

Flexible Working Schemes

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1. Introduction

We recognise the increasing pressures placed on employees in combining their career and out of work responsibilities. In order to help employees achieve a healthy work-life balance the Council has introduced a process whereby employees can request a change to their working arrangements. The changes might relate to for example:

- the number of hours they are required to work
- the times when they are required to work
- where they are required to work i.e. at home/workplace

This does not apply to changes to the duties of the job or “type” of work the employee undertakes. Examples of possible changes to working arrangements could include a change to start/finish times, annualised hours, compressed hours, flexi-time, homeworking, job share, and term time working. There are many different types of flexible working arrangements so this is not an exhaustive list.

Each employee should adopt a responsible attitude to time management, recognise the requirements and responsibilities of their job, work closely with colleagues and honour their commitment to the Council. In return, managers will recognise the needs of employees with regard to their work/life balance and will not unreasonably refuse requests for flexible working.

2. Legislation

This policy complies with the requirements introduced by the Government in the past and with the Children and Families Act 2014 legislation, regarding “The right to request Flexible Working”

We have extended the rights given by law to allow all employees to apply for a change to their working arrangements whether or not they meet the criteria outlined in the legislation, regardless of their length of service, or their reason for making the application. This approach recognises the wide range of reasons an employee may have for requesting a change to their working arrangements.

3. Flexible Working Schemes application process

Employees who would like to request a change to their working arrangements must complete the application form at Appendix 9 and return it to their line manager. If the line manager is a Lead Officer, then they would normally discuss the application with the Team Leader.

The line manager will meet with the employee within 28 days of receiving the application in order to discuss how the proposed changes could be accommodated.

Within 14 days of the meeting the line manager will write to the employee to either:

- Agree a new work pattern and start date for the new arrangements
- Provide a clear business reason as to why the application cannot be accepted and why this applies in the circumstances.

You should note that if your request is accepted the change in your working pattern will be a permanent change to your terms and conditions of employment (unless otherwise agreed) and you have no right in law to revert back to your previous working pattern.

3.1. Trial period

If a line manager is uncertain about the impact that a request for flexible working will have on the service the employee may be allowed to work under

the requested flexible working arrangement on a “trial period” to determine the impact of the new arrangement.

The line manager’s decision on an employee’s request for flexible working must be given to the employee within 14 days after the date of their meeting, but the manager and employee may agree to extend this time limit.

If the line manager and employee agree to a trial period, Human Resources (HR) must be informed of the detail. They will ensure that the employee receives a letter that sets out the following:

- that agreement to the employee’s request for flexible working is subject to the outcome of the trial period.
- the length of the trial period (i.e. when the period starts and when it ends).
- that this is a temporary change to the employee’s terms and conditions.
- full details of the temporary change.
- that the manager and employee will meet at the end of the trial period in order to review the situation.

3.2. Reasons for refusal

Employees should note that making an application does not guarantee a change to their working arrangements if there are sound business reasons to refuse their request. Request will be accepted only where operationally practicable.

A manager can refuse the application if they consider that one (or more) of the following business reasons applies:

- The burden of additional costs
- Detrimental effect on ability to meet customer demand
- Inability to re-organise work amongst existing staff
- Inability to recruit additional staff
- Detrimental impact on quality and performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

The manager must state which of the above applies and why it applies in the circumstances.

3.3. Appeal

The employee can appeal to the next level of line management, regarding their Line Manager’s decision within 14 day’s of it being notified to them. The employee must set out clearly the grounds for their appeal on the form at Appendix 9.

An appeal meeting will be held within 14 days of the employee submitting their appeal.

The employee will be notified of the decision within 14 days of the appeal meeting. If the appeal is dismissed the grounds for the decision must be given to the employee.

If an employee is dissatisfied with the decision of the appeal they are entitled to use their statutory rights. This will **not** include the use of the Council’s Grievance Procedure.

3.4. Extension of time limits

The line manager and employee may agree to extend the time limits for any part of the procedure as long as the agreement is recorded in writing by the Line Manager, is dated, specifies what time limit the extension relates to, specifies the date on which the extension is to end and is sent to the employee.

