



**SUFFOLK PROBATION AREA
EEM POLICY AND STRATEGY FRAMEWORK**

<p>POLICY DOCUMENT: Flexible Working Policy</p>	<p>SOURCE: Suffolk Probation Area</p>	<p>OWNER: ACO, Human Resources DEVELOPMENT: ACO, Human Resources and Human Resources Manager IMPLEMENTATION:</p>
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<p>DATE: 9.1.06 VERSION: 01</p>	<p>CROSS REFERENCES: All other policies related to staff care, including: Sickness Management Policy, Special Leave Policy, Policy for Staff involved in the Care of Children, Flexible Hours Scheme. Legislation and relevant policies in Section 3 of the policy document.</p>
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CONTEXT:

The National Probation Service’s Human Resources Strategy “Achieving Through People” recognises the need for the Probation Service to have in place “the right people, in the right jobs, doing the right things”. This is achieved through an array of Human Resources strategies and policies. One of these relates to the Probation Service being able to employ and value the contribution of people for whom traditional full-time working is not possible or desirable for a variety of reasons. As an employer that values diversity, Suffolk Probation Area has developed this policy in collaboration with other Probation Areas in the East of England. It is, therefore, being adopted in all parts of the region in order to promote consistent and good practice. It is also compliant and consistent with National Probation Service strategies and policies.

POLICY STATEMENT:

Suffolk Probation Area has a commitment to the recruitment and retention of high quality staff and recognises that the achievement of this is enhanced by its ability to recruit and retain a diverse workforce. This is underpinned by a commitment to continual performance improvement and an aspiration that Suffolk Probation Board is seen as an employer of choice that values and develops its people.

One aspect of diversity relates to people for whom traditional full-time working is not either possible or desirable for a variety of reasons. Such people will include those who will have a valuable and significant contribution to make to the work of Suffolk Probation Area. It is therefore important that we have working arrangements that are sufficiently flexible to attract and retain such people. Additionally, there are certain aspects of this policy that are supported and required by legislation. This means that Suffolk Probation Area will be seen as an attractive employer to a range of people, one that recognises and values difference and acknowledges the benefits for the organisation of diversity within the workforce.

This policy identifies various forms of flexible working arrangements that staff can ask to be considered for. The policy states that all requests should be considered and only refused if there are clear operational and business reasons for doing so. These are outlined in Section 7 of the policy. There is a set process and framework for staff to apply for flexible working and there are appeal procedures in place if any employee feels dissatisfied with decisions taken.

The policy is open and transparent and managed through the Human Resources Department.



SUFFOLK PROBATION AREA

FLEXIBLE WORKING POLICY

1. INTRODUCTION

This policy supports the National Probation Service People Management Strategy which is committed to the National Probation Service Diversity Strategy and seeks to continually improve the performance of the organisation ensuring that the Probation Boards are seen as employers of choice that value and develop their people.

This policy has been written to avoid any adverse impact on any individual by reason of their ethnic origin, (in accordance with the Race Relations (Amendment) Act 2000), disability, gender, sexual orientation, age, belief, marital status, caring responsibilities or working pattern. It will be subject to a full impact assessment examining workforce data and compliance information.

All Area Boards are therefore required to treat every request to work flexibly on its own merits and provide a valid business reason for any refusal to agree with a request.

The Probation Board has extended the opportunity to all staff to apply to work flexibly, which is beyond the statutory requirements of the Employment Act 2002.

Decisions will depend on a set of criteria, including the number of staff already on flexible contracts in the team/area of work and the requirement for any remaining hours of a FTE to be filled, ie, 0.5 FTE or 0.6 / 0.4 FTE.

2. REVIEW

This Policy will be regularly reviewed by the Joint Consultation and Negotiating Committee of the Suffolk Probation Board, and in accordance with the equal opportunities monitoring procedure.

