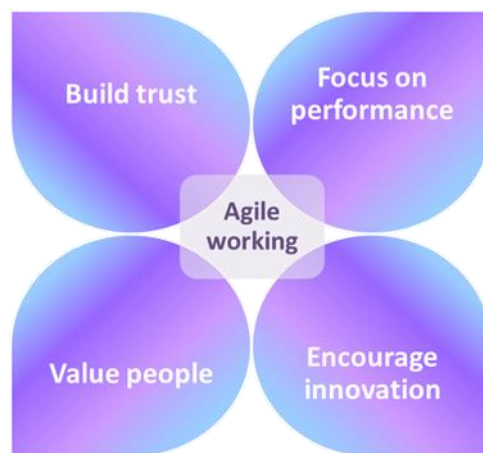


Agile Working Guidance



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1. Introduction

This document should be read in conjunction with the Agile Working Policy. It is intended to provide guidance for both employees and managers when making or considering a request for agile working.

2. Types of Agile working

Agile working encompasses the arrangement of hours across the week or the year, the number of hours worked, the location of work, and systems, processes and technology that enable high performance.

Requests for agile working can be made and granted either on a temporary basis or as a permanent change. Temporary changes may be easier to accommodate as they allow greater business flexibility.

3. Agile Working Options

Appendix A sets out the current agile working options that are generally available throughout the OU. This does not mean that all requests can or will be granted in all Units as this will depend on business needs.

The options outlined are not intended for one-off or occasional agile working, but are intended for consistent changes to patterns or places of work, whether temporary or permanent. For example, a formal agile working request is not necessary if you want to work compressed hours for a single week or want to work from home as a one-off, even if this occurs several times in the year. Informal requests for ad-hoc agile working should be made in advance to your line manager in the usual way and do not need to be processed or recorded as formal agile working requests, they should however be recorded in writing, e.g. via email, for future reference. Both you and your line manager are responsible for keeping a record of such agreement for the duration of the arrangement.

It is also not necessary to submit a request if you are already working an agile working pattern as required by your contract, for example, Associate Lecturer staff are required to work from home and have flexibility in choosing the hours they can be contacted by students.

The options presented are not exhaustive. Staff and managers can propose and negotiate alternative options in response to different business needs and individual circumstances.

4. Manager's responsibilities

Agile Working requests made during 'continuous learning'

Policies and procedures for agile working have remained in place throughout the pandemic, and individuals remain entitled to make formal requests for agile working following the usual procedure.

If a formal request for agile working is made by a staff member, managers are asked to contact the People Services Hub for guidance in relation to considering the request.

Managers are responsible for:

- Receiving and acknowledging the request from the employee
- Meeting with the employee to clarify understanding of the request, discuss impact including impact on the business and effect on pay, holidays, pension and other entitlements, and if necessary, discuss other potential options
- Giving full consideration to the request, including the opportunity to accommodate the request by asking others to make changes to their working arrangements
- Reaching a decision in relation to a request in line with agreed delegated duties in the Unit
- Consulting with a more senior manager if intending to refuse the request
- Consulting with the People Hub for requests that are different to the pre-defined agile working options, or where further advice or guidance is needed on interpreting the policy
- Notifying the employee of the decision and checking that they have considered any implications (e.g. any impact on annual leave entitlement)
- Notifying the rest of the team of any agreed change to working arrangements as appropriate
- Keeping records of the request using agreed OU processes and SuccessFactors, and checking whether the requested work pattern appears on the 'standard available hours' list prior to approving a temporary agile working request. If not, contacting the People Hub for assistance. More information about work pattern changes is included in section 8 below.
- Maintaining confidentiality in respect of any individual personal circumstances that are disclosed
- Dealing with requests promptly and ensuring the statutory maximum period is not exceeded

5. Employee's responsibilities

Employees are responsible for:

- Familiarising themselves with the policy and guidance
- When making the request to their line manager in SuccessFactors, providing as much information as possible regarding the potential impact of the request and suggestions as to how the requested arrangement can be made to work
- Meeting with the employer to clarify the request and, if necessary, explore other potential options
- Making realistic requests that demonstrate an understanding of business needs
- Understanding the implications of the change on pay, pension and other benefits (e.g. annual leave).

6. Making a request

Employees are encouraged to have an informal conversation with their line manager in the first instance to discuss their working arrangements and explore options that may be feasible. Regardless of the response from the line manager, an individual has a right to submit a formal request to their line manager for consideration.

An employee makes a request in SuccessFactors to their line manager.

By submitting a request for agile working, an employee is giving consent to allow their line manager to discuss the request with others that may need to be consulted in order to determine if the request can be accommodated, for example, other staff in the team, a more senior manager or the People Hub. Information about any personal circumstances disclosed will not be shared with other staff in the team without additional explicit consent from the employee.

7. Timeline for handling agile working requests

Appendix B shows an indicative timeline for handling individual requests. A timeline of 8 weeks is suggested and will ensure that everyone involved has certainty as quickly as possible. The actual length of time may be slightly longer than this, for example due to staff absence, but the entire process should not take longer than the *statutory maximum of 3 months*, which includes any time necessary to conduct an appeal. If individual circumstances necessitate an extension to the statutory maximum, this should be mutually agreed between the employee and the line manager.

8. Guidance for considering requests

Managers should normally acknowledge the request as soon as possible and meet with the employee for a clarification meeting within 3 weeks of the request. The clarification meeting can be carried out face-to-face or virtually for example via Microsoft Teams, Skype or telephone conference. The meeting is an opportunity for the manager to understand the request fully and for both parties to explore together how the option might work and how any challenges can be overcome. The manager may have consulted others prior to the meeting or they may prefer to have the meeting first and then consult with others.

Managers should consider the request fairly and objectively, weighing up the benefits such as increased business agility, staff satisfaction, loyalty and productivity against potential consequences such as impact on performance and responsiveness to customers.

There is no requirement for employees to state the reason for their request. However, where there are relevant personal circumstances, they are allowed to do so, and these need to be taken into consideration. Where a reason for a request relates to a characteristic protected in equality law, this information should be given additional weight in any consideration.

Decision-making will be in line with authority levels agreed by the University. As a minimum, a line manager must consult their own line manager or a more senior manager if they intend to refuse a request.

Before agreeing to requests, managers should outline any expectations they have in relation to the new arrangement, for example flexibility to attend key meetings or events where condensed or staggered hours are agreed, or timely response to contact for home working. These expectations will need to be documented in the notification of decision to the employee.

While the outcome will be dependent on all the circumstances of the individual case, the information in the following sections of this guidance is particularly important in helping managers to make consistent decisions as far as possible.

Appendix E – Agile Working Evaluation Criteria – provides a helpful framework to enable managers to identify any problems that might arise and to consider how these can be overcome in order to accommodate a request.

Working pattern changes

From 26 August 2020, the People Hub will support managers and employees in identifying the appropriate working pattern in support of agile working requests, or for new starters. A range of standard working patterns are provided in the Working Pattern Guidance to help employees identify what works well for them. Where the requested pattern is not one of the 800 existing patterns, the People Hub will explore whether it is necessary to create an additional working pattern in SuccessFactors.

