

Flexibility at Kent and Medway: Turning the people plan into reality

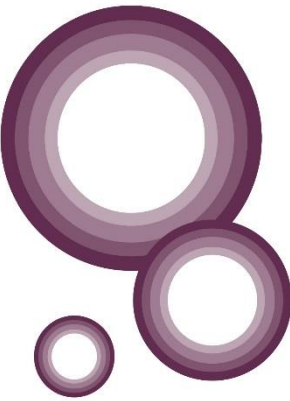
A Timewise Workshop for HR
January 2023

Melissa Buntine, Principal Consultant
Katherine Rowe, Associate Consultant



WORKSHOP AIMS

- Build and deepen your understanding of the range of flexible ways of working
 - Consider and explore the business case for your teams,
 - Develop skills of flexible job design and practice redesigning a role with flexibility
- Understand team-based flexibility and explore possibilities for different types of teams
 - Gain ideas about how to effectively advertise & hire flexibly
 - Identify opportunities to drive more flexible working and hiring practices



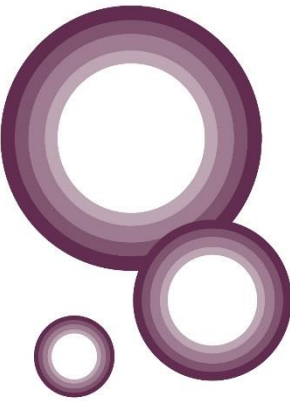
ABOUT US



SOCIAL CONSULTANCY

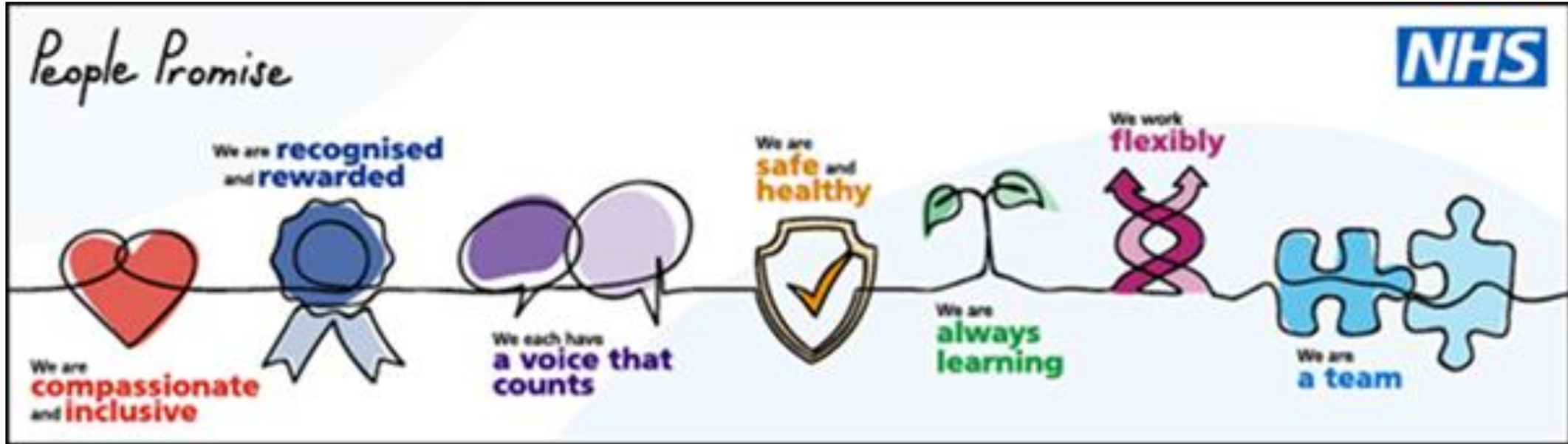
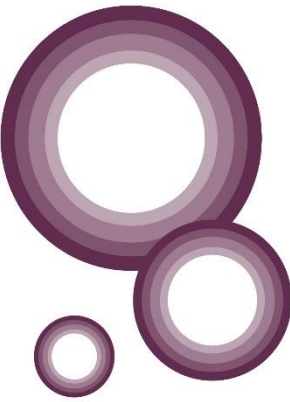
We are the UK's leading Flexible Working experts and a social enterprise.

Our clients, individuals and our society all benefit from the social purpose underpinning our work. It's not just win-win-win. It's a virtuous circle.

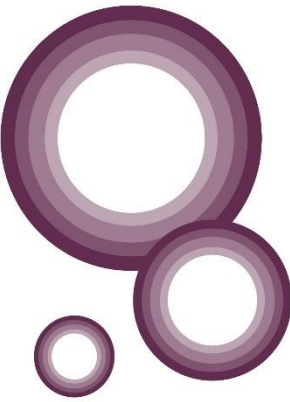


timewise
TALENT THROUGH FLEXIBILITY

PEOPLE PLAN PROMISES



DEFINING FLEXIBLE WORKING – NHS DEFINITION



‘An arrangement which supports an individual to have greater choice in when, where and how they work’

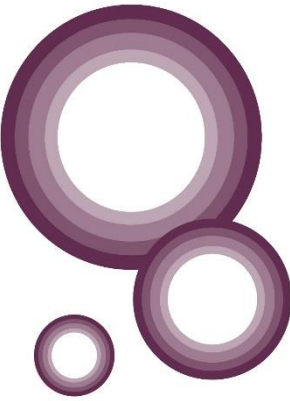
WHAT DO WE MEAN BY A FLEXIBLE JOB?



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



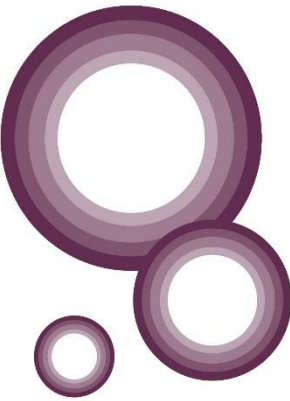
FORMAL V INFORMAL FLEX

Formal Flex

- Part-time working
- Term time working
- Annualised hours
- Unpaid leave
- Regular, fixed home/ remote working

Informal Flex

- Occasional home/remote working
- Change to start/finish time
- Occasional time-off in-lieu
- Compressed hours
- Reasonable adjustments
e.g. return to work

