Flexible Workplace Futures: Flexible work, working for you and your business
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Introduction

Flexibility is about agility in the workforce for the employer and employee to meet both business and employee needs.

The South Australian public sector strives for innovation and excellence through its High Performance Framework and aims to be an employer of choice.

Leadership and best practice in workforce development as well as increasing workforce participation rates for all, but particularly women, Aboriginal people, people living with a disability, young people and older people are priorities for the public sector and our economy.

South Australians will be expected to work longer (to age 67 from 2017), and our age profile means a significant proportion of our population is older. Many will wish or need to work, and others will need caring from family members.

An agile, responsive, adaptive and flexible workforce will be both needed and sought after.

The South Australian Public Sector Flexible Work Guideline has been updated. This package provides guidance about flexible work options, and what strategies public sector agencies can apply to improve the way flexible work operates.

The Flexible Workplace Futures project identified a number of areas for improvement in the South Australian public sector, including:

- consistency in the availability and approach to flexible working arrangements
- consistency and transparency in decision making - approvals and refusals
- the use of application forms
- collection of data regarding requests and approvals
- transparency in workplace flexibility practices
- education and training for decision makers about flexible work options
- regular reviews of flexible work arrangements
- role of performance development and management

This last point about performance is often raised. Where performance issues arise, they should be raised with employees immediately. If there is a request for flexible work and while performance issues exist, the performance issues must be dealt with whether or not flexible work is approved. Performance issues may arise after a flexible arrangement commences, and addressed. This may include reviewing, changing or cancelling the flexible work arrangement. Poor performance needs to be dealt with its own right.

Flexible work does not usually cause poor performance, in fact, often the contrary. Performance issues usually pre-exist flexible working arrangements and an agency’s performance management framework should guide managers and supervisors in managing an employee’s performance.

Another key message from the project is that flexible work is about “balancing the needs of the business with the needs of individuals and teams”. Most employees understand that a customer service or the operation of the business unit, must continue. This means that discussions, communication, negotiation and trust are all important elements of open, transparent and consistent decision making in relation to requests for flexible work.

Improving the consistency in the practice of flexible work across the public sector is intended to create a more dynamic workplace, and a workforce prepared for the future. In the long term, creating a more flexible, diverse and inclusive South Australian public sector workforce will generate productivity, increase workforce participation and improve workforce culture.
In Australia, 73% of businesses surveyed declared that their company is using flexible working arrangements. 1

Unscheduled staff absence can cost a business up to three times the direct cost of the salaries of the absent staff. 7

Almost 80% of employers agree or strongly agree that with advanced forms of technology, at relatively inexpensive prices, will allow a mobile workforce to become an increased reality in Australia. 11

When surveyed, 63% of staff felt more motivated as a result of access to flexible work 2

Traditionally, flexibility has been applied in the form of variable hours primarily for women with children. However, with changing economic and social conditions, shifting population demographics and rapidly advancing technical innovations, there is a greater requirement for workplace flexibility. Flexibility is not a women’s issue, it is a family and community issue. It is about sharing diverse caring responsibilities and about increasing the capacity of people to participate in the workplace.

Flexibility is about balancing the needs of the individual with the needs of the business in order to create an effective workplace. A range of flexible workplace arrangements can be used within a wide range of business settings. While flexibility can improve business practices. Success requires leadership, accountability, innovation, dedication, long term support and accountability for results.

### Increase productivity

- In Australia, 73% of businesses surveyed declared that their company is more productive as a result of having more flexible working arrangements. 1

### Increase profits

- Globally 68% of businesses surveyed claim that flexible working arrangements have generated more income. 2

### Increase customer satisfaction

- Flexibility allows employers to adjust their workforce in order to meet demand, and serve customers at times that better suit them.

### Reduce business costs

- 60% of international businesses surveyed believe that flexible working arrangements create a more cost effective business environment than fixed-office working. 3

### Gain the upper hand - the need is building

- 80% of businesses surveyed internationally believe that there will be a surge in people who plan to transition to part-time employment during their career. 12

### Attract and retain talent

- Flexible work is important to 60% of men, 69% of women, 57% of people aged 55-67, and 67% of young workers. 4

- When surveyed, 63% of staff felt more motivated as a result of access to flexible work 2

### Reducing absenteeism

- Unscheduled staff absence can cost a business up to three times the direct cost of the salaries of the absent staff. 7

- Physical and psychological stress caused by difficulties balancing work and family was estimated in Canada to cost the health system as much as C$2.8 billion. 8

### Reducing staff turnover

- It can cost up to 38% of an employee’s annual salary to replace them. 10

### Reducing costs of office space

- On average 55% of desks are unused in an office at any one point in time. 9

- Almost 80% of employers agree or strongly agree that with advanced forms of technology, at relatively inexpensive prices, will allow a mobile workforce to become an increased reality in Australia. 11

### References

1. Regus, Flexibility Drives Productivity, February 2012 (Over 16,000 business respondents from the Regus global contacts database spanning 89 countries were interviewed during January 2012.)
2. Regus (2012) Flexibility Drives Productivity
5. Regus (2012) Flexibility Drives Productivity
11. Regus and Unwired Research, Agility@Work, 2010
Drivers of flexibility

An ageing population and increased pension age
- In 2007, there were 2.4 million people aged 65-84 years in Australia. By 2022 this number is predicted to increase to 4 million, and 6.4 million by 2056.34 More people will need to work longer; more people will need to care for older relatives.

Increased caring responsibilities
- 58% of carers are of working age (18-64) and it is estimated that 4.1 million carers are essential for the economy. The estimated annual replacement value of care in 14% of Australians aged 18-24 would resign from a job due to a lack of flexibility.

Increased public and social security costs
- Ageing populations mean that there will be less public money available, but more people depending on social security. In 2010 there were five taxpayers for every person 65 and over. By 2030 this figure will reduce to 3 taxpayers and by 2050 will again reduce to 2.7 tax payers.37 This means approximately $60 billion will be added to government spending by 2049-50 with two-thirds of this attributed to an ageing population.34

Dual income households
- 63% of couples with children under 15 years are dual income families35 supporting the increasing need for people to balance work and family life.

Young workers seek out jobs with flexibility
- 14% of Australians aged 18-24 would resign from a job due to a lack of flexibility.20

A growing skill gap
Lower population growth and an ageing population over the next 50 years will mean a smaller pool of potential employees:
- Total job openings in South Australia over a five year period (from 2010-11 – 2015-16) are predicted to be 139,000. Of these, 8,100 will be the result of replacement demand. To meet this projected employment demand, workforce participation will need to increase significantly.23
- As of 2014, unemployment in Australia was down from 6.8 to 6.7 per cent; and participation down was down from 62.1 to 61.9 per cent.22

Busting the myths22

If my business promotes flexible work, everyone will rush to take it and there will be nobody left to do the work
The business needs of an organisation will always be need to be central to any decision-making process. Managers can say “no” to requests, or explore other options with employees if they believe that the request will impede business output. The chances of the majority of staff wanting to reduce time and salary, all at the same time are remote.

It will cost too much
Research demonstrates that when applied effectively, flexible working arrangements can actually be beneficial for business. In New Zealand for example, 70% of employers reported having employees on flexible work arrangements. Of these, 76% reported that they did not incur any costs and 87% reported that such arrangements had a positive impact.

Part-time employees are less committed than full time employees
Generally, part-time employees are highly productive, committed and have high levels of morale. In a recent article Skinner and Chapman from University of South Australia found that “the uptake of flexible working practices, reduced working hours, access to suitable childcare, and appropriate leave (to be) generally associated with positive work-life outcomes.” This finding is in line with most literature published on the topic.

Flexible work arrangements will mean there are no employees available for rosters
When designing flexible work arrangements, the needs of the business are important and rosters must be filled. The impact that the arrangements will have on the business must be considered. Managers must work with their teams to ensure fairness of allocation of hours and coverage of shifts to ensure that the business can run effectively.