9. Common circumstances and requests

9.1. Staff returning from maternity leave [See case study 1](#)

Within 26 weeks of the birth of a baby, mothers are protected from any form of unfavourable treatment. Some women returning to work after giving birth may want to reduce their hours, either on a temporary or permanent basis. Wherever possible, requests should be accommodated. If the request cannot be accommodated in the home unit, the People Hub should be consulted so that consideration can be given to accommodating the request in a different unit.

9.2. Staff with caring responsibilities [See case study 2](#)

Staff may have short-term responsibilities such as looking after an elderly parent who has recently had an operation, or long-term caring responsibilities such as looking after a disabled child. As such, staff may make requests for temporary or permanent changes. If a request for a permanent change cannot be accommodated or cannot be accommodated immediately, consideration should be given to accommodating a temporary change, subject to review. For some staff, a short period of reduced hours may help them to stabilise a personal situation helping them to return to full productivity more quickly than if an arrangement is refused.

9.3. Staff with disabilities [See case study 3](#)

A disability is defined as any physical or mental impairment that has a substantial or long-term effect on a person's ability to carry out normal day-to-day activities. The effect of impairments and disabilities can be reduced substantially through making reasonable adjustments, which means that it is permissible to treat people with disabilities more favourably than people without disabilities. Adjustment to times, hours and place of work and providing appropriate technology to enable agile working, can provide a useful adjustment for many staff to enable them to contribute fully and maintain productivity. Managers have a legal duty to make reasonable adjustments for disabled staff and should consult the Code of Good Practice on the Employment of Disabled People or the People Hub for advice if required.

NB: where agile working is recommended as an adjustment by Occupational Health, this agile working process does not need to be followed to implement or review.

9.4. Requests to reduce hours from 37 to 32 hours [See case study 4](#)

It may be possible for some job roles that were previously carried out full-time to be carried out in 32 hours, or less, on a permanent basis if the employee is experienced in the job role. Where full-time hours are essential for a role, recruiting to fill the vacant 5 hours is rarely feasible, so the most likely solution will be to attempt to identify other staff that the hours can be re-allocated to. While other employees can be asked, they should not be pressured into taking on additional hours. Requests to reduce or increase hours by 5 or less can normally be approved at unit level. If a request for a temporary reduction of 5 hours or less is granted, the hours are not lost to the unit and can be added back on for that employee or another employee as appropriate. Requests to reduce or increase hours by more than 5 hours may need to be approved by a Planning and Resource Officer, depending on what has been agreed in the relevant unit.

9.4.1 Associate Lecturer requests to reduce FTE [See case studies 4.1 and 4.2](#)

Associate Lecturers have the flexibility in choosing their working hours, however there may be a time when they have to request a reduction in FTE due to personal or professional reasons. Depending on the circumstances, the FTE reduction can be agreed on a temporary or permanent basis. ALs should speak with the line manager about their intentions to reduce their FTE in the annual workload/CDSA discussion. The FTE reductions agreed as part of the annual workload/CDSA discussion do not require a submission of a formal agile working request. Once the new reduced FTE value is agreed, the line manager will request an FTE reduction on

SuccessFactors. The People Hub will update the FTE value and issue the AL with an appropriate notification confirming the FTE value change.

Where a reduction to FTE cannot be agreed with the line manager in the annual workload/CDSA discussion, ALs have a right to make a formal agile working request. The request will be considered in line with the University's standard agile working process. It is not necessary for the AL and the line manager to hold another clarification meeting if the FTE reduction request was discussed in the annual workload/CDSA meeting, unless the AL would like to share further details relevant to their request.

9.5. Requests for a four-day week [See case study 5](#)

This request may involve a small reduction in hours or full-time hours condensed into four days. Typically this can involve a request for a Monday or a Friday as non-working time. From a business perspective, it means that there is a possibility of reduced cover at the start or the end of the week. The nature of the business will determine whether this is problematic or not and for many job roles it should not cause a detriment. It can become problematic if many staff in the same department want to move onto this pattern of working, in which case it will not be possible to accommodate all requests.

9.6. Requests to work from home on one or more days per week [See case study 6](#)

This will often involve an employee being absent from their main place of work either at the start or the end of the week, though in theory any day may be requested and considered. When staff work from home, they are typically working in one of two modes. The first mode is where they are fully connected to the office using available technology and tools to access information, participate in meetings and respond to contact initiated by others. The second mode is where they are disconnected for the purpose of completing tasks that can be carried out independently and which benefit from avoiding interruption. Either mode is acceptable and is dependent on the work that needs to be carried out. Managers should be clear with employees regarding the combination of these modes expected if agreeing to regular home working. Managers may want to discuss and agree arrangements for attending important University meetings or events where these coincide with days that the employee is working remotely.

9.7. Requests for job share from existing employees [See case study 7](#)

The job share agile working option makes it feasible for two employees that currently work full-time in similar job roles at the same grade, to request to share one full-time role. The resulting full-time vacancy would equally arise if either of the employees resigned or was successfully appointed to a role elsewhere, and the request should therefore be accommodated. The requirements of the shared role would need to be met. The employees may need to wait until recruitment for a replacement member of staff has been undertaken before the arrangement can start.

10. Overcoming common challenges

10.1. Perceived fairness of decisions [See case studies 8.1 and 8.2](#)

It is very common for other staff in a team or unit to perceive a level of unfairness when granting a request to one person, even if they themselves have not made a request. For example, staff that arrive later or leave earlier than the typical arrival and departure times may be perceived as being less committed or inconsiderate to other team members, when the reality may be that they simply work a staggered pattern. Another area for misunderstanding is perceptions of the work that different employees are allocated, depending on the hours they work and their availability.

The key to avoiding negative staff relations is twofold. Firstly, ensure there is no actual preferential or unfavourable treatment in making decisions, including decisions about the allocation of work.

Secondly, good communication will ensure all staff in a team know when and where people are working and what results are expected from each person.

When an individual request is received, it is good practice to consult other staff in the immediate team on any likely implications they foresee, so their views can be taken into account. Information about personal circumstances or the reasons for making the request should not be disclosed to others in the team without explicit consent from the person making the request. Importantly, only objections that have validity should be taken into account when making a decision. It is not sufficient that other members of the team do not like the new arrangement, for example because they have to change the way they communicate with the relevant staff member.

10.2. Handling more than one request at the same time See case study 9

When two or more requests are received at the same time, it may or may not be possible to accommodate all requests. With the exception of information disclosed about protected characteristics in equality law, there is no requirement to make a judgment about the most deserving request, as staff are not required to give the reason for the request. What needs to be considered is whether the business can accommodate all the requests.

