

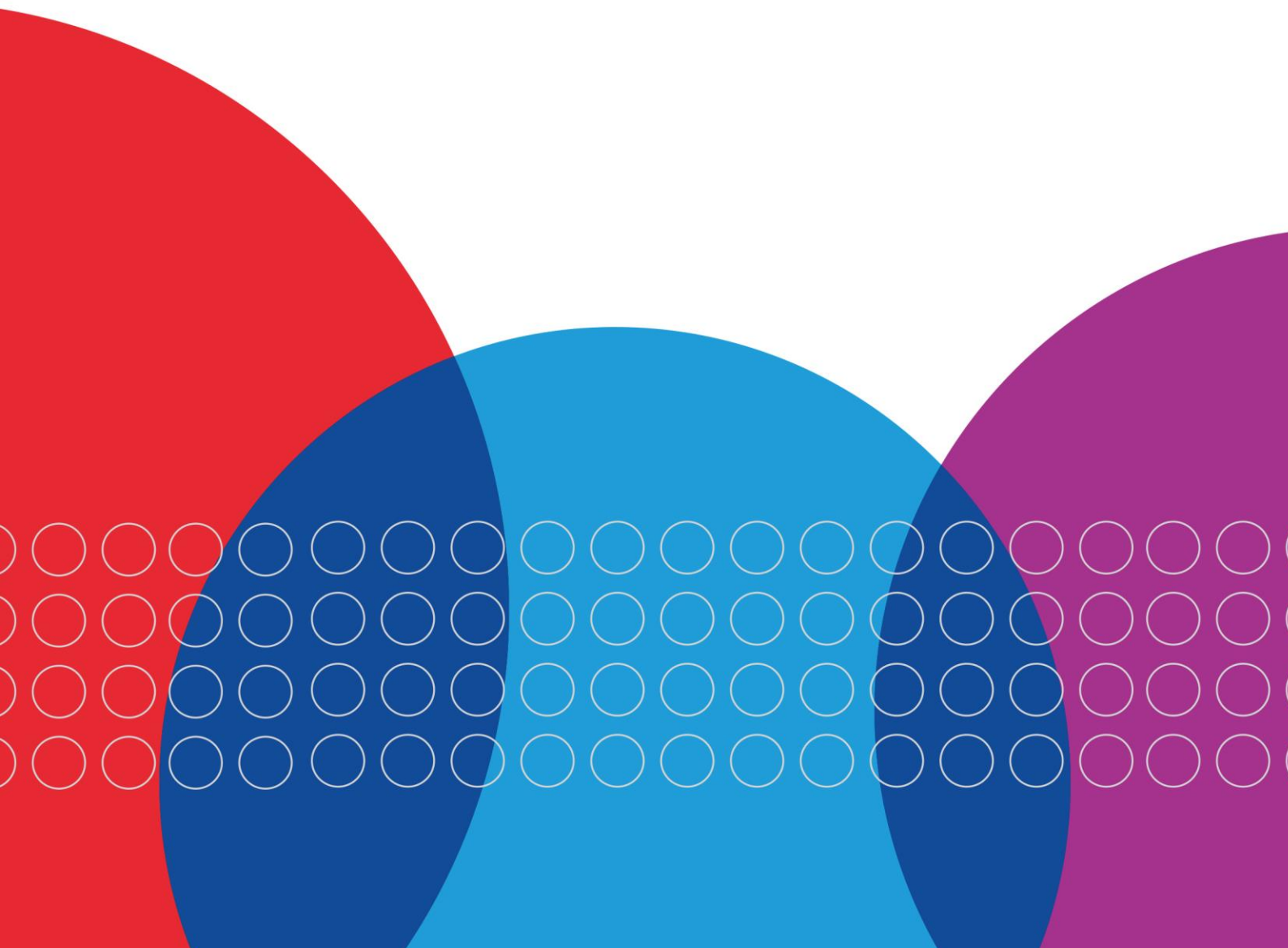


Government
of South Australia

Office for the Public Sector

FLEXIBILITY AT WORK:

INFORMATION FOR MANAGERS AND
EMPLOYEES



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Foreword – Commissioner for Public Sector Employment, Erma Ranieri

A strong Public Sector is vital to deliver the best outcomes for South Australia. Our vision is to deliver a world-leading Public Sector that serves South Australians well, does what it says it will do, and to which every Public Servant is proud to belong.

A modern, efficient Public Sector must inspire a culture of change, growth and excellence. That's why our people are always our focus and at the heart of everything we do.

We are committed to being an employer of choice with a workplace that's safe, positive, flexible and diverse. The Government supports access to flexibility at all levels across the South Australian Public Sector and a culture where working flexibly is considered business as usual.

Flexibility can take many forms and it is important to support our people to find the right balance between work and other responsibilities and interests. Redesigning roles, so that people can take up flexible arrangements, including part-time employment, will also open up opportunities for talented South Australians to join the South Australian Public Sector. This will help us secure the future for a strong public service.

Our approach to flexibility is underpinned by the Public Sector Values and the Code of Ethics for Public Sector employees. It is also consistent with the *Public Sector Act 2009*, the Government's 'All Roles Flex' policy and the Flexibility for the Future initiative, which is open to employees at all levels.

To achieve our vision we need different approaches to how we manage our work, ourselves and our business to succeed. This resource, which will be regularly updated, is designed to give you practical support and guidance if you are seeking flexible arrangements or are responsible for implementing flexible arrangements in your team. We are committed to asking "if not, why not?"

I encourage you to think about how flexible working arrangements could benefit you and your team.

Erma Ranieri
Commissioner for Public Sector Employment
Office for the Public Sector

[Premier's Direction – Flexibility for the Future](#)

Introduction

Flexible working arrangements for public sector staff are not new. However, currently within the public sector there is a traditional mindset about who is eligible, with part-time employment and flexible working hours being made available primarily for women with children and/or carer responsibilities. Changing economic and social conditions, shifting populations and rapidly advancing technical innovations, has brought a greater need for modern workplaces to embrace flexibility. All employees have a right to request access to flexible workplace options, regardless of age, profession or personal circumstances.

Flexible working arrangements can be accessed for any reason and reasons do not need be disclosed. The government is committed to considering flexible working arrangements for everyone at all levels. Flexibility will assist employees to achieve a greater balance between their work, self, family and community. Supporting our employees is good for business; it is linked with lower turnover, higher productivity, increased engagement and higher morale.¹

[See Information Sheet 1 - Frequently Asked Questions](#)

Creating Flexible Workplaces

Workplace culture is critical to the successful implementation and management of flexible working arrangements. Supportive work-life organisational culture has been defined as ‘the shared assumptions, beliefs, and values regarding the extent to which an organisation, workplaces and teams support and value the integration of employees work and family lives’.²

Managers should seek to integrate flexible working arrangements into workplace culture, so that employees are comfortable to request and utilise such arrangements. The Government is focussed on changing current thinking and culture to support contemporary reality, where both men and women have a need for work life balance. According to the Australian Bureau of Statistics, 30% of men in the workforce work flexibly to care for children and 1.2 million men work part-time now compared to 1.07 million in 2014.³

There is also a perception that flexible working arrangements are incompatible with working in a leadership role. It is important that participating in flexible working arrangements, do not impact on career progression. By eliminating barriers and perceptions we remove hidden bias and support diversity and gender equality in leadership.

[See Information Sheet 2 – Myth Busters](#)

¹ Regus (2012) Flexibility Drives Productivity, A Regus study into the link between flexible working practices and increased revenues/productivity

² Olafsdotti S (2008) ‘The role of organisational culture in employees work life balance as an aspect of health’, Nordic School of Public Health

³ McGeoch, L., (2017) ‘Flexible Work: The ties are off’, HRM, Australian Human Resource Institute, February 2017

"Progress is impossible without change, and those who cannot change their minds cannot change anything". George Bernard Shaw

Flexibility is about balancing the needs of the individual with the needs of the business by creating a respectful, professional and sustainable modern workplace and culture. This requires managers and employees to change the way they work and implement new infrastructure and technology. Agencies need to create a holistic, integrated approach to flexibility.

Cultural Conditions

The success and sustainability of Flexible Work Arrangements requires a modern way of thinking about work and workplaces. They can be described as the mindset or cultural conditions which support the use of flexible working arrangements. Using the Cultural Conditions as listed in Figure 1, the following assessment tool results assists managers and employees to consider the team's readiness for flexible working arrangements.

Flexible Workplaces Cultural Readiness Assessment Tool

The assessment tool, which includes Instructions for Managers, is designed to identify and highlight the strengths and the opportunities to enhance team culture. It can be completed by employees and the results collated by the manager for discussion during team meetings. Figure 2 provides an example of the Cultural Readiness Assessment Tool results.