3. LINKED DOCUMENTS AND RELEVANT LEGISLATION

Working Time Regulations (1998)
Employment Act 2002
The Disability Discrimination Act 1995
The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
The Race Relations Act 2000
The Maternity and Parental Leave Regulations 1999.
National Probation Service Remote Working Policy

4. POLICY

The Suffolk Probation Board supports and encourages the provision of opportunities for employees who wish, or are only able, to work on a flexible basis. It seeks to ensure that the contribution of such employees is seen of equal value to that of full time permanent employees, and that their opportunities for promotion and career development are given equal consideration. Employees working flexibly and other workers will be given equal benefits on a pro-rata basis in accordance with the Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000. It is recognised that this requires all parties, employee, manager, Area Board and NPD, to take a flexible approach to working practices.

All posts will be regarded as suitable for flexible working, unless there are operational reasons which make this impossible. Flexible working patterns will be agreed within the parameters of the relevant flexible working arrangement and may be subject to change to take into account Area or individual needs.

The Suffolk Probation Board will:

- Provide flexible work opportunities to employees wherever possible
- Give proper and serious consideration to requests from employees to work flexibly
- Provide a valid business reason for refusing to agree to a request.

5. SCOPE

This policy applies to all employees of the Suffolk Probation Board who are covered by NNC arrangements.

6. TERMS AND CONDITIONS

6.1 Recruitment

For both external and internal recruitment and selection processes it will be assumed that flexible working is possible for the post(s) in question unless a valid business reason is objectively justified.

6.2 Pay and Benefits

Employees working flexibly will receive pay, benefits and allowances in full unless working part time in which case they will be pro-rata to full time equivalent (FTE) except where such benefits or allowances are essential to the post on an individual basis, eg, essential car user allowance.

For administrative purposes, working hours and benefits will be calculated on the basis of hours, rather than days to take into account flexible working options.

Contractual sick pay, maternity, adoptive, and paternity pay, annual leave, bank and public holiday entitlements and other benefits will be calculated pro-rata to the FTE when working part time.

Overtime rates will only become payable after a part time employee has worked up to the full time hours of a comparable full timer. Unsocial hours payments will however apply equally to full time and part time employees.

Any employee who seeks to change their working pattern after a period of maternity, parental, adoptive or paternity leave will retain their existing benefits (such as annual leave entitlement) until the date their contract is changed, which will usually be the date that they return to work.

6.3 Training and Development

Employees working flexibly will not be excluded from training and development opportunities on the grounds of their flexible working arrangements. Where possible, training will be delivered in a flexible format that can coincide with individual working patterns. Where it is not possible to change the format of training delivery, consideration will be given either to an adjustment in hours of work of the individual for the training period, with pay adjusted accordingly, or for the training period to be taken as TOIL or paid as additional work/overtime. If necessary, additional dependant care costs will be reimbursed.

6.4 Appraisal, Supervision and Career Development

Employees working flexibly will be subject to the same appraisal system and management supervision as their FTEs but objectives should be modified to reflect hours worked. Employees working flexibly will have equal opportunities to seek promotion and transfer and managers will encourage employees to apply for such posts. It will be assumed that all such posts are suitable unless the post for which they apply has been deemed unsuitable for flexible work or cannot support their working pattern.

6.5 Redundancy

Employees working flexibly will be treated no differently, within the Board's redundancy policy than their FTEs in redundancy situation. However, redundancy payments will be based on hours worked at the time of redundancy. Where no set number of contracted hours exists, the average over the eight-week period preceding the redundancy date will be used for calculation of payments etc.

7. PROCEDURE

Any employee may apply to their line manager to alter their pattern of work using the Flexible Working Application form (Appendix A).

The line manager should then hold a meeting with the employee to discuss their application within 14 days of receipt of their request. Line managers will consider employees' applications and seek to find solutions to any adverse effect that may result from the proposed changes in working patterns.

Where the employee's request cannot be fully accommodated managers should discuss alternative arrangements which may be suitable to the employee and seek to agree a proposal for forwarding to the Chief Officers Team.

If the agreement cannot be reached and the line manager does not accept the request, this should be communicated to the employee within 14 days of the meeting using the form at Appendix D.

If, however, there is agreement the application will then be forwarded to the Chief Officers team for consideration using the form at Appendix B. If agreement is reached on the change in working pattern the Chief Officers Team will confirm this using the Flexible Working Response form (Appendix C), within 14 days of the date of the line manager/employee meeting. The same form should be used if the Chief Officers Team decides to reject the application. A copy of the form should be retained on the Personnel File.

