



Queen Margaret University

EDINBURGH

Flexible Working Policy

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1.0 Aims and Objectives

The aim of this policy is to provide Managers and Staff with guidance on flexible working options and arrangements to ensure that this is undertaken fairly and consistently across Queen Margaret University (QMU) in accordance with equality and diversity principles.

2.0 Scope of the Policy

This policy applies to all employees undertaking flexible working within Queen Margaret University.

3.0 Monitor and Review

Human Resources are responsible for monitoring the effectiveness of this policy and supporting procedures and will conduct reviews at appropriate intervals.

Anyone who feels they have been unfairly treated or discriminated against should contact Human Resources.

4.0 Equal Opportunities

Queen Margaret University is committed to equality of opportunity for all staff and it is the responsibility of all QMU employees to promote “equality and diversity” in the application of this policy ensuring that there is no discrimination on the grounds of disability, race/ethnic origin, sex/gender, age, religion, marital/family status, dependency, sexual orientation, political opinion, and economic or social status.

5.0 Responsibility for this Policy

Human Resources.

Any changes to this policy and supporting procedures will be made in consultation with appropriate bodies.

QMU reserves the right to update HR Policies in line with new or updated Employment Legislation.

6.0 Introduction to Flexible Working

“Flexible Working” is a broad term that is used to describe all types of working pattern which differ from the traditional 9am to 5pm, full time contract.

Flexible working often allows more freedom for employees to organise their employment to fit with other parts of their life. For an employer, the flexibility may provide the ability to organise people resources more in line with the varying needs of customers, or with peaks and troughs in demand.

It is recognised that flexible working is not a possibility for all staff all of the time. Success of flexible working often depends on the nature of the role the employee is undertaking.

It is recommended that QMU employees refer to their Statement of Terms and Conditions to ascertain which flexible working methods would be appropriate for them to undertake. Your line manager or Human Resources can also provide guidance on the most appropriate flexible working methods available.

6.1 Advantages of Flexible Working

Research undertaken by the Chartered Institute of Personnel and Development has shown that organisations can greatly benefit from the many positive outcomes of offering flexible working options as outlined below.

6.1.1 Advantages of Flexible Working to QMU:

1. Reduced sickness absence and stress levels.
2. Improve retention, thereby holding on to years of talents and knowledge and minimising the costs of recruitment and selection.
3. Increased amount of staff returning to work after maternity, paternity and adoption leave.
4. Increased attractiveness of working at QMU by offering practices that compete in the labour market.
5. Reduced overtime costs.
6. Reduced reliance on temporary employees and associated costs.
7. Improved organisational effectiveness through the delivery of agreed targets.
8. Improved organisational self esteem and sense of value through the introduction of ways of working which require high trust and belief in employee's abilities.
9. Transparent agreement over shift allocation/work patterns within the team.
10. Improved motivation levels in employees.
11. More effective use of finite resources to deliver more services.

6.1.2 Advantages of Flexible Working to QMU Employees:

1. Ability to manage lifestyle and work commitments more proactively (work/life balance), leading to improved health and wellbeing.
2. Participation in the planning of team activity.
3. Pre-arranged and approved extra time at work is noted and carried forward in a "time bank".
4. Linking start and finish times more efficiently to travel arrangements.
5. Linking start and finish times to dependency care arrangements.
6. Ability to manage workload efficiently by proactively giving consideration to when and where to undertake tasks.

7.0 Implementation of Flexible Working – Factors for Consideration

There is no restriction on how many flexible working options can be used by one individual or team. For example, a team might choose to adopt a Flexi Time system, however, in addition one team member could do a compressed working fortnight also and another team member could work from home on an ad hoc basis.

7.1 Terms and Conditions of employment

Employees and line managers should consider as appropriate that salary, annual leave, etc, will be pro-rated as required with any flexible working option.

