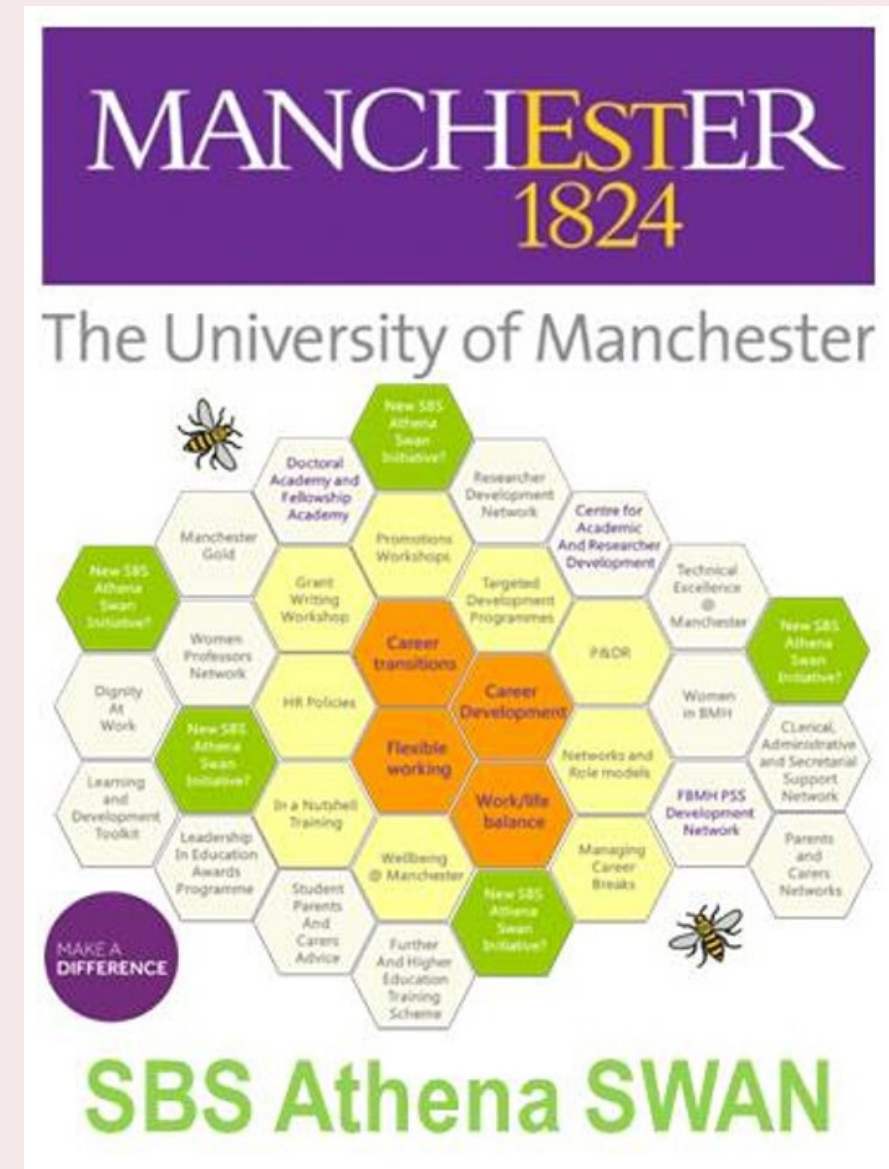


# FLEXIBLE WORKING: WHAT IS IT?



## What is flexible working?

A little flexibility goes a long way in helping people to balance the many pressures of work and personal life. We want to support and promote flexible working but to do this, we must firstly raise awareness about the different types of flexible working.



## PART-TIME

Defined as working agreed contractual hours which are less than the typical working week. This is the most common form of flexible working and hours can be agreed over any pattern, e.g. shorter, longer or fewer days.

## COMPRESSED HOURS

Defined as working normal full-time hours but over a shorter period than the standard 5 days per week, i.e. longer hours over 4 or 4.5 days. This results in longer days when working.

## FLEXI-TIME

Defined as working the agreed contractual hours during core hours (e.g 10am-4pm) but start and finish times vary, sometimes from day to day at the discretion of the employee. Time in lieu can accompany flexi-time.

## JOB SHARE

Two individuals share a full time role with equal responsibility. This may mean splitting the responsibilities or sharing responsibilities and requires very good communication between the individuals.

