**Designing flexibility into a role – Small Group Activity**

Review the job description for the Porter role, and use the questions below to help identify where there are opportunities for flexibility in how this role is completed, discussing your thoughts with your colleagues and recording your ideas in the boxes below.

NB: This is an abridged version of the full Flexible Working – Job Design tool that is in the workshop booklet. Because of the nature of the Porter role, we have not included the section regarding flexibility of where the work is done.

1. **Flexibility in ‘When’** – considering what flexibility about times/days of work is possible

This refers to patterns in which the working day, week or year is adjusted. This includes patterns such as flexitime, compressed hours, variable start and finish times etc.

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| *Note here any opportunities you identify for flexing when the post holder works (with considerations/requirements to enable this):*  | **THINK CREATIVELY ABOUT WHEN WORK IS DONE*** What are the expectations of your patients / service users / colleagues / clients in terms of response time?
* Could alternative start/finish times / length of day or shift length be enabled in this role? Could this benefit the service?
* Are there core times when this role needs to work e.g. to attend key meetings or hold clinics?
* Are there peak times of activity during the day/week/month?
* Are there any important deadlines to be met?
* Are there key meetings during the week or briefings/handovers during the day that should be attended?
* Can anyone else provide cover if the individual is unavailable at certain times? Could they be briefed differently?
* Can you use technology to support different times of work and to keep people involved and informed?
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1. **Flexibility in ‘When’** – considering if part time (reduced hours/shifts) is possible

Flexibility in ‘when’ can also include working reduced hours, such as working fewer long days, shorter days, term-time only, job sharing and job splitting. Considering the job design is critical to successful flex of any type, but particularly important to part-time working. Some roles will naturally be easier to reduce, for example by reducing the number of clinics or projects, but for other roles it is important to identify how you can reduce workload and identify who else can do the work. It is important to ensure the same development and stretch opportunities are given to part-time workers, or those working at different times, so they are not disadvantaged by not being around all/every day. It is also important to ensure that staff don’t miss key information and handovers.

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| *Note here any opportunities you identify for working reduced hours (with any considerations/requirements to enable this):* | **REDUCE WORKLOAD*** What is the workload right now?
* Can any activities be stopped?
* Can responsibilities / deliverables be reduced?
* Can deadlines be delayed / timeframes extended?

**FIND ALTERNATIVE RESOURCE*** Are other members of the team willing and able to support aspects of the work? Can this support development?
* What is the required staffing level & skill mix for the team?
* Could a job share or job split be formed? Is there anyone else in scope?
* Do you need to recruit backfill and how quickly can that be actioned?
* Can you advertise for specific work patterns to fill gaps or resource teams differently?
* Is there a minimum number of shifts per week that you would require people to work in this role e.g. to keep skills / knowledge up to date?
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1. **Flexibility in ‘How’** – different ways of planning and undertaking work

Whilst many NHS roles can be done remotely or with flexible hours, patient-facing and shift-based roles may require people to be present in specific locations at specific times, and so in order to redesign a role you may need to change the way the work is planned and delivered. We want to encourage all managers to be open-minded when it comes to considering creative ways to allow flexibility.

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| *Note here any potential opportunities you identify to plan and undertake the work differently – these could be team solutions, or relate to processes for how work is organised e.g. rostering* | **CAN YOU DESIGN THE WORK DIFFERENTLY?*** Could a team-based rostering approach work for this team?
* Could a mixture of shift lengths work in this role/team?
* Could annualised hours be offered?
* Could talent be shared across teams?
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| *Some examples of designing work differently to enable flex:** *Using e-rostering to allow teams greater choice and input*
* *Splitting shifts between two workers*
* *Using technical, remote solutions for certain activities including training and personal development*
* *Removing some of the ‘rules’ which have been applied locally to rostering but restrict individual choice e.g. to allow a ‘nights only’ pattern or working most weekends*
* *Annualising hours to scale up and down shifts across the year, to meet activity peaks and suit personal needs*
* *Creating a ‘10-2’ shift to provide cover during the busiest period on a ward, but also an attractive shift for someone who wants to work part-time*
* *Opening up alternative shift lengths, so workers who find a 12 hour shift a struggle can work a shorter shift, at peak times*
* *Offering different shift lengths on different wards/sites/bases, so people can be redeployed to sites that suit their needs*
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**Space for additional notes/comments on the activity, or things to follow up with your change team colleagues:**