7.2 Team Discussion

When discussing flexible working options within the team, the following factors should be considered:

- What is the “normal” working day? (The current normal working day may define when your customers/key partners can contact you/would want to contact you).
- Review of the operational plan to focus on the individual's and or team's product/service, customers (internal and external) and objectives of role/s.
- Review of Performance Enhancement Review for each individual.
- What are the underpinning values of the individual and/or team in relation to their working style?
- Should there be core times/dates when all employees need to be in the workplace?
- Methods of communicating the working day to key partners/customers?
- Levels of employee and skills/knowledge mix required.
- Consideration of health and safety implications.
- What will be the individual and or team communication methods be if flexible working is adopted?
- How will the individual and/or team ensure they are effective?
- How will Individual and/or Team Meetings be planned and attendance assured after the implementation of this system?
- How will the individual and/or team plan annual leave after the implementation of flexible working?
- How will working hours be recorded?
- Where will the information be held for all to see?
- When does the 4 week time accounting period start and finish for your team?
- What will overtime/TOIL arrangements be? How will they dovetail with flexible working?
- Consideration of individual protected time slots.
- What resources will individuals or the team need to be successful in a full flexible working approach, for example technology?
- Review dates (min and max)

7.3 What happens when everyone wants to work at the same times?

In a large, mixed team, preferences for different working times should balance out with some employees preferring mornings to evenings, or more hours in semester/term time than school holiday time, or long shifts/working days to short shifts/working day and vice versa. Where an initial survey shows that there will be intense competition for the same times, line managers will have to weigh this against the benefits in deciding whether to adopt the flexible working options. On occasion, flexible working is only successful where employees can dovetail with each other in agreement.

7.4 Implementation of Flexible Working – Procedure

When an employee decides that they wish to undertake a form of flexible working, they should discuss the possibility with their line manager.

The employee should complete the Flexible Working Form and submit the form to their line manager.

The line manager should give due consideration to the flexible working request, taking into account the advantages and disadvantages of the request, for example, the impact on other members of the team and the operational service provided by the School/Department. Each request will be dealt with based on its own facts and circumstances, however, consideration to the impact on the rest of the team will be given. The line manager should liaise with their HR Partner where required. The line manager may also require discussing further with other team members before a decision can be made.

The line manager should take no longer than one month to inform the employee of the outcome of their request.

The line manager should complete their section of the Flexible Working Form and forward the form to HR (via the relevant budget holder if required). The line manager should also consider if an Amendment to Contract Form needs to be completed for the employee.

Where a line manager decides that the flexible working request cannot be accommodated, they should explain to the employee, in detail, the reasons for their decision.

7.5 Trial the system

A time-limited trial will give team members, individuals and managers a taste of Flexible Working. HR recommends three months as the minimum period for assessment. Six months will provide a better picture of how well it works. All members of the team should be given the opportunity to express their views during this trial.

At the end of this period, the effectiveness of the scheme can be assessed:

- What is the general team view?
- Monitor employees take up of flexible working.
- Have customers expressed views?
- Are any individuals unhappy with the scheme and, if so, for what reasons?
- How has the service been affected?

It may be appropriate to trial the scheme with a “team within a team” but it should be large enough to make the trial a valid basis for assessment.

All flexible working arrangements should be reviewed on a 6 monthly basis by the line manager and the team. Arrangements should be updated/changed/discontinued if required.

FLEXIBLE WORKING OPTIONS

8.0 Non-Contractual Flexible Working Options

The flexible working options covered in this section would normally be undertaken on an informal basis, with team agreement and would not normally require an amendment to contract.

It is important to note that non-contractual flexible working options are a benefit and, as such, flexible working may be withdrawn at management discretion. Appropriate notice will be given.

8.1 Flexi-Time

Flexi-Time is an individual and team approach to scheduling work, giving people more control over the patterns of their working week.

8.1.1 Hours of Work

QMU employees can work on campus within the following times:

Office Wing:

Term Time: 7.30am – 9.15pm, Monday – Friday.

Summer: 7.30am – 7pm, Monday – Friday.

Teaching Wing:

Term Time: 9am – 9.15pm, Monday to Friday.

Summer: 9am – 7pm, Monday to Friday.

