

Northern Ireland



Flexible Working Policy

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1. INTRODUCTION

- 1.1 NIMDTA is committed to equality of opportunity and to the continued development of a working environment which encourages all staff to give of their best within an arrangement which allows them to balance both work and personal commitments.
- 1.2 NIMDTA, in considering how it can best respond to the needs of the workforce, balanced with the business needs and demands of the relevant departments, has determined that each individual should have the flexibility to agree arrangements with their line manager which meet both the organisational and individual needs.
- 1.3 There are many variations of flexible working which an organisation may wish to consider, some which will impact on an individual's remuneration and terms & conditions of service, and some which will not.
- 1.4 To this end this policy incorporates a range of examples of alternative patterns of work and sets out general principles that should be applied.

2. POLICY STATEMENT

- 2.1 NIMDTA is keen to support staff in balancing their work and home commitments, recognising that individuals have a wide range of varying circumstances with which they have to manage. To this end, NIMDTA will consider any form of flexibility, provided it does not adversely affect the organisational goals/objectives or the service provided and does not contravene any legislation, particularly in the area of health & safety and Working Time Directive Regulations.
- 2.2 Arrangements for flexible working will be reviewed at least annually between managers and staff. It will be expected that an employee who works flexibly will not unreasonably refuse any request to attend work outside the agreed working hours in exceptional circumstances or for training purposes.

3. PROMOTION

- 3.1 An employee accessing any form of flexible working arrangement is free to apply for promotional posts in the usual manner. There will not be an automatic right to retain the flexible working arrangement in the new post. Movement to a new post will require determination of the potential to work flexibly.

4. TRAINING & DEVELOPMENT

- 4.1 All staff availing of flexible working arrangements will be afforded the same opportunities to participate in training and development as other staff.

5. SUPERANNUATION

- 5.1 Entitlement to continue in the Health & Personal Social Services Pension Scheme remains unchanged. However, staff should be aware that the reduction in salary will impact on superannuation benefits. Further information can be obtained from the HSC Pensions, Waterside House, Londonderry, Telephone 028 7131 9000.

6. EMPLOYMENT RIGHTS

- 6.1 Employment rights such as continuity of employment and employment protection remain the same.

7. THE ANNUAL REVIEW PROCESS

- 7.1 To assist in planning of services, SMT will seek to assess the demand for flexible working arrangements at least on an annual basis prior to the commencement of the financial year. SMT must remind staff to submit expressions of interest for such arrangements, normally in January, prior to commencement of the financial year on 1 April.

7.2 It is recognised that individual circumstances may change at short notice. In such circumstances individuals may still apply for flexible working arrangements during a year and the request will be considered at the time of application in the usual manner.

8. HOW TO APPLY FOR FLEXIBLE WORKING ARRANGEMENTS

8.1 Individuals should complete the standard application form for Flexible Working and use this as the basis for discussion with their relevant line manager.

8.2 Each application will be considered on its merits but where circumstances result in a number of applications from the same Department being submitted at the same time, preference will initially be given on the basis of length of service, unless exceptional circumstances would indicate otherwise. Every effort will be made to facilitate such requests on a rotational basis, if necessary.

8.3 Each application will be discussed with the relevant line manager, for a decision to be made by SMT.

8.4 The individual should be notified in writing, by SMT as to the outcome of their application at the earliest opportunity. If a request is not agreed, reasons will be given. No application will be unreasonably refused.

9. APPEALS

9.1 Applications for flexible working will not be unreasonably denied. If an application for flexible working is declined, staff may raise the matter through the Grievance Procedure.

10. REVIEW OF POLICY

10.1 To ensure the ongoing effectiveness of this policy, a review will be undertaken at regular intervals.

11. GENERAL INFORMATION

11.1 Any further information regarding this policy may be obtained from the Human Resources Department.

12. GUIDANCE FOR MANAGERS

12.1 We are all influenced by the environment around us, and how organisational policy is put into practice. As a manager, you must be seen as fair and consistent to all staff, acting on behalf of the organisation in a manner attuned to corporate policy.

12.2 In terms of flexible working, this means you will need to understand how flexible working can benefit both the individual and the organisation, and be clear about the options available. As a manager you may have discretion in the application of flexible working arrangements and this for many can cause concern as to how the needs of the service can be balanced with requests from staff, whilst always striving to be consistent and equitable whilst ensuring that business needs are met.