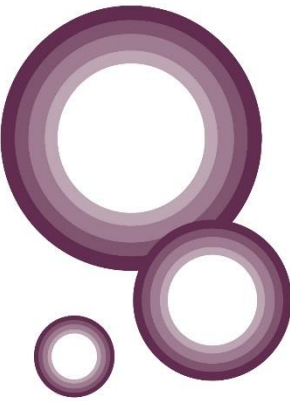


TYPES OF FLEX AT KENT AND MEDWAY

Our Flexible Working Commitment – Principles and guidance

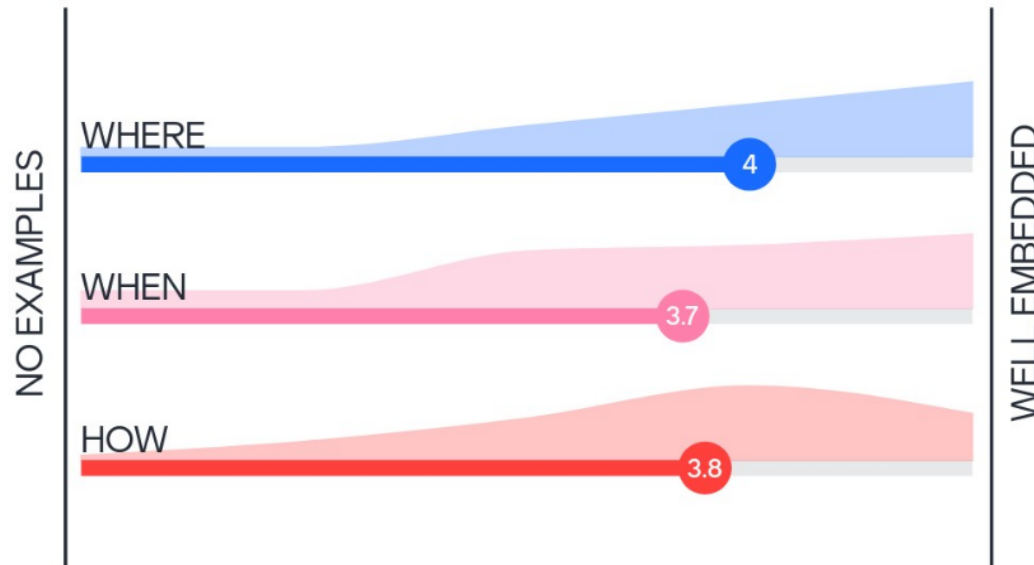
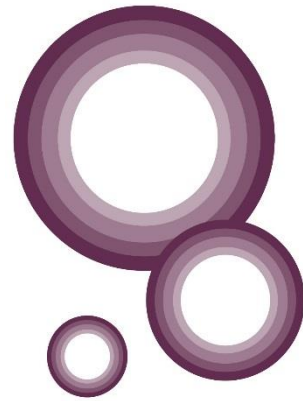
“Members of our teams may have different working patterns as we move away from a nine to- five culture. This will depend on the needs of the team or service delivered”.

- Annualised hours
- Part-time working
- Compressed hours
- Job sharing
- Flexitime
- Home working
- Secondments/ redeployment
- Self-rostering
- Team-based rostering
- Temporary reduced working hours
- Hybrid / Agile working



Where is your team currently on each form of flex?

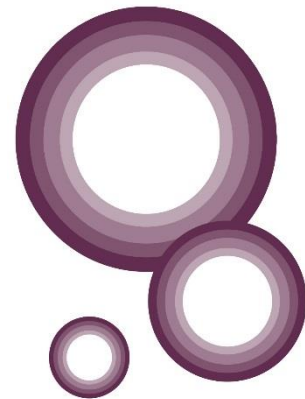
Mentimeter



Results of a live poll with 40 HR Members of staff



THE BUSINESS CASE FOR FLEX



THE IMPACT OF A FLEX WORKING REQUEST

FLEXIBLE WORKING ARRANGEMENT

“I was granted a flexible working arrangement after I was diagnosed with an underlying health condition. It has helped immensely with my work life balance and also my health and wellbeing. This enables me to have a day’s rest in the week to overcome the fatigue and balance out my ability to deliver 100 per cent in my job role”.

**Amanda Weightman, Clinical Nurse Specialist,
Maidstone and Tunbridge Wells NHS Trust**

COMPRESSED HOURS

“Undertaking compressed hours has still allowed me to perform my role effectively but also allows me to prioritise my health and wellbeing, letting me rest adequately and share valuable time with my family”.

**Keeley Ward, Head of Nursing Workforce and
Education, Medway NHS Foundation Trust**

JOB SPLIT

We have a split role, half in management and half as a clinical lead, which works incredibly well. We both work full time across a 4 day week, and have the flexibility to adjust as required to cover for each other. This arrangement works for both of us and our department”.

**Eileen Brookson and Jo Watts, Joint Head of Nutrition
and Dietetics, Dartford and Gravesham NHS Trust**

HYBRID WORKING

“For me, the hybrid style that we utilise within estates works very well for us as a team. I believe that it demonstrates a high level of trust within the organisation that teams can work just as well without daily supervision and allows teams and individuals to manage their workloads as is appropriate.”

**Daniel Richards, Head of Estates and Facilities, Medway
Community Healthcare**

WHY FOCUS ON FLEXIBILITY?



Talent attraction



Retention & progression



Employee well-being



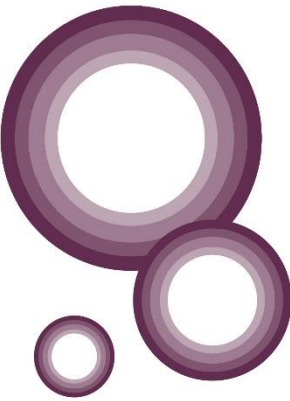
Gender pay gap



Inclusion & diversity



Productivity



THE IMPERATIVE FOR NHS

EMPLOYMENT

500 nurses and midwives are quitting every week

New figures also reveal the NHS's increasing reliance on nurses and midwives trained overseas.

One Way Out of the Cost-of-Living Crisis? Retire Early

NHS doctors are opting for early retirement in part to take advantage of inflation-protected pensions.

Covid, burnout and low pay: the global crisis in nursing

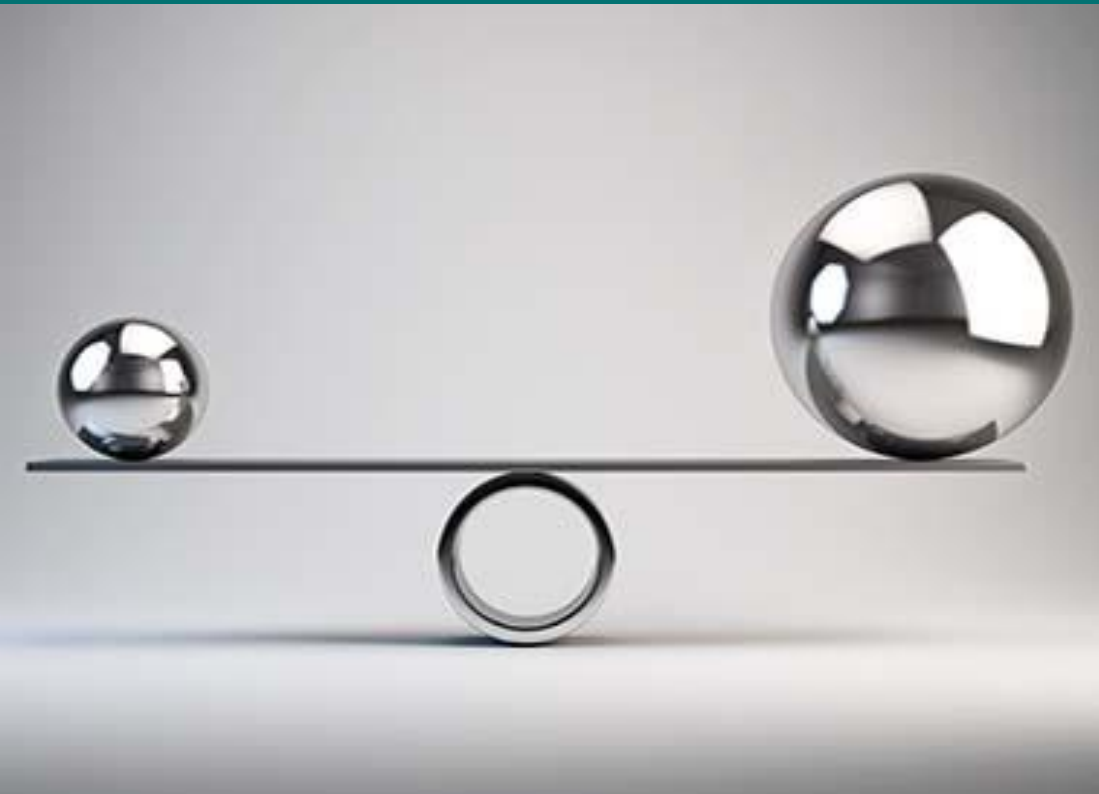


'Inflexible rotas, mounting pressure from record waiting lists and overstretched resources are forcing many talented colleagues out.'