## NINE DAY FORTNIGHT

Full time hours worked over nine days rather than ten, employees working longer on each of the nine days allowing the employee to take one non-working day every two weeks. Fewer longer days than compressed hours.

## PART-TIME, TERM-TIME

Employees do not work during the school holidays and their salary is adjusted accordingly. This can apply to all school holidays or just the long summer break and can help save significantly on childcare costs.

## SELF ROSTERING

Generally used where employees work shifts, employees are delegated responsibility within their team for determining which shifts each of the team work. This may be referred to as shift-swapping with local policies in place.

## PHASED RETIREMENT

Involves a reduction in hours on a phased, reducing basis, as the individual approaches retirement. The length of phasing will vary and can include reducing hours over months or even years.

## CAREER BREAKS / SABBATICALS

These are agreed periods of time away from work (months to years) during which the contract of employment continues but the employee does not receive any pay or benefits until they return to their post.

## REMOTE/HOME WORKING

To put it simply, it is working from a location other than the normal working place. Employees can work according to their personal orientation as opposed to 9am-5pm. Policies will be in place locally to manage this.

## STAGGERED HOURS

Employees work different start, finish or break times to standard practice. For example, employees may start and finish earlier to avoid peak travel times or take a shorter lunch break to allow an earlier finish.

## ANNUALISED HOURS

Similar to compressed hours, the employee is contracted to a set number of hours and paid in equal increments although the actual worked hours may vary week to week or month to month. Can be linked to seasonal demand.



