

Managing Flexible Work

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A Rapidly Changing World

- Technology
- Social expectations
- Environmental concerns
- Economic pressures
- Work/life balance
- Organisational changes
- Labour market

Social Change

- Home/work balance
- Quality of life
- Economic pressures
- Questioning traditions
- Equal opportunities
- Sense of enterprise
- Environmental awareness

Work as part of life

- Blurring of boundaries
- Changing priorities
- Stages of life
- Non financial rewards
- Social aspects of work
- Motivation and engagement

Business Changes

- P-business

- Peopled
- Placed
- Papered
- Policed
- Procedural
- Planned
- Predictable

- E-business

- Electronic
- Extended
- Efficient
- Effective
- Empowered
- Erratic
- Exciting

Work Evolution

19th Century	20th Century	21st Century
Job	Job and Career	Providing service
Doing what you're told	Following a job description	Adding value to the process
Obedient servant	Loyal employee	Free agent
One job for life	2-3 employers over lifetime	Multiple clients
No job security or benefits	Benefits from caring employer	Self-service benefits

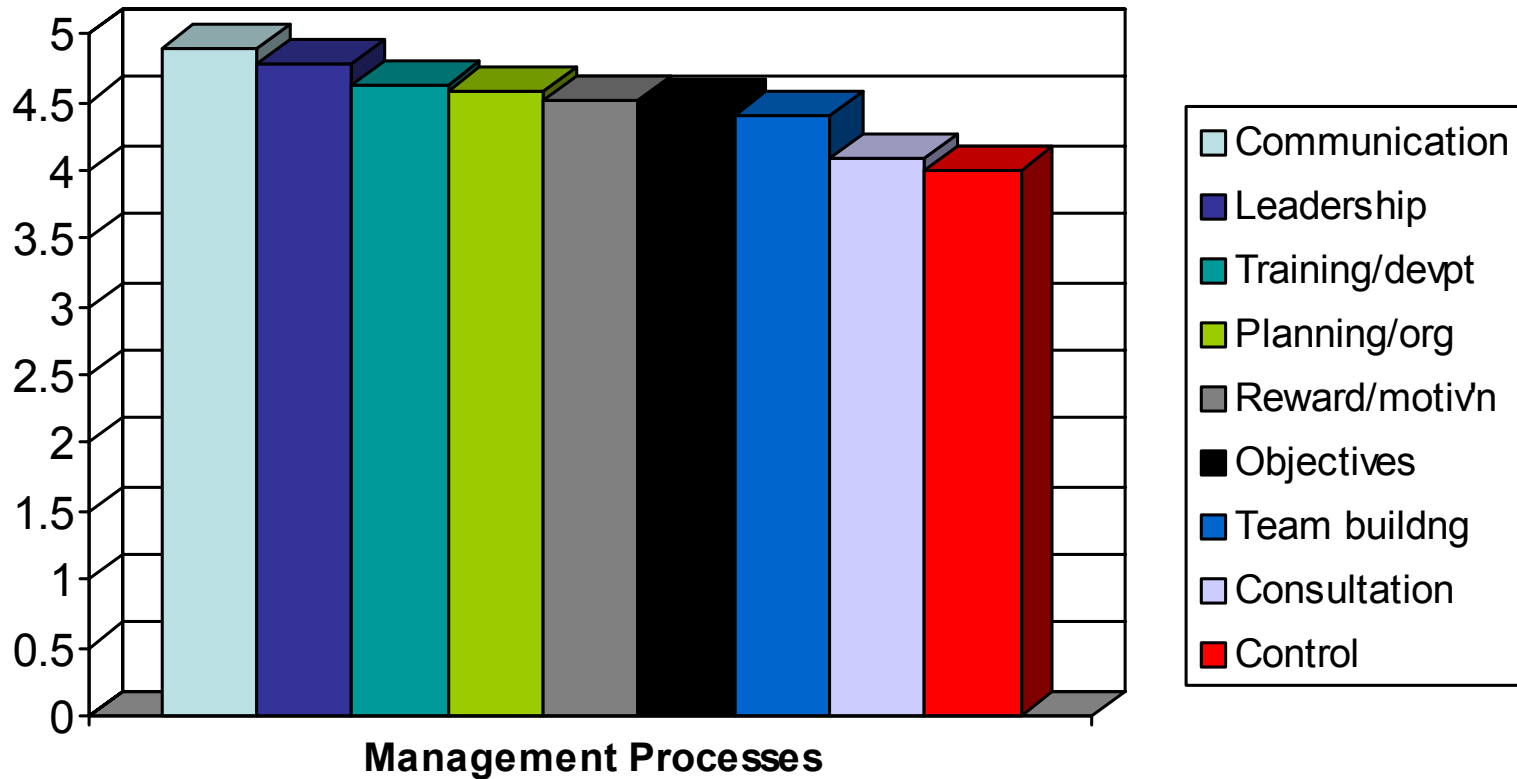
New Work Practices

- Shifts in time and place of work
- Flexibility in work pattern
- Different contractual relationships
- Changes in work volume
- Freedom of choice for individuals
- Short term commitments

Tomorrow's Manager - challenges

- Attracting and retaining good people
- Maintaining productivity
- Encouraging teamwork
- Keeping in touch with remote employees
- Motivating and engaging employees
- Promoting good work/life balance
- Empowering people to manage themselves
- Developing skills in the workforce
- Instilling corporate culture

Management Processes



Top 10 Competences for Managers

Communication
Leadership
Leading by example
Decision making
Valuing and supporting others
Acting assertively
Building relationships
Setting objectives
Prioritising
Balancing competing needs and interests

Bringing new working practices to your organisation

- Establish a business need
- Sell the business benefits
- Identify the requirements
