

# Manager Skills for Working Flexibly

## Self-Assessment Tool

Version 2.0, May 2019

Works for me.

Works for NSW.

**FLEXIBLE WORKING**

## Why we've developed this tool for managers

The NSW Government has committed to making all roles flexible in the NSW government sector on the basis of 'if not, why not' by 2019.

The skill sets have been written to help you identify what you need to know, say and do to manage flexible working teams, in a way that maintains or improves service delivery in your role with the NSW government sector.

How do we support team members, even if we don't want to work flexibly ourselves? What might we need to change? We've tried to capture this as a self-assessment you can do to measure your perspectives, habits and practices against what we need to do to be a flexible sector.

We have developed a different skillset for employees, managers, HR managers and sector leaders, because we are all somewhere on this learning curve and have differing roles when it comes to implementing flexible working.

This tool provides managers with insight into their own flexible working skills and areas for personal development.

- It is for your personal use and is not an input to performance evaluations.
- You are not required to disclose the results of your self-assessment to anyone, rather, this tool is designed to be used to drive your own personal and professional development in flexible working. To get the most out of it, answer the survey questions as honestly as possible.
- If you want to, you can also use it, and any identified development areas, as a basis for discussion with other leaders, managers or your team, to discover what you all could do differently.
- The Flexible Working Development Guide for Managers complements this tool. Your results here will identify the sections of the guide that are most relevant to your development needs.

# How to use this tool

## What you need to do

- This should take approximately 10 – 15 minutes to complete.
- We've divided it into topics (e.g. awareness, diversity & inclusion) that then help you identify any development resources you might need.
- Importantly, the tool asks you to rate your confidence across a variety of areas. It is important that you consider confidence in your ability, rather than confidence you have in your work environment.
- Capture any thoughts, reflections or ideas that come to mind as you respond to statements in the What I could stop/start/continue to improve column.

## What happens next

- Once you have completed the self-assessment tool, use the **Scores summary** page to record your scores for each question.
- You will then be able to identify your average score in each topic – more detailed instructions can be found on the scoring page.
- Choose up to three lowest scoring topics and use these to prioritise any development you might need in the **My development needs** section on the last page of this document. List the identified topics in order of priority (i.e., the lower-scoring topics first). This does not mean you should only seek to develop your skills in these areas but selecting three is a good place to start. Then read the development guide to identify what you can do to address each area.
- Encourage your team to complete the **Employee Self-Assessment Tool** to feedback and discuss as a team.

**If you have any high scores, that's fantastic! Consider letting HR know if you're willing to be identified as a change champion, to help your agency achieve its policy commitment of making all roles flexible on an 'if not, why not' basis.**



# Manager self-assessment tool

## Reflect on your experience with flexible working in your organisation.

Please rate your confidence in relation to the following, by circling the most relevant number on the 5-point scale below, where **1 = not confident at all**, and **5 = very confident**).

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
<b>Awareness</b>						E.g. could do this more in team meetings
I promote the various types of flexible working available to my team and draw distinctions between what is / isn't flexible working (e.g. thinking beyond 'flex time')	1	2	3	4	5	
I discuss with my team how we could use flexible working to help achieve strategies and targets, where known	1	2	3	4	5	
I promote the benefits of flexible working to my team	1	2	3	4	5	
I know how to find reliable sources of advice when making important flexible working decisions	1	2	3	4	5	
I support my team to understand the processes involved in flexible working ( e.g. requesting a flexible working arrangement, forms to complete etc.)	1	2	3	4	5	
I challenge system-related barriers to flexible working (e.g. a timesheet system that does not allow for changing work days)	1	2	3	4	5	

# Manager self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
<b>Fostering inclusion</b>						
I believe that all members of my team should have equal access to flexible working arrangements	1	2	3	4	5	
I ensure that all members of my team have the same access to flexible working arrangements, regardless of their personal situation or context	1	2	3	4	5	
I try to avoid any personal biases that might unfairly influence the flexible working decisions I make	1	2	3	4	5	
<b>Creating the right environment</b>						
I visibly role model flexible working and work/life balance (e.g. engage in own flexible working arrangements, schedule meetings within school hours)	1	2	3	4	5	
I share positive messages in discussions about flexible working, and call out success stories to reinforce effective use of flexible working	1	2	3	4	5	