Click on the following link and scroll to the bottom to find the [Flexible Workplaces Cultural Readiness Assessment Tool](#) adapted from the South Australian Department of Environment Water and Natural Resources (DEWNR).

Figure 1. Cultural Conditions (Adapted from DEWNR 'F4F: Building on DEWNR's great Culture')

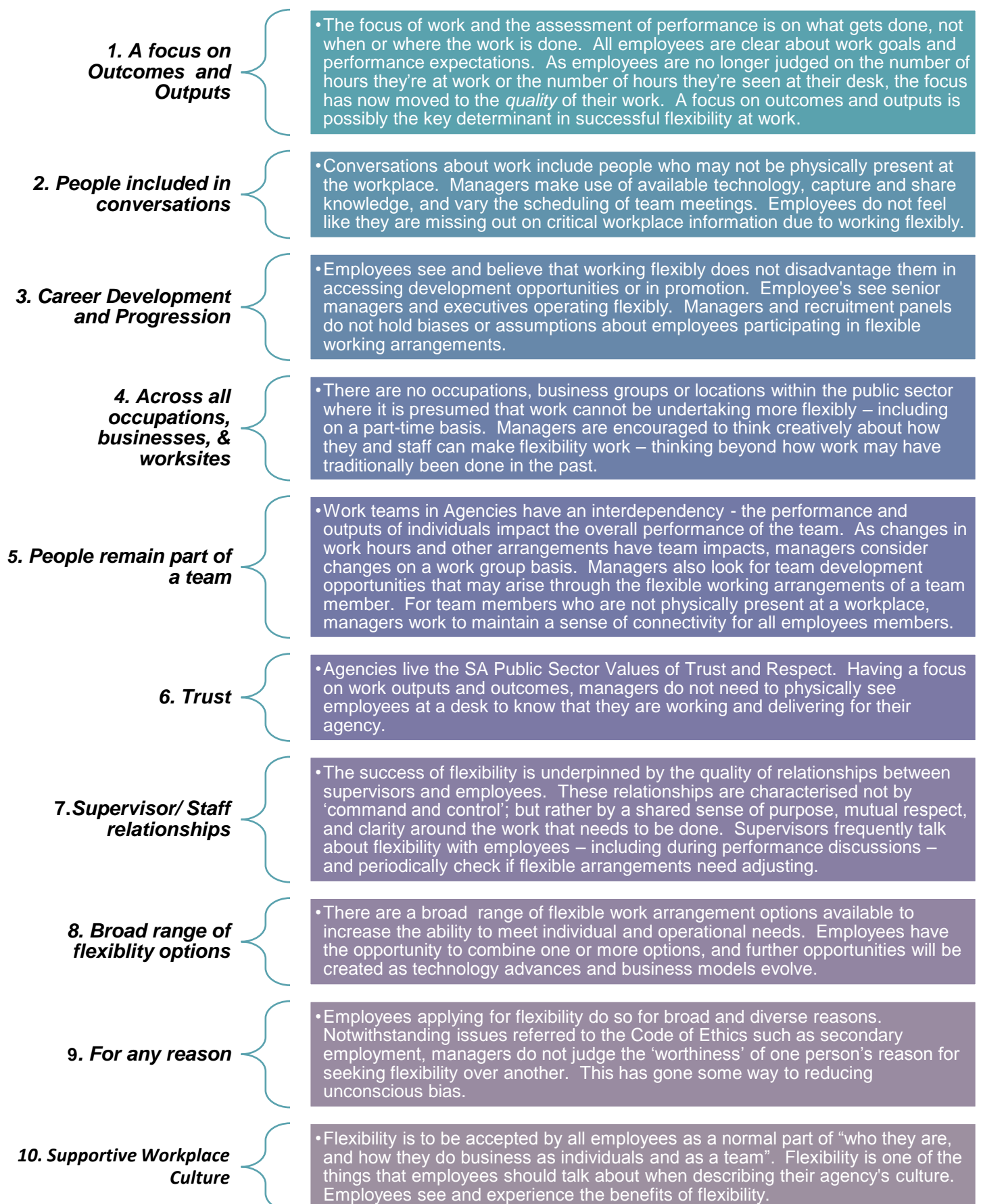
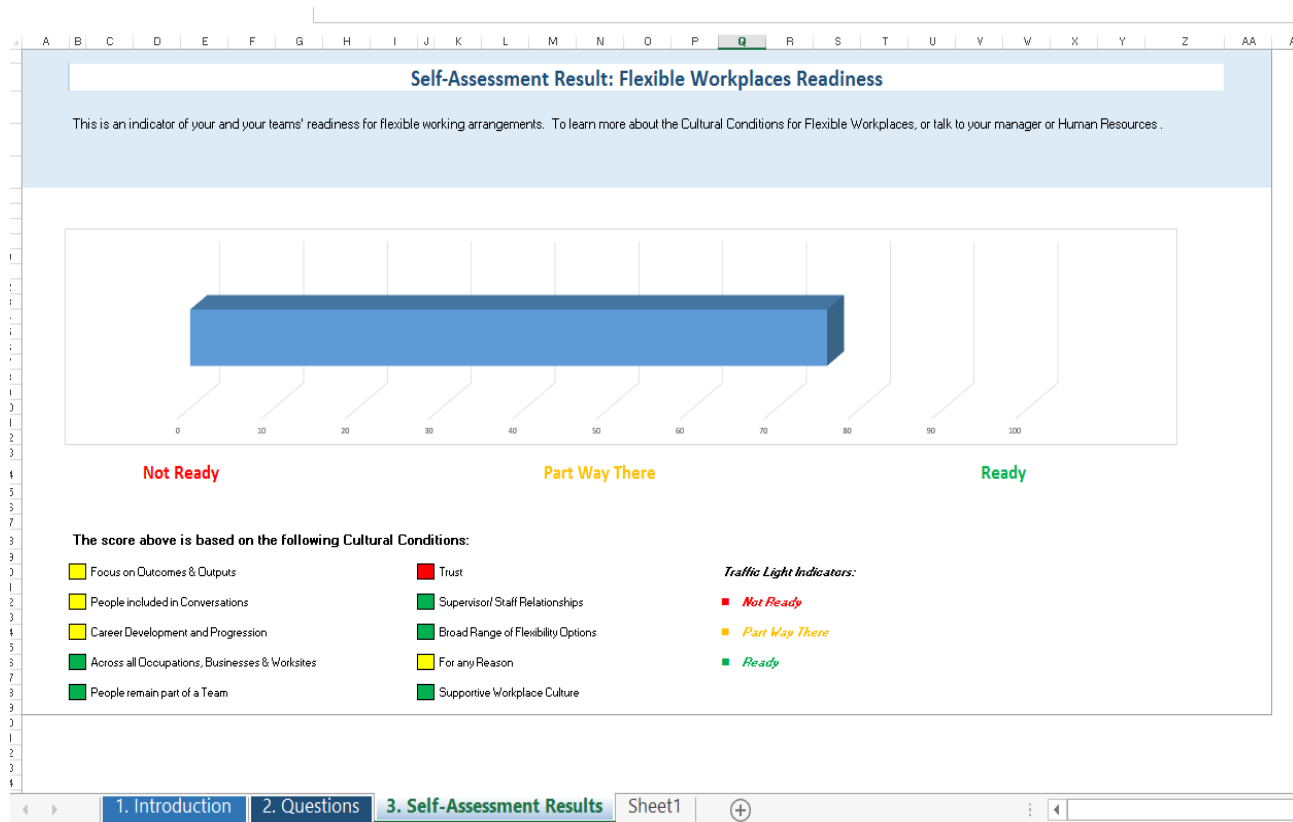


Figure 2 - Example of Cultural Assessment Tool Results



Communication

All employees need to know that they can request flexible working arrangements.

This can be communicated by:

- including the statement about the availability of flexible working arrangements when advertising roles
- discussing flexible working arrangements with new employees at induction
- role modelling flexibility in your own working arrangements
- informing others when employees are accessing flexible working arrangements; and
- discussing options for flexible working arrangements in team meetings and including the team in the redesigning of roles and work functions.

***Please note:** All positions advertised must include the following statement.

“The South Australian Public Sector promotes diversity and flexible ways of working including part-time. Applicants are encouraged to discuss the flexible working arrangements for this role”.

Further information on the above statement and its use in job advertisements can be found in the *Commissioner for Public Sector Employment Guideline – Recruitment and Selection* as well as the *Premiers Direction – Flexibility for the Future*.