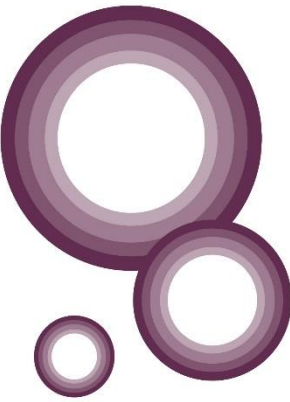
Paramedics are 'leaving in droves' as ambulance callouts almost double

Frontline NHS workers are under pressure as the number of emergency calls in England rises 10 times faster than the number of staff

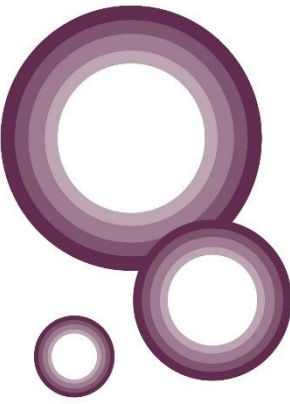
A CALCULATED INVESTMENT



A flex programme for 306 nurses across 9 wards would break even in 3 years through a reduction in sickness absence of just 0.8 days per person per year



WHAT GETS IN THE WAY?



CHALLENGES AND BARRIERS WE HEARD

“Flexi working should be offered at the beginning, but it is part of the agreement when you take on the role, we may not be able to chop and change it later on”.

“Some managers may perceive this as being too tricky or want to avoid this, and this may put them off promoting flexible working”

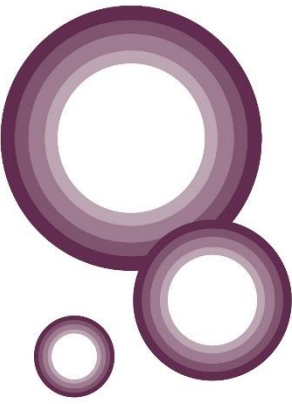
“There needs to be increased trust in employees, that if they are working from home, they are still working”.

“Some managers view remote working as not working, and still feel that everyone should be in the office, which drives a certain culture”.

“...concerned that there would be no give and take...and that whilst the employer may be flexible, employees may not be flexible back... it's now about finding the balance”

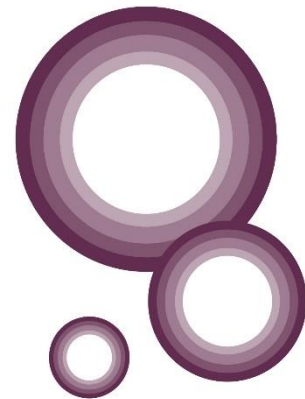
“... it's alright for you as you can work from home”.

PLENARY DISCUSSION



What's resonated so far?

THE IMPORTANCE OF CULTURE



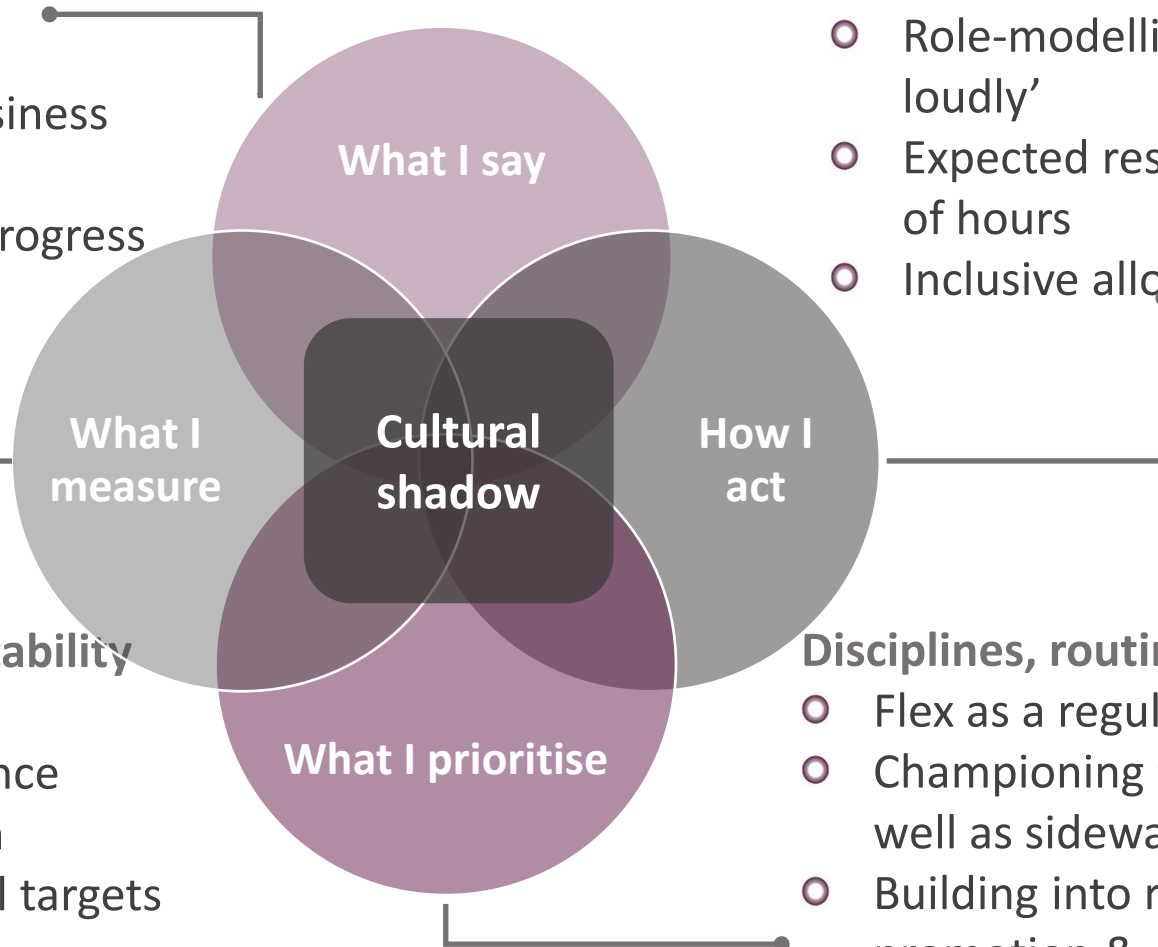
THE MANAGERIAL SHADOW

Values, context setting, message repetition & emphasis

- How I frame issues
- Understanding the business case
- Regular updates and progress

Behaviours, symbols, relationships

- Role-modelling: 'Leaving loudly'
- Expected response times out of hours
- Inclusive allocation of work



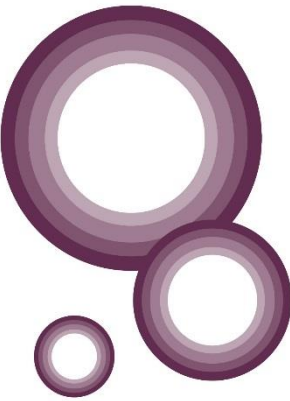
Adapted from "The Leadership Shadow": Deloitte/Pine Street

Rewards, recognition, accountability

- Celebrating role models
- Building flex into performance management for your team
- Setting unit, team, personal targets