How do I know people are working if I can’t see them?
The focus should be on output and outcomes rather than presenteeism. Trust is key. If there is abuse of the arrangements, it needs to be dealt with separately by managers as it will have a negative impact on everyone.

Arrangements are the death of flexibility. Aren’t informal arrangements best?
To some extent there is a case for a level of informality in making workplaces flexible. However, in most cases, formal arrangements ensure fairness, transparency and consistency. Managers and employees need the protection of formal arrangements in order to ensure compliance with legislative requirements.

23 Making Flexible Work a Success: A Guide to Promoting Work-Life Balance in the Victorian Sector Skills services Authority, Department of Communities and Social Inclusion, “Questions and Answers, Managing Flexibility A manager’s guide to Flexible working relations” (July 2013)
37 Making Flexible Work a Success: A Guide to Promoting Work-Life Balance in the Victorian Sector Skills services Authority, Department of Communities and Social Inclusion, “Questions and Answers, Managing Flexibility A manager’s guide to Flexible working relations” (July 2013)
50 Making Flexible Work a Success: A Guide to Promoting Work-Life Balance in the Victorian Sector Skills services Authority, Department of Communities and Social Inclusion, “Questions and Answers, Managing Flexibility A manager’s guide to Flexible working relations” (July 2013)
Public Sector commitment
The South Australian Government is committed to ensuring greater work life balance, with the goal of improving the quality of life for all South Australians. Flexible work is one strategy that supports this target, by assisting employees to balance their personal lives with work, as well as enhancing the attractiveness, diversity and productivity of an organisation. Increasing public sector commitment to flexible work arrangements will also serve as a best practice model for other industries across the state.

Stages in the Evolution of Corporate Work-Life Agenda (Friedman & Johnson, 1997)
Flexible work is more than a policy issue, it is a workplace design culture issue. In order to achieve sustainable long term results, the idea of workplace flexibility needs to become part of the fabric of an organisation. Below is a table by Friedman & Johnson (1997) displaying the stages in the evolution of a work-life agenda.

It is important to note that the table is a guide only. Developed in 1997, the necessity of flexible work is now widely recognised as encompassing more than just work-family issues. Flexibility is now acknowledged as a strategic business tool essential for increasing workforce participation rates, preparing for an ageing population, enabling people to work longer and acting as a mechanism for addressing changing workforce and sector requirements.

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
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</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>Human resources</td>
<td>Culture change</td>
<td>Work redesign</td>
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<tr>
<td>Grass roots</td>
<td>More top level support. Target managers to be more sensitive and aware.</td>
<td>Critical top-level and middle management support.</td>
<td>Recognition that work-family issues are integrated to key business decisions and design of work processes; target front line supervisors.</td>
</tr>
<tr>
<td>Process</td>
<td>Centralise responsibility</td>
<td>Align and mainstream concepts</td>
<td>Embed in processes</td>
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<tr>
<td>Initiatives</td>
<td>Integrated</td>
<td>Strategic</td>
<td>Fundamental</td>
</tr>
<tr>
<td>Defined as women’s issue</td>
<td>Focus on the lifecycle of employees. Packaging of policies and programs. Flexible work arrangements.</td>
<td>Eliminate mixed messages. Publicise role models. Performance reviews include work-family objectives.</td>
<td>Alternative career paths. 360 degrees of feedback. Work teams have responsibility for individual scheduling.</td>
</tr>
</tbody>
</table>
Compliance with legislation, standards and agreements:

Commonwealth

Fair Work Act 2009 (Cth) - National Employment Standards:
The Fair Work Act 2009 (Cth) provides certain employees with the right to request flexible working arrangements. Under the legislation, requests may only be refused based on reasonable business grounds. As of 1 July 2013, the right to request flexible working arrangements has been extended to cover a broader range of employees. Those who are eligible now include employees who:

- have been with their current employer for at least 12 months or are a casual employee who:
  - has been employed regularly and systematically for at least 12 months; and
  - is likely to continue working regularly
- are a parent or guardian of a child who is school age or younger
- are a carer (as defined in the Carers Recognition Act 2010)
- have a disability
- are 55 years or older
- are experiencing family or domestic violence; or
- are caring for or supporting an immediate family or household member who requires care or support because of family or domestic violence.

All flexible work requests, and responses must be set out in writing.

All private sector employers in the South Australian state system have been covered by the national workplace relations system from 1 January 2010.

State public sector and local government employees are not covered by the national workplace relations system and remain under the South Australian State system (Public Sector Act 2009 (SA)).

Workplace Gender Equality Act 2012 (Cth):
Requires relevant employers to measure and report on various indicators of gender equality in the workplace. One of the factors which must be reported against is the ‘availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities.”

Relevant employers are defined as: non-public sector employers with 100+ employees and higher education institutions.

Failure to comply results in a process of naming and shaming and may result in businesses being barred from tendering for contracts with government, or receiving Commonwealth grants and assistance.

The Sex Discrimination Act (Cth):
Provides employees with further protections from direct and indirect discrimination on the grounds of sex, breastfeeding and family responsibilities.

The Disability Discrimination Act 1992 (Cth):
Provides employees with disability protections from direct and indirect discrimination on the grounds of disability in the course of their employment.

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3 Workplace Gender Equality Act 2012 (Cth) s3
4 Workplace Gender Equality Act 2012 (Cth) s3
**South Australia**

**Fair Work Act 1994 (SA):**
The South Australian public sector (including almost all Government Business Enterprises) and the South Australian local government sector are covered by the *Fair Work Act 1994* (SA) and therefore are part of the state’s industrial relations system. Under the *Fair Work Act 1994* (SA) there is no specific reference to flexible work arrangements. The Act covers minimum standards for entitlements such as pay and leave of various types.

**The Equal Opportunity Act 1984 (SA):**
Under the *Equal Opportunity Act 1984* (SA) employees are protected against direct and indirect discrimination in the workplace. Areas which may be applicable to flexible work include: caring responsibilities, disability, pregnancy, sex, and age. Requiring an employee to comply with an unreasonable condition or requirement, where that employee is not able to comply with that condition or requirement due to their sex, disability, age or carer status, may be indirect discrimination.

**Work Health and Safety Act 2012 (SA):**
*Work Health and Safety Act* (SA) is ‘an Act to provide for the health, safety and welfare of persons at work’. Health is defined in the Act to mean both physical and psychological health; Part 2 of the Act establishes the Health and Safety duties, including the duty to monitor employees’ health and safety and protect any person from exposure to hazards and risks that arise from work.

**Carers Recognition Act 2005 (SA):**
The Carers Recognition Act 2005 (SA) provides that carers are entitled to enjoy optimum health, social, spiritual and economic well-being and to participate in family, social and community life, employment and education. It also states that carers should be supported in balancing their caring role with their own needs.

**Public Sector Act 2009 (SA):**
The Public Sector Act 2009 s5 sets out the public sector principles including s5(5) employer of choice which requires public sector agencies to: treat public sector employees fairly, justly and reasonably, prevent unlawful discrimination against public sector employees or persons seeking employment in the public sector, and encourage public sector employees to undertake professional development and pursue options throughout the public sector. In addition Schedule 1, Part 1 allows for the Commissioner for Public Sector Employment to make determinations relating to leave and working arrangements, and this expressly includes flexible working arrangements. These are highlighted in Determination 3.1: Employment Conditions - Leave, which came into operation on 1 June 2013.

**Enterprise agreements:**
Enterprise Agreements provide the opportunity to introduce changes relating to wages, working conditions and productivity improvement measures as an alternative to industry-wide awards. Employers and employees need to know enterprise agreements apply to their workplaces. Agreements set out further clauses relating to hours and flexibility arrangements. For example, clause 10 of the *South Australian Public Sector Wages Parity Enterprise Agreement: Salaried 2012*, expressly sets out work life flexibility clauses. The *2011 Australian Public Service Bargaining framework guidelines* advises that all APS workplace arrangements (including enterprise agreements, common law arrangements, determinations made under the Public Service Act, and workplace policies and practices) are to incorporate flexible attraction and retention initiatives, including incorporating terms and conditions which assist employees in maintaining a healthy work-life balance and will improve diversity.