Before refusing an application the Chief Officer Team should seek to find an alternative working arrangement which meets the needs of the employee. The Area may turn down the request based on the following grounds:

- Burden of additional cost to the organisation
- Detrimental effect on ability to meet customer demand
- Inability to re-organise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on performance
- Detrimental impact on quality
- Insufficient work during the periods the employee proposes to work
- Planned structural changes.

This list is not exhaustive.

Before accepting a change in their working hours employees should seek advice as appropriate from their manager, HR, and the pensions department to determine the effect that the proposed change will have on their pay, pension and other benefits.

In certain circumstances it may be appropriate to subject flexible working arrangements to a trial period. In these cases, such arrangements should be kept under review to monitor their effectiveness and the Service reserves the right to terminate the agreement following consultation with the employee.

Ordinarily only one request for flexible working arrangements will be considered in any rolling year.

All flexible working agreements must be supported by timesheets to record hours worked as appropriate.

Should an employee wish to increase or change their hours to FTE or back to those previously worked, a further application would need to be submitted in line with the points above.

Human Resources will monitor all applications for flexible working arrangements for equality of opportunity and in accordance with the Data Protection Act 1998.

8. APPEAL

If the Chief Officers Team refuses to accept the employee's proposal, clear reasons must be stated in writing on the Flexible Working Response Form (Appendix C).

If the line manager refuses to accept the proposal then the reasons should be stated on Appendix D.

The line manager should discuss the reasons for refusal with the individual and seek advice from the HR department when considering alternative ways of meeting the individual's needs.

If the individual does not accept the Chief Officers Team's decision or the line manager's decision, they should complete the Flexible Working Appeal Form (Appendix E) within 20 days of receipt of the manager's decision.

This matter will then be referred to the Suffolk Probation Board's grievance procedure.

Any abuse of flexible working arrangements could result in disciplinary action or dismissal and the withdrawal of the agreement.

9. SUMMARY OF FLEXIBLE WORKING ARRANGEMENTS

Annualised Hours

Contractual working hours expressed as the total number of hours to be worked each year, taking into account annual leave and public holidays, allowing flexible working patterns throughout the year.

Consolidated Hours

Contractual full time hours are worked in four longer days instead of five days.

Fixed Term Contract

Sometimes referred to as a short term or temporary contract, this type of employment contract is established for a fixed period of time only. Contracts can have an end date and can be renewable.

Flexible Working

Any form of alternative working pattern that is negotiable between the employer and employee. Flexible working allows employees to meet personal commitments (such as dropping children off at school) providing business demands are met.

Flexitime

A system permitting flexibility of working hours at the beginning or end of the day. Employees must work the 'core hours' set by the organisation and complete an agreed total number of hours.

Job Share

An arrangement by which the responsibilities of one job are split between two part-time workers (preferably equally so that there is not a dominant partner).

Part Time Worker

Working fewer hours than the normal number of full time hours set by an organisation but with the same status as a full time worker.

Shift Working

The working day is split into shifts (say of 12.00 noon to 8.00pm and 8.00pm to 4.00am) enabling operational hours to be extended. Employees work one shift a day; they can be full or part time workers.

Time in Lieu Provisions (TOIL)

Employees take time off as a form of compensation for hours they have worked in addition to their contractual hours. Employees take time off in proportion to the number of extra hours worked, so 10 hours additional work would equate to 10 hours time in lieu. They do not receive overtime pay.

Casual Working

Work on an 'as and when required' basis with no fixed contracted hours. This allows flexibility for both the employer to offer hours only when required and workers to accept, but the worker cannot be required to accept. Leave is accrued based on the average number of hours worked during a period of the previous 12 weeks, unless leave is already built into an enhanced rate of pay for the work undertaken, in which case, no further leave will be accrued.

10. JOB SHARE SCHEME

The job share scheme is designed to provide employees with a flexible working option that will meet their needs as well as those of the Service. A job share involves two people sharing the responsibilities of one job and success depends on good communication and team work. Any role can be considered for job share as long as the Service delivery needs are met.

Key Features

The job share scheme involves two people sharing the responsibilities of one job providing them with the opportunity for them to work reduced hours. Jobs at all levels may be shared provided this method of working will continue to meet the needs of the Service. Job share if used creatively can supply cover for a range of work situations moving away from a traditional way of full time working.