The agreement may extend the amount of time the procedure allows for:

- Arranging a meeting to discuss the employee's application (28 days)
- Notifying the employee of the line manager's decision regarding the application (14 days)
- Arranging a meeting to discuss the employee's appeal (14 days)
- Notifying the employee of the decision regarding the appeal (14 days)

An automatic extension will apply when the individual who would ordinarily consider the employee's request is absent from work.

3.5 Representation

The employee will have the right to be accompanied by a Trade Union Representative or a work colleague at the initial meeting to discuss the proposed changes and any subsequent appeal meeting. The right of representation should not be used to delay the meetings for an unreasonable period. Line Managers may request that a member of the HR team accompanies them at the above meetings.

4. Legal redress

Employees have the right to complain to an Employment Tribunal if the above procedure is not followed or if a decision to reject the application was based on incorrect facts.

Employees cannot make more than one application to change their working arrangements within 12 months.

5. Flexible Working Schemes

Examples of current flexible working schemes are outlined in appendices 1 to 8. This is not an exhaustive list and employees may request consideration of alternative flexible arrangements.

The Team Leader is best placed to decide how the service is best managed and what can be accommodated.

Appendices

Flexible Hours Scheme

Working flexible hours means adjusting working hours and arrangements (if necessary) to meet the needs of the service or to enable employees to deal with personal or domestic matters arising outside of their contractual working hours.

A certain degree of flexibility is expected from time to time from both employees and their managers and is a natural aspect of working life. An employee does not need to complete an application form to work flexibly within the meaning of this scheme.

Working flexibly applies to all employees (irrespective of grade).

The following are examples that may result in an adjustment to working hours:

Service driven

- An employee needs to arrive at work half an hour earlier than their contractual hours in order to attend a meeting.
- An employee is required to attend an evening meeting.
- An employee is dealing with a work issue which cannot be left and which continues beyond the end of their normal working day.
- Specific duties, approved by the manager, which cannot be achieved during the working day.

The employee must obtain his/her manager's agreement to working the additional hours and to this being counted as Time Off in Lieu (TOIL). The employee must record details of any additional time worked and may then take this (TOIL) at a mutually convenient time in agreement with their manager.

TOIL enables an employee to be reimbursed for additional hours worked, at a time, which meets the employee's requirements and can be accommodated within the needs of the service.

There is an expectation that employees on Band 11 or above will work a certain amount of additional time as part of their normal duties and only excessive hours will be eligible for TOIL depending on the seniority of the post. Overtime is dealt with under Section 8 of the Employment Handbook

Employee driven

- An employee needs to attend a doctor or dentist appointment and could not get an appointment outside of their contractual hours.
- An employee needs to deal with a domestic matter such as visiting a solicitor, taking their car to be serviced, waiting for the gas board to arrive.
- An employee would like to go their child's school play or sports day, which is during normal working hours.

Employees should make every attempt to make such arrangements outside of their contractual working hours, however it is accepted that sometimes this is not possible and in these circumstances managers will be as flexible as possible.

The employee may take TOIL for hours already accrued or the employee and manager may agree for the employee to make the time up at a later date. Any changes in working hours must be agreed with the manager beforehand.

The principles of flexible hours are as follows:

- The requirement to work additional hours is driven by the needs of the service.
- The manager must give agreement for the additional hours to be worked and when TOIL is taken.
- Only periods of time worked of at least 15 minutes in duration are counted for the purposes of accruing TOIL.
- Up to 1 day at a time may be taken as TOIL. More than one day's TOIL cannot be taken unless there are exceptional circumstances and this has been previously agreed with the manager.
- TOIL can be used for any purpose, including as an addition to annual leave. It can also be used in small periods of time (e.g. 1 or 2 hours off to attend a child's sports day or school play).
- TOIL should be taken in a reasonable time period that is agreed between the manager and employee
- Employees are expected to make appointments outside of working hours wherever possible.
- For flexible working to be successful, the manager and employee must respect each other's requirements and work together to accommodate both the needs of the service and those of the employee.

Flexi-Time Scheme

1. General Principles of the Scheme

The Council operates a flexi-time scheme for all employees. The aim of the scheme is to give staff more flexibility about how they work to meet both their own needs and the needs of their service. However, the operation of the scheme must not in any way reduce the efficiency of the service to the public. The requirements of the service must always come first and personal requirements second.

Cover must always be maintained in all units during the standard working day.

There may be occasions when a manager may need to refuse flexi-time accrued under the scheme on certain days when cover is needed or pressure of work is known to be exceptionally high.

