

Home Working Policy (Including Remote Working)

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1 SCOPE

1.1 This policy applies to all employees of Central Bedfordshire Council who are:

- Home Workers
 - Remote Workers
 - Ad-Hoc Mobile Workers
- } (For definitions see Chapter 5)

with the exception of:

- School based employees
- Employees whose jobs are unsuitable for home working.

2 INTRODUCTION

- 2.1 The Council is working towards creating new ways of working to the benefit of both the Council and its employees. This home working policy will allow managers to consider the appropriateness of home working and implement it where there are demonstrable and significant benefits to the Council and its employees.
- 2.2 Home working cannot be offered as a right. Any request will need to be approved by the appropriate Assistant Director. While some jobs may be suitable for Home working, jobs that provide a service direct to clients at a fixed location for example, librarians or receptionists, are not suitable for home working.
- 2.3 Home working is voluntary and cannot be imposed on any members of staff.
- 2.4 Home workers are employees of Central Bedfordshire Council with the same contractual rights as other employees. They have the same terms and conditions of employment with the addition of the specific terms contained in the Home & Remote Working Agreement, Ad-Hoc Mobile Working Agreement and those of the Home Working Policy and ICT Acceptable Use Policy

3. RESPONSIBILITY

- 3.1 The appropriate Assistant Director in consultation with the employee's line manager will have the responsibility for approving home working arrangements.
- 3.2 Managers of home workers will be responsible for ensuring the policy and procedure is followed and that arrangements are monitored in line with this policy.

4 LEGAL OBLIGATIONS TOWARDS HOMEWORKERS

- 4.1 Any employee can request to work from home, but there are circumstances where the Council has a defined legal responsibility. For example, The Work and Families Act 2006 includes a provision that employees who are the parents of children aged 16 or under, or of children with disabilities under the age of 18, and carers of adults have a legal right to request flexible working practices and managers have a legal responsibility to seriously consider the request. (See the Council's Work life Balance Guidelines available on the Intranet: http://intranet.centralbedfordshire.gov.uk/images/Work%20Life%20Balance%20and%20Flexible%20Working%20Policy%20V01_tcm8-25327.pdf or from Human Resources).

- 4.2 The Health and Safety at Work etc Act 1974 places a duty on employers to protect the health, safety and welfare of their employees including home workers. The management of Health and Safety at Work Regulations 1999 requires employers to carry out a risk assessment of work activities carried out by home workers (see Health and Safety issues, paragraph 13).
- 4.3 All workers also have rights under working time legislation and the Council must not discriminate against them on the grounds of race, sex, disability, religion or belief, sexual orientation or age.

5 THE DEFINITION OF HOME WORKING

5.1 Home Worker

The employee spends all of their contracted working hours based at home with the exception of attending Council premises for meetings, training, client visits and/or as requested by their manager. A Home & Remote Working Agreement or Ad-hoc Mobile Working Agreement must be signed by all employees who are eligible as a home worker before any equipment will be delivered. (This is available on the Intranet at (LINK) or from Human Resources)

Home workers will be supplied with the following equipment as necessary to support the requirements of the individual or the post:

Thin Client Terminal	CBC Router
Monitor	Keyboard & Mouse
Cisco Telephone if required	
Broadband Line	

The Council will supply an office desk, office chair, (footrest, document holder, wrist rest if identified in DSE assessment) and either a pedestal (to sit under the desk with locking drawers) or separate lockable filing cabinet. Details of the options available for home workers can be obtained from Facilities.

5.2 Remote Worker

The employee works from home for a specified number of their contracted hours on a regular basis and reoccurring pattern. For example, the employee works from home one day a week every week normally on the same allocated day.

Or:

The employee works from various Council premises on a daily or regular basis in the fulfilment of their role and occasionally or regularly works from home.

A Home & Remote Working Agreement must be signed by all employees who are eligible as a remote worker before any equipment will be delivered. (This is available on the Intranet at (LINK) or from Human Resources)

Remote workers will be supplied with the following equipment as required:

Laptop	Laptop pack (portable)
Software phone & USB Headset	Two Factor Authentication Fob
3G Mobile Phone (where applicable)	

When working from home remote workers are required to use their own home broadband connection.

