Autistic Society**
- + **Autism Alliance**
- + **Dyspraxia Foundation**
- + **Tourettes Action**
- + **The Equality Act 2010**
- + **Judy Singer (1998). Odd People In: The Birth of Community Amongst People on the “Autistic Spectrum”:
a Personal Exploration of a New Social Movement based on Neurological Diversity. University of Technology, Sydney.**

We'd really value your feedback...

We'd like your feedback on how helpful you've found this guide. Please click on the following link to tell us what you've liked and what could be improved:

Let us know how we did



Specialist contributors

Deloitte would like to sincerely thank the following people for their expert opinion and special contribution to this eLearning. Click on the photos below to see their bio.

This product has been developed by the Assessment Centre of Excellence which is part of Deloitte Resourcing.

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