

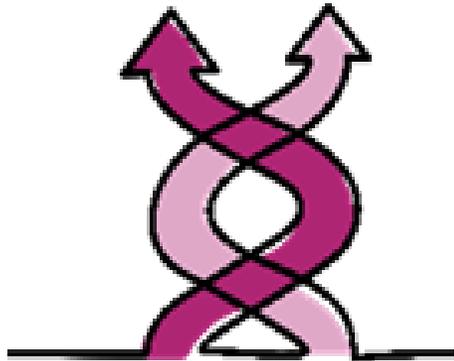


# Flex for the Future Programme

## Workshop 5

### Designing flexible jobs





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flexibly

# NHS Flex for the Future

## Workshop 5 – Designing flexible jobs

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NHS England and NHS Improvement



# Creating the right environment



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# Programme activity

Launch Webinar

**Virtual Workshop 1**  
Project Kick-off

**Virtual Workshop 2**  
Where are you now?

**Virtual Workshop 3**  
What works to drive change?

**Virtual Workshop 4**  
Action Planning

**Virtual Workshop 5**  
Designing flexible jobs

**Virtual Workshop 6**  
Sharing our success

*Change Team Kick Off meeting*  
  
*Collect baseline organisation data*

*Organisation flexibility audit and analysis incl. workforce input if desired*

*Change Team action planning session 1*  
  
*Identify areas for focus*

*Change team action planning session 2*  
  
*Develop and refine actions for plan and measures*

*Leadership engagement session*  
  
*Agree/sign off action plan and start to implement*

# Our aims for today

- Understand & hear examples of the range of ways to design jobs flexibly, including shift-based roles
  - Know how to improve people's choice and control over their working pattern through flexible job design
- Recognise the positive impact flexible job design can have on teams' wellbeing and work-life balance
  - Recognise the positive impact flexible job design can have on an organisation's ability to attract and retain
  - Have the tools and knowledge to support others to have proactive, effective conversations about flexibility in their teams



# Agenda

- Designing jobs for flexibility
- Speaker examples
- Flexibility for shift based roles and teams
- Having proactive conversations about flex & job design
- Personal reflection & next steps



# Designing jobs for flexibility



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# Business benefits to NHS organisations