Remote workers are not eligible for any Council supplied office furniture for the home.

A risk assessment and DSE assessment should be carried out for Remote workers.

5.3 **Ad-Hoc Mobile worker**

The employee occasionally works at home at varied and infrequent times throughout the year. For example , working at home on a allocated project with a set timescale or the employee working at home one day every three months on average to complete a piece of work. An Ad-Hoc Mobile Working Agreement must be signed by all employees who are eligible as an Adhoc Mobile worker before any equipment will be delivered. (This is available on the Intranet at (LINK) or from Human Resources)

Ad-Hoc mobile workers will be supplied with:

Two Factor Authentication Fob– this has to be allocated to an individual and cannot be shared by a team.

CBC mobile phone (where necessary)

Ad-Hoc mobile workers are required to use their own computer equipment at home. In addition they will be required to use their home broadband connection.

Ad-Hoc mobile workers are not eligible for any Council supplied office furniture for the home.

A risk assessment and a DSE assessment should be carried out for ad-hoc mobile workers.

5.4 **Agreeing the definition for home working**

It is the responsibility of the line manager to agree with the employee which definition of home worker is applicable and to agree what equipment will be supplied.

6 **CRITERIA FOR CONSIDERING APPLICATIONS FOR HOMEWORKING**

6.1 To work effectively, homeworking must meet the business needs of the service, as evaluated by the Assistant Director, as well as those of the employee. Homeworking must be agreed between management and the employee in each case, and be subject to overall agreement by the Assistant Director. When considering which posts or aspects of a post are appropriate for carrying out work at home, managers must take into account the following general points:

- There must be no adverse effects on costs or the level and quality of service.
- There must be clear objectives and measurable outputs.
- There must be no increase in workload of colleagues as a result of an employee homeworking.
- Arrangements must be in place for effective communication between the homeworker and the workplace.

6.2 Job Suitability Questionnaire

Before any decisions are made, the Job Suitability Questionnaire should be completed. (See Appendix 2 or follow the link:....) The employee and the manager will both need to complete the questionnaire separately. The results of both questionnaires will form a basis for discussion. It will help to clarify each other's perception of the post and provide a clearer understanding of why a particular job may or may not be suitable for home working.

However, the job questionnaire score will only give an indication of the suitability of the job and is not meant to provide a definitive answer. The final decision will be made by the Assistant Director who will make a decision based on the overall needs of the business.

6.3 Additionally, managers must consider the following for the different categories of homeworkers.

6.3.1 Homeworker Category:

- Can work be delivered and retrieved electronically?
- Can output be delivered electronically to section base?
- Is output measurable - are you able to manage the performance of the employee in a home working environment?
- Is direct face-to-face or telephone contact with the customer a requirement of the post?
- Is physical access to shared resources and capabilities necessary to perform duties?
- Are the required telecomms links and IT systems available?
- Does the home accommodation comply with health and safety regulations?

6.3.2 Remote Worker Category:

- Can work be delivered and retrieved electronically where appropriate?
- Does the employee need to come to the office to collect work or deliver output more than twice a week?
- Can output be delivered electronically to section base where appropriate?
- Is output measurable?
- Is physical access to shared resources and capabilities required on a daily basis to perform duties?
- Are the required ICT systems available?
- Does the home accommodation comply with health and safety regulations?

6.3.3 Ad Hoc Category:

- Appropriate arrangements must be made for the employee to supervise any other staff for which he or she is responsible.
- Working at home will only be carried out at times when the employee does not need to be accessible in person.

6.4 Staff Supervision

The 'Home working' category is not available to managers who have staff to supervise.

6.5 Installation of Equipment for Home Workers

Homeworking will only be approved where essential ICT links are possible within reasonable costs.

Managers need to be aware that installation of equipment and BT line for home workers may take up to 12 weeks

6.6 **Location of Home Worker**

In most cases the home must be within reasonable distance from the office. If a home worker wishes to move home, consideration must be given as to whether the home working arrangement can continue from the new location.