If wishing to work on campus on Saturday and Sunday then employees should use the LRC. Attendance should be approved by the line manager and Facilities Services.

Times may vary to suit specific events.

It is possible for employees to make a request to work at their desk outwith the hours stipulated above. Please contact your line manager and Facilities Services for further information.

8.1.2 Core times

Some Schools/Departments might pre-determine “core times” for their employees. Team core times are determined by the line manager. Core hours are times when, except authorised absence, including leave and sickness, all employees must be present at work. Core times may only be relevant at certain times in the month or year.

An example of core times is 10am – 12pm and 2pm – 4pm.

Whether core time is required or not, it is essential that adequate cover is provided within the workplace and that services are carried out, effectively and efficiently, to meet customer and service needs.

8.1.3 Lunch

It is recommended that employees take a minimum break of 30 minutes at lunchtime.

Under the Working Time Directive legislation, employees must take a rest break of at least 20 minutes after they have completed 6 hours of work.

8.1.4 Smoking breaks

Smoking breaks are unpaid and must be taken within own time in designated areas (refer to QMU Smoking Policy for further information).

8.1.5 Recording hours

When using flexi-time, employees must record their working hours daily (recording all start and finish times, deducting any breaks taken). At the end of each day they should record the total time worked on a manual or electronic system (recording system to be agreed with the team and line manager). At the end of each flexi-time period (usually either four weeks or one calendar month) employees should submit their flexi-time record to their line manager or an agreed central contact point.

8.1.6 Credit hours

In addition to contracted hours employees can bank/work (credit) an additional 15 hours (within the flexi-time accounting period) which can be taken at a later time, usually by the end of the following month. Any balance in excess of 15 hours will be lost, unless previously agreed with the line manager.

Taking flexi-leave is subject to the prior approval of the line manager who normally authorises an employee's annual leave and is subject to operational or service requirements and appropriate staffing levels being available.

Employees requesting flexi-leave should normally have a credit balance.

Flexi-time credit should be treated separately from Annual Leave, Closure Days and Public Holidays.

Should an employee choose to leave the organisation or transfer to another school or department any outstanding flexi-leave must be taken prior to leaving/transferring. Time owed to any employee cannot be converted into cash payment.

8.1.7 Debit hours

Subject to agreement with their line manager, employees can go into debit of up to 7.5 hours less than their contracted hours (within the flexi-time period) which can be made up a later time.

Although the flexi-time system makes allowance for a debit scenario, several consistent periods of debit should not become the norm.

If, at the end of the accounting period, an employee has a debit balance over the debit limit of 7.5 hours, and this excess has not been agreed with their line manager in advance, then the manager should raise ways to reduce the debit balance with the employee.

Options may include using:

- Annual leave.
- Allowing the debit balance to carry forward providing the deficit is cleared in the next accounting period.
- Reduction in pay.

Should the employee choose to leave the organisation or transfer to another department or school the debit hours must be “made up” before the leaving date in order to avoid a salary adjustment being required.

8.1.8 Time Off In Lieu

The introduction of the flexi-time system should supersede any previous time off in lieu systems that have existed. Where individuals or teams identify a clear need for time off in lieu (TOIL) this must be considered separately from the Flexi-Time System.

8.1.9 Overtime

There may be occasions where employees agree to work additional hours in return for overtime payment (please refer to terms and conditions of employment for information on overtime rates etc). Overtime must be agreed in advance with the line manager.

Paid overtime will not be available at times when the employee has a debit hours balance in their flexible working plan.

Any paid overtime worked should not be recorded/credited as hours worked for flexi-time purposes. QMU overtime forms should be used.

When paid overtime is used regularly within a team the line manager should consider the working pattern of the team to determine if the hours could be better distributed via a flexible working plan.

8.1.10 Travelling time

Employees are entitled to record time taken to travel to meetings or attend training courses, etc, which require an early start and/or late finish (less the normal travel time to and from work).

For example, if it normally takes you 20 minutes to travel to work each day (40 minutes round trip) however because you had to attend a meeting off site that journey extended to a 1 hour round trip – you would credit yourself with an additional 20 minutes travelling time.

