Making flexibility a reality for all
#FlexForAll18

CIPD and Acas event
Manchester
28th September 2018

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CEO CIPD
Forces shaping the future of work

Globalisation and Political change

Social & Demographic change

Economic Uncertainty

Technological change

The Changing Context of Work, Workforce & Workplace
New org models and new ways of working – growth of ‘non-standard’ jobs

Growth of SMEs and micros
Approx 30% of US workforce today are contingent
As much as 50% of jobs in the US by 2027
Flexi working in employment growing more slowly
Many emerging business and organisational models
Accessing skills and capabilities

**Business strategy**
- Future capabilities
- Growth areas

**Rightsourcing**
- What skills are needed?
- How well are we positioned to attract and retain?
- What are the best options, channels?

**Talent supply chains**
- Virtual talent sources
  - ‘Open’ or ‘Crowd’ sourcing
- Contingent talent sources
  - Temporary or contract labour
- Remote talent sources
  - Nearshore, offshore, homeshore
- Third party talent sources
  - Partnership and outsourcing
- Employee talent sources
  - Full or part time employees
# Flexi and agile working

<table>
<thead>
<tr>
<th>Part-time work</th>
<th>When employees are contracted to work anything less than full-time hours.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term-time work</td>
<td>An employee remains on a permanent contract but can take paid/unpaid leave during school holidays.</td>
</tr>
<tr>
<td>Job-sharing</td>
<td>Where two (or occasionally more) people share the responsibility for a job between them.</td>
</tr>
<tr>
<td>Flexitime</td>
<td>Allows employees to choose, within certain set limits, when to begin and end work.</td>
</tr>
<tr>
<td>Compressed working hours</td>
<td>This doesn’t necessarily involve a reduction in total hours or any extension in individual choice over which hours are worked. The central feature is reallocation of work into fewer and longer blocks during the week. Examples are four-and-a-half-day weeks and nine-day fortnights.</td>
</tr>
<tr>
<td>Annual hours</td>
<td>The total number of hours to be worked over the year is fixed but there is variation over the year in the length of the working day and week. Employees may or may not have an element of choice over working patterns.</td>
</tr>
<tr>
<td>Working from home</td>
<td>Employees regularly spend time working from home.</td>
</tr>
<tr>
<td>Mobile working</td>
<td>Employees work all or part of their working week at a location remote from the employer’s workplace (which may be the employee’s home).</td>
</tr>
<tr>
<td>Zero-hours contracts</td>
<td>An individual has no guarantee of a minimum number of working hours, so they can be called upon as and when required and paid just for the hours they work.</td>
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</tbody>
</table>
Take up of flexible working

99% of businesses surveyed believes that a flexible workforce is vital or important to competitiveness and the prospects for business investment and job creation (CBI & Pertemps 2017)

5-6% people are homeworking – increased about 1% since 2002

Figure 1: Employees working part-time hours, 1984–2016 (%) (UK, seasonally adjusted, % of employees)

<table>
<thead>
<tr>
<th>Method</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Flexitime</td>
<td>10.7</td>
</tr>
<tr>
<td>2 Annualised hours contract</td>
<td>5.3</td>
</tr>
<tr>
<td>3 Term-time working</td>
<td>5.0</td>
</tr>
<tr>
<td>4 Job-sharing</td>
<td>0.4</td>
</tr>
<tr>
<td>5 Nine-day fortnight</td>
<td>0.3</td>
</tr>
<tr>
<td>6 Four-and-a-half-day week</td>
<td>0.5</td>
</tr>
<tr>
<td>7 Zero-hours contract</td>
<td>2.8</td>
</tr>
<tr>
<td>8 On-call working</td>
<td>1.8</td>
</tr>
<tr>
<td>9 None of these</td>
<td>73.2</td>
</tr>
</tbody>
</table>


UK Labour Force Survey
Options still limited

Figure 8: Number of flexible working arrangements offered by employers, 2014 (%)
(UK, % of employees working in organisations with 1+ employees)

Source: CIPD survey of employers (CIPD 2014b)
Gender and age variations

**Figure 10:** Employees working part-time hours, by gender, 1984-2016 (%)
(UK, not seasonally adjusted, % of employees)

**Figure 11:** Employees with flexible working arrangements, by gender and by age group, 2017 (%)
(UK, not seasonally adjusted, % of employees)


Source: Labour Force Survey, April-June 2017
‘Casualisation’ of labour?