12.3 Realising this is something almost every manager will be faced with at some time in their career, this document aims to set out some general principles or considerations which managers may wish to work through when responding to requests for flexible working arrangements.

13. KEY PRINCIPLES

13.1 Staff may wish to seek flexible working arrangements which will either:

- allow them to continue full time but working outside of the traditional 9.00am to 5.00 pm Monday - Friday pattern OR;
- allow them to reduce their working time commitment either on a temporary or a permanent basis.

13.2 There may be many reasons for staff wishing to seek an alternative working arrangements so be open minded.

13.3 Recognise that working in a less traditional manner may require a higher degree of organisational skills.

13.4 Very few jobs cannot be undertaken in a different way, it just may require more lateral thinking.

13.5 Whilst the needs of the service must be paramount, remember that flexibility can pay dividends in terms of staff commitment, loyalty and morale.

14. KEY CONSIDERATIONS WHEN RESPONDING TO A REQUEST

14.1 General issues:

- What type of arrangement is the individual seeking?
- Why is the arrangement being sought?
- Is the request for a temporary or permanent arrangement?
- Can this be accommodated/will it meet the needs of the service?
- How will the gap in time between the part time hours and full time hours be met?

14.2 Compressed Working Time:

- Does the job lend itself to the individual working longer hours some days combined with shorter days?
- Does the person need to be referred to the Occupational Health Department for assessment of their suitability to work longer days?
- Would the arrangement be set hours or a flexible arrangement variable from week to week – will this have an impact on the needs of the service.

14.3 Personalised Hours

- Will the individual's request meet the needs of the service?
- Is the arrangement to be set hours or a flexible arrangement variable from week to week - will this have an impact on the needs of the service?
- Will the arrangement impact on other team members in perhaps provision of sufficient office cover?

14.4 Reduced Working Time on a Long Term Basis

- Will the individual's request meet the needs of the service?
- What will the working arrangements be?
- What impact will this have on other team members?
- How will the gap of hours be filled/workload managed?
- Does the individual understand the implications of the reduction in salary and have they been provided with necessary support to consider the long-term implications on pension, annual leave etc?

14.5 Reduced Working Time on a Short Term Basis

- The considerations for this arrangement will be the same as for those reducing their working time on a long-term basis with the exception that the manager and individual should agree the defined period of the arrangement.

- Under this arrangement staff should be encouraged to discuss their superannuation contributions with the Finance Department to determine if there is any avenue for making payments to cover the temporary reduction in hours?

14.6 Flexi-Time Scheme

- What are the requirements of the office in terms of office cover and how will such duties be shared on an equitable basis?

14.7 Job Sharing

- Can the duties and responsibilities be clearly defined and measured for each person?
- How will the hours for each partner be grouped? There are many variations such as:
 - i) one week on, one week off;
 - ii) split each week with one working Monday, Tuesday and ½ day Wednesday and one working ½ day Wednesday, Thursday and Friday; or
 - iii) split each day, with one working every morning and one working every afternoon.
- How will each partner communicate with the other to ensure a smooth transition in work?

14.8 Part Time Working

- How many hours per week does the individual want to work?
- How should the hours be grouped? - Each day, 3 days per week etc?
- Does the agreement require flexibility in terms of days worked or is the requirement predictable for the longer term?

**TYPES OF FLEXIBLE WORKING ARRANGEMENTS AFFECTING
REMUNERATION/TERMS & CONDITIONS OF SERVICE**

1. PART-TIME WORKING

This is an arrangement wherein a member of staff can request to reduce their weekly hours on an ongoing basis.

Staff moving to part-time working will be issued with a revised contract of employment and there will be no automatic right to return to full time hours although such applications will not be unreasonably refused if part time working is required for short periods of time this will also be agreed for a defined period.

DEFINITION

Part-time working allows staff to reduce their full-time working hours to less than their normal working week. The pattern is agreed between the employer and the employee and may be half days, shorter days or a reduced number of full days.

WHY ALLOW PART-TIME WORKING

The availability of part-time working can assist an organisation in improving its staff retention and hence reducing costs associated with recruitment both directly in terms of finding a replacement and indirectly through areas such as training. Staff who desire to work part-time may leave the organisation if this option is not available.

Evidence does demonstrate that, in some instances, allowing part-time work can reduce absenteeism. Furthermore, there is evidence to suggest that part-time workers offer a degree of productivity and commitment which compares well, with that of full-time staff. In particular shorter working hours can often assist in reducing work related stress.