Flexibility Benefits and Options ⁴

The promotion and normalisation of flexible work arrangement options for all employees in the Public Sector, will support cultural change to assist people to manage their work life balance at all stages of their lives, delivering social and health benefits.

Flexibility Benefits	
For Agencies, offering flexibility can:	For Employees, flexible working arrangements offer the opportunity to:
<ul style="list-style-type: none">• improve workplace productivity and financial performance• enable agency's to be more adaptable• improve customer service• assist with talent attraction, including broadening the employment pool• assist with worker retention and the reduction of recruitment costs• increase staff engagement, cooperation, commitment and motivation• reduce stress and absenteeism• provide a pathway to gender equality• encourage workers to return to or stay in the workplace• create a more diverse and inclusive workplace; and• remove cultural barriers to progression	<ul style="list-style-type: none">• reduce stress• increase job satisfaction and productivity• save on transport costs and commuting• undertake volunteering and other community activities• transition to retirement• continue to actively participate in the workforce in a manner which suits their personal circumstances e.g. parents, carers, older workers• participate in the workforce on a part-time basis to maintain health and wellbeing; and• create more trainee and graduate positions across agencies

⁴ Government of South Australia (2014), *Flexible Workplace Futures: Flexible work, working for you and your business*, http://www.eoc.sa.gov.au/sites/eoc.sa.gov.au/files/attachments/Flexible_Workplace_Futures_Package_0.pdf

Flexibility Options

The South Australian Public Sector offers a number of flexible working arrangements. This could include one or more of the following:

- flexibility in the **Scheduling** of hours worked
(e.g. flexitime, approved days off, compressed/expanded workweeks, alternative start/finish times, changed shift and break schedules)
- flexibility in the **Amount** of hours worked,
(e.g. part-time, job sharing, purchased leave, transition to retirement)
- flexibility in the **Place** of work
(e.g. working at home, remote location, multiple work locations, activity based work).

The flexible working arrangements available to SA Public Sector employees are listed in Figure 2 with further information available in:

- [Commissioner for Public Sector Employment Guideline and Determination: Flexible Workplace](#)
- [Commissioner for Public Sector Employment Determination 3.1 Hours of Work, Overtime and Leave](#)

Figure 2 – Flexible Working Arrangements

Options	Description	Scheduling, Amount & Place
Part-time hours	A part-time employee works less than 75 hours per fortnight, or in the case of Weekly Paid employees less than 76 hours per fortnight and the hours are generally fixed and constant. Employees who work part-time may be employed on an ongoing or term basis. Part-time employees are entitled to the same benefits as full-time employees (on a pro-rata basis).	Scheduling & Amount
Flex-time	An employee works for an agreed total number of “core hours” and negotiates with their manager when their working day begins and ends.	Scheduling
Job-share arrangements	An arrangement in which two or more part-time employees share the responsibilities of one full time job. This may be in the form of separately allocated tasks or the sharing of all tasks over different days.	Amount & Scheduling
Purchased leave	An employee reduces the rate of their wage in return for additional periods of leave over a specified period of time. The additional periods of leave are referred to as purchased leave. The periods of purchased leave are planned in advance and funded by salary reductions spread evenly over a service year.	Amount
Working from home	Working from home enables an employee to work from a home based work location instead of their usual office based location.	Place & Scheduling
Working remote	Employees can perform their work from a different place to their colleagues, for example; to save on travel time, working from a local library or alternative business location.	Place & Scheduling
Leave without pay (LWOP)	Up to two years leave without pay may be granted.	Amount
Compressed working weeks	An employee elects to work a set number of hours over fewer days, in order to have a regular day off.	Scheduling
Patterned Long Service Leave	Accessing long service leave on a regular basis as a means to reduce hours of work over a period of time, whilst still maintaining salary and leave provisions.	Scheduling & Amount

Right to Request

All employees have a right to request access to flexible working arrangements. Flexible working arrangements should be promoted broadly throughout an agency, and requests by individual employees should be given strong and positive consideration.

Where the application is not supported due to organisational imperatives, the decision maker must advise the applicant in writing within 21 days of the applicant's request, including reasons for rejecting the request. There may be occasions where a decision is not able to be made within the 21 days, for example when the workplace is investigating job-sharing options, or discussing job redesign within the team. In this instance, the manager should advise the employee of the cause of the delay and expected timeframe for a response.

Focus on how, not why

In considering a request to access flexible working arrangements, managers should focus on how the arrangements could work, not why the person is applying. This approach of focusing on the how, - not why, can help to reduce/remove unconscious bias that may influence decision-making.

Requests should be objectively considered against the impact on service delivery and organisational imperatives, as well as considering the availability to implement alternative arrangements. This includes redesigning the role, creating a job share arrangement or exploring technology to support the request.

When considering an employees' request, managers are asked to think about the potential benefits this arrangement can bring to the employee and the agency, asking themselves - if not, why not?

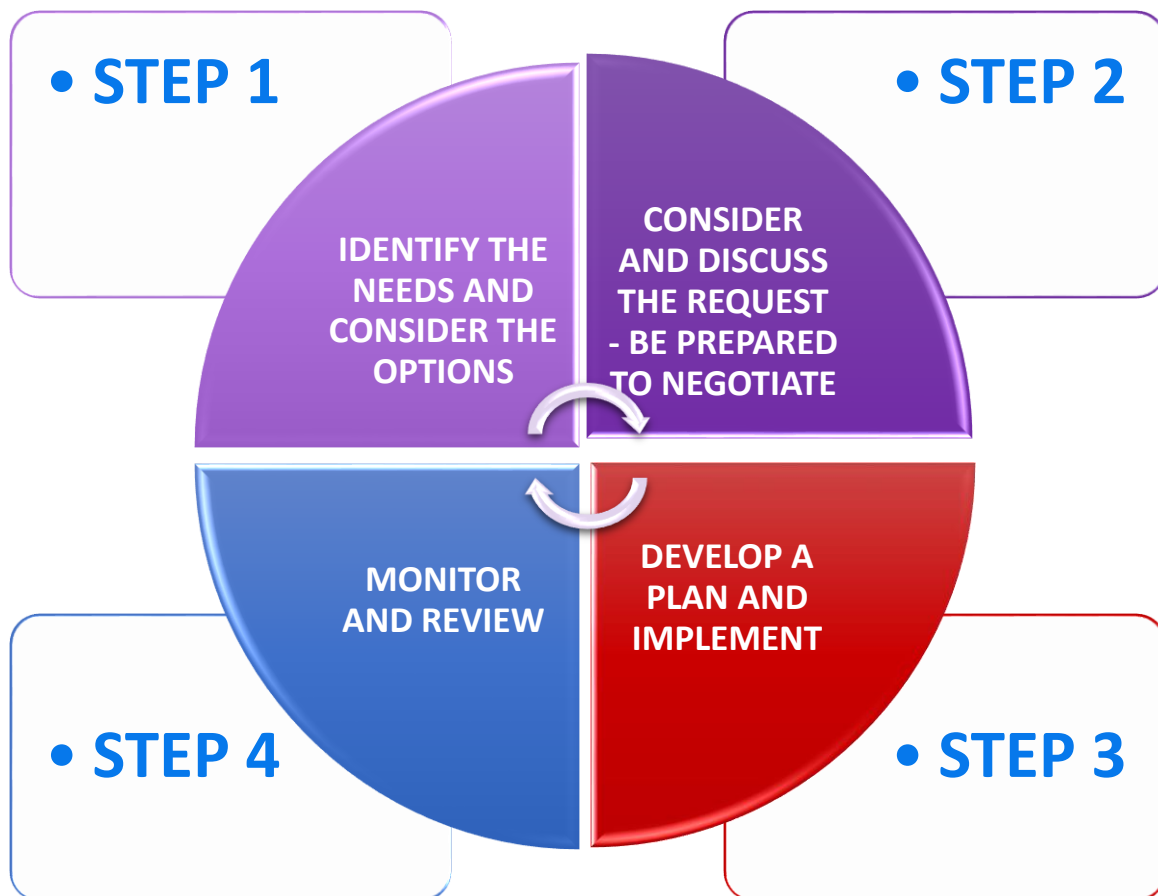
Similarly, it is important that employees are realistic about the opportunities (and potential barriers) when seeking flexible working arrangements.

Agency Request and Approval Process

The process to request and consider flexible working arrangements will differ across agencies. Employees and managers should familiarise themselves with their own agency's process. Even though the process may vary, the common goal is to reach an outcome that meets both the employee's needs for flexibility as well as the business requirements, taking into consideration any industrial or legislative requirements and using this resource as a guide.

Flexible Working Arrangements: A Process for Requests and Considerations

The following **four step process**, is designed to be adaptable to each agency's needs and provides information for employees and managers to work through when considering flexible working arrangements. The emphases in each step is on mutual obligation.