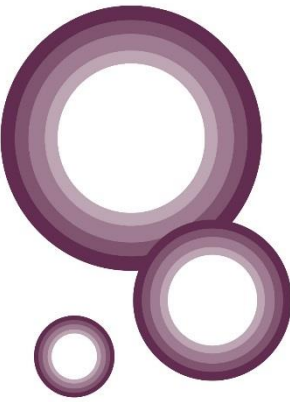
Disciplines, routines, interactions

- Flex as a regular agenda item
- Championing flex upwards as well as sideways & down
- Building into recruitment, promotion & other trigger points



CULTURE CHANGE: TAKING A PROACTIVE APPROACH

- ✓ Demonstrates your commitment to your people
- ✓ Helps people feel valued
- ✓ Highlights that flex is for all – moves people away from ‘my individual needs are...’
- ✓ Helps you anticipate & plan



ACTION PLANNING: IDEAS TO TAKE AWAY

Values, context setting, message repetition & emphasis

Behaviours, symbols, relationships

What I say

Behaviours, symbols, relationships

What I measure

My flexible working actions

How I act

Behaviours, symbols, relationships

Rewards, recognition, accountability

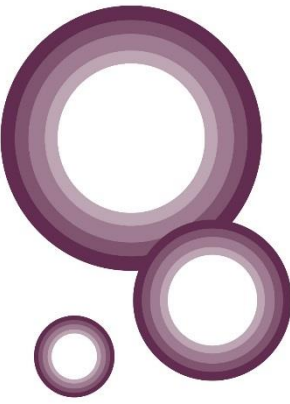
What I prioritise

Disciplines, routines, interactions

Rewards, recognition, accountability

Disciplines, routines, interactions

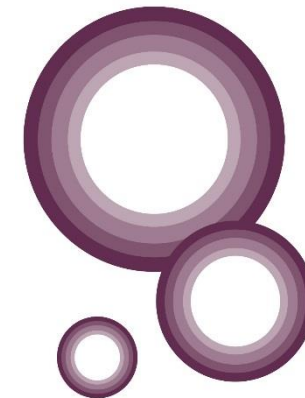
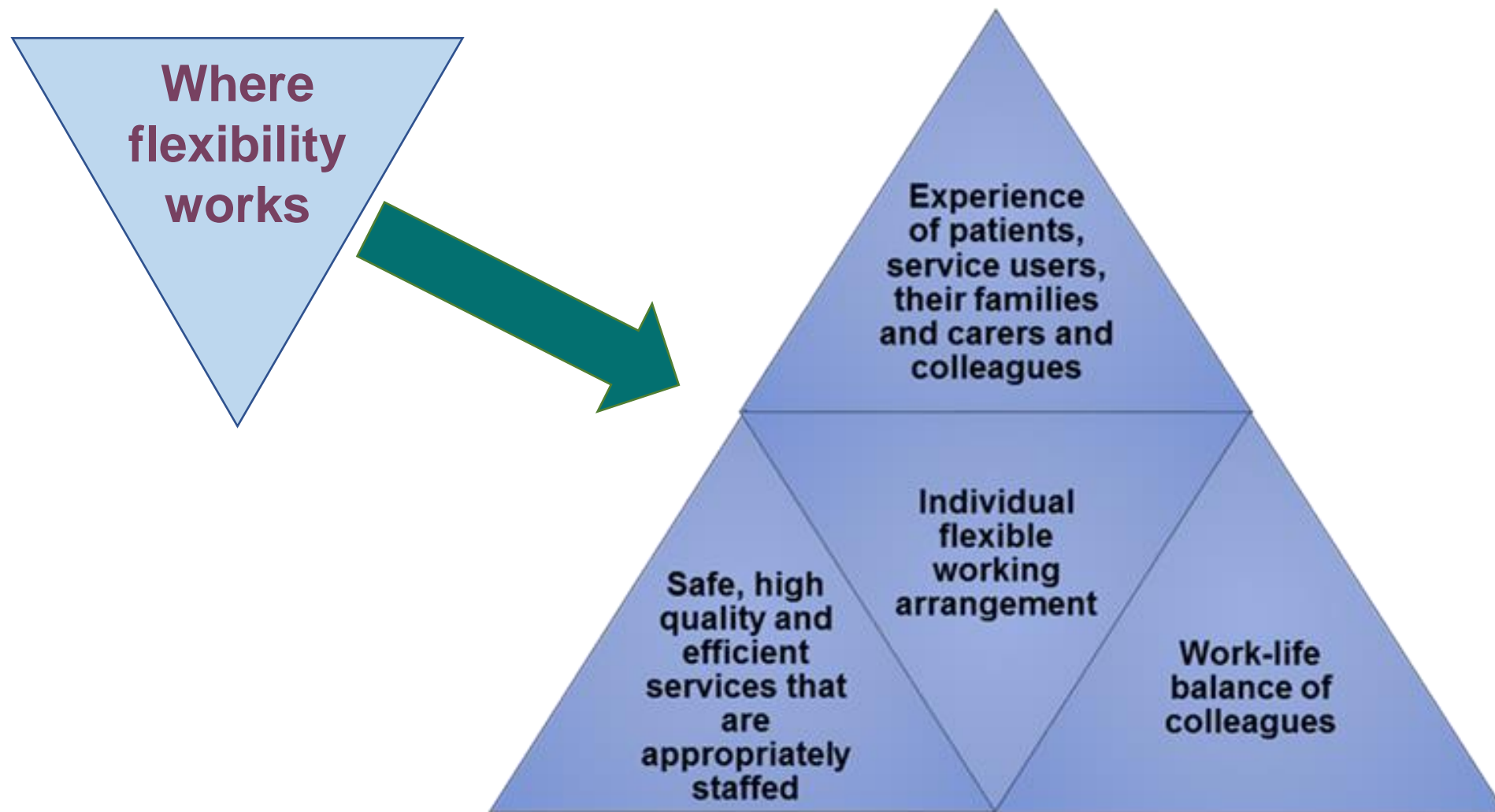
FLEXIBLE JOB DESIGN





Key principles for designing flexible work

JOB DESIGN IDENTIFIES FLEXIBLE ARRANGEMENTS THAT WORK

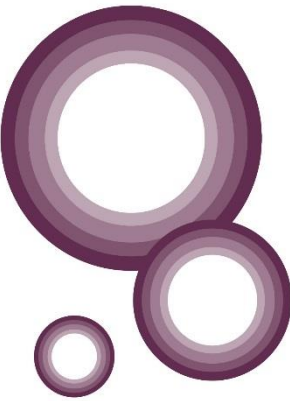


DESIGNING FLEXIBLE JOBS

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 & when work needs to take place
- Impact on patients, team, direct reports
- Balance of different types of work in a role e.g., managerial / patient facing / research



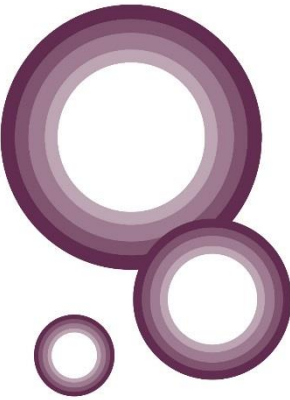
WHERE YOU WORK



WHERE?

Flexing work location:

- Do the stakeholders need presence – or availability via technology?
- Performance management:
 - How can outputs be measured?
 - Do the objectives require visibility?
- Team protocols on:
 - Communication and knowledge sharing
 - Team cohesion

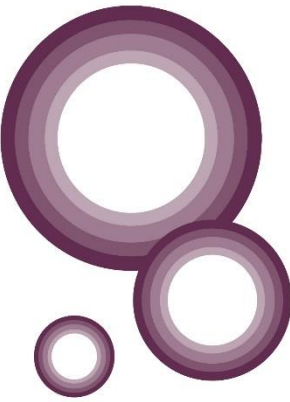


TIME BASED FLEX

WHEN?

