

Flexible Working Policy and Procedure

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Alternative Formats

This documentation can be made available in alternative formats such as large print, Braille, disk, audio tape or in an ethnic-minority language upon request. Requests for alternative formats can be made to the Probation Board using the following contact information:

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1. Application of this policy

The Board has a wide range of policies which may apply to different categories of people.

The application of this policy only applies to employees of the Probation Board for Northern Ireland.

An employee is any person under a current contract of employment with PBNI, including fixed term contracts.

Employees must have:

- worked for PBNI continuously for 26 weeks at the time the request is made.
- Not have made another application in the previous twelve months

There may be exceptional circumstances where requests will be considered from employees who do not meet these requirements.

2. Introduction

The Probation Board for Northern Ireland (PBNI) recognises its obligation to deal with matters where an employee requests to work on a flexible basis to address work-life balance issues.

With effect from 5 April 2015 the statutory right to request flexible working was made available to all employees with 26 weeks continuous service and for any reason. This statutory right is a 'right to request' and not a right to be granted flexible working.

The PBNI has developed the Flexible Working Policy and Procedure to establish a clear course of action which will ensure the fair and consistent treatment of employees in the consideration of requests to work flexibly.

The Flexible Working policy and the supporting procedure meets the requirements of all relevant employment legislation (Employment Rights NI Order 1996, Work and Families Act 2006, Flexible Working Regulations (NI) 2015) and enables the Probation Board for Northern Ireland (PBNI) to meet its commitment to promoting equality and diversity among employees.

The Procedure deals with and outlines the details of different working patterns which make up flexible working arrangements.

As indicated above this policy does not provide an automatic right to work flexibly. PBNI will consider the ability to provide an effective service and this will be the basis for the final decision. Not all flexible working patterns or options will be suitable for all departments/teams and it may be difficult to accommodate the requests of a number of employees in the same area.

3. Policy Aim

To promote fairness in application of procedures and to ensure these are consistently applied.

To ensure compliance with legislative requirements for employees who have the right to apply to work flexibly and have their application considered by PBNI.

To accommodate where possible requests from employees to balance their role within PBNI with other commitments or interests and to retain and benefit from the skills and experience of staff it has trained and developed.

4. Policy Objective

To provide a framework of guidance which allows PBNI to deal with flexible working requests and consider the rights and obligations of those involved.

5. Responsibilities

a. Employee (or group of employees)

Employees should:

- discuss their interest in flexible working arrangements with their line manager at the earliest opportunity
- submit a written request under the Flexible Working Policy, including all relevant information
- Respond promptly and positively to requests for further information and with regard to arrangements for meetings

b. Line managers

Line managers should:

- Respond constructively to informal discussions with employees about flexible working
- Give due consideration to formal requests for flexible working arrangements, taking a positive and creative approach to enabling requests where possible in light of the needs of the service
- Follow the procedure when dealing with requests for flexible working. In particular, ensuring that time-scales are met
- Consult with their line Senior Line Manager (SMT) before making any decision on flexible working arrangements
- Monitor how effectively the flexible working arrangements are operating during any trial period and notifying HR of the outcome of any review
- Advise HR of the outcome of any requests

c. Senior Line Managers (SMT)

Senior Line Managers (SMT) should:

- Establish and maintain a culture that is supportive of a positive work-life balance and enabling in its approach to flexible working
- Ensure that line managers follow and adhere to the procedure when dealing with requests for flexible working.
- Ensure line managers give due consideration to formal requests for flexible working arrangements, taking account the needs of the service
- Ensure line managers are aware that they should consult with Senior Line Managers before making the decision on flexible working arrangements
- Ensure that he/she explores all possible options that may be available across their area of responsibility
- Ensure that the Board's Equal Opportunities principles are applied in matters relating to flexible working

d. Human Resources

Human Resources should:

- Provide guidance and advice to employees, line managers and Senior Line Managers regarding the Flexible Working Policy and the relevant legislative requirements
- Provide formal notification to employees and Payroll of changes to contractual arrangements (where applicable)
- Monitor and review the working of the policy including monitoring for equal opportunities impact

5. Linkages

This policy links to the following:

- Workforce Planning Group Guidelines

7. Review

This Policy will be reviewed four years from date of approval. Interim reviews may also be prompted by feedback, and/ or identified changes in practice.