Applying to Share a Job

Anyone can apply to job share, this could either be your present job or an advertised vacancy. Employees will need to discuss their preferences with their line manager in the first instance, and a suitable job share partner would need to be identified through normal recruitment processes. Should it not be possible to identify a job share partner, the original application from the staff member may be rejected or other part time work considered at the same level.

Hours of Work

When setting up a job share, the hours of work are agreed with job share partners and their managers to ensure that the working pattern suits the requirements of both the individuals and the Service. Consideration should be given to the need for a handover between sharers either daily or weekly depending on the nature of the work.

A job share will normally consist of two people each working 0.5 of a FTE per week.

Cover for Absence

One member of the job share scheme may be asked to cover for the other job share partner's holiday or sickness absence. If this happens the employee covering for the job share partner's absence will be paid at the standard hourly rate up to FTE hours and overtime/TOIL thereafter.

When One Job Share Partner Leaves

The job share arrangements will end when a job share partner leaves. The manager will assess the ongoing Service need and determine if the job role is still required and if so, what hours are required.

Depending on the outcome of this review, the Area will endeavour to fill the job share vacancy in order to continue the arrangement. If this is not successful, it may be possible to re-organise the work to allow the remaining job sharer to continue in their present role.

If the Area is unable to fill the vacancy or achieve adequate cover for the role, it may be necessary to consider part-time work at the same level, however, this may require changes to working patterns.

For temporary absence, eg, maternity or parental leave, temporary cover if required should be arranged in order to facilitate the original job share partner's return to work.

11. PART-TIME WORKING

The Service recognises the important role that part-time employees play in the workforce. Consideration will be given to part-time working in jobs which can be done satisfactorily on a part-time basis. Requests from employees wishing to transfer from full time to part-time work or vice versa will be considered. Approval is not automatic but is subject to management discretion based on the consideration of number of objective criteria (see Section 7).

Key Features

A part-time employee is one who is paid for the hours worked but is not recognised as a full time employee. Part-time workers are those contracted to work less than 150 in a four-week period or less than 37 hours per week.

Changing hours of work will result in a change in contract of employment and Conditions of Service.

Before deciding to work part-time employees need to consider the practical implications such as a reduction in pay, annual leave and pension pro-rated to hours worked.

Part-time employees have the same statutory rights as full time employees and will be given equal access to training and promotion opportunities.

Applying for Part-time Work

Anyone can apply to work part-time, this could be either in the present role or applying for an internally advertised vacancy.

Hours of Work

Hours of work will be agreed between the employee and line manager but may be subject to change due to organisational need. Where possible, a regular pattern of work should be established.

12. FIXED TERM CONTRACTS

Fixed Term contracts are for a specific period of time or to complete a specific task or project.

A fixed term employee is defined as a person with a contract of employment that is due to end when a specified date is reached, a specified event does or does not happen, or a specified task has been completed.

Key Features

Under the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, following four years' continuous service with the employer, the employee is regarded by law as being on a permanent contract unless the employer can objectively justify the continuation of use of a fixed term contract. Additionally, the regulations specify that the employees have the right not to be treated less favourably than comparable permanent employees, unless the different treatment can be objectively justified.

Any employee on a Fixed Term Contract who does not have their contract renewed on expiry is eligible for Redundancy if their post is being discontinued in line with Suffolk Probation Area's redundancy provisions.

The Employment Act Dispute Regulations 2004 require employers to apply the statutory procedure for the ending of fixed term contracts, which are regarded as 'dismissals' in law.

The procedure has three steps:

1. The employer must set down in writing the circumstances that require or result in the termination of employment (ie, the return of the substantive postholder from Maternity or Sick leave, the filling of the vacancy, or the completion of a particular task).

2. The employer must invite the employee to a meeting where the issue can be discussed. After the meeting, the employee must be informed about any decision arising from any issues raised at the meeting and offered the right of appeal.
3. If the employee wishes to exercise their right of appeal, they are required to inform their employer stating the grounds for the appeal.

The employee has a statutory right to be accompanied by a Trade Union/ Employee representative at both Step 2 and Step 3.

