

FLEXIBLE WORKING - GUIDANCE FOR MANAGERS

Template to use if a request cannot be accommodated

This note provides suggested wording for a letter to an employee, from a line manager, where the manager has been unable to agree a Statutory Flexible Working Request

Please ensure you have read the University's policies and procedures, as well as the guidance for managers before writing to the employee. Please also copy Human Resources in to any correspondence between yourself and the employee.

Dear NAME

I refer to our meeting held on INSERT DATE at which we discussed your request for a change to your pattern of working.

Having given the matter thorough consideration, I regret that I am unable to agree to your request. The [reason/reasons] for this [is/are] set out below.

You requested [a reduction to your working hours/a change to the pattern of your working hours/a change to your place of work]. Unfortunately, I consider that agreeing to [this change/these changes] would [include the one or more of the points below, that apply, and expand on them as necessary]:

- [impose an unreasonable burden of additional costs on the organisation;
- have a detrimental effect on the organisation's ability to meet its customers' demands;
- have a detrimental impact on quality;
- have a detrimental impact on performance;
- create unacceptable difficulties for the organisation as we have been unable to make arrangements to reorganise the work amongst other staff;
- create unacceptable difficulties for the organisation as we would be/have been unable to recruit additional staff;
- create unacceptable difficulties for the organisation due to an insufficiency of work during the periods you proposed to work;
- be inappropriate due to planned structural changes.]

You have the right to appeal against the decision to refuse your request for flexible working. If you wish to appeal, you must do so in writing within 14 days of receipt of this letter to the Director of Human Resources, setting out the grounds on which you wish to appeal against the decision as set out above.