8. Eligibility

In order to be eligible to make a flexible working request a person must:

- Be an employee
- Have been employed continuously for at least 26 weeks at the date the application is made
- Not have made another application in the previous twelve months.

There may be exceptional circumstances where requests will be considered from employees who do not meet these requirements.

Eligible employees will be able to request:

- A change to the hours they work
- A change to the times when they are required to work

The various flexible working arrangements are set out in section 14 below.

9. Permanent Change to Terms and Conditions of Employment

Any application resulting in approval to work under flexible working arrangements will mean a **permanent** change to the employee's own terms and conditions of employment. It is important therefore that before making an application the employee gives careful consideration to: which working pattern will help them; any financial implications it might have on them where the desired working pattern will involve a drop in salary; and any effects it will have on the business of the PBNi and how these might be accommodated.

10. Trial Period of Flexible Working

In some cases line management may approve a flexible working arrangement for a trial period to ascertain if the proposed working pattern can be facilitated on a permanent basis.

This will be conveyed to the employee from the outset and in such circumstances any trial period will be for a maximum of 6 months. After this period line management will review the situation and decide if the work pattern can be accommodated on a permanent basis or the employee should revert to the original work pattern.

If, after the trial period, line management decides that the flexible working arrangement cannot be accommodated in the employee's current team then a referral can be made to the Workforce Planning Group in order to explore other opportunities that may be available.

11. Temporary arrangements

There may be occasions when an employee wishes to apply for a shorter term temporary arrangement to accommodate specific personal circumstances, for example, in relation to parental or adult caring responsibilities. A short term arrangement is deemed to be six months or less. This may be considered by the line manager, and employees should apply following this procedure.

After six months the situation will be reviewed by line management and the employee will either revert to their original work pattern or will be expected to request a permanent change to their terms and conditions of employment.

12. Process

Employees considering flexible working are encouraged to engage in informal open and transparent discussions with their Line Manager as early as possible in their deliberations.

When an employee has made a definitive decision to apply for flexible working he/she should ideally provide 6 months' notice of the proposed start date of the flexible working.

It is recognised that there may be exceptional cases where the 6 month timescale cannot be met and, in such circumstances, notice should be given as soon as possible and no less than 3 months from the prospective start date.

The line manager/Senior Line Manager (SMT) may take advice from Human Resources at any point during this process.

12.1 Making an application

- All applications must be made using the Flexible Working Application attached at the end of this procedure. The onus is on the employee to prepare a carefully thought-out application, providing as much detail as possible about the proposed work pattern. Employees should also take time to consider how colleagues will manage if their work pattern is changed and the effect the change in work pattern will have on their own job, including any potential problems and how these may be overcome.
- Within **28 days** of receiving the request, the line manager must arrange to meet with the employee. This provides the line manager and the employee with the opportunity to explore the proposed work pattern in depth, and to discuss how best it might be accommodated. **It also provides an opportunity to consider other alternative working patterns should there be problems in accommodating the work pattern outlined in the employee's application.** The employee can, if they wish, bring a workplace colleague or trade union representative with them to the meeting.
- Within **14 days** after the date of the meeting the line manager should write to the employee to either agree to a new work pattern and a start date; or to provide clear business grounds as to why the application cannot be accepted and the reason why the grounds apply in the circumstances and set out the appeal procedure.

- All time periods can be extended where both the line manager and the employee agree. Any extensions must be recorded in writing by the line manager and copied to the employee.

This may be helpful in situations where a further period of time would allow consideration of alternative options where it is not possible to meet the initial request or in the case where a referral to the Workforce Planning Group is necessary.