It is not the intention to encourage employees to work long hours or to allow the build up of unnecessary hours to the detriment of the service. This is a joint responsibility of management and their team members who participate in this scheme.

Employees who have already agreed one of the following Flexible Working options with their manager will not also be eligible to join the Flexi-time scheme:

- Term Time Working scheme
- Concentrated Hours scheme
- Annualised Hours scheme

2. Operation of the scheme

Cover must be maintained in all units during the standard working day. Staff will be expected to work their normal contracted hours; however, the rules of the scheme will allow staff to request some flexibility around those contracted hours, in agreement with their manager.

Managers are responsible for making sure essential services are covered. The accrual of flexi-time must be in accordance with the needs of the service and always in agreement with managers.

Time worked must be recorded accurately by each employee on a daily basis. For time recording purposes, staff may only accrue flexi-time when they are actually working and will need to remember to book out when they go for a break and to book in again on their return.

The method of time recording will be reasonable and determined by each manager. At the end of each recording period, completed records shall be made available to managers.

When leaving the employment of the Council, employees should not owe or be owed additional time. If an employee transfers to another service, the flexi-time operating rules of the new service will apply, in accordance with service needs.

The current regulations for TOIL for evening meetings, outside of normal working hours, is still permitted outside of the flexi-time scheme.

3. Service constraints

Whilst it is the intention that this scheme should apply across the Council as far as possible, it is recognised that some work areas will not be able to participate due to the

nature of their service, i.e. all staff who are employed on shift-working patterns, or fixed hours that are required for service delivery. In these areas, managers will consider individual requests for flexibility and flexible working and agree them where possible.

4. Framework of the scheme

Band width	07.30 - 18.30
Core time*	10.00 - 12.00
	14.00 - 16.00

**see note below*

Employees must work a minimum of 4 hours during any day. Part time employees must work a minimum of half their normal hours on any day

Flexible time	07.30 - 10.00
	16.00 - 18.30

Break time	12.00 - 14.00
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No employee may work more than 6 hours without a minimum of 30 minutes break.

Typical week of 37 hours	08.45 - 17.15 (Monday to Thursday)
	08.45 - 16.45 (Friday)

N.B.: Band widths may be lengthened by managers to suit individual service requirements.

5. Allowances for leave or sickness

A complete working day is 7 hours 24 minutes (or the hours the employee normally works). Absence for part of a working day will be the difference between 7 hours 24 minutes (or the time the employee would normally work on the day) and the time actually worked.

6. Settlement period, credit/debit facility, flexi-leave (pro rata for part time employees)

The settlement period is 4 weeks, with a maximum of 1 day (7 hours 24 minutes, pro rata for part-timers) being allowed as a credit or debit at the end of one settlement period to transfer to the next.

An employee may, with the approval of their manager, take up to 1 day or 2 half days flexi-leave in any settlement period, or may take smaller amounts of time, up to a total of 1 day per 4 week period as flexi-leave from the workplace. For example, if an employee has a hospital appointment at 8.45 a.m. and can return to work at 11a.m, this counts as 2 hours 15 minutes flexi-time taken and does not have to be extended to ½ day unless the employee so chooses.

Part-time employees should have the same opportunity of access to flexi-time working as full-time employees. The debit and credit of leave will be pro-rata in accordance with the rules of the scheme. I.e. if the employee works 15 hours a week over 3 days, he/she will be allowed to have a debit or credit of 3 hours, which has been calculated by taking the total hours worked and dividing by 5.

Flexi-time can be booked in advance by the employee beyond the current accounting period, but only with the manager's agreement.

7. Attendance at seminars, conferences and meetings etc.

Managers have the discretion to authorise credit up to the band width period (07.30 – 18.30) provided they are satisfied that attendance is primarily in the Council’s interest and that those hours have been worked.

8. Attendance at training courses (including residential courses)

The standard working day will be recorded when attending training courses.

9. Hospital, doctor and dental appointments

The Sickness Absence Management Policy and Procedure should be referred to in these cases.

Where the Council requires an employee to undertake any form of medical appointment, i.e., Occupational Health appointments, it is accepted that these will take place in normal working time, and the employee will not be expected to “make this time up”

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Term Time Working Scheme

1. General principles of the scheme

The term time working scheme is designed to allow employees with dependant children of school age to change or reduce their working hours during school holidays, to support their children. Employees with dependant children who have a disability and who therefore have differing needs during school or college holidays can also be accommodated under this scheme.