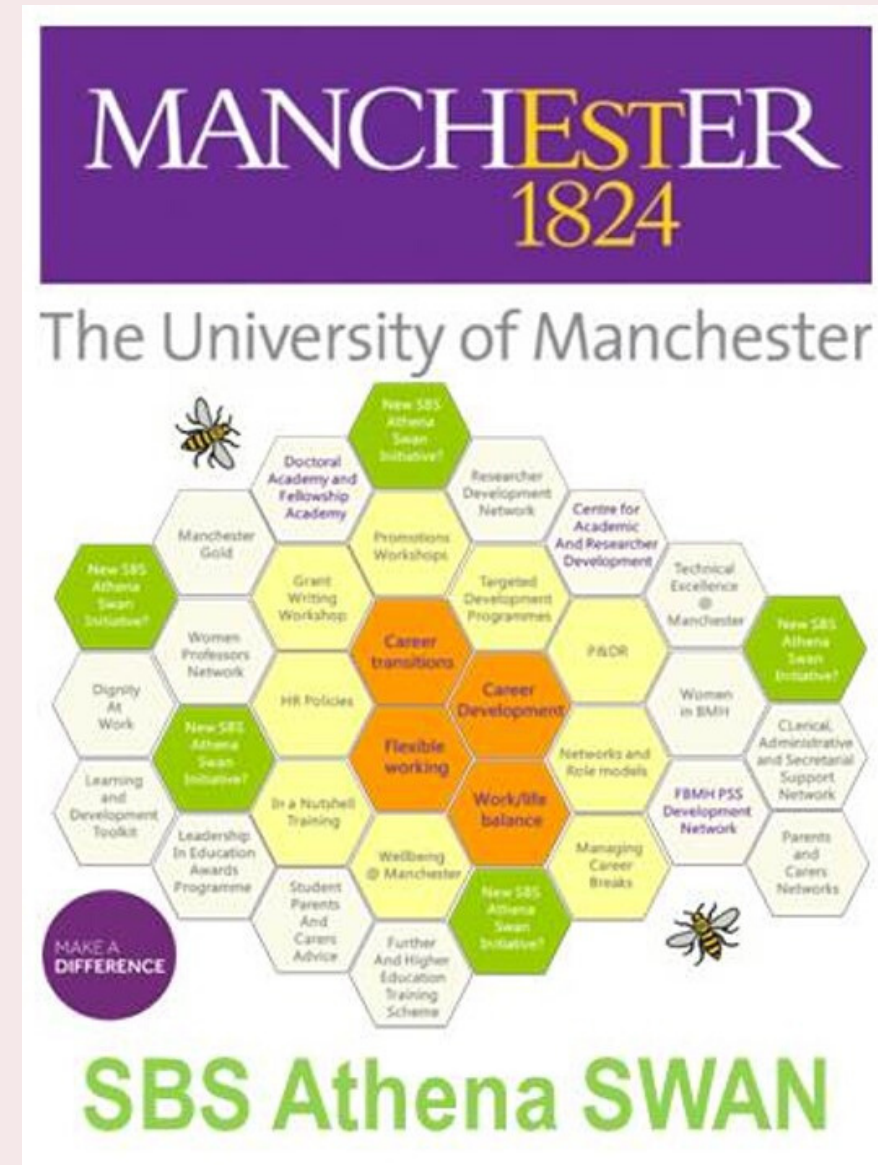


# FLEXIBLE WORKING: BENEFITS



## Benefits of flexible working

A little flexibility can bring many benefits to both organisations and individuals across the entire career path, from those studying or volunteering, to those who are parents and carers or those considering retirement in the not too distant future. Let's try to make life less complicated.



## Talent

Talent is critical for every organisation. All organisations need to recruit good people that have the necessary skills, experience, competencies and knowledge. Let's try to attract them and keep them.

## Talent acquisition

There is lots of evidence to show that the provision of flexibility is a key strategy for organisations to attract talented individuals. Demand is high but availability is not therefore offering flexibility can open up new talent pools.

## Talent retention

If you know a colleague who works flexibly, the main issue they worry about is having that flexibility taken away. If you choose not to offer flexibility to your employees, they may want to find an employer that does.

## Cost-savings

This can include savings made through reducing sickness absence, absenteeism from work-related stress, staff recruitment, and office overhead costs. Flexible working is one of the most cost-effective talent solutions.

## Productivity

There is much evidence to show that flexible working increases productivity, and more importantly innovation, skills utilisation, motivation and creativity.

## Wellbeing

Flexible working is viewed by employees as leading to increased happiness and wellbeing for a combination of many reasons. It can also reduce the levels of stress associated with work.

## Work life balance

Flexible working can improve work life balance by allowing employees to have ownership and manage their own time and working pattern to fit in around their other responsibilities in life.

## Employee Engagement

This is the psychological contract between employee and employer including positive attitude, motivation and enthusiasm. Line managers should empower and trust staff whilst offering autonomy and purpose.

## Sustainability

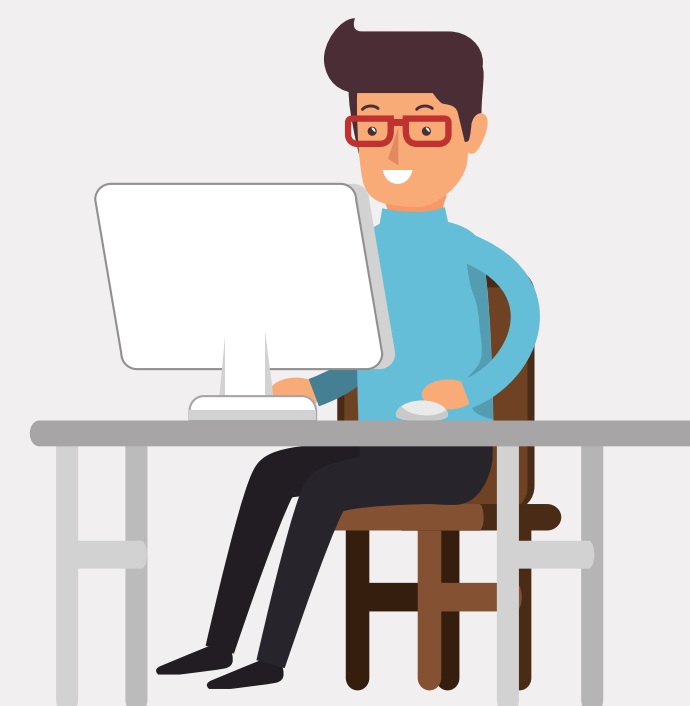
We are all aiming to be carbon neutral to protect our environment and flexible working can significantly reduce the impact of commuting on the environment, as well as the need for real estate.

## The focus should be on quality of work

The Wellcome Trust has recently carried out a survey amongst researchers at academic institutions across the UK. They showed that quantity over quality of work is favoured and that creativity is often stifled. Wellcome has since committed to changing this; to offer a creative, supportive and inclusive environment for all (Jan 2020).

