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LEADERS IN FLEXITIME SOLUTIONS FOR OVER 50 YEARS

THE CASE FOR FLEXIBLE WORKING TO FUEL PRODUCTIVITY IN THE AGILE WORKPLACE

A NEW WORKPLACE HAS DAWNED

For many, the traditional model of the workplace is changing. Today, with over 50% of workers stating that they work less than two and a half days in the office, organisations are developing strategies that focus on their people and property to find new ways of managing costs, productivity and sustainability that will benefit their business, employees and customers.

In doing so, new work cultures are developing that remove the artificial measures of success, such as time in the office (attendance or 'presenteeism'), focusing instead on results and performance. The concept of flexitime is increasingly popular, where staff work core hours and are able to adjust start, finish and break times to suit their lifestyle or other commitments. Technology has become the facilitator to create this new workforce and empower people to work within new boundaries of trust and responsibility.

According to a CIPD report[1]: 'HR getting smart about agile working'

"Companies characterised by a culture of flexibility and external focus were more likely to respond to changes more quickly and more effectively.

"There is strong evidence that organisations see value in proactive workforce planning as a way of improving the match between the availability and the current and future demand for resources.

This new paradigm, where output matters more than presenteeism, has resulted in organisations achieving more with less, being able to adapt swiftly to change when required and have happier, more productive employees.

HFX is a long-time advocate of such flexible working and the benefits it can bring to businesses. For over forty years our Flextime® solution has been used by private and public sector organisations alike to manage working hours transparently and equitably, in the workplace or remotely, improving productivity and employee wellbeing.

In this report we discuss this new paradigm of work and present case studies where organisations are already realising the benefits of flexible working, supported by the right technology to make it happen. We also explore the main barriers to this new agile working, which for many revolve around culture, mindset and the employee experience.

"We like to give people the freedom to work where they want, safe in the knowledge that they have the drive and expertise to perform excellently, whether they [are] at their desk or in their kitchen. Yours truly has never worked out of an office, and never will."

Richard Branson, Founder & Chairman, Virgin[2]

[1]CIPD : (in association with The Agile Future Forum) - "HR getting smart about agile working" Research report November 2014
[2]Richard Branson's blog on Virgin.com - "Give people the freedom of where to work"

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DEFINING THE EMPLOYEE EXPERIENCE AND WHY IT IS IMPORTANT

Foreword by Nick Whiteley, Managing Director, HFX

The new world of work

Today the world of work has changed in the public and private sectors. Traditional work practices have been turned on their head - technology has enabled this paradigm shift, bringing with it the flexible benefits of anytime, anywhere working and changing the work culture away from one of presenteeism to a more productive approach based on individual contributions.

Attracting and keeping staff does not just mean providing great pay and perks, the employee experience is also about having the right culture that embraces innovation and individual contribution.

Money is no longer the only motivator in the workplace. Individuals are placing value on time, which means that flexible working is high on their list of job perks.

Today, people expect to work their own hours, choose where they work and do so without the restrictions of formal direct supervision in a traditional office setting. Increasingly, companies that offer this trust-based flexibility as a standard part of their benefits package can attract the best candidates.

> " *Happiness lies in the joy of achievement and the thrill of creative effort...*
> **Franklin D Roosevelt** "

The importance of a work culture

The companies that will continue to succeed are those that have the right culture to adapt – which means a loyal and motivated workforce able and willing to embrace the necessary changes.

A positive culture ensures that when a company faces tough times or needs to adapt, its employees will happily consider options to get through the worst. Whether salary sacrifice, reduced hours or moving to cheaper premises, a loyal staff will be one that goes with the flow.

The essence of loyalty lies in the treatment of people, whether they are staff on the payroll, or contractors, not simply in the legal framework within which they work. Fostering a flexible, no-blame culture also helps to build trust and engagement within the workforce, which means staff are far more likely to stay with the business through thick and thin.

Three steps to manage your employee experience

So where does this leave us with the employee experience? It's not quantifiable or measurable, so how can you create a positive one? We all spend a lot of time at work, probably more than we spend with our families, so it's important that it is a place where we feel comfortable, where our ideas are listened to and where we feel we can make a difference.