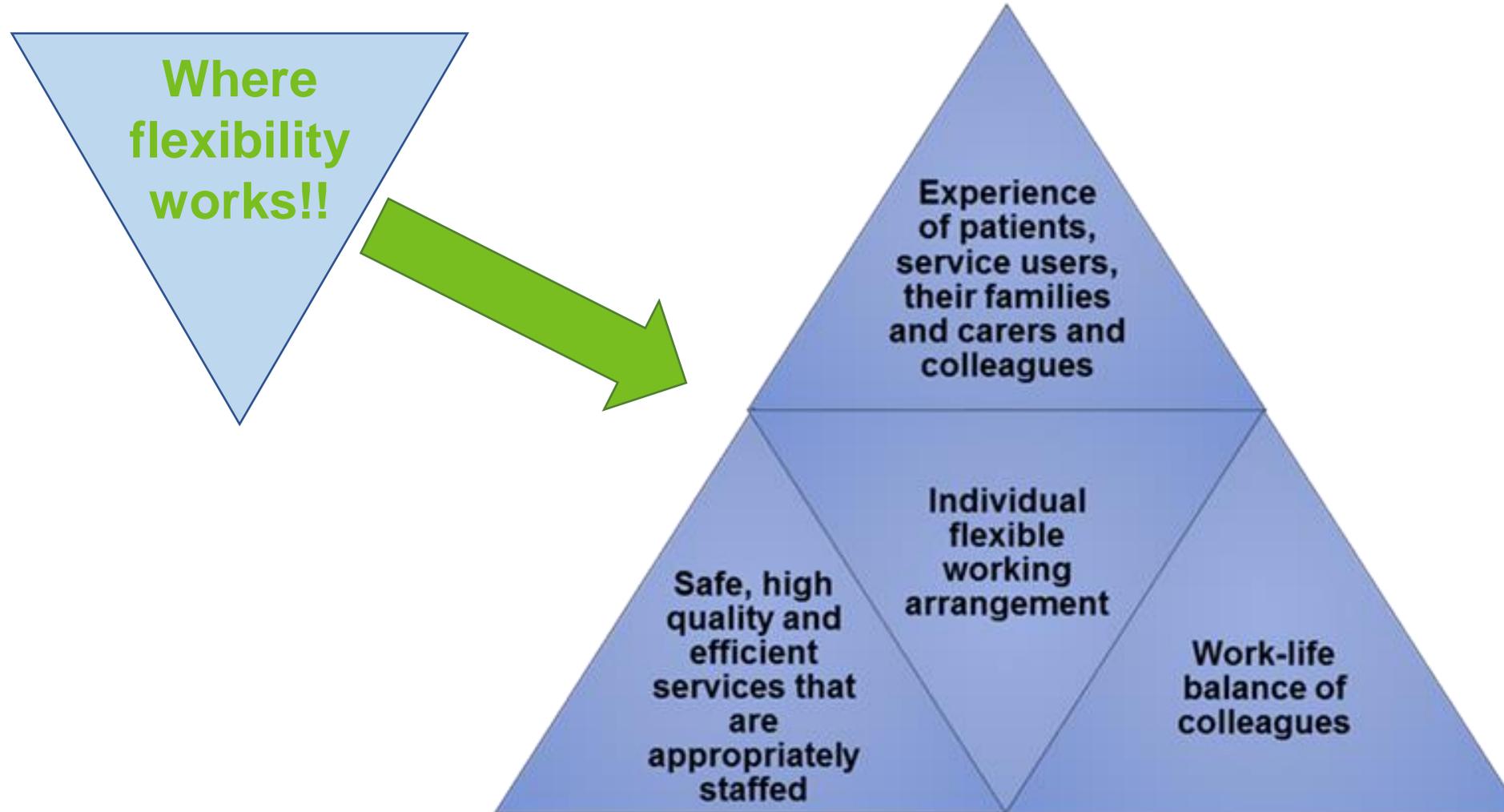


- ❑ Talent retention & attraction
- ❑ Diversity & inclusion
- ❑ Motivation & wellbeing
- ❑ Matching demand & productivity
- ❑ Tackling Gender Pay Gap
- ❑ Reduce real estate footprint and travel impact



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# Job design identifies flexible arrangements which work



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# What do we mean by 'flexible job design'?

Looking at the current parameters of a role and (re)designing it to build in flexibility

## **This will involve exploring...**

Objectives of the role & outputs to achieve them

Where and when work needs to take place

The impact on the team, direct reports & other stakeholders

Balance of different types of work within the role

e.g., clinical / admin / research / on call