Flexibility at Work – Information for Managers and Employees

Step 1: *Identify the Needs and Consider Options*

Both managers and employees need to approach flexible working arrangements with an open mind. The first option considered may not be the only option available. It is important for managers and employees to take the time to review the various options, and the implications for each option, in order to determine what will work for both parties.

<i>Employee to consider:</i>	<i>Manager to consider:</i>
<ul style="list-style-type: none"><input type="checkbox"/> Define what you are seeking and what factors are influencing you to consider requesting a change in your work arrangements. For example: are you seeking flexibility in scheduling, a variation in the amount of hours worked or the place of work.<input type="checkbox"/> Identify the option/s that may best meet both your and the agency needs, and what to consider using the following two documents:<ul style="list-style-type: none">➤ <u>See Information Sheet 3 - Flexible Working Arrangements - Employee Checklist: 'What to consider before lodging an application'</u>➤ <u>See Information Sheet 4 - Flexible Workplace Arrangement Options and Considerations table</u><input type="checkbox"/> If you are not sure, contact Human Resources to discuss your options and the process in your agency for submitting a request for Flexible Working Arrangements.<input type="checkbox"/> When submitting a written request, clearly outline the changes sought.	<ul style="list-style-type: none"><input type="checkbox"/> When you are first approached by an employee to consider adjustments to their work arrangements, you will not know how far along they are with their thinking. They might be coming straight to you for information as a first step or might be more advanced in their plans and want to discuss what would work best for the workplace and them.<input type="checkbox"/> Start thinking about what the potential issues may be and how you might manage them. Referring your employee to this resource may be your first step, but you might also have to ask some pertinent questions before you really know what they want from you at this stage. The challenge is to find out whether they want information or answers.<input type="checkbox"/> Off the cuff comments about what is and is not possible may start discussions off on a wrong note. Remember that it can be daunting and/or difficult for some employees to raise the need for flexibility with their manager.

Flexibility at Work – Information for Managers and Employees

Tips for compiling a request:

- ❖ Wherever possible submit the request at least a month before the proposed start date of the arrangement
- ❖ Remember that your proposed change/s needs to be realistic and workable for everyone
- ❖ Carefully read through the request to ensure you have not missed anything
- ❖ Make it clear that you are committed to ensuring that the arrangements work effectively for everyone.

- **Submit your request** in-line with your agency's flexible working arrangement processes.
- See [Information Sheet 9 - Flexible Workplace Arrangements Request and Response Form](#) which can be utilised in the absence of an agency template.

- [Information Sheet 5 - Flexible Working Arrangements Managers Checklist](#) is designed to assist managers through the process.

[Information Sheet 6 Flexible Working Arrangement Case Studies](#) for a range of from SA Public Sector Agencies, which illustrate that creative and workable solutions can be found for individuals and their work areas. Explore the options that are available to find one that can benefit the individual and the agency. The case studies may assist to identify options.

Flexibility at Work – Information for Managers and Employees

Step 2: Consider and discuss the Request - Be Prepared To Negotiate

When considering and discussing a request for flexible working arrangements', it may become evident that the employee's preferred hours, days or location may not be possible due to conflicts with business needs. It is therefore, essential for both parties to be prepared to discuss some alternative ideas if the preferred option/s is not available, with the aim to have a win/win outcome. To assist see the **checkbox**, following this step.

Employee to consider:	Manager to consider:
<p>When preparing for your meeting with your manager try to anticipate the questions that may arise. That way you can be prepared to respond during the meeting.</p> <p><i>Prior to discussion -</i></p> <ul style="list-style-type: none"><input type="checkbox"/> think about what the impact of your proposed changes will have on the critical functions and tasks of your role<input type="checkbox"/> Identify the benefits of your proposed arrangement for both you and the team?<input type="checkbox"/> think about how flexible you can be if the agency needs to change the arrangement?<input type="checkbox"/> are you prepared to revert to the current work pattern if the arrangement doesn't work in practice? <p><i>During discussion –</i></p> <ul style="list-style-type: none"><input type="checkbox"/> be clear and realistic about what you are requesting and the outcome<input type="checkbox"/> if you are not confident talking about these issues, you might want to ask a support person or HR representative to attend the meeting to assist	<p>It is essential to have an open and honest discussion with the employee requesting a flexible work arrangement to achieve a win-win outcome.</p> <p><i>Prior to discussion –</i></p> <ul style="list-style-type: none"><input type="checkbox"/> Does the proposed change impact on the employee's duties? If so, how?<input type="checkbox"/> Will the proposed arrangement affect the way that other employees work? Will it require changes to rosters or workloads? Will it affect the way the team communicates or collaborates? If so, how can these be addressed?<input type="checkbox"/> Does the proposed arrangement create any safety concerns? For example, is the home or other workspace a safe and healthy place to work? (refer to your agency's policy on Working Remotely and Working from Home Arrangements)<input type="checkbox"/> Consider referring to Information Sheet 7 - Conversation Starters should you need some prompts to support this conversation. <p><i>During this discussion -</i></p> <ul style="list-style-type: none"><input type="checkbox"/> Review the employee's original request<input type="checkbox"/> Clarify any area that requires more information

Flexibility at Work – Information for Managers and Employees

- ☐ come prepared by writing down a list of the points you want to make and note down any barriers and/or agreements

- ☐ Explore other alternatives if the proposed arrangement isn't the best fit for the workplace and employee
- ☐ Explain any conditions or implementation issues
- ☐ Should broader discussion with the team be necessary in order to support job redesign or task reallocation, it is important to advise the employee before commencing these discussions.

Sometimes a request for a flexible work arrangement may not be practical. If, after your discussion, you are still unable to find a workable arrangement, it is important to explain clearly in writing, why the request cannot be approved within 21 days.

Flexibility at Work – Information for Managers and Employees

Check Box

Employees and managers could use the check box below to do a simple analysis of possible options and then use it as a discussion guide. Make a note of any extra issues you need to address.

Flexible Working Arrangement Options	Will help achieve what is needed for the INDIVIDUAL				Will help achieve what is needed for WORK UNIT			
	Yes	No	Maybe	Comments	Yes	No	Maybe	Comments
Working from home								
Flexi-time								
Job Share								
Purchased Leave								
Leave without Pay								
Working from Home								
Working remote								
Compressed hours								
Patterned long service leave								
Other arrangements								

Step 3: *Develop a Plan and Implement*

A good plan clearly sets out how the preferred arrangement can work and be accommodated in the workplace. A written plan is a useful tool to help progress negotiation and establish clear agreements so everyone has a clear understanding of the expectations moving forward.

Employee to consider:	Manager to consider:
<ul style="list-style-type: none">□ Consider any changes you may need to make to your new work environment (if applicable) to meet WHS and Ergonomic requirements. Refer to your agency's internal procedures for guidance.□ Be aware that once a new arrangement is entered into, you may not be able to change it, unless by mutual agreement.□ Make sure the arrangement doesn't negatively impact your work practices and the rest of the team. If your normal workplace is an office, it is important that you get into the habit of transferring phones, including office hours in email signature, ensuring that any shared documentation (paper or electronic) is filed correctly so that other employees can access it in your absence.□ Think about when you would like to review these arrangements, considering any end dates that may be included in the plan.	<ul style="list-style-type: none">□ Reflect newly negotiated working arrangements and any changes in duties in performance agreements. Ensure workloads are adequately proportioned or re-designed to the employees' hours and classification.□ In instances where the flexible working arrangement will impact on the team, it is important to involve the team in discussions. These discussions may include:<ul style="list-style-type: none">• seeking input into job or task redesign• discussing the options to re-allocate responsibilities• identifying how the team responds in urgent situations when an individual is out of the office• identifying who can act as a backup when an individual is out of the office, or• identifying opportunities to increase communication and strengthen team cohesion.□ Once the proposed plan has been worked through to a satisfactory conclusion for both parties it is time to put it into action by the agreed date.

Flexibility at Work – Information for Managers and Employees

	<ul style="list-style-type: none"><input type="checkbox"/> Regularly communicate with your employee so they feel included in the workplace and can perform their job effectively.<input type="checkbox"/> Schedule any review required.<input type="checkbox"/> Ensure that the appropriate paperwork required to action the changes is generated and submitted to Human Resources. (E.g. CHRIS21 Employment Management Form, Working from Home Agreement, etc.)
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[Information Sheet 8 - Flexible Working Arrangements Implementation Plan Template](#)

Flexibility at Work – Information for Managers and Employees

Step 4: *Monitor and Review*

When implementing flexible working arrangements, some arrangements will require monitoring and periodical review to ensure they remain appropriate from an agency and individual perspective. During this time, it is important to review the impact on the employee's productivity, team culture and the information flow across the team. If any issues are identified, these should be discussed and addressed. It is important not to wait until the end of the trial to feedback any issues, but rather alter and make changes to the plan if and when necessary.