## Improving diversity and inclusion

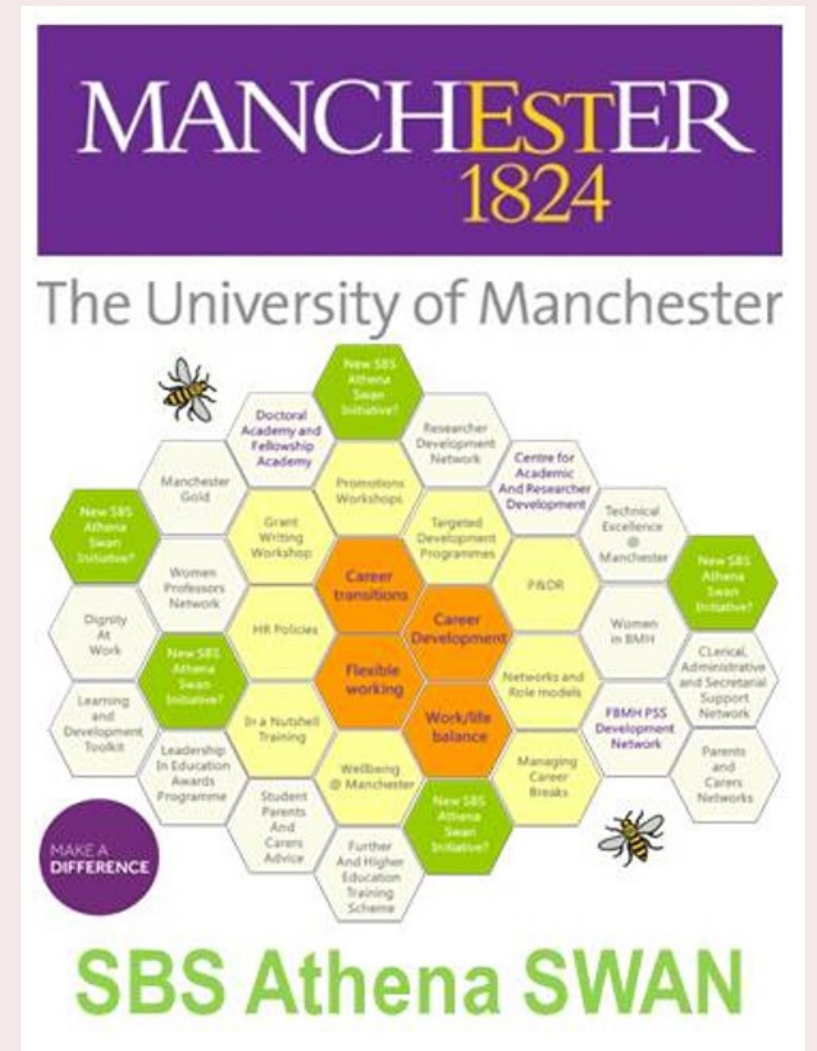
By offering flexible working in recruitment strategies, you will be opening up the talent pool to those who might not feel in a position to apply for roles such as parents and carers, leading to a more inclusive workforce. It will also help to reduce the gender-pay gap.





# FLEXIBLE WORKING: HEADLINES

Research amongst employees found that the main benefits for employees of flexible working most frequently cited are reducing stress and pressure (29%), enabling a better work-life balance (56%) and a factor in them staying with their current employer (28%) - CIPD, 2016.



The Flexible Working Task Force, a partnership across UK government, businesses and charities, has a successful campaign to increase the uptake of flexible working, "*Happy to talk flexible working*".

92% of millennials say that flexible working is a top priority when job hunting.

[www.familyfriendlyworkingscotland.org.uk/what-we-offer-talk/](http://www.familyfriendlyworkingscotland.org.uk/what-we-offer-talk/)



In December 2019, the nations biggest employer, the National Health Service appointed a "Head of Flexible Working" to help recruit and retain world-class talent into the NHS and to ensure workers have more flexible careers and a better work-life balance.