# Poll

How good is your organisation currently at designing jobs to enable flexibility?

Use the poll on screen to select as many responses as apply





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# Reminder of what we mean by a flexible job

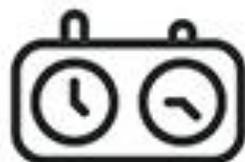
## TYPES OF FLEXIBLE WORKING



PART-TIME



HOME /  
REMOTE WORKING



FLEXIBLE START &  
FINISH HOURS



TERM TIME WORK



JOB SHARE



COMPRESSED HOURS

**WHERE** Remote working;  
home; mobile; other offices

**WHEN** Flexible start/finish  
times; annualised; compressed;  
shift choice; part-time; job share

**HOW** Team based rostering;  
project-based work; contract;  
bank; permanent night shifts



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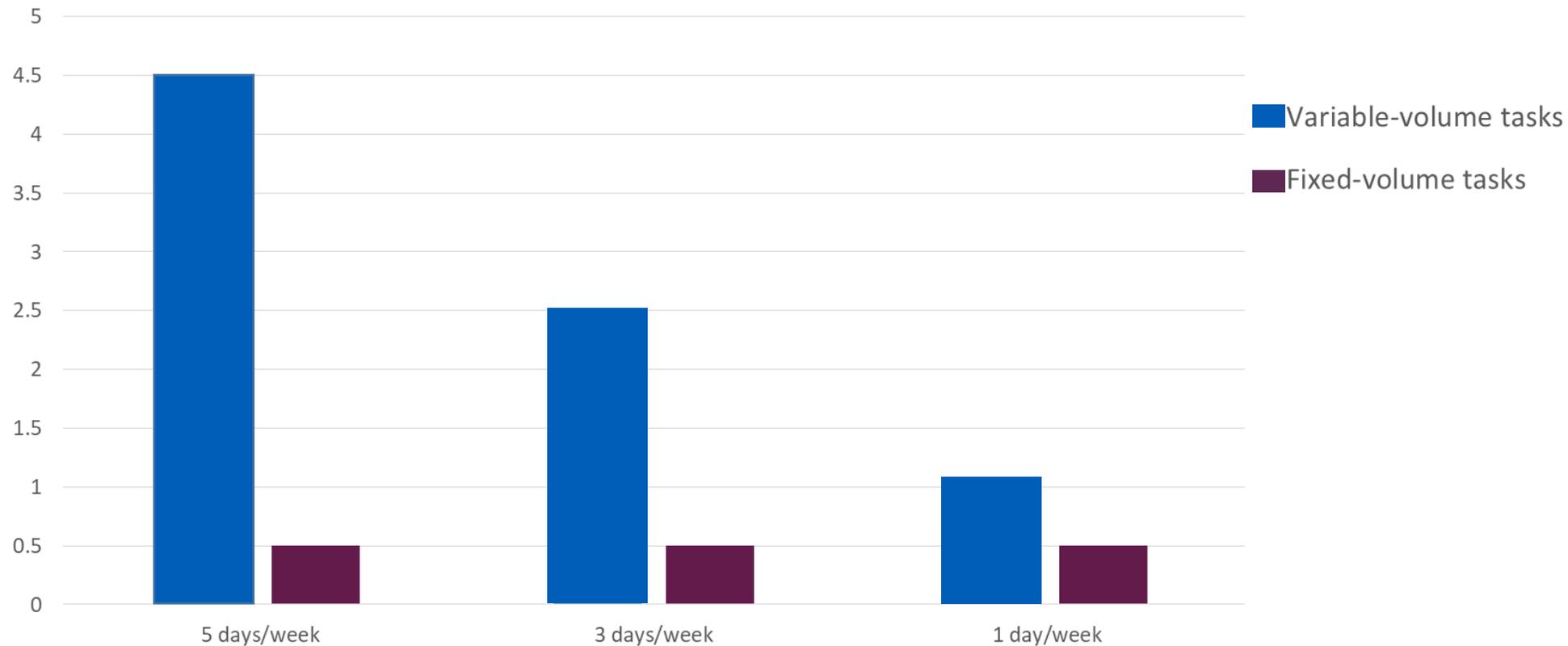
# Formal vs. Informal flex