Where an employee is required to travel over a weekend or stay overnight to attend an event, this time should be recorded separately as time off in lieu and not as flexi-time.

8.1.11 Ante-Natal appointments

Employees attending Ante Natal appointments will not be debited time to do so.

8.1.12 Appointments with QMU Occupational Health

Employees attending QMU Occupational Health appointments will not be debited time to do so.

8.1.13 Medical Appointments (Doctors and Hospital)

Where absence is required to attend a GP or hospital appointment, line managers may grant absence and the time will not be debited from the flexible working hours. A hospital appointment should be one where a referral to the hospital by the employee's GP has been made.

Where possible, appointments should be made at the start or end of the working day or on days when the employee is not at work.

8.1.14 Dentist and Optician Appointments

Employees should attempt to schedule appointments at their Dentist and Optician outwith their normal working hours. Time used to attend the Dentist or Optician during working hours will be debited from the employee's flexible working hours.

Where emergency dental or eye treatment is required then this time will not be debited from the flexible working hours.

8.1.15 Trade Unions duties

Employees undertaking Trade Union duties will not be debited time to carry out these duties.

8.1.16 Jury and Civic duties

Reasonable attendance for jury service or civic duties (such as being witness to a crime) will not result in working hours being debited from an employee's balance. Please refer to the Special Leave Policy for further information.

8.2 Working from Home

For information on working from home please refer to the Working from Home Guidelines on the HR Intranet Page.

9.0 Contractual Flexible Working Options

The following flexible working options normally constitute a contractual change and require an Amendment to Contract Form to be completed by the line manager. The Amendments to Contract Form should be submitted to Human Resources.

Amendments to Contract can be subject to review by the line manager and employee.

9.1 Job Share

A Job Share is a formal agreement whereby the duties and responsibilities of one full-time post is shared by two, or more, employees. A job share could be divided on the basis of:

- the number of hours worked,
- the number of days worked,
- the tasks covered, or,
- any combination of above.

In principle, all posts are open to job sharing. Managers who consider a post unsuitable for job sharing must be able to demonstrate that the condition or requirement for work full-time, is justifiable. It is advisable for Managers to contact HR for advice.

Requests for job sharing can arise in different ways. These include:

- As a proposal from an existing employee/s.
- From job applicants (internal and external) in response to a vacancy.

9.1.1 Job Share Agreement

The job share agreement is negotiated between the line manager and the job sharers. This agreement will be agreed by all parties and will be put into writing.

When negotiating a job share agreement, and in particular, the division of duties and sharing of responsibilities, the primary aims are to determine the best approach that will ensure consistent effective service delivery as well as compatibility of the job share partners' needs.

Under a job share arrangement the actual working hours/responsibilities may be divided in a number of ways. For example, split days/weeks, alternate days/weeks. The actual divide will be dependent on a number of factors that are relevant to role. These include:

- Does the job need to be covered every day and to set time limits?
- Is the creation of an overlap desirable?
- What are the most effective handover and overlap arrangements?
- Is there sufficient office space/desk space for all partners to work together?
- Will job share partners all need to attend certain meetings?

9.1.2 Communication

Excellent communication and co-operation skills are required by job sharers. Each job sharer is responsible for communicating effectively with their job share partner/s.

To help ensure effective communication an overlap period between job sharers is recommended. The purpose of this is to create the opportunity to disseminate information and update each other on key events/issues.

In addition to an overlap period, other mechanisms to ensure effective communication must be considered and established where possible. Examples of these include:

- Electronic diaries
- Centralised electronic filing system
- Hard copy filing system
- Written notes of all meetings (stored on a network or a centralised location)

It is worth taking time at the start of the arrangement to consider what forms of communication will be most effective and feasible.

In the event that one job sharer, for whatever reason, leaves the job share partnership, the hours of work previously undertaken by that person will be advertised to employees on the QMU Redeployment Register (and employees who have undertaken Voluntary Reduction in Hours offers where appropriate). If there is interest shown by more than one suitable individual on the Redeployment Register then a recruitment and selection process will apply in accordance with the QMU Redundancy and Redeployment Protocol and the QMU Recruitment and Selection Procedure.

