

Successful Flexible Working



Presented by:

Tony Wareing – WiseWork Ltd

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The home office



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Flexible Working

Flexible working is any working arrangement that is independent of location and flexible in the time it is carried out. It is related to:

- How much is worked
- When work is undertaken
- Where people work

Flexible Working

- Clients' premises
- Home
- Satellite office
- Varying start and finish times
- Compressed hours
- Annualised hours
- Virtual teams



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Potential Benefits

- Improved customer service
- Increased revenue
- Improved morale
- Lower absence
- Higher efficiency
- Better match of need and resources
- Improved office utilisation

Recorded Benefits

- Customer contact times increased
- Staff satisfaction level at 90%
- Sickness absence down from 10.5 to 8.7 days
- 25% reduction in accommodation costs
- Work related car journeys reduced by 30%
- Employee turnover down from 12% to 10%

Drivers of Flexibility

- Longer, more flexible hours of service delivery
- Managing costs and efficiencies
- Staff who want it
- Service users
- Pressure on space
- Work-life balance



Issues Brainstorm

- Does not suit everyone
- Gives me freedom
- Green
- Lonely
- Need to be clear about what is expected
- Health & Safety
- Insurance
- Cost
- Do it as a trial
- Access to IT
- Access to other resources
- Security of equipment and data
- Management
- Keeping in touch



Project Management

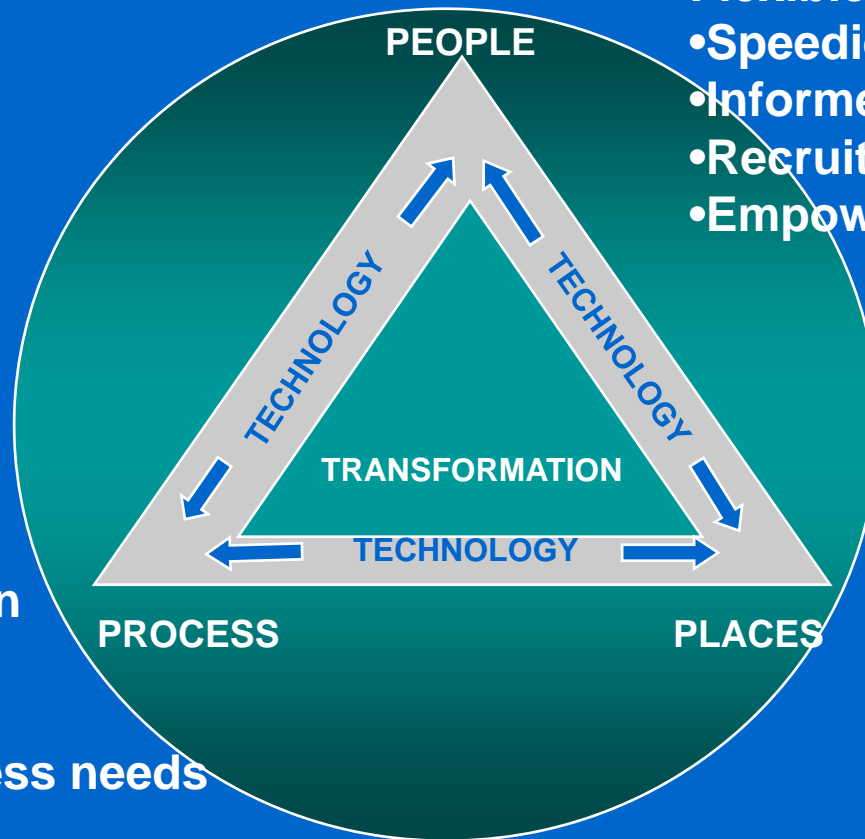
- Appoint high quality leader
 - senior enough to influence
 - champion
- Identify high quality team
- Complex
 - integrate IT, HR, Facilities, operations
 - potential high gains
 - risk of failure

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Focus on the work

- What work most lends itself to flexible working?
- Where in the organisation does it occur?
- What flexible working options are appropriate?

Technology is an enabler



Flexible working:

- Speedier service delivery
- Informed decision making
- Recruitment and retention
- Empowerment

Remove duplication
Share information
Less paper
Focused on business needs

On site / Door Step services
Hot desking
Home working
Reduced travelling

Focus on the people

- Ask individuals and teams for their views
- Involve work teams in deciding work patterns
- Pilot new practices and do not formalise until you are sure they work
- Deal with practical issues
 - allowances
 - tax
 - safety in the home



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Focus on the workspace

- Desk ratios
- Hot desking, touch down spaces
- Suits flexible working
- Meets peoples' needs
- Meets organisation needs
- Partner with expert

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Clear Leadership

- Show your commitment
- Describe clearly what you are doing and why
- Talk about the benefits
- Hold meetings with your team/s



Work Processes and Systems

- Make sure expectations are clear
- Conduct effective risk assessments including at home
- Change processes to suit flexible working
- Refine and simplify policies & procedures



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Training & development

- **Manager training**
 - Research suggests that manager skills and attitudes are a major block to flexible working
- **Staff training**
 - new ways of working
 - systems
 - technology
- **Team training**
 - new ways of working together
 - problem solving

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Communication

- Communicate, communicate, communicate
- Use available technology
- Change time and place
- Communicate flexibly



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In Summary

- Potential for major change
- Have the courage to proceed
- Project management
- Monitor and measure
- Involve staff
- Change management critical
- Assess and manage risks to project
- Communicate
- **IT'S ALL ABOUT THE PEOPLE!**

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Questions?



Contact:

tony@wisework.co.uk

07803 072222

www.wisework.co.uk

