

CFAM&LDB7 (SQA Unit Code - H41W 04)

Manage flexible working

Overview

This standard is about managing flexible working arrangements.

There is a wide range of flexible working arrangements available, covering both *when* people work (full time, part time, flexi-time, time off in lieu, job sharing, annual hours etc) and *where* people work (home working, tele-working, hot-desking etc).

This standard is relevant to managers and leaders who have the authority to take decisions regarding the flexible working of their staff.

This standard links closely to *CFAM&LDA1 Plan the workforce* and *CFAM&LDB6 Support remote/virtual teams*.

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Performance criteria

- You must be able to:*
- P1 Engage staff, their representatives and other key stakeholders in developing and managing flexible working arrangements.
 - P2 Ensure staff understand:
 - P2.1 their rights under flexible working legislation
 - P2.2 your organisation's flexible working policy, and
 - P2.3 the flexible working arrangements available to them.
 - P3 Evaluate the range of flexible working arrangements and identify those which are consistent with the nature of your organisation's business, its strategy and values.
 - P4 Evaluate opportunities to introduce flexible working arrangements to support business processes and the achievement of objectives.
 - P5 Consider the impact of flexible working arrangements on the management of your area and other parts of the organisation.
 - P6 Introduce flexible working arrangements in consultation with staff, their representatives and other key stakeholders.
 - P7 Verify that flexible working arrangements are compatible with the workload of the team and the achievement of objectives.
 - P8 Consider requests for flexible working from staff and seek to accommodate these, where possible.
 - P9 State clear reasons if you decide to refuse a flexible working request, ensuring these reasons are consistent with your organisation's policy and legal requirements.
 - P10 Handle appeals to decisions to refuse a flexible working request in line with your organisation's policy and legal requirements.
 - P11 Seek support from specialists, where necessary.
 - P12 Engage staff, their representatives and other key stakeholders in reviewing flexible working arrangements on a regular basis

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage staff, their representatives and other key stakeholders in developing, managing and reviewing flexible working arrangements.
- K2 The range of flexible working arrangements available.
- K3 Principles and methods of effective communication and how to apply them.
- K4 How to consult with staff, their representatives and other key stakeholders.
- K5 Legal requirements relating to flexible working.
- K6 How to evaluate requests for flexible working and identify ways of accommodating these.
- K7 Legitimate reasons for refusing requests for flexible working.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Industry/sector requirements for consultation with employees and their representatives.

You need to know and understand:

Context specific knowledge and understanding

- K9 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K10 Your organisation's flexible working policy and the flexible working arrangements available within this policy.
- K11 Your organisation's business, strategy and values.
- K12 Your organisation's stakeholders and their interests.
- K13 Sources of specialist support.

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Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seek to turn unexpected events into opportunities rather than threats
- 2 Try out new ways of working
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Keep people informed of plans and developments in a timely way
- 6 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 7 Support others to realise their potential and achieve their personal aspirations
- 8 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 9 Take action to uphold individuals' rights
- 10 Show integrity, fairness and consistency in decision making
- 11 Say no to unreasonable requests
- 12 Check the accuracy and validity of information
- 13 Identify the implications or consequences of a situation
- 14 Take and implement difficult and/or unpopular decisions, if necessary

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Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Acting assertively
- Balancing competing needs and interests
- Communicating
- Decision-making
- Empathising
- Evaluating
- Innovating
- Monitoring
- Presenting information
- Reviewing
- Thinking strategically
- Valuing and supporting others

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