Employee to consider:	Manager to consider:
<ul style="list-style-type: none">□ Monitoring your arrangement may be as simple as a conversation or email about any issues that may arise. Any issues should be addressed where possible, before the review date.□ The review normally takes place during supervision and/or regular performance discussions. Ensure that you are prepared and have noted any issues or changes you may want to raise during the discussion. Remember this is a collaborative process.	<ul style="list-style-type: none">□ Monitoring your employees' arrangement may be as simple as a conversation or email about an issues that may arise. Any issues should be addressed where possible, before the review date.□ The arrangements and review requirements are listed in Figure 3. Book dates in advance, e.g. during performance discussions or supervision when performance agreements are reviewed and updated.

The following are three outcomes that can arise from the review phase:

1. There will be no change.

In this case, only the next review date needs to be agreed and supporting paperwork submitted.

2. The arrangements will finish, and the employee will revert to the substantive work arrangements.

Remember to check with Human Resources whether any paperwork is required at this stage.

3. Individual or workplace needs will have changed and necessitate new arrangements

If this is the case, then some (or all) of the process described above may need to occur, as the new agreement is negotiated and the supporting paperwork submitted.

Figure 3 – Options and Type of Review

Options	Type of Review
Part-time hours	May be a temporary or an ongoing arrangement.
Job-share arrangements	May be a temporary or an ongoing arrangement.
Purchased leave	This is a temporary arrangement that requires annual review (or on expiry of the agreement if a 4/5 year option is undertaken).
Working from home	This is a temporary arrangement that should be reviewed at least annually.
Working remotely	This is a temporary arrangement that should be reviewed at least annually.
Leave without Pay	This is a temporary arrangement.
Compressed working weeks	This is a temporary arrangement that should be reviewed at least annually.

Making Flexibility Work (Enablement)

Beneficial outcomes are achieved when employees, managers and teams work together. Teams play a vital role in ensuring the successful implementation of flexible work. Team members should work together to communicate, and engage with the process, set expectations and build understanding to ensure the business continues to operate effectively.

See Information Sheet 9 for an example of a **Request and Response Form Template** for requesting and considering Flexible work arrangements if one does not exist within your agency.

Performance Management and Development

Performance management and development is fundamental to ensuring employee's and public sector agencies business success. When flexible working arrangements are requested and supported, this is an opportunity for managers to initiate the development or review of the employee's performance agreement in accordance with the agency's performance management framework.

The planning meeting provides a mechanism to formalise the request and to discuss and review any adjustments made to duties, expected outputs, communication processes and working arrangements. Trust and open communication between managers and employees is essential to enabling a successful approach to flexible working arrangements.

Supportive line management is critical for the successful implementation of flexible working arrangements. As “enablers” of workplace flexibility, managers and supervisors play an essential role in interpreting and implementing flexible workplace policies and practices and the required infrastructure.

Links to Associated Documents

- [Premiers' Direction – Flexibility for the Future](#)
- [Commissioner for Public Sector Employment Guideline – Flexible Workplaces](#)
- Commissioner for Public Sector Employment Guideline – Recruitment and Selection
- [Commissioner for Public Sector Employment Determination 3.1 Hours of Work, Overtime and Leave](#)
- [Commissioner for Public Sector Employment Guideline – Performance Management and Development](#)
- [Code of Ethics for the South Australian Public Sector](#)

Flexible Working Arrangements Information Sheets

Information Sheet 1 – Frequently Asked Questions

GENERAL	
Question	Answers
1. <i>How will it work?</i>	<p>The uptake of any flexible working arrangements is voluntary. We're not asking our employees to do more with less, all employees' workloads must be adequately proportioned or re-designed to their work hours and classifications.</p> <p>We are asking Public Sector managers "if not, why not" to part-time and flexible ways of working. We are wanting managers, employees and the agencies to work together to discuss the options that would best suit the employee as well as meeting the business needs. This could include job-share, or redesigning roles with a focus on creating trainee, or graduate opportunities. We also recognise that graduate and trainees may not be suitable in every case, so other alternative roles can be created at the appropriate classification, dependent on the work functions that will be undertaken.</p>
2. <i>Are there limitations on the timeframe of leave without pay?</i>	<p>Leave without pay can be granted up to two years. Refer to <i>Commissioner for Public Sector Employment Determination 3.1 – Hours of Work, Overtime and Leave</i> for further information.</p>
3. <i>Can either party negotiate a change to the flexible working arrangement end date, either bring the date forward or back?</i>	<p>Where an employee or the manager wish to cease or vary the arrangement earlier than the agreed term, this needs to be negotiated between both parties.</p>
FOR MANAGERS	
Question	Answers
4. <i>What does this mean for me? How will I be affected?</i>	<p>Seeking to participate in flexible working arrangements is voluntary for all employees regardless of classification. Flexible working arrangements should be promoted by each agency and employees can apply to access these arrangements, much like they do now. Office for the Public Sector will be working with agencies to reduce the barriers (real or perceived) that may prevent people taking up these options.</p> <p>Managers are asked to consider job redesign and the availability of flexible working arrangements when recruiting to all vacant positions. Employee applications to access flexible working arrangements should be viewed</p>

	<p>objectively, taking into consideration the way that the work can be done differently, utilising technology and job redesign opportunities as well as the impact on service delivery and business needs.</p> <p>Agencies and employees may choose to trial arrangements for 12 months, with a review undertaken toward the end of the period to determine whether they wish to continue in the arrangements or return to the substantive employment arrangements.</p>
5. <i>How can flexible working arrangements add value to the workplace and business?</i>	<p>There are compelling reasons for offering flexibility. These can include:</p> <ul style="list-style-type: none"> • Increased productivity; flexible working arrangements contribute to more 'engaged' staff and reduced absenteeism. • Promotes employee wellbeing; when employees can negotiate when and where they work it reduces stress caused by the difficulties in balance work and life responsibilities. • Lower costs for recruitment and training; flexible working arrangements can lead to easier attraction of new talent, as well as reduced turnover costs. • Reputation; providing flexible working arrangements puts you on the path to becoming recognised as an 'employer of choice' that cares about its environmental impact. • Promotes and maintains diversity in the workplace and increases job satisfaction.
6. <i>How will the team be able to deliver their work on time and to a high standard?</i>	<p>Public Sector agencies are committed to ensuring that flexible working arrangements have a positive impact on service delivery. This is achieved by scheduling work across individuals and teams with the aim to meet business needs and KPI's. Redesigning jobs with the aim to create roles to support graduates, trainees or other part time working arrangements to redistribute the workload provides an opportunity to undertake succession planning and knowledge sharing to create a suitable and sustainable workforce for the future.</p> <p>Flexible working arrangements also give employees a meaningful level of control over when, where and how work is accomplished. It's also one of the key drivers of employee engagement, which is linked to higher productivity, creativity and motivation in the workplace.</p>
7. <i>How does offering up to two years' leave without pay (LWOP) assist in promoting a flexible workplace?</i>	<p>This option is available for employees that are ready to trial transition to retirement, try something different and with approval, pursue other employment opportunities. This creates the opportunity for workforce renewal, and succession planning.</p> <p>It also creates an opportunity for the agency to consider the need for the current role over that period of leave and whether the role could be redesigned. The redesign could include splitting the role and classification levels of duties, or the role could be job-shared through part-time employment.</p>
8. <i>Have the Unions and relevant employee associations been consulted?</i>	<p>Consultation with Public sector unions and employee associations has occurred on the provisions available in the Commissioner for Public Sector Employment Guidelines and Determination: Flexible Workplaces.</p> <p>If the implementation of any flexible working arrangement will result in workplace changes that will affect a significant number of employees, appropriate consultation with the affected employees and the employee</p>