12.2 Considering an application

Line management must give serious consideration to all requests, although as business needs must be taken into account, there is no obligation to grant the request. Granting approval to work a particular pattern will be dependent on the individual circumstances of each request and in light of the conditions which prevail within the employee's team or the organisation at the time of application.

- In cases where an Assistant Director is applying for flexible working, the Deputy Director (as line manager) will directly either approve or reject the application.
- In cases where a Deputy Director/Head of Department is applying for flexible working, the Director (as line manager) will directly either approve or reject the application.

12.2a Line Manager Considerations

When considering a request for flexible working arrangements line managers will evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Where difficulties are foreseen and a refusal is considered then it must be on one of the following grounds:

- Burden of additional costs
- Detrimental effect on ability to provide service
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

NB Before recommending approval of an application, line managers should establish if backfill is available or confirm that backfill is not required.

On receiving the flexible working request the line manager will:

- Acknowledge receipt of the form within 5 working days using form Flexible Working Confirmation form attached at the end of this procedure.

- Arrange to meet with the employee within 28 days of receiving the application, and will give the request due consideration, taking into account the comments of the employee.
- Ensure that all possible alternatives have been explored (eg is the employee willing to work under a job share arrangement and know of another employee also willing to do so? (See section 14.2).
- Consult with the Senior Line Manager (SMT) before making a recommendation on whether or not to approve the application.
- Forward the recommendation to either approve or reject the application to the Senior Line Manager (SMT) together with the employee's application.
- Provide a response to the employee within 14 days of the meeting with the employee.

12.2b Referral to the Senior Line Manager (SMT).

The Senior Line Manager (SMT) will:

- Decide on applications within their area ensuring a consistent and fair approach is taken in those decisions.
- Consider the line manager's recommendation to either approve or reject the request and consult with the line manager in that regard.
- Ensure that all possible alternatives have been explored within their area of responsibility [eg is the employee willing to work under a job share arrangement and know of another employee also willing to do so ? (See section 14.2). Can the proposed work pattern be accommodated in another team within the area of responsibility?]
- Make the decision to approve or reject the request and complete the appropriate form
- In cases where a line manager is on annual leave or long-term sick absence, (which prevents consideration of the request being made within the 28 days of being submitted) meet with the employee to consider the request and make the decision to approve or reject the application within 14 days of the meeting.
- In the case of approval of an application, forward the employee's application and the agreement form to Human Resources, and provide a copy of the agreement form to the line manager.

NB Before approving an application, Senior Line Managers should establish if backfill is available or confirm that backfill is not required.

Where difficulties are foreseen and a refusal is considered then it must be on one of the following grounds:

- Burden of additional costs
- Detrimental effect on ability to provide service
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

12.2c Referral to the Workforce Planning Group

The Workforce Planning Group (WPG) consists of the two Deputy Directors, Head of Human Resources and Head of Finance.

If the Senior Line Manager, having considered the application, the implications within their own area, and possible alternative options, is unable to approve a request for flexible working, a bid should be submitted to the WPG to enable consideration of possible wider organisational solutions. The flexible working application and rejection form should also be submitted.

The WPG will review the Senior Line Manager's bid, the flexible working application and rejection form. The WPG will consider the application within an organisational wide context and will take account of such factors as:

- Burden of additional costs
- Detrimental effect on ability to provide service
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

Additionally if the employee has indicated they would be willing to transfer to another location in order to facilitate the proposed work pattern, the WPG will consider if this can be accommodated.

A formal record of the WPG decision will be issued to the Senior Line Manager within 5 working days from the WPG meeting. **Clear reasons for refusal must be provided under one (or more) of the business grounds listed above.**

The Senior Line Manager will relay the decision to the Line Manager, and the Line Manager will advise the employee accordingly.

