

# HUMAN RESOURCES

## FLEXIBLE WORKING ARRANGEMENTS POLICY AND PROCEDURE

LONDON  
SCHOOL of  
HYGIENE  
& TROPICAL  
MEDICINE



### Equality, Diversity and Inclusion

The London School of Hygiene and Tropical Medicine will ensure that decisions, in relation to requests for flexible working, are made in accordance with the Equality Act 2010. Employees in all areas and levels of the organisation employed on LSHTM terms and conditions of service will be considered for flexible working regardless of their age, sex, sexual orientation, race, or religion or belief, or whether they have a disability, their level of seniority, their current working pattern, or whether they are employed on a permanent or fixed-term basis.

## 1. Introduction and Policy Statement

- 1.1. LSHTM recognises that flexible working arrangements enable employees to manage their work commitments and ensure a sustainable work life balance. It can also have a positive impact in business efficiency and productivity, create a positive and inclusive environment and encourage a happy and healthy workforce. Flexible working arrangements may include number of hours worked, the times at which hours are worked, job-sharing and provision for homeworking.
- 1.2. LSHTM is committed to supporting staff who wish to work flexibly and is committed to considering and agreeing requests for flexible working wherever reasonably possible. Staff applying for and undertaking flexible working arrangements will be treated fairly and consistently to ensure equality of opportunity, and to ensure that no discrimination occurs.
- 1.3. LSHTM will consider all requests for flexible working on their own merits and assess each request based on the needs of LSHTM and the employee. LSHTM's agreement to one employee's request (either within the same faculty/department or another area of the organisation) will not set a precedent or create an automatic right for another employee to be granted the same or similar change to their working pattern.
- 1.4. Although LSHTM is committed to providing the widest possible range of working patterns for its workforce, both management and employees need to be realistic and to recognise that the full range of flexible working options will not be appropriate for all jobs across all areas of the organisation.

- 1.5. Where an instance of flexible working is proposed LSHTM will need to take into account a number of criteria including (but not limited to):
- the cost of the proposed arrangement (e.g. one-off set-up cost, or recurring costs);
  - the effect of the proposed arrangement on other staff (e.g. possible increased workload/duties for other team members);
  - the effect of the proposed arrangement on stakeholders including but not limited to: other LSHTM teams and services; internal and external clients/service users;
  - the level of supervision that the post-holder requires;
  - the structure of the department and staff resources;
  - other issues specific to the individual's department/team;
  - an analysis of the tasks specific to the role, including their frequency and duration: whether they are transactional or project based;
  - an analysis of the workload of the role
  - ability to measure outputs/delivery of role
- 1.6 This document outlines the process for staff to apply for formal flexible working arrangements. [Annex 2](#) outlines some examples of flexible working arrangements which LSHTM is prepared to consider.
- 1.7 Any changes to terms and conditions of employment resulting from the revised working arrangements may apply on a pro rata basis, depending on the nature of the arrangements.
- 1.8 The arrangements under this procedure are not intended to cover informally agreed ad hoc variations in the normal working pattern. For example, where with their line manager's agreement a member of staff:
- works from home on an occasional basis
  - adjusts their start or finish times or redistributes their normal hours of working for a fixed short period e.g. to attend a personal appointment
- Informal flexible working arrangements may be made on a time limited basis of up to a maximum of three months' duration and should be regularly reviewed. Any arrangements intended to last for more than three months requires a formal request and formal agreement in line with this procedure.
- 1.9 Both the manager and the employee are responsible for considering, assessing and evaluating the potential business implications of implementing formal and informal flexible working arrangements, for instance, but not limited to, the potential impact on costs, supervision, staff and LSHTM's ability to meet its objectives.