Informal	Formal
Non-contractual flexible working arrangement	Contractual flexible working arrangement
<ul style="list-style-type: none"> <li>• Swapping shifts/sessions</li> <li>• Mixing shifts/sessions (e.g., working some long and some short)</li> <li>• Time off in lieu (TOIL)</li> <li>• Rotating shift/session work between different patterns (individuals rotate between different patterns, such as days and nights)</li> <li>• Split shift/session schedules (where an individual's working day is split into two or more parts with a rest period between. The rest period does not include paid breaks or allocated lunch periods)</li> <li>• Flexible hours where start, finish and lunch/break times can be variable (usually set around a period of 'core hours')</li> <li>• Working from home for part of the week (where the individual has a defined office base but can work at home for part of their working week)</li> <li>• Team based rostering; self rostering; use of e-rostering to enable flex preferences to be met</li> </ul>	<ul style="list-style-type: none"> <li>• Part time hours</li> <li>• Job sharing</li> <li>• Annualised hours</li> <li>• Zero-hours contract</li> <li>• Bank hours contract</li> <li>• Compressed hours</li> <li>• Term-time working</li> <li>• Phased retirement</li> <li>• Home working (a role in which the individual spends all their working week based at home)</li> <li>• Fixed shifts/sessions</li> <li>• Unpaid leave</li> <li>• Sabbaticals</li> <li>• Purchase of extra holiday</li> </ul>



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# A key principle of flexible job design: Fixed-volume and variable-volume tasks



# Menti-meter survey

Share an example of a  
fixed volume task in  
your current role

Share an example of a  
variable volume task in  
your current role



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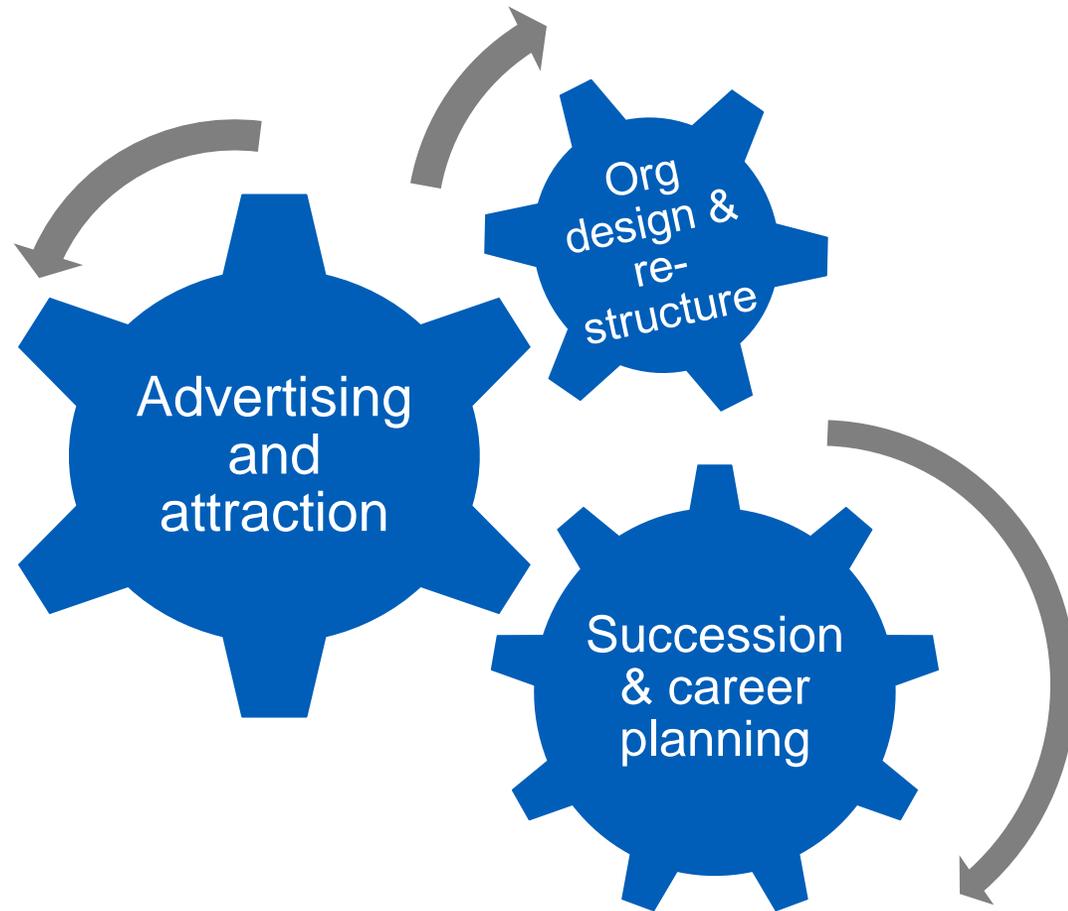
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# A key principle of flexible job design: Substitutability