This scheme is particularly suited to posts where peaks and troughs coincide with term time and holiday times, or where workload can be planned easily, or where cover can be provided during the school holidays.

2. What are the implications on an employee's Written Particulars of Employment?

If an employee reduces their working hours, pay and holiday entitlement will be awarded on a pro rata basis. Term time working will also have an effect on pension and employees are advised to discuss this with LPFA before making a decision to request a term time working pattern. Otherwise conditions of service will remain the same.

3. How does the scheme operate?

The scheme can operate in a variety of ways. For example, an employee could work up to 5 days per week during term time and four days during school holidays. Alternatively the employee could work five days during term time and not at all during school holidays. The operation of the scheme and the reduced working periods must be agreed with the manager.

4. How will an employee be paid?

Pay will be apportioned into 12 monthly payments as in the examples below:

Example one

An employee with 4 years service, on SCP 21 working 37 hours over 5 days during term time and not working at all during school holidays would be paid as follows:

37 hours x 38 weeks worked = 1406 hours worked in a year

1406 hours ÷ 52 weeks worked = 27 hours average per week over the year

The employee would therefore be paid for 27 hours per week over the year.

Example two

An employee with 4 years service, on SCP 21 working 25 hours per week over 4 days during term time and 15 hours per week over 3 days during school holidays would be paid as follows:

25 hours x 38 weeks = 950 hours

15 hours x 14 weeks = 210 hours

950 hours + 210 hours = 1160 hours worked over the year

$$1160 \text{ hours} \div 52 \text{ weeks} = 22.3 \text{ hours}$$

The employee would therefore be paid for 22.3 hours per week.

5. How will leave entitlement be calculated and when can the employee take leave?

Leave entitlement will be expressed in hours and will be calculated using the following formula:

$$\frac{\text{Average hours worked per week}}{37} \times \text{holiday entitlement in days} \times 7.4 \text{ hours} = \text{Holiday entitlement in hours}$$

If this formula is used on the two example employees above, the holiday entitlement would be as follows:

Example One

(Assuming 23 days annual leave for a full time employee).

$$\frac{27 \text{ (average hours worked per week)}}{37} \times 23 \text{ (days leave)} \times 7.4 = 124 \text{ hours holiday entitlement}$$

Example Two

(Assuming 23 days annual leave for a full time employee).

$$\frac{22.3 \text{ (average hours worked per week)}}{37} \times 23 \text{ (days leave)} \times 7.4 = 102.5 \text{ hours holiday entitlement}$$

Leave may be taken at any time of the year subject to the approval of the manager.

6. How will entitlement to Bank Holidays be calculated?

Entitlement to bank holidays will be calculated on a pro rata basis to the hours worked over the year and added to holiday entitlement.

When a bank holiday falls on a working day, the employee will be required to deduct the hours normally worked on that day from his/her holiday entitlement.

Entitlement to bank holidays will be calculated using the following formula:

$$\frac{\text{Average working hours per week}}{\text{hours} \quad 37} \times 7.4$$

Using this formula, the entitlement to bank holidays for the employee in Example one above would be 5.4 hours per bank holiday. For the employee in Example Two, the entitlement would be 4.5 hours per bank holiday.

7. In the event of an employee leaving the Council's employment part way through the year any overpayment of salary will be recovered by the Council. Any annual leave credit or debit will also be calculated. Employees will be required to take any

outstanding leave during their notice period unless otherwise agreed. If employees owe the Council leave then the Council will recover payment accordingly.

8. Who is eligible to apply for term time working?

Any employee who has dependant children of school age or an employee with dependant children with a disability is entitled to apply to work on a term time basis, regardless of his/her hours worked or length of service.

Voluntary Reduced Working Time Scheme

1. General principles of the scheme

The voluntary reduced working time scheme is aimed at allowing employees to voluntarily reduce their working hours either permanently or for a temporary period. This can be achieved either by working shorter daily hours or by working fewer days per week. The scheme might be suited to employees with family or caring commitments or to those employees who wish to reduce their working hours in preparation for retirement.