The Human Resources Department will receive a copy of the WPG outcomes and will either provide written confirmation of approval and terms and conditions of the flexible working, or alternatively refusal of the flexible working application, including the business grounds for refusal, and the right to appeal.

13. Appeals Process

An employee can use the appeals procedure if he/she can provide evidence that:

- the process used by the PBNI is flawed
or
 - he/she considers the decision to be unfair or unreasonable.
- a) Employees must exercise their right of appeal by writing within 10 working days of being notified of the decision to Director of Probation, using the Appeals form. This 10 working days limit may be extended by mutual agreement.

- b) Should the decision have been taken by the Director of Probation an appeal will be heard by a panel of members of the Board.
- c) In the case of (b) the appeal should be sent to the Board Secretary.
- d) The appeal hearing will normally take place within 10 working days of the receipt of the appeal request. In exceptional circumstances the appeal may not be heard in 10 days.
- e) The employee has the right to be accompanied to the hearing by a trade union representative or work colleague.
- f) The Head of Human Resources or the nominated deputy will be in attendance at the hearing and will advise the Director on points of process or relevant employment matters.
- g) The Director will present a summary of the issues raised at appeal.
- h) The Director will invite the employee or their representative to present his/her case.
- i) The Director should give his/her decision/outcome of the appeal to the employee and reasons in writing within 5 working days. The outcome of the appeal could be to:
 - Uphold the original decision not to approve the flexible working request
 - Over-rule the original decision and grant the approval for flexible working
 - Over-rule the original decision and grant approval of an alternative flexible working arrangement.
- j) The decision following appeal shall be final and there will be no further internal right of appeal.

14. Flexible Working Arrangements

Flexible working arrangements that will be considered within the PBNI are:

- Part-time working
- Job share
- Compressed hours
- Term-time working
- Change of hours

Employees working under a flexible working arrangement have the same rates of pay and leave entitlement (pro rata) to full-time staff, and the same entitlement to pension, maternity leave, occupational sick pay, development opportunities and promotions.

Where the flexible working pattern results in differing daily hours, leave entitlement will be calculated and recorded in hours.

14.1 Part-time working

Part-time/reduced hours may be a result of:

- An employee requesting a reduction in their working week, or working year (see term-time working)
- Two employees asking to share one full-time job (see job-share)
- Establishing that a post does not require full-time hours

Examples of a part-time reduced work pattern are:

- Working 3 full days per week
- Working 2½ days per week
- Working every morning, Monday to Friday
- Working every afternoon, Monday to Friday

Key Points:

- Recruitment to the remaining hours might provide an extra resource in terms of availability, flexibility and range of skills. If however recruitment is not deemed possible or proves difficult it might be necessary to postpone or reject the implementation of reduced hours
- It may allow managers to use resources more flexibly or in different ways
- Cover must be available at relevant times, duties delegated appropriately and workload distributed in accordance with the hours each employee works. Before agreeing to a change of hours line managers should ensure that workload can be accommodated in line with working hours
- Where there is already a number of part-time employees in the team the impact on service delivery and planning of rotas, holidays etc should be considered
- Arrangements must be put in place to ensure that service levels are maintained and the burden of continuity does not always fall to full-time staff

14.2 Job Share

Job share is an arrangement where two employees share all aspects of a job between them. Pay and benefits are also shared on a pro-rata basis. There are a number examples of patterns of job-sharing:

- **Split week** – each partner works two and a half (or occasionally some other split) days per week
- **Split day** – one partner works every morning and the other every afternoon. Good for continuity but may have implications for travel or child-care costs that make it less attractive to employees
- **Alternate weeks** – each partner has full weeks at work then the same amount of time off work. Useful where travel cost is an issue, but makes handover and continuity challenging in some roles

Key Points:

- Such arrangements may add to the experience and expertise available within the organisation

- Two people would know and understand the job instead of one. It might be possible for each partner to provide some level of absence cover for the other
- Job-share works best when it is possible to build in some overlap period so that a hand-over can take place. Managers must consider how that can be arranged and good communications ensured
- Additional training, equipment and fixed costs may be required and managers must consider these when assessing the practicality of agreeing to the request
- Where one job-share partner leaves, managers may ask the remaining partner to cover both parts of the job-share. If, following advertisement, recruitment to the remaining part of the post proves impossible, managers may replace the arrangement with a full time post and alternative employment will be sought for the remaining job-share partner

14.3 Compressed Working Hours

Compressed working hours allow employees to work their full time hours over fewer working days; often a five-day working week is compressed into four days.