If there is no interest shown from employees on the Redeployment Register then the vacant hours will be offered to the existing job share partner/s.

If there is no interest received in the remaining hours then the line manager will either:

- Recruit another job sharer/s.
- Amend the post to be a part-time post.

There will be no obligation on a job share partner/s to cover for a partner's short term absence, for example, due to sickness leave.

If an employee agrees to work such additional hours, then any additional hours worked above and beyond those specified in the individual's employment contract will be paid at basic rate up to the standard university-wide contracted hours for full-time work for that post. Time off in lieu may also be considered as an alternative.

9.2 QMU Semester Working, Term Time Working and School Time Working

9.2.1 QMU Semester Working

Semester Working allows QMU employees to work during QMU semester time only. This usually equates to 36 weeks per year.

Salaries are pro-rated accordingly and are normally paid throughout the year in twelve equal instalments.

9.2.2 Term Time Working

Term Time Working is mostly used by parents or carers whose children attend school. Term Time Working provides employees with unpaid leave during the school holiday periods. The periods of unpaid leave should coincide with when the employee's child is on holiday from their school.

Salaries are pro-rated accordingly and are normally paid throughout the year in twelve equal instalments.

9.2.3 School Time Working

School Time Working is mostly used by parents or carers whose children attend school. "School Time" refers to the start and finish times of the school and may be used in addition to Term Time flexible working option or as an alternative. For School Time Working an employee may commence work early or just after they take their child to school and finish work in time to collect their child from school. The ability to access this facility will depend on the type of job undertaken by the employee and the impact this working pattern would have on the team and service provided.

Where employees are using a flexi-time option which gives them an extended break consideration should be given to their re-adjustment back into the working environment. A phased approach or mini induction may be required to support the employee back into work.

There may be a need to cover posts throughout the year. Consideration needs to be given to how such jobs will be covered.

9.2.4 Unpaid Leave

Upon entering into a QMU Semester Time Working or Term Time Working agreement, the employee and their line manager should agree how much unpaid leave is required to cover the holiday period and when exactly the paid leave will be taken. These arrangements should be made as much as a year in advance if possible.

For example:

Mr X desires to be at home with his children during the school holidays as follows:

2 weeks at spring
9 weeks in summer
2 weeks in winter
= Total 13 weeks

Mr X has an annual leave entitlement of 6 weeks. This leaves an additional 7 weeks which he agrees to take as unpaid leave. Mr X's salary is therefore made up to 52 weeks less 7 weeks unpaid leave to a total of 45 weeks. This is then paid in equal instalments over 12 months or fewer months (must be discussed with Payroll/Finance and HR in advance).

9.2.5 Annual Leave

Employees who are using QMU Semester Working, Term Time Working or School Time Working should request annual leave via the normal process. Authorisation of annual leave will be granted by the line manager in the normal way, giving consideration to the operational running of the School/Department.

9.3 Annualised Hours

Annualised hours provides a way of organising working time by agreeing with employees to work an arranged number of hours per year rather than a standard number each week.

The actual number of hours worked by an employee during the week will then be "flexed" to match workload requirements. As well as hours being varied week to week, they may also be varied seasonally and/or according to fluctuation of service demands.

Annualised hours are most likely to be successful in departments where there are peaks and troughs in workload throughout the year or where the work is seasonal, for example, Gardeners.

9.3.1 Calculating Annualised Hours

Professional Services Staff Example:

- Full-time Professional Services staff work 35.75 hours per week.
- Full-time Professional Services staff are entitled to 6.2 weeks of annual leave (31 days divided by 5 working days in a week).

Annualised hours are calculated as follows:

No of weeks in the year – No of weeks annual leave x working hours per week

$$= 52 - 6.2 \times 35.75$$

= 1637.5 hours per year

Academic Staff Example:

- Full-time academic staff work 35 hours per week.
- Full-time HE2000 academic staff are entitled to 7.6 weeks of annual leave (38 days divided by 5 working days in a week).

