

# Measuring and evaluating the impact of flexible working

CIPD

## Why flexible working matters

Implementing flexible working across your organisation can increase productivity, attract top talent, retain staff and improve the overall culture and well-being.

Measuring and evaluating the impact of flexible working is key when it comes to ensuring changing market needs are being met, and the organisation is benefiting (not suffering) as a result.

## How to use this chart

Our flexible working chart will take you through the different stages and methods of data collection, to help you find effective ways to measure, monitor and evaluate your flexible working practices.

At the end of the process, you should be able to identify the impact of flexible working on an organisational and individual level. This will help you accurately assess the impact of any flexible working initiatives and whether there has been a change to other measures such as absence rates or turnover.

## Explore further

Have you explored our other flexible working assets? If you still have questions about flexible working and how it will impact your organisation, check out the following:

- Use the **business case template** to help make a strong case for flexible working initiatives
- We've assembled real-world **case studies** to help you build a plan for your organisation



# QUANTITATIVE

## BEFORE

- Conduct an employee survey to determine what employees need. Questions should elicit employee views on work-life balance, well-being, engagement, diversity and inclusion.
- Collect baseline data and explore diversity in recruitment and promotions.

## DURING

- Collect and analyse recruitment, staff turnover, sickness absence data, health and safety metrics, KPIs (e.g. revenue), mental and physical well-being, exit interview data.
- Monitor behaviour changes through IT systems (e.g. number of emails sent/received etc.).

## AFTER

- Collect post-intervention data.
- Calculate travel time and expenses saved.
- Evaluate societal impact (e.g. whether FW is making a difference to the gender pay gap).
- Understand if flexible working impacts retention and absence rates.
- Compare before and after measures and determine whether teams have met organisational needs and targets.
- Explore diversity in recruitment and promotions.

## NEXT STEPS

- Collect post-intervention data after 3, 6 and 12 months. Compare findings and use data to identify any problem areas that need addressing.
- Understand how implementation of a flexible working initiative or pilot influences the uptake of flexible working (across different areas of the business).
- Conduct an employee survey to engage with employees and ask for feedback.
- Gauge employee views on work-life balance, well-being, engagement, diversity and inclusion.

## NOTES

# QUALITATIVE

## BEFORE

- Organise an employee focus group to gauge what is needed.
- Areas to discuss may include: work-life balance, well-being, engagement, diversity and inclusion.

## DURING

- Carry out a performance review: managers may choose to provide tools to flexible workers to track their progress and outputs in order to evaluate the impact of flexible working.
- Gather information on culture shifts (e.g. reducing stigma around flexible working) through opinion surveys and/or ad hoc feedback.

## AFTER

- Collate findings that demonstrate a continued level of productivity on projects or areas of the organisation following the implementation of flexible working.
- Demonstrate how the impact on organisational outcomes is minimal or positive.
- Create case studies to highlight the successes, learning, risks and benefits.
- Conduct performance reviews – this presents an opportunity for both parties to reflect and address any changes that require implementation.
- Gather formal feedback from the flexible working manager, team and peer group.

## NEXT STEPS

- Organise regular discussions and check-ins so line managers and employees have a shared understanding of flexible working arrangements.
- Implement steering groups to monitor progress of flexible working initiatives and pilots.

## NOTES