

Changing culture: Embracing new ways of working

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What I'm going to talk about...

- Policy responsibilities
- Current Scottish Government policies and flexible working options
- For the future
 - Transforming Our Workplace
 - Location Neutral

Policy responsibilities

- Internal and external
- Family friendly and flexible working
- Fathers
- Blended families – coming together and moving apart
- Childcare
- Location Neutral

Current ways to work flexibly

Flexible Working Hours Policy

- Covers all staff
- Covers all flexible working patterns
- 7am to 7pm
- No core times
- Minimum 30 min lunch

Current ways to work flexibly continued...

Flexible Working Policy -

- Compressed hours
- Home working
- Job sharing
- Part-time working
- Term-time working
- Partial retirement
- Formal/Informal



Compressed Working

- Formal or via flexible working hours
- 9 day fortnight, 4 day week
- Standard working day is 7 hours, 24 minutes

Part-time/job share

- Anything less than 37 hours
- Line manager/business area discretion

- 1 job split between 2 people
- Roles need to be the same
- Hours needn't be equal

Term Time

- Also called Part Year
- Significant periods of non-working
- Salary annualised and split over 12 months

Homeworking

- Contractual recording
- Agreed availability/hours
- Not for childcare
- Management
 - Health and wellbeing
 - Outputs
 - Expectations

The Future of Flexible Working

- Transforming our Workplace
- Location Neutral
- Drivers
 - Becoming a smaller, more agile organisation
 - Giving staff choice and balance

Transforming our Workplace Project

- Comprehensive consultation
- Equality Impact Assessment
- Space review
 - Hubs
 - Hot-desk areas
- IT Renew
 - Tablets
 - Lite laptops
 - WiFi

Location Neutral Working

Fit with local and organisational needs

- Origin – SG Housing, Regeneration and Welfare Directorate (2013)
- Working Families Innovation Award
- Children and Families Directorate will become second Directorate to roll out
- Improvement Methodology – small test of change

Location Neutral Working

What it is – and might be!

- Working from another SG building
- Mix of working from home and using SG building?
- Local flexibility
- HR focus on recruitment, but amenable to offer to all staff

Location Neutral Working

Organisational/business area benefits

- Greater pool of applicants for posts
- Retain high calibre staff
- More diverse, less 'central belt' focus
- Improved productivity
- Reduction in absence
- Better utilisation of office space

Location Neutral Working

Staff benefits

- Improved work-life balance
- Feel more valued and trusted – and therefore committed
- Improved motivation and morale
- Reduction in travel time and costs
- Greater choice and control

Location Neutral Working

Review of pilot – positives

- Strong pool of applicants and staff retention rates
- Increased connection to Scotland through working in area offices. Less central belt focus
- Better flexibility and opportunities for staff
- Reduced commuting time and costs

Location Neutral Working

Review of pilot – challenges

- Communications and team building
- Handling poor performance
- Infrastructure requirements – IT and accommodation

Location Neutral Working

Children & Families Directorate – next steps

- Survey – to provide information; establish demand/interest; surface issues/concerns
- Focus groups
- Training and guidance – for line managers and for staff (a large number will be both!)
- Roll out
- Review

Conclusion

- Dual aspect to new ways of working
 - To remain productive with smaller pool of staff
 - To help give staff (and families) choice
- Location Neutral brings some challenges, but SG experience suggests they're outweighed by the benefits