Flexing times of work:

- Predictability of the work
- Substitutability of the team: expertise and relationships
- If there are no substitutes, can the job-holder be interrupted during their time off?
- What's the pace of the work? How will people keep up?
- Are there particular times during the week/month when they must be present?
- Are there peaks and troughs of work?



REDUCED HOURS



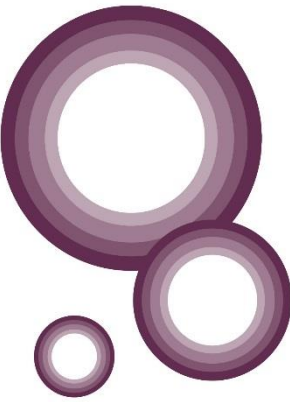
HOW
MUCH?

Outputs and hours:

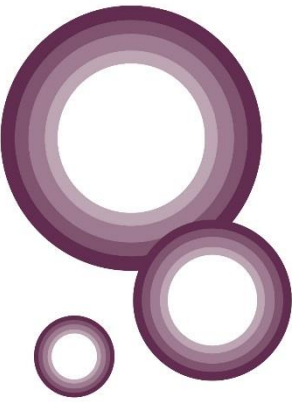
- Can the workload be made smaller to match fewer hours?
- Can shifts be shortened or fewer shifts worked?
- What tasks can be packaged-up and delegated? Where to? (upwards/sideways/downwards)
- What is the 'minimum' amount of time that someone needs to work in order to fulfil the role requirements?

E.g. how much of the working week must a manager be present in order to manage effectively?

E.g. how many hours does someone need to work in order to keep their skills/knowledge up-to-date?



BREAK



UNDERTAKING FLEXIBLE JOB DESIGN



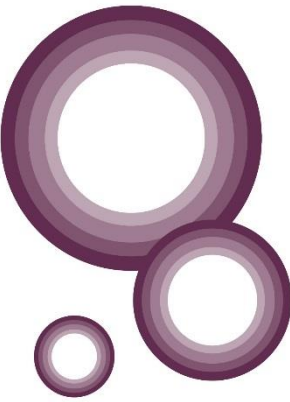
JOB DESIGN ACTIVITY: APPLYING THE PRINCIPLES



In breakout rooms, take the job description and work together through the handout, to identify what types of flexibility are possible for this role

Nominate a feedbacker

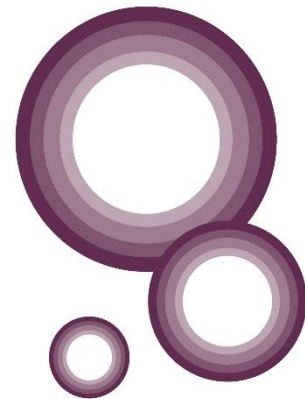
JOB DESIGN ACTIVITY: FEEDBACK



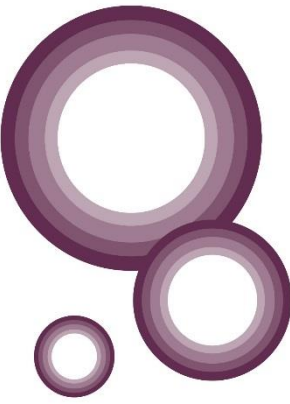
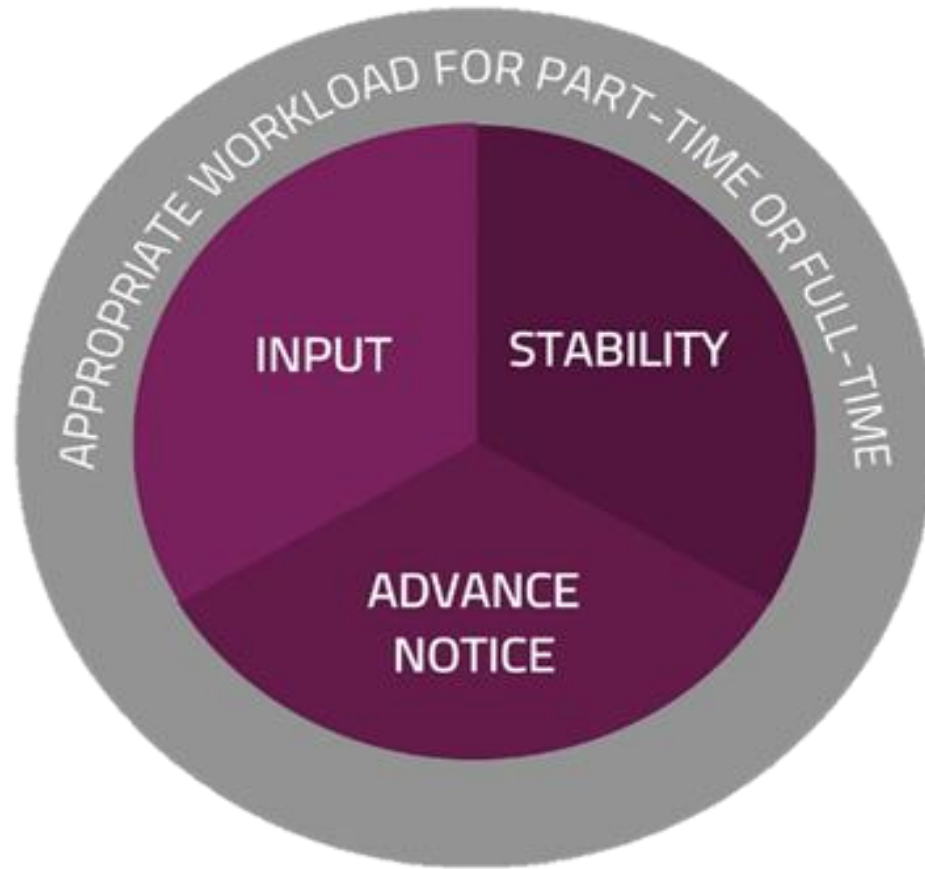
Each breakout room to share their findings about what type of flexibility is possible within the role

Max 2 mins each

TEAM BASED FLEXIBILITY



WHAT INFLUENCES THE EXPERIENCE OF 'FLEXIBILITY' IN SHIFT BASED ROLES?



EXAMPLES OF TEAM BASED FLEX

ASPH Appointment Centre

Interaction of agile working with time-based flex

- 3 days onsite, 2 at home
- Flexible working hours – team can complete work outside of core hours to fit around personal commitments
- Increase in team receptiveness & productivity

“The team continued onsite throughout the pandemic, but in November 2021 team leads made drastic changes to improve wellbeing and work life balance”

The Royal Free London NHS FT

Commitment to enabling remote working regularly or infrequently

- 2 or 3 days at home each week for full time, desk based team members
- Occasional home working for clinicians and other site-based team members

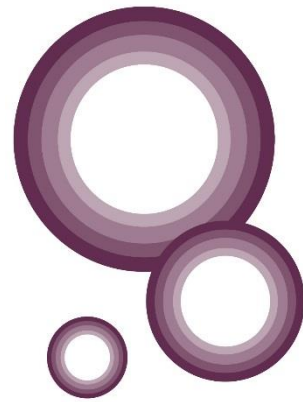
“When you look carefully, there are very few jobs that can’t do any work from home, even if it’s just a day once a month or every couple of months”