7 **THE ADVANTAGES & DISADVANTAGES OF HOMEWORKING:**

7.1 Benefits for the Council may include:

- less distractions leading to achievement of deadlines
- space saving, as office space may be shared
- increased staff flexibility and productivity
- reduction in the demand on car parking facilities.
- Greater continuity with the improved retention of experienced staff
- Wider talent pool
- More job satisfaction and better staff morale

7.2 Benefits to the Employee may include:

- reduction in travel time and costs
- less distractions, allowing tasks to be completed more efficiently and more quickly
- greater flexibility to manage home and work commitments
- increased employment options for disabled employees

7.3 **Some Disadvantages**

There are, however, some drawbacks for all parties, which managers and employees need to be aware of:

- less contact with colleagues – some staff may be temperamentally unsuited to working in isolation
- effects on team or project group output and cohesion
- no clear divide between work and leisure
- difficulties in monitoring work outputs and communications
- difficulties in co-ordinating tasks and projects.

7.4 **The Business Case**

Taking account of all the advantages and disadvantages of home working Managers need to be quite clear when making a decision in support of home working that this is appropriate.

In addition managers will need to consider whether it is financially viable for an employee to move to home working. The cost effectiveness of home working depends on a number of factors including the impact of home working on freeing up office space, the cost of equipment, the level of technical support the employee needs to work effectively and the saving of eg. travel costs.

It is important to note that all ICT equipment has to be purchased by ICT including provision of broadband and on-going rental costs so whilst there may be significant advantageous cost savings for service areas, there will be increases in the ICT hardware capital budget and revenue budgets.

The cost of provision of ICT equipment and on going cost of the broadband rental will be met by ICT. However it is important that these costs are made against reduced service costs.

An indication of the costs for the various categories of home workers are set out in Appendix 3.

It may be helpful for managers to discuss a possible application with an HR Manager to ensure that the business case is strong in support of home working and that statutory obligations have been fully considered.

8.0 APPLYING FOR HOME WORKING

- 8.1 If an employee is interested in working from home, they should discuss this with their line manager in the first instance. They should set out how their work will be managed and what effect, if any, such arrangement would have on other members of the section.
- 8.2 The Homeworking Application Form should be completed. (This is available on the Intranet at (LINK) or from Human Resources)
- 8.3 The decision as to whether to permit home working will be taken by the Assistant Director in consultation with the line manager. Care must be taken with any application for flexible working including home working if the employee is covered by the legislation referred to in paragraph 4 above.
- 8.4 Where an application is declined, the employee should be notified in writing of the decision stating the reason.
- 8.5 Managers must follow the procedural requirements which are set out at Appendix 1.

9.0 SELECTING HOME WORKERS

- 9.1 Home working can be initiated by management when a post becomes vacant and the job may be advertised accordingly; or requested by an existing employee wishing to work at home. It may also be considered as an option when reviewing how a particular type of work is carried out or because of the pressures of office accommodation.
- 9.2 Recruitment and selection procedures for home workers are exactly the same as for equivalent office based jobs. Applicants wishing to work from home should be shortlisted in exactly the same way as those who are office based, matching the application form against the person specification for the post. It is important that home working applicants are treated the same as other applicants; the reasons for working at home are irrelevant.
- 9.3 When selecting home workers past performance and past attendance records should be taken into account. Consideration must be given as to whether employees have thought through the pros and cons of home working carefully in relation to their own circumstances
- 9.4 As well as an interview in the office, employees should be interviewed at home and consideration given to whether equipment could be suitably accommodated

- 9.5 New employees who wish to work at home should have a period of time, (normally 3 months) based in the office before the home working agreement commences. As well as introducing them to the work of the section, the induction process will help them to understand the culture and objectives of the group.
- 9.6 Consideration should be given to the use of a trial period during which time there should be continuous reviews of job performance, standards and working conditions.
- 9.7 The decision to approve or refuse a home working request rests with the Assistant Director. There must be a clear business reason(s) for refusing an application and the individual is entitled to ask for and receive feedback. If it has been decided that a post is not suitable for home working the employee can appeal in writing to the relevant Director who will make the final decision.