The following three key steps are a good place to start;

1 Pay and perks are important and not to be ignored. The goal should be that staff enjoy coming to work, rather than dread the routine of a 9-5 regime. Flexible working, adaptability and commitment should be a two-way street.

2 Creating a positive experience relies upon employing the right blend of people that are motivated, happy and, as a result, productive. It's not about the posters and messages that you have on the wall.

3 It's important to foster a culture where employee contribution is valued 'in the family', where innovation and ideas are welcomed and considered. A positive work culture supports security and that breeds loyalty.

FLEXIBLE WORKING SURVEY – FINDINGS

Our recent survey on flexible working engaged a wide range of organisations from public and private sector, SME to enterprise, in order to gain a broad understanding of how different organisations respond to the question of flexible working.
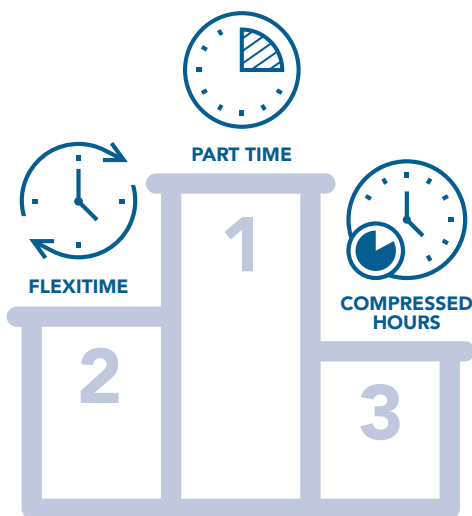
Flexible Working **Policy**

89%

of organisations polled had a flexible working policy, compared to 85% in 2017

The disparity between the private and public sector is reducing with 93% of the public sector vs 81% of the private sector implementing a flexible working policy. There was, however, a significant difference between large organisations (100%) vs smaller organisations (82%) which suggest that smaller organisations are lagging behind. However, two thirds of this group are reviewing this over the next six months which suggests it is impacting on recruitment/retention of staff.

Top 3 Types of Flexible Working

PART TIME

FLEXITIME

COMPRESSED HOURS

1

2

3

61%
of respondents allowed all staff to participate

35%
of respondents only allowed staff on a case by case basis

Flexible Working **Requests**

76%
of all organisations had seen an increase in Flexible Working Requests

88%
in the private sector
(up from 57%, 2017)

86%
in the public sector
(up from 68%, 2017)

Not only have all organisations seen requests increase significantly this year, but, more importantly, the change is much more pronounced in the private sector which now overtakes the public sector in terms of demand for flexible working. In part the explanation is that the private sector is playing catch-up with the public sector who have been long advocates of flexible working.

## 85%
within smaller companies

90%
within larger companies

The results also show that smaller companies receive fewer requests than larger organisations which might reflect the employee's perception that smaller companies are less able to manage with flexible working.

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Reasons for Flexible Working

93% Family Commitments	**75%** Travel/Commute	**40%** External Study	**31%** Lifestyle
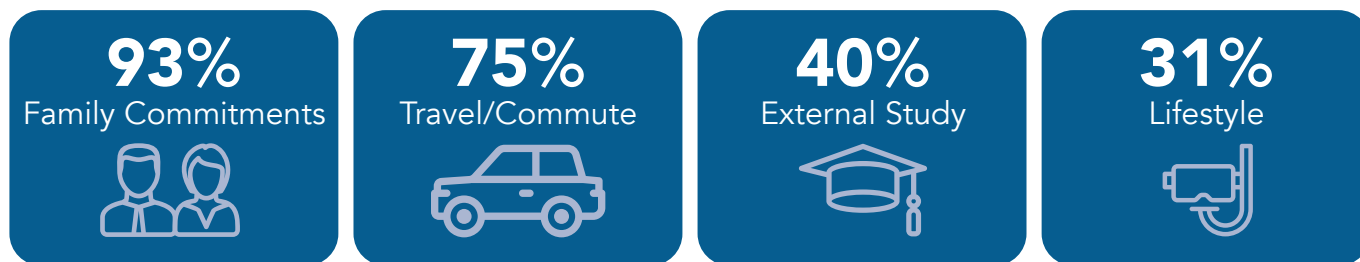
The overwhelming reason given for flexible working is family commitments with travel/commuting coming a close second. External study comes third. However, in at fourth place is lifestyle/hobby/sport which indicates the changing attitude to what was traditionally viewed as "working life". A substantive number of employees want to actively balance their work with their own (non-work) ambitions throughout their life. These results were across the board no matter type or size of organisation.