Various NHS teams

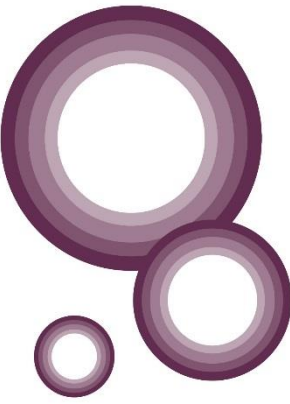
Flexibility enabling time away from work & longer service hours

- Enabling team members to compress their hours working e.g. close to full time hours in 4 days, or a 9 day fortnight
- Rotating day off enables cover and longer days enable longer service hours or additional service days are possible

“Working four long days means I have an extra day back to study, and it doesn’t eat into my days off”



FLEXIBLE HIRING



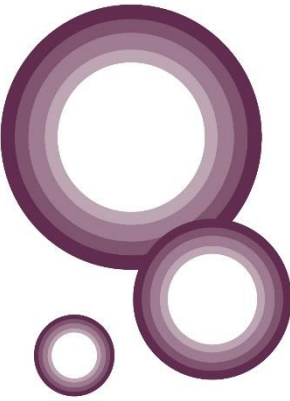
THE LEGISLATIVE LANDSCAPE (UK)

Current

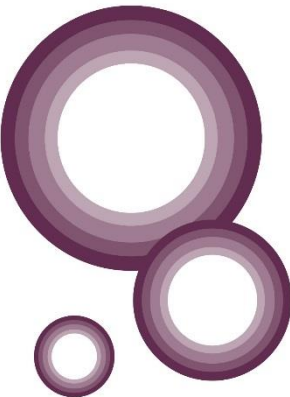
- Length of service criteria
- The right to request
- Request/ response
- All the reasons not to!

Future

- Employment bill advocates flex from day one
- Proactive conversations
- Transparency
- Seeking work-life balance
- Creating work-life integration
- Flexible working as a strategy; not a policy



THE GAP BETWEEN SUPPLY AND DEMAND FOR FLEXIBLE JOBS



9 IN 10 PEOPLE
WANT FLEX



5 IN 10 PEOPLE
WORK FLEX



3 IN 10 JOBS
OFFER FLEX

* The Timewise Flexible Jobs Index 2022



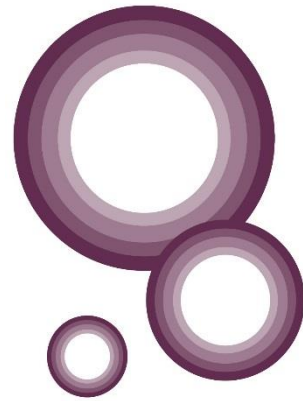
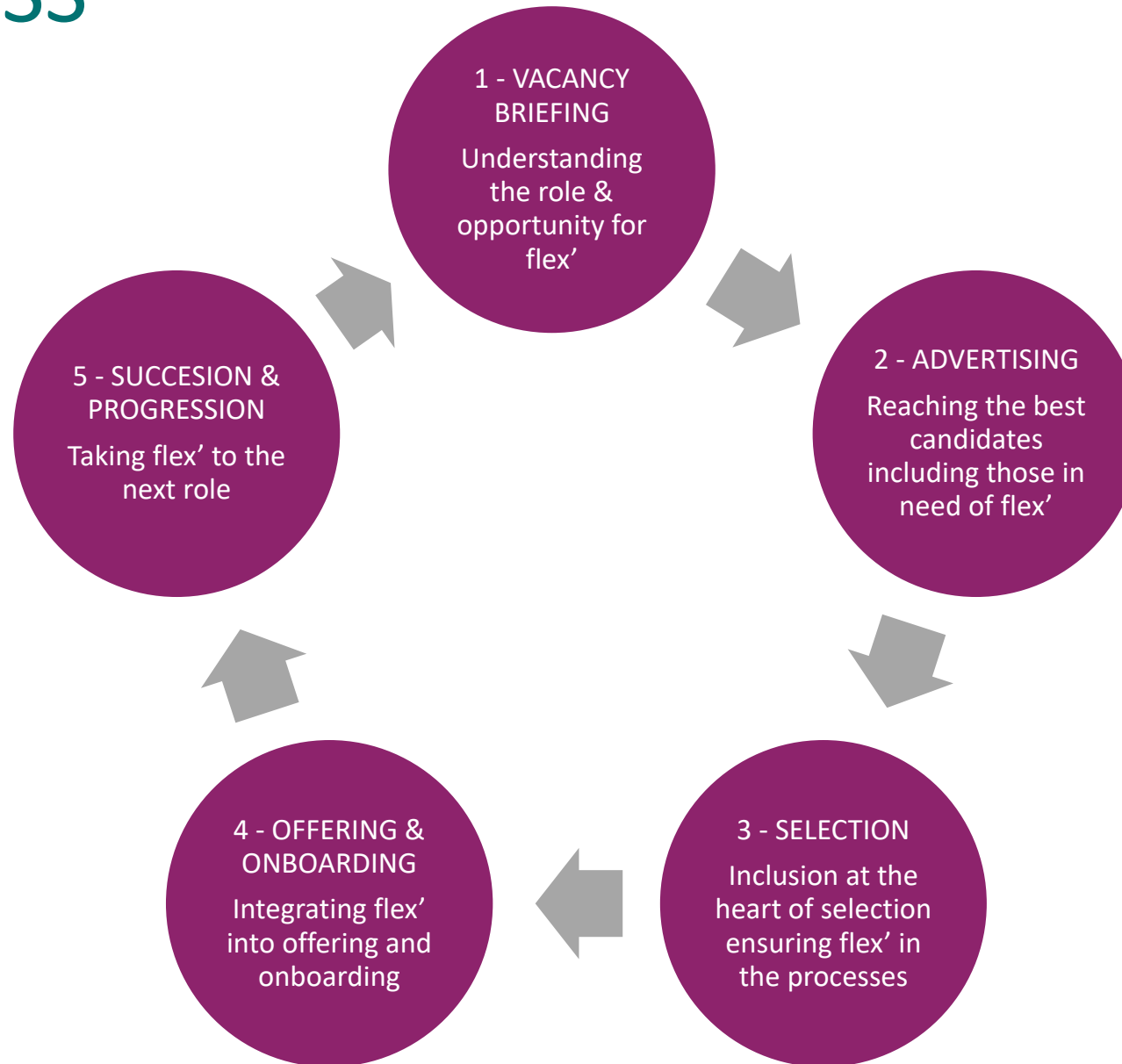
DEMAND OUTSTRIPS SUPPLY



**TALENT BOTTLENECK CAUSED
BY LACK OF FLEXIBLE JOBS**



STEPS TO SUCCESS



HOW YOU TALK ABOUT FLEX IS IMPORTANT

OK

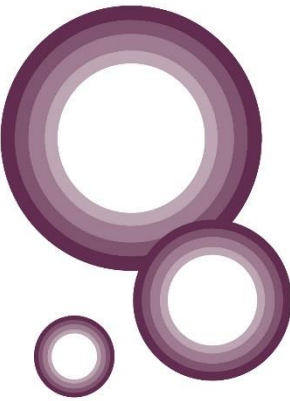
Include a statement at bottom of job adverts/careers page, so people know they can ask

Better

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

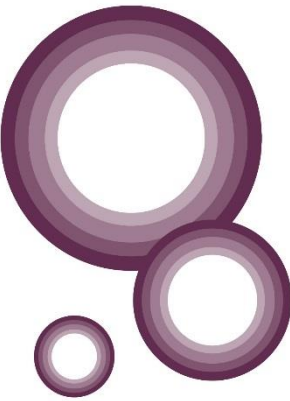
Best

Specify types of flex you can offer for a role – use drop down boxes in TRAC/NHS Jobs to do so



HOW YOU TALK ABOUT FLEX IS IMPORTANT

At innocent, it's the relationships and friendships we create while working together, that make us who we are. It's why we love hybrid working – a mix of connecting in person and remotely. We're also aware that the world is changing, and we all want and need different things from our work and home lives. So if you need to walk the dog, go to the gym, or have commitments outside of work, we're open to talking through flexible working options that work for you and us.