10.0 MANAGING HOME WORKING

- 10.1 When employees move to working at home, or are recruited directly into home work, it is essential to realise just how radical the change is. Virtually all aspects of work, not just where it is performed, will be altered.
- 10.2 Home working will require a change to a more open type of managerial control. There will need to be a shift from managing methods of working, to managing output, and a requirement for line managers to be able to manage from a distance.
- 10.3 Things taken for granted when work is office based have to be reassessed, such as regular hours, supervision, access to formal and informal information, feedback on performance and visual contact.
- 10.4 A planned and methodical approach can make the process simpler for both sides. Managers should:
- Set measurable, time-defined objectives and set regular opportunities for feedback.
 - Generally not take communication for granted. Make sure home workers are on email distribution lists for all the projects they are working on and that they attend team meetings as often as possible.
 - Be aware that home workers may feel more isolated — they do not have access to informal conversations with colleagues.
- 10.5 The most challenging issues for managing home workers are trust and discipline. When managing home workers, managers need to be aware that:
- A trusted home worker will be much more productive than one who feels they are being watched all the time
 - If disciplinary issues do arise, they should be treated them as any other disciplinary issue
 - The person is working in their home and they are entitled to an appropriate level of privacy. Managers should not just drop round or keep phoning to check up on them
 - Training and development must be handled in exactly the same way for home workers as on-site staff. Appraisals and training reviews should be regularly scheduled. It is usually best to arrange for meetings such as these to be conducted on the organisation's premises.

- 10.6 No job exists in isolation, so home working is likely to have an impact on the rest of the group. Consideration needs to be given to:
- The possibility of reviewing and redefining the breakdown of activities into associated jobs to facilitate home working.
 - Changes that may be required to existing work methods.
 - Means of communication.
 - Procedures to ensure delivery and collection of work and distribution of office information.
- 10.7 If for any reason the home working arrangement is not proving satisfactory, the Manager should:
- Establish the facts and identify why it is not working satisfactorily
 - Establish whether there are remedies to overcome the difficulties, but if this is not possible then
 - A notice of change and withdrawal of the arrangements should be agreed. Where it cannot be agreed, the original contractual arrangements will be re-introduced following a period of notice consistent with the employee's contractual terms.
- 10.8 It is also possible that due to business reasons an employee who is a 'home worker' may be asked to come into the office to provide office cover for a period of time. Should this be the case the manager will need to consider the impact that this may have on the home worker. Managers should provide as much notice as possible for e.g to cover for annual leave.
- 10.9 As part of the formal annual Performance Development Review process (PDR) managers must review arrangements for home workers to ensure that the arrangement is still working for both the benefit of the business and for the employee.

11.0 KEEPING IN TOUCH

- 11.1 Keeping in touch with employees is essential for successful home working as they will be more isolated and will have greater needs for information.
- 11.2 Traditional mechanisms for monitoring the employment contract will be absent, as will many performance indicators, and managers will need to lay down some parameters formally to help prevent the isolation and confusion home workers sometimes experience.
- 11.3 Monitoring and controlling sickness will still be an important part of management responsibility and employees should be made aware of the Council's procedure for reporting sickness absence.
- 11.4 Home workers will be required to have a telephone in their home and for those who work away from home it is important that contact arrangements are agreed (e.g. set reporting-in times). Business calls and necessary telephone installation will be reimbursed subject to the provision of accurate records.

- 11.5 Managers must ensure that appropriate arrangements are made for the collection and delivery of work and where possible this should coincide with planned visits to offices.
- 11.6 Planned periodic visits should be made by the manager to the employee's home to ensure duties are being carried out effectively, to discuss aspects of work and check the security and/or safety arrangements.
- 11.7 Home workers will still be required to attend for regular meetings during the week subject to the needs of the team/section to ensure regular contact with colleagues, updating on work issues.

12.0 HOME WORKING AGREEMENT

- 12.1 Once home working has been agreed, the employee will be issued with a Home Working Agreement and ICT Acceptable Use Policy by Human Resources.
- 12.2 Failure to adhere to the terms of the Home Working Agreement and the ICT Acceptable Use Policy may result in disciplinary action.

13.0 HEALTH AND SAFETY

13.1 General

- 13.1.2 The Health and Safety at Work etc Act 1974 places a duty on employers to protect the health, safety and welfare of their employees including home workers.