Figure 29: Involuntary part-time employment, 1992-2018
(UK, seasonally adjusted, people working part-time because they could not find a full-time job as % of part-time employment)

Levels of satisfaction

Figure 20: Satisfaction with attributes of a job for part-time and full-time employees, 2012 (%)
(GB, % of part-time employees saying they are completely/very satisfied minus % of full-time employees saying they are completely/very satisfied)

Source: Skills and Employment Survey 2012
The business case

- 92% of young people want to work flexibly (UKCES 2014)
- Flexible workers choosing temporary work (REC 2014)
- Higher levels of job satisfaction and commitment (Working Families and Bright Horizons 2018)
- Reduced absence rates allowing people to manage health conditions (CIPD Health and Wellbeing survey 2018)
- Improved stress management and mental health (CIPD Health and Wellbeing survey 2018)
- Improved retention rates for middle to senior staff (Timewise 2018)
- Reduced job-life spillover improving retention for entry-level (Bond & Galinsky 2006)
The business case

• 9 in 10 say key motivator in their productivity, even more than financial incentives (HSBC 2017)
• 8 in 10 say remote working increases productivity (HSBC 2017)
• Helps reduce gender pay gap (Chung 2017)
• Supports greater diversity improving performance (McKinsey 2017)
Potential barriers

- Social norms and attitudes – presenteeism, gender differences
- Corporate cultures and managers mindsets
- Operational pressures
- Lack of technology infrastructure
- Seen as a cost saving, or an HR ‘thing’
- Government policy

- People management practices from recruitment onwards
  87% of people want to work flexibly, but only 11% of jobs are advertised as being flexible (Timewise Flexible Jobs Index 2018)

- Measure the outcomes – productivity, engagement, wellbeing etc
Critical to train and support managers
Putting the human back in to Human Resources – people centricity

**Voice**  **Empowerment**  **Recognition**  **Inclusion**  **Purpose**

**Well-being**  **Alignment**  **Fairness**

**Shared values**  **Worklife integration**

**Compassion**
Cultural and mindset shift needed

But we do need effective policy, clarity of people’s rights, but make sure they support and don’t block
People Management practices for flexibility and agility

Adaptive practices from recruitment onwards

Outcomes driven and evidence based
Jobs, roles, organisation and culture

Job and role design
Understanding culture and organisational dynamics

Operating models and organisation strategy
Better work/life for Our People, better results for Our Manchester...
The effect of an Engaged workforce on Service Delivery

"This organisation provides a great service to its customers / clients"
Our Ways of Working

- Productive and inclusive working across the City - choice in when &/or where people work
- Leadership commitment across the City - Our Manchester:
  - Health & Wellbeing Board
  - Manchester locality employers
- Supporting social value priority groups; carers and maternity returners
- To prove the difference...

We want ....

Investment & Support:

- Leaders *walking the talk*
- IT support – video conferencing facilities in meeting rooms, better wifi, teleconferencing. G-Suite
- Modern estates that facilitate flexibility - ‘quiet’ zones; specialist equipment; storage; space for partners
- Managers who manage performance not presence
Why?

Equality & Diversity - creating a workplace which supports diversity and celebrates its value

Attracting and retaining talent & addressing the gender pay gap

Supporting the Carbon reduction programme through reducing commutes – aiming to be zero carbon by 2050

You Said, We did. Overwhelming number of staff wanting better flexible working improvements.

City leadership role – e.g. Manchester Working Forwards

Aligning our culture to Our Manchester – working together & trying new things.

Savings through reducing our Estate footprint
Supporting the Individual

OWOW

Business Need
Office-based staff working \textit{when} and/or \textit{where} they are most productive.