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### Some of the more common flexible working arrangements

<table>
<thead>
<tr>
<th>Types of flexibility</th>
<th>Potential benefits of flexibility</th>
<th>Examples of approaches to flexibility</th>
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<tbody>
<tr>
<td><strong>FLEXI TIME</strong></td>
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<tr>
<td>Flexi hours</td>
<td>• Improves efficiency if work schedules match employees' most productive hours.</td>
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<td></td>
<td>• Gives employees more control over scheduling personal responsibilities during the workday.</td>
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<td></td>
<td>• Allows for commuting outside of peak rush hours.</td>
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<td></td>
<td>• Retains employees who need time off to care for dependents or to meet other responsibilities outside of paid work.</td>
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<td></td>
<td>• Expands labour pool.</td>
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<td></td>
<td>• Brings broader range of knowledge, skills and experience.</td>
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<td></td>
<td>• Provides an option for employees who want to reduce their hours, but whose jobs cannot be done on a part-time basis.</td>
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<td></td>
<td>Flexi time / Adjusted hours – employees work for an agreed total number of ‘core hours’ and choose when their working day begins and ends.</td>
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<td></td>
<td>Core hours – hours (for example, 10am to 4pm) during which employees working flexi time must be at work.</td>
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<td>Staggered hours – different start and finish times for employees in the same workplace.</td>
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<td></td>
<td>Time in lieu / Time banking – any extra hours worked are compensated for by paid time off.</td>
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<td></td>
<td>Flexi breaks – stopping for breaks at times that suit the employee’s particular workload.</td>
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<tr>
<td></td>
<td>Part time / Reduced hours / Job sharing / Job splitting – these options mean that employees work less than full time hours. To achieve this, the job is often redesigned and responsibilities split between a number of part-time employees.</td>
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<tr>
<td></td>
<td>As needed hours / On call / Casual – employees are on call and work hours as needed, either at home or in the workplace.</td>
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<tr>
<td>Flexi weeks</td>
<td>• Improves productivity if some work can best be accomplished during quieter times of the day/week.</td>
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<td></td>
<td>• Allows for more days off.</td>
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<td></td>
<td>• Decreases the number of days employees commute.</td>
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<td></td>
<td>• Allows for commuting outside of peak rush hour.</td>
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<td></td>
<td>Compressed week – weekly full time hours are worked over a shorter time period.</td>
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<td></td>
<td>Weekday/weekend swap – employees swap working on a weekday for working on a weekend day.</td>
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<td></td>
<td>Shift self-selection – employees contribute to development of shift work schedules and choose own shifts.</td>
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<td></td>
<td>Weeks on/weeks off – working one or several weeks and taking one or several weeks off.</td>
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<tr>
<td>Flexi year</td>
<td>• Provides options for employees to take limited or extended time off from work to manage various family and personal responsibilities.</td>
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<td></td>
<td>Term-time working – working during the school terms and taking paid or unpaid time off during school holidays.</td>
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<td></td>
<td>Annualised hours – an agreed number of hours worked on a yearly rather than a weekly basis.</td>
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<td></td>
<td>Buyable leave – employees exchange an agreed reduction in salary for extra periods of leave over a specified period.</td>
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</tbody>
</table>
Some of the more common flexible working arrangements

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<th>Types of flexibility</th>
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<tbody>
<tr>
<td><strong>FLEXI PLACE</strong></td>
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<tr>
<td>Flexi location</td>
<td>• Offers alternative to relocation.</td>
<td>Tele-working / Tele-commuting / Home-working / Remote-working – all these options involve working from home or another location outside of the workplace on either a full or part time basis.</td>
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<tr>
<td>Options that allow employees to work from locations other than their designated workplace.</td>
<td>• Expands labour pool geographically.</td>
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<td></td>
<td>• Reduces office space and associated costs.</td>
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<tr>
<td></td>
<td>• Accommodates employees with disabilities</td>
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<td></td>
<td>• Reduces or eliminates commuting.</td>
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<td></td>
<td>• Provides an environment with fewer workplace distractions.</td>
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<td></td>
<td>• Allows employees to work during their “personal best time”.</td>
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<tr>
<td>Flexi worksite</td>
<td>• Encourages collaboration across work-groups and project teams.</td>
<td>Hot desking – temporary use of a workstation.</td>
</tr>
<tr>
<td>Options that allow employees to work from different locations within the workplace.</td>
<td>• Reduces permanent office space and associated costs.</td>
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<tr>
<td><strong>FLEXI CAREER</strong></td>
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<tr>
<td>Flexi career</td>
<td>• Expands labour pool.</td>
<td>Career break / Sabbatical – extended periods of leave that are normally unpaid.</td>
</tr>
<tr>
<td>Options that allow employees to move in and out of the workforce and structure their career around other interests/responsibilities.</td>
<td>• Provides options for gradual return to work after parental or other leave.</td>
<td>Work transition – provides opportunities for employees to make changes in their work hours, location, or job responsibilities. For example, moving to a less demanding job when approaching retirement.</td>
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<tr>
<td></td>
<td>• Allows gradual entry into retirement.</td>
<td>Phased retirement – hours of work are progressively reduced until full retirement is reached at a specified date.</td>
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<tr>
<td></td>
<td>• Provides opportunities for cross-training and skill enhancement.</td>
<td>Phased return / Gradual return – hours of work are progressively increased until a final schedule of full or part time hours is reached at a specified date. Often used by parents returning from parental leave.</td>
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<td></td>
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<td>Self managed work – employees work in their own way, often without direct supervision, towards an agreed goal.</td>
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<td>Job rotation / Role rotation – employees move between two or more jobs so they can cross-train and develop a wider variety of skills.</td>
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</tbody>
</table>
### Leadership commitment

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Example Actions</th>
<th>Steps to be taken for success</th>
<th>Level of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership commitment</td>
<td>Statement from CE about flex work</td>
<td>1) Whole of organisation statement to be released from CE reaffirming their commitment to work life balance (SAPS target 13 and flex work plan) to ‘improve the quality of life of all South Australian’s through the maintenance of a healthy Work life balance’</td>
<td>×</td>
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<tr>
<td></td>
<td>Breastfeeding friendly workplace accreditation</td>
<td>Annual reaccreditation</td>
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</tbody>
</table>