The Council's Health & Safety Policy and associated policies on Display Screen Equipment, risk assessment and lone working will continue to apply to home workers, remote workers and ad hoc mobile workers. The Health & Safety Policy Statement is available on the Intranet at the following link:

http://intranet.centralbedfordshire.gov.uk/images/Segment%20001%20of%20Policy%20Statements_tcm8-25748.pdf

- 13.1.3 The employee is required to co-operate with the employer and comply with safe systems at work and to work in the manner instructed by the Council.
- 13.1.4 It is the responsibility of the employee to take reasonable care of the health and safety of anyone else who may be affected by them working in the home environment.
- 13.1.5 Home workers remain subject to the working time regulations and the requirement to take regular breaks (minimum of 20 minutes every 6 hours) and not work more than an average of 48 hours per week (based on a 17-week reference period).
- 13.1.7 All accidents, incidents and near misses whether direct or indirect that are related to Home working remote or ad hoc mobile working must be reported to their line manager and recorded on AssessNET the online accident and incident reporting system.

13.2 Risk assessments

- 13.2.1 The Management of Health and Safety at Work Regulations 1999 requires employers to carry out a risk assessment of work activities carried out by home workers. It is the responsibility of the line manager to carry out a risk assessment for

any home worker, remote or ad hoc mobile worker which will be reviewed at least annually or following a change in circumstances.

13.2.2 Home workers and Remote workers in conjunction with the Manager will be required to complete a Display Screen Equipment (DSE) assessment on the home workplace. (This is available on the Intranet at (LINK) or from Human Resources)

13.2.3 Line managers should ensure that arrangements for lone working are in place particularly for remote workers who may travel directly to clients' homes and not be returning to the office.

13.2.4 The home work area must comply with the Workplace (Health, Safety and Welfare Regulations) 1992 available from the following link:
<http://www.hse.gov.uk/pubns/indg244.pdf>

14 ICT Technical Support

14.1 Support will be provided by the ICT Service Desk in the normal way. Fault diagnosis/problem determination will be carried out remotely and this may involve remote control of the workstation in the case of Council supplied devices.

14.2 For ad-hoc remote working staff using their own PC, support will be limited to MyApps password resets, MyApps application faults or MyApps access issues.

14.3 The ICT Service Desk cannot provide support for issues associated with the employee's own equipment or software.

14.4 In the case of hardware faults with Council supplied equipment it is the responsibility of the employee to return the faulty equipment to ICT for repair or replacement. ICT will not undertake home visits unless there are exceptional circumstances and these have been agreed by the ICT Head of Service. Home visits will be limited to the boundaries of Central Bedfordshire Council. In the case of long term unavailability of the remote working solution, for whatever reason, it is expected that officers will travel into their base office to continue their duties.

15. EQUAL OPPORTUNITY

15.1 All home workers who undertake home working will have the same opportunities for career development and training as office-based employees.

Home / Remote Working Procedure

(To be completed by the line manager)

Name of Employee	
Category (Home, Remote, Adhoc Mobile)	
Date of Application	
Intended Date of Commencement	
Name of Manager	

Step	Action	Date	Comments
1	Completed Home Working Request Application Form received from employee		
2	Complete the Job Suitability Questionnaire		
3	Meeting held with the employee within 28 days of receipt of the application to discuss the home working request and determine if the request can be accommodated within the constraints of the business need.		
4	If the application is agreed in principle go to step 5		
5	If the application is declined – send a letter to the employee stating the business reason why the request has been declined		
6	Pass the application to the Assistant Director for approval		
7	If the AD approves the application and costs, Manager completes an HR3 form online. Go to step 8.		
8	If the AD does not approve the application a letter must be sent to the employee detailing the business reasons why the request was declined		
9	Employee receives a copy of the Contractual Home Working Agreement and ICT Acceptable Use Policy from HR to be signed and returned		
10	HR notifies the Manager that the contractual home working agreement has been signed		
11	Manager contacts ICT Helpdesk to order relevant ICT package by quoting category of worker Category 1 – Home worker Category 2 - Remote worker Category 3 - Adhoc mobile worker		

12	If the employee is a Category 1 Home Worker they are eligible for a furniture allowance. Please refer to the policy.4.1		
13	ICT will advise Manager of date of delivery of ICT Hardware.		
14	If a broadband line is required ICT will contact the employee to arrange installation		
15	Manager to ensure a risk assessment is completed for home workers, remote or ad hoc mobile workers.		
15	When all required ICT equipment has been received the Manager undertakes a DSE assessment at the employee's home for Home workers and Remote workers. (not necessary for Ad hoc workers, see Policy 13.2.2).		
15	Manager follows up any actions as a result of the DSE		

ADDITIONAL NOTES:

Please ensure that you have read the Home Working Policy. Contact your HR Manager if you require any clarification

All applications received must be responded to by the Manager within 28 days of receipt

The Manager may initially agree in principle to the request to work at home, but the final decision is that of the Assistant Director.