- 1.10 Where flexible working requests have been granted, both the manager and employee are responsible for proactively managing flexible working relationships, and jointly reviewing and monitoring the impact of the new working pattern or time spent working from home to ensure that it continues to meeting operational and business needs which may be subject to change. Arrangements should be reviewed periodically, at least annually as part of the annual PDR process, and in response to any changes in business requirement as necessary. This is to allow LSHTM to ensure they do not have a detrimental impact on service delivery or on the employee. In granting a formal request even after a trial period, managers can build in a formal review point at six months or a year when the manager and employee can discuss how the new arrangements are working and make any adjustments necessary.

## **2. Eligibility and Scope**

- 2.1. This policy applies to all staff employed on a LSHTM contract of employment, regardless of length of service, who request flexibility in their working arrangements.
- 2.2. Although it is recognised that not all flexible working patterns will be suitable for all areas of LSHTM, there should be no arbitrary barriers. Employees in all areas and levels of LSHTM will be considered for flexible working.
- 2.3. Requests for flexible working arrangements from all grades of staff employed on LSHTM terms and conditions of service, regardless of length of service, will be considered sympathetically, and will be considered with due regard to the requirements of the post and the needs of the faculty/department or LSHTM.
- 2.4. Following submission of a flexible working request, an employee does not have a statutory right to make a further request for a period of 12 months. This normally applies irrespective of the outcome of the earlier request. However, discretion may be applied by the staff member's line manager to consider a further request within a 12month period where an employee finds themselves subject to substantial change in their personal circumstances, work and/or home life prior to the 12-month limit.
- 2.5. If a member of staff wishes to reduce their working hours and their salary decreases as a result, this may have implications for staff with visa restrictions. Before making an application for flexible working, all staff with a visa should contact the Immigration Advisory Service for advice email: [staffico@lshtm.ac.uk](mailto:staffico@lshtm.ac.uk). Staff opting to work part-time should also make themselves aware of the implications in terms of pension

arrangements and national insurance contributions. Advice is available from the Payroll department email: [payroll@lshtm.ac.uk](mailto:payroll@lshtm.ac.uk).

### **3. Procedure and Timetable**

- 3.1. This procedure is to be followed for all requests for flexible working arrangements, regardless of whether the proposed arrangement if granted requires a change to the employment contract.
- 3.2. Staff wishing to request a flexible working arrangement should discuss their proposals with their line manager. It is recommended that these conversations should be as early as possible. These initial early conversations allow both the staff member and their line manager to informally explore and consider appropriate flexible working arrangements and options in advance of a formal request. Where a member of staff is employed on soft funds or external limited funding, the budgetary and other implications must be worked through by the grant holder/line manager.
- 3.3. A flow chart/timetable for the procedure outlined below is given in the flow chart attached at [Annex 1](#).
- 3.4. The member of staff should complete the Flexible Working Arrangements application form - [Annex 3](#) and send this to their line manager and any other individual(s) involved in their line management-(e.g. a grant holder) with a copy to their designated HR Partner. The application should include specific information explaining—how the proposed arrangement will benefit them and what if any impact they think the proposed change will have on their department and LSHTM, and how in their opinion any such effect might be dealt with.
- 3.5. On receiving the application, the line manager should contact their designated HR Partner for advice as necessary and should also contact other relevant colleagues in considering the request e.g. their Head of Department/Service area or Faculty Operating Officer to explore any wider implications of the request.
- 3.6. The line manager should arrange to meet with the member of staff within 28 days of the receipt of the application. Another relevant manager may be in attendance (e.g. grant holder or Faculty Operating Officer). The meeting will provide an opportunity to explore the desired working pattern in depth, and to discuss how best it might be accommodated. It will also provide an opportunity to consider other alternative working patterns should there be problems in accommodating the desired work

pattern outlined in the application e.g. whether to agree the request on a time limited basis, and to explore and agree the terms of a trial period.