Flexible Working **in the Recruitment Process**

83%

of the time, Flexible Working was raised by the candidate during recruitment

100% in the private sector & small organisations	**80%** in large organisations

& the impact on Recruitment

50%

of respondents reported that Flexible Working played a key factor in whether or not the candidate accepted the position

55% in the private sector	**53%** in the public sector

Whilst the private sector normally has more flexibility with financial incentives it appears this did not influence 55% (private sector) vs 53% (public sector) from basing their decision on flexibility rather than financial imperatives.

Flexible Working **by Age**

The most requests for Flexible Working came from the age range

25 - 44

the least from **18 - 24**	followed by those **65+**

It is unsurprising that those starting their career – who often haven't started families – want to maximise their time working. Once they have families they need to balance their time and later when their children have grown up they have fewer commitments on their time.

65+ making fewer requests may be explained by the final sprint. In a long working life, it is important to pace yourself, but with the end of your working life in sight there is less need to pace and with pensions less generous, perhaps a greater desire to sprint.

FLINTSHIRE COUNTY COUNCIL

Improving service delivery and staff wellbeing for remote workers

Flintshire County Council is the unitary local authority for the present-day Welsh administrative county of Flintshire. It has invested in HFX's solution to manage staff working hours for its 350 front line waste management and recycling staff. Since implementing the solution the Council is able to better manage working hours for its remote teams, and with the efficiency gains the system is on track to deliver substantial savings and improved staff availability in the first year.

Cloud solution provides flexibility for remote workers

The Council decided that a cloud based solution would deliver the control needed to drive efficiency with remote working teams, but which also had as little an impact as possible on users who have minimal access to systems and little technology experience.

The HFX solution has a clear, modern interface that is straightforward to use, with no training required and empowers staff to access their information securely from anywhere with an internet connection.

Efficiency gains translate into improved end user services

The Council now uses HFX's system to record hours for the staff working across seven locations, covering all the areas of Flintshire. Each site has the new HexOne dedicated touchscreen clocking terminal developed and built by HFX in the UK. Staff members are also able to access the portal remotely from home or smartphone to access and amend personal details, add notes or book leave.

Reports ensure optimal working patterns and staff wellbeing

As well as providing improved management on a daily basis of recording staff hours, the new solution has provided additional benefits with the built in reporting functionality. The reports help managers to monitor working hours, ensuring that they meet European Working Directives while still delivering the key front line services.

HFX's flexitime solution is helping Flintshire Council to shape its service and highlight issues and trends through powerful and accurate information.

DARTMOOR NATIONAL PARK AUTHORITY

Managing flexitime for the office based and mobile workforce

Dartmoor National Park Authority is a special purpose local authority created under the Environment Act 1995 employing around 100 staff including ecology and environmental specialists as well as rangers, finance, administration, HR and ICT.

Most staff are based at the head office at Parke, Bovey Tracey, with others working at its Visitor Centres in Princetown, Postbridge and Haytor as well as remote workers including rangers and a Conservation Works Team. The Authority has invested in HFX to facilitate the management of working hours and annual leave allocation, as well as secure access to its premises.

> *"We found that HFX offered a cost effective solution, plus the transition was easier as we were familiar with HFX's previous system. It gave us continuity of service and we knew that it was a proven solution."*

Neil White, Head of Organisational Development, Dartmoor National Park.

Staff are using HFX's proximity card to enter the office locations which has improved security of buildings for staff and property. Staff who work remotely or from home are also able to log in and out remotely from their desktop.

Ensuring a staff work/life balance

The self-service feature has been particularly well received, enabling them to change and update their own personnel records online, check balances for flexitime and hours worked and request holidays and other absence.

A key business benefit for the National Park is the improved software and reporting functionality. Managers are able to refer to the system to check leave and hours balances of their teams and quickly identify any staff working long hours or over their credit limit. The Leadership Team regularly review reports to identify potential workload hotspots or issues which if unaddressed may lead to sickness or absence.

