



## Changing Patterns in a Changing World



A discussion document

March 2000



SCOTLAND OFFICE



Department for  
Education and Employment



Cynulliad Cenedlaethol Cymru  
The National Assembly for Wales



These Government departments and the National Assembly for Wales share responsibility for promoting the benefits of work-life balance.



**BETTER FOR  
WOMEN  
BETTER FOR  
ALL**





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# Foreword



**by Margaret Hodge MBE MP, Parliamentary Under-Secretary of State, Department for Education and Employment, Tom Middlehurst AM, National Assembly for Wales Secretary for Post-16 Education and Training, and Brian Wilson MP, Minister of State, Scotland Office.**

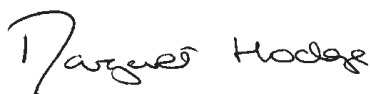
The world of work is changing: new technology, new opportunities, new global pressures, more women working, fewer young people and more older people. We must ensure that the way we work today reflects the present and the future, not the past. That is what we seek to address in our policies on work-life balance. It is about developing working practices that benefit both businesses and their employees. We all know that businesses will prosper and public services deliver if they make the best use of our most valuable resource - the ability and skills of our people. And in the increasingly global arena, businesses may need to offer services beyond the traditional working day to meet the changing needs of their customers.

At the same time individuals will flourish if they can strike a proper balance between work and the rest of their lives. And we will be able to provide the opportunity to work for more people if working practices become more flexible. In this way we can reduce worklessness and poverty and at the same time expand the labour force and foster social inclusion. These objectives are not incompatible. On the one hand, business profitability depends on business recruiting and retaining skilled, experienced, productive and motivated people. On the other hand, work is an important route out of poverty for workless households.

Few businesses are as efficient and profitable as they could be if they made the best possible use of the increasingly diverse workforce available. And few of us - if we are honest - strike the right balance between work and the rest of our lives. For some people, the problem is not having **enough** work, whether because they are unemployed, because they are working part-time but want to work full-time, or because they would like opportunities to work overtime. Other people need more time for their life **outside** work, whether to raise children, to care for an elderly, sick or disabled person, to improve their skills, to volunteer for community projects or to pursue other interests. And for yet other people, the issue is not **how much** time to spend at work but **when** and **where** to work. There is often no perfect solution to the problem of balancing work and the rest of life. Tough choices may still have to be made. But if people have **options**, they can at least achieve a **better** balance.

This document sets out how the UK Government and the National Assembly for Wales, in partnership with businesses, the voluntary sector and employee organisations, intend to help bring about that better balance between work and other aspects of life.

Work-life balance is about sheer common sense and good practice in management. What it requires of employers is not self-sacrifice but enlightened self-interest, not generosity but foresight. It is about businesses identifying with their workforce how both the organisation and its employees can benefit from a more imaginative approach to working practices. The results will be more competitive and profitable businesses and a better quality of life for those who work in them. Many businesses the length and breadth of the country are already seeing the benefits for themselves. The challenge is to make those benefits a reality for **every** business.



Margaret Hodge



Brian Wilson



Tom Middlehurst



# What is work-life balance?

- 1.1** The demands of the economy are changing rapidly and people's needs are changing accordingly. Customers increasingly expect, for example, to be able to access services outside traditional working hours. Working patterns are changing to meet this demand. At the same time, more and more businesses see it as part of good human resource management to help their employees balance their work and their life outside work. As employers seek the best people to enhance their profitability and as the workforce becomes more diverse, both large and small businesses are adopting a range of employment practices to attract and retain staff. The pace of work is changing too. Two thirds of the employees questioned in a recent survey said that they 'always' or 'regularly' worked longer than their basic working hours<sup>1</sup>.
- 1.2** Everyone benefits from good practice in work-life balance:
- **Businesses** can find it easier to deliver services; easier to recruit, retain and motivate their staff; easier to recruit from a wider pool; easier to reduce stress, sick leave, staff turnover and absenteeism; and easier to increase motivation, loyalty and productivity.
  - **The economy** benefits as the labour market grows in size. More skilled and experienced people are available to work. Skills are retained in the labour market. Women in particular become more financially independent. Productivity can grow. A larger workforce allows for more flexible deployment of resources. That can lead to more employment and greater business opportunities.
  - **Parents and carers** can spend quality time at home, as well as supporting financially those they care for.
  - **Society** benefits as mothers and fathers can more easily support their children. Sick or disabled people who are helped by carers can enjoy a better quality of life, with less need to rely on the NHS and social services. People with disabilities have better access to work. People who want to improve their skills have time to study.

<sup>1</sup> Brendan Burchell, Diana Day, Maria Hudson, David Ladipo, Roy Mankelow, Jane Nolan, Hannah Reed, Ines Wichert and Frank Wilkinson - 'Job Insecurity and Work Intensification: Flexibility and the Changing Boundaries of Work', York - Joseph Rowntree Foundation, August 1999

And people who want to be active in the community can fit this round their work. By helping to combat worklessness, work-life balance supports the Government's strategy for tackling poverty. Reducing the number of workless households is key to delivering our commitment to eradicate child poverty.

- 1.3** Some people talk of making jobs 'family-friendly'. We do indeed want to help employees who have family responsibilities. But we also want to see benefits for other people in work and for employers. So we are using the term 'work-life balance'. Good practice in work-life balance benefits **everyone**.
- 1.4** Before we can promote work-life balance effectively, we need to agree what it means. We have drawn up the checklist below in partnership with Employers for Work-Life Balance. We will use the checklist as the basis for our campaign to promote work-life balance, working closely with employers, trades unions and the voluntary sector. It will also form the basis of the Government's efforts to enable its own employees to get a better balance between work and the rest of their lives.
- 1.5** The following sections explain the points in the checklist in more detail: what exactly employers **do** if they are committed to work-life balance and **why** these six points matter.

## Work-Life Balance: A checklist for employers

An organisation that is committed to work-life balance:

- recognises that effective practices to promote work-life balance will benefit the organisation and its employees
- acknowledges that individuals at all stages of their lives work best when they are able to achieve an appropriate balance between work and all other aspects of their lives
- highlights the employer's and the employee's joint responsibility to discuss workable solutions and encourages a partnership between individuals and their line managers
- develops appropriate policies and practical responses that meet the specific needs of the organisation and its employees, having regard to:
  - *fairness and consistency*
  - *valuing employees for their contribution to the business, not their working pattern*
  - *monitoring and evaluation*
- communicates its commitment to work-life strategies to its employees
- demonstrates leadership from the top of the organisation and encourages managers to lead by example

# 2



## Understanding the business case

The organisation recognises that effective practices to promote work-life balance will benefit the organisation and its employees.

- 2.1** Many organisations are finding that helping employees achieve a better balance between work and the rest of their lives can benefit the business:
- a** Through easier **recruitment**, by encouraging more applications. The business has a wider pool of potential employees to choose from and so can recruit people with better skills or experience. Assuming that a job has to be done in a certain way because that is the way it always has been done is a common cause of recruitment difficulties. If employers cannot find appropriate staff, they may need to rethink the job and consider whether, for example, it might be done with a later starting time, or whether it could be broken down into smaller tasks and done by two people, or whether peaks and troughs mean an annualised contract would be more appropriate.

*A survey was undertaken for the London Institute of Accountants among 102 large private service sector employers. The study reported that all of the employers surveyed had a programme of support for flexible working and had a progressive outlook on family-work initiatives ...Employers in the study reported productivity gains from part-time working due mainly to reduced absenteeism (Boyer, Isabel. Flexible working for managers, London: The Chartered Institute of Management Accountants. 1993, as described by Shirley Dex and Fiona Scheibl 'Business Performance and Family-Friendly Policies', Journal of General Management, vol.24 No.4 Summer 1999, p.28.)*

- b Through improved **retention**, by introducing practices that enable and encourage employees to stay with the business. It can often cost more to recruit and train a new employee than to keep the original employee, especially if the business has invested heavily in training him or her.
- c By making employees **more committed, loyal and productive**. The rate of staff absenteeism tends to fall when employees can take up flexible working patterns. Levels of employee satisfaction tend to improve. Employee productivity rates can also rise. And, because having employees with a range of working patterns can be a **business benefit in itself**, the organisation may be able to offer longer opening hours or to produce goods for longer each day.