WHO CAN WORK PART-TIME

The Scheme is open to ALL employees who, in most circumstances, should have satisfactorily completed their probationary period. Each application will be considered on its individual merits, taking into account the needs of the service.

HOW DOES IT WORK

There are numerous methods of working part-time such as every morning; every afternoon; one week on, one week off; working till mid-afternoon etc. Essentially the part-time arrangements should be designed to suit both the needs of the organisation and the individual in such a way as is workable.

Ultimately it is recommended that even within part-time arrangements some flexibility exists for both parties. For example, it is possible to combine part-time working with flexi-time.

TERMS AND CONDITIONS OF EMPLOYMENT

Staff moving to part time work will be issued with a revised Contract of Employment and Job Description which clearly defines the duties and responsibilities of the post.

Employment Rights such as Continuity of Employment and Employment Protection would remain the same

Terms and Conditions of Employment which will be applied on a pro-rata basis subject to eligibility will include:

- Salary/Wage
- Holidays
- Occupational Sick Pay
- Maternity Leave
- Annual/Study Leave
- Public/Bank holidays

If an individual wishes to revert to full time work, every effort will be made to accommodate the request elsewhere within the organisation; however, there will be no right to return to full time work unless a suitable vacancy exists at the relevant time.

Trial Arrangements

Where possible, staff wishing to undertake part time hours on a trial basis will be accommodated. In such circumstances, this will be for a defined period. This may also be a request by management to ensure that the service is not adversely affected the change in working arrangements.

TRAINING AND DEVELOPMENT FOR PART TIME STAFF

Line managers should identify training needs of part time staff as for all other staff and take appropriate action.

PROMOTION

Part time staff will be free to compete for promotional posts in the same way as full-time employees. They will not, however, have an automatic right to work part time in the new post.

PENSION

Entitlement to membership of the Health and Personal Social Services Pension Scheme remains unchanged. However, applicants should be aware that the reduction in salary will impact on superannuation benefits. Further information can be obtained from the Superannuation branch, Waterside House, Londonderry.

HOW TO APPLY

Complete the application form for Flexible Working and use this as the basis for discussion with your line manager. Following this initial meeting the line manager should forward this to SMT for consideration. The individual should be notified in writing by SMT of the outcome of their application at the earliest opportunity.

APPEAL

If an individual has their application to work part-time rejected they may appeal this decision by writing in accordance with the Grievance Procedure will be invoked.

REVIEW OF POLICY

To ensure the ongoing effectiveness of this policy a review will be undertaken.

2. TERM-TIME WORKING

This is an arrangement wherein an individual can request to work a reduced number of weeks per year and have their reduced salary paid over a twelve-month period. Individuals will be requested to submit application forms to their line manager on an annual basis for consideration and authorisation prior to 1 April each year. Agreement to such an arrangement will be made annually to ensure as many staff can access the arrangement as possible. (Please refer to relevant guidelines)

3. JOB SHARE

This is a variant on part-time working and involves two employees requesting to share a job on a basis acceptable to both the employees and the organisation. (Please refer to relevant guidelines)

A DEFINITION

Job-sharing is simply the sharing of responsibilities of a full-time job equally between two people. The terms and conditions of service attached to the post are also shared, for example, remuneration, annual leave, statutory leave and general conditions. For these reasons job-sharing is not the same as part-time work.

WHY HAVE A JOB SHARING SCHEME

The job-sharing scheme aims to enable NIMDTA to retain the skill and expertise of staff who are no longer able/wish to continue in full time employment. It also aims to facilitate staff who wish to continue working at the same time as meeting personal commitments and provides others with new job opportunities within the Service.

Job-sharing can improve the range of skills, experience and creativity within one post as two people sharing one job are likely to have different areas of specialist skill and knowledge which may complement and enhance job performance. For example, creativity

may be greatly enhanced through the engagement of two minds rather than one. There is also evidence to suggest that individuals working in such an arrangement tend to be fresher, and more energetic. Concentration spans are sustained more effectively when dealing with both complex and routine aspects of the job.

