MANAGING PEOPLE LCBB5004 ASSESSMENT 1 POINT A FAVOURISING FLEXIBLE WORKING

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INTRODUCTION

Figure: Employee's impact (HBR, 2022)

According to CIPD (2022), COVID-19 pandemic has driven an increase in flexible working, especially the remote one(where possible). Hence why, most of the companies have made adjustments in the present in order to provide different types of flexibility for their employees.

This presentation aims to introduce the concept of flexible working, its types, benefits and how HR department can promote an inclusive and diverse environment for the business and its employees.

There will be made a parallel between theory and Tesco's way of putting it in practice.

Source: CIPD (2022)

WHAT IS FLEXIBLE WORKING?

According to GOV (2022), flexible working aims to assist employees needs by providing malleability regarding their working days or starting and finishing times,

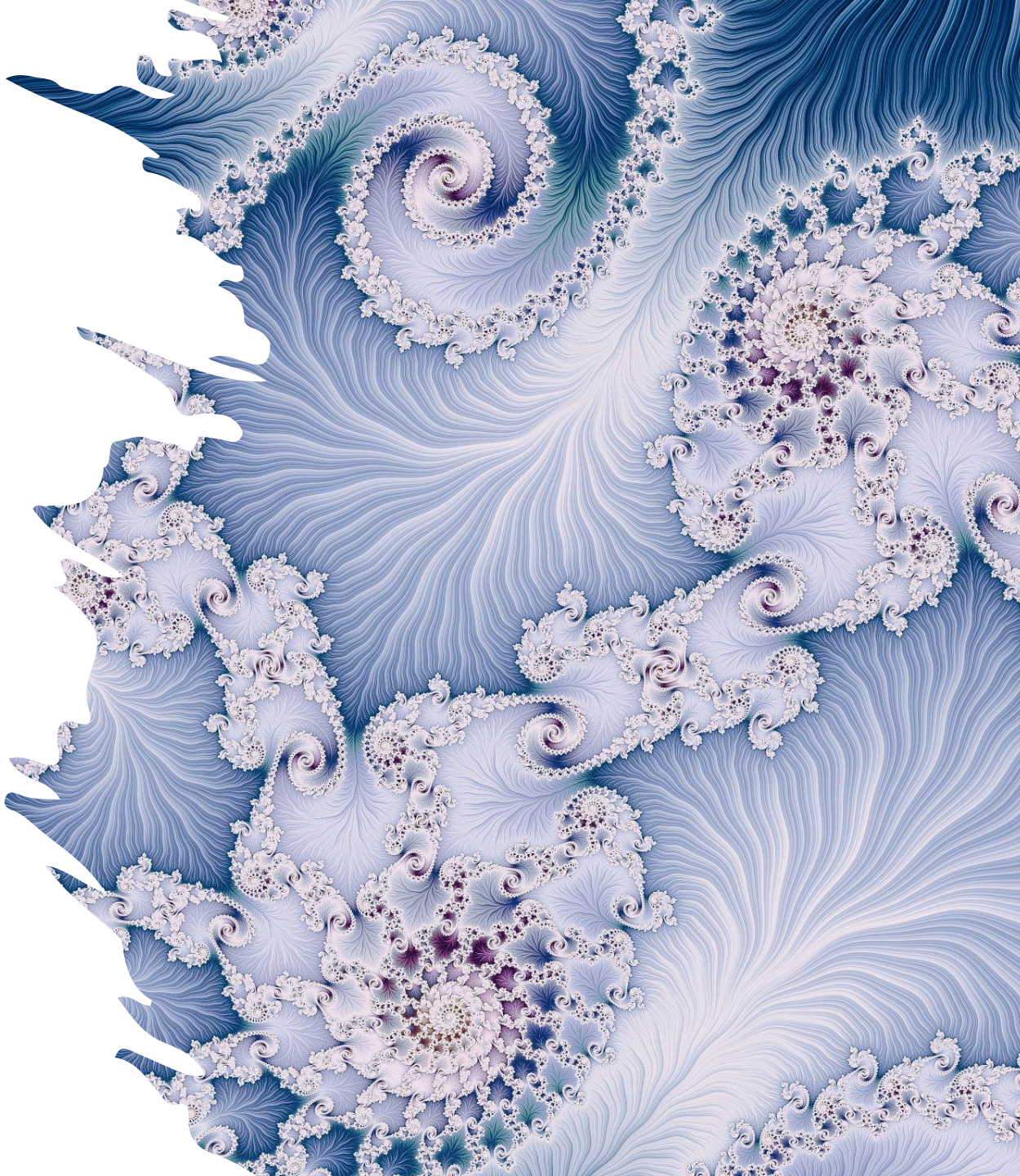
happy to talk flexible working

Figure: Flexible working (HBR, 2022)

WHO CAN BENEFIT?

All employees that have worked for the same employer for minimum 26 weeks are legally allowed to make a request.