	representatives is required, in line with the applicable industrial provisions in the relevant Enterprise Agreement or Award.
9. <i>Are Managers entitled to flexible working arrangements?</i>	<p>Yes, absolutely. While many supervisory or management roles require regular contact with other team members, there is no reason why flexible working arrangements cannot be incorporated into these roles. Supporting senior employees and managers to access flexible working arrangements is an excellent way to demonstrate the agency's commitment creating a culture where flexible working arrangements are considered business as usual.</p> <p>Managers who are successful while working flexibly generally:</p> <ul style="list-style-type: none"> • have organised standard practices for communicating when they are not available • ensure staff have clearly-defined workloads, outputs and reporting processes • have team members who know and understand how their work contributes to the work of the team • have regular team meetings and do their best to ensure that there is at least one day a week where the entire team can attend, and • have a contingency plan to address any potential crisis situation.
10. <i>If I don't see my employee working how can I know they are being productive?</i>	<p>Employees should be managed based on the outcomes and deliverables they achieve, not how much time they spend at their desk. Performance should focus on results obtained, irrespective of the work arrangements in place.</p> <p>By having regular performance conversations, and establishing clear performance agreements which identify the deliverables, timelines and outcomes it will ensure your employee understands the expectations and how their work is linked to the agency's strategic objectives.</p>
FOR EMPLOYEES	
Question	Answers
11. <i>How can I get the best outcome for the agency and me?</i>	<p>Be professional - This is a business discussion not a personal one. Make sure you remain professional at all times and focus on the business not the people or personalities involved.</p> <p>Do your homework (see Information Sheet 3 – Employee Flexible Workplace Arrangements checklist) – Explore your options and think about how they will impact on your personal circumstance including financial.</p> <p>Demonstrate flexibility - Show you are willing to consider alternatives in both the arrangement and approach.</p> <p>Listen and be constructive - Listen to your manager and their viewpoint. Take the time to understand their concerns and issues.</p> <p>Take responsibility - Be clear that you are equally responsible for making the flexible work arrangement successful.</p>



12. <i>Can I reduce my hours on a temporary basis and see if it works for me?</i>	Yes, a reduction in hours can be on a temporary basis to enable the agency and the employee to trial the arrangement. However, in some instances it may be preferable to commit for at least a 12 month period to enable the remaining funding to be used to create another position or to attract suitable applicants to a job-share arrangement. This will support the ongoing workload and the achievement of the agency's business objectives.
13. <i>If the arrangement is temporary, what will happen at the end of the agreed period?</i>	Towards the end of the agreed period, the arrangement should be reviewed to determine whether it is working, and meeting both party's needs. It provides an opportunity to consider whether all parties wish to continue or whether an alternative arrangement should be considered.
14. <i>What happens if my request is rejected?</i>	<p>Request by individuals should be accommodated wherever possible. It is noted that agencies are required to make workforce decisions in order to meet operational outcomes. Where a request is not supported the reasoning behind the decision must be provided in writing within 21 days. It is good practice for your manager to discuss the current business circumstances and what other options may be available to you. It may be negotiated that an alternative option may work for both parties.</p> <p>If you are still not satisfied with the outcome, you may be able to lodge an application to have the decision reviewed. This would be done in-line with your agency's internal review/grievance resolution procedure.</p>
15. <i>What happens to my entitlements if I enter into a Flexible Workplace arrangement?</i>	As with any change to employment arrangements, employee entitlements may be affected. Individual employees are responsible for gaining an understanding of the impacts specific to their circumstances. This could include an effect on leave accrual, superannuation, and taxation.
16. <i>What happens when urgent enquiries come up when a work colleague is not in the office? Will I have to pick up the slack if they are choosing to work part time?</i>	It is the manager's responsibility to determine how any remaining workload is managed or redirected, however you may have ideas and suggestions of how work can be completed. By discussing this openly across the team, the team then become aware of the expected practices and contingencies that are in place to manage any ad-hoc issues that may arise when a team member is not in the office, as well as any redesign and redistribution on work functions that is required.

Information Sheet 2: Myth Busters

MYTH	BUSTER
<i>Flexible work arrangements will cost too much to implement</i>	Generally there are minimal additional costs for most flexible working arrangements. There may be some extra administrative costs, such as extra payroll and training costs. However, additional costs can be offset against the employee performance, as well as reduced costs associated with employee turnover. Reducing turnover rates of highly skilled workers can have a significant bottom-line benefit.
<i>The productivity of a flexible worker is not as good as a traditional worker</i>	Presence does not equal productivity or effectiveness - performance should be assessed on the nature and quality of the work completed. Increased flexibility does not lead to diminished performance, but offers a different way of achieving the same or enhanced outcomes for the job. Employees working flexibly have a healthy work life balance; they are often more committed to their agency if they feel their needs are being supported and they will have a high sense of motivation. The keys to success are trust, effective communication and clear performance targets.
<i>Employees already have the flexibility they need</i>	While the provisions are available - culture doesn't always support people to use the various options. Often people think that flexible working arrangements are limited to women with children, carer responsibilities or for those that aren't career minded. However, flexible working arrangements are available for all public sector employees, across all stages of their career and life cycle, to support lifestyle choices. For example employee's: <ul style="list-style-type: none"> o undertaking external studies o requesting reduce hours to transition to retirement o with responsibilities for elderly relatives o with a disability o who volunteer and have community commitments, or o wanting to pursue hobbies and interests.
<i>You can't work flexibly when you work in direct service delivery or client focused roles.</i>	As more businesses and customers are working with a broader span of business hours, the need for greater flexibility from agencies with direct customer contact has grown. Flexible work arrangements can enable an agency to broaden the span of operating hours. Customers are looking for good quality service and prefer to deal with happy employees who are satisfied with their work.



<i>Give people an inch and they will take a mile</i>	Managers have found that flexible working arrangements foster trust and cooperation and are linked to a high performance culture, strong communication and commitment to outcomes. Unethical behaviour is a performance issue and is a separate matter for managers to address.
<i>Flexible Working arrangements are not suitable for employees working shift work</i>	Flexible working arrangements are available for all public sector employees. Speak with your manager or human resources to see what arrangements may be available to you or your staff.
<i>There will be no-one left to do the work? (aka - the Snowball effect)</i>	Business needs are a key consideration, however there will still be ways to meet operational outcomes even with flexible working arrangements in place. It is unlikely everyone will want the same flexible options at the same time. Negotiation can still occur to 'roster' part-time or access to other arrangements across positions. It is important for employees and managers to be open to consider all options. Job design and workplace are important factors to ensure business needs are met.
<i>Flexible workers require increased supervision</i>	Open communication between managers and their employees is important, whatever the work arrangement. Employees accessing flexible working arrangements, like all employees, need a clearly defined expectations. Managers need to manage for outcomes rather than time spent in the office.
<i>Flexible working arrangements do not suit senior roles</i>	Flexible working arrangements are available for all employees, at all levels, to access. Balanced work and lifestyle practices in senior roles support equity, diversity, retention of knowledge and succession planning. The more experienced the employee, the greater the turnover cost, so reducing turnover rates in senior roles can lead to significant savings for agencies.
<i>Our clients won't want us to change how we work</i>	The primary concern of customers is the quality, outcome and cost of the services they receive – how we organised our work is our decision. Some flexible work options can enable a broader span of service availability.
<i>Flexible Working arrangements are only available as a reward for satisfactory performance</i>	Flexible working arrangements are available for all employees. There is a perception that access is subject to satisfactory performance, however, where performance issues are identified, access to flexible working arrangement may assist to address any personal issues that may be impacting on an individual's performance.

Information Sheet 3: Employee Flexible Working Arrangements Checklist

What to consider before lodging a request

Please note: This Checklist is designed to be used in conjunction with *Information Sheet 4 - Employee Options and Considerations Table*

It is important to consider the implications of changing your working arrangements and what extra information you need to gather before submitting your request.

You may need to discuss your situation and possible outcomes with your Human Resource contact person, Financial Adviser and/or Superannuation Consultant, when considering your workplace flexible arrangement.