Key Points:

- Invariably compressed hours result in longer working days and those considering such an arrangement must ensure that an adequate break from work (minimum 30 minute lunch break) is taken.

14.4 Term-Time Working

Term Time arrangements are where an agreed block of up to 6 weeks unpaid leave is taken during July and August each year which may be extended by the use of up to 3 weeks normal annual leave entitlement over that period.

Key Points:

- Salary will be adjusted to provide 12 reduced monthly payments to spread the loss of the 6 weeks salary throughout the year
- As the employee will not be at work during the months of July and August, the impact on service delivery during this peak holiday period should be considered, as well as ensuring that the burden of continuity does not always fall to full-time staff.

15. Unsocial Hours Working

In relation to unsocial hours payments; where working outside the normal hours band is at the voluntary and specific request of an employee under flexible working arrangements but where there is no operational need or benefit, no pay enhancement will be attracted. In circumstances where some or all of the working pattern coincides with operational needs, pay enhancement will be attracted for the appropriate period.

16. Rest Breaks

Employees who work a reduced hours working pattern, but who work more than 6 hours in a day, are required to take a rest break of at least 20 minutes.

17. Increased Hours

Employees who work part-time may request to increase their hours when their personal circumstances change. Managers are under no obligation to agree to this contractual change, but subject to budgetary considerations it may provide an opportunity to make beneficial changes to the service or staffing arrangements.

Employees who wish to recommence full-time working can request this after 12 months of working on a part-time basis. There is ***no automatic right to resume full-time working*** and such an application would be reviewed in light of staffing and budget restrictions.

18. Application for Flexible Working following Maternity Leave

An employee can apply for a flexible working arrangement to follow on immediately from a period of maternity leave. The employee should ideally provide 6 months' notice of the proposed start date of the flexible working.

It is recognised that there may be exceptional cases where the 6 month timescale cannot be met and, in such circumstances, notice should be given as soon as possible and no less than 3 months from the prospective start date.

19. Applications for transfer or Promotion

Employees applying for alternative positions within PBNI should do so on the basis of the working arrangements advertised and should not assume that it will be possible to maintain any existing flexible working arrangements.



**FLEXIBLE WORKING
APPLICATION FORM**

NAME GRADE

TEAM CONTACT NO:

Please refer to the Flexible Working Procedure Section 12 before completing this application.

Staff should note that it may not always be possible to accommodate flexible working requests. When considering a request for flexible working arrangements line managers will evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means.

Describe your current work pattern (eg full-time/part-time – days/hours/times worked)

Describe your proposed work pattern under flexible working

Describe how this change in your work pattern will affect the work of your team and your colleagues

Continue on a blank sheet if necessary

Describe the effect you think this will have on your team and colleagues and how it can be dealt with

Continue on a blank sheet if necessary

Before submitting this form to management for consideration you may wish to consult with the Human Resources Department and/or a trade union representative, as this may result in changes to your contract of employment.

I have read and understood the Flexible Working Policy and Procedure which may have an effect on my conditions of service. 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 colleagues' and the team's workload
- I understand this will lead to a change in the terms and conditions of my contract of employment.

I request this change to my working pattern from DD/MM/YYYY

Temporary Arrangements

Click on box below as appropriate

YES **NO**

I wish my application to be considered on a temporary basis

I am aware that "temporary" means 6 months or less, and that after that period I will either revert to my original work pattern or will be expected to request a permanent change to my terms and conditions of employment as outlined in this procedure.