Registered Nurse - Suits You Shifts

NHS - National Health Service

Wakefield/Dewsbury, Yorkshire

Description

Permanent - Band 5 Flexible Working Nurse at Dewsbury & District Hospital or Pinderfields Hospital

Are you an Adult Registered Nurse who is looking for flexible working arrangements with a supportive, understanding employer? Come join our outstanding nursing team working at Dewsbury & District Hospital or Pinderfields General Hospitals.

At Mid Yorkshire NHS Hospitals, we realise that many Registered Nurses have busy and demanding commitments outside of their working life and are unable to commit to the traditional shift patterns. With this in mind, we are proud to be able to offer a variety of flexible working options working as a 'Suits You Nurse' at Dewsbury & District Hospital or Pinderfields General Hospital.

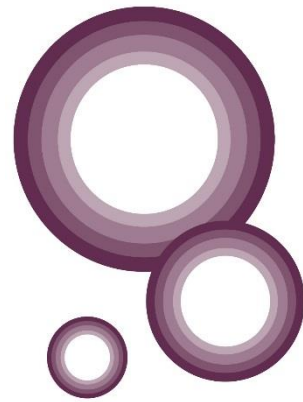
Whatever your availability, whether it is for **certain shifts** or **set days**, we offer employment, full time or part time, to suit your requirements.



The Mid Yorkshire Hospitals
NHS Trust

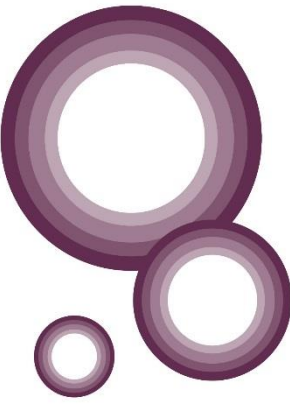
Tool: Flexible Hiring – Questions to use with Managers

“Getting the conversation started”



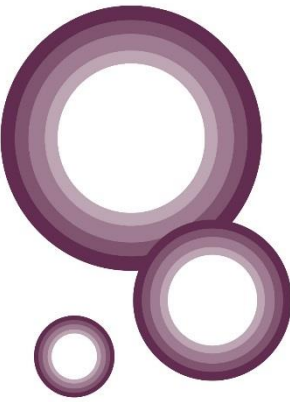
1 – VACANCY BRIEFING Understanding the role & opportunities for flex.	2 – ADVERTISING Reaching the best candidates including those in need of flex.	3 – SELECTION Inclusion at the heart of selection ensuring flex in the processes.	4 – ONBOARDING & INDUCTION Integrating flex into offering and onboarding.	5 – SUCCESSION & PROGRESSION Taking flex to the next role.
<p>Could the working pattern be arranged differently across the day/week/month?</p> <p>How predictable is the schedule in this role?</p> <p>Who are the key stakeholders and what do they need from the employee?</p> <p>When and how does the role holder need to be available?</p> <p>What is the unit of measure of this role? What can be reduced to accommodate reduced hours?</p>	<p>How much diversity do we have in our applications?</p> <p>Are there any under-represented groups not applying?</p> <p>Where are we advertising?</p> <p>Could different channels unlock wider of more diverse pools of talent?</p> <p>How are we telling our story?</p> <p>Do we talk about flexibility on our careers site and in our adverts?</p>	<p>What choices can we offer candidates on where and when they take part in the selection process?</p> <p>Does our process enable candidates to express preferred working patterns?</p> <p>Is it clear what the process will involve, time and location requirements etc?</p> <p>How much advance notice can we give them?</p> <p>How will we raise the subject of flexible working in the interview?</p> <p>What is on the table and what is not in terms of ways of working?</p>	<p>Have we explained the impact of their working pattern on their pay and benefits? E.g. pro-rated for part-time</p> <p>Will the ways of working need to be different during the induction period?</p> <p>Will this involve any challenges for the new joiner? E.g. location, times etc</p> <p>Have we incorporated their working patterns into the induction plan?</p>	<p>What examples of successful flexible working do we have in our senior roles?</p> <p>How are we sharing these stories?</p> <p>Are we considering ways of job-sharing and/or other flexibility for senior roles?</p>

TAKING A PROACTIVE APPROACH: BREAKOUTS



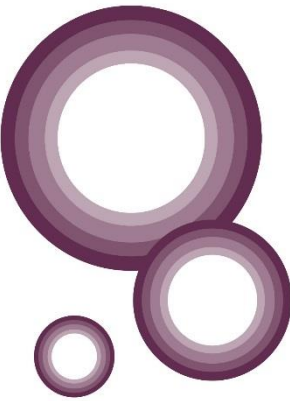
- When & how can we encourage flexible hiring from within our roles?

TAKING A PROACTIVE APPROACH: FEEDBACK



- Spokesperson from each breakout to share ideas – max 2 mins each

YOUR COMMITMENT



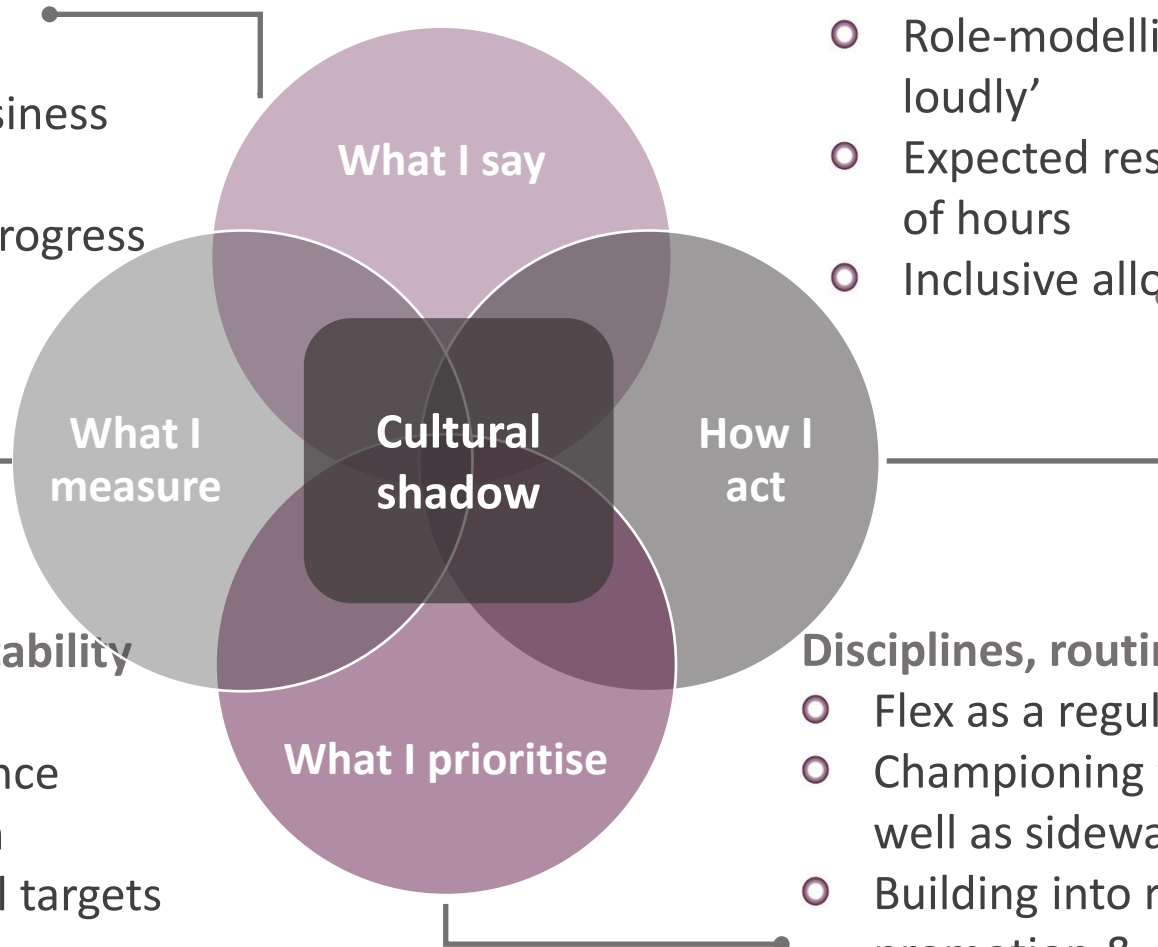
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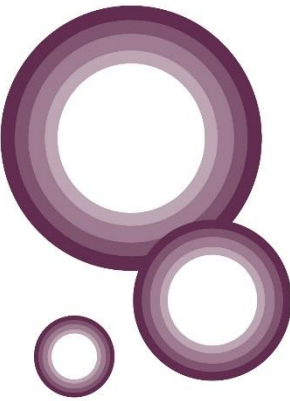
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- Building flex into performance management for your team
- Setting unit, team, personal targets