*The Health and Safety Executive estimates that, in 1995:*

- *about half a million individuals believed they were experiencing work-related stress at a level that was making them ill*
- *4.4 to 8.5 million working days were lost in Great Britain due to work-related stress or a condition ascribed to stress caused by work (approximately one third of the 18.5 million working days estimated to be lost through work-related illness)*
- *work-related stress or a condition ascribed to stress caused by work caused on average the loss of 16 working days a year for those reporting such conditions.*

*The estimated costs to employers of work-related stress in Great Britain in 1995/96 were between £353 million and £381 million.*

*'Self-reported work-related illness in 1995. Results from a household survey', HSE Books, 1998, ISBN 0 7176 1509 X;*

*'Economic impact: revised data from the self-reported work-related illness survey in 1995', HSE Information sheet 2/99/EMSU, 1999; and*

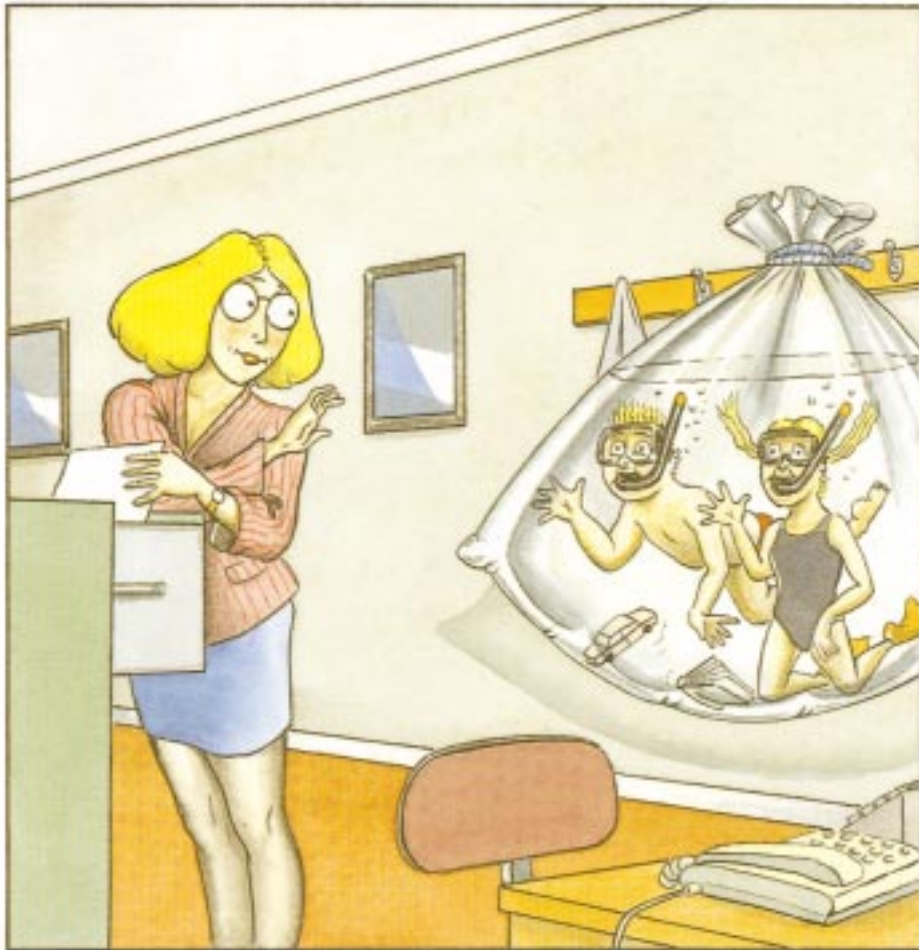
*'The costs to Britain of workplace accidents and work-related ill health in 1995/96', HSE Books, 1999, ISBN 0 7176 17092.*

*The Debt Collections department of the Co-operative Bank employs about 200 staff. Most are women. Seeking to improve staff retention in this specialist area and faced with space constraints, the manager involved started a pilot project to explore how teleworking could benefit both employees and the business. The project team included departmental staff, specialists in IT and human resources, and the banking union BIFU. In October 1996 BIFU and the bank signed what has become a model agreement on teleworking and homeworking. Through teleworking the bank has retained some highly skilled staff. The cost of setting up employees with home workstations has been significantly lower than buying extra office space. The women say that they concentrate better and are more productive and efficient. They also appreciate the better balance they enjoy between work and home life.*

**The organisation acknowledges that individuals at all stages of their lives work best when they are able to achieve an appropriate balance between work and all other aspects of their lives.**

- 2.2** Work-life balance is not about diminishing the status of work. On the contrary, work is vital if individuals, businesses and the country are to prosper. To compete in a global economy, we must work efficiently and productively. Many people find work enjoyable and rewarding, not just because they get paid. Work is also the best route out of poverty and social exclusion for those who **can** work.
- 2.3** Life outside work is valuable and important too. Both male and female employees need time for that part of their life. Their reasons for this will vary. They may have children or they may be caring for disabled, sick or elderly dependants. They may want time to update their skills or to acquire new skills and qualifications, so as to be more employable in the long term. They may want to become involved in their local community, attend cultural or religious celebrations or pursue other interests and hobbies. For some disabled people, access to paid work becomes possible, or easier, if they can tailor their working pattern to their needs - for example, so as not to travel during the rush hour or to be able to meet regular medical appointments.

'Creche' by Daphne David © Paperlink Ltd 1993



Using some industrial strength polythene, Dot rustled up some inexpensive crêche facilities.

*Market Monitor is a telesales company with 26 employees. It does not have formalised work-life policies, but staff can work flexible hours to suit their needs. There is an open-door attitude to talking about work-life issues. The organisation benefits from a high level of commitment and loyalty among staff and low levels of absenteeism and turnover. Flexible working arrangements are tailored to suit individual needs. For example, one employee who has a child with special needs works term-time only. Another works a four-day week to reduce stress following a long-term illness.*

- 2.4** The right balance between work and the rest of our lives varies from person to person. Some employees may want to work more hours because they want extra pay. Others may prefer to work fewer hours because they want to give an equal priority to work and to other parts of their life. Personal choice should be respected as long as it can be reconciled with the needs of the business.
- 2.5** Once people have decided what is the right work-life balance for them, the question is whether they have yet achieved that balance. Many will already have done so. Others will not. Some may want to work **more** than they do now; others to work **less**; and yet others may want to do the same amount of work as now, but in a **different pattern** or in a **different place**. And people's needs will change: as their responsibilities grow or diminish, so their working patterns may change.

*In a 1999 survey among managers about the quality of their working lives:*

*71% of the managers responding to the survey reported that the number of hours they were working had an adverse impact on their health*

*79% reported an adverse impact on their relationship with their spouse or partner*

*86% reported an adverse impact on their relationship with their children*

*68% reported an adverse impact on their productivity*

*In the same survey:*

*58% believed that their employer expected long hours*

*37% said they preferred to work long hours*

*37% believed long hours were unacceptable but they had no choice*

*33% believed long hours to be a necessary sacrifice to get ahead in their career*

*(The Quality of Working Life: 1999 survey of managers' changing experience by Professor Les Worrall and Professor Cary Cooper, published by the Institute of Management)*

# 3



## Achieving tailor-made solutions

**The organisation highlights the employer's and the employee's joint responsibility to discuss workable solutions and encourages a partnership between individuals and their line managers.**

- 3.1** Since employees' wishes and needs differ, an employer committed to work-life balance consults its workforce and any recognised trades unions or staff associations to find out what working arrangements employees would ideally like in order to get the job done. This is a two-way process between the workforce and the employer. The consultation can reveal individual preferences - which the organisation will treat in confidence - as well as broad patterns in the workforce as a whole. For example, a supermarket chain with a mainly female workforce may find that most employees with children of school age want term-time work only, but that a minority are happy to work in the school holidays too. Or an accountancy firm with many professional staff in their 20s may find that most are concerned mainly about time off to pursue leisure interests, but that childcare is the priority for a few. Employees will not always want to identify the difficulties they experience with work-life balance. They may be struggling to live up to the cultural norms of the organisation and feel that if they work part-time or go home on time, for example, they may damage their career prospects. Some working carers, in particular, feel there is a stigma attached to caring and may worry that if they identified themselves their managers might assume they were not ambitious.

*TK-ECC Ltd is based in Northern Ireland. It manufactures car safety restraint systems. It was concerned about the loss of skilled women after maternity leave and the rates of absenteeism among women working on the factory floor. A survey of the workforce revealed that existing shift patterns conflicted with family commitments. So it set up a pilot job-share scheme, designed in close co-operation with the trades unions. The scheme has now been mainstreamed. It is an unusual example of job-sharing in a factory environment running on shift work. It has reduced absenteeism among the job sharers to almost zero. Productivity has risen.*

- 3.2** The organisation will not necessarily be able to meet everyone's preferences. It is best to make that clear from the start. The organisation will need to judge first whether the business will benefit if any given preference is met. The consultation will tend to be more productive if the employer has first set out some options and their implications - for example what effect an increase or a reduction in working hours would have on pay and a clear statement of fundamental business needs that cannot be compromised. Some employers will want to seek specialist assistance to explore how to benefit their business and improve their employees' work-life balance.
- 3.3** Inviting employees collectively to say what working arrangement they would like should not be a one-off exercise. In addition, employees' needs and circumstances sometimes change without warning - for example if a partner or close family friend falls ill. It is best to have standing arrangements to enable employees to discuss how to deal with such changing needs quickly with their line manager or someone else in authority.