2. What are the implications on an employee's Written Particulars of Employment?

If an employee reduces his/her working hours he/she will be paid on a pro-rata basis to the hours worked.

Holiday entitlement will be calculated on a pro rata basis.

Part time working will also have an effect on an employee's pension and employees are advised to discuss this with the LPFA before making a decision. Other conditions of service will remain the same.

3. Who is eligible to apply for Voluntary Reduced Working Time?

Any employee is eligible to apply for the Scheme regardless of their hours worked or length of service.

Concentrated Hours Scheme

1. General principles of the scheme

The concentrated hours scheme allows an employee to concentrate his/her current working hours into fewer days. The scheme is particularly suited to those employees who have a regular weekly workload that can be completed at any time and where it is not crucial that the employee is present at work every day.

2. How does the scheme operate?

An employee would work longer working days so that the normal weekly hours are completed in fewer days. The specific hours of work would need to be agreed with the employee's manager.

For example, an employee contracted to work 37 hours per week could request the following pattern of concentrated hours:

Monday	07.30 – 17.00	9 hours (includes ½ hour for lunch)
Tuesday	07.30 – 17.00	9 hours
Wednesday	07.30 – 17.00	9 hours
Thursday	07.30 – 18.00	10 hours
Friday	off Work	
		<u>37 hours</u>

3. Who is eligible to apply to work concentrated hours?

Any employee is eligible to request a concentrated pattern of working hours regardless of his/her length of service or hours worked.

4. How will leave entitlement be calculated?

An employee working 37 hours over four days rather than over five days, will accrue the same leave, but it will be converted into hours rather than days.

i.e. An employee on SCP 15, with less than 5 years service working full time would be entitled to 23 days annual leave a year.

To convert it to hours the calculation would be:

$$23 \text{ days} \times 7.4 = 170 \text{ hours per year}$$

When the person requests leave on EIS, they would need to request the amount of hours rather than days that they require off; in the above example it would be 9.25 hours per day.

So, if the person would like to book a week off work, they need to request 37 hours off, which would equate to 4 days leave not 5, as they are off the fifth day already.

5. How will Bank Holiday entitlement be calculated?

Bank holidays are not calculated on top of annual leave as the person will be paid for them as they would be as a 37 hours per week full time person.

Annualised Hours Scheme

1. General principles of the scheme

The annualised hours scheme allows employees to work different patterns of hours over the course of the year. The scheme is particularly suited to those posts that have peaks and troughs at different times of the year.

2. How does the scheme operate?

An employee would be contracted to work a set number of hours per year and his/her pattern of hours will vary throughout the year. For example, in a post where the workload peaks in the summer months the following pattern could be worked:

January to April	(17 weeks)	30 hours per week
May to September	(22 weeks)	45 hours per week
October to December (13 weeks)		32 hours per week
		<u>1,916 hours per annum</u>

3. How will an employee be paid?

Pay will be apportioned into 12 equal monthly payments.

4. How will leave entitlement be calculated and when can the employee take leave?

Leave entitlement will be expressed in hours and will be calculated using the following formula:

Average hours worked x holiday entitlement = holiday entitlement in hours

It may be necessary to restrict the number of holidays taken during peak periods and employees must discuss this with their managers.

5. How will entitlement to Bank Holidays be calculated?

Entitlement to Bank Holidays and extra statutory holidays will be calculated on a pro rata basis according to the hours worked over the year and added to holiday entitlement.

The following formula will be used:

$$\frac{\text{Average working hours per week}}{37} \times 7.4 \text{ hours}$$

NB: Holiday entitlement will be rounded up or down to the nearest ½ hour. Employees will be required to use annual leave entitlement for bank holidays.

6. In the event of an employee leaving the Council's employment part way through the year any overpayment of salary will be recovered by the Council. Any annual leave credit or debit will be calculated. Employees will be required to take any outstanding leave during their notice period unless otherwise agreed.

7. Who is eligible to apply to work annualised hours?

Any employee is entitled to request annualised hours regardless of his/her hours worked or length of service.

Home-Working Scheme

1. General principles of the scheme

The term home-working applies to employees who work from their home instead of at Council premises. Managers and employees are encouraged to consider positively the use of home-working in maintaining service delivery.

Home-working can only be agreed if operationally practicable, and has benefits to the delivery of services. It can take place on a full time, part time or ad hoc basis to meet the needs of the service.