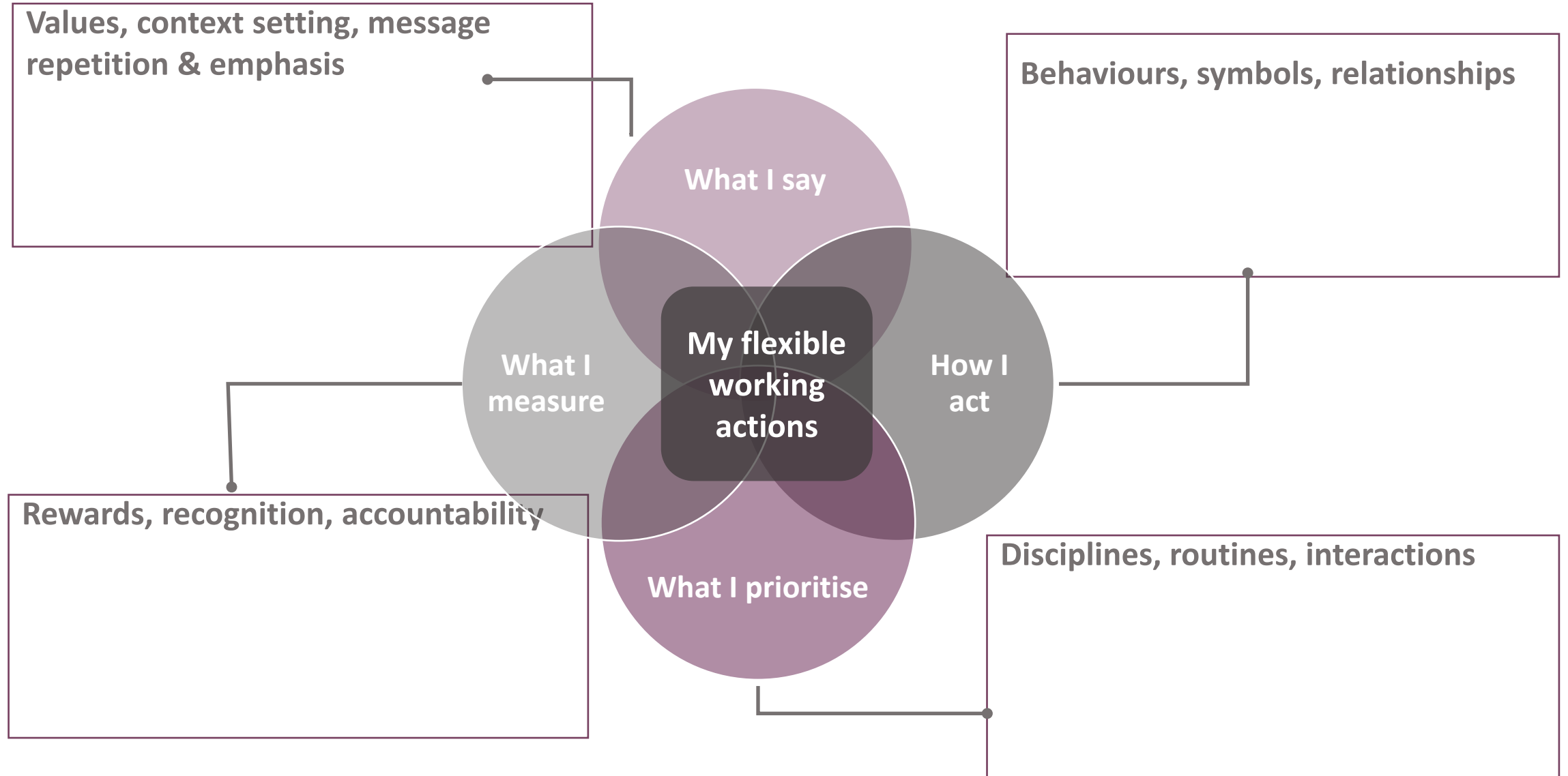
Disciplines, routines, interactions

- Flex as a regular agenda item
- Championing flex upwards as well as sideways & down
- Building into recruitment, promotion & other trigger points

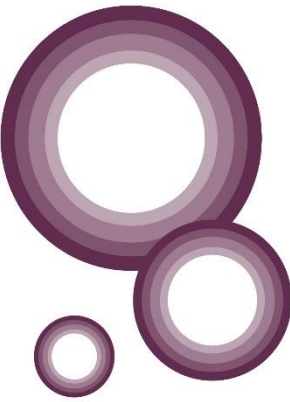
Adapted from "The Leadership Shadow": Deloitte/Pine Street



IDENTIFY ONE OR TWO ACTIONS TO TAKE AWAY



PERSONAL REFLECTION



What will you do within your role to turn the people plan promise on flexibility into a reality?

Share one idea on the chat

FURTHER INFORMATION

Line manager workshops:

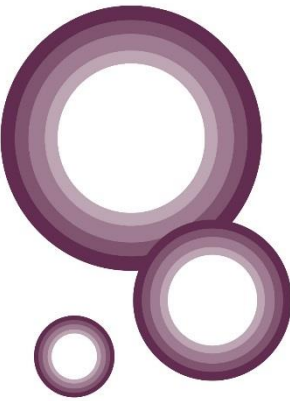
- Monday 20th March at 13.00 – 15.30
- Tuesday 21st March at 9.30 – 12.00
- Thursday 30th March at 13.00 - 15.30

Your very own microsite:

<https://timewise.co.uk/nhs-kmpt-resource-library/>

Feedback survey:

<https://www.surveymonkey.co.uk/r/7HFNTVX>



THANK YOU!

Melissa.buntine@timewise.co.uk

Katherine.rowe@timewise.co.uk