**The organisation develops appropriate policies and practical responses that meet the specific needs of the organisation and its employees, having regard to fairness and consistency; valuing employees for their contribution to the business, not their working pattern; and monitoring and evaluation.**

- 3.4** After consulting its workforce, the business needs to decide whether it can benefit from adapting its working arrangements to meet the wishes of some or all employees. It may want to draw on the experience of respected organisations that already help their employees to balance work and other aspects of life - especially ones in the same industrial or commercial sector, of similar size or located in the same region.

*ASDA, the supermarket group, recognises that by offering its store manager positions on a job-share basis it will encourage more women into senior management (currently only 15 out of 236 general store managers are women). The first job-share pilot of a store manager post started in its Barnsley store early in 1999 and is between a man and a woman. The pilot was launched company-wide in May 1999. ASDA also operates a scheme where colleagues can swap shifts with each other for ad hoc absences, so that wages are not lost and department colleagues do not struggle because of under-resourcing. Parents can apply for up to three months' unpaid childcare leave in the school summer holidays, with continuity of service and benefits preserved.*

*Productivity gains are also reported from a compressed working week to enable employees to have weekdays off with the family by Hewlett Packard ('Human Resource Management, the business argument for flexibility', **Human Resource Management**, May 1996 as described by Dex and Scheibl, 'Business Performance and Family Friendly Policies', **Journal of General Management**, vol.24 No.4 Summer 1999, p.30).*

- 3.5** Employers committed to work-life balance examine various working arrangements, to see which ones may suit their business. Pages 15-16 set out the main options. Some focus on **how much time** employees work. In each case there is a trade-off between pay and free time. Other working patterns focus on **when** employees do their work. Yet others are about **where** employees work. Finally, some options give the employee a complete break from work for a time. All these arrangements **can** be balanced. No one working pattern is inherently more balanced than any other. It can be sensible to **combine** working arrangements. For example, a full-time employee might achieve better work-life balance by working for one or two days a week at home and spending the rest of their contracted hours at the office. The days at home might or might not be the same each week.

'Juggling' by Daphne David © Paperlink Ltd 1993



As time passed  
Dot became quite adept  
at juggling work and home life.

## Working arrangements: the main options

### A Patterns that focus on how much time an employee works

- **Full-time work.** The employee works, typically, 40 hours or so a week.
- **Part-time work.** The employee works fewer than the standard number of hours per week. Some examples are working mornings, afternoons or school hours only, working on only certain days of the week, or working alternate weeks. Types of part-time working may involve:
  - **job-sharing.** Traditionally two employees share a full-time job, although now with the growth of evening and weekend work there may be scope for more than two people to share particular functions. How the job should be divided depends on the type of work. Sometimes each partner does a defined part of the job. Job shares work best where the partners communicate well together and where they can both be relied on to do their part of the job well.
  - **'V-time' working.** The employee works reduced hours for an agreed period at a reduced salary and with a guarantee that he or she can return to full-time working when that period ends.
  - **term-time working.** The employee does not work in the school holidays.
- **Working overtime.** The employee works more than the standard number of hours, in return for more pay.

### B Patterns that focus on when employees do their work

- **Flexitime.** Employees choose within certain limits when to start and end their working day. There are usually one or more periods of 'core' time each day when the individual must be at work. Employees may be able to take leave for a day or a half day, if they have worked more hours than required; this is called 'flexi-leave'.
- **Compressed hours working.** This allows an employee to do a full-time job in, say, four days a week instead of five. He or she may work from 08.00 to 18.00 on Mondays to Thursdays inclusive, and then have a long weekend starting on Thursday evening.
- **Annualised hours working.** Employees have to work a required number of hours each year. The hours worked each week vary throughout the year. It can also be linked with greater employee choice, within business constraints.

- **Shift working.**
- **Shift-swapping.** Two employees work each other's shifts, so that one or both can attend to other concerns when they would normally have been at work.
- **Working outside 'normal' hours.** Some organisations - such as hospitals - have to keep going at nights, on Sundays or on public holidays. So they expect at least some employees to work at such times. Employees accept this as an integral part of the job. Some may even prefer to be at work when their partner is at home or at times that attract premium rates of pay.
- **Self rostering.** Staff can choose the patterns they want to work, within agreed parameters, while meeting the needs of the business.

### C Patterns that focus on where employees work

- **Working at the employer's premises.** Employees often have to work at their organisation's office or factory, for example if they provide a face-to-face service for customers at a branch office or they work on a production line. Even where the work does not have to be done at the employer's premises, many employees prefer to work from there for a variety of reasons.
- **Working from home.** Employees do some or all of their work from home. This is most successful when there are good communication links between the home and office, and when the employee does not need close supervision. Types of work that can be especially suited to home-working include sales and marketing, editing, accounting and providing a telephone answering service.

### D Patterns that give employees a complete break from work

- For a **short period.** Examples are paternity, maternity and adoption leave, where parents take time off around the time when a child is born or adopted, and parental leave, which they can take in the years following the birth or adoption.
- A **longer** absence. Examples are an unpaid career break or a paid sabbatical.

### E Packages that offer choice and security to employees

- Company benefits such as childcare or eldercare vouchers.
- Phased or flexible retirement.

- 3.6** Organisations often meet their employees' needs by an informal agreement that allows them occasionally to start work late or leave early. Employees will be better able to focus on their work if they know that they can respond flexibly to unexpected domestic or family problems and make the time up later - for example, leaving work early to attend a school play or to visit their partner in hospital. Equally, some employees look to balance work and other aspects of life in ways that do not involve changing their time or place of work. They may simply need access to a telephone at work so that they can check briefly on an elderly relative, for example, during the day. Others may be able - indeed may prefer - to continue to work standard hours if the business can provide help with childcare, such as childcare vouchers, a workplace nursery or a holiday play scheme for young children. Even basic information on the availability of childcare locally can benefit employees. Some full-time employees will enjoy better work-life balance if they feel they can work their contracted hours and no more, without detriment to their career or prospects.

*Hyder plc, a merged water and electricity utility, is the largest plc based in Wales. The business has invested heavily in training and development and therefore wants to retain staff who are regarded as their best asset. In its call centre it operates 20 different shift patterns, designed to meet the needs of the business and of staff; job sharing is available for staff in advisory and first line management roles (two team leaders are currently job sharing); all staff have been asked for their shift preferences and the business has been able to accommodate 99% of these; staff are able to swap shifts; and special leave and emergency time off are available. The business benefits have been considerable: staff turnover at the call centre is less than 1% (which is very low for this type of work) and staff are loyal and highly motivated. For instance, on Christmas Day last year, during bad weather and storms, the call centre rang staff on Christmas morning asking whether they could come into work. Every member of staff who was contacted came in.*

- 3.7** Not all these options will suit every business - or indeed every **part** of a business: annualised hours may work well in a large head office but poorly in a local branch where working patterns depend mainly on when the branch is open to customers. Some businesses will want to think of new options, especially to suit their method of working. But most businesses should be able to find **some** new working arrangements that will benefit both them and the workforce.
- 3.8** Having decided which policies are appropriate to the needs of the business, employers will need to put in place arrangements to make sure those policies are applied consistently. These arrangements will vary according to the size and nature of the organisation. In a small organisation, one senior manager or a small panel of senior employees may handle all requests to adopt a different working arrangement. That may make it easier to ensure consistency in decision-making. Larger organisations may need more formal procedures. These may involve training line managers; monitoring their decisions for consistency; and providing an appeals mechanism that employees can use if their request is turned down.
- 3.9** In developing these sorts of arrangements, employers will want to think about the need (a) for fairness and consistency; (b) to demonstrate that employees are valued for their contribution to the business, not their working pattern; and (c) to consider appropriate monitoring and evaluation strategies. We discuss these below.