Annualised hours are calculated as follows:

No of weeks in the year – No of weeks annual leave x working hours per week

$$= 52 - 7.6 \times 35$$

= 1554 hours per year

9.3.2 Planning hours worked

Periods of peak demands may be identified by analysing when non core staff have been used over the past year or where overtime payments were made.

If possible, analysis of customer requests would also be advantageous.

A trial period should be undertaken to help weigh up the advantages and disadvantages to their particular department. Consultation with customers internal to QMU would provide good feedback.

9.3.3 Recording hours worked

A yearly employee plan is drawn up in advance so that employees know when they are expected to work on a regular basis. This forms the bulk of their agreed hours.

A proportion of the annual hours are kept in reserve to be committed at short notice.

Accurate records are essential to identify overspend or underspend of hours worked. Employees must record their working hours daily (recording all start and finish times, deducting any breaks taken). At the end of each day they should record total time worked on a manual or electronic system (recording system to be agreed). Time worked will be verified by the line manager.

9.3.4 Reviewing hours worked

Employees and line managers should review the working hours on a monthly basis and discuss any shortfall or excess hours that have been worked to ensure these do not become significant at the end of the year.

Shortfall in hours worked can be recouped either by the employee working additional hours for a short period or by an agreed deduction to their salary.

Hours worked which are in excess of agreed annualised contract hours can be rectified by the employee working fewer hours for a short period of time. Should the number of excess hours become significant and it is not feasible for the employee to work fewer hours then the line manager may decide to authorise payment of these into the employee's salary in accordance with normal QMU procedure for overtime payments.

Where there is consistently either a shortfall or excess of hours worked then a review of the annualised hours arrangement should be undertaken by the employee and the line manager to determine if there is a better way of distributing the working pattern. A zero hours contract could be a suitable alternative to annualised hours.

9.3.5 Salary

Employees working annualised hours are normally paid in twelve equal instalments throughout the year regardless of the exact number of hours they work each month.

9.4 Part-Time Working

Part-time working allows employees to contractually reduce the numbers of hours they work. There are a variety of options including working half-days, shorter days, a reduced number of full days or an agreed number of hours in an arranged pattern/period of time.

For the purpose of this document a part-time post is defined as one which includes fewer hours than the full time weekly hours as defined by QMU in its staff terms and conditions documents.

Part-time posts should be created when there is an appropriate quantity of work to justify the creation of such a post. Part-time working should not be confused with a full time post which is worked on a job share basis.

9.5 Voluntary Reduced Hours

Voluntary reduced working hours (VRH) often enables employees to manage other personal or caring commitments by reducing their work commitment.

The two variables to consider are the period over which a VRH arrangement can run and the level of reduction in working hours. The form in which an employee takes the reduced time is a matter for negotiation with the line manager and the team.

The options are:

- To work a shorter day, week, month
- To take a half-day or day off a week or fortnight
- To take short blocks of time of at regular intervals

On a 6 month or one year VRH agreement, return to full-time work or to the same position is usually guaranteed for the employee. If the agreement is longer than this or it is renewed, the reduced hours may be reassigned on a permanent basis. At the end of the extended period the employee will have prior consideration but no guarantee of return to full-time employment or to the same position.

Occasionally, QMU offer enhanced VRH terms to employees as part of a collective consultation process.

9.6 Compressed Working Time

Compressed Working allows employees to 'compress' their working time into longer but fewer working days, without reducing the total number of hours they work.

For example, a full-time employee may compress their hours into four long days rather than five average days per week; or into nine days out of ten. The employee can opt to take one full day or half day off each week, or sometimes one full day per fortnight is preferred.

Occasionally, employees will reduce their total number of working hours and also compress the remaining hours into fewer days.

Agreement on a working pattern will be agreed by the employee and their line manager.

The advantages of compressed working for employees include:

- Longer weekends off.
- Larger blocks of family time, leisure time or for other commitments.
- Avoidance of commuter traffic if not travelling at peak times.
- Less travelling costs of employees are travelling at off-peak times and for fewer days.
- Less childcare costs as this may be required for fewer days per week.