- 3.7. Staff have a right to bring another member of LSHTM staff or a trade union representative to the meeting. Where face-to-face meetings are not practical e.g. where a member of staff is on maternity or shared parental leave, this meeting may be conducted by telephone or other suitable facility (i.e. Zoom/Skype etc.). At the conclusion of the meeting, the line manager should let the staff member know whether they need to take further advice or undertake further exploration before they can notify them of their final decision.
- 3.8. Requests for flexible working arrangements require the approval of the line manager. Within 14 days after the date of the meeting, the line manager will write to the member of staff either to agree a new work pattern and a start date, or if they are not able to approve the request, to provide a clear explanation as to which of the business grounds for refusal applies in relation to the application. It is important that the line manager seeks advice from the HR Partner team before a final decision is reached.
- 3.9. Any refused flexible working request must be supported by a sufficient level of explanation as to why the business ground for refusal applies and must inform the employee of their right to appeal.
- 3.10. The legislation states that a request may only be declined on one or more of the following grounds for refusal:
  - burden of additional costs;
  - detrimental effect on ability to meet the demands of students or other stakeholders;
  - inability to reorganise work among existing staff;
  - inability to recruit additional staff;
  - detrimental impact on quality;
  - detrimental impact on performance;
  - insufficiency of work during the periods the employee proposes to work, or
  - planned structural changes.
- 3.11 Records of individual requests for flexible working and the outcome of those requests should be maintained by departments and notified to the HR Department. Managers should complete the appropriate section of the Flexible Working Arrangements Form. If a staff member's FTE is affected due to a Flexible working request, then the faculty/department should send an approved contract/payroll variation form to the Human Resources Department for processing and issuing a letter confirming the

contractual change. Where applicable, the letter will also include details of any formal review arrangements, and, if appropriate, set out any action on which the agreement is dependent.

- 3.12 Where a flexible working request has been approved which involves home-working for a member of staff, and subsequently, performance concerns arise, the line manager may request the individual to attend the office more frequently for a period of time to allow for more effective management of the performance concerns. This may include, for example, increased direct line management support, increased face to face support, mentoring and coaching. This is particularly relevant in cases where the performance concerns may be directly or indirectly associated with the home-working arrangements. Home-working arrangements require individuals to demonstrate that they can effectively undertake their role away from the office, therefore, if concerns arise after home-working arrangements have been approved, line managers can request increased office attendance, where necessary, until such a time that the performance concerns are no longer apparent. Line managers should discuss any such issues with their HR Partner in the first instance.

## 4. Appeals

- 4.1. A member of staff has the right to appeal against any decision to refuse an application for flexible working. The member of staff should appeal in writing to their Head of Department or Head of Section and copy to the relevant HR Partner within 14 days of the date they receive written notice that their request has been refused. Where the line manager considering the original request is the Head of Department/Head of Section, the appeal should be addressed to the next line of management e.g. for Faculty based staff, the Dean of Faculty or professional services staff the Chief Operating Officer or Secretary and Registrar. When appealing against a refused request the member of staff will have to set out their grounds for making the appeal and ensure that the appeal is dated. The grounds for appeal may include:
- New information relevant to the request was not available at the time of the original application; **OR**
  - The procedure was not appropriately followed.
- 4.2 The Head of Department/Section or delegate (appropriate senior manager) will consider the appeal taking advice from the HR Partner Team and may:

- 4.2.1 Uphold the appeal directly and confirm this in writing within 14 days of receipt of the appeal confirming the change agreed or, hold a meeting to hear the appeal within 14 days of receipt of the appeal. The member of staff may bring another member of School staff or a trade union representative to the meeting.
- 4.3 The member of staff will be informed of the outcome of their appeal in writing within 14 days of the date of the appeal hearing.
- If the appeal is upheld the member of staff and their manager may need to discuss any further arrangements required for the change in working pattern.
- 4.4 In specific circumstances, employees who remain unhappy with the outcome can seek third party involvement by contacting ACAS or refer to information from the Citizens Advice Bureau via the link:  
<https://www.citizensadvice.org.uk/work/rights-at-work/flexible-working/flexible-workingyour-employer-refuses-your-request/>

