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When flexitime is unreasonable

It is reasonable for employees to demand flexible hours when they are genuinely interchangeable, such as those in a typing pool or shift workers. This applies to the majority, so flexitime is suitable for most workers.

It is not suitable where the enterprise operates during a specified period of the day (often nine to five) and the worker in question makes a unique contribution, for example as a supervisor, controller or editor.

Many such enterprises have, or should have, a distinct life of their own during working hours. That life, which gives them power and effectiveness, is emasculated if key players constantly go missing, and there is never a full complement in the workplace.

Outsiders are also affected. As an author I have suffered much from constantly finding that my editor or other contact was 'not in today'.¹

¹ *The Times Register (Debate)*, 9 January 2003.

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