### Policy, Procedures and Programs

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Example Actions</th>
<th>Steps to be taken for success</th>
<th>Level of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development or revamp of flexible work policy to better encourage a flexible working culture: Based on best practice approaches</td>
<td>1) Use best practice guides to model your flexible work policy on 2) Find a department to volunteer for trial of new policy 3) Assess outcome of trial - arrange a workshop to meet with trial group to review results 4) Use results of trial to finalise principles and processes 5) Sign off principles and processes across the organisation or department 6) Communicate processes and principles to all employees, managers and supervisors</td>
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</tr>
<tr>
<td>Training program for managers</td>
<td>1) Trial a training program for managers on the importance of work life balance 2) Review training and explore options for extending across the division, and eventually the organisation</td>
<td></td>
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</tr>
<tr>
<td>Flexi options built into performance discussions and forms</td>
<td>1) Work with HR to have performance discussion forms changed to include an area dedicated to discussions about flexi work options. Also change guidelines for managers on performance discussions to incorporate a section on how to talk about flexi work options. (Perhaps include a conversation template and case study here)</td>
<td></td>
<td>×</td>
</tr>
<tr>
<td>Development of managers guide to flexible work arrangement</td>
<td>1) Develop in simple language 2) Make easily available (i.e. on intranet) 3) Trial alongside managers’ training program 4) Review guide and explore options for extension across the division</td>
<td></td>
<td>×</td>
</tr>
<tr>
<td>Children’s holiday programs</td>
<td>1) Develop and sponsor children’s holiday programs - including before and after work care</td>
<td></td>
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<tr>
<td>Include flexible options in job specifications</td>
<td>1) If flexible work options could be considered for a role, include this in the job description</td>
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<tr>
<td>Make a policy commitment of no major meetings before 10am, or after 4:00 pm</td>
<td>1) Meeting policy to allow for parents with children to be able to attend important meetings</td>
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<tr>
<td>Make flexible work options a key part of employee induction processes</td>
<td>1) Develop a one page induction sheet on flexible work/ work balance policies and incentives for inductions 2) Ensure that all new inductions included a section on flexible work</td>
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<tr>
<td>Commitment</td>
<td>Example Actions</td>
<td>Steps to be taken for success</td>
<td>Level of action</td>
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<td><strong>Infrastructure and Facilities</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Intranet page for the promotion of greater work balance</td>
<td>1) Develop, promote and maintain a page connected to the departments intranet where information about policies, programs etc. connected to flexi work are easily assessable to staff and employees 2) Connect any flexi leave forms to this site</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td>Managers flexi tool</td>
<td>1) Trial the managers flexi tool developed by Safe Work 2) Review results and explore options for extending across the division, and eventually the organisation</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td>Flexi forms</td>
<td>1) Develop easy flexi forms and make easily available to staff on the intranet. 2) Forms should be designed to allow for both managers and staff to write down their reasons for as to requesting flexi work as well as (in the case of the manager where flexi work is not approved) a record of the reasons why flexi work was not approved</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td>Workplace family/visitors rooms</td>
<td>1) Provide support to all sites to develop a visitors room 2) Seek CE support for this 3) Implement and promote policy through organisation</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td><strong>Monitoring and Evaluation</strong></td>
<td></td>
<td></td>
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<tr>
<td>Staff Survey on Flexible Work</td>
<td>1) Design a survey to be sent to all staff, including those in remote locations to investigate and further understand the uptake/ barriers/ outcomes of working arrangements 2) Collate results to use as a method for designing and implementing further projects 3) Commit to doing the survey on a regular basis (i.e. annually or bi annually) as a measure of success of your program (example surveys - DSCI, Work life, NZ Government)</td>
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<td></td>
</tr>
<tr>
<td>Face to face interviews and Collection of case studies</td>
<td>1) Hold a series of face to face interviews/ workshops to better determine/ understand the uptake/ barriers/outcomes of working arrangements 2) Collect and promote positive stories of employees using flexible work options 3) Commit to repeating the interviews/workshop on a regular annual basis to measure flexi program successes and failures</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td>Research and benchmarking</td>
<td>1) Partner with universities to: identify what is working, what needs modifying or where an alternative approach is needed, establish what initiatives to be prioritised in order to target limited resources where they will be most effective</td>
<td>×</td>
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</table>
Benefits of a flexible workplace

Valuing and promoting flexible work arrangements has many benefits for both organisations and workers.

For organisations, offering flexible work arrangements can:
- improve workplace productivity and financial performance
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- participate in recreational activities e.g. sports, hobbies
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- increase job satisfaction and productivity
- save on transport costs and commuting time.

Flexible Work Arrangements
Five steps to implementation
Flexible work arrangements

A flexible work arrangement is any work arrangement that changes standard hours, days or location of work on a temporary or long-term basis such as:

- part-time work / job sharing
- compressed hours
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- flex-time, formal or informal time off in lieu, or formal rostered days off
- working non-traditional hours e.g. staggered start and finish times
- transition to retirement e.g. reducing hours progressively over a certain time period rather than ceasing work completely
- career, study or community participation breaks
- purchased leave.

Flexible work arrangements make good business sense because they can:

- be used as a management tool to help get the job done
- be tailored to suit business needs
- be used by workers no matter what the job or level
- be applied creatively to achieve increased productivity
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A success story

Flexible work arrangements have been achieved in many sectors and workplaces. For example, a national construction company has been running its innovative Work and Life-Balance program successfully since 2006. Within a highly competitive industry, with contracted deadlines and a long-standing tradition of extended working hours, this company has found a work life balance solution for its salaried and hourly rate workers, in both the office and on construction sites.

The company developed its program based on five guiding principles: mutual benefit, team effort, one solution won’t meet all needs, hard work can be done flexibly, and good communication is fundamental to success.

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Steps for implementing flexible work arrangements

Introducing flexible work arrangements is as easy as following these five simple steps.

Step 1 – Develop the business case

- Identify the needs of your business, customers and staff.
- Review your organisation’s experience.
- Consider the operational needs of the business.
- Identify legislative requirements.
- Ask yourself what you want for your business
  - Do you want increased efficiency and productivity; a more engaged and satisfied workforce, to attract and retain quality staff?
  - Could better results be achieved with a flexible workplace?
- Rethink how you work e.g. could redesign of roles and tasks be an option?
- Be creative!

Step 2 – Define policies and practices

- Hold discussions with workers about how to progress the ideas.
- Give them the opportunity to make suggestions and raise concerns.
- Build an open and trusting environment and a supportive workplace culture.
- Draft a policy that is clear and accessible to workers and invite feedback.
- Develop a process for requesting flexible work arrangements.
- Trial some options to gauge the benefits and identify areas for improvement.
- Ensure your policies comply with legislative requirements.
- You may believe a particular job cannot be done flexibly, but there may be an alternative work pattern which suits both the organisation and the worker.

Step 3 – Provide tools, resources and training

- Provide workers, supervisors and managers with checklists and examples to help them in thinking through the options.
- Develop or source a flexible work arrangements request form.
- Include managing flexible work arrangements as part of an existing or new training program.
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- Engage managers and build a supportive workplace culture.
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- Discuss those options and any constraints with your workers.
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- Respond to requests in a timely manner.
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Step 5 – Monitor and review

- Monitor flexible work arrangements – recognise and address problems early.
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Other information

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Disclaimer

This publication was prepared with the support of the Australian Commonwealth Government’s Support for Innovation Program. The publication is based on research and materials prepared by Safe Work Australia. The views expressed in this publication do not necessarily reflect the views of Safe Work Australia, its members or their employees.

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DCSI Flexible Work Arrangements

The Department for Communities and Social Inclusion (DCSI) has a long standing commitment to offering flexible work arrangements as a positive and valuable feature of public sector employment.

In 2010, DCSI provided an additional leave entitlement for employees who are carers, and this provision was recognised in 2011 when the department won the South Australian Carer’s Award for “Outstanding Initiative for Carers as Employees by a Government Agency”. In 2013 DCSI employees with disability were provided access to special leave with pay to enable them to take time off work for a reason related to their disability. These provisions demonstrate DCSI’s commitment to providing options that enhance the attractiveness and diversity to our organisation and at the same time increasing our productivity.

In June 2013, a new publication was implemented across DCSI; “A Guide to Flexible Work and Leave Arrangements in DCSI”. This publication has been built on best practice strategies for managing flexibility and leave.

A Guide to Flexible Work and Leave Arrangements in DCSI contains:

- A statement from the Chief Executive supporting Flexible Work Arrangements;
- Latest leave entitlements for all employees within DCSI under existing relevant legislation and instruments;
- Explanations, considerations, forms and links for Flexible Work and Leave Arrangements for all employees;
- Procedures and tools to support applying for flexible work options;
- A mandated Flexible Work Request form;
- Information on the role of managers and employees in negotiating flexible work arrangements with checklists.