- Expectations of patients / service users / other stakeholders in terms of contact and response times
- Parameters for contact when not working
- Ensuring the right expertise and skills mix – consider specialist duties, qualifications, experience
- Impact on continuity of care / service
- Having systems in place to support knowledge sharing & handovers



# When are the opportunities to do flexible job design?



# The opportunity for talent attraction via flexible job design



**24% SUPPLY OF  
FLEXIBLE WORKING**



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# Using flexible job design to attract

## OK

Include a statement at bottom of job adverts, so that people know they can ask

## Better

Include a statement at the top, welcoming applications from people who want to work flexibly

## Best

Specify the types of flex you can offer for a role in the advert and/or using NHS jobs and TRAC

# Sharing from the group

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Examples of change team activity – what's happening in different participating organisations

We'll also be looking for case studies to showcase the work being done & quotes as we evaluate the programme



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# Breakout



- You are exploring opportunities for flexibility before advertising a porter vacancy
- What types of flex are likely to work in this role?  
(Nominate a feedbacker)



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# Share your ideas



## PORTER

- What types of flex are likely to work, and not work, in this role?

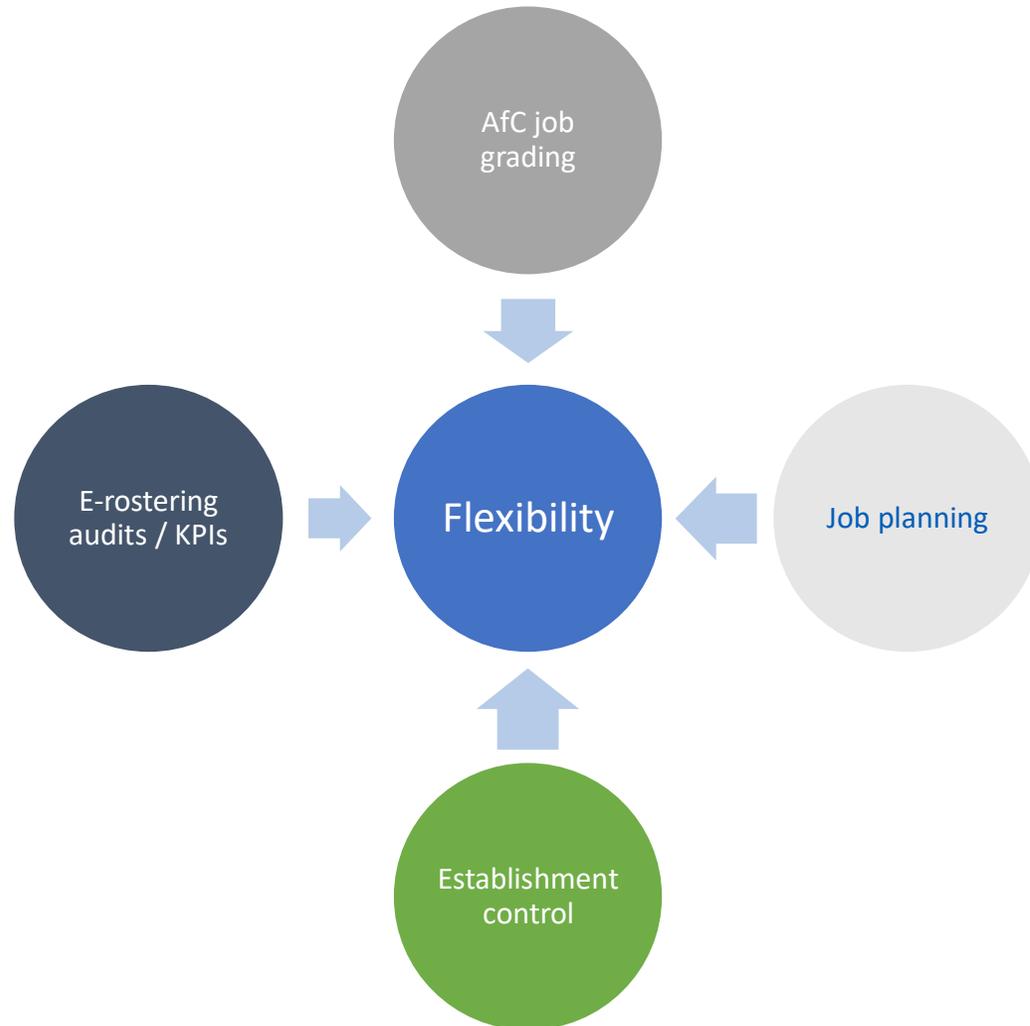
## FEEDBACK





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# Organisational processes which can influence flexible job design



**BREAK**

24



# Sharing examples – enabling flexibility through job design



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# Speaker



## Dr Tara Rampal

Consultant Anaesthetist, Princess Royal  
University Hospital  
Clinical & Strategy Director, Kent & Medway  
Prehab  
Founder, Phase-B CIC

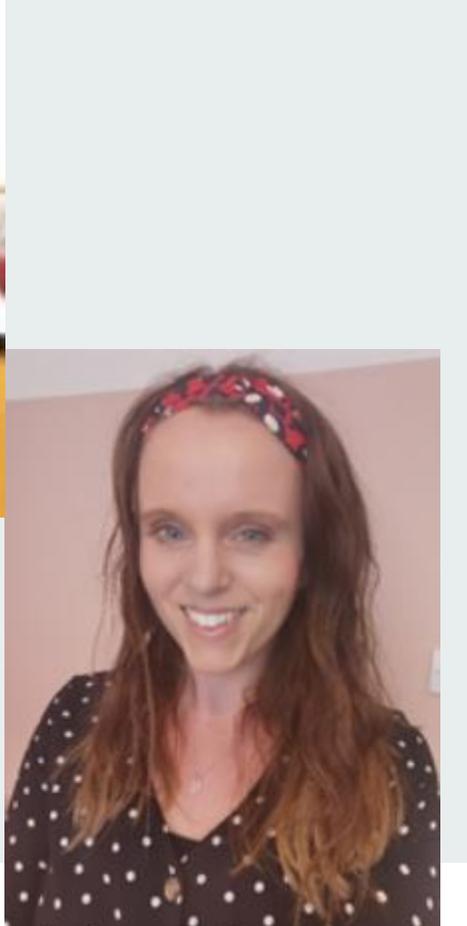


Q&A



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# Speakers



Carla Beechey  
People Director

Lucy MacCracken  
Head of HR

West Midlands Ambulance  
Service



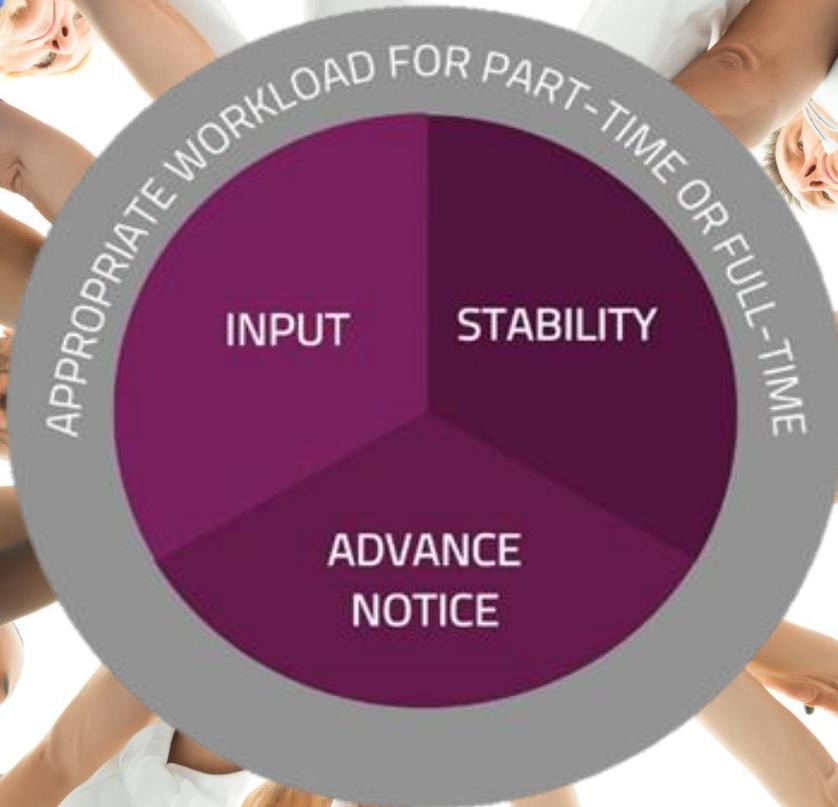
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# Flexibility for shift based roles and teams



