



CURRENT CHALLENGES

Brian does a great job and has probably not been receiving the credit for it! He has been in post a long time and other staff soon see a difference when Brian is off sick or on annual leave, as the books soon mount up or they end up in the wrong place. Brian does have to be reminded to take his annual leave.

However, when he is at work, there is very little interaction with him, and staff members. They have got used to leaving Brian to work quietly and methodically. He has recently been off sick for 3 weeks due to a knee injury. He is back in work doing his usual role but there are concerns that he may not be fully recovered as other team members have noticed him limping and wincing a few times. Although he has not complained it is also evident from his statistics that he is working much slower than his normal pace. Brian has a new line manager, who is concerned about him. However, Brian is finding it difficult to accept the change of management.

This is the third manager he has had whilst at the college and the other 2 just left him to his own ways of working.

BRIAN

Shelver in College Library

AGE 28

GENDER Male

NATIONALITY British

FAMILY SITUATION Lives at home with his mother. He has been diagnosed on the autism spectrum

JOB/CAREER Works in the college library shelving books. He's had the same job since before leaving school, as he started at 17, whilst studying. He's never applied for another job at the college, despite many vacancies

PERSONAL THOUGHTS ON GENDER EQUALITY Quite ignorant of gender equality and is not even sure of his own rights at work or in general

ATTITUDES AND EMOTIONS

- Very quiet yet seems quietly confident within his current role. He does not often engage with other members of the team – just quietly completes his daily tasks. Brian does not attend any work socials. It has been the same for so long, that he is not always asked now. He is reasonably pleasant. Always says good morning and goodbye but often without making eye contact – he does seem awkward or uncomfortable sometimes. This has been accepted as his way.

MOTIVATIONS

- Likes or maybe loves his job (has anyone checked?)
- Very precise in the work, seems motivated to complete tasks to a high standard and at speed.
- Seems to enjoy the “loneliness” of the role as there is limited need to interact with other staff members (or does he?).

WORK SITUATION

- Brian started current role 11 years ago and has never shown any interest in moving to any other role. He could work flexible hours but like clockwork he arrives at 8.30 am and leaves on the dot at 4.30 pm. He has always declined staff development days but looking at the results of his “A” levels, he is overqualified for his current role and has also learned a great deal about the running of the library/learning centre over the last 11 years – although these discussions have never been had.

Manager's questions

- As a new manager it seems clear that Brian has been overlooked for staff development and especially now after his recent injury, other roles should be considered. He is a valued member of the team. However, Brian's autism may mean that he is very averse to change, and this would need to be managed delicately.
- Does he love his work or is this just an assumption made by previous line managers? Is he still in pain with his knee?
- Could he "keep" the role that he loves (if he does) but with less hours? Or would he like to do more desk work too to alleviate his health issues? Has he come back to work too soon?
- Once accustomed, he may enjoy any new role – what help/encouragement does he need to give it a try? Could there be temporary working adjustments to his job role?
- If Brian is happy with the change – would he consider a permanent change? Does Brian need help with completing job applications or preparing for interviews? Has this been holding him back? Brian may have few questions and may see any enquiries into his job/performance in a negative way. How can a manager be more understanding to Brian's needs – training/research for the manager and the rest of the team? Temporary if he makes a full recovery and does not want a new role?

Peers/colleagues' questions

- How can colleagues be more inclusive with Brian and what can they learn from this? Have colleagues tried hard enough to engage or interact with Brian?
- Have they considered or labelled him anti-social?
- Has sufficient effort been made on their part?
- Brian is well liked, and he was missed when he was off sick! – especially as the desk staff had to help with the shelving!
- How can the staff team be more inclusive?



Individual's questions

- Why do I need to change?
- I have done this job for 11 years?
- Why do I need to attend a meeting?
- Have I done something wrong?
- Why does management keep changing?
- What other changes will there be? Is it because I was sick?
- Am I going to get the sack?

Policymakers' questions

- The Equality Act 2010 should be revisited, and checks should be made to ensure the College Equality and Diversity policy is representative of all the diverse needs within the organisation and that differentiation is applied for individuals as necessary to support them.