### fairness and consistency

- 3.10** How requests for different working patterns are decided will vary according to the size and nature of the organisation. But decisions need to be fair and to be seen to be fair. Employees will want to know whether they are free to adopt a given working arrangement or whether they must first get agreement from their employer. In the latter case, it is best to explain **who** will determine the employee's request; what **criteria** they will use, to ensure fairness and transparency; and how the business will ensure that decisions are **consistent**. Employees are more likely to accept a personally unfavourable decision if they can see that a clear and transparent process has been followed in reaching it.

*Lloyds TSB launched its new flexible working programme 'Work Options' in March 1999. Although it had offered flexible working options before, these had largely been seen as a benefit to women. 'Work Options' is firmly focused on the business case, but any flexible work option will be considered, for whatever reason, as long as it does not impact adversely on the business. There is a clear procedure for the employee requesting flexibility and for the manager concerned. The statistics from the first six months show that 23% of applications have been from managers and 20% from men. These groups have traditionally felt that flexible working was not an option for them.*

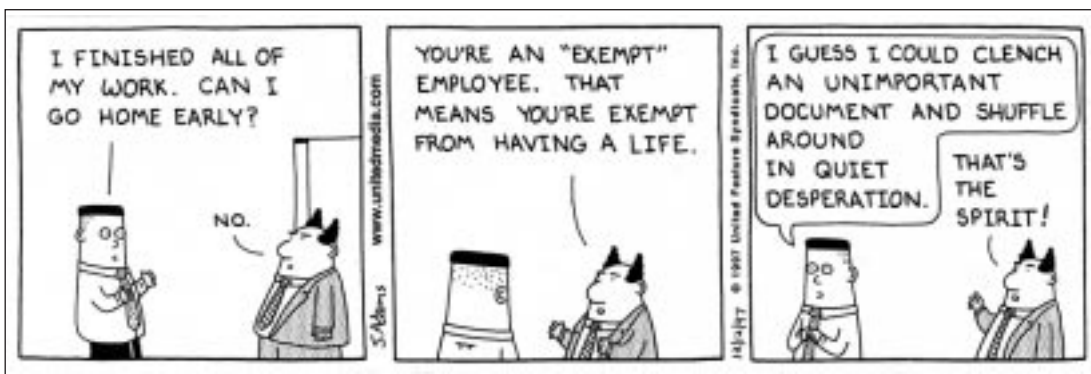
- 3.11** The organisation will want to grant requests from employees only if a business case can be made. To do otherwise could damage the productivity and competitiveness of the business; work-life balance is not about that. It is in the interests of the workforce as a whole - as stakeholders in the business - that organisations should give top priority to the needs of the business and to satisfying their customers' demands. The Government is adopting that approach with the public sector: the White Paper 'Modernising Government' said that the Government 'will deliver public services to meet the needs of citizens, not the convenience of service providers'. Public-sector organisations are looking at how they can provide a better service to their customers while also enabling their employees to work in ways that fit in better with the rest of their lives.

*Standard Life Assurance Company has its headquarters in Edinburgh. It aims to enable staff to balance their working and personal lives in as flexible a way as possible. Standard Life recognises that it still has some way to go towards achieving its goal. But it has developed a suite of policies that are offered to permanent and temporary members of staff. For example, the company offers paid leave to the prime carer of an adopted child, paternity leave and special provision for multiple births. Career breaks and flexi-time also help staff with their personal commitments.*

**3.12** If allowing an employee to work in a different way will cost nothing, the business case is usually obvious. Where there **will** be a cost, the financial benefits to the business may still outweigh the cost. For instance, allowing an employee to work from home for part of each week may enable the business to retain a full-time member of staff who might otherwise have to reduce their hours in order to care for a child with a disability. In other cases, the business benefits may be less immediate but still real, as where an organisation is satisfied that allowing an employee to work in a given way will make them more motivated or more productive. More indirectly still, some businesses recognise that work-life balance can strengthen families and communities, so creating a better environment for business.

### valuing employees for their contribution to the business, not their working pattern

**3.13** It is for employers to decide how to reward their employees, having regard, of course, to the National Minimum Wage. But an organisation that is committed to work-life balance measures the contribution of its employees objectively, on the basis of their productivity - how much they produce and its quality - not by their working pattern. There is no reason to assume that employees who work part-time or from home are less committed to the business, that their work is of lower quality, or that they are less deserving of bonus payments or promotion.



- 3.14** If an objective assessment of performance shows that the quality of work of an employee with a given working pattern **is** worse than that of the workforce as a whole, the organisation will want to investigate the reasons and try to improve the employee's performance by removing any unwitting obstacles that disadvantage him or her. Where employees work part-time or from home, for example, it is important that they still hear relevant information promptly; that crucial meetings are held at times when they can be present; and that they have equal access to training and development.

*The BT Freedom to Work pilot project allowed employees to propose their own working patterns. Volunteers were invited to be radical in their proposals. Working patterns piloted included occasional homeworking, working full-time over four days and working a combination of long and short days. Employees also tried banking time to qualify for longer periods of leave to meet caring responsibilities. Participants were trusted to work in the ways agreed with minimal, if any, recording of processes used. Following a successful pilot, it has been recommended that the scheme is integrated into mainstream policy. Line managers already report improvements in some participants' productivity and in skills retention.*

- 3.15** Most of us need to put in extra time at some stage or another to finish a piece of work. Some people voluntarily choose to work longer hours than required, on a regular basis. But, because of responsibilities outside work, not all of us **can** work longer hours than our contract stipulates, even if we would like to. Research shows that workers in this country, particularly men, are more likely to work long hours than workers anywhere else in the European Union (OECD, Employment Outlook, Paris: OECD, 1998). Organisations that have workplace traditions and reward structures built on long hours may find that they are missing out on attracting and keeping good employees. And an unofficial expectation that staff will routinely work long hours **can** be unproductive, both by jeopardising health and safety and by acting as a barrier to those men and women who work their contracted hours and no more. Both those outcomes are a cost to business.

## monitoring and evaluating policies

- 3.16** Since the organisation is promoting work-life balance to benefit both its workforce and the business, it makes sense to check regularly that the policy is having that effect. Existing practices may no longer suit business needs, perhaps because the workforce or the business itself has changed. Annual staff attitude surveys and exit interviews with employees who leave can give useful information. Organisations can also collect and analyse data on, for example, absenteeism, turnover and how many female employees return to and stay at work after maternity leave. They can then review their policies on work-life balance and adapt them. Smaller employers may not have the resources to monitor and evaluate their policies as much as they would like, but could try to do so at least once a year.
- 3.17** Some larger employers will use data from staff-reporting exercises to monitor the progress of men and women who work part-time, for example, to see whether they are suffering any disadvantage in terms of performance markings compared to their full-time peers. Performance management and upward reporting systems can also be used to report on the way employees manage their own time and how the way they work affects the time management of others.

*Nationwide Building Society employs 13,000 people. Current policies have largely been developed in response to feedback from employees, both in one-to-one interviews and through 'Viewpoint', the annual staff attitude survey. As in most large organisations, flexibility in working hours has also been driven by the need to revise opening hours. Flexible working options include flexitime, part-time and term-time working, job-sharing, V-time and some homeworking. Thirty per cent of staff now work less than 30 hours a week. Carer leave includes five days' paid paternity leave, paid or unpaid domestic leave and career breaks. Information on childcare is available from Group Personnel and via the Childcare Solutions telephone helpline. Childcare vouchers are also available.*

# 4



## Making the change

**The organisation communicates its commitment to work-life strategies to its employees.**

- 4.1** Some organisations will want to include their commitment to work-life balance in a vision or mission statement. They may also show in their business planning how their commitment to work-life balance helps them to meet their objectives. Larger companies may want to make sure induction and training programmes reinforce the vision, aims and objectives of the business, including how work-life balance fits in.
- 4.2** The business will want to tell all its employees which working arrangements it is offering and why. Staff meetings and noticeboards can help here. So can leaflets and explanatory guides. Recognised trades unions or staff associations can help communicate this information to employees. The business will also want to highlight the range of working arrangements it offers in job advertisements, so as to attract a wider pool of potential recruits. Mentoring systems can help line managers to learn from each other about managing different working patterns while delivering objectives.

