



WACL #FlexibleFirst Checklist and Mark 2022/23 (pdf version)

Backed by the Chartered Management Institute (CMI), ISBA, AA and the IPA, and supported by Campaign, this self-assessment tool is designed to help organisations check their progress with flexible working, act as a reminder of the important considerations, and identify any gaps on their way to becoming #FlexibleFirst.

Every organisation is at a different stage of maturity when it comes to adopting flexible working in all its forms and at scale. If you are starting out or not quite there, we have all the resources at wacl.info to help you progress: a Flexible First toolkit and the evidence proving the business & people benefits of flexible working, including how this helps close your Gender Pay Gap.

If you're well on your way, you will qualify for a WACL #FlexibleFirst Standard Mark and if you are leading the way you will qualify for a WACL #FlexibleFirst Leadership Mark. Either mark can be used internally, on email signatures and in company comms. The checklist should take c.10 minutes to complete.

A final note: first launched in November 2020, this checklist was updated in January 2022 and remains a self-regulatory, scored set of guidelines which will evolve over time, hence the 2022/23 date stamp. We will spot check answers for validity for the mark. The only goal here is to help organisations develop and improve their approach to flexible working for the benefit of all.

1. HR Policy & Knowledge

Getting the basics in place on HR policy is the number one task for many organisations. We know from research that the best companies are reviewing their strategy post the onset of Covid, with many recognising the importance of listening and staying adaptive to their workforce's needs.

Please check your progress against each of the policy components that follow.

a. Does your organisation have a defined flexible working policy?

- A. We do not have a flexible working policy
- B. Yes, but our policy is not fit for purpose
- C. Yes, but we are currently reviewing our policy and employment contracts to reflect the increase in flexible workers
- D. Yes, our policy and contracts are fit for purpose to manage flexible working at scale

b. Are jobs advertised as flexible?

NB Timewise Flexible Jobs Index 2021 showed only 26% of jobs were advertised as flexible during the period April-August 2021, despite the fact 87% of men and women want to work flexibly.

- A. We advertise very few jobs as flexible
- B. We advertise <50% jobs as flexible
- C. Most jobs are advertised as flexible
- D. All our jobs are advertised as flexible

c. When can employees request flexible working in your organisation?

The Equality Act 2010 gives UK employees the right to request flexibility working from week 26 of employment.

- A. From week 26 in the job
- B. After an agreed trial period, but less than 26 weeks in the job
- C. From Day 1 in the job
- D. Ahead of Day 1, as part of the appointment process

d. Does your organisation offer and encourage different forms of flexible working?

The House of Commons briefing paper on Flexible Working (October 2018) defines the different types of flexible working as below:

- Part time [contracted to work less than full-time hours]
- Flexi-time [variable start/end time within agreed limits]
- Home or remote working [works all or part of contracted hours from home]
- Job sharing [works part-time day/week/year and share duties with another worker]
- Compressed hours [work total contracted hours across fewer than usual number of days]
- Annualised hours [averages out working time across the year]
- Term-time working [work follows school term patterns]
- Varied-hours or time banking [works short periods of time to manage specific work]
- Structured time off in lieu [works longer hours in busy periods and less in quieter ones]

Which of these does your organisation offer and encourage?

- A. None of them
- B. 1-3 of them
- C. 4 or more
- D. All of them

e. Do you have a shared parental leave policy?

- A. We do not have a shared parental leave policy
- B. We are reviewing our shared parental leave policy and starting to take steps to help make SPL the norm
- C. Our shared parental leave policy is fit for purpose and actively encouraged

2. Infrastructure - technology

The organisations who have been managing flexible workers at scale for many years know how essential it is to have the infrastructure in place to support flexible working. Have you got the bases covered?

a. To work remotely at any time (whether at home or outside the office) do your employees have the basic tech equipment they need to connect?

- A. We do not have this in place
- B. Most of our flexible workers are equipped
- C. All employees are fully equipped

b. Some remote workers benefit from additional technology supporting multi-team projects and collaborative co-creation. Does your organisation have this extra technology in place?

(e.g. access to shared data, online video conferencing, co-creation apps).

- A. We do not have this in place
- B. Most of our flexible workers are equipped
- C. All employees are fully equipped

3. Employee support systems

Best-in-class organisations also recognise that it is important to support flexible workers with, for example, employee resource groups and training for managers and leaders.

a. Does your organisation have employee resource groups (eg. parents, LGBTQ+, volunteers)?