If accommodating all requests is difficult, managers have a number of ways of making decisions:

- a) Give additional weight to protected characteristics.
- b) Consult with other staff to see if there is room for other changes to allow all requests to be accommodated.
- c) Negotiate and propose alternatives with those staff making the requests.
- d) Propose short-term temporary changes as a trial period to assess the actual impact, before making a decision on longer-term or permanent changes.
- e) If all else fails, seek agreement from the parties concerned to a random selection, i.e. drawing names from a hat.

10.3. Handling subsequent requests that are similar to previous requests See case study 10

Once one or more changes have been agreed, importantly the business context has now changed, and further requests need to be considered in light of this changed context. For example, in a small team, a request to reduce hours may be accommodated by allocating the extra hours to a different member of staff who volunteers to take these extra hours. A subsequent similar request might not be accommodated if there is no-one remaining in the team who is willing to take on more hours. It is therefore likely that situations will arise where you can agree to one request and may then need to refuse a similar request from a different member of staff at a later date. Where this occurs, good communication is vitally important to avoid any perceived unfairness, and you should explain and document the reasons for refusal carefully.

10.4. Ensuring sufficient cover to respond to customers

Teams are often very experienced at managing adequate cover during sickness absence, holidays and to accommodate part-time working. In many respects, making arrangements for cover to accommodate agile working is no different. Agile working arrangements are always considered with respect to the impact they may have on students and internal and external customers, and only agreed where adequate cover can be provided. As the arrangements are agreed in advance, this allows sufficient time for cover to be organised.

Some front-line roles may be more restricted in terms of the place of work, but many different patterns of days and times of work can usually be accommodated when there are multiple people carrying out similar customer service roles.

10.5. Challenges in delivery of products and projects

For staff working to medium and longer-term timescales, times and places of work become much less crucial than the ability to deliver high quality outputs and outcomes. If staff are not delivering results, there may be a need to instigate closer management and support but this should not necessarily lead to a reduction in agile working. In some cases, a more agile arrangement might allow staff to deliver greater results. Managers can therefore continue to demonstrate trust towards staff in allowing agility, while at the same time instigating performance measurement and management where necessary.

10.6. Effective communication within teams

Several problems can arise if adequate attention is not given to effective communication when staff are working different patterns and in different locations. Meetings that need to involve many people are more difficult to schedule when staff work different patterns. It may not be possible to get staff working a job-share arrangement to be together very often in the same place and at the same time. If staff work term-time arrangements, they may not work for several weeks in a row and will have missed important decisions while they were absent.

A wide range of channels are available to managers to ensure communications are effective, including online meetings, recorded briefings or notes of important meetings that can be circulated and read at any time, repositories of information on the Intranet, such as One Drive or other online tools, one-off briefings to bring staff up to speed when they return from longer absences, and online communication tools to enable staff to stay connected regardless of where they work.

10.7. Technology to enable effective home working

When considering a request for regular home working, managers will need to assess the member of staff's understanding of the requirements for connectivity. The Unit will need to consider availability and cost of appropriate remote equipment, for example changing from a Desktop PC to a laptop in line with the University's one-device policy (see [IT's Personal Computing Device Policy](#)). However, the member of staff will be responsible for providing suitable furniture and effective home broadband and will require the knowledge and ability to diagnose and support their home network, which will not be supported by the IT Unit. The member of staff will also be required to comply with the Working From Home Operational Standards and must complete a Homeworkers Self-Assessment Checklist.

11. Refusing requests

In all cases, where it is intended to refuse a request for a permanent change, consideration must be given to whether a temporary change can be agreed. A temporary change would allow a trial period to find ways of overcoming any challenges or difficulties that have been identified.

A decision to refuse a request must be made in consultation with the line manager's manager or a more senior manager. This is because a more senior manager will usually have greater opportunity to consider flexibility across a larger number of people. There are a limited number of statutory business reasons for refusing agile working requests and managers will need to ensure that there is clear evidence when using one or more of these reasons.

11.1. The burden of any additional costs is unacceptable to the organisation

In considering costs, managers should reflect on the less obvious savings, for example, a reduction in overhead costs from homeworking, longer coverage of services from staggered hours, or increased outputs from staff satisfaction.

For this reason to be used, a specific financial calculation must have been carried out to demonstrate additional costs which cannot be accommodated by savings elsewhere.

For example, if two full-time employees applied for a new post as a job-share arrangement, and both requested to work 3 days each week, the pay for the new post would amount to 6 days rather than 5 days. If the posts they are leaving cannot be filled and carried out in less than full-time hours, and the additional costs cannot be met within existing budget, it will be appropriate to negotiate with the employees to work fewer hours each, and if necessary, refuse the request.

11.2. Inability to re-organise work among existing staff

In considering this, managers should identify what work the member of staff will not be able to do in future and the scope to re-distribute hours and work to other team members.

For this reason to be used, other staff must have been consulted on their willingness to take on additional tasks and hours that the existing member of staff would no longer be able to carry out.

11.3. Inability to recruit additional staff

In considering this, managers should assess the actual or likely ability to recruit staff to fill any reduction or reorganisation of hours.

For this reason to be used, managers must show that recruitment was necessary and that they have either previously attempted to recruit staff or that their knowledge of the job market is such that they know it will not be possible to recruit replacement staff.

11.4. Detrimental impact on quality

In considering quality, managers should consider the skills and potential of other employees in maintaining quality. With learning and development, other staff can acquire new skills and competencies that can help to maintain quality.

For this reason to be used, managers must identify the specific negative impact on quality that will arise in the absence of the employee making the request.

11.5. Detrimental effect on ability to meet customer demand

In considering customer demand, managers should think about when customers make contact and when products and services need to be provided.

For this reason to be used, managers need to show that there is a specific customer expectation at the times and locations when the employee will not be available and that this expectation cannot be met through other means.

11.6. Detrimental impact on performance

In considering this, managers should think about the impact on the performance of the individual, their team, their unit and the organisation.

For this reason to be used, managers must specify how performance will be affected and that there is no viable way to mitigate this.

11.7. Insufficient work during the periods the employee proposes to work

In considering the sufficiency of work, managers should assess how much of the work is self-initiated and how much is directed by others, as well as the extent to which work is short-term task focused as opposed to longer-term change management.

For this reason to be used, managers need to specify where the peaks and troughs in the work are and how the proposed arrangement is out of alignment with these.

11.8. Planned structural changes that are incompatible with the proposed working arrangement

In considering this, managers should identify specific proposed changes that are on the horizon – it is not sufficient to state that a structural change might happen in the future. This reason should not be used if the request is for a temporary change and the structural change is more than six months away. It should not be used if the request is for a permanent change and the structural change is more than twelve months away.

For this reason to be used, managers should demonstrate how the planned structural change will not be able to accommodate the specific arrangement requested.

12. Appeals

An employee can raise an appeal against a decision to refuse a request providing at least one of the following two grounds for appeal is met:

- i. The employee can provide additional information which was not available to management at the time the original decision was made. This might include information about how the proposed arrangements can be made to work or information about changes to customer expectations that the manager was not fully aware of. The additional information must be more than minor or trivial in order for it to warrant sufficient grounds for an appeal.
- ii. The employee can claim that the application was not handled in line with any aspect of the policy. This might include, for example, a claim of insufficient documentation of the business reason for refusal, or insufficient consideration given to a protected characteristic in equality law where this has been declared.