***Shell UK uses Employee Factfiles to publicise personnel policy and information. They are short double-sided A4 sheets, on topics such as company maternity policy, childcare, flexible working and harassment. By increasing awareness of flexible working opportunities and enabling staff to raise work issues with managers openly, factfiles are encouraging more employees to request job-sharing and part-time working. Factfiles are also helping to change behaviour, as they lay down clear guidelines.***

## The organisation demonstrates leadership from the top of the organisation and encourages managers to lead by example.

- 4.3** Leadership from the top of the organisation is vital if a commitment to work-life balance is to become a reality. Senior managers should 'walk the talk'. Their employees need to see their commitment to work-life balance, not just to read about it. The example set by those at the top of the organisation sets the tone for the rest and will influence line managers' own approach to work-life issues. But senior managers are not likely to find exhortation is enough to change the culture of their workplace or to obtain the business benefits of work-life balance. Depending on the size of the business, senior managers will want to think about training needs and support for line managers, who will be concerned about getting the work done as well as managing diverse working patterns.
- 4.4** If commitment to work-life policies is demonstrably valued and owned by those who lead the organisation, work-life balance is more likely to become part of the culture in the workplace, leading to acceptance of diverse working patterns and a willingness on the part of both managers and their staff to be flexible. Leaders throughout the organisation need to be committed to implementing the work-life practices that suit their business. It is pointless to have an exemplar head office, if branch managers are unaware of or simply ignoring head office practice.
- 4.5** In a large organisation, this is not just an issue for human resources staff. All those with leadership responsibility will need training and support, so that they can demonstrate their commitment to work-life balance, enjoy their own work-life balance and ensure that business objectives are met without jeopardising that balance. In a smaller organisation it can sometimes be easier to engender a sense of mutual trust and common purpose than it is in a large organisation.

*'We will foster an environment in which all employees can best meet their responsibilities; work productively with one another; fulfil their personal and professional potential; and address the needs of their families.'* Randy Tobias, retired Chairman and Chief Executive, Eli Lilly and Company.

# 5



## Our plans for promoting good practice in work-life balance



### Work-life balance: the legal rights

- 5.1** The Government is putting in place a basic fair framework of legal rights that contribute to work-life balance:
- a** Under the Working Time Regulations, an employer cannot normally require an employee to work more than 48 hours a week on average. However, employees may choose to work longer.
  - b** All female employees, regardless of length of service, are entitled to take 18 weeks' maternity leave when they have a baby (14 weeks if the baby is due before 30 April 2000). Employees who have at least one year's service with their employer (two years if the baby is due before 30 April 2000) are also entitled to additional maternity leave, which can last up to 29 weeks after the birth of the baby. Employees may also receive Statutory Maternity Pay (subject to qualifying conditions).
  - c** Parents who have worked for their employer for at least one year are entitled to 13 weeks' unpaid parental leave in respect of a child born or adopted on or after 15 December 1999. This right lasts until the child is five years old (or 18 if he or she has a disability) or for five years from the date of placement for adoption.
  - d** All employees are entitled to a reasonable amount of unpaid time off work to deal with some types of emergency situation involving a dependant, such as when a dependant falls ill, childcare or other care arrangements break down, or a child is involved in a serious incident at school.

- e The Part-Time Work Directive is due to be implemented in April 2000. It will mean that less favourable treatment of part-time employees is prohibited.
- f Employers may have to make 'reasonable adjustments' to the working arrangements of an employee with a disability, so that they are not substantially disadvantaged compared to an employee without a disability. A different pattern of working - such as working from home or on a particular shift - could be a 'reasonable adjustment'.
- g Direct sex discrimination is unlawful. Treatment that is discriminatory in practice in its effect on one sex - indirect sex discrimination - may be unlawful.

**5.2** These legal provisions are a minimum entitlement. It may often be in the interests of the business to exceed them. In any event, good practice will produce a work culture much more able to accommodate variation, and so compliance with the law. The following paragraphs describe how we will spread this message to employers, with employers.

### Partnership in action: business working with the Government

**5.3** If we are to persuade employers that their organisation can benefit if they help their workforce to balance their work and the rest of their lives better, the Government and the business community need to work together closely. A group of leading employers has joined together to form **Employers for Work-Life Balance**, to promote the benefits of work-life balance to the business community generally. **Appendix A** lists the companies involved. Individual businesses will fund and lead the group, with the full support and active participation of the Government. Peter Ellwood, Group Chief Executive of Lloyds TSB, will chair the group. It will involve in its work a range of organisations and individuals who see work-life balance as one important way of helping Britain to acquire both a successful and competitive economy and a cohesive and inclusive society.

**5.4** Employers for Work-Life Balance will be a striking and innovative example of partnership in action. It will focus on action not talk. Its priority will be to raise awareness of the business benefits of work-life policies and to share best practice. Initially, it will aim to complete its work by December 2000. The founders of Employers for Work-Life Balance believe that there is a sound business case for introducing work-life policies. They say:

'UK employers operate in an increasingly competitive environment in which flexibility is key to meeting customer demands. At the same time, employees need to be able to balance work with their other interests. Employees can be more productive if they are able to balance their work and personal lives effectively, thereby facilitating enhanced delivery of organisational objectives.'

### 5.5 Employers for Work-Life Balance will:

- publish case studies showing the positive effect of work-life policies on alliance organisations. It will promote the Work-Life Research Centre manual for employers, which sets out how to start implementing work-life policies;
- develop an employer website. The website will provide information about the campaign's objectives, research, information on implementing work-life policies and case studies. The site will have links to the websites of partner organisations;
- establish a central telephone line for employers, providing information on the initiative and signposting them to partner organisations for further help;
- run practical seminars to share best practice among employers across the country; and
- develop a voluntary standard on work-life issues.

5.6 To complement the work of Employers for Work-Life Balance, the Government has set up a **Ministerial Advisory Committee on Work-Life Balance**. The Minister for Employment and Equal Opportunities chairs it. The Committee's role is to advise Ministers on what should be done to promote awareness and take-up of sensible practices that help employees to balance their work and the rest of their lives. It brings together people with relevant expertise and standing from business, the trades union movement, the voluntary sector and other appropriate backgrounds, as well as from Employers for Work-Life Balance. **Appendix B** lists the members of the Committee. One of the Committee's key tasks this year will be to advise the Government on the responses to this discussion document.

5.7 With Lloyds TSB, the Government is co-sponsoring the Parents at Work '**Employer of the Year**' awards. In recent years, award winners have included Waltham Forest Housing Action Trust and Eli Lilley. The awards criteria are consistent with our definition of good practice in work-life balance. The 'Employer of the Year' awards currently operate on a **national** level only. The Government is exploring with Parents at Work and Lloyds TSB the scope for introducing awards at **regional** level too. Lloyds TSB and Parents at Work will also launch the **Britain's Best Boss** competition to recognise the owner of a small business or individual line manager who best delivers work-life balance.

5.8 Work-life balance can help parents to balance paid work with their responsibilities for children. It can also help **carers** to combine paid work with looking after sick, elderly or disabled people. So the Government has worked with the three leading carers' charities (Carers National Association, Princess Royal Trust for Carers and

Crossroads Caring for Carers) on a **'Caring about Carers'** awards scheme. It will enable recognition to be given to - among others - employers who have dealt sensitively with the needs of people caring for others who are sick, disabled, vulnerable or frail. It sought the widest possible range of nominations nationwide. The first awards were made on 7 March 2000.

- 5.9** We welcome the **'Family Friendly UK'** accreditation scheme which Dorset Training and Enterprise Council started in their local area. This was launched nationwide in September 1999. With Employers for Work-Life Balance, we will consider developing a voluntary standard for organisations, building on the **Investors in People Standard**.
- 5.10** Investors in People UK has developed a revised version of the Standard. It includes a new indicator on equal opportunities. Under it, employers that wished to gain recognition as Investors in People would be expected to demonstrate a clear commitment to equality of opportunity in learning and development for all members of their workforce. Work-life balance is one important aspect of equal opportunities. So, in deciding whether an organisation had satisfied that indicator, assessors would have regard to - among other things - whether it treated people equally in terms of access to development opportunities, regardless of their working pattern.

### Government funding to help employers promote work-life balance in their workforce

- 5.11** Many employers, particularly but not only the smaller ones, do not see work-life balance as a business issue. We propose to address this through our new **Work-Life Balance Challenge Fund**. We have earmarked £1.5 million over the next two years for this purpose. Funding will be available from September 2000. Applications will be accepted from June 2000. The Challenge will be consistent with our statement of good practice. It will deliver support for projects that demonstrate innovative practical ways to introduce changes to working patterns or practices, so as to benefit both the business and its employees. Successful applicants will receive consultancy advice and support from recognised experts in business efficiency, tailored to the needs and circumstances of their business. This will help them examine their working practices and business objectives, to decide whether different and flexible working patterns could both improve profitability and help staff to balance work and the rest of their lives better. In order to multiply the beneficial effects of the challenge fund, we will disseminate the experience of successful challenge fund participants widely to demonstrate the potential advantages to both businesses and their employees of re-engineering policies on human resources. The National Assembly for Wales has established a fund of at least £50,000 for projects in Wales.