> *"We are definitely more efficient as a result of using HFX – we already had good flexible working practices in place but how we manage this is now greatly improved."*

NATIONAL LIBRARY OF SCOTLAND

Supporting a flexible working culture

The National Library of Scotland is a major European research library, holding collections of world-class importance in over 490 languages, including digital resources and catalogues.

The Library employs over 330 staff to manage the vast collections across its six sites in Edinburgh and Glasgow.

An established employer in the area, it has for many years successfully employed flexible working policies to support the work/life balance of its staff. The Library has implemented HFX's flexible working system to support its policies, reaping efficiencies with reduced administration time spent by staff and the HR team in recording working hours.

HFX supports flexible working policies and reduces administration

"Achieving a good work/life balance is embedded in our culture in the Library and flexible working contributes to this.

"The HFX system provides us with a very flexible solution allowing staff to easily change how they

log in and out and so it's great for those who travel between sites, knowing that their working day is accurately recorded."

Christine Miller, HR Partner, National Library of Scotland.

Employees at the Library clock in and out using terminals in each of the different sites, or from their own PC terminals. The HR team believes that by the recording of all working hours in a transparent and equitable way, both staff and managers are assured that the flexitime policies are adhered to. The HFX solution is integrated with the Library's WorldService HR system, streamlining the monitoring and management of absence data.

"Thanks to the HFX solution, our staff have the flexibility that our policies allow, they can use free days to get things done, which means they tend to make sure they are as productive as they can be, in order to have the time off."

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SOUTH AYRSHIRE COUNCIL

South Ayrshire Council uses HFX Imperago to manage the flexitime for over 1000 staff

South Ayrshire is one of 32 council areas of Scotland, and borders onto Dumfries and Galloway, East Ayrshire and North Ayrshire. South Ayrshire's Council serves a population of 112,000 residents and is the biggest employer in the area, with 5,200 employees who deliver a diverse range of services to the public.

Similar to all the other public sector organisations in the country, the Council places high importance on value for money in its service delivery as well as efficiency, alongside employee wellbeing. Therefore, in order to manage employee flexitime, South Ayrshire Council has recently decided to implement the newest HFX flexitime workforce management system, Imperago.

After a smooth implementation, whereby the HFX team assisted with the import of data from the previous system, Imperago was quickly up and running. South Ayrshire Council found that staff, who were previously responsible for managing the administration of the flexitime, have now been freed-up to concentrate on other tasks.

HFX Imperago is simple and easy to use

"We are very pleased with the newer system, which is adaptable, intuitive and easier to use for staff as well as management. Managers can configure controls to enable employee access to certain building and office areas at set times of the day and week using card readers."

Peter Henderson, Portfolio Holder for Resources & Performance at South Ayrshire Council

One of the greatest benefits that South Ayrshire Council has found by using Imperago is that their solution experiences fewer errors and queries. Employees can self-manage their hours and make any further adjustments if necessary. Additionally, the transparency of the HFX system makes everything visible and any changes can be directly overseen by the relevant manager.

South Ayrshire Council is very pleased with HFX Imperago. The system requires less input and administration and is more streamlined. It gives more control to the employee in regards of their working hours and our managers fully understand what they are doing.

ANGLESEY COUNTY COUNCIL

Delivering improved service to the community

Anglesey County Council provides the full range of local authority services - from schools and leisure centres to bin collections - for residents of the County of Anglesey or Ynys Môn.

As part of its Smarter Working initiative, the Council has invested in HFX's latest solution to manage staff hours and secure access to its administration offices.

Anglesey County Council employs over 740 staff across its three office locations and depot, for which it now uses the HFX proximity access solution. It has also enabled the Council to manage flexible working for staff, allowing them to work from one of the offices, home or hot desk at any other Council location, including schools and libraries.

Smarter working delivers improved services

"As a project manager for our Smarter Working initiative, I could see the benefits of the latest version of HFX in supporting our drive to find more efficient ways of working to deliver our core services to the community.

"Being able to log in remotely means that our

staff can move around and are more agile – our community workers and case workers can get more done in a day. It has made them much more productive and flexible, which in turn means that we can provide a better service to citizens."

Chris Staddon, Corporate Assets Transformation Manager, Anglesey County Council.