Other considerations include:

- Not all employees may be able to work for fewer days of the week because of the nature of the job, for example, Receptionists.
- Some employees may find longer days to be too tiring and may suffer from fatigue. Although compressed working can be used to reduce fatigue, the longer shift pattern may be inappropriate for jobs that are physically or mentally demanding or require a high level of constant alertness. Also, some employees may find they feel frustrated at having less leisure time during working days.
- Compressed working may be inappropriate where continuity of employees on a daily basis is important. This would be required for example where the work activity of a day depends on detailed knowledge of the prior day.

10.0 Statutory Right to Request Flexible Working

All employees that have worked continuously for the last 26 weeks have the legal right to request flexible working.

This is known as making a statutory application'.

Both employees and employers must follow a set procedure when considering a statutory request for flexible working. The line manager must give due and fair consideration to any such requests.

Procedure

Request submitted



Line manager meets with employee (and employee TU rep or work colleague if requested) within 28 days of submission



Outcome communicated in writing within 14 days of meeting



If request is refused employee must appeal within 14 days



Appeal hearing within 14 days of appeal being lodged



Outcome of appeal communicated to employee within 14 days

Employees can only make one application for flexible working a year.

Legitimate Reasons for Refusing a Flexible Working Request

- Burden of additional costs.
- Detrimental effect on ability to meet customer demand.
- Inability to reorganise work among existing staff.
- Inability to recruit additional staff.
- Detrimental impact on quality.
- Detrimental impact on performance.
- Insufficiency of work during the periods the employee proposes to work.
- Planned structural changes.

Further information on the Statutory Right to Request Flexible Working can be obtained from Human Resources.

Appendix 1 - Working Time Directive

The Working Time (Amendment) Regulations 2003 are concerned with Health and Safety at work and tackle excessively long hours by promoting lifestyle friendly work practices.

The Working Time provisions include the following:

- An average working week must not exceed 48 hours averaged over a 17-week reference period. This limit includes all secondary employment a person may be undertaking inside or outside QMU employment.
- A daily rest period of not less than 11 consecutive hours in each 24-hour period (12 hours for young workers).
- An uninterrupted rest period of not less than 24 hours in each seven-day period or two uninterrupted weekly rest periods of 24 hours each in every 14-day period (48 hours in every seven-day period for young workers).
- A rest period of at least 20 minutes where the working day is more than six hours (or 30 minutes after 4.5 hours for younger workers). Workers are entitled to take these breaks away from their workstations.
- Adequate rest breaks where the pattern of work is such as to put the worker's health and safety at risk, in particular because the work is monotonous or the work rate predetermined.
- Full time employees have a right to 28 days of holiday in each leave year.

It is an offence for an employer not to comply with the working time regulations and may result in the employer facing an action in the magistrate's court, where the fine could be a maximum of £5,000 or a potentially unlimited fine if the case is heard in the Crown Court. The Health and Safety Executive acts as the enforcement agency.



Queen Margaret University
EDINBURGH

FLEXIBLE WORKING FORM

Please note: This form should not be used to submit a formal Statutory Right to Request Flexible Working. Further information on Statutory Right requests can be obtained from Human Resources.

Employee Details			
Name			
Job Title			
School/Department			
Details of Flexible Working	Please detail below the reason for the flexible working request and explain how working pattern will differ from existing. Please also describe how you envisage your existing workload will be distributed if flexible working request is approved.		
Effective Date			
Employee Signature		Date	

Line Manager Approval			
Flexible Working Request Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Reasons for Decline	If flexible working request is being declined, please state brief reasons below:		
Other Requirements	If flexible working request is approved, please state here any provisions that will need to be made or impact on others in the department/establishment.		
Line Manager Signature		Date	

Budget Holder Approval (use if Line Manager is not Budget Holder)			
Additional Comments			
Budget Holder Signature		Date	

Human Resources			
HR Comments			
HR Signature		Date	