If an employee requests a permanent change for the first time and the manager refuses but offers a temporary change subject to review, an appeal will not be allowed, providing the change to hours and pattern and location are the same as those requested by the employee. It is not unreasonable for a manager to want to first trial an arrangement to ensure it does not have any detrimental effect or unexpected consequences. Towards the end of the first 6 month review period, the manager should consider the feasibility of making the arrangement permanent if the employee still wants this. If, the manager decides that a permanent change is still not feasible, then an appeal will be allowed, providing one of the two grounds for appeal is met.

An appeal should normally be submitted within 7 calendar days of receiving notification of a decision.

An employee instigates an appeal by completing an Agile Working Appeal and Decision Form and submitting this to their line manager's manager.

That person will make a decision on whether there are sufficient grounds to allow the appeal. Where there are sufficient grounds, they will appoint someone of an equivalent or higher grade to conduct the appeal meeting. Whoever conducts the appeal meeting will not have been involved in the initial decision.

The person hearing the appeal may request additional information from the member of staff, from the line manager, or from any other person before or after the appeal meeting.

The appeal meeting will normally take place within 3 weeks of the notification of the initial decision, but this will be dependent on the availability of all staff that need to attend. As a minimum, the member of staff, their line manager or manager who made the initial decision, and the person hearing the appeal, should take part. Remote participation is an option.

Staff can be accompanied at appeal meetings by another member of staff, for example by a colleague or a trade union representative. A companion can address the meeting and confer with the member of staff, but they should not answer questions on behalf of the member of staff or obstruct the employer from explaining their initial decision. Similarly, management can be accompanied by an adviser, such as a more senior manager or a Senior People Adviser.

The final decision will be notified to the member of staff within the statutory maximum period of 3 months beginning on the submission date of the original request, unless an extension has been agreed.

13. Record keeping

Managers may wish to keep notes of key discussion points at any meetings held with the employee relating to the initial request or appeal, and may also choose to complete the template at Appendix E if this is helpful. Managers should be aware that any notes or documentation kept can be requested by the employee under data protection legislation.

At the end of a process, any completed forms should be sent to the People Hub, so that the impact of the policy can be monitored.

14. Management review of temporary arrangements

Temporary arrangements must be reviewed at least every six months to ensure they are still meeting individual and business needs. Managers may instigate an earlier review if individual or business needs change. In conducting the review, managers may want to use the criteria in the template at Appendix E to consider the impact of the continuing arrangement.

Temporary arrangements can be extended, providing there is agreement between individuals and management, but should not normally exceed a period of 2 years. After this period, arrangements should normally cease or be made permanent. Temporary arrangements can be made permanent at an earlier review where appropriate.

Existing temporary arrangements should be documented formally and subject to periodic review, in the same way that new arrangements are. This will allow a review as to the appropriateness of the arrangements in terms of any changing individual or business needs.

Managers can stop an agreed temporary arrangement in response to changing business needs and should give staff as much notice as possible, and no less than one month. Managers should notify staff of the appropriate business reason for withdrawal of the temporary arrangements. If this occurs, there is no right to appeal the decision, but staff can submit a further individual request for a temporary or permanent change, which may be eligible for appeal if refused.

15. Where can I get support?

The first point of contact for employees is their line manager. Managers can seek support from the People Hub, who can provide additional advice and interpretation of the policy and these guidance notes.

16. Useful references

Agile Working Policy
Agile Working Appeal and Decision Form
Additional Guidance on Job Sharing
Additional Guidance on Part-Year Arrangements
Code of Good Practice on the Employment of Disabled People
Disability and Employment website
Remote Access Policy (IT Intranet)
Guidance on use of Laptops (IT Intranet)
Information on Lone Working and Home Working (A-Z of Health and Safety Intranet)
Working Hours and Commitments Policy

Appendix A: Agile Working Options

The following agile working options are available in all units. This does not mean that all requests can or will be accommodated, as this will depend on business needs. These options are not intended for one-off or occasional agile working, but are intended for consistent changes to patterns or places of working, whether temporary or permanent.

1. Options involving changes to the number of hours

<i>Option</i>	<i>Summary</i>	<i>Benefits</i>	<i>Practical considerations</i>
Reduction in hours	Staff working full-time or part-time reduce their hours. The number of hours per week is consistent and the pattern may be regular or irregular.	This option is helpful for teams that want to attract and retain knowledgeable and experienced staff. Some full-time posts can be carried out in 30 or 32 hours per week, reducing the cost of the role.	Managers need to consider how work can be divided into smaller chunks. Possible additional management overhead. Work objectives to be achieved in the reduced hours should be agreed and documented. Reduction or increase of more than 5 hours may require Planning and Resource Officer approval.
Reduction in FTE	Associate Lecturers reduce their annual FTE for personal or professional reasons.	This option is helpful when Faculty/School wants to attract and retain knowledgeable and experienced staff. It can lead to a more engaged workforce.	Managers need to consider the impact on student experience. Consideration needs to be given to cover arrangements. Possible additional management overhead.
Job sharing	Two members of staff share the duties of one post. There is usually cover across the full week.	This option is helpful for teams that want to attract and retain knowledgeable and experienced staff who want to work part-time but where a full-time role giving continuous cover is needed.	Possible additional management overhead. While the overall responsibilities are shared, actual work objectives and tasks need to be divided between the job-sharers as if they were on separate part-time contracts, so that performance can be managed effectively. Consideration needs to be given to handover where this is necessary.