CHECKLIST	THINGS TO CONSIDER & NOTE
<input type="checkbox"/> Why are you considering a flexible work arrangement?	<i>(For example – someone seeking to gain more time for work life balance may consider reducing their hours, however, other options like working from home may also reduce travel time freeing up non-productive time.)</i>
<input type="checkbox"/> What option/s are you considering? How long will you be seeking the arrangement?	<i>(See Figure 4 in 'Information For Managers and Employees', for further information on where the review requirements are outlined.)</i>
<input type="checkbox"/> What are the requirements of your current role and how do you work?	<i>(This includes: hours and workflow, time management, technology, client or stakeholder needs, responsibilities for staff, level of supervision)</i>
<input type="checkbox"/> What changes are required to your current work practices to implement changes?	<i>(This could include: compliance with working from home policy, change in workload, change to current communication and reporting processes)</i>
<input type="checkbox"/> How might any impacts be addressed?	<i>(Consider options to address any issues, such as ensuring effective communication, workload redistribution, team participation)</i>
<input type="checkbox"/> How will the new arrangements impact on your current financial position and entitlements?	<i>(This includes: superannuation, leave entitlements, and other employment conditions)</i>
<input type="checkbox"/> What is your agency's process to submit a request for flexible work arrangements?	<i>(e.g. is there an internal request form, who shall I send it too)</i>
<input type="checkbox"/> Other	<i>(e.g. how will client and case plan hand over be accommodated, managing sharing workload arrangements, meeting WHS requirements)</i>

Information Sheet 4: Employee Options and Considerations Table

Option	What is it?	How will leave entitlements be affected?	What are the considerations?
Part-time	<p>Employees work on a part-time basis when they work less hours than full-time. Hours may be on a fixed and consistent basis or on a rotating roster. Salary is adjusted to reflect the actual hours worked. Different part-time options that might be implemented include:</p> <ul style="list-style-type: none"> • working a set number of days in a week • working a set number of hours a day; • staggered hours – creating different start and finish times for employees to allow for greatest coverage of staff during core business hours • transition to retirement which may incorporate superannuation, salary supplementation; and • progressively increasing working hours until full schedule of agreed hours is reached – for example when employees return from parental leave 	<p>Recreation leave, sick leave, long service leave, and retention leave accrue on pro rata basis based on the equivalent part-time hours worked.</p> <p>Recreation leave, sick leave, long service leave, special leave with or without pay and public holidays to be recorded as nominated working hours where these fall on the employee's working day/s.</p>	<p>Generally the minimum part-time hours worked should not be less than 15 hours per week, unless otherwise negotiated in special circumstances.</p> <p>Advice should be sought from Super SA for the effect on superannuation.</p>
Job Share	<p>A job sharing arrangement is when a role is shared between two or more employees who work part time to cover the full-time equivalent of one role. Job share provides flexibility for employees to choose their preferred work patterns to suit their lifestyles. Job share may be accommodated by separately allocating tasks and responsibilities; by sharing of all tasks and responsibilities with no division of duties over different days; or a combination of these.</p>	<p>Recreation leave, sick leave, long service leave, retention leave and flexi-time accrue at pro rata basis based on the part-time equivalent hours.</p> <p>Recreation leave, sick leave, long service leave, special leave with or without pay and public holidays are to be recorded as nominated working hours where these fall on the employee's working day/s.</p>	<p>Generally the minimum part-time hours worked by employees should not be less than 15 hours per week, unless otherwise negotiated in special circumstances.</p> <p>Advice should be sought from Super SA for the effect on superannuation.</p>

Option	What is it?	How will leave entitlements be affected?	What are the considerations?
Purchased Leave	<p>An employee reduces the rate of their salary in return for additional periods of leave over a specified period of time.</p> <p>The additional periods of leave are referred to as purchased leave. The periods of purchased leave are planned in advance and funded by salary reductions spread evenly over a service year. Examples of how purchased leave arrangements might operate include:</p> <ul style="list-style-type: none"> • working during the school terms and then taking time off during the school holidays; • annual purchased leave: employee exchanges an agreed reduction in salary for extra periods of leave from 1-4 weeks in a 12 month period; and • a five year plan: an employee sacrifices some pay every fortnight and then takes the fifth year off 	<p>The purchased leave is treated as leave without pay.</p> <p>Any period greater than one month of leave without pay in any service year will not be counted as service for accruing long service leave, retention leave, recreation leave and sick leave entitlements.</p> <p>Recreation leave loading is paid at the full award/agreement rate – not the reduced fractional rate and does not apply to extra leave in purchased leave;</p>	<p>Salary payments are reduced in return to the additional periods of leave.</p> <p>Purchased leave must be scheduled and taken within the period of agreement.</p> <p>Purchased leave cannot be taken to break a period of long service leave.</p> <p>Retrospectivity does not apply.</p> <p>As purchased leave is treated as leave without pay, the period of purchased leave may impact on an employee's salary increment date.</p> <p>Advice should be sought from Super SA to determine the impact on superannuation.</p>
Compressed Weeks	<p>An employee elects to work a set number of hours over fewer days, in order to have a regular day off. Compressed week arrangements can be established on a weekly, fortnightly or monthly basis. Different compressed week options that might be implemented include:</p> <ul style="list-style-type: none"> • working weekly full time hours over a shorter time period; • a weekday-weekend swap, where employees are able to swap a weekday working day for working on a weekend; • weeks on, weeks off: working one or several weeks and then taking one or several weeks off; and • annualised hours - agreed number of hours are worked on an annual rather than a weekly basis. 	<p>Recreation leave, sick leave, long service leave, special leave with or without pay and public holidays to be recorded at nominated working hours where these fall on the employee's working day/s.</p>	<p>Work Health and Safety issues need to be considered in respect of employees who are/could be working in an isolated situation and/or late at night as well as the number of hours an employee can work in any one day or week.</p> <p>If employees are required to work on their usual day off, the hours worked are not to be treated as overtime. In this situation the time worked must be taken off at a mutually convenient time; and</p> <p>Compressed hours may be worked in any shift work situation that has been approved by the appropriate delegate. Shift penalties are calculated on the basis of actual ordinary time worked</p>
Working from Home and	<p>An employee performs their duties from a place that is different to their usual office location, for a</p>	<p>No effect</p>	<p>Work Health and Safety issues must be addressed prior to the approval of any proposal.</p>



Option	What is it?	How will leave entitlements be affected?	What are the considerations?
Working Remote	<p>portion of their usual hours, or on an ad hoc basis. Arrangements should be made so that employees are contactable via email and phone. Factors that need to be taken into consideration when setting up such an arrangement are:</p> <ul style="list-style-type: none">• how the employee will access emails, electronic files and make/receive telephone calls;• how the employee interacts with other team members and colleagues;• managing expectations as to how and when the employee will be accessible;• work health and safety risks of the alternate work location; and• work that can be performed outside of the usual office location including, but not limited to, confidentiality of information		<p>Overtime is not available unless prior approval is given by a Chief Executive/agency head or delegate.</p> <p>Can be on a regular basis with a formal arrangement, or an ad-hoc basis.</p> <p>Confidentiality and privacy must be maintained in the non-office location.</p> <p>It is essential that employees are contactable whenever they are working from home or remote</p>
Career Break (Leave without pay)	<p>Up to 2 calendar years leave without pay can be granted to enable employee to attend to other responsibilities, pursue other professional development, a new career endeavour or move into retirement.</p>	<p>Where a leave without pay period exceeds the equivalent of one calendar month of service in a service year, the period/s of absence will not count as effective service for the accrual of leave entitlements.</p>	<p>Advice should be sought from Super SA to determine the impact on superannuation.</p>
Patterned long service leave	<p>Single days of long service leave are accessed on a regular (patterned) basis, so that an employee is able to work part-time without reducing the total fraction of time (or pay) for which they are employed.</p>	<p>Recreation leave, sick leave, long service leave, and retention leave continue to accrue based on the employees current FTE.</p> <p>Single days of long service leave are be deducted for each absence and will be converted from calendar to working days, i.e. a standard working day is equal to 1.4 calendar days for long service purposes.</p>	<p>Previous periods of part-time employment and length of tenure may impact on the rate of pay whilst participating in a Patterned Long Service work arrangement.</p> <p>Employees are advised to check with Shared Services SA in order to confirm their applicable rate of pay.</p>

Information Sheet 5: Manager Flexible Working Arrangements Checklist

What to consider when managing a request

CHECKLIST	THINGS TO CONSIDER & NOTE
<input type="checkbox"/> Will the proposal improve the employee's work-life-balance and/or health and wellbeing?	<i>It will permit more time for the employee to take care of family; focus on hobbies and interest; pursue other employment opportunities in the private sector or transition to retirement</i>
<input type="checkbox"/> What are the requirements of the employees' current role and what would need to change to support the request?	<i>Hours and workflow, time management, technology, client or stakeholder needs, responsibilities for staff, level of supervision</i>
<input type="checkbox"/> What changes are required to their current work practices?	<i>Compliance with working from home policy, change in workload, change to current communication and reporting processes</i>
<input type="checkbox"/> How might any negative impacts be addressed?	<i>Use of technology, communication strategies, redistribution of workload, job redesign, enable continued participation in team activities</i>
<input type="checkbox"/> What are the potential costs or savings?	<i>ICT, WHS provisions, salary savings, information security</i>
<input type="checkbox"/> How can we manage risks associated with the request?	<i>Any risks should be balanced against the risks implied by not acting, how will this impact on the team, workload, need for job redesign</i>
<input type="checkbox"/> What do I need to do to move forward on this request?	<p><i>What is the process and what resources are available in my agency for me to manage this request?</i></p> <p><i>Do I need to contact HR for advice and support?</i></p> <p><i>Am I ready to discuss the request with the employee?</i></p> <p><i>If declining the request, remember to put your response in writing and advise the employee of any review or grievance rights.</i></p>