**Further information on this procedure is available from the HR Department.**

## Accessibility

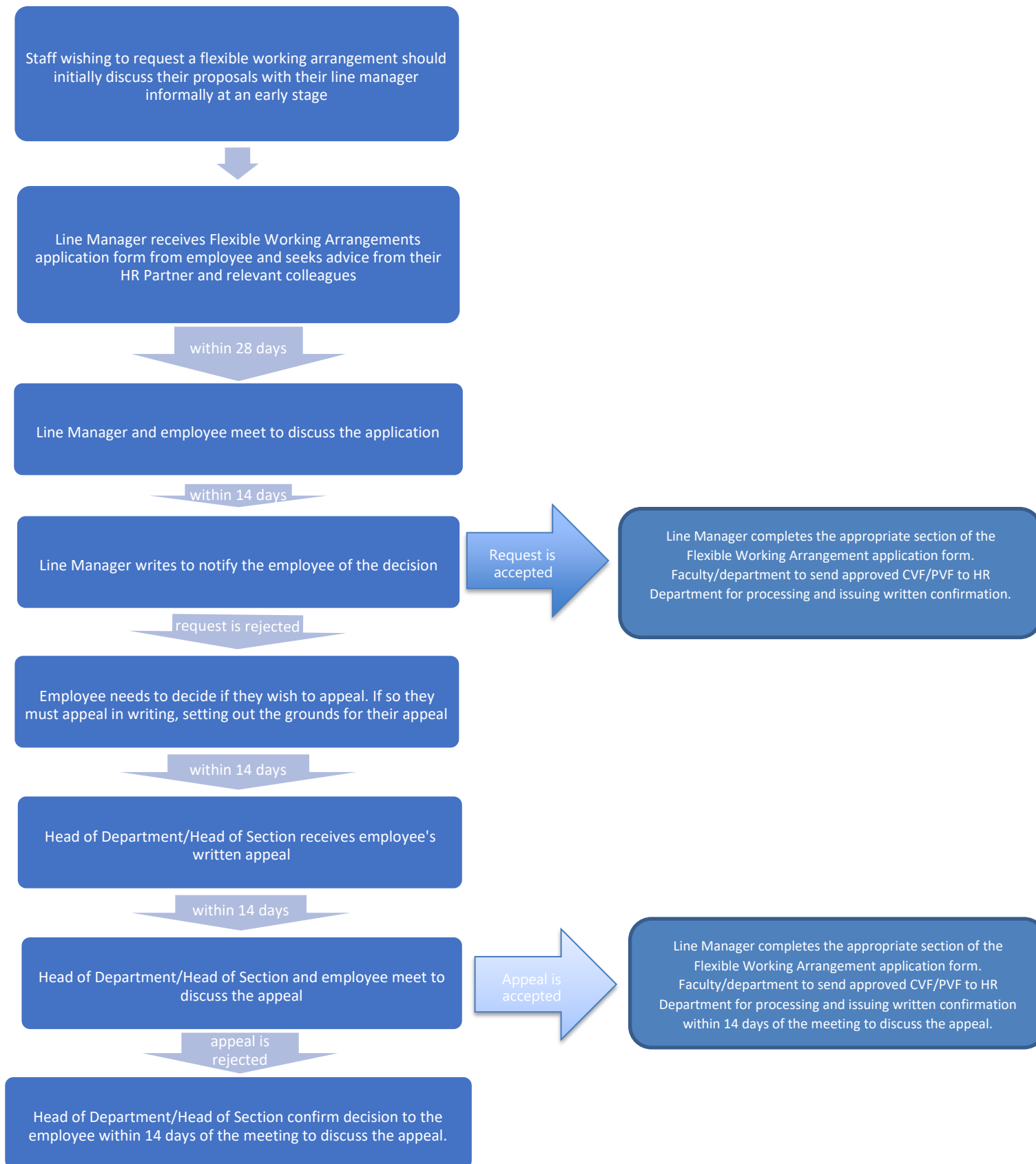
If you require any document in an alternative format, for example, in larger print, please contact the Human Resources Department – [hr@lshtm.ac.uk](mailto:hr@lshtm.ac.uk).