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# Factors influencing the experience of 'flexibility' in shift based roles: Shift-Life Balance



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# Taking a team based approach to designing flexible jobs



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# Learnings from other front line industries: Designing work differently



# Building flexibility into **Construction** roles

## Designing work differently by:

- 'Job & finish'
- 'Pods' with rotating flexi day to reduce extreme hours
- Weekly team stand ups to agree pattern of cover



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# Building flexibility into **Retail** roles

## Designing work differently by:

- Skeleton rota for duty shifts with self rostering alongside
- Removing 'invisible barriers' re: weekends, nights, cover across sections, 'early finishes'
- 'Lead team' approach to increase input into rota



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www.cookfood.net

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TALENT THROUGH FLEXIBILITY

# Having proactive conversations about flexibility & job design

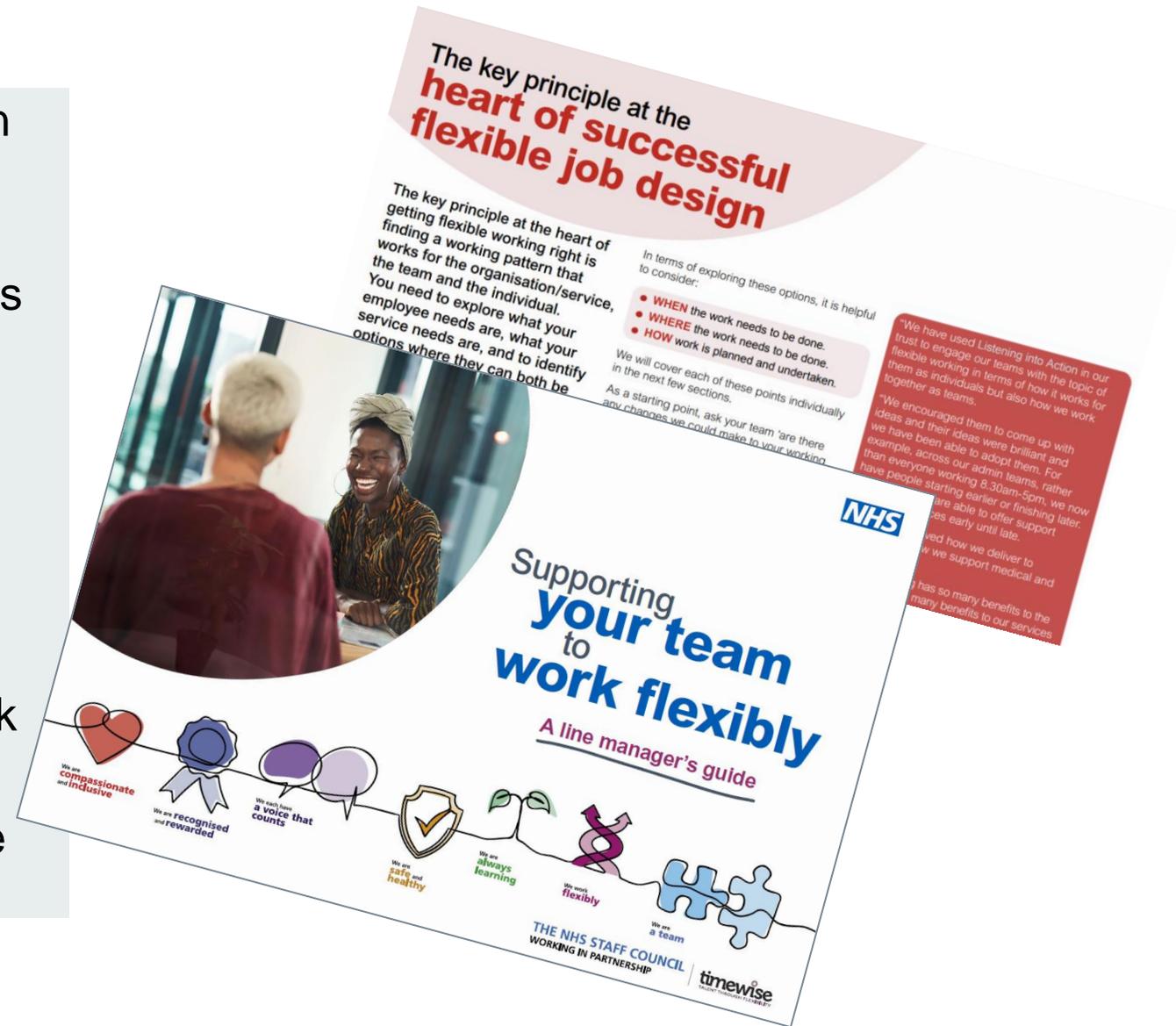


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# Ensuring jobs are **designed** for flexibility will help embed successful flex

Upskilling people within your organisation on the principles of flexible job design will help them:

- ✓ Start from a point of 'yes' to explore what's possible
- ✓ Listen, accommodate and respond with balance and compassion
- ✓ Work with staff to develop a solution that meets their needs and that of the service and patients
- ✓ Adapt the way individuals and teams work to accommodate different types of flex
- ✓ Make all team members feel that they are making a valuable contribution



# Line Manager guide contains job design considerations for flexible work

Flexing the **WHEN:** finding a match

Flexing the **WHERE:** making remote working work

Flexing the **HOW:** making it work across all roles  
*Other ways to support flexible working*



## Supporting your team to work flexibly

A line manager's guide

Considerations
   
 You can help individuals balance their work and personal needs by clearly defining your expectations and any fixed commitments
   
 These are some of the points to consider:
 

- What are the expectations of your patients/service users in terms of response time?
- Are there core times when people need to attend key meetings or see patients?
- Are there any important deadlines to be met?
- Are there key meetings during the week that should be attended?
- Can anyone else provide cover if the individual is unavailable at certain times?
- Can you use technology to support flexible working in different ways, and to keep people involved and informed?

We are compassionate and inclusive  
 We are recognised and rewarded  
 We each have a voice that counts  
 We are safe and healthy  
 We are always learning  
 We work flexibly  
 We are a team

THE NHS STAFF COUNCIL  
 WORKING IN PARTNERSHIP  
 timewise

ensure you have the right approach to remote working:

and what do they need/expect by way of presence? Considerations? remotely need? could you adopt which support team cohesion, health and

Splitting shifts between two workers.