The Council can now manage different working schedules and rotating shift patterns, part time patterns, including term-time working and, when required, complex overtime calculation.

HFX also provides sickness absence management and handles time off in lieu calculations.

"The investment in HFX has really paid off. As part of our refurbishment and IT upgrade programme it demonstrates that we are a modern, forward looking authority. It is a great message that Senior Managers and Elected Members use to underline our commitment to investing in our facilities and staff, enabling us to do more, be more efficient and provide better public services."

Councillor Alwyn Rowlands, Anglesey County Council.

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HM COURTS & TRIBUNALS SERVICE

HM Courts & Tribunals Service to unifies its systems and processes for managing 1,650 staff at 15 National Business Centres in England and Wales.

HM Courts & Tribunals Service is responsible for the administration of criminal, civil and family courts and tribunals in England and Wales. HMCTS is also responsible for non-devolved tribunals in Scotland and Northern Ireland. The organisation works with an independent judiciary to provide a fair, efficient and effective justice system.

The HMCTS National Business Centres have several different internal operations centres including a call centre, filing warehouse, and national processing centres. Each of the environments requires different staffing, workflows and controls. Each centre had slightly different systems, procedures and rules for recording staff Flexitime; some used spreadsheets and some had no access to technology for recording at all. The systems in place were also not Cloud-based.

To modernise its workforce management, HMCTS sought a solution which would provide unified practices, modern Cloud technologies, and ease of use for the staff and managers.

Real-time visibility of the workforce

HFX's Cloud solution Imperago was the perfect choice to facilitate unifying and standardising workforce management within HMCTS. It enables managers to view real-time information on how staff are working, who is working and at which location whether at home or in the office.

Streamlined process generates time savings

Imperago enforces approval by the right managers, in real-time, and ensures strong record-keeping. By setting reasons for absences and request categories centrally, HMCTS has achieved consistency in how annual and flexitime leave is managed.

The system helps to enforce consistency around leave allowances and flexitime leave, ensuring that the maximum amounts are adhered to and balances calculated correctly.

Imperago helps staff see their leave balance and record their planned leave, sharing schedules with their teams to increase visibility of working patterns and cover arrangements. There is no longer a need for individual leave records, and teams can identify where leave is possible or where shifts need to be covered.

DELIVERING FLEXITIME SOLUTIONS TO ORGANISATIONS THROUGHOUT THE UK

At HFX we help organisations of all sizes, across all sectors, to implement their flexible working policies with accuracy, consistency and transparency. Our 50 years' experience and knowledge are a testament to our extensive customer base.

Ministerial Departments

Ministry of Defence

Home Office

Ministry of Justice

Legal Aid Agency

INTELLECTUAL PROPERTY OFFICE

Driver & Vehicle Standards Agency

Agencies & other public bodies

Office of the Public Guardian

NHS Business Services Authority

HM PRISON SERVICE
Public Sector Prisons

HM Courts & Tribunals Service

Vehicle Certification Agency

Science & Technology Facilities Council

The Pensions Regulator

Office for National Statistics

BRITISH WIRELESS FOR THE BLIND FUND
KEEPING BLIND PEOPLE IN TOUCH WITH THE WORLD

COSLA

Non Ministerial Departments

HM Land Registry

Local Government

Private Sector Organisations

Partners

WHO ARE hfx?