The Assistant Director holds the final decision regarding the approval of the application form and the category of home worker applied.

THE DEFINITION OF HOME WORKING

Home Worker

The employee spends all of their contracted working hours based at home with the exception of attending Council premises for meetings, training, client visits and/or as requested by their manager.

Remote Worker

The employee works from home for a specified number of their contracted hours on a regular basis and reoccurring pattern. For example, the employee works from home one day a week every week normally on the same allocated day.

Or:

The employee works from various Council premises on a daily or regular basis in the fulfilment of their role and occasionally or regularly works from home.

Ad-Hoc Mobile worker

The employee occasionally works at home at varied and infrequent times throughout the year. For example , working at home on a allocated project with a set timescale or the employee working at home one day every three months on average to complete a piece of work.

Job Suitability Questionnaire (The employee and the manager will both need to complete separate Questionnaires)

Employee details

Name:

Date:

Current post:

Please tick if you are the:

- post holder
- manager
- employer

Dependency on others

3. Who mainly controls the job holder's workload and priorities?
- 1 They do
 - 2 The client
 - 3 The supervisor/manager
 - 4 Determined by production process

Job description

Please provide a summary in your own words of the main tasks and responsibilities of this job.

1. Is the job holder managing other people? If so, how many?

- 1 None
- 2 One person
- 3 2-4 people
- 4 5 or more
- 5 more than 10

4. How frequently does the job holder need to liaise with manager/supervisor to report or for direction?

- 1 Weekly or less
- 2 Several times a week
- 3 Once a day
- 4 Continually throughout the day

2. What percentage of the job holder's time is spent managing others apart from the rest of your workload?

- 1 None
- 2 10%
- 3 20%
- 4 33%
- 5 over 50%

5. How frequently doe the job holder need to liaise with colleagues?

- 1 Weekly or less
- 2 Several times a week
- 3 Once a day
- 4 Continually throughout the day

Time management

6. How much of the work needs immediate attention as apposed to long-term deadlines?

- 1 Majority is longer term
 2 Approximately one-third is immediate
 3 About half is immediate
 4 About three-quarters is immediate
 5 Majority is immediate

7. Does the post need to be covered when the job holder is absent?

- 1 No
 2 Yes, if more than a week
 3 Yes, even after a few days
 4 Yes, always would need to be covered

8. Who would do the job holder's work in their absence?

- 1 A colleague
 2 The supervisor/manager
 3 No one or other (please state)
-

Duplicated skills

9. Are other people in the section doing a similar function to the job holder?

- 1 Yes, lots of people doing exactly the same job
 2 Yes, a few people doing exactly the same job
 3 Yes, a few people doing a similar job but with different clients and other tasks
 4 Nobody has a similar job

10. How much of the work in this job can be done by someone else?

- 1 All
 2 Most
 3 Some
 4 None

Workplace dependent

11. Is the equipment needed to do this job only available in the workplace?

- 1 No, rarely uses such equipment
 2 Yes, sometimes uses the equipment
 3 Yes, often uses the equipment

12. Does the job holder need access to files and other paperwork only held in the workplace?

- 1 Rarely
 2 Sometimes
 3 Often

Confidentiality

13. Is the work highly confidential/sensitive?

- 1 No
 2 Yes

Workflow

14. Does the job holder have control over the flow of their work?

- 1 Yes, they have main control
 2 Some control
 3 Minimum control
 4 No control

15. Is the job holder able to predict how busy they will be?

- 1 Always, the workflow is generally consistent
 2 Most of the time
 3 Sometimes
 4 No, it varies a great deal

16. Does the job holder know when peak periods in this job are going to happen?

- 1 Always, busy periods are always at the same time
 2 Usually
 3 Some of the time
 4 Rarely, unpredictable