2. Benefits

Home-working can be seen as a positive equal opportunities initiative as it has the potential to attract applicants who might find it difficult to travel to a usual DBC work location. It might also allow an existing employee to continue to work whilst they are unable to attend their normal place of work due to incapacity

Home-workers may be able to work outside traditional office hours, enabling people with disabilities or those who have caring roles to carry out work they might otherwise not be able to do. Additionally, it might benefit employees by reducing travel to and from work costs and promotes the Council's "green" agenda.

Some benefits of home-working will include:

- increased performance on tasks that need a high level of concentration
- reducing the demand on office/work space to alleviate accommodation issues.
- reducing the demand on car parking
- good positive "green" message in reducing travel to and from work, and helping to alleviate traffic congestion.
- retention of an existing employee who might otherwise have to resign.
- enabling an employee to work at home around the demands of dependant care. Dependent on the needs of the service employees can choose to work outside traditional office hours.
- offering improved employment opportunities for those with disabilities, or who need to work flexible hours to accommodate treatment etc.
- a positive equal opportunities initiative attracting applicants to jobs from further afield who might find it uneconomical to travel.
- reduction in turnover, due to difficulty of getting a similar flexible job elsewhere.
- reducing absenteeism and sick pay.

Other considerations include:

- the need to manage remotely by output rather than by physical presence
- home-working must rely on the development of trust between the manager and home-worker.
- the need for different supervisory systems and the monitoring of levels of performance in different ways.
- the importance of ensuring communication is maintained between the manager and the employee.

3. Considerations

Employees that work from home can experience social isolation. Many people like the social interaction that an office/workplace can offer. There may be a loss of corporate spirit as the social interaction with other employees is lost. To prevent this isolation, home-workers should periodically attend the office for team meetings, briefings and

training. Communication with employees and managers must take place regularly by 'phone, email or Lync.

Factors that will contribute to the success of home-working are giving the scheme strong management support; providing thorough training for home-workers; and ensuring good communication between home-workers and office based employees.

Employees who work from home will need to attend homeworking training and read and sign the associated documents; these will be sent to you by HR and are available on SharePoint. These include risk assessments, ICT policies and Health and safety information. A variation in terms and conditions letter will also need to be agreed.

The Health and Safety of the employee is paramount and is the joint responsibility of the employee and manager.

Job Share Scheme

1. What is Job Sharing?

Job sharing is where two or more people share the responsibilities of a post. The responsibilities attached to the post are divided among the job sharers according to the hours that each sharer works.

Applications to job share posts can be considered from existing employees who wish to share their own job, and job applicants.

All posts will be available for job sharing unless the appropriate Assistant Director or delegated officer agrees that a post should be exempted for either service reasons or particular job requirements.

2. How can a job be shared?

Most job sharing partners share equal hours, although it is possible for sharers to each work different hours totalling up to the total hours of the post. Below are some options for job sharing:

- split day - one sharer works each morning each week, while the other works each afternoon.
- split week - one sharer works the first half of the week whilst the other sharer works the second half.
- overlapping days - one sharer works Monday to Wednesday 6 hours per day, the other works Wednesday to Friday 6 hours per day.
- alternate weeks - each job sharer works on a week on/ week off basis.

3. How can job share applications be made?

Existing employees wishing to job share a current post should complete the "application to request a change to working arrangements". All requests for job share will be seriously considered by the manager. There may be genuine difficulties in relation to sharing some posts, and each application will therefore be considered on its merits. If perceived difficulties are identified, these will be discussed with the job share applicant, the appropriate Trade Union representatives and a representative of HR in order to explore solutions.

Job share applications for vacant posts:

Applications for employment from job sharers will be treated on the same basis as those from full time applicants. Job share partners applying for a post together will be expected to individually match the essential criteria in the person specification. They will be short-listed individually, and interviewed individually. Offers of employment are made to the highest scoring candidate/s. It will therefore be possible to make an appointment from:

- one sharer from a joint application and another independent job share application
- two job sharers who have applied jointly
- appoint one job sharer and re-advertise the second half of the post.

4. What if a job share partner cannot be found?

If it is agreed that a post is suitable for job share, the initial offer made to a job sharer should be conditional on the Council being able to find a suitable job share partner. Every reasonable effort will be made to find a suitable partner including advertising the vacancy. If it is not possible to find a suitable job share partner, the successful candidate should be informed, in writing, why the Council is unable to confirm the conditional offer, along with details of the steps that have been taken to try to find a suitable partner.