- A. We do not have employee interest groups
- B. We have some employee interest groups
- C. We have multiple employee interest groups

b. Are Leaders and Managers trained to manage flexible workers, distribute workload between flexible & full time workers, and know to reward employee output, not presenteeism?

- A. We do not have training for Leaders and Managers to manage flexible workers
- B. Some leaders and managers have had training
- C. We have regular training programmes in place

c. Does your organisation offer specialist support initiatives for workers returning after career breaks?

- A. We do not offer specialist support
- B. We have some initiatives but are developing more
- C. We have a number of programmes in place

4. Impact Metrics

They say that you get what you measure, and it is important to understand the impact of flexible working on your organisation's productivity, recruitment & retention, employee engagement & well-being, cost base and DEI targets.

a. Productivity

Are you measuring the impact of flexible working on productivity in your organisation?

- A. We do not measure the impact of flexible working on productivity
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on productivity

b. Recruitment & Retention

Churn costs businesses millions every year and attracting & retaining new talent is a board level agenda. Are you measuring the impact of your flexible working strategy on recruitment and retention?

- A. We do not measure the impact of flexible working on our talent recruitment and retention
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on talent recruitment and retention

c. Business costs

Many organisations highly experienced with flexible working told us that a starting point for them was the need to respond to office space costs increasing in line with a growing workforce, whilst also considering the costs associated with remote working (eg technology). Do you measure the impact of flexible working on business costs?

- A. We do not measure the impact of flexible working on business costs
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on business costs

d. Employee engagement and well-being

Some leaders are concerned that flexible workers may not be as motivated or engaged as those who work full-time and/or work in an office. Others are concerned about the well-being and mental health of remote workers in particular. Does your organisation measure employee engagement and well-being in relation to flexible working?

- A. We do not measure the impact of flexible working on employee engagement and well being
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on

employee engagement and well being

e. Diversity, equity and inclusion targets

One of the strongest arguments for flexible working is that it increases an organisation's access to, and retention of a broader talent pool, in the process improving diversity, equity & inclusion. Does your organisation measure the impact of flexible working on DEI?

- A. We do not measure the impact of flexible working on DEI
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on DEI

f. Gender Pay Gap reporting

Addressing your gender pay gap is an essential step in creating a level playing field for the women in your organisation to progress. Does your organisation measure the impact of flexible working on your pay gap?

- A. We do not measure the impact of flexible working on our gender pay gap
- B. We have some data, but we aren't yet clear
- C. We consistently measure the impact of flexible working on our gender pay gap

5. Culture and leadership

Policy is one thing, making flexible working an accepted part of a company's culture is another, and we all know that leadership behaviour is essential to creating sustainable change. Is your organisation walking the talk on these working practices?

- a. Top management team are advocates of flexible working
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
- b. Colleagues who work flexibly are equally valued by the organisation
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree
- c. When meetings are hybrid, all teams and management are inclusive of those that work remotely to ensure fairness
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

- d. Meetings and deadlines are fairly scheduled to be reasonable to flexible workers
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

- e. We reward output not presenteeism
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

- f. Colleagues who work flexibly are just as likely to be promoted as those who don't.
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

- g. There are several senior management role models for flexible working in our business
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

- h. Colleagues who work flexibly have the same opportunities to develop skills and networks as those who don't
 - A. Strongly disagree
 - B. Disagree
 - C. Neither agree nor disagree
 - D. Agree
 - E. Strongly agree

6. Nearly done! Please share a contact name below

[text box]

We need this information in order to be able to send you your completed checklist for your reference.

7. And a contact email address

[text box]

We need this information in order to be able to send you your completed checklist for your reference.

8. Having completed the Flexible First Checklist, do you plan to take any further action with regards to your flexible working policies?

- A. No, our flexible working policies are fit for purpose
- B. Yes, some of our flexible working policies require a review
- C. Yes, all of our flexible working policies require a review

9. All done! Can we use your responses anonymously for our reporting?

[Yes / No]

We will keep all responses confidential and only report on them in aggregate, but if you would like to share your individual journey and successes in more detail, we would be most grateful if you would share the data with us, to help us build a picture of where businesses are today and plot the change for the future.

For more information about this campaign and to find our Flexible First toolkit, best-in-class flexible working case studies and interviews, please follow #FlexibleFirst on Twitter and LinkedIn, and visit wacl.info.

The live Typeform version of this Flexible First Checklist (for submissions and an emailed report of your responses) is available at wacl.info.