Creating a "10.2" shift, to provide cover during the busiest period on a ward, while also being an attractive shift for someone who wants to work part-time.

# Booklet contains a more detailed job design tool for building flexibility in to a role





## 3. Flexible Working – Job Design

### Guidance notes for completing flexible working analysis by role

This job design tool is designed to help you identify what types of flexibility are likely to be possible in the different roles across the organisation, and what operational changes may need to be made to the design of the roles to enable flexible working arrangements to be successful.

Please use this tool to identify the types of flexible working options that are possible for a role type, and the job design changes or other considerations that are needed to enable these. There are three steps to analysing flexible working for a role:

- Step 1 – Review the role**
- Step 2 – Identify where there is flexibility about how the role is done**
- Step 3 – Summarise your ideas about which flexible working options could be applied to this role**

This tool will help you to analyse the role, and you can then capture the outcomes of your analysis on the 'Job Design Flexible Options by role' section (Step 3). You will be able to use this as a starting point for conversations about flexibility, and individual arrangements and share as appropriate with HR/Flex Change teams.

You may want to use this tool to help you respond to an individual's request for flexibility, or proactively think about what types of flexibility could be offered e.g. when advertising a vacancy, or talking to the team about ways of working.

**Major activities of the role**  
(Choose the top 5 / those which make up at least 75%)

Fixed or variable?	Fixed = the amount of this activity to be done does not change	% time required (hours per week)

**Role activities**

Is this predictable / unpredictable activity?	Is there a set time / day that this activity needs to take place?	Is there a fixed location where this activity needs to happen?	Does this activity involve other people? Who?

What are the possibilities for stopping / delegating / reducing this activity e.g. is there another role who could take on these responsibilities?

**Key relationships**

How often?	Is this predictable or unpredictable?	How? (physical presence / technology)	What speed of response is required?

Could another role substitute in interactions with this stakeholder when the role holder isn't there?

**Summary**

Able to offer? Y/N/pos	Parameters or considerations to make this a success (to be discussed by line managers and employee/applicant at point of flexible working application)
	Indicate briefly how work would be removed/reorganised from the role to enable a reduction of hours e.g., handover time / working pattern
	e.g., when peaks & troughs of work are expected, or times when post holder needs to flex hours down during the year, specify parameters – min/max hours

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# Personal reflection & next steps



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# Recap our aims for today

- Understand & hear examples of the range of ways to design jobs flexibly, including shift-based roles
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# Reflection time

Personal  
reflection

What have I learnt?

