

## FLEXIBLE WORKING GUIDANCE

Flexible working is the variation of working hours, times, patterns or location. It enables employees to work in ways that allow them to achieve a balance between work and other personal commitments, and enables the University to manage peaks and troughs in work.

There are many different flexible working practices and below are a number of different options that can be considered by the University.

It is acknowledged that not all options will be suited to all Faculties/Services. Each request should be considered on its own merits and along with the needs of the service area.

	<b>Benefit</b>	<b>Risk</b>
<p><b>Part-time Working / Reduced hours</b> These are hours that are less than full time hours i.e. 36 hours per week, paid at pro rata of the full-time equivalent salary for the role.</p>	<ul style="list-style-type: none"> <li>• Hours could be redistributed to other employees, introducing more flexibility and range of skills</li> <li>• If the role can be redistributed, possible cost saving</li> <li>• Retaining valued employees who cannot work full-time</li> <li>• Enhanced work life balance for employee</li> </ul>	<ul style="list-style-type: none"> <li>• If there are only a few hours available it may be difficult to recruit</li> <li>• If the vacant hours are not filled there could be a gap in service delivery</li> <li>• The rest of the employee's duties may need to be reassigned</li> </ul>
<p><b>Working Pattern Variation</b> Allows staff to agree a particular work pattern around their own commitments and / or those of the University. This could include adjusting start and finish times, compressed hours etc.</p>	<ul style="list-style-type: none"> <li>• Allows staff to work flexibly around personal commitments, achieving a better work-life balance</li> <li>• Recruitment and selection of staff who cannot work traditional hours</li> </ul>	<ul style="list-style-type: none"> <li>• If the team is unable to provide cover or the role requires attendance at specific times, this option might not meet the needs of the University</li> <li>• Requires a different approach to support and manage employee performance</li> </ul>
<p><b>Working from Home</b> Allows staff to carry out some or all of their work from home, where the work allows.</p>	<ul style="list-style-type: none"> <li>• Better work-life balance, that fits with personal commitments</li> <li>• Time saved commuting to and from work</li> <li>• Attraction and retention of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Not all roles are suitable for home working, many require personal contact</li> <li>• Communication and team building can be challenging</li> <li>• Impact on pedagogical requirements of a course</li> <li>• Impact on in person service delivery</li> </ul>

	<b>Benefit</b>	<b>Risk</b>
<p><b>Term-time only</b> Hours worked during University term-time. Accrued annual leave paid with the salary and no leave taken during term-time.</p>	<ul style="list-style-type: none"> <li>• Allows staff with school age children to be at home during school holidays</li> <li>• Staff will be working during the commonly busier University term-time</li> </ul>	<ul style="list-style-type: none"> <li>• Will be difficult in departments that are busy all year round</li> <li>• University term-time does not match school term-time</li> </ul>
<p><b>Job Share</b> Involves two people sharing one full-time role on a joint contract</p>	<ul style="list-style-type: none"> <li>• Offers two different sets of skills and expertise</li> <li>• Provides flexibility within the role</li> <li>• Increased continuity and coverage of work during absences</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertainty when replacing a partner who leaves and matching work pattern</li> <li>• Relies on good communication</li> <li>• Need to manage two staff in the role rather than one</li> </ul>
<p><b>Flexi-time</b> Flexi-time allows staff to vary their start and finish times, as long as they cover agreed core hours e.g. 10am to 4pm</p>	<ul style="list-style-type: none"> <li>• Flexibility for staff and better work-life balance, while not affecting pay</li> <li>• Staff can take short periods of time off and make up the time another day</li> <li>• Staff can work more hours during busy times and take time back during quieter periods</li> <li>• Staff retention</li> </ul>	<ul style="list-style-type: none"> <li>• Clear and accurate records need to be kept manually by the manager</li> <li>• Might not be suitable for all areas with specific busy periods</li> <li>• Risks understaffing at some times of the day</li> </ul>
<p><b>Annualised hours</b> These are hours calculated over the year rather than a week. This allows staff to work according to the peaks and troughs of work.</p>	<ul style="list-style-type: none"> <li>• Could allow staff more time outside of work during quieter periods</li> <li>• Can increase efficiency, reduce overtime, and reflect peaks and troughs in work</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicts with busy periods and staff requesting time at home</li> <li>• Clear and accurate records need to be kept manually by the manager</li> <li>• Might not be suitable for all areas</li> </ul>