Signed:

Date:

Flexible working applications should ideally be submitted to the line manager 6 months prior to the proposed change in work pattern.

When completed this form should be given to your line manager for consideration. Your line manager will arrange to meet with you to discuss your application within 28 days of it being submitted.

Following the meeting the line manager will make a recommendation to the Senior Line Manager (SMT) to either approve or reject your application.

After consultation with the Senior Line Manager (SMT) a decision will be made. If the decision is to reject your flexible working application, this will be further considered by the Workforce Planning Group.

Note:

In cases where an Assistant Director is applying for the flexible working the Deputy Director (as line manager) should directly either approve or reject the application.

In cases where a Deputy Director is applying for the flexible working the Director (as line manager) should directly either approve or reject the application.

BLANK SHEET (for continuation if necessary)

Manager's Confirmation of Receipt (to be completed and returned to the employee).

To:

Location:

Dear

I confirm that I received your request for flexible working on:

I shall arrange to meet with you to discuss your application within 28 days following the above date. In the meantime you may wish to consider whether you would like a colleague or a trade union representative to accompany you at the meeting.

From Line Manager:

Date: DD/MM/YYYY

FLEXIBLE WORKING AGREEMENT FORM

To be completed within 14 days of the meeting held with the employee and following consultation with the Senior Line Manager (SMT).

Line Manager		Job Title	
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Team		Contact No	
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Employee's Name		Job Title	
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Following receipt of the above-named employee's application for flexible working and our meeting held on I have considered the application.

When considering a request for flexible working arrangements line managers must evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Managers, for example, should consider such matters as:

- Burden of additional costs
- Detrimental effect on ability to provide service
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

NB Please do not approve an application for flexible working before establishing if backfill is available or confirm if backfill is not required. Please refer to Section 12 of the Flexible Working Procedure.

Please record considerations taken into account.

**FLEXIBLE WORKING
AGREEMENT FORM**

Click on box below as appropriate

I recommend that the flexible working request be approved

I am unable to accommodate the original request. However I am able to offer the alternative pattern which was discussed and agreed would be suitable to the employee. I recommend approval.

I reminded the employee that this change will have implications for his/her pay, pension and other benefits.

Managers should note that where a temporary arrangement or a trial period of flexible working is recommended for approval you should ensure you set a reminder to review the situation, discuss with your Senior Line Manager, and arrange to meet with the member of staff prior to the end of the 6 month arrangement.

Managers should then complete the Temporary Review/Trial Review template as appropriate and forwarded to the HR Department.

The new proposed working pattern recommended for approval is set out below and includes the proposed start date.

Please continue on a blank sheet if necessary

Proposed Start Date:

DD/MM/YYYY

Signed by Line Manager:

Date:

When completed this form should be sent to the Senior Line Manager (Senior Management Team).

Note: In cases where an Assistant Director is applying for flexible working the Deputy Director (as line manager) should directly either approve or reject the application. In cases where a Deputy Director is applying for the flexible working the Director (as line manager) should directly either approve or reject the application.

Senior Line Manager (SMT) Considerations

Senior Line Managers should review the considerations taken into account by the Line Manager and discuss accordingly before making a decision on whether to concur with the Line Manager's recommendation to approve the request. Consultation should also take place between the Line Manager and Senior Line Manager.

NB Please do not agree to approve an application for flexible working before establishing if backfill is available or confirm that backfill is not required.

Please record discussion outcomes with Line Manager and any further considerations taken into account.

Please continue on a blank sheet if necessary

I agree with the line manager's recommendation that this flexible working request be approved.

Signed by
Senior Line Manager:

Click here to enter text.

Date:

A copy of this agreement form should be sent to the employee and Human Resources together with the flexible working application.

BLANK SHEET (for continuation if necessary)

A large empty rectangular box intended for continuation of the agreement form.

To be completed within 14 days of the meeting held with the employee and following consultation with the Senior Line Manager (SMT).