# Manager self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
<b>Courageous conversations</b>						
I can confidently discuss the inherent requirements of a role or operational needs to address an unfeasible or ineffective flexible working arrangement	1	2	3	4	5	
I am comfortable having conversations with team members, leaders and managers who may express scepticism or resistance towards flexible working arrangements	1	2	3	4	5	
I discuss all possible flexible working options with team members before approving or declining a request	1	2	3	4	5	
<b>Workplace processes &amp; supports</b>						
I allocate work so that business outcomes are reached, and my team has access to fair and equitable flexible working arrangements	1	2	3	4	5	
I put safeguards in place to protect against work intensification resulting from flexible working (e.g. employees not "switching off")	1	2	3	4	5	
I trial new flexible working arrangements with members of my team to identify opportunities or issues, and follow up on these	1	2	3	4	5	
I develop effective solutions to issues that create barriers to flexible working (e.g. IT systems)	1	2	3	4	5	

# Manager self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
<b>Outcome- and trust-based management</b>						
I focus on the outcomes produced by team members more than how, where and/or when they are achieved	1	2	3	4	5	
I clearly articulate the outcomes and standards expected from my team, ensuring these align with organisational goals and objectives	1	2	3	4	5	
I am objective when deciding whether performance issues are due to capability, conduct, flex arrangement or other reasons	1	2	3	4	5	
I effectively manage virtual and dispersed teams where these exist	1	2	3	4	5	
<b>Team cohesion</b>						
I adopt a team-based approach, where flexible work arrangements are negotiated collaboratively between team members	1	2	3	4	5	
I create opportunities for team members engaged in flexible working to collaborate with those who are not (e.g. virtual teams)	1	2	3	4	5	
I train my team in flexible working practices so they can work together effectively	1	2	3	4	5	
I involve team members in decisions related to flexible working by seeking out and providing feedback to the team, particularly when they are affected by the decisions being made	1	2	3	4	5	

# Manager self-assessment tool

1 = not confident at all, 5 = very confident

I am confident that...	My self-assessment					What I could stop/start/continue to improve on
<b>Delegation &amp; trust</b>						
I equitably and fairly delegate tasks to team members to enable flexible working for all	1	2	3	4	5	
I trust team members to strike an effective balance between their workload and flexible working arrangements	1	2	3	4	5	
<b>Solving business problems</b>						
I consider the business need for flexible working and use this in negotiating flexible working arrangements with team members	1	2	3	4	5	
I draw on flexible working to provide solutions to business problems (e.g. for hard to fill roles)	1	2	3	4	5	
<b>Monitoring &amp; evaluation</b>						
I encourage team members to identify improvements to their flexible working arrangements in line with the changing nature of work	1	2	3	4	5	
I work with HR managers to promote completion of surveys and data collection	1	2	3	4	5	
I make use of metrics to understand the impact(s) of flexible working on the business (e.g. turnover, unplanned leave, time to hire, engagement)	1	2	3	4	5	



**Now that you have completed the self-assessment tool, use this section to record your scores for each topic:**

1. Enter individual responses (the number you circled) for each item/statement in the blank spaces against each topic.
2. Calculate your **average score** for each topic by summing the individual item/statement scores within a topic and dividing them by the number of responses in that topic. For example, if you circled 4 and 2 for statements 1 and 2 in the 'Solving business problems' topic, your score would be the sum of these numbers, divided by 2 (i.e. score of 3).

Topic	Item / statement self-assessment rating	Score
Awareness	( ..... + ..... + ..... + ..... + ..... + ..... ) ÷ 6	= .....
Fostering inclusion	( ..... + ..... + ..... ) ÷ 3	= .....
Creating the right environment	( ..... + ..... ) ÷ 2	= .....
Courageous conversations	( ..... + ..... + ..... ) ÷ 3	= .....
Workplace processes & supports	( ..... + ..... + ..... + ..... ) ÷ 4	= .....
Outcome- and trust-based management	( ..... + ..... + ..... + ..... ) ÷ 4	= .....
Team cohesion	( ..... + ..... + ..... + ..... ) ÷ 4	= .....
Delegation & trust	( ..... + ..... ) ÷ 2	= .....
Solving business problems	( ..... + ..... ) ÷ 2	= .....
Monitoring & evaluation	( ..... + ..... + ..... ) ÷ 3	= .....

# My development areas

**Identify up to three lowest scoring topics to focus on and write them down in the table below.**

1. List them in order of priority (i.e., lowest scoring topics listed first) in the table below.
2. Capture any development ideas next to each topic. Refer to the Flexible Working Development Guide for Managers for resources and development suggestions.

The topics can also be used as conversation starters with other leaders, managers and your team.

Topic	Development Ideas
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2.	<hr/>
3.	<hr/>

**Notes**

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