This procedure should be followed for the completion of all Fixed Term Contracts.

These developments within employment law question the appropriateness of the continued use of fixed term contracts for anything other than:

- To cover a specific additional workload or task
- To cover a specific maternity leave or long term sick leave.

13. ANNUALISED HOURS

Annualised hours provides for a number of hours to be worked in each financial year as opposed to a fixed amount each week allowing for seasonal peaks and troughs of activity with minimal use of overtime.

Key Features

Under an annualised hours system the period within which employees must work is defined over a whole financial year.

An annualised hours contract can provide a significant amount of flexibility in when and how often employees work. This can, for example, provide the opportunity to take account of seasonal variations, fluctuation in service delivery requirements and to support specific department needs, eg, Enhanced Community Punishment and Accredited Programmes. Whilst hours of work may vary from month to month, salary payment will remain constant, with the exception of end of year adjustments. All annualised hours contract agreements will be subject to meeting the requirements of service delivery.

Hours of Work

At the beginning of each year employees will be given a contract detailing the number of hours to be worked in the full year, taking account of annual leave and bank holidays. Every time an employee works, the hours worked, less lunch breaks if applicable, will be deducted from the remaining annual hours. At the end of each employment year hours worked will be re-calculated taking into account any debit/credit hours.

A typical formula to calculate annual hours is:

Number of weeks per year, less annual leave and bank holidays, multiplied by the number of working hours per week.

14. CONSOLIDATED HOURS

Contractual full time hours are worked in four longer days rather than five normal days.

Key Features

Provided the needs of the Service can be met, consolidated hours will be considered to allow regular predictable time away from work to facilitate further education, care arrangements, or to maintain a work-life balance or to meet other special needs either on a long or short term basis.

Pay and terms and conditions of service will not be affected.

Applying to Work Consolidated Hours

Anyone can apply to work consolidated hours, this could be either in the present role or applying for an internally advertised vacancy.

Hours of Work

Employees working longer hours but fewer days must take rest breaks as required by the Working Time Regulations (1998).

A daily rest period of not less than 11 consecutive hours in each 24-hour period is mandatory, unless a formal opt out agreement is in force. Employees are also required to take a rest break of 20 minutes if working more than six hours.

Annual leave will be calculated as an hourly entitlement, eg, for an employee working consolidated hours over a four-day week period, one week's annual leave will remain equivalent to 37 / 37.5 hours (depending upon post). A day's leave could, however, be variable depending upon the agreed hours, eg, a working pattern of Monday 9 hours, Tuesday 9 hours, Wednesday 10 hours and Friday 9 hours. Bank Holidays would be calculated on a debit/credit basis.

15. TIME OFF IN LIEU (TOIL)

Employees take time off as compensation for hours they have worked in addition to their contractual hours. Employees take time off in proportion to the extra hours worked, so 10 hours' additional work would equate to 10 hours in lieu, they do not receive overtime pay.

Key Features

TOIL provides a mechanism to meet exceptional needs of the Service and to avoid the additional cost of overtime. There is not automatic entitlement to TOIL.

The TOIL scheme applies to those staff not eligible to participate in a flexi-time scheme.

The accrual and taking of TOIL must be agreed in advance with the line manager and should be taken within the next four-week period. No more than 15 hours can be carried forward from any one forward period to the next (pro rata for part-time staff).

Any employee claiming TOIL will need to produce timesheets, for their line manager's approval, in order to evidence accumulated hours.

Note: Senior Probation Officer, Probation Officer and Probation Service Officer grades are, in addition, provided for under the unsocial hours agreement contained within the NNC Terms and Conditions.

Suffolk Probation Area Human Resources Department has further details on the practical arrangements for this scheme.

16. FLEXI-TIME

Under flexi-time employees have some choice over their start and finish times, but are expected to be present for the core period. Employees can accumulate extra hours on a weekly basis, and can take time off at a later date. It should be noted that line manager approval must be sought before changes to working patterns are made. The office needs to be covered at all times and flexi-time can only be accrued and taken with line manager approval.

Key Features

Allows employees to negotiate with their manager, within set limits, when to begin and end work. Flexi-time can give employees greater freedom to organise their working lives to suit personal needs. In addition, travel can be cheaper and easier if it is outside of peak times.