Agreed by UCU, UNISON and UNITE on 21 October 2020 and formally approved by Management Board on 30 September 2020.

25.11.2020

Policy / Procedure title:	Flexible Working Arrangements Policy and Procedure
Supersedes	Flexible Working Arrangements: Policy and Procedure Document April 2014.
Department	Human Resources
Lead contact:	Jide Olaniyan, Head of HR Partnering and Policy: <a href="mailto:jide.olaniyan@lshtm.ac.uk">jide.olaniyan@lshtm.ac.uk</a>

## Annex 1 – Summary Flowchart of Process





## **Annex 2 – Examples of Flexible Working Arrangements**

### **Part-time work**

Part-time work is defined as any arrangement where a full-time member of staff requests to work for less than full time hours. In many cases, this will provide the flexibility needed for individuals to undertake family and other personal responsibilities. Part-time work may entail working for certain hours each day, or for part of the week only. The pay and benefits offered to part-time employees will be on a pro rata basis. Staff opting to work part-time should make themselves aware of the consequences in terms of national insurance, social security benefits, pension and unemployment benefit.

### **Flexible Working Hours**

Flexible working hours is defined as any arrangement where the member of staff's working hours are varied from their original contractual working hours arrangement. The variation could be to accommodate family and other personal responsibilities, or for other reasons. For example, to travel outside the 'rush hour' for medical or other reasons.

### **Compressed working hours**

Staff working compressed hours work their total contracted hours over fewer working days. For example, a full-time staff member could work 35 hours over 4.5 days or a 9-day fortnight rather than 5 days.

Any days of absence as part of these arrangements should be agreed with reference to the requirements of the employee's role, and would be a fixed day, typically one on which they are likely to be less busy and there is sufficient cover within the department.

Compressed hours can be beneficial for many reasons including to:

- improve work-life balance leading to improved wellbeing and engagement.
- help cover longer office/service opening hours
- help manage effective use of space particularly if introduced to a team of people and combined with other flexible working options such as regular homeworking

Most working arrangements should be in line with LSHTM core business hours (09:00 – 17:00 / 7 hours per day). Some flexible working arrangements may involve altered working hours i.e. starting before 9:00am or finishing after 5:00pm. However, compressed working hours must not be approved unless in exceptional circumstances. It is important that flexible working arrangements align with LSHTM's 7 hour working day, and staff do not exceed this excessively. This is important for health and wellbeing reasons. LSHTM reserves the right to review employees' working patterns from time to time.

## **Job Sharing**

Job sharing is a system whereby two or more people share a full-time job and share the pay and benefits in direct proportion, whether on a daily basis, weekly or bi-weekly. Job sharing can be introduced for any post unless there is a justifiable and objective reason which would make a job share unsuitable. The appropriate manager will make decisions concerning requests for job share arrangements and will take account of the operational needs of the department or LSHTM as a whole, Managers should seek advice from their designated HR Partner as an unjustifiable refusal to allow a job share may be viewed as discriminatory under the Equality Act 2010.

## **Working from home on a regular basis**

This involves staff undertaking to carry out their work, either partially or in full, from their own homes. Staff who are permitted to carry out their duties from home for any portion of time do so under arrangements approved by LSHTM. When considering requests for home-working line managers should consider the impact of the request on the wider team. Requests will not be granted where an unfair and/or unsustainable burden in terms of teaching, administrative or other duties would result.

Staff who receive approval to work from home may be required to visit LSHTM premises at times when they are due to be working at home, to collect and/or deliver work, or to attend meetings as required. The frequency of such visits and meetings should be discussed and agreed prior to an arrangement being approved.