- Determine what flexible working options might help
- Identify the stakeholders
- Appoint a high-level champion – someone who actually does it
- Form a cross functional project implementation team
- Review what is already happening in the organisation
- Identify the advantages and disadvantages, and likely problem areas
- Develop and agree clear goals and objectives
- Agree the measurement and success/failure criteria
- Identify what resources are needed
- Produce a project plan

Develop pilot programme

- Launch an internal communications plan
- Use the plan to manage stakeholders' expectations
- Develop assessment tools and methodologies
- Draft interim policies and procedures
- Run executive briefings
- Select the area(s) and people where the pilot(s) will be run
- Run management and supervisor briefings
- Run staff orientation sessions
- Brief and train the managers and staff selected for the pilot(s)
- Brief staff not involved in the pilot(s)
- Acquire, test and install equipment
- Conduct health and safety risk assessments.

East Riding of Yorkshire

- Revenues Department
 - 270 Staff
 - 21 staff working at home
 - 15 staff working on touchdown basis
 - 25 staff working at processing centres
 - 10 occasional homeworkers
 - 65% of staff working compressed hours

East Riding Results

- Staff turnover down from 35% to 8%
- Sickness down from 6% to 3%
- Benefit claims in progress from 7800 to 300
- Time to assess claims from 103 days to 26
- Face to face enquiries from 1000pw to 300
- Rent arrears down from £1,359,269 to £758,728
- Complaints per month from 56 down to 6

Bottom Line Benefits

- 3% reduction in sickness = 5 FTE
- 27% reduction in turnover = 48 FTE
- TOTAL 53 FTE

- A 29% increase in capability

Top 10 Tips for managing tomorrow's worker

1. Manage by output not input.
2. Trust employees.
3. Support flexible working.
4. Communicate well.
5. Recognise that people have a life outside work.
6. Actively encourage teamwork and social interaction.
7. Lead by example.
8. Use technology to compensate for distance.
9. Train people for flexible working.
10. Lead well, manage sparingly.

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