<https://www.workingdads.co.uk/nhs-embraces-flexible-working/>



To find out more about  
SBS Athena Swan:



Follow our blog:  
<https://sites.manchester.ac.uk/bmh-athena-swan/>

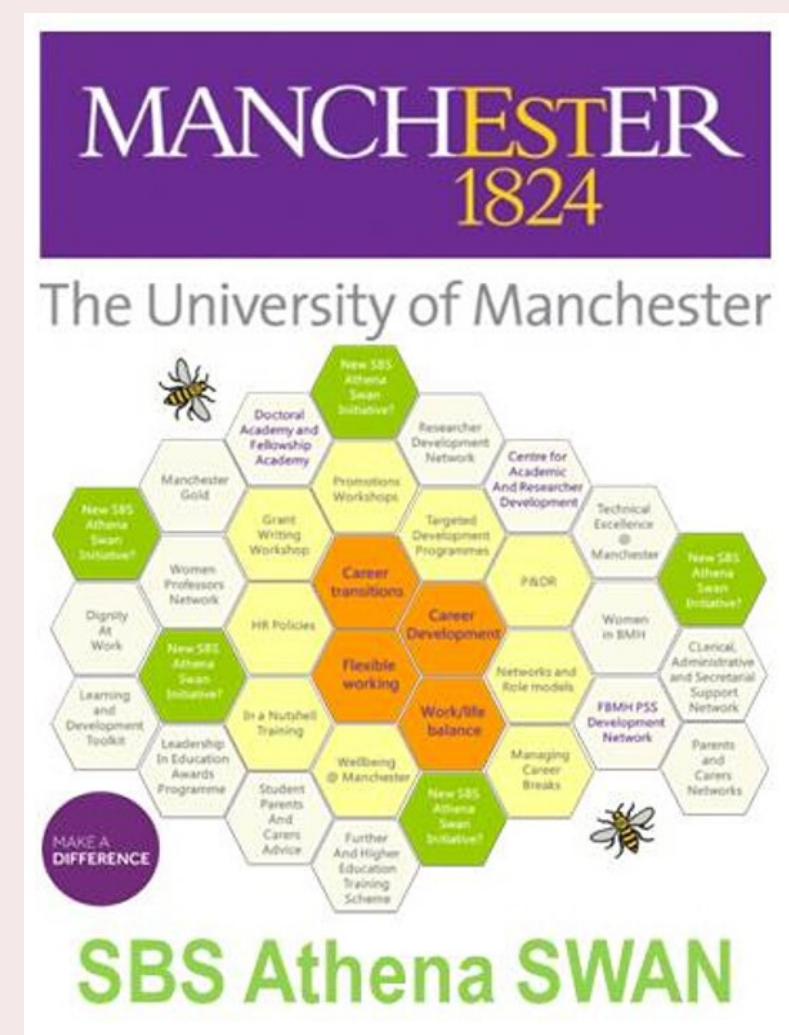


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# FLEXIBLE WORKING: ADVICE FOR MANAGERS

**Managers can find a range of information about managing flexible working and flexible working requests on the Managers' Essentials StaffNet pages.**

<https://www.staffnet.manchester.ac.uk/human-resources/managers-essentials/>



Consult with your team and draw up rules together that everyone agrees with.

Don't be afraid to ask for advice if you are unsure.

Ensure consistency across your team; offer the same to all of your staff.

Regularly review and ensure it is adaptable.

Lead by example and be a role model.

Develop a positive and supportive culture in your team.

Build good relationships within your team.





The University of Manchester

A hexagonal grid logo for the University of Manchester's SBS Athena SWAN initiative. The grid consists of 24 hexagons arranged in a larger hexagonal shape. The central hexagon is orange and contains the text "Career transitions" and "Career Development". Surrounding it are yellow hexagons with "Flexible working" and "Work/life balance". The outermost ring of hexagons is green and contains the text "New SBS Athena SWAN Initiative!". The grid is surrounded by various university services and networks, including the Doctoral Academy and Fellowship Academy, Promotions Workshops, Targeted Development Programmes, PDR, Networks and Role models, Managing Career Breaks, Further and Higher Education Training Scheme, Wellbeing @ Manchester, Student Parents And Carers Advice, In a Nurtish Training, Leadership in Education Awards Programme, Learning and Development Toolkit, Dignity At Work, Women Professors Network, HR Policies, Grant Writing Workshop, Manchester Gold, Researcher Development Network, Centre for Academic And Research Development, Technical Excellence @ Manchester, Women in BMH, Clinical, Administrative and Secretarial Support Network, FBMH PSS Development Network, Parents and Carers Networks, and a Bee logo.

MAKE A DIFFERENCE

**SBS Athena SWAN**

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of over 15,000 global businesses confirmed  
that greater location flexibility led to an  
increase in productivity

IWG Global Workplace Survey, March 2019

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