DCSI continues to demonstrate leadership and commitment in the area of Flexible Work Arrangements by:

- Including an area on our Performance Partnership Plans (PPPs) that acknowledges a discussion on flexible work arrangements
- Senior staff providing mentoring on managing flexible work arrangements
- Communication strategies developed for disseminating information on flexible work options including:
  - ‘On the Couch with HR’ live chat sessions held online across DCSI and staffed by HR
  - stories, videos and information about working DCSI carers and leave options available
  - a Mature Age Workers Information Kit on flexible work options
  - presentations on FWAs at inductions and other forums
  - revamping and centralising all flexible work information on the intranet for easy accessibility

In addition, DCSI has developed two staff surveys on flexible work which were disseminated in December 2013:

- The first survey has been designed to get a greater understanding of the perceptions of FWA from employees and managers
- The second survey was for employees who currently receive FWAs or who have received these arrangements within the last twelve months and/or who many have had their application rejected.

Further Information:

Cathy Humzy, Senior Workforce Strategist, 8207 0671 or by email at catherine.humzy@dcsi.sa.gov.au
DCSI Flexible Work Arrangements: Role of the Manager

Step 1: Understand the role of managers in negotiating a flexible work agreement

As a manager, you take on a variety of tasks every day, and support your employees to excel in their roles.

It is important as a manager, that you have an open attitude to flexible work arrangements, as these can benefit both the organisation and the employee.

Managers should attempt to accommodate requests for flexible work arrangements whenever possible. Where managers decline request, they must clearly explain the reasons why the employee’s request was declined.

When negotiating a flexible work arrangement, it is important that managers:

- Are knowledgeable about DCSI’s policies and guidelines that may influence decision-making
- Be aware of any updates to policies and procedures, legislation and employee’s conditions of employment
- Make sure employees know that you are available to discuss their personal circumstances, and work-life balance.
- Understand that such arrangements may be considered a necessary and reasonable adjustment to enable an employee with disability to perform the inherent requirements of a role. For example, modifications to hours of work, place of work, or patterns of work could enable an employee with disability to:
  - combine work commitments with medical appointments and rest-breaks; or
  - balance visits by personal support workers with work responsibilities.
- Assess the requirements of the employee, and give considerations to what would be considered unjustifiable hardship on the employer, if the request was declined.
- Assess the employee’s requirements against those of the organisation to see if providing flexible work arrangements would adversely the organisation’s capacity to provide services. It is OK to say no however you need to be prepared to provide an explanation.
- Remember, you may be called to justify your decision making in any review process.
- Document any flexible work arrangements and agreements between you and the employee
- Evaluate your employee’s performance and be willing to modify arrangements if necessary
- Plan for unforeseen events and re-evaluate flexible arrangements if necessary
- Model best practice work life balance initiatives from the top – “walk the talk”
- Publicise the success stories in your work unit by filling in DCSI’s Flexible Work Publicity proforma.

Step 2: Assist your employees to develop their proposal

You may need to refer your employees to:

1. undertake a self-assessment activity to help them focus on their requirements (Tool 1)
2. review the Flexible Work Checklist (Tool 2)
3. fill in the application form for a Flexible Work Request (Tool 3)
Step 3: Assess the proposal and provide a written response
When assessing the proposal there are many factors that managers will need to take into account. Please refer to the manager’s checklist (Tool 4) as it gives managers a comprehensive list of points that will assist managers in the decision making process.

Step 4: Communicate on flexible work arrangements
For flexible arrangements to work it is important to determine when, where and how an employee will be available and communicate this to their colleagues and internal and external customers as necessary.

Things to consider when putting together a communication plan:

**Colleagues/team**
- When the employee is not in the unit, how will they be accessible i.e. by phone, email?
- When will the employee be available for calls or client visits – which days, what hours? Are there specific hours that they must be available?
- Has the employee informed others how and when they can be reached? What processes have they used to inform them i.e. out of office, diverting the phone, staff whereabouts boards, emails, rosters?

**Clients**
- What is the best way to communicate with client/ customers; i.e. who is an alternative contact if the employee can’t be reached?

**Rosters**
- How will changes to work rosters be communicated?
- How will client handover and case plans be accommodated?

**Messages**
- Is a mobile phone required? Where should messages be left? How? (i.e. Voicemail, answering machine, back up contact)
- Limit the number of places the employee will need to check for messages and the confusion caused from too many phone numbers

**Meetings**
- Will the employee be available for meetings in person, or client consults when necessary? What contingency plans are there in the event there is a meeting held at short notice?
- Can the employee attend meetings via phone?
- Is there an agreement about when staff meetings are scheduled?

**Information**
- Has the employee informed people about where critical information is kept? (i.e. filing system, computer access, keys to files/desks/offices, Outlook calendar sharing)

Step 5: Develop an implementation plan and monitor, fine tune and review
After assessing the employee’s proposal, managers will need to set either a trial period or fixed term agreement for the flexible work arrangement.

During this timeframe it is important to monitor the impact on co-workers, clients and operational requirements of the business unit.

Performance Partnership Plans should record any changes to the employee’s work.
It is important that during the review period managers ensure occupational work and safety issues are addressed, i.e. working from home form is completed.

**Step 6: Promote flexible work by filling in a good news story (Tool 5)**
Flexible work is a mechanism that encourages diversity and productivity in the workplace. As part of DCSI’s target to become an Employer of Choice fostering work-life balance within the department helps to attract and retain diverse and talented staff.

*The above examples have been adapted from two sources: “Supervisor’s Guide to Flexibility” by D Friedman and from www.health.wa.gov.au*
Summary of the Process for Managers

Assist your employees to develop their proposal by:
- Ensuring they know about the options available
- Providing information on business unit goals
- Advising on the assessment process of their proposal

Assess the proposal by:
- Is the proposal consistent with work unit goals?
- What effect will it have on service delivery?
- Is it workable?
- What impact will it have on the employee’s work-life balance and health and well being
- How will it affect colleagues and clients?
- Financial assessment on the budget
- Risk assessment

Give reasons for declining the proposal

The employee may do a modified proposal

Refer to DCSI’s Resolving Complaints at Work (a guide for work)

Flexible work arrangements are approved or a time limited trial is agreed to

Develop your implementation plan or a time limited trial is agreed to

Document Progress, review and fine tune

Resolve Complaints in the Workplace Guideline

If employees are not satisfied with the outcome of a decision refer to the Resolve Complaints in the Workplace Staff Guideline for appropriate processes to manage this situation.
**DCSI Flexible Work Arrangements: Manager’s Checklist**

### Details of request
- **Request received**
  - Is it on [DCSI Flexible Work Request Form](#)?
- **Schedule and continuity**
  - What is the proposed work schedule?
  - Do the proposed hours match the peak periods of activity?
- **Flexibility**
  - Can the employee be flexible on an ad hoc basis to cover peak periods?
  - Can they alter their hours/days to attend training, team meetings etc.?
- **Employee’s responsibilities**
  - Has the employee considered the impact on their superannuation, pay, taxation and leave entitlements?

### Assessment of request
- **Confidentiality**
  - Have you maintained the employee's confidentiality in all discussions and restricted knowledge to only relevant parties?
- **Individual's needs**
  - Are the employee's circumstances likely to change in the future?
  - Does the arrangement provide the right balance of flexibility to the employee?
- **Role suitability**
  - Is the employee's role conducive to a flexible work arrangement?
  - Have you considered the issues and how they will be managed?
- **Supervisory responsibilities**
  - If the employee requesting a flexible work arrangement supervises staff, how will you ensure that the staff has adequate supervision?
- **Organisational needs**
  - How does the arrangement impact on work goals/plans?
  - How will it affect staffing?
- **Operational requirements**
  - Is there available leave cover, if needed?
  - What are the cost implications?
  - What is the impact to clients?
- **Impact on co-workers**
  - How will the arrangement impact on other employees?
  - How will those impacts be managed?
  - How will objections and concerns be managed?
- **Case by case**
  - Have you considered this request in isolation of other arrangements?
  - How would this request impact on other flexible arrangements already in place?
- **Decision making**
  - Have you discussed the request with the employee and other parties as part of your decision making process?
  - Have you spoken to HR or other relevant staff to help make a decision?
  - Have you responded in a timely manner?
  - Is the decision fair and transparent?
  - Have you documented the reasons for your decision?
- **Negotiation**
  - Are you aware of DCSI’s Internal Review procedures?
  - If the request is denied, have you made your employee aware of the grievance procedures?