2. Options involving changes to the arrangement of hours

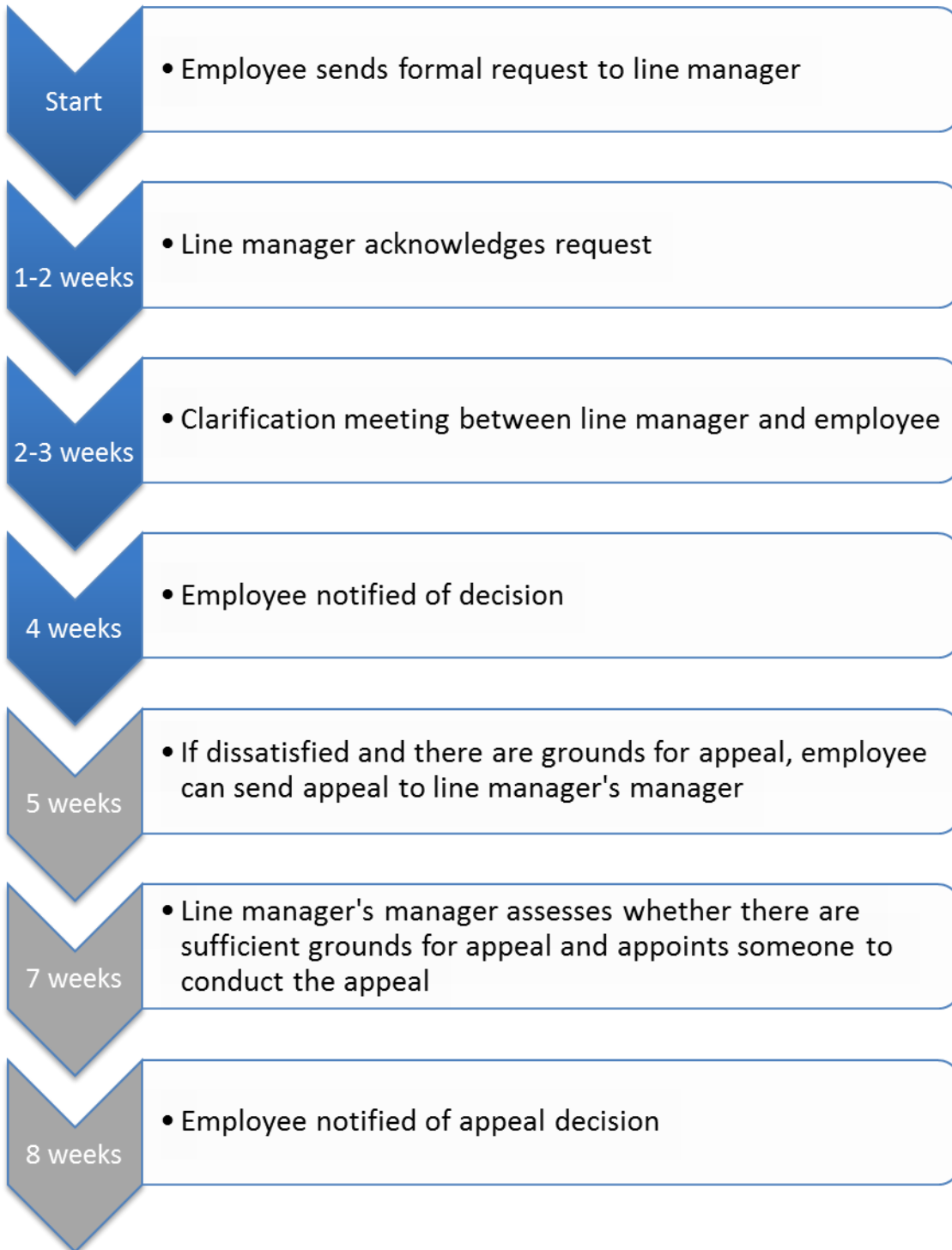
<i>Option</i>	<i>Summary</i>	<i>Benefits</i>	<i>Practical considerations</i>
Compressed hours	Staff extend the number of hours they work per day thereby working their weekly contractual hours over 4 or 4.5 days instead of 5 days.	This option is helpful for teams that can benefit from intensive periods of work to deliver important services and/or projects.	<p>Managers need to consider the well-being of staff working longer than usual hours and ensure adequate breaks are taken. The Working Hours and Commitments Policy must be complied with.</p> <p>Typically, managers need to ensure adequate cover at the start and end of the week.</p> <p>Staff may be asked to be flexible to attend important meetings or events.</p>
Staggered hours	Staff work standard hours each day but the start and finish times are different from the norm.	This option is helpful for teams that need extended customer service cover each day.	<p>There should be appropriate and relevant work activity during work times that are earlier or later than the norm.</p> <p>The Lone Working Operational Standard must be complied with.</p>
Part-year (term-time)	Staff work an agreed number of weeks a year, typically coinciding with school term times, either part-time or full-time.	This option is helpful for teams that have peaks and troughs in workload during the year.	<p>Workload peaks and troughs need to align with the weeks when staff are at work/absent.</p> <p>Consideration has to be given to balancing the overall resources across a team at different times in the year.</p>
Part-year (11/12 ^{ths})	Staff work 11 months out of 12, either part-time or full-time.	This option is helpful for teams that have peaks and troughs in workload during the year.	<p>Workload peaks and troughs need to align with the weeks when staff are at work/absent.</p> <p>Consideration has to be given to balancing the overall resources across a team at different times in the year.</p>

3. Options involving changes to the location of work

<i>Option</i>	<i>Summary</i>	<i>Benefits</i>	<i>Practical considerations</i>
Home working	Staff work from home on a regular basis to an agreed pattern.	This option is helpful where staff can work independently to accomplish some work, where overhead savings need to be achieved, or where a team wants to attract and retain knowledgeable and experienced staff from a wider geographical area.	<p>The scope for this option is likely to be limited for some front-line service staff.</p> <p>Attendance at important meetings and events should be discussed and agreed.</p> <p>The Working from Home Operational Standard must be complied with and the Homeworkers Self-Assessment Checklist must be completed and submitted as part of the request for agile working.</p> <p>The Unit will need to consider availability and cost of appropriate remote equipment; the one-device policy will apply; adequate broadband provided by employee.</p> <p>IT support is only available for University-supplied laptops.</p> <p>Security and data protection policies must be complied with.</p>
Other OU centre working	Staff work at an OU centre other than the one they mostly work at. This is on a regular basis and to an agreed pattern.	This option is helpful where staff can work independently to accomplish some work or where a team wants to attract and retain knowledgeable and experienced staff who do not live nearby.	<p>Arrangements will need to be negotiated with other centres – the availability of space at OU centres is an important consideration.</p> <p>Adequate supervision and communication arrangements will need to be considered.</p> <p>Attendance at important meetings and events should be discussed and agreed.</p>
Other remote working	Staff work at another location or at multiple-locations. This is on a regular basis and to an agreed pattern.	This option is helpful where staff need to travel frequently to carry out work with partners or to deliver services.	<p>Attendance at important meetings and events should be discussed and agreed.</p> <p>The Unit will need to consider availability and cost of appropriate remote equipment; the one-device policy will apply.</p> <p>IT support is only available for University-supplied laptops.</p> <p>Security and data protection policies must be complied with.</p>

Appendix B: Indicative timeline for handling individual requests

The diagram below shows an indicative timeline of up to 8 weeks for handling individual requests. The actual length of time may take slightly longer than this, for example due to staff absence, but the entire process must not take longer than the *statutory maximum of 3 months*.



Appendix C: Frequently Asked Questions

1. FAQ's for all

Q.1.1 *Who is eligible to apply for agile working?*

A. Any employee, excluding agency workers, can apply for agile working.

Q.1.2 *Are there different agile working options for different categories of staff?*

A. No, all staff categories are eligible to apply for all options. However, it is not necessary to apply for an option if that arrangement is already inherent in the contractual arrangement, e.g. Associate Lecturer staff are already expected to work from home.

Q.1.3 *What is the difference between a permanent and a temporary change?*

A. Both are changes to contractual terms and conditions, but a temporary change means that the contract will revert to the original terms at the end of the agreed period. Temporary changes will be subject to review at six monthly intervals; permanent changes will not be subject to such review. Temporary requests are expected to be easier to accommodate because they allow for continued flexibility.