Job-sharing arrangements might also help NIMDTA to improve flexibility within a job whereby the job-sharers' in some circumstances, could allow a mechanism for coping with peak periods together or attending different meetings at the same time. Job-sharing might also allow NIMDTA to have greater continuity as when one partner is absent the other is still carrying out the duties of the post. During times of sickness, annual leave or other such circumstances, one partner may elect, following discussion with the manager, to work the additional hours to cover the full duties of the post. On such occasions the individual will be paid at plain time until the standard working week has been achieved.

WHO CAN USE THE SCHEME

The Scheme is open to ALL employees who have satisfactorily completed one year's service within NIMDTA. Each application to have a post designated as shareable will be considered on its individual merits taking into account the needs of the service. Agreement to the application will not be unreasonably withheld.

Alternatively an individual may apply separately for a post which has been identified as being open to job-share arrangements.

HOW MIGHT A JOB-SHARE ARRANGEMENT BE INSTIGATED

An individual may make an application for flexible working to their line manager to have their post considered for a job-share arrangement. This will be forwarded to SMT for discussion.

DURATION OF JOB-SHARE ARRANGEMENT

Following a decision to share a post the job-sharing arrangement will last until it appears to management that the job sharing situation is no longer practical. Full consultation will take place with the individuals concerned.

If either or both of the job-sharers leave then the job sharing arrangement will be reviewed.

TERMS AND CONDITIONS OF EMPLOYMENT

Each job-sharer will be issued with an individual Contract of Employment and a Job Description which clearly defines the duties and responsibilities of the post. Employment Rights such as Continuity of Employment and Employment Protection would remain the same as for full-time staff. Terms and Conditions of Employment which will be applied on a pro-rata basis subject to eligibility will include:-

- Salary/Wage
- Holidays
- Occupational Sick Pay
- Maternity Leave
- Annual/Study Leave

Public/Bank Holidays will be shared between job-sharers on a pro rata basis.

Where a job sharer accepts the offer of a post in a location different from their current post, he/she will not be entitled to payment of excess travelling expenses.

Those newly appointed to a post will be subject to the successful completion of the normal six-month probationary period. The probationary period will enable managers to assess the suitability of participants and the feasibility of the job-sharing situation.

If it is found that a participant does not carry out their duties satisfactorily this would be dealt with in the normal way when a person undertakes a new post i.e. the normal

disciplinary process may be invoked. This will not necessarily end the job-share arrangement. If it is found that the job-sharing initiative has not succeeded the post will revert to a full-time job with the most recently appointed employee being re-deployed to another post at the first opportunity. In the case of job-sharers having a common starting date management will have the right to decide which member of staff should be re-deployed to another post.

Every effort will be taken to ensure an equal balance in the division of responsibility for the job among the job sharers.

Managers must ensure that job sharers, where necessary, work an appropriate number of common hours to exchange information and update each other on work issues.

If an individual wishes to revert to full time work, every effort will be made to accommodate their request at the same grade elsewhere within the organisation; however, there will be no right to return to full time work unless a suitable vacancy exists at the relevant time.

COVER FOR SHARERS

Where one sharer is unable to work for a reason such as illness or maternity leave the partner may be offered the opportunity to cover the hours of the absent sharer, in the first instance. If the partner is unable to cover those hours management may either seek to cover by employing a temporary person to share the post or review the arrangement. It should be noted that if the partner decides to work full-time hours they will only be paid at the basic rate until such times as they have exceeded the standard working work.

TRAINING AND DEVELOPMENT FOR JOB-SHARERS

Line managers should identify training needs of job sharers and take appropriate action.

PROMOTION

Job-sharers will be free to compete for promotional posts in the same way as full-time employees. They will not, however, have an automatic right to job share in the new post.

SUPERANNUATION

Entitlement to continue in the Health and Personal Social Services Superannuation Scheme remains unchanged. However, applicants should be aware that the reduction in salary will impact on superannuation benefits. Further information can be obtained from the Superannuation branch, Waterside House, Londonderry.

HOW TO APPLY

Complete the standard application form for flexible working and use this as the basis for discussion with your line manager. Following this initial meeting the line manager should forward for discussion at SMT.

APPEAL

If an individual has their application to convert their full time post to a job share arrangement rejected they may appeal this decision in accordance with the normal grievance procedure will be invoked.

REVIEW OF POLICY

To ensure the ongoing effectiveness of this policy a review will be undertaken within three years of the launch of this policy.