17. When there is a peak period, how long does it usually last?

- 1 A few hours
 2 A couple of days
 3 Up to a week
 4 Several weeks or longer

Availability

18. Can the job holder be contacted by colleagues/manager when away from the workplace site?

- 1 Usually
 2 Sometimes
 3 Rarely
 4 Never

19. What percentage of the job holder's time is spent in meetings?

- 1 less than 10%
 2 About a quarter
 3 About one-third
 4 More than a half
 5 Most of the time

20. Does the nature of the work mean they sometimes will be unable to be contacted?

- 1 Never
 2 Rarely
 3 Sometimes
 4 Often

Customer relations

21. Does the job holder have to respond to customer demand immediately or is it longer-term?

- 1 Most longer-term
 2 About a third immediate
 3 About half immediate
 4 About three-quarters immediate
 5 Most immediate

22. Is the work with the customer short or longer-term?

- 1 Always longer-term
 2 Mostly longer-term
 3 Mostly shorter-term
 4 Always shorter-term

23. Is the work undertaken for the same customer on a repeat business?

- 1 No
 2 Yes, occasionally
 3 Yes, sometimes
 4 Yes, usually

24. Is it important for the job holder to know the customers well?

- 1 Not essential
 2 Sometimes
 3 Definitely

25. Does most of the communication with customers take place:

- 1 Mostly in writing
- 2 Both in writing and verbally
- 3 Mostly verbally by phone
- 4 Mostly in person

Transfer the numerical scores for each question on to a grid by putting in the appropriate box.

The scoring system is based on a rating of 1-5 (1 being the higher):

- 1-2 more likely to be suitable for flexible working arrangement
- 4-5 more likely to be unsuitable for flexible working arrangement (where there are only a few areas that have scored 4/5 there may be ways to find solutions).

Question	Job Specification	Score					Comments/Actions
		1	2	3	4	5	
1	Managing others						
2							
3	Dependency on others						
4							
5							
6	Time management						
7							
8							
9	Duplicated skills						
10							
11	Workplace dependent						
12							
13	Confidentiality						
14	Workflow						
15							
16							
17							
18	Availability						
19							
20							
21	Customer relations						
22							
23							
24							
25							

Supply Item	Home Worker	Remote Worker	Adhoc Worker
Thin Client Terminal (£400)	£400.00		
Laptop (£750)		£750.00	
Monitor (£100)	£100.00		
Keyboard & Mouse (£10)	10.00		
Cisco Telephone (£160)	£160.00		
Broadband Line (£160 installation)	£160.00		
Broadband Line (£250 Annual Rental)	£250.00		
CBC Router (£200)	£200.00		
Portable laptop pack (riser, lightweight keyboard and mouse)		£80.00	
Software phone & Headset (£130)		£130.00	
3G mobile phone (£50)		£50.00	
3G mobile phone (£4.50 Month/Rental) (£54/pa)		£54.00	
Two factor authentication fob (£70)		£70.00	£70.00
Basic Mobile phone free + £4.50 month/rental (£54/pa)			£54.00
Furniture Allowance (£500)	£500.00		
(a) Total with Thin Client Terminal set up	£1,780.00		
(b) Total with 3G mobile phone (where applicable)		£1,134.00	
(c) Total with out mobile phone		£1,080.00	
(d) Total with mobile (where applicable)			£124.00
(e) Total without mobile			£70.00

	Capital	Revenue	Qty(staff)	Total Capital	Total Revenue
(a)	£1,530	£250		£0.00	£0.00
(b)	£1,065	£54		£0.00	£0.00
(c)	£1,015	£-		£0.00	£0.00
(d)	£70	£54		£0.00	£0.00
(e)	£70	£-		£0.00	£0.00
	Total		0	£0.00	£0.00

The form is also available in Excel format at [\(INSERT LINK\)](#)

Please note all Home workers must only be supplied with a Thin Client terminal and for health and safety reasons must be provided with a screen, keyboard and mouse.

The provision of a multifunction printer is dependent on the post. If there are security risks associated with the work being carried out it may not be appropriate to supply a printer as all work should be carried out on the network.

Telephone provision will be dependant on the role of the home worker or remote worker.