It is expected that staff have suitable facilities and 'office' set up to be able to work safely, efficiently and effectively from home (encrypted computer, internet access, suitable ergonomic workstations, quiet space etc). Where appropriate members of staff who are working from home on a regular basis will require a risk assessment of their home-working environment to be undertaken.

Depending on the portion of time spent in the office, and in line with local space policies, fixed office space may not be retained on LSHTM premises for staff who work from home.

For example:

- Staff member A works in the office one day a week, they may be required to use a hot desk on that day.
- Staff member B works from home one day a week. Staff member B has a desk at their work office, this desk may be made available for use by other staff on the regular day that staff member B is working from home.

## **Ad hoc working from home**

This is where a member of staff, with the prior agreement of their line manager, works from home to complete a particular project or piece of work on an

exceptional (but not frequent) basis. It would not be a contractual entitlement or result in a contractual change and the member of staff would still have the School premises as their base.

### **Term-time-working**

This could be a request to reduce the hours of work to reflect as far as possible a child's attendance at school. Staff would have to identify the exact number of weeks that would be worked per year i.e. a request may be for 32 weeks per year. Salary payment would be made in equal monthly instalments across the year. The exact dates may vary year to year, and this would have to be agreed through discussion and negotiation with the line manager. The number of weeks required to be worked each year would be fixed on agreement and reflected on a variation of contract of employment.

This list is not exhaustive. Staff who would like to have an informal discussion about flexible working options should contact their designated HR Partner.

## Annex 3: Flexible Working Arrangements Request Form

**Staff wishing to request a flexible working arrangement should discuss their proposals with their manager informally prior to submitting a formal request.**

Staff considering requesting flexible working arrangements to work remotely outside of the UK, must first notify their designated HR Partner so relevant Payroll and Immigration advice can be sought and considered as part of the request. Staff should refer to the LSHTM [Statement on Living and Working Overseas for Personal Reasons](#) for guidance.

### EMPLOYEE INFORMATION

(must match passport) Surname First Name Middle Name Title

Name \_\_\_\_\_

Department/Faculty \_\_\_\_\_ Department \_\_\_\_\_

Date \_\_\_\_\_

### **DETAILS OF FLEXIBLE WORKING ARRANGEMENTS REQUESTED**

*I would like to apply to work a flexible working pattern that is different to my current working pattern.*

<b>Reason for request:</b> <i>(please give a brief explanation for requesting flexible working arrangements)</i>	
<b>Flexible working arrangements requested:</b> <i>(please provide details of the new working pattern being requested and how it will benefit you)</i>	
<b>Impact of the new working pattern:</b>  <i>I think this proposed change in my working pattern will affect my current duties, my colleagues, my department and LSHTM as follows:</i>	
<b>Accommodating the new working pattern:</b> <i>I think the effect on LSHTM and colleagues can be dealt with as follows:</i>	
<b>I would like this working pattern to commence from:</b>	give proposed date:

<b>Are you intending to undertake a trial period of up to three months to assess the practicability of the arrangements?</b>	
<b>Are you requesting that this working pattern is not a permanent change?</b>	If so, please give reasons:
<b>If you are not requesting a permanent change, please give the proposed end date of this proposed working pattern.</b>	

- I confirm I have read and understood the Flexible Working Policy.
- (If applicable) I confirm that the conditions of my visa do not prevent me from making a permanent change to my employment. (Advice for visa holders is available from the LSHTM Immigration Advisory Service email: staffico@lshtm.ac.uk.)
- I confirm I have considered the impact of any adjustments which will be made to my salary to reflect this change in working pattern and I am aware that this change will be permanent (unless a temporary arrangement has been agreed).

	<u>Signature</u>	<u>Name</u>	<u>Date</u>
Employee	_____	_____	_____

Now pass this application to your line manager with a copy to your designated HR Partner.