**5.12** The Government is also making funds available to foster new attitudes and approaches to partnership in the workplace. Administered by the Department of Trade and Industry, the **Partnership Fund** will make available up to £5 million over the next four years for projects that meet the fund's criteria. Projects that tackle work-life balance issues in partnership with the workforce are among those eligible for support. More information is available from the Partnership Fund Helpline, on 020 7215 6252.

### Information, advice and guidance materials

- 5.13** We are setting up a **website** to provide information, advice and guidance to employers, employees and jobseekers. It will have links to partner organisations, for example voluntary bodies with an interest in work-life balance policies.
- 5.14** We will produce clear and concise **information, advice and guidance materials** for employers, written in plain English. They will be fully consistent with our definition of good practice in work-life balance. The materials will include a brief introductory leaflet and a more substantive good practice guide. The latter will include case studies, showing how businesses and other organisations have benefited from adopting good practice.
- 5.15** The Government will also produce **information leaflets** for employees and for people who are not currently in work, but who might be interested in entering or re-entering the labour market if they knew the full range of working arrangements that exist. Again, these leaflets will be consistent with our definition of good practice. We will provide these sources of information, guidance and advice in formats accessible to people with disabilities.
- 5.16** The new **Equality Direct** advice centre will provide joined-up, practical advice on all aspects of equality, including work-life balance. It will save time and expense for small businesses in particular, by helping employers assess the risks and benefits of various approaches to common management issues. It will also offer easy access to the wider system of specialist advice on equality matters, together with examples of good practice.
- 5.17** We will look at demand for help on work-life balance questions from employers and employees from Equality Direct and from the Employers for Work-Life Balance helpline. In the light of that demand and of responses to this document, we will consider whether there is a case for supporting a dedicated **telephone advice line**.

- 5.18** The Department of Health is funding the Carers' National Association's **Carers and Employment Project**. This will lead to an information pack, backed up by training, for employers on carer-friendly employment policies. It will also include guidance on information, advice, training and consultancy available from other schemes that the Government backs. The National Assembly for Wales is preparing a **Carers' Strategy for Wales**, for launch in the Spring. A major part of this will relate to carers and employment - only about 30% of the 35,000 carers in Wales are currently in employment (a much lower figure than in England) and many more would like to be.
- 5.19** We will consider whether any additional advice or help services are needed, and if so what form these might take, when we have seen responses to this discussion document.

### Research, monitoring and evaluation

*'We have found a sizeable body of studies, taking different approaches, but all finding that there were considerable business benefits from adopting [family-friendly] policies.'*  
*(Shirley Dex and Fiona Scheibl, 'Business Performance and Family-Friendly Policies', **Journal of General Management**, vol.24 No.4 Summer 1999, p.34).*

- 5.20** In October 1999 we published a report by the Institute for Employment Studies, **'Family Friendly Policies: the Business Case'**. It showed how some small and medium-sized enterprises are deriving business benefits from helping their employees to balance their work and home lives. This research adds weight to existing evidence that flexible working arrangements that enable men and women to balance work with the rest of their lives benefit employers as well as employees. The report gives examples of the benefits that real companies identified. Those benefits include reduced casual sickness, improved retention, improved productivity and improved morale and commitment. Most of the firms surveyed were convinced that the availability of flexible family-friendly working arrangements had significantly improved the commitment of employees with caring responsibilities. This research backs up the findings of Shirley Dex and Fiona Scheibl of Cambridge University. Their report on the business benefits of work-life balance policies in organisations more generally concluded 'it is certainly worth organisations of all sizes taking a serious look at the business case for family-friendly policies and calculating the costs and benefits in their own case'.

- 5.21** We have commissioned a **major new baseline study** to assess how far employers are adopting the principles in our statement of good practice and how far employees feel that they have the balance they seek between work and the rest of their lives. This research will both update and extend the evidence from the 1996 report 'Family Friendly working arrangements in Britain'. We expect to publish the results in Autumn 2000. The evidence from the baseline research will inform further activity and future research. It will also provide a gauge against which to measure the success of the campaign over time.
- 5.22** We are also helping to fund a study by the **Lucy Cavendish College Centre for Women Leaders** into the business benefits of promoting work-life balance in Marks & Spencer and GEC Marconi. We are interested in - and will draw on - research done by other organisations, such as **the Joseph Rowntree Foundation** who have a 'Work and Family Life' research programme.
- 5.23** We will monitor the success of the individual elements of our campaign to see what works best in persuading increasing numbers of employers to introduce policies that benefit their business and give their employees a better balance between their work and home lives. Employers for Work-Life Balance will also monitor their elements of the campaign, for example the number of hits on the website, the number of calls to the helpline and the levels of media interest. All this information will be used to evaluate the success of the campaign and to plan the later stages.

### How the Government will help its own employees to balance their work and the rest of their lives better

- 5.24** One of the most effective levers for promoting cultural change is for the Government to lead by example as an employer and as a provider of services. We want to see more civil servants working in ways that enable them to achieve a better work-life balance. We must also show how the Government is benefiting from offering such working arrangements. As an employer, the Civil Service already has a good record in this area: up to 99% of civil servants have access to a variety of working patterns and practices. But the Modernising Government White Paper made clear that we can still do better. And in a recent letter announcing changes to working arrangements in Whitehall, the Prime Minister's Principal Private Secretary wrote about 'a vicious circle of long hours which damages the quality of working lives, erodes efficiency and makes the civil service a less attractive place for people to work in, particularly those with young families.'

**5.25** From 1 April 2000, all **Government departments and agencies** will be including in their diversity action plans specific steps to demonstrate how they are putting into practice our definition of good practice. Plans include:

- using staff attitude surveys to test staff perceptions of departments' commitment to, and practice of, work-life balance policies;
- including in the diversity awareness training, which all managers will undertake, how to respect and encourage staff with different working patterns;
- trialling 'golden rules' for the start and finish times of meetings, to begin to break down the long-hours culture;
- actively monitoring the Senior Civil Service, to watch for an increase in the number of staff who work alternative hours and patterns at the top of departments;
- revising competences for Senior Civil Servants, to stress the importance of managers setting the tone for their teams by signalling themselves the importance of work-life balance;
- using upward reporting and peer reviews to hold managers accountable for delivering their work-life balance commitments;
- opening up all jobs to staff wishing to adopt alternative working patterns, with the assumption that the job can be redesigned and accommodated to the working pattern that the applicant proposes, unless key business needs make this impossible;
- extending the civil service part-time and job-share register to junior as well as senior staff;
- reviewing the provision of information and referral services for staff with care responsibilities, if demand for this exists among staff.

*The Lord Chancellor's Department has three Senior Civil Service posts filled by job-sharers. One pair has been job-sharing since 1988. They currently head a policy division advising the Lord Chancellor on reforming the justice system in respect of families, children and divorce. Their last job dealt with the appointment of senior judiciary and Queen's Counsel. Another two job-sharers head the Personnel Management Division. They are responsible for human resource strategy, pay negotiations, recruitment and training. A third pair of job-sharers heads a policy division advising the Lord Chancellor on constitutional reform and human rights.*

**5.26 The Department for Education and Employment** is working closely with the Cabinet Office on improving work-life balance within the Modernising Government agenda. The Department plans a wide-ranging campaign encompassing initiatives that will help individuals and teams achieve the right balance for them. Pilot projects with a range of teams across the Department will look at getting a better fit between the way business objectives are met and the working arrangements staff would like. As well as developing focus groups for carers and part-time staff, the Department plans to benchmark its work-life balance provision and to make sure that staff have easy access to information about childcare and work-life options. The Department is also tackling the long-hours problem identified in staff attitude surveys, by making it easier to get the job done on time through project management tools, standards for electronic mail, the intranet and leadership seminars. Around 650 staff are equipped to dial in to the office network while away. The Department will increasingly integrate work-life issues into business planning.

*DfEE's work-life balance team has seven people. It is in many ways typical of teams in DfEE headquarters. Five team members are parents of school-age or pre-school children. Three, including the team leader and one part-timer, regularly work from home some of the time and two others occasionally work from home. In a busy working environment the team manages its workload collectively. Colleagues have discrete areas of responsibility but are expected to cover for other team members regularly, including at meetings. Team members arrange cover between themselves, without necessarily involving the team leader. To get the work done, the team relies on a constant exchange of information, good use of IT - for example a shared diary, shared access to computer files and home-based equipment - mutual trust and respect. Team members take turns to complete some tasks, such as speech-writing. All team members are encouraged and helped to develop, through taking on new tasks, attending meetings, visiting partners and suggesting better ways of working.*

**5.27** The Government will also encourage **public service employers** to adopt flexible policies that improve their service delivery as well as offering a better work-life balance to their staff. Baroness Jay will chair a cross-Departmental Ministerial group with a remit to look at work-life balance in the public sector. The group will look first at the health and local government sectors and will make recommendations about how employers and employees can benefit from work-life balance. As **providers of services**, departments and agencies are taking forward the commitments in the Modernising Government White Paper, including the promise to make public services available '24 hours a day, seven days a week, where there is a demand'.