Q.1.4 *When can requests be made?*

A. An employee can make a request at any time from the first day of employment.

Q.1.5 *Can a request be made as part of a recruitment process?*

A. Yes, a job applicant may indicate that they want to work a particular arrangement. However, there is no requirement to use the agile working request procedure. Once the arrangement has been negotiated and agreed, the successful candidate will commence in the role with that arrangement in place from day one. If the arrangement is temporary, it will be subject to review in the same way as other temporary arrangements.

Q.1.6 *How frequently can requests be made?*

A. A request for a permanent change can normally only be made once in any twelve-month period, while a request for a temporary change can normally only be made once in any six-month period, unless there are changes to personal circumstances that warrant this.

Q.1.7 *What reasons are valid for making a request?*

A. An employee does not have to give a reason for making a request, but they should do so if they want this to be taken into consideration. Managers will agree to requests regardless of the reason, unless there is a valid business reason for refusing it.

Q.1.8 *Does the reason for the request make a difference to the decision?*

A. It may do. Managers will give due regard to any personal circumstances disclosed, especially to any needs arising from protected characteristics in equality law.

Q.1.9 *What is flexi-time and why is it not included as an agile working option?*

A. Flexi-time involves working flexible start and finish times, while being present during agreed core hours. Employees keep a record of attendance and can normally accumulate a maximum amount of time to carry forward to the next period, typically up to 1 day in every month. Flexi-time is attractive to employees because in theory it enables staff to accumulate and take an extra 12 days of leave each year. There are a number of reasons why flexi-time has not been included as a standard agile working option for individuals: i) unlike other options, flexi-time creates uncertainty, because it is not known in advance when employees will start or finish work, ii) flexi-time requires employees to record their arrival and departure times, creating a monitoring system which is at odds with the principle of trust, iii) the University already operates an informal type of flexi-time to accommodate individual circumstances or business needs, which enables staff to obtain advance

permission to arrive or depart early or late and for time to be made up or taken back as appropriate – this informal mechanism provides greater flexibility than a formal flexi-time system.

2. FAQs for managers

Q.2.1 *How do I manage staff expectations?*

A. Staff should be made aware that the needs of students and other customers come first. If there are particular business needs within a team that mean certain types of requests are unlikely to be approved, this can be communicated from the outset.

Q.2.2 *How do I ensure that my decisions are fair and equitable?*

A. The guidance will help managers to exercise good judgment in decision-making. It contains examples of common circumstances and case studies. The Evaluation Criteria in Appendix E provides a mechanism to help managers objectively consider requests from a business perspective and this information can be shared with individuals making requests to demonstrate that the request has been considered objectively.

Q.2.3 *What should I communicate to the rest of the team when I plan to agree a request?*

A. It is good practice to talk to the team prior to granting a request to see what impact they perceive the change could have on the team. If any objections have been raised, managers should explain how they have addressed these in deciding to grant the request. If the employee discloses a personal reason for the request, managers should ask the individual if they are happy for that reason to be shared with the team when informing them of any decision.

Q.2.4 *If I have more than one request to consider simultaneously, but can only accommodate one, how do I decide?*

A. It is recognised that this may be challenging if there is little to differentiate the requests. Each case must be reviewed on its merits, including consideration of any personal circumstances that have been disclosed. Please see Section 10.2 of the guidance for further information.

Q.2.5 *How do I retain motivation and productivity when a request is refused?*

A. Good communication is required to demonstrate that the reason for refusing the request has been arrived at objectively, that all avenues to accommodate the request within the wider sub-unit or unit have been explored, and that the refusal did not rule out the possibility of reconsidering the request in the future when circumstances may have changed.

Q.2.6 *What can I do if circumstances change in the Unit and an arrangement I agreed cannot be maintained?*

A. If it is a temporary change, managers can explain to the individual at the review period, the reasons why the change cannot continue. Staff with permanent arrangements can be asked to change their arrangements, but they cannot be required to do so without formal consultation. Where this arises, managers should consult the People Hub.

Q.2.7 *How much notice do I need to give if I want to end a temporary arrangement?*

A. Temporary changes must be reviewed at least every six months, but managers may instigate an earlier review if business needs change. Employees should be given as much notice as possible, and preferably no less than one month.

Q.2.8 *What records do I need to keep?*

A. The requests enable the recording of decisions that have been made and the reasons for these decisions, including the outcome of any appeal. Managers are encouraged to use the Evaluation Criteria at Appendix E of the guidance document, and may want to retain this

along with any other staff records they have kept. Managers should be aware that any notes kept may be requested by the member of staff under data protection regulations.

Q.2.9 *Staff in my team need to work occasional weekends. How will I accommodate this with a request for agile working?*

A. If managers need members of staff to work occasional weekends, then they can make that a requirement of agreeing to a change. There is space to document any expectations that have been agreed on the request.

3. FAQs for employees

Q.3.1 *I have an existing arrangement. Is it impacted by the policy?*

A. If the arrangement is permanent, it is not impacted by the policy. If the arrangement is temporary, then it should be documented and subject to review in the same way as any new temporary arrangements.

Q.3.2 *On what grounds can a manager refuse my request?*

A. There are 8 grounds for refusing requests and these are set out in Section 11 of this guidance.

Q.3.3 *Other staff in my team had their requests approved, but mine has been refused. Why is this?*

A. This will probably be because approving some requests will have a detrimental impact on the business in some way, for example, granting this request may mean that there is insufficient cover to meet the business needs. Managers will document specific reasons for refusing requests and will share this information with the member of staff.

Q.3.4 *I wanted a permanent change, but my manager has offered me a temporary change, subject to review. What can I do about this?*

A. If staff make a request for a permanent change but their manager offers a temporary change instead, individuals do not have a right to appeal, providing the pattern, hours and place of work are as requested. It is not unreasonable for a manager to want to first trial an arrangement to ensure it does not have any detrimental effect or unexpected consequences. If after the first six month review, an individual requests that the temporary change is made into a permanent change and this is refused, then an appeal will be allowed, providing one of the two grounds for appeal is met.

Q.3.5 *If I change my mind or my circumstances change after I start a new working arrangement, what can I do?*

A. Staff are encouraged to talk to their line manager, who will consider the request. The outcome will depend on what is operationally feasible at the time.

Q.3.6 *Can I access information about the decision-making process?*

A. Decisions are recorded on agile working forms and on SuccessFactors. Managers are encouraged to make any paperwork transparent. Under data protection regulations, staff have the right to access any personal information held about them.

Q.3.7 *What affect will my request have on my career progression and the possibility of a special award or additional increment?*

A. The decision will have no direct impact on an employee's ability to apply for jobs, to access learning and development, or to be eligible for special awards.

Q.3.8 *If I move to another department or unit, will I be able to take my agreed working arrangement with me?*

A. Not necessarily - it will be for the new department or unit to decide whether or not it can accommodate any working arrangement that was previously agreed. If staff are applying for a vacancy that advertises a working pattern that is different to theirs, they should discuss this at the application stage.