For employers flexi-time can aid the recruitment and retention of staff. It can also provide staff cover outside normal working hours and reduce the need for overtime. Additionally, flexi-time can also improve the provision of equal opportunities to staff unable to work standard hours.

Staff can choose whether to opt in or out of this scheme. However, overtime will not be payable.

Hours of Work

Employees are required to work within core times and must work an agreed number of hours during a four-week period. Outside the core times, at the beginning or end of each day, are flexible bands when employees may agree with their line manager whether they are required to be at work. Hours of attendance are recorded and added up at the end of each four-week period. Staff will be awarded a debit/credit for each carry forward period, in line with pre-determined levels.

A maximum of 15 hours in credit and a maximum of eight hours' debit can be carried forward into the next period.

Refer to local agreements for further details on this scheme.

Suffolk Probation Area Human Resources Department has further details on the practical arrangements for this scheme.

17. CAREER BREAKS

Career breaks can be taken to enable employees to take an extended period of unpaid absence from work, at the end of which every effort will be made to find a suitable post for the employee to return to.

Key Features

All employees with at least two years' continuous service (with their current Probation Area) can apply to take a career break for a maximum period of five years from the date of resignation.

Career breaks will break continuous service for both statutory rights and NNC terms and conditions of employment. No pension contributions will be made during the break.

On the employee's return to the service, previous service will be taken into account for entitlement to annual leave, sick pay, maternity leave and period of notice to terminate employment, providing the employee has not undertaken any permanent paid employment during the break.

On the employee's return to work, they will be issued with a new contract of employment, based on terms and conditions applicable to their new role.

Employees will be expected to keep up to date with developments within the Service and co-operate with any measures that are arranged, such as refresher training. Three months prior to the proposed return date, a meeting will be arranged with the Human Resources and Training Unit in order for the return arrangements to be discussed. However, no guarantee can be made regarding the availability of any post, team or office base.

The arrangements for a career break are made in good faith, although the agreement is not legally enforceable on either side.

The agreement may be terminated at any time by either party if the terms can no longer be fulfilled, or if the employee fails to co-operate with the provisions of the scheme.

January 2006

Appendix A



SUFFOLK PROBATION AREA

Flexible Working Application Form

Name:..... Job Title:.....

Team/Function:..... Office:.....

Required flexible working arrangement:

Annualised Hours	Consolidated Hours
Fixed Term Contract	Flexible Working
Flexi-time	Time Off In Lieu
Job Share	Part-Time Working

Describe your current working pattern, (eg, days/hours/times worked, flexi-time, part-time working etc):

Describe your proposed working pattern:

I think this change in my working pattern will affect the work of my unit/department and my colleagues as follows:

I think that the effect on my unit/department and colleagues can be dealt with as follows:

Before completing this form you may wish to consult the Human Resources Department and/or a representative of a recognised trade union as this application, if successful, will result in changes to your contract of employment.

I confirm that I have considered the effect of this request on:

- My pay
- My tax and National Insurance contributions
- My pension
- My holiday entitlement and other benefits
- My ability to attend training courses
- My colleagues and the team's workload.

I request this change to my working pattern from(date).

I understand that this may lead to a change in the terms and conditions of my contract of employment. I accept that I may be unable to have another request considered within the next 12 months. (Such requests will not be unreasonably refused).

I last requested a change to my working pattern on(date).

Signed:..... Date:.....

This form will be kept with your personal files and the information will be used for monitoring purposes in accordance with the Data Protection Act 1998.

One copy of this form should be given to the line manager and one forwarded by the employee to the Human Resources Unit.

Manager's confirmation of receipt (to be completed and returned to employee)

Dear.....

I confirm that I received your request to change your work pattern on:

Date:.....(date request received)

I shall be arranging a meeting to discuss your application within 14 days following this date. In the meantime you may wish to consider whether you would like a colleague or a representative of a recognised trade union to accompany you at the meeting.

From:.....(Manager)

Appendix B



SUFFOLK PROBATION AREA

Flexible Working Acceptance Form

To be completed within 14 days of the meeting held with the employee (called within 14 days of receipt of his/her application)

Line Manager's Name:..... Job Title:.....