Note that for approved formal arrangements you will receive a letter confirming the change to your contract of employment where applicable.

## **LINE MANAGER DECISION/RECOMMENDATION**

*In considering the request, line managers should contact their designated HR Partner for advice as necessary and should also discuss the request with other relevant colleagues in their department/faculty e.g. their Head of Department/Service area or Faculty Operating Officer to explore any wider implications of the request.*

### **Decision:**

**I approve/do not approve this request\***

*\*delete as applicable and complete the appropriate section below.*

**SECTION A: APPROVAL****I confirm my approval of the change requested.**

Please provide details of the change and the effective date of the change. (If the agreement includes a trial period and/or a formal review period please include details of the trial period and/or formal review period and the timescales agreed.)

**SECTION B: DECLINE****I confirm that I am unable to agree to the staff member's request for flexible working arrangements:**

Please provide details of relevant information relating to reasons for declining this request.

<b>Reason for declining request</b>	<b>Tick</b>
The burden of additional costs	
Detrimental effect on ability to meet customer demand	
Inability to reorganise work amongst existing staff	
Inability to recruit additional staff	
Detrimental impact on quality	
Detrimental impact on performance	
Insufficiency of work during the periods the employee proposes to work	
Planned structural changes	

**Line Manager’s declaration**

I confirm I have considered this request in line with LSHTM’s Flexible Working Arrangements Policy and Procedure and have discussed the request with my designated HR Partner and relevant colleagues in my department/faculty including my Head of Department/Service area to explore any wider implications of the request.

**Please send completed form to your designated HR Partner and provide the staff member with a copy.**

Note that for approved formal arrangements requiring a contractual change, the staff member will receive a letter confirming the change to their contract of employment.

	<u>Signature</u>	<u>Name</u>	<u>Date</u>
Line Manager	_____	_____	_____

## ANNEX 4 - FREQUENTLY ASKED QUESTIONS

### Line Manager

Q. *How quickly must I make a decision as to whether to agree to flexible working?*

A. Timelines are advised in the policy which the School expects managers to adhere to wherever possible. A flow chart/timetable for the procedure is shown in [Annex 1](#).

In summary all requests will be dealt with within a period of three months from first receipt to notification of the decision on appeal. Line managers should hold the initial meeting within 28 days of receiving the request and notify the decision to the employee within 14 days of the meeting, so that there is enough time for any appeal to be concluded within the three months should there be one. Time limits may be extended where both the employee and employer are in agreement. For example, if the line manager and employee agree to extend the time limit to give the employee a trial period on the flexible working arrangements.

Q. *What is a trial period?*

A. A trial period is an agreed period of time when you put in place the proposed changes in order to determine and monitor the effectiveness of the flexible working arrangements. The length of any trial period should be agreed with the member of staff and confirmed in writing in response to their request. A suggested starting point for this would be 12 weeks. Any review of a trial period should consider the following:

- How others have found the arrangement and its effectiveness
- The impact on colleagues
- The impact on the service

All parties should agree in advance the measures for the success of the trial period; all parties may agree to extend the timescales of the trial period if felt necessary.

If the flexible working arrangements require a change to the staff member's employment contract and are subject to the completion of a trial period, this condition will be included within the staff member's contract amendment letter, sent by Human Resources.

If the member of staff successfully completes the trial period, their appointment will continue based upon the terms and conditions set out in their contract amendment letter.

If the flexible working arrangement is found to be unsatisfactory, the member of staff will revert to their normal working arrangements.



The manager should advise Human Resources if the trial period is unsuccessful and any required action.

Before a final decision is made in relation to the request, the manager and the staff member should first explore whether other suitable flexible working options may be accommodated.