Source: GOV (2022)



TYPES OF FLEXIBLE WORKING

According to Tesco (2022) , they are providing numerous types of flexible working, suck as:

- **PART-TIME**: less hours and days than full time workers
- **JOB SHARES**: one role is covered by 2 people and the hours are split between them (available in Tesco's management team)
- **LIFESTYLE BREAK**: longer period of leave (company allows from 4 weeks to up to a year)

Figure: Time convenience (HBR, 2022)

TYPES OF FLEXIBLE WORKING

- **FIXED SHIFTS PATTERNS**: shifts are always the same
- **BLENDED WORKING** (for office employees): 40-60% of the time in the office and the remaining time can be achieved remotely/ from home
- **STAGGERED SHIFT PATTERNS**: employees start and finish at different times
- **PHASED RETIREMENT**: reducing hours to get ready for retirement

Source: Tesco (2022)

BENEFITS OF FLEXIBLE WORKING

EMPLOYEES	EMPLOYERS
Contributing to the wellbeing of the employees (Tesco hosts wellbeing weeks)	Retains people that otherwise will leave or early retire
Work-life equilibrium hence of the various types of working	Accessing to a wider diversity of people, with different skills, experience
Reduces ill absence and quicker return to work after an illness	Provides equal opportunities
Facilitates commuting costs	Development opportunities for the people already within the organization
Increases motivation and productivity	Combats inequality
Improves diversity, communication and understanding	Minimises the costs of employment
	Adjusts to the continuous market demand and changes

Source: CIPD (2022) ; GOV (2022) ; Tesco (2022)

DIVERSITY AND INCLUSION IN THE MODERN WORKPLACE

- Diversity emphasises on the fact that although people often have things in common, they are different in so many ways.
- Inclusion sees the differences and perspectives as a benefit and together are generating better decisions for the employees and employers.
- Nowadays everyone has by law equal opportunities, access to employment, specific training and development plan. Even if the market and options are ascending, there are still challenges in managing them in the modern workplace.

Figure: Inclusion (HBR, 2022)

DIVERSITY AND INCLUSION

LEGAL FRAMEWORK: UK'S EMPLOYMENT LAW

Legalizes the relation between employees and employers

Stipulates what employees are required to perform and what the employers are expecting from them

Overview of employees' rights at work

As a result of Brexit, from 2021, UK is no longer required to follow EU's law regarding the employment area

Source: CIPD (2022) ; GOV (2022) ; Tesco (2022)

EQUALITY ACT 2010

Has been developed in order to protect people from discrimination in the contemporary workplace

The act stays at the base of Tesco's core principles regarding its employees: providing equal opportunities during different stages(recruitment, development and learning)

Source: CIPD (2022) ; GOV (2022) ; Tesco (2022)

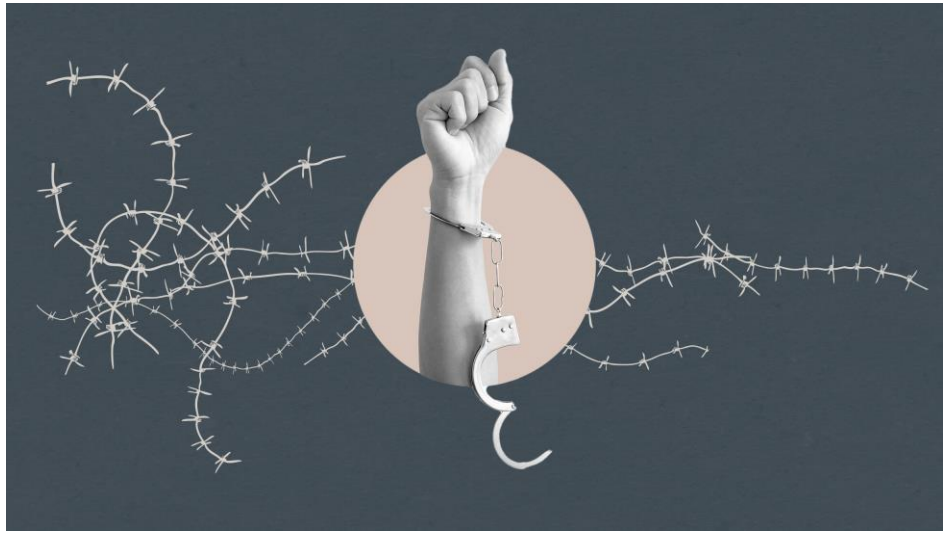


Figure: Equality (HBR, 2022)

HOW HUMAN RESOURCES DEPARTMENT CONTRIBUTES TOWARDS INCLUSION AND DIVERSITY AT TESCO?

HRM is focusing on improving organizational efficacy through people and making sure the way they are treated is in harmony with company's moral values.

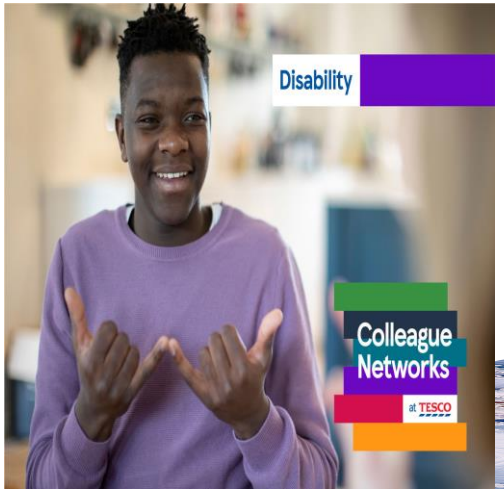
Figure: Race (Tesco, 2022)

- Builds and inclusive workplace: Tesco has a culture that does not tolerate harassment
- Encourages fairness between employees: all employees are allowed to request flexible working

Figure: Parents(Tesco, 2022)

Figure: Women (Tesco, 2022)

Figure: Disability (Tesco, 2022)



- Provides an adequate employee experience: at Tesco, each person is treated with respect and impartially
- Facilitates the wellbeing of employee trough Colleague Networks project and flexible working

Source: Armstrong (2020) ; Tesco (2022)

According to Torrington (2017), larger organisations, such as Tesco have established a specialist HR position that aims to establish an effective relationship with their employees, by developing the flexible working arrangements in order to be beneficial for both sides.

A new trajectory is represented by the employment relationship which is seeing the employees as an individual rather than part of a group, in order to facilitate inclusion and have a diverse workplace.

CONCLUSION

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Q & A ?