Q.3.9 *Can I work more than full-time hours and be paid extra or swap some of my holidays for extra pay?*

A. The agile working options do not provide a mechanism for extra pay. Arrangements for overtime pay are set out in the Working Hours and Commitments Policy.

Appendix D: Case Studies

1. Staff returning from maternity leave

(Temporary change, request agreed)

Angela has just returned to work from maternity leave. Whilst on maternity leave, she requested a temporary reduction in hours from full-time to 18.5 hours, so that she can spend more time at home with her baby during the week. At around the same time, there was a reduction in work volumes in her department and it was felt that the department would be able to cope with Angela returning to work on part-time hours, without needing to back fill. Angela has agreed that the arrangement can be reviewed after 6 months, or earlier if workload in the department increases. Angela feels motivated because her working arrangements are giving her a good balance between her caring responsibilities and her career and she has her sights on a more senior role within the next year.

2. Staff with caring responsibilities

(Permanent change, request initially refused, subsequently agreed)

Matthew has an elderly uncle with care needs. His uncle is only able to afford a carer to come in every other day, so Matthew has been visiting three times every week to provide support. With work and caring responsibilities, Matthew is away from home for up to 60 hours a week and this is affecting his family life and work performance. Matthew submitted an agile working request to reduce his working hours from 37 to 30, and to condense these 30 hours into 3.5 days, which meant working longer days on Mondays to Wednesdays and a shorter day on Thursday. Initially the immediate team and the wider department were not able to accommodate this, due to cover being required in Matthew's role for the full five days. A few weeks later, Rita, another member of staff from a different team, expressed an interest in working additional hours. An agreement was made for Rita to accept a change in duties to cover Matthew for one day a week and Matthew's original request to reduce and condense his hours was agreed. Matthew was then able to make arrangements for his relative to be seen by the carers from Mondays to Wednesdays, while he took on the responsibilities from Thursdays to Sundays. As a result, Matthew is less tired and able to focus on his work on the days he is present.

3. Staff with disabilities

(Permanent change, request agreed)

Philip has recently been diagnosed with a disability. He had been struggling at work for some time with a medical complaint, but wasn't sure what was wrong. During this time, he took more sick leave than usual and was coming in late some days. As a result of Philip's disability, some tasks now take Phillip slightly longer in the mornings than they used to, so he has requested flexibility in his starting time to accommodate this. He has agreed with his line manager, that he will work the same number of hours each week, but that his start and finish times can vary. The department remains covered during the core working hours, so this request was able to be accommodated. Philip is now comfortable in the knowledge that if he is having a difficult morning, his manager will understand why and that the time difference will be accommodated automatically, without the need for any awkward conversations.

4. Request to reduce hours from 37 to 32 hours

(Temporary change, request refused)

Anita has a 13-year-old son, who has recently been recruited by a local tennis academy and twice a week needs to be picked up from school and driven 20 miles away to the tennis academy club. This need is likely to be ongoing for a period of several years. Anita wants to give her son all of her support and take him personally if she can, so she requests to finish work early two days a week, at 3pm instead of 5.30pm. Anita is the only member of staff in her department that currently works until 5.30pm. A consultation is arranged to see if anyone is interested in a change of working hours, so that operational cover remains intact. On this occasion, the request is not able to be

agreed because it does not match the operational needs of the department. Anita has to make other arrangements for her son to be taken to his lessons, but is still able to make ad-hoc requests if urgent situations arise.

4.1 Associate Lecturer request to temporarily reduce FTE

(Temporary change, request accepted)

Mohammed works as an Associate Lecturer in WELS. He has been offered a new fixed-term position at another university for a period of one year and wants to temporarily reduce his FTE value to enable him to carry out both, his existing Associate Lecturer role and the new external role. Mohammed has an FTE value of 0.750. Mohammed has asked his line manager in the annual workload/CDSA discussion whether his FTE could be reduced temporarily for one year. As Mohammed requested an FTE reduction prior to the start of the next presentation, Mohammed's line manager was able to accommodate his request and they have jointly agreed that Mohammed will temporarily reduce his FTE value to 0.5FTE. This request was agreed as part of the workload planning process and did not require a formal agile working request.

4.2 Associate Lecturer request to permanently reduce FTE

(Permanent change, request initially refused and alternative arrangement made, request subsequently agreed)

Anya works as an Associate Lecturer in FASS. She volunteers for a large charitable organisation in her spare time. She would like to increase her volunteering activities, so she submitted an agile working request to permanently reduce her FTE. Initially, the line manager was not able to accommodate Anya's request because switching a tutor mid-presentation might have a negative impact on student experience and there was no other AL in the cohort that could take on extra student group. They agreed that for the time being Anya can swap her timetabled tutorials that clash with her volunteering activities with other AL colleagues and her request will be reviewed again in the annual workload/CDSA discussion. Anya's line manager reviewed her agile working request in the annual workload/CDSA discussion and was able to approve her original permanent FTE reduction request. Had Anya's line manager not been able to approve her request, Anya would have been able to appeal this decision under the agile working process.

5. Request for a four day week

(Permanent change, initial trial period, request agreed)

Leonie has other interests outside of work that meant she was looking to reduce her overall working hours. It was agreed to trial a four day working week, with Leonie using some of her annual leave to see if the department could accommodate this arrangement. The trial period lasted two months, during which the department were able to see if this new arrangement allowed them to cope with the current workloads, and allowed Leonie to have one day focusing on her other interests. It was agreed that the operational effectiveness of the department was not adversely affected and Leonie agreed that she could be flexible with the four days that she would be available for work, in order to meet any work deadlines and to attend important meetings. Leonie felt supported by her managers in this decision and they were grateful to her for suggesting the trial period, which worked out well for all concerned.

6. Request to work from home on one or more days per week

(Permanent change, initial trial period, trial period extended, request agreed)

Rajesh works in an area where he needs to respond to customer queries, but also needs to complete regular weekly reports for the entire team. He often finds that his reporting work gets side-lined because of the volume of urgent queries he has to handle, and he has started to miss his reporting deadlines. He has discussed this with his manager but has been unable to find a way

to effectively manage the situation. Rajesh submits a request to be able to work from home one day a week, so that he knows he will be able to dedicate this time to tasks that have to be completed. His manager is supportive of this, particularly as Rajesh has already tried other methods of dealing with the situation. They agree to trial the arrangement for 3 months. A request is put in for both Lync and VPN to be installed on Rajesh's laptop, so he can continue to respond to urgent queries if others in the team need his input. After the 3 month period, there is some improvement in productivity and they agree to extend the trial for a further 3 months. After 6 months, the improvement is very noticeable and there has been little negative impact on other members of the team or on customers. Rajesh reports feeling less stressed and being able to focus on his reports more fully. The quality of his reporting has improved significantly.