Q. *I have just received a number of requests from my team, all very similar. I cannot agree to all requests. How do I deal with this?*

A. You should consider each case on its merits. Looking at the business case consider if individuals have a protected characteristic and the possible impact of refusing a request. For example: if the request is from an employee with a disability and the flexibility is requested as a reasonable adjustment, then the employer is obliged to take this into consideration under the Equality Act.

If you receive more than one request close together it is important to note that if the first request is approved, the business context will have changed. Therefore, subsequent requests should take this change into account.

Whilst in some circumstances it may be possible to approve both requests, before making your decision, you may wish to have a discussion with both members of staff. This may be helpful to explore if there is any room for adjustment or compromise in relation to their requests.

If you receive two requests for flexible working at the same time, one relating to the care of an elderly disabled relative and the other to enable staff to have more free time, you are not required to make a value judgement about the most deserving request. However, you may wish to seek advice from your designated HR Partner as in certain instances since some staff have extra legal rights under other legislation. For example, refusing a request in order to care for a disabled family member will mean that they could bring an associated discrimination claim under the Equality Act 2010.

Q. *I have granted one member of staff flexible working. Another member of staff would like the same flexible working arrangements which I cannot accommodate. Can I refuse?*

A. Yes. Agreeing to a flexible working request for one member of staff does not mean that other members of staff are entitled to the same arrangements. Each case must be decided on the grounds of the business requirements at the time of the request.

- Q. *A number of staff in my team work flexibly and I have received further separate requests from other team members – how should I approach these new requests?*
- A. In an environment where a number of staff are already working flexibly, it may be helpful to consider calling for volunteers from staff with existing flexible working arrangements, who may wish to change these working arrangements, thereby creating the capacity to grant a new flexible working request.

### **Employee requesting flexible hours**

- Q. *If I change my working hours is the change permanent or can I revert to my normal hours?*
- A. The change is a permanent contractual change (subject to any review arrangements/trial periods agreed or as a result of a further formal flexible working request), unless it has been agreed by your line manager that it is for a temporary period. If you wish to apply for a temporary or fixed term flexible working arrangement allowing for a return to your original contractual arrangements, you should make this clear in your discussions with your line manager and in your application. Such request would need to be considered and would be dependent on department and LSHTM requirements and budgetary constraints etc.
- Q. *I am due to start maternity leave/paternity leave, and think that I might want to work flexibly on my return to work, when should I submit my flexible working request?*
- A. If you are intending to apply for a flexible arrangement for your return to work, it is a good idea to discuss your proposal with your line manager as soon as possible. You can submit your application when you choose, however you should bear in mind that it could be refused and so you should make your application as early as possible as it could take up to a maximum of 3 months for a final decision.
- Q. *My funding stream is increasing / decreasing. Do I request a change in FTE through this process?*
- A. No. If your hours of work are changing due to a funding situation this is not a personal request covered by this policy. In those instances, your line manager should consult with you about the potential change to your terms of employment as this could trigger a redundancy process. You should seek clarification from your line manager and advice from your designated HR Partner.

Q. *Who do I need to discuss my application with, and should I discuss it before applying formally?*

A. You should discuss your proposal with your line manager. It is recommended that these conversations should be as early as possible. A preliminary discussion will allow you and your line manager an opportunity to informally explore and consider appropriate flexible working arrangements and options in advance of a formal request. For example, if you are in a teaching role, there may be a number of individuals affected by a change in your working hours. Early discussions will allow your line manager time to consult with staff who may be affected prior to coming to a decision. This consultation would take the form of a broad discussion about workload capacity etc. Your line manager would not disclose your request to other team members.

Q. *I would like to request differing work patterns each day – what happens to my annual leave entitlement?*

A. If you have an agreed change to your working pattern that results in you working a different number of hours on different days, then your annual leave entitlement will be converted into hours.

Q. *What happens with my arrangements if I wish to change roles?*

A. If you change roles within LSHTM, you should remember that your working arrangements will not automatically transfer to the new role and you should discuss your needs with the recruiting manager during the recruitment process.