- Allocation of office space on a ratio basis (8:10 or less)
- c20\% working time across different locations
- Working towards quality space for staff across all work locations
- Mobile technology to support

Maintaining our commitment to giving \textbf{front line staff} choice in their work base

Enabled by a wider commitment to flexible working to help \textbf{all} staff manage work/life integration as part of our wider \textbf{wellbeing} strategy

- Managers who manage by outcomes and \textbf{leadership} by example
- Every job advertised on a flexible basis as far as possible
- Modern \textbf{policy} framework to support flexible working which increases productivity and supports individual work preferences
- Network of OWOW \textbf{champions} & cross-organisational steering groups
Creating the culture and conditions for everyone to optimise their performance and contribution
  - Healthy people (mental and physical health) &
  - Quality of working life (development; leadership; engagement; social and financial)

Strengths-based performance framework: About You

Business case measures tracked - retention; engagement; attendance & developing new approach aligning wellbeing to productivity

Commitment to common measures & good practice across Manchester Health & Wellbeing Board members

Focus on mental wellbeing support with visible leadership and development for all managers

We want our people to feel healthy, connected and energised enough to act with drive and determination. This means that we can deliver our peak performance: being our best selves.
Where?

• **Office based staff** whose work allows for it regularly working from different locations such as other MCC sites, partner locations, and working from home

• Managers must ensure that remote working arrangements always meets the ‘Three Ps’ criteria:

<table>
<thead>
<tr>
<th>Planned</th>
<th>Present</th>
<th>Productive</th>
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| • Working away from office should be planned in advance with managers approval.  
• Employees still need to be flexible about when they work away and avoid following a pattern.  
• Working from home days recorded in a google team calendar. | • Use dial in / google hangouts to join meetings.  
• Be contactable during your working day.  
• Work phones should be forwarded to mobile where possible. | • Expected outcomes of work agreed with manager beforehand.  
• Should not be used as an alternative to other commitments, such as childcare. Can be used to work around commitments, such as picking up children from school.  
• Individual arrangements for Working from home may be reviewed if productivity reduces. |

• **Everyone** will be able to request a different work location on a temporary or permanent basis
When?

Jobs **advertised** on a flexible basis; staff encouraged to **ask** to work in a different way and managers **supported** to consider and agree when this aligns with business need

- Flexible contractual working patterns (job share, seasonal hours, part time, compressed hours, career breaks, TTO etc)
- Framework for flexi-time arrangements across the Council.
- Full time, part time, or part time plus.
- Requests for informal arrangements considered transparently.
Demonstrating the impact

- Council; Locality & City-Wide measures
- Over a third of workforce has a formal flexible working pattern - target is 50% by 2020
- Year-on-year improvement in overall engagement measure including wellbeing factor
- Reduction in sickness absence levels
- All available office lease breaks applied by 2020
- Developing suite of productivity measures
that you are not alone, its not just you that can't cope

able to ask for help has been an essential part of getting well and stable.

It's amazing how much empathy and understanding you will find out there.

and reaching out for the right support things can improve because...
Reform and innovation are encouraged to work flexibly and most team members will work from home one day each week. Due to the nature of our role we are often out of the office so are all trusted to record our time on timesheets, rather than clocking in.

We each take it in turn to Chair Team Meetings, on rotation. The Agenda is open so that the Chair has the flexibility to decide what will be discussed. Examples include inviting someone external to the team to present, asking colleagues to feed back lessons learnt.

Idea for a team challenge!

Reform and Innovation have set a team challenge to get a photo of each of the 101 bees on the "Bee in the City" trail.

We've set up a team WhatsApp to share the images (and an Instagram page to save them, ready to eventually print for our work area).

In June the Performance Research and Intelligence Service began a trial of its new ways of working policy, aimed at giving staff more flexibility in their working day and providing consistency across teams. Following consultation with staff it was clear that flexibility was highly valued, and extending the current policy could offer significant benefits in helping balance the needs of the service with enabling staff to achieve a work/life balance. The working day has been extended to allow staff to work 7am-7pm, core hours have been shortened to cover 11am-3pm and staff can now take 2 hours...
THE FIVE SIX ELEMENTS OF A FLEXIBLE WORKPLACE

#FLEXFORALL18
ONE – FLEXIBILITY FOR ALL

For inclusion, for wellbeing, for parents, for everyone. Moving beyond stereotypes
TWO – FLEXIBILITY IN ALL ITS FORMS

How, where and when the work is done
THREE – HIGH TRUST

Moving beyond the idea that to manage people, you need to see them. Eliminating presenteeism.
FOUR – MANAGERS AND LEADERS WHO ENABLE

Open minded. Understand the benefits. Role model. Check their bias.
FIVE — EFFECTIVE POLICY

Beyond the statutory minimum. Guidance that helps. Tone matters.
SIX – TECHNOLOGY

Having it and using it – and training people on it
TOGETHER, CULTURE