4. HOME WORKING

On an exceptional basis, such as advice from Occupational Health, the organisation may facilitate an arrangement where, with the agreement of the relevant Senior Manager, an employee can work from home for an agreed number of hours per week. It must be noted that the Organisation will not pay for costs such as fuel or electricity if a member of staff works from home. Members of staff must also ensure that there is sufficient and relevant insurance cover to enable them to work at home.

5. CAREER BREAK

Career break is special leave without pay for a specified period of time. All employees must have satisfactorily completed one year's service prior to application. Career breaks may be granted for a period of not less than three months up to a maximum of 5 years. The objectives of the scheme are to retain skills and expertise within the organisation, facilitate staff and provide new job opportunities in the Health Service. (Please refer to relevant policy)

**TYPES OF FLEXIBLE WORKING ARRANGEMENTS NOT AFFECTING
REMUNERATION/TERMS & CONDITIONS OF SERVICE**

The following are examples of flexible working arrangements where there is no actual change to the contracted hours, be they part-time or full-time, which may be considered:

1. FLEXIBLE WORKING HOURS

This facility is available to all administrative and clerical staff up to and including Band 7. It provides flexibility in starting and finishing times subject to attendance during core hours with a facility to transfer hours on a credit and debit basis from month to month. (Please refer to relevant policy). It is available to part-time and full-time staff.

A DEFINITION

This scheme allows employees to choose within a framework the times they start and finish work. The scheme allows for the carry over of any excess or deficit in hours accrued or owed beyond one accounting period (usually a month).

WHY HAVE A FLEXI-TIME SCHEME

A flexi-time scheme can assist in the reduction or elimination of punctuality problems as the employee is allowed a flexible start to the day, time-keeping problems are often reduced and consequently a reduction in disciplinary action in respect of lateness.

It can also greatly improve the efficiency of employees as they are more likely to stay on and finish a task knowing that the time is being "banked". This reduces the amount of time the following day the employee might otherwise spend "getting back up to speed".

Flexi-time can also assist in reducing absenteeism as the improved flexibility can often lead to reduction in casual absenteeism as a flexible start and finishing time allows for changes in personal circumstances to be accommodated.

Clearly flexi-time can improve the retention of staff who desire to work in a flexible working environment and this in itself can help to improve relationships between managers and staff through showing added trust. It is also found that in most instances staff can deal with personal matters such as medical and dental appointments outside of their core time hence reducing time off to deal with such matters.

WHO CAN USE THE SCHEME?

The Flexi-time scheme by its nature relates to those jobs which have Term & Condition of service dictating a set number of hours and applies to all staff.

The scheme is open to temporary staff and those working under part-time arrangements including job-share on a pro rata basis. In most circumstances staff will be required to complete 3 months in service in NIMDTA.

HOW DOES THE SCHEME WORK?

Flexi-time splits the normal working day into core time and flexi time. Core times are the periods when all employees must be present. Flexible times are the period when starting and finishing times will be varied subject to the demands of the job and with the agreement of colleagues within the department. The core time will be:

- 10.00 am – 12.00 noon
- 2.00 pm – 4.00 pm

The flexi-time will be:

- 8.00 am – 10.00 am
- 4.00 pm – 6.00 pm

All staff working 6 hours or more must record a minimum break of 30 minutes to be taken between 12 noon and 2.00 pm.

The accounting period will be one calendar month. The standard working day will be 7 hours 30 minutes.

A maximum of 8 hours credit and, under exceptional circumstances, 12 hours credit may be carried forward to the next month. Members of staff should try to avoid having a debit of hours, however, a maximum of 8 hours debit may be carried from one month to the next. Debited hours in excess of 8 hours will be treated as a serious offence and may lead to disciplinary action. Any hours credited at the end of the month in excess of the stated maximum will be forfeited.

TIME OFF (FLEXI LEAVE)

A member of staff may take up to a maximum of two days off per month provided it has been agreed in advance with the line manager. Leave may be taken in half or full days.

Staff are encouraged to co-operate and agree together a fair share of "popular" days for taking time off and managers have a responsibility to ensure a fair distribution of such 'popular' days.

OVERTIME

Paid overtime should be agreed in advance with the relevant line manager. Overtime will only be paid outside of the flexi times available in the organisation. It should be noted that in accordance with the Administrative & Clerical terms and conditions of service paid overtime is not applicable to staff above Band 7. For part time staff, overtime rates will only be paid when the individual has worked the standard full time hours (37½) of the post.