Line Manager Job Title

Team Contact No

Employee's Name Job Title

Following receipt of the above-named employee's application for flexible working and our meeting held on I have considered the application.

When considering a request for flexible working arrangements line managers must evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Managers, for example, should consider such matters as:

- Burden of additional costs
- Detrimental effect on ability to provide service
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

Please record considerations taken into account.

Continue on a blank sheet if necessary

I am unable to recommend the request be approved for the following business reasons and on the grounds set out below (include reasons why other work patterns you may have discussed at the meeting are also inappropriate).

Continue on a blank sheet if necessary

Signed by
Line Manager:

Date:

When completed this form should be sent to the Senior Line Manager (Senior Management Team).

Note:

In cases where an Assistant Director is applying for the flexible working the Deputy Director (as line manager) should directly either approve or reject the application.

In cases where a Deputy Director is applying for the flexible working the Director (as line manager) should directly either approve or reject the application.

Senior Line Manager (SMT) Considerations

Senior Line Managers should review the considerations taken into account by the Line Manager and discuss accordingly before making a decision on whether to concur with the Line Manager's recommendation to reject the request. Consultation should also take place between the Line Manager and Senior Line Manager.

Please record discussion outcomes with Line Manager and any further considerations taken into account.

Please continue on a blank sheet if necessary

I agree with the line manager's recommendation that this flexible working request (or any other work pattern discussed with the employee) cannot be approved.

Signed by
Senior Line Manager:

Date:

The Senior Line Manager should submit a bid to the Workforce Planning Group to enable consideration of possible wider organisational solutions. The flexible working application and rejection form should also be submitted.

BLANK SHEET (for continuation if necessary)

Blank sheet for continuation of the form.

To be completed and sent to the Director of Probation within 10 working days of being notified of the decision.

If the original decision was taken by the Director an appeal should be sent to the Board Secretary within 10 days or receipt of the decision to reject the application.

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

Click on box below as appropriate

- the process used by the PBNI is flawed
- or
- the decision is unfair or unreasonable

NAME GRADE

TEAM CONTACT NO:

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

Signed: Date:

NAME

Page
Number

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**FLEXIBLE WORKING
TEMPORARY ARRANGEMENT
OR
TRIAL PERIOD
REVIEW FORM**

Line Manager Job Title

Team Contact No

Employee's Name Job Title

The temporary arrangement/trial period* of flexible working in
place with effect from (*delete as appropriate)

was reviewed with the member of staff on

Note: A temporary arrangement is not the same as a trial period (see sections 10 and 11 of the Flexible Working Procedure).

1. The original request and approval of a temporary flexible working arrangement is made on the basis that this would be a short term period for specific personal circumstances, and the expectation is that the member of staff will revert to the original work pattern in the majority of cases. The member of staff can however subsequently request the flexible working arrangement as a permanent change to their terms and conditions.
2. A trial period is approved by line management when a flexible working request has been made for a permanent change to working hours from the outset. The trial period is for management and staff to ascertain if the work pattern is workable on a permanent basis.

However in both cases if the flexible working arrangement is being approved on a permanent basis this can be done so without the necessity of the member of staff submitting a further flexible working application (ie the original application will suffice).

If the flexible working arrangement cannot be accommodated in the current team a referral should be made to the Workforce Planning Group.

1. I have discussed the situation with my Senior Line Manager and can confirm that the above named member of staff will:

Click box below as appropriate

- a) Revert to his/her original work pattern at the end of the 6 month period
- b) Continue to work under the original approved flexible working agreement and this is therefore a permanent change to their terms and conditions.

-
2. I have discussed the situation with my Senior Line Manager and can confirm that I am unable to accommodate the flexible working arrangement in this team on a permanent basis. A referral will be made to the Workforce Planning Group to explore other opportunities that may be available.

Signed: Date:

**This form should be forwarded to the Human Resources Department
as soon as possible after completion.**