HFX specialises in Workforce Management software with core modules of Time & Absence Management, Flexible Working, Rota Management and Self-Service. The company was established over 50 years ago and has over 500 customers of all sizes and in all sectors.
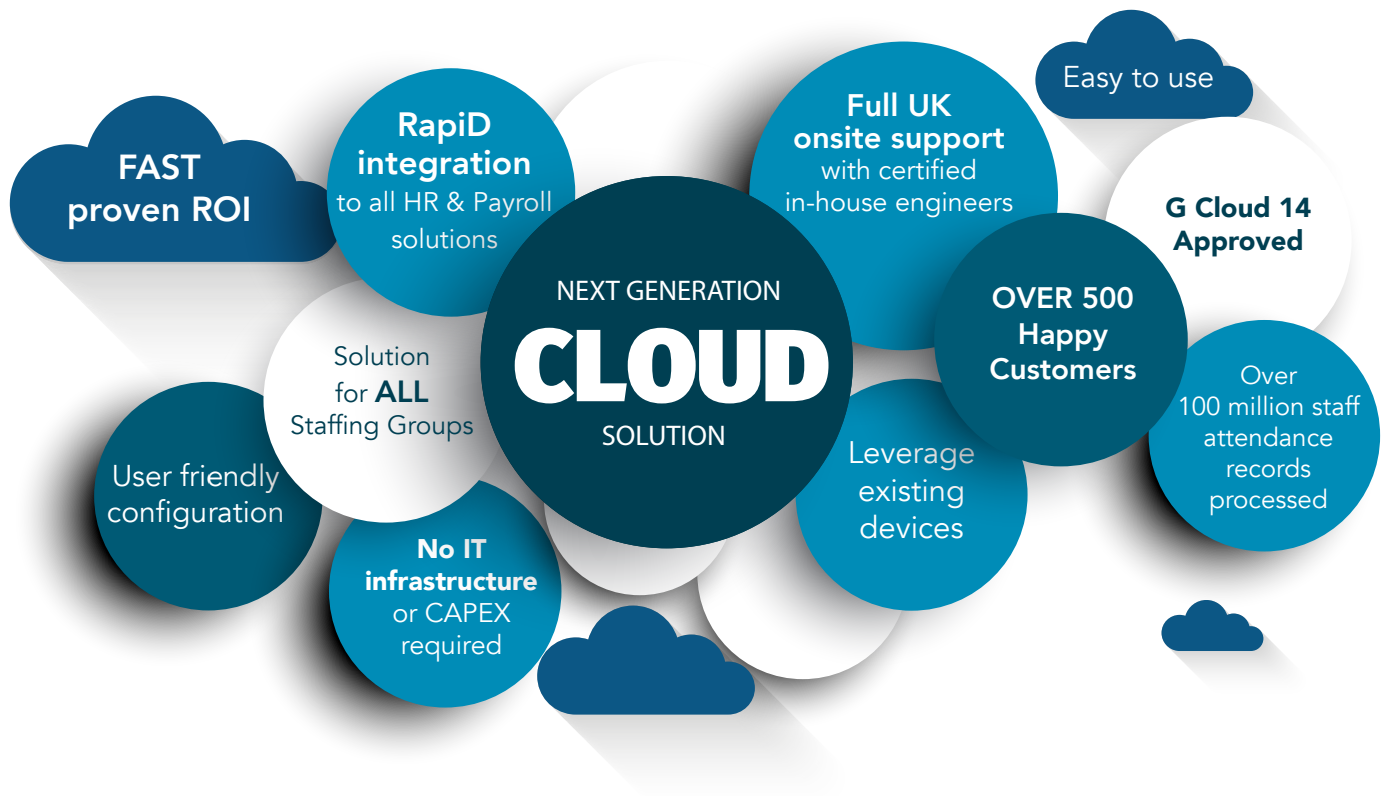
HFX is part of the AdvancedAdvT Group—an international software solutions provider specialising in workforce management, finance, business operations, and compliance.

- We can show proven savings that our leading edge SaaS Imperago solution has given to our Customers

- Fully UK based operation. This means our product development is much faster than our competitors and we can provide a dedicated customer support service

- Over 500 customers rely on us every day for their attendance and absence recording, staff scheduling and payroll preparation.

A full SaaS cloud workforce management solution to fit all companies – *any size, any sector*

WHY CHOOSE hfx

- **FAST** proven ROI
- **RapiD integration** to all HR & Payroll solutions
- **Full UK onsite support** with certified in-house engineers
- Easy to use
- G Cloud 14 Approved
- **NEXT GENERATION CLOUD** SOLUTION
- Solution for **ALL** Staffing Groups
- **OVER 500 Happy Customers**
- Over 100 million staff attendance records processed
- User friendly configuration
- **No IT infrastructure** or CAPEX required
- Leverage existing devices

SEAMLESS INTEGRATION

Full seamless integration with all third party Payroll & HR systems

HFX's IMPERAGO seamlessly integrates with all mainstream Payroll & HR systems

Ciphr · deel. · Frontier software · access PeopleHR

Sage · HiBob · cezanne · moorepay Payroll & HR Solutions

IRIS · zellis · cascade · bambooHR

SAP · iTrent · people first · naturalhr

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