### Other issues to consider
- **Performance Partnership Plan**
  - What changes to the Performance Partnership Plan (PPP) will be required?
- **Client Communication**
  - Have you informed all clients where appropriate?
- **Rosters**
  - Do changes need to occur for travel across sites?
- **Evidence**
  - Have they provided you with enough evidence?

*The following materials have been adapted from [www.health.wa.gov.au](http://www.health.wa.gov.au)*
# DCSI Flexible Work Arrangements:
## Flexible Work Request Form

### Section A: Employee’s Section

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Role</td>
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<tr>
<td>Employee Number</td>
<td></td>
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<tr>
<td>Business Unit/Division</td>
<td></td>
</tr>
<tr>
<td>My current working arrangement is:</td>
<td></td>
</tr>
<tr>
<td>Details of my request for flexible working arrangements (i.e. please outline what arrangement you would like – be specific) (please specify)</td>
<td></td>
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</tbody>
</table>

I am requesting a temporary change in my work arrangements

<table>
<thead>
<tr>
<th>Start Date</th>
<th>/ /</th>
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<tbody>
<tr>
<td>End Date</td>
<td>/ /</td>
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</tbody>
</table>

The new working arrangements will affect my colleagues and clients in the following ways: (list below)

I think the effect on my colleagues and clients can be dealt with by: (list below)

I have sought advice on how this request (if approved) will impact on my: salary, taxation, superannuation, leave provisions and other entitlements:

- Yes
- No

I understand that certain changes to my work arrangements may necessitate changes to practices i.e. more communication via email, change of time to team meetings etc.

I also understand this arrangement will need to be reviewed annually.

- Yes
- No

<table>
<thead>
<tr>
<th>Employee Signature</th>
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<tbody>
<tr>
<td>Date</td>
<td>/ /</td>
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</tbody>
</table>
### Section B: Manager’s Response Sheet

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
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</thead>
</table>

I have considered your request to vary your work arrangements and:

- [ ] I have approved your request *(see part A)*; or
- [ ] I am unable to accommodate your request but propose an alternative working arrangement *(see part B)*; or
- [ ] I am unable to accommodate your request *(see part C)*

- [ ] The request is approved on a temporary basis (maximum for one year).
  
  Start Date / / End Date / /

- [ ] The request is approved on a trial basis.
  
  Start Date / / Review Date / / End Date / /

#### PART B: ALTERNATIVE AGREEMENT

I am unable to offer you your original request but am able to offer you the following alternative agreement:

#### PART C: DECLINED

I am unable to accommodate your request for the following reasons:

Outcome discussed with employee on (date) / / Copy given to employee on (date) / /

<table>
<thead>
<tr>
<th>Manager’s Signature</th>
<th>Date / /</th>
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</thead>
<tbody>
<tr>
<td>Employee Signature</td>
<td>Date / /</td>
</tr>
</tbody>
</table>

If the request is approved, please complete the following form/s and forward them to the appropriate area:

- **Special Leave form** – HRM 041-3 (send to payroll)
- **Purchased Leave Application form** – HRM 036-3 (send to payroll)
- **Compressed Weeks Application form** – HRM 036-2 (send to payroll)
- **Home Based Work Application form** – HRM 036-4 (send to your manager)

*Please note for making a change to part-time hours permanently, an employee would need to negotiate with their manager to ensure the business and service needs can accommodate the request. If approved, an Employee Details Advice Form and variation of hours letter (for PS Act employees) needs to be completed. Permanent arrangements cannot be made for other types of flexible work arrangements.*
DCSI Flexible Work Arrangements: Role of the Employee

Step 1: Understand the role of the employee
- Employees need to play a role in achieving mutually beneficial outcomes from flexible work options.
- It is important that you, as an employee, communicate effectively with your manager. By working together, employees and managers can work together to find ways of working that achieve a better work/life balance, while also helping the department achieve its goals.

As an employee, your role is to:
- Consider what factors impact on your work/life balance and what actions you can take to improve that balance
- Identify specific flexible work arrangements that may meet your needs
- Develop a well-thought out proposal for a flexible work arrangement for discussion with your manager (see ‘Developing a proposal’ for more information)
- Consider any concerns or issues raised by your manager and those affected
- Work cooperatively with your manager and colleagues (if your proposal is accepted) to implement an effective flexible work arrangement. This includes regular reviews and is dependent on your willingness to fine-tune the arrangement in light of feedback or changing workplace needs.

Step 2: Talk to your manager
- As part of negotiating a flexible work agreement to support your life, you will need to have a conversation with your manager.
- This conversation is to establish what you want to achieve and the feasibility of your proposal.
- It also helps your manager to understand your responsibilities and why you require more flexible work practices.

Step 3: Develop a proposal
- To write a proposal for your manager, you need to keep it clear and allow your manager to weigh up the pros and cons of a flexible work arrangement.
- You may wish to undertake a self-assessment (Tool 1) to help you focus on your requirements.
- The Flexible Working Checklist (Tool 2) will assist you in developing your proposal.
- To write a proposal, use the Application for Flexible Working Form.
- Consider including the following items in your proposal:

  Duration
  - When will the flexible arrangement start and finish?
  - Will it be permanent (if appropriate) or temporary?
  - Will there be a trial period?

  Hours
  - What hours and rosters do you want to work?
  - Which type of flexible arrangement is right for you?
In Practice

- How will communication, handover, leave coverage, attending meetings etc. be managed?
- What other support, technology or equipment will be required?

**Step 4: Submit your request**

- You will be required to submit a written proposal via the Application for Flexible Working form to your manager.

**If your request is approved:**

- All relevant forms, relating to the flexible work arrangement must be filled out and submitted
- Your manager will notify relevant staff and your team about the change in arrangements
- You need to inform any clients or co-workers of any relevant changes

**If your request is denied:**

- If your initial proposal is refused, your manager should provide written advice outlining the reasons for their decision to decline your request
- You may be able to negotiate with your manager to modify your proposal to gain approval
- If you feel your proposal hasn’t been treated fairly, you should discuss this with your manager; you can also discuss this with HR or senior manager/s
- If this fails, you may consider initiating an Internal Review/Grievance process, in accordance with DCSI procedure.
Summary of the Process for Employees

Complete the self-assessment checklist:
- Talk to your manager about work unit goals and possibilities
- Find out how decisions on flexible work are made
- Assess the options and make sure they are right for you
- Document what you currently do and how this could work for your situation

Develop a proposal and consider:
- Is the proposal consistent with the business unit goals?
- What effect will this have on service delivery?
- How will it affect colleagues and clients?
- Financial assessment – look at the costs and benefits
- What are the implications?
- What other options do you have to meet your work-life needs?
- Have you filled in the proposal form?

Discuss the reasons for the decline

Flexible work arrangements are approved or a time limited trial is agreed to

Consider submitting a revised request

No

Develop your implementation plan

Yes

Refer to DCSI's Grievance/Internal Review, if applicable

Document Progress, review and fine tune

Resolve Complaints in the Workplace Guideline

If employees are not satisfied with the outcome of a decision refer to the Resolve Complaints in the Workplace Staff Guideline for appropriate processes to manage this situation.
DCSI Flexible Work Arrangements: Surveys

The Department for Communities and Social Inclusion (DCSI) has a long standing commitment to flexible working arrangements that enable a greater representation of employees to participate in the workforce.

We are now keen to get the views of both employees and managers across DCSI. We would also like to use this opportunity to update information relating to flexible working arrangements on the Complete Human Resource Information System (CHRIS).