*In 1999, Bristol City Council began to pilot Sunday afternoon opening in two of its libraries. The pilot was part of the 'Time of our lives in Bristol' flexible working project, supported by the national and regional TUC and the Employers' Organisation for Local Government. Managers and unions in the libraries consulted with the library staff to find out who was interested in working on some Sundays. Central to the ethos of the project was that participation would be voluntary, and that staff could choose how often they wanted to work on Sunday. Full-time staff exchanged their Sunday hours for hours they would have worked during the week. Part-time staff were able to increase their weekly hours. Sunday opening in the Central Library has proved very popular with the public, and the library will now open every Sunday between 1pm and 4pm to reflect the preferences of library users. Trades unions and managers are currently discussing the contractual implications for staff. At the same time, branch libraries are piloting self-managed rosters to address some of the work-life concerns expressed during last year's consultation.*

- 5.28** Properly implemented, this policy of greater responsiveness to consumers' wishes can support a better work-life balance for both employees and users of services. It will require working by service providers outside normal hours. But that pattern may increasingly be convenient – for example to families where both partners work and share childcare responsibilities. On 9 February the Government launched a new '**Consumer Focus for Public Services**', to measure and benchmark customer satisfaction with those services. The Consumer Focus will change the way in which deliverers of public services respond to the varied needs of consumers.
- 5.29** As one of the largest employers in the country, the NHS has long offered flexible working conditions. However, the NHS recognises that more can be done. It has launched an 'Improving Working Lives' campaign to encourage NHS employers to introduce more flexible and family-friendly employment practices for all staff. This is both to improve recruitment and retention in the NHS and to help it become more responsive to changing demands.

*Newham Community Trust is one NHS organisation that is already beginning to reap the benefits of flexible working practices. The Trust found that many staff were leaving because of problems in balancing work and home responsibilities. After consultation with staff and the joint staff committee, a number of work initiatives were introduced, including home-working, job-sharing and annualised hours. The latest figures show that of the 60 staff who are taking advantage of the new policy, over half would have been forced to leave, had these flexible arrangements not been available.*

- 5.30** The Women's Unit has been working in partnership with the Department of Health and the NHS Executive, and in collaboration with members of the retail sector, on a project looking at ways to increase the availability of flexible working practices. The project also explored the attitudes of employers to such practices and any barriers to their implementation. The project has resulted in a set of templates, for use by the NHS, which provide guidance and information on the implementation of practices such as flexible working hours, career breaks and childcare support schemes. The Women's Unit will work with members of the private and public sectors, and other government departments, to convert the templates into generic models so that a wider audience can use them.

## Our timetable for the campaign

**5.31** Our timetable for taking forward work to promote work-life balance is as follows.

- **April/May 2000:** National and regional conferences, to gather views on our proposals in 'Changing Patterns in a Changing World'.
- **19 May 2000:** End of consultation on 'Changing Patterns in a Changing World'.
- **June 2000:** Publication of a report on the responses to 'Changing Patterns in a Changing World'.

Invitations to bid for support under the first round of the Work-Life Balance Challenge Fund.

- **July 2000:** Publication of information and guidance materials to promote good practice. These materials will include a good-practice guide for employers, with supporting case studies.
- **September 2000:** Announcement of which companies and sectors will receive funding under the challenge.

Publication of baseline study results.

Challenge begins.

Lloyds TSB/Parents at Work 'Employer of the Year' Awards ceremony.

# 6



## How to respond to 'Changing Patterns in a Changing World'

We want to hear your views on the plans outlined in 'Changing Patterns in a Changing World'. Please complete the pull-out sheet opposite and post it to:

Margaret Roberts  
DfEE Consultation Unit  
2nd Floor Area B  
Castle View House  
East Lane  
Runcorn  
WA7 2GJ

Tel 01928 794036

Email: [margaret.roberts@dfee.gov.uk](mailto:margaret.roberts@dfee.gov.uk)

**by 19 May 2000.**

'Changing Patterns in a Changing World' is also available on the Internet at the following address: [www.dfee.gov.uk/work-lifebalance](http://www.dfee.gov.uk/work-lifebalance).

Please enter your name

if applicable, the organisation on behalf of which you are responding

your address

your phone number

any fax number

any email address

To help us analyse the responses to 'Changing Patterns in a Changing World', we would find it helpful to know a little about you. You can tell us about yourself by ticking the entry or entries in the following list that describe you best.

**I am:**

an employer

self-employed

an employee

a job-seeker

not in paid work and not seeking work either

**I work for an organisation:**

that represents employers

that represents employees

in the voluntary sector

**I am:** male  female

**I have a disability** yes  no

**I have responsibilities:** as a parent  as a carer

**Q1.** Employers should consider doing more to help their employees achieve a better work-life balance. (Sections 1-4 of 'Changing Patterns in a Changing World')

agree strongly

agree

neither agree nor disagree

disagree

disagree strongly

**Q2.** There are clear business benefits from good practice in work-life balance. (Sections 1-4 of 'Changing Patterns in a Changing World')

agree strongly

agree

neither agree nor disagree

disagree

disagree strongly

**Q3.** The six point checklist that we have agreed with Employers for Work-Life Balance sets out a clear statement of principles. (Sections 1-4 of 'Changing Patterns in a Changing World')

agree strongly

agree

neither agree nor disagree

disagree

disagree strongly

**Q4.** 'Changing Patterns in a Changing World' sets out sensible ideas on:

**a** partnership in action: business working with the Government (sections 5.3-5.10)

agree strongly

agree

neither agree nor disagree

disagree

disagree strongly

**b** Government funding to help employers promote work-life balance in their workforce (sections 5.11-5.12)

agree strongly

agree

neither agree nor disagree

disagree

disagree strongly

c information, advice and guidance materials (sections 5.13-5.19)	agree strongly	<input type="checkbox"/>
	agree	<input type="checkbox"/>
	neither agree nor disagree	<input type="checkbox"/>
	disagree	<input type="checkbox"/>
	disagree strongly	<input type="checkbox"/>
d research, monitoring and evaluation (sections 5.20-5.23)	agree strongly	<input type="checkbox"/>
	agree	<input type="checkbox"/>
	neither agree nor disagree	<input type="checkbox"/>
	disagree	<input type="checkbox"/>
	disagree strongly	<input type="checkbox"/>
e how the Government will help its own employees to balance their work and the rest of their lives better (sections 5.24-5.30)	agree strongly	<input type="checkbox"/>
	agree	<input type="checkbox"/>
	neither agree nor disagree	<input type="checkbox"/>
	disagree	<input type="checkbox"/>
	disagree strongly	<input type="checkbox"/>
f our timetable for the campaign (section 5.31)	agree strongly	<input type="checkbox"/>
	agree	<input type="checkbox"/>
	neither agree nor disagree	<input type="checkbox"/>
	disagree	<input type="checkbox"/>
	disagree strongly	<input type="checkbox"/>

If you would like to set out your views in more detail, please do so here, indicating clearly to which question your comment relates. If you need more space, please continue on a separate sheet.

If you have other ideas for initiatives or research that would help to promote work-life balance, please tell us here. If you need more space, please continue on a separate sheet.

If applicable, please tick if you or your organisation would like:

- to form the basis for a case study in any good-practice guide that we publish on work-life balance
- to receive further mailings on work-life balance from the Department for Education and Employment and Employers for Work-Life Balance

The Government may be asked to make the written responses to 'Changing Patterns in a Changing World' available to the public.

Please tick this box if you would not want your response to be made available.

Your signature

Date

# Appendix A

## Employers for Work-Life Balance

### Founder organisations:

ASDA Stores Limited

BBC

BMW Group

British Telecommunications plc

Classic Cleaners

Druid

Eli Lilley and Company Limited

Heygate and Sons

HSBC Bank plc

KPMG

Littlewoods Organisation plc

Lloyds TSB Group plc

Marks and Spencer plc

Nationwide Building Society

NatWest Group

Northern Foods plc

PricewaterhouseCoopers

Prudential plc

J Sainsbury plc

Shell companies in the UK

Unilever plc

Xerox (UK) Limited

# Appendix B

## Ministerial Advisory Committee on Work-Life Balance

The members of the committee are:

**Stephen Alambritis** - Head of Parliamentary Affairs, Federation of Small Businesses.

**Fiona Cannon** - Head of Equal Opportunities, Lloyds TSB Group.

**Kay Carberry** - Head of Equal Rights at the Trades Union Congress.

**Shirley Conran** - journalist, best-selling author and Chair of Mothers in Management.

**Pat Corcoran** - Diversity Director, Business in the Community, and Operations Director for Opportunity Now.

**Joanna Foster** - Chair, National Work-Life Forum, the BT Forum and the Lloyds TSB Foundation and Deputy Chair of Governors at Oxford Brookes University.