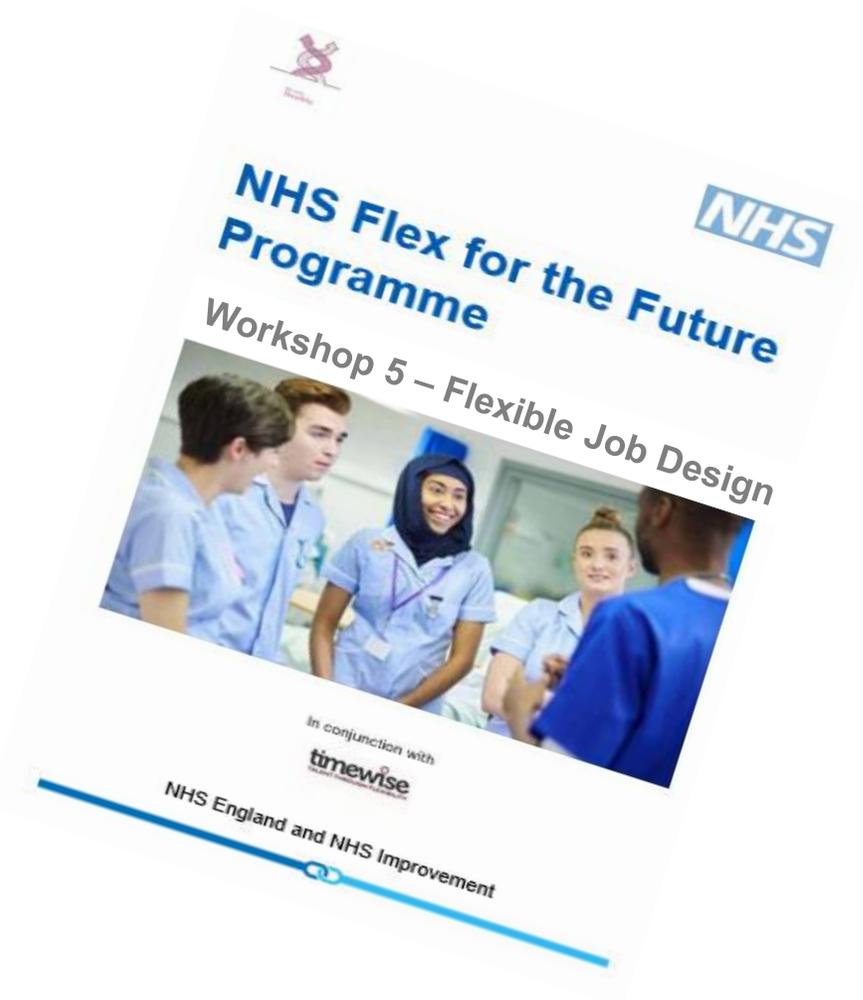
What am I taking away  
to apply in my  
organisation?

If happy to share, type in chat  
now



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# Your resource library for further support



<https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>

Visit here for all materials relating to the programme including the Line Manager and Employee guides.

This module's resources include:

- **Booklet containing:**
  - Flexible Working Job Design tool
  - Agenda for internal change team meeting
  - Further reading on flexible job design
  - List of additional resources for e-rostering
- Recording & slides from today
- Recording of case study interview with West Midlands Ambulance Service on flexible working in their Trust

# Next steps

## Everyone:

- ❑ **Please, please, please - complete the post-programme evaluation survey – we had 375 responses to the pre-programme survey and we need just as many to enable the evaluation of the programme. This will be sent out early Feb.**
- ❑ Tell us what you thought of today using the post-workshop feedback survey
- ❑ Access the resource library to review materials and share with any team members unable to attend live today:  
<https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>





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# Next steps

## Change team leaders:

- Work with your team to ensure learnings about flexible job design are incorporated into your action plan (agenda in booklet)
- Update your Senior Responsible Officer & attend final Group Clinic
- Engage leaders and get sign off of your plan (leadership session slides)
- Let us know if you would like to be featured as a case study organisation for the programme so we can amplify and showcase your work – it will require a short interview to find out how you've used the programme to develop your action plan:**
  - Via your Clinic Lead or [weworkflexibly@nhs.net](mailto:weworkflexibly@nhs.net)

# Next steps

## External Evaluation:

UCL Consultants

Reports in March and October

Questionnaire

- Interviews
- Case studies



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# NHS Flex for the Future

Launch Webinar

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Action Planning

Virtual Workshop 5  
Designing flexible jobs

Virtual Workshop 6  
Sharing our success

Group Clinics for Change Team Leaders

Access to online resources via Resource Library

Completing Programme Activity

# Thank you

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