7. Request to job share from existing employees

(Permanent change, request refused, alternative arrangement made)

Rodney was thinking about retiring in the next couple of years and had started to think about his options for the future. He already had a very good private pension that he receives and is working full time hours to keep himself busy. He had recently developed other interests outside of work that he wants to pursue. A second employee, Ashley, is going through the process of adopting a baby with his partner and is considering reducing his hours at work so that he can take on some child care responsibilities. Rodney and Ashley work in the same department, but Rodney is one grade higher.

Rodney and Ashley approached their line managers to see if it was possible for them to job share. The request for job-share cannot be accommodated automatically because the two employees are on different job grades. It was agreed that both positions could be made part-time and that the other half of both posts would have to be filled by existing staff on the same grade or advertised internally if no-one wanted to take on extra hours. The other half of Rodney's role was advertised first and, having received encouragement and support, Ashley applied and was successfully appointed to the more senior role, now job-sharing with Rodney. As a result, Ashley's full-time role was advertised and filled by another employee.

8. Perceived fairness of decisions

(Permanent change, consultation with others)

- 8.1. Emily has raised with her manager the possibility of changing her hours so that she can have a shorter lunch break and finish earlier. Emily's manager feels that as long as the core working hours are covered and that Emily takes a lunch break, this could be accommodated easily. However, the manager decides that this might be something that others would also welcome. The manager brings up the topic at the next team meeting and there is some interest. The manager suggests that anyone in the team who is interested should put in a request within a specified time period and, providing there is cover during core hours, all requests will be considered favourably. The manager has acted in a fair and transparent way and considered agility in a proactive way.
- 8.2. Jacob works in a team of two, both currently work 9am – 5.30pm. Jacob submits a request to change his working hours from 8.30am – 4.30pm with a 30 minute lunch break. Jacob's manager agrees, but doesn't consult with Jacob's colleague, Simon. When the change is communicated, Simon also submits a request to change his hours to the same as Jacob's. This is refused because it would mean that there is no cover from 4.30pm to 5.30pm and there is a need to be available to customers during this time of day. As a result, Simon feels that he has been treated unfairly. The manager tries to explain that they cannot accommodate this request because they are unable to re-organise work among existing staff, they are unable to recruit additional staff, and it will have a detrimental effect on ability to meet customer demand. Although the situation has changed, and the manager can use these reasons to refuse the request, Simon is now dissatisfied at work. This could have been avoided if the manager had consulted Simon when Jacob submitted the initial request.

9. Handling more than one request at the same time

(Permanent changes, one request agreed, one request refused)

Josie and Howard have both submitted requests for agile working at the same time. Howard would like to work from home one day a week and Josie would like to reduce her working hours. When considering both requests, the manager has no additional information from them as to why they have requested these arrangements, so the manager has to make their decision based only on the business needs of the department. The manager considers how the current workload will be managed with these requests in mind. There is no reason why Howard cannot continue to produce the same quantity and quality of work from home, provided that he has the right equipment. However, Josie will not be able to manage her existing workload if she is working less hours. In the clarification meeting, the manager lets Josie know about her concerns. She would like to let Josie reduce her hours, but there are no staff who are able to pick up the extra hours and it is not enough of a reduction in hours to recruit an additional member of staff. Josie and her manager negotiate on what would be the best solution. The manager offers to let Josie work reduced hours in the office, if she can pick up the extra hours later in the evening working from home, thereby maintaining her current workload. Josie appreciates the manager's efforts to accommodate her request, but she is unable to work from home in the evenings, so no mutual agreement can be found and Josie's request is refused.

10. Handling subsequent requests

(Permanent changes, first request agreed, subsequent request refused)

Tai works in a department where there needs to be a minimum of two people covering the phones during core office hours of 9am – 5pm. Recently, one of his colleagues left and one has been seconded elsewhere. Tai submitted a request to reduce his hours from 9am – 5pm Monday to Friday to 9am – 3pm Monday to Friday. Because there is a current vacancy for a 9am – 5pm role, it looks likely that a replacement can be found to cover the phones, but Tai's manager says the request cannot be agreed until the vacant post is filled. Teresa is recruited to the vacant position a few weeks later and Tai's request is agreed, initially on a temporary basis, subject to review after 3 months.

Maureen is a supervisor in the same department as Tai and Teresa and she subsequently submitted a request to work from home one afternoon a week. Due to the recently agreed changes to Tai's working hours, Maureen's case has to be considered differently. Maureen's request to work from home is refused, but the manager agrees to review the request again when reviewing Tai's hours in 3 months.

Appendix E: Agile Working Evaluation Criteria

To ensure fairness and consistency when considering individual requests, the following enabling factors and questions can be considered. The final columns can be used to record any challenges to agreeing the agile working request, and where possible, how these challenges can be overcome.

No	Enabling factors	Possible questions to consider	Yes/No	Actual challenges identified	How the challenges can/will be overcome
1.	Minimise costs to the organisation	Will additional costs be incurred, e.g. need for overtime working to cover shortfall in hours? Are additional costs minimal?			
2.	Reorganise work among existing staff	Is there scope for others to cover the work? Is the work confidential/sensitive? Will changes to the duties of other staff be required? Can work be reallocated fairly?			
3.	Recruit additional staff	Can minimum staffing levels be maintained? Can work be reorganised to create a vacancy?			
4.	Maintain quality	Can quality and standard of customer service be maintained? Will there be adequate operational management/supervision of staff? Can contact with manager/supervisor be maintained? Can instructions/work allocation be managed?			
5.	Meet customer demand	Will customer contact be affected? Will there be cover when customers need support/response?			
6.	Maintain performance	Will agreed objectives be achieved? Will performance measures be achieved? Will there be an impact on team morale? Will there be an impact on team/suppliers/other			

No	Enabling factors	Possible questions to consider	Yes/No	Actual challenges identified	How the challenges can/will be overcome
		teams' efficiency?			
7.	Ensure sufficient work available	<p>Is sufficient work available during proposed working hours?</p> <p>Does the role have flexibility to plan/prioritise own workload?</p> <p>Does the role have control of flow of work?</p> <p>Can peak workload periods and/or day/time critical activities be managed?</p> <p>Does the work have immediate or short-term deadlines?</p>			
8.	Take account of planned structural changes	<p>Are any structural changes anticipated that may impact on the viability of the proposed change?</p> <p>Do any structural changes create new opportunities?</p>			

Where the proposed change cannot be accommodated, a discussion with the employee should take place to explore whether a compromise or alternative solution can be identified that addresses any barriers identified above.

The business reasons for refusing an application must be from one of those listed below:

1. The burden of any additional costs is unacceptable to the organisation
2. Inability to re-organise work among existing staff
3. Inability to recruit additional staff
4. Detrimental impact on quality
5. Detrimental effect on ability to meet customer demand
6. Detrimental impact on performance
7. Insufficient work during the periods the employee proposes to work
8. Planned structural changes that do not fit with the proposed working arrangement

Further details of the evidence required to use one of these business reasons is set out in Section 11 of this guidance document.