Two Flexible Work Arrangements (FWA) surveys have therefore been developed.

**FWA Employee Perceptions Survey**

The first survey has been designed to get a greater understanding of the perceptions from employees (including managers) of flexible work arrangements in DCSI and to assess the level of awareness and support of these arrangements from DCSI managers. This survey is open to all employees and steps have been taken to provide anonymity where possible. It will take approximately 10 minutes to complete.

This survey has been designed in two parts. Part one is for employee (and manager) perceptions while part two seeks additional feedback specifically from managers.

**FWA CHRIS Update Survey**

The second survey is for employees who are currently receiving flexible work arrangements or who have received these arrangements within the past 12 months. We are also keen to hear from those employees who may have applied for flexible work arrangements but who had had their applications rejected. This survey will take approximately five minutes to complete. In order to update the CHRIS system, we do ask that respondents to this second survey provide their employee number for identification purposes.

While both surveys are voluntary, I would encourage you to respond as your feedback is greatly valued and will assist HR in shaping policies and strategies to support flexible work arrangements across the department.

The deadline for both surveys is **Friday 17 January 2014**.

If you have any questions regarding either of these two surveys, please contact Cathy Humzy on (08) 8207 0671.

For more information on Flexible Work Arrangements, including definitions and available options, [click here](#).

*Managers please provide a hard copy of the surveys to those employees who do not have access to a computer.*

**Denise Brine**

Director, Human Resources
2013 Flexible Work Arrangements Survey

Employee Perceptions

This survey aims to gather data on employee perceptions regarding Flexible Work Arrangements in DCSI. This survey is anonymous and open to all employees and will take approximately 10 minutes to complete.

**Part 1 – All Employees**

1. Flexible Work Arrangements (FWA) are important in helping me to manage my work and personal/family life.  
   - **Please only tick one option**
     - [ ] Strongly disagree
     - [ ] Disagree
     - [ ] Agree
     - [ ] Strongly Agree
     - [ ] Not sure
     - [ ] Not applicable

2. I intend to stay working with DCSI because of the FWA it offers.  
   - **Please only tick one option**
     - [ ] Strongly disagree
     - [ ] Disagree
     - [ ] Agree
     - [ ] Strongly Agree
     - [ ] Not sure
     - [ ] Not applicable

3. DCSI allows me the flexibility I need to balance my work and personal/family life.  
   - **Please only tick one option**
     - [ ] Strongly disagree
     - [ ] Disagree
     - [ ] Agree
     - [ ] Strongly Agree
     - [ ] Not sure
     - [ ] Not applicable

4. I am able to access adhoc flexibility when my needs change at short notice.  
   - **Please only tick one option**
     - [ ] Strongly disagree
     - [ ] Disagree
     - [ ] Agree
     - [ ] Strongly Agree
     - [ ] Not sure
     - [ ] Not applicable
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<td>5. It is difficult for me to access FWA due to the nature of my role.</td>
<td><strong>Please only tick one option</strong></td>
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<td>□ Strongly disagree</td>
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<td>□ Disagree</td>
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<td>□ Agree</td>
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<td>□ Strongly Agree</td>
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<td>□ Not sure</td>
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<td>□ Not applicable</td>
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| 6. It is difficult for me to use flexible work options because of a lack of support from my line manager. | **Please only tick one option** |
|   | □ Strongly disagree |
|   | □ Disagree |
|   | □ Agree |
|   | □ Strongly Agree |
|   | □ Not sure |
|   | □ Not applicable |

| 7. Staff in our team generally feel comfortable discussing the need for FWA with our manager. | **Please only tick one option** |
|   | □ Strongly disagree |
|   | □ Disagree |
|   | □ Agree |
|   | □ Strongly Agree |
|   | □ Not sure |
|   | □ Not applicable |

| 8. Employees with disability within DCSI are supported to access FWA. | **Please only tick one option** |
|   | □ Strongly disagree |
|   | □ Disagree |
|   | □ Agree |
|   | □ Strongly Agree |
|   | □ Not sure |

*(For the purpose of this survey, DCSI recognises disability as defined in the Disability Discrimination Act 1992.)*

| 9. Employees with family caring responsibilities within DCSI are supported to access FWA. | **Please only tick one option** |
|   | □ Strongly disagree |
|   | □ Disagree |
|   | □ Agree |
|   | □ Strongly Agree |
|   | □ Not sure |

*(i.e. a spouse; a child or step child; a parent or parent in law; other members in your household; a grandparent or grandchild or any other person who is dependent on your care)*
10. Employees with carer responsibilities within DCSI are supported to access FWA.

*The DCSI definition of ‘carer’ is: ‘A person who provides ongoing care or assistance to someone with a disability, chronic illness, including mental illness, or to a person who is frail and requires assistance to carry out everyday tasks.’*

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<td>Agree</td>
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<td>Strongly Agree</td>
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11. FWA do not impact negatively on career progression in DCSI.

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<td>Strongly disagree</td>
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<td>Disagree</td>
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<td>Agree</td>
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<td>Strongly Agree</td>
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<td>Not sure</td>
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12. I have a good understanding of the policies and guidelines on FWA available in DCSI.

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<td>Strongly disagree</td>
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<td>Disagree</td>
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<td>Agree</td>
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<td>Strongly Agree</td>
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<td>Not sure</td>
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13. I know where to find information relating to FWA in DCSI.

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<td>Agree</td>
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<td>Strongly Agree</td>
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<td>Not sure</td>
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14. I work in the following area within DCSI:

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<td>Please only tick one option</td>
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<tr>
<td>Disability and Domiciliary Care Services</td>
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<td>Disability SA</td>
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<td>Financial Services</td>
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<td>Housing SA</td>
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<td>Human Resources</td>
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<td>Minister’s Office</td>
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<td>Office for Women</td>
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<td>Policy and Community</td>
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</tbody>
</table>
15. What type of work best describes your position within DCSI?  
*Please only tick one option*
- Direct Client Care role
- Service provision role
- Management role
- Administrative role

16. What is your gender?  
*Please only tick one option*
- Female
- Male

17. Which age bracket are you in?  
*Please only tick one option*
- 18-24
- 25-34
- 35-44
- 45-54
- 55+

18. Are you an employee with disability?  
*Please only tick one option*
- Yes
- No

(For the purpose of this survey, DCSI recognises disability as defined in the Disability Discrimination Act 1992.)

19. Do you have responsibility for the care of family members?  
*Please only tick one option*
- Yes
- No

(i.e. a spouse; a child or step child; a parent or parent in law; other members in your household; a grandparent or grandchild or any other person who is dependent on your care)

20. Do you identify yourself as a carer?  
*Please only tick one option*
- Yes
- No

(The DCSI definition of ‘carer’ is: ‘A person who provides ongoing care or assistance to someone with a disability, chronic illness, including mental illness, or to a person who is frail and requires assistance to carry out everyday tasks.’)

