

# **Introducing job flexibility and improved performance within the Plumbing & Heating Industry**

## **Background**

The client operates in the domestic and light commercial sectors. The company has been growing successfully for 20 years and employs 11 staff.

## **Problem**

- Due to changes in the market, customers were demanding more flexibility and higher standards of customer service. As the work is seasonal the owners also wanted the engineers to work more hours in the winter and work fewer hours in the summer
- The existing engineers were inflexible in their attitude and not prepared to change their current ways of working. This was bolstered by the knowledge that there was an acute skill shortage in the industry
- The owners were also concerned that customer work was being turned down and believed that without changing the way the company operated it would be impossible to continue developing the business

## **Outcome**

- Increased service capacity
- Increased turnover and profit
- Introduction of flexible working
- Increased productivity
- Enhanced customer service
- Increase in guaranteed pay
- Abolition of overtime payments
- Introduction of pay and career progression plan to reward acquisition of new skills and improved job performance
- Attracted new, highly skilled engineers
- Up to date contracts of employment