Information Sheet 6: Flexible Working Arrangements Case Studies

Flexible working arrangement	Agency Case Study
<i>Compressed Hours</i>	An Outpatients Coordinator (ASO3) requested to under a Flexible Work Arrangement through the use of Compressed Hours – 37.5 hours across 4 days. The other ASO3s in the team supported this and they also utilised this as an opportunity for an ASO2 Admin Officer to have additional responsibilities on that day. This arrangement enabled an older worker to take a longer weekend every week.
<i>Part-Time 9 Day Fortnight</i>	A People and Culture Manager had requested a reduced hour's arrangement to support family commitments. She currently is adaptable as to which day is taken except for the weeks containing public holidays. This arrangement enables the leader to undertake at least 1 day of school pick up/drop offs and class volunteering. She has stated that this is invaluable to her daughter.
<i>Flexi-Time</i>	Staff within Business Operations use flexi-time within core hours permitted to facilitate work peaks and troughs. The team coordinate days taken as flexi-time to ensure an equitable approach to time off and workloads. Each person has a unique story about how that flexi-time is used and valued.
<i>Special leave Without Pay</i> <i>Graduate Position created</i>	A Graduate Engineer (PO1) was nearing completion of the DPTI Graduate Engineer Rotation program and wished to pursue alternative employment interstate for personal reasons in another discipline. They were granted 12 months special leave without pay to undertake alternative employment with the right of return. This provided an opportunity for DPTI to seek to engage another engineering graduate.
<i>Purchased leave</i>	<p>Michael, an ASO6 Senior Project Officer, took advantage of Purchased Leave in order to devote more time to his family during a difficult period.</p> <p><i>Michael:</i></p> <p><i>My partner's health began to deteriorate markedly around five years ago. Her medical condition resulted in numerous medical appointments and four operations over that period, the final (and successful) one in 2016. With one daughter in child care, and later primary school, various forms of available leave dwindled. Added to that, in 2015 my partner's mother required emergency surgery and a move from a retirement village to residential aged care. We are her only family in South Australia. Being able to purchase leave a few times over the last five years gave us that little buffer that was vital for the health and wellbeing of my family, and me! We're very grateful.</i></p>
<i>Part-time and work from home</i>	Emily is an ASO6 Senior Workforce Strategist who, due to parental and carer responsibilities, requested to work part-time.

	<p>Due to the nature of the project work Emily does, and her department's ability to give her secure home access to systems, it was agreed Emily would work 0.6, with two days in the office and one from home. This flexible workplace arrangement is reviewed every 12 months.</p> <p><i>Emily:</i></p> <p><i>Being the mother of three young children, one with physical disability, I find it difficult to balance my career and the needs of my children. Part-time and work from home arrangements allow me to progress my career and add value at work, while meeting the needs of my children. These arrangements also enable me to be involved in the care and rehabilitation needs of my eldest son, volunteer at my children's school and ensure my children can participate in extracurricular activities.</i></p>
<i>Multiple arrangements</i>	<p>An ASO8 Principal Economics Policy Officer, put in a request to work part-time as he has a large, blended family and needs flexibility to manage school pick-ups and other aspects of family life. This also enables his partner to combine work and study, which would be difficult to manage if he continued to work full-time. He works Part-time 0.8FTE and on 2 of these days, he does the school drop off and pick up so works between the hours of 8:30 and 3:00pm.</p> <p>He has utilised a number of different flexible arrangements - including long service leave, and a variety of different part-time arrangements. When his children were first born he worked full-time, he later switched to primary carer and utilised flexible work arrangements to accommodate his wife's career. He is sure his working arrangements will change as his, his partner's and his children's life circumstances and needs continue to change.</p>
<i>Transition to retirement</i>	<p>An ASO8 Principal Economics Policy Officer is working 0.6 FTE as a transition to retirement. He is flexible and will increase his hours if there is a requirement to cover peak loads. This allows the knowledge transfer to others within the team, whilst allowing the employee to gradually reduce his hours over a number of years.</p>
<i>Flexible Working Arrangements – A Managers perspective</i>	<p>As a manager, flexible working arrangements have offered a positive opportunity to address both the business needs of the unit whilst at the same time supporting the team to meet their non-work commitments. 'As long as business requirements are met, you should be flexible. It is important to be clear about work output expectations so the focus can be more on measuring and realising the outputs rather than overly managing the inputs. Often the employment that you offer the staff with the application of flexible working arrangements comes back in increased loyalty, commitment and productivity in the work place. As employers, we need to take a more neutral perspective, we need to look at it systemically and not in isolation. We need to understand the system in which staff live and work, other structures, such as the school system, exist inflexibly, therefore, we must accommodate this'.</p>

Information Sheet 7: Conversation starters

Flexibility at Work: Conversation starters for Managers

Discussing flexible working arrangements openly assist to clarify individual needs and set clear expectations. It can also identify others within the agency who may be critical to making the arrangement successful.

Here are some examples of conversation openers:

- “I want to create an environment that supports flexibility, so let’s work together towards an arrangement that can help you perform at your best.”
- “It’s everyone’s right to ask for flexible working arrangements and I’m keen to make your proposal work if I can. Talk me through what you are thinking.”
- “I’d like to understand more so we can develop an arrangement that will work for you and the team.”
- “What has lead you to consider a flexible working arrangement, what options have you considered?”
- “To help make this work what do we need to consider?” (e.g. deadlines, time in office, response times, communication).
- “Unfortunately that arrangement is not going to work due to (...outline reason.....), however I am committed to offering flexibility, so can we discuss some other options that may work for you and the team.”

Holding open and clear conversations clarifies expectations, and may lead to a successful and rewarding collaborative arrangement for both the manager and the employee. While flexible working may result in a manager seeing less of their employee, scheduling time to catch up, and providing regular feedback as well as managing performance outputs, ensures expectations are being met and the employee feels supported and trusted.



Information Sheet 8: Flexible Working Arrangements Implementation Plan Template

FLEXIBLE WORK ARRANGEMENTS IMPLEMENTATION PLAN TEMPLATE

Employee Name:

Agency:

Position Title and Classification:

The agreed flexible working arrangements (e.g. option/s)

How the arrangement will work (e.g. hours and time of work)

Any Technology required (e.g. access to email at home, video conference for meetings, mobile phone)

How long the arrangement will last, (ongoing, or a fixed period) preferably a minimum of a 12 months

Agreed expectations about availability, outputs, performance and communication (e.g. Phone contact, work plan)

How and when the arrangement will be reviewed (e.g. Set dates for review, annually)

Who needs to be told about the changes and how this will be done (for example clients, team, stakeholders)

Safety arrangements – if applicable (refer to Agency's Policies, Guidelines and Procedures)

Other

Line Managers Name:

Signature:

Date:

Employees Signature

Date:



Information Sheet 9: Flexible Working Arrangements Request and Response form

Request (completed by employee)

Name: _____ Date: / /

Role Title: _____ Team: _____

I currently utilise the following flexible working arrangement/s

<input type="checkbox"/> None	<input type="checkbox"/> Compressed hours
<input type="checkbox"/> Workday flexibility (e.g. variations to start and finish times)	<input type="checkbox"/> Purchased leave
<input type="checkbox"/> Part-time work hours per fortnight _____	<input type="checkbox"/> Other _____

Expression of interest – new working arrangement(s)

To express your interest in any of the flexible working arrangement(s) above, please indicate by ticking and completing your preferences below:

- ☐ **Workday Flexibility** (e.g. variations to start and finish times). Please provide details

--

- ☐ **Part-time work**

- ☐ **Compressed hours**

Indicate current and ideal working arrangements/hours per day

My current working arrangements/hours per day are:

Day	Mon	Tues	Wed	Thurs	Fri	Total
Week A (non-pay week)						
Week B (pay week)						

My preferred working arrangements/hours per day are:

Week A (non-pay week)						
Week B (pay week)						

- ☐ **Purchased leave** Number of weeks _____

My preferred way of taking the purchase leave

--

- ☐ **Other**, please specify

--

Employees Signature:

Date: / /

Work location:

Contact Number:



Response (completed by the manager)

Please note: managers are encouraged to discuss option/s with their employee before a decision is made

☐ **Initial Request Agreed**

Comments:

Start date:

Review Date:

End date:

☐ **Modifications made to initial request and agreement reached**

Outline agreement:

Start date:

Review Date:

End date:

☐ **Request denied** (Explain why the request was denied)

☐ **Outcomes discussed with employee** – Date / /

☐ **Copy given to employee** – Date / /

☐ **Any further comments**

Managers Name:

Signature:

Contact Number:

Date:

Give a copy to the employee and put the original on the employee's file