5. Terms and conditions of employment for job sharers

The terms and conditions of employment applying to a full time post will apply to job sharers on a pro-rata basis. The pro-rata calculations will be based on the number of hours each partner works.

6. What happens if one job sharer decides to leave?

If one job share partner decides to leave, then the remaining job sharer will be asked if s/he would like to work the full time hours. If the remaining job sharer wishes to continue to job share, the vacant half of the post will then be advertised in the usual way. If no suitable partner can be found from the initial advert, the manager will meet with the employee, his/her Trade Union representative and a member of HR, to discuss all the options. These will include:

- restructuring job(s) to accommodate job share
- redeployment to a post where job share could be accommodated
- redeployment to suitable alternative employment

7. Job sharing after maternity/adoption leave

If an employee wishes to return to work on a job share basis after a period of maternity leave, s/he should use the application form in Appendix 9

Flexible Working Application Form

To Request A Change To Working Hours

Part A - Request

If you need assistance with the completion of this form you may wish to contact your Trade Union Representative, a work colleague or HR. It will help your line manager to consider your request if you provide as much information as possible about your desired working pattern. It is important that you complete all questions. When completing part 3 think carefully about what effect(s) your proposed change in working pattern will have not only on your own work but also your colleagues and service unit.

1. Personal Details

Name:

Line Manager:

Service Unit:

Place of Work:

2. Current and Proposed Working Arrangements

Describe your current days and times of work as set out in your Written Particulars of Employment:

Describe the working pattern that you would like to work in the future:

Part A – Request (continued)

I would like to start this working pattern on: Date:

You should note that it might take some time to consider a request before it can be implemented and possibly longer where difficulties arise. You should therefore ensure that you submit your form to your manager well in advance of the date you wish the change to take effect.

3. Impact of the proposed change(s)

I think this change in my working pattern will affect my work, my colleagues and my service unit as follows:

I think that the effects described above could be dealt with as follows:

Part B - Decision

To be completed by line manager. (Flexible retirement requests to be approved by Corporate Director in conjunction with s151 Officer)

Date received Part A from employee:

Date of meeting to discuss the proposed change(s):
(This must be within 28 days of the date above)

Following the meeting please complete the section below and return the form to your employee within 14 days of the meeting. Please retain a copy for your records. You can extend this period with the agreement of the employee in order to undertake a trial period to ascertain what impact the proposed change(s) will have.

The application is accepted	Yes/No
The changes will take effect from	

The application is rejected	Yes/No
The grounds for refusal are: <i>(Tick which box(es) apply)</i>	
Burden of additional costs	
Detrimental effect on ability to meet customer demand	
Inability to re-organise work amongst existing staff	
Inability to recruit additional staff	
Detrimental impact on quality and performance	
Insufficiency of work during the periods the employee proposes to work	
Planned structural changes	

Explain why the ground(s) you have ticked above apply:
(Use a separate sheet of paper if necessary)

Now return this form to your employee

Part C - Appeal

To be completed by employee

If your application has been refused, you may appeal against your line manager's decision. You should set out the grounds on which you are appealing and submit the form to the next level of management within 14 days of the date below.

Date received Part B from manager:

I wish to appeal against the decision to refuse my request to change my working pattern. I am appealing on the following grounds:

Now submit this form to the next level of management

Part D – Appeal Decision

To be completed by a more senior manager. Please retain a copy for your records.

Date received Part C from employee:

Is this within 14 days of the date given above in Part C?
If you receive this form after 14 days the appeal is out of time.

Date of Appeal Meeting:

This must be within 14 days of your receipt of part C

Decision of Appeal

Complete the relevant section below and return to the applicant within 14 days of the appeal meeting.

Following our meeting on
the decision to refuse your request.

I have considered your appeal against

Accept Appeal

I accept your appeal and am able to accommodate your request

Your new working arrangements will start on:

Part D – Appeal Decision (continued)

Reject Appeal

I am sorry but I must reject your appeal on the following ground(s):

The ground(s) apply in these circumstances because:

Now return this form to your employee

Please forward a copy of the completed application to HR so that they can action any associated paperwork