21. Do you have any comments you would like to make regarding FWA within DCSI?
### Part 2 – Managers only

<table>
<thead>
<tr>
<th>Question</th>
<th>Please only tick one option</th>
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</thead>
<tbody>
<tr>
<td>22. Are you responsible for managing staff in your current role?</td>
<td>- Yes</td>
</tr>
<tr>
<td></td>
<td>- No</td>
</tr>
<tr>
<td>23. I understand the steps I need to take in negotiating FWA with staff.</td>
<td>- Strongly disagree</td>
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<td></td>
<td>- Disagree</td>
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<td></td>
<td>- Agree</td>
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<td></td>
<td>- Strongly Agree</td>
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<td></td>
<td>- Not sure</td>
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<td></td>
<td>- Not applicable</td>
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<tr>
<td>24. Wherever possible I support FWA for my staff.</td>
<td>- Strongly disagree</td>
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<td>- Disagree</td>
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<td>- Agree</td>
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<td>- Strongly Agree</td>
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<td>- Not sure</td>
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<td>- Not applicable</td>
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<td>25. I feel confident in rejecting a FWA application if I believe it would impact negatively on my work area.</td>
<td>- Strongly disagree</td>
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<td>- Disagree</td>
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<td>- Agree</td>
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<td>- Strongly Agree</td>
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<td>- Not sure</td>
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<td>- Not applicable</td>
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<td>26. I do not believe FWA should be made available at senior levels; eg above ASO 6 or equivalent.</td>
<td>- Strongly disagree</td>
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<td>- Disagree</td>
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<td>- Strongly Agree</td>
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<td>- Not applicable</td>
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<td>Question</td>
<td>Please only tick one option</td>
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<tr>
<td>27. I believe FWA are critical in supporting employees with disability to meet the requirements of their roles within DCSI.</td>
<td>Please only tick one option</td>
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<td>Strongly disagree</td>
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<td>Strongly Agree</td>
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<td>Not sure</td>
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<td>28. I believe FWA are critical in supporting employees with family caring responsibilities to meet the requirements of their roles within DCSI.</td>
<td>Please only tick one option</td>
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<td>Strongly disagree</td>
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<td>Strongly Agree</td>
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<td>Not sure</td>
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<td>29. I believe FWA are critical in supporting employees with carer responsibilities to meet the requirements of their roles within DCSI.</td>
<td>Please only tick one option</td>
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<td>Strongly disagree</td>
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<td>Agree</td>
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<td></td>
<td>Strongly Agree</td>
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<td></td>
<td>Not sure</td>
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<tr>
<td>30. Do you have any suggestions that would make it easier for you as a manager to support staff in accessing FWA?</td>
<td></td>
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</tbody>
</table>
# 2013 Flexible Work Arrangements Survey

**CHRIS Update**

This survey is open to employees who are currently accessing Flexible Work Arrangements, have done so within the last 12 months or have applied but had their application rejected. Information from this survey will be used to update your CHRIS profile and will take approximately 5 minutes to complete.

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>1. What is your Employee Number? <strong>(Your Employee Number can be found on your payslip)</strong></td>
<td></td>
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<tr>
<td>2. Which division of DCSI do you work in?</td>
<td>Please only tick one option</td>
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<td>Disability and Domiciliary Care Services</td>
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<td>3. Are you currently accessing Flexible Work Arrangements (FWA)?</td>
<td>Please only tick one option</td>
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<td>Yes</td>
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<td>No</td>
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<td>4. If you are currently accessing FWA please tick the appropriate arrangement/s.</td>
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<td>Compressed Weeks</td>
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<td>Flexi Time</td>
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<td>Part Time Hours</td>
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<td>Job Share</td>
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<td>Purchased Leave</td>
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<td>Transition to Retirement</td>
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<td>Working From Home</td>
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<td>5. What is the classification level you are currently accessing FWA on?</td>
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<td>6. Are you no longer accessing FWA but have done so within the last twelve months?</td>
<td>Please only tick one option</td>
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<td>Yes</td>
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<td>No</td>
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</table>
7. If you have accessed FWA in the past, please tick the appropriate arrangement/s.

- [ ] Compressed Weeks
- [ ] Flexi Time
- [ ] Part Time Hours
- [ ] Job Share
- [ ] Purchased Leave
- [ ] Transition to Retirement
- [ ] Working From Home

8. What was the classification level you were on when you were accessing FWA?

9. Have you applied for FWA in the last twelve months but had your application rejected?  
   *Please only tick one option*
   - [ ] Yes
   - [ ] No

10. If you answered yes to the previous question, why was the FWA application/s rejected?

11. Are you an employee with disability?  
   *(For the purpose of this survey, DCSI recognises disability as defined in the Disability Discrimination Act 1992.)*
   *Please only tick one option*
   - [ ] Yes
   - [ ] No

12. Do you identify yourself as a carer?  
   *(The DCSI definition of ‘carer’ is: ‘A person who provides ongoing care or assistance to someone with a disability, chronic illness, including mental illness, or to a person who is frail and requires assistance to carry out everyday tasks.’)*
   *Please only tick one option*
   - [ ] Yes
   - [ ] No

13. Do you have responsibility for the care of family members?  
   *(i.e. a spouse; a child or step child; a parent or parent in law; other members in your household; a grandparent or grandchild or any other person who is dependent on your care)*  
   *Please only tick one option*
   - [ ] Yes
   - [ ] No
Managers’ support tools

Research on flexible work continues to highlight the fact that executives and managers play a critical role in ensuring that flexible work practices actually work. Where managers understand and are supportive of flexible work, they are able to set the tone for an open and supportive workforce. However, where managers are unequipped to deal with flexibility in the workplace, implementation is likely to fail.

Managers hold the key to effective, full-scale implementation of flexibility, but many are ill-prepared or unable to manage in a way that supports a flexible culture. It is essential to enhance their knowledge, providing them with the tools to more easily manage a flexible workplace and offer support and training to develop existing skills. Providing managers with the correct tools can help build their confidence in dealing with issues arising from requests for flexible work, and enables them to develop a team culture that is supportive, built on trust and open to conversations about flexibility.

Below are two approaches taken by the SafeWorkSA, Department of Premier and Cabinet Department for Communities and Social Inclusion and to illustrate the variety of tools developed by these agencies to support their managers and employees.

**SafeWorkSA:**

SafeWorkSA, as part of the Work-Life Balance Strategy, have developed the following tools. These tools will support the South Australian Strategic Priorities and the Change@SouthAustralia project:

**Managers’ briefing presentation:**

A PowerPoint presentation is aimed at engaging managers in discussion about the benefits of, and issues surrounding, flexible work, including the barriers to implementation.

The course:

- Provides an overview of the reasons why businesses should facilitate opportunities for flexible work;
- Supports managers in negotiating requests for flexible arrangements;
- Advises managers on how to facilitate flexible arrangements with their team members; and
- Offers tips on how to manage team members in term of flexible working arrangements.

Topics covered include:

- Types of flexible work available;
- The context of flexible work in Australia including:
  - Best practice;
  - Workforce planning; and
  - Current practice and regulatory framework for flexible work arrangements.
• The business case for flexible work;
• Issues and barriers to successful flexible practices in the workplace:
  • Changing workplace culture;
  • Employer barriers; and
  • Employee barriers.
• Case studies;
• Advice for managers about how best to manage flexible work; and
• Further resources on flexible working practices.

**Managers’ flexible workplace management “app”:**
The “app” is an electronic application designed to assist managers to manage teams while supporting flexible work arrangements. The “app” has been developed as a stand alone product which can be further developed by others to suit their specific business needs in its basic package model form, but has been specifically created so that it can be developed further in the future to suit specific business needs.

**Basic features of the “app” include:**
• Team view;
• Day view;
• Week view;
• Staff profiles including details of staff contracts, flexible arrangements and contact information;
• Key dates (e.g. parliamentary sitting days require specific staff in the office) and alerts (e.g. contract end dates); and
• Options for flexible work (editable).

The managers’ flexible workplace management “app” is a mobile website with the capacity to run on a variety of electronic devices including computers, ipads and tablets.

**Electronic Request Form:**
The E-request form is a web form which provides a consistent request and approval process between employee and manager. It also allows organisations to record and report on the uptake of flexible work and assists with identifying trends and addressing any issues associated with flexible work.

The E-request form is based on an existing process used within SafeWork SA to manage travel, and the Queensland Government’s flexibility request tool. The form is designed to simplify processes involved in monitoring flexible work practices for reporting necessary for systemic and sustainable culture change.

**The Department for Communities and Social Inclusion (DSCI):**
DCSI has been developing innovative approaches to support employees and managers with flexible working arrangements since 2010. Examples of these approaches are detailed in the following extracts. More information can be found in the resource “A Guide to Flexible Work and Leave Arrangements in DCSI”.