Team/Function:..... Office:.....

Dear:.....

Following receipt of your application and our meeting on.....(Date)

I have considered your application for a new flexible working pattern.

- I am pleased to confirm that I will submit your application to the Chief Officers Team to consider your request.
- I am unable to recommend your original request. However, I am able to support an alternative pattern which we have discussed and you agreed would be suitable to you. I will submit this to Chief Officers Team for consideration.
- We have discussed the effect that this change will have upon your pay, pension and other benefits.

Your proposed working pattern is as follows:

Please continue on a blank sheet if necessary.

Your new working arrangements are proposed to begin from:(date)

Signed:..... Date:.....
(Manager)

This form will be kept on your personal file and the information will be used for monitoring purposes in accordance with the Data Protection Act 1998.

This form should be given to the employee. One copy of this form should be retained by the manager, one forwarded by the manager to the Human Resources Unit and one copy forwarded to the relevant Assistant Chief Officer.

Appendix C



SUFFOLK PROBATION AREA

Chief Officers Team's Response to Request for Flexible Working

Dear.....

- I am delighted to confirm that the proposed flexible working arrangements have been agreed and will commence on
- The Chief Officers Team regrets that the proposal for flexible working arrangements has been rejected on the following grounds:
.....
.....
.....
.....
.....

Signed:..... (on behalf of Chief Officers Team)

Date:.....

cc: Employee
Line Manager
Human Resources Department

- Delete as appropriate

Appendix D



SUFFOLK PROBATION AREA

Flexible Working Rejection Form

To be completed within 14 days of the meeting held with the employee (called within 28 days of receipt of his/her application) and following consultation with Human Resources.

Line Manager's Name:..... Job Title:.....

Team/Function:..... Office:.....

Dear:.....

Following receipt of your application and our meeting on.....(Date)

I have considered your application for a new flexible working pattern.

I am sorry but I am unable to agree to your request for the following business reasons and on the grounds as set out below:

(Include reasons why any other work patterns you may have discussed at the meeting are also inappropriate). Please continue on a blank sheet if necessary.

Signed:..... Date:.....
(Manager)

You may appeal against this decision within 20 days through the Suffolk Probation Board's Grievance Procedure.

This form will be kept on your personal file and the information will be used for monitoring purposes in accordance with the Data Protection Act 1998.

This form should be given to the employee. One copy should be retained by the line manager, one forwarded to the Human Resources Department by the manager and one copy forwarded to the relevant Assistant Chief Officer.

Appendix E



SUFFOLK PROBATION AREA

Flexible Working Appeal Form

To be completed and sent to the Probation Board Secretary within 20 days of receipt of the decision to reject your application.

Name:..... Job Title:.....

Team/Function:..... Office:.....

Dear:..... (Manager's name)

I wish to appeal against your decision to refuse my application for flexible working. I am appealing on the following grounds.

Please continue on a blank sheet if necessary.

Signed.....Date.....

This form will be kept on your personal file and the information will be used for monitoring purposes in accordance with the Data Protection Act 1998.

One copy of this form should be given to the manager and one forwarded by the employee to the Human Resources Unit.

Appendix F



SUFFOLK PROBATION AREA

Decision Making Criteria for Flexible Working

The following will be considered when making any decision following an application for flexible working arrangements:

- Suitability of the job for flexible working arrangements, eg, the nature of the work, the working hours and any need for continuity
- The current balance of full time and employees with existing flexible working arrangements within the department or function
- If the request were to be granted the feasibility of resourcing the remaining hours or filling the vacancy should the post holder leave
- Business needs
- Needs of the employee, eg, childcare, dependant relatives, health
- Burden of additional cost to the organisation
- Detrimental effect on ability to meet customer demand
- Inability to re-organise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on performance
- Detrimental impact on quality
- Insufficient work during the periods the employee proposes to work
- Planned structural changes.

This list is not exhaustive.

The service reserves the right not to agree to flexible working arrangements where one or more of these criteria indicate that in the current circumstances the job under consideration can only be carried out effectively by core hours working.

The Service will endeavour to, but cannot guarantee that it will provide a return to full time or core hour working in the same or similar status employment at the request of the employee.