VISITS TO DOCTORS, DENTISTS, ETC

Visits to doctors, dentists and hospital appointments should, where possible, be arranged outside core time. In exceptional circumstances, for example hospital appointments where there is less control on the behalf of the employee, it may be necessary for staff to make an appointment during core hours and in such cases **individuals should advise their line manager at the earliest opportunity.**

A standard day should apply, provided that such absence lasts less than 2 hours. Any time in excess of 2 hours taken for appointments should normally be debited from the individuals actual accumulated hours worked. In exceptional circumstances, for example, a hospital appointment the full time for the visit will be allowed. The day should be recorded as a standard working day.

Consideration will be given to requests for time off to take dependants to medical and dental appointments on a case by case basis.

RECORDING OF TIME

Each member of staff will be responsible for recording his/her own time for arrival and departure. A spreadsheet is available from HR for this purpose. This will calculate your worked time and the subsequent credit/debit.

Time off due to sickness will be credited to staff in the basis of a standard working day. Time should be recorded and calculated accurately.

Traffic delays must be accepted as a normal hazard. Credit will only be given where management determines that truly exceptional circumstances exist.

Individual managers should make arrangements as to how this system of recording is monitored

FLEXIBLE WORKING HOURS CREDIT/DEBIT ON LEAVING THE SERVICE

On receipt of notification from an officer working flexible working hours that they intend to leave the Agency management must ensure that the individual is showing a nil balance by their last working day.

In exceptional circumstances where this has not been achieved, any debit balance should firstly be offset against any outstanding annual leave and if this is not possible final payment may be adjusted accordingly. Similarly, an addition will be made for excess balance of hours in credit.

2. COMPRESSED HOURS

This is an arrangement which describes the working time of an employee, organised in such a way that full-time hours are worked within less than the standard 5 day working week. Typically the same basic hours are worked in a 4-4½ day week or a 9 day fortnight. Since a key feature of this type of arrangement is a longer working day, staff may be required to undergo an assessment by the Occupational Health Service as to their ability to work longer days. It is unlikely that anyone working compressed hours could participate in the flexible working hours scheme. The ability to work compressed hours will be subject to:

- The office opening hours
- The Working Time Directive
- The nature of the employees work and the need for supervision
- The Health & Safety legislation.

3. PERSONALISED HOURS

Personalised hours is an arrangement whereby an individual comes to an agreement with their manager regarding their working time based on their individual needs. This might involve an arrangement of flexible working hours, or perhaps staggered hours similar to a split-shift arrangement.

FLEXIBLE WORKING POLICY

APPLICATION TO CHANGE WORKING ARRANGEMENTS

A Employee Details (Block Capitals)

Surname: _____ First Name: _____

Department: _____ Full Staff No: _____

B Current Employment Details

Grade	
Hours Per Week	
No. of Days Per Week (identify days if relevant)	
Date Of Continuous Service	
Annual-Leave Entitlement	

C Proposed Working Arrangements

Please tick which of the following options you are requesting:

<input type="checkbox"/>	Part/full time hours (Indicate hours/days below)
<input type="checkbox"/>	Term-Time working (indicate no. of <u>full</u> weeks being taken off and relevant dates below)
<input type="checkbox"/>	Compressed hours
<input type="checkbox"/>	Personalised hours
<input type="checkbox"/>	Home working
<input type="checkbox"/>	Job Share (Identify partner, hours/days per week below)
<input type="checkbox"/>	Other

E TO BE COMPLETED BY: SMT

Please consider whether this request can be met without adversely affecting service requirements and confirm your approval or otherwise below:

Signed: _____ Date: _____

NB. If the request is rejected, the employee must be provided with a written explanation of your decision, a copy of which should be forwarded to the Human Resources Department along with a copy of this form.

**PLEASE FORWARD ALL FORMS AND ANNUAL LEAVE CARD (IF APPROPRIATE) TO THE HUMAN RESOURCES DEPARTMENT FOR PROCESSING
(PLEASE ADVISE HUMAN RESOURCES IF ADJUSTMENT NECESSITATES TRANSFER TO ANOTHER DEPARTMENT, ETC)**

Policy Proforma

Subject of Document: Flexible Working Policy

Producer: Roisin Campbell

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Copy Obtainable: Cetus & Staff Handbook (F:\GENERAL\Staff Handbook)

Amendment Form

Version	Date	Pages	Comments	Actioned