**Will Hutton** - Chair, The Industrial Society, and until recently Editor-in-Chief of the Observer Newspaper.

**Sue Levett** - Director, Family Friendly UK Ltd.

**Mary MacLeod** - Chief Executive, National Family and Parenting Institute.

**Jeremy Miller** - Director of Marketing and External Affairs at the Engineering Employers' Federation.

**Richard Mills** - Personnel Services Manager, Surrey County Council.

**Jill Mortimer** - Equalities Issues Adviser, Employers' Organisation for Local Government.

**Surinder Sharma** - Corporate Equal Opportunities Manager, Littlewoods.

**Pam Walton** - Research and Policy Manager, New Ways to Work.

**Diana Whitworth** - Chief Executive, Carers' National Association.

**Sheila Wild** - Acting Head of Policy, Equal Opportunities Commission.

The Advisory Committee has the following terms of reference:

To advise Ministers on how best to promote awareness and take-up of voluntary practices in employment in both the public and private sectors that:

- a. enable employees and potential employees to achieve what is for them individually a better balance between work and their other responsibilities and interests; and
- b. in all cases benefit the organisation for which they work, whether by helping it to become more productive and profitable or by enabling it to provide a better standard of service to its customers.

## How to get more information

If you would like more copies of 'Changing Patterns in a Changing World', you can contact:

<b>Prolog,</b>	DfEE publication order line
<b>Prolog House,</b>	<b>phone</b> 0845 60 222 60
<b>Milner Road,</b>	<b>fax</b> 0845 60 333 60
<b>Sudbury,</b>	<b>minicom</b> 0845 60 555 60
<b>Suffolk CO10 2YJ.</b>	<b>email</b> dfee@prologistics.co.uk

'Changing Patterns in a Changing World' is on the Internet at [www.dfee.gov.uk/work-lifebalance](http://www.dfee.gov.uk/work-lifebalance)

**Department for Education and Employment.** (DfEE) Nick Turner, Work-life balance team, DfEE, Caxton House, 6-12 Tothill Street, London SW1H 9NA. Phone 020 7273 5626 or via the website [www.dfee.gov.uk/work-lifebalance](http://www.dfee.gov.uk/work-lifebalance)

**Balancing Work and Life in Wales:** ChwaraeTeg, Companies House, Maindy, Cardiff, CF1 3UZ. Phone 0290 381331. Fax 0290 381336. Email [chwarae.teg@cableol.co.uk](mailto:chwarae.teg@cableol.co.uk)

**Department of Health,** The Social Care Group, Wellington House, 135-155 Waterloo Road, London SE1 8UG. Provides information on the Carers' Strategy. Phone Tim Anfilogoff 020 7972 2000. Fax 020 7972 4102. Website [www.carers.gov.uk](http://www.carers.gov.uk)

**Department of Trade and Industry (DTI)** 1 Victoria Street, London SW1H 0ET. Guidance on Parental Leave (URN 99/1193), Maternity Rights (URN 99/1191) and Time off for Dependants (URN 99/1186) is available from the DTI website on [www.dti.gov.uk/ir/regs.htm](http://www.dti.gov.uk/ir/regs.htm) or from the DTI publications orderline on 0870 1502 500.

**Employers for Work-Life Balance,** Uzma Hamid at Ceridian Performance Partners, Celcon House, 289-293 High Holborn, London WC1V 7HZ. Telephone information service for employers: 020 7420 3847 (open Monday to Friday 9.00 - 5.30) Fax 020 7420 3849. Website [www.EmployersforWork-LifeBalance.org.uk](http://www.EmployersforWork-LifeBalance.org.uk)

**Home Office,** Family Policy Unit, Horseferry House, Dean Ryle Street, London SW1P 2AW. For general information about Government action to help families. Phone 020 7217 8153. Fax 020 7217 8114. Email [public-enquiry.fpu@homeoffice.gsi.gov.uk](mailto:public-enquiry.fpu@homeoffice.gsi.gov.uk)

**Scottish Executive Education Department,** Children and Families Division, Victoria Quay, Edinburgh EH6 6QQ. For information about action to help families in Scotland. Phone 0131 244 7024.

**The Scottish Executive Health Department,** Community Care Division, Room 44, James Craig Walk, Edinburgh EH1 3BA. Provides information about the Carers Strategy in Scotland. Phone 0131 244 5389.

**The Scotland Office,** 1 Melville Crescent, Edinburgh EH3 7HW. For more information on work-life balance in Scotland. Phone Lesley Campbell 0131 244 9005.

A number of other organisations outside Government can answer questions and provide information on work-life balance. They include:

**Carers' National Association**, 20/25 Glasshouse Yard, London EC1A 4JT. CNA is committed to supporting carers in employment, by offering information and advice to both employers and employees. Phone 020 7490 8818. Fax 020 7490 8824

**Equal Opportunities Commission (EOC)** Overseas House, Quay Street, Manchester M3 3HN. Provides information and advice to individuals who are experiencing problems at work because of their family responsibilities. Phone 0161 833 9244. Fax 0161 835 1657. Email [info@eoc.org.uk](mailto:info@eoc.org.uk) Website [www.eoc.org.uk](http://www.eoc.org.uk)

**Family Friendly (UK) Ltd**, 25 Oxford Road, Bournemouth, BH8 8EY. Operates a voluntary assessment and accreditation programme for employers. Trained Assessors benchmark employers against a national standard. Phone 01202 466433 -Voicemail. Email [sue.levett@dorset-tec.com](mailto:sue.levett@dorset-tec.com)

**The Federation of Small Businesses**, Parliamentary Office, 2 Catherine Place, London SW1E 6HF. An independent non-profit making organisation committed to the interests of all small businesses. Phone 020 7592 8100.

**The Industrial Society**, 48 Bryanston Square, London SW1E 6HF. Training, research support and extensive publications list for business. Phone 020 7479 2000. Fax 020 7479 2222.

**The National Work-Life Forum**, Cardone House, 14 Farringdon Street, London EC4A 4DV. Aims to develop strategies to help individuals balance the demands of work with their personal lives in ways that also benefit the business. Phone 020 7492 4280. Fax 020 7492 2889. Email [joanna.foster@bt.com](mailto:joanna.foster@bt.com)

**New Ways to Work**, 22 Northumberland Avenue, London WC2N 5AP. Provides information and practical advice on flexible working arrangements to individuals and organisations. General information: 24 hour answerphone 020 7930 3355. For further information, please send a large (A4) envelope with a 40p stamp.

**Parents at Work**, 45 Beech Street, Barbican, London EC2Y 8AD. Helps children, working parents and their employers benefit from a better balance between commitments at home and responsibilities at work. General information for parents: 24 hour answerphone: 020 7628 3578. Helpline for parents combining paid employment with caring for a child with a disability: 020 7588 0802. Advice on employment rights and in-work benefits: 020 7628 2128. Information for employers on all aspects of work-life policies plus support in identifying the business case and general promotion and implementation of good practice. Corporate Affairs Team: 020 7628 3565.

**Trades Union Congress (TUC)**, Congress House, Great Russell Street, London WC1B 3LS. Represents 78 affiliated trades unions with members across the employment spectrum. Produces publications, advice and other services for unions and individuals on work-life issues.

Phone 020 7636 4030. Fax 020 7636 0632. Email [info@tuc.org.uk](mailto:info@tuc.org.uk)

**Work Life Research Centre**, 27-28 Woburn Square, London WC1H 0AA. A virtual research centre combining academic and business expertise in the field of work-life balance. Phone 020 7612 6957. Fax 020 7612 6927. Email [tcr6@ioe.ac.uk](mailto:tcr6@ioe.ac.uk)

**Prolog** DfEE publication order line  
**Prolog House** **phone** 0845 60 222 60  
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If you require more copies of this booklet please quote reference:  
WLBCPCW

*'Changing Patterns in a Changing World'* is also on the Internet at  
[www.dfee.gov.uk/work-lifebalance](http://www.dfee.gov.uk/work-lifebalance)

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