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FLEXIBLE WORKING

Changing Workforce Management

*Driving change in workforce management processes to
support flexible working in your agency*

NSW Public Service Commission Flexible Working Change Management Toolkit

Version 1.0

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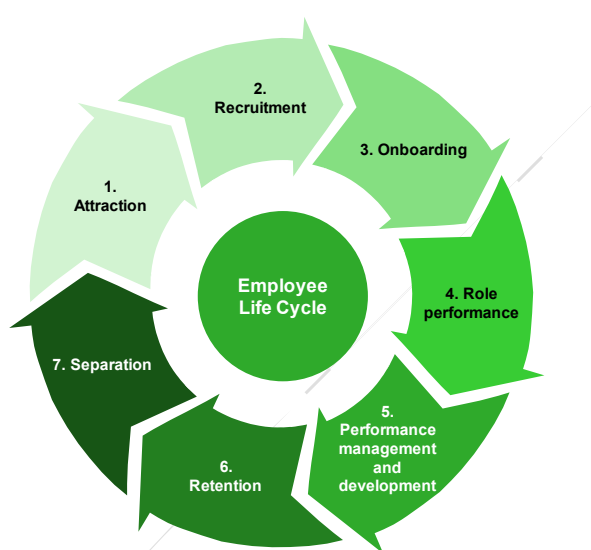
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Why we've prepared this guide

The purpose of this guide is to help the change leads to identify and address the human resources processes across their agency that will support or hinder the implementation of flexible working.

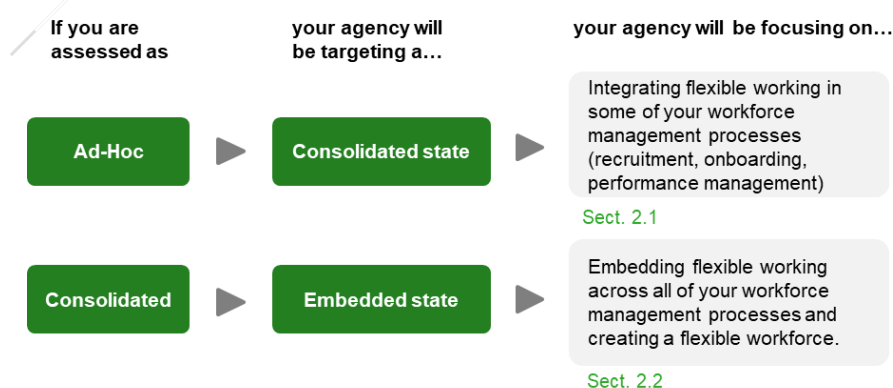
For the purposes of this guide, change leads can be drawn from human resources practitioners, change managers and project managers responsible for implementation of flexible working in their agency.

The guide is not prescriptive, but provides principles that can help to determine the activities and strategies you and your agency leaders think could be relevant and effective for your agency in order to support flexible working at each stage of the employee life cycle:



This guide complements the flex implementation tracker

While completion of the flex implementation tracker (FIT) is not a necessary pre-requisite, this guide is designed to work alongside it. Use your agency's FIT results to determine what needs to be done to reach the next stage of maturity in this behaviour and practice area. The following flowchart provides an overview of the key differences for 'Ad-Hoc' and 'Consolidated' agencies.



See Appendix A for detailed descriptions of the maturity indicators for Workforce Management.

The change process

For the purpose of this guide, we've grouped organisational change management into a four step process for this practice area:



Step 1: Understand the current state, and the change required

Overview

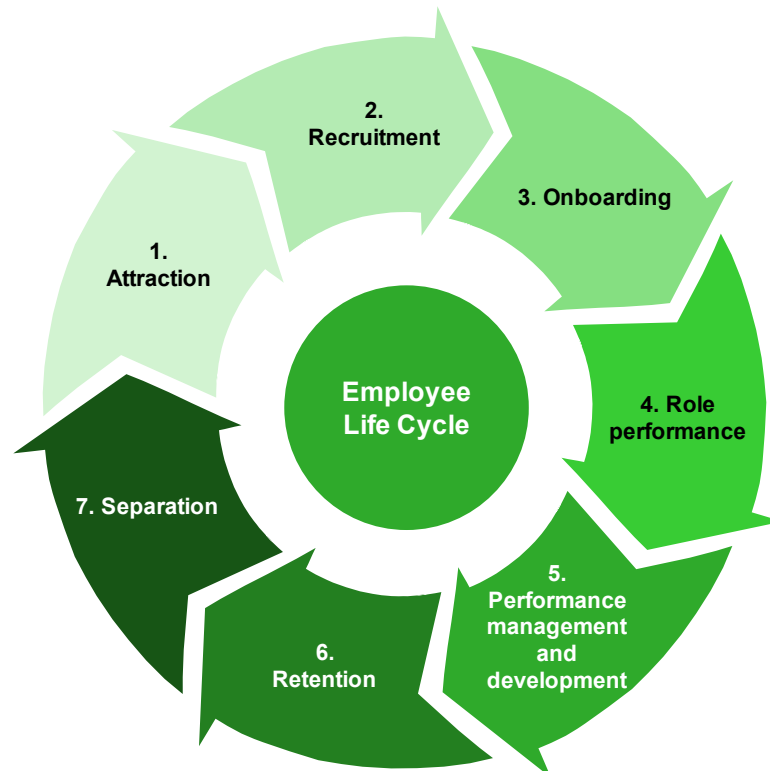
The first step is to determine the current state of your agency's workforce management processes and assess whether they support or hinder flexible working.

1.1 Understand your workforce management processes

Understand how well your current workforce management processes and practices support flexible working.

1.1 Understand your workforce management processes

First consider which of your agency's workforce management processes need to be reviewed and updated to effectively implement flexible working. Workforce management processes are used throughout the employee life cycle:



For a deep-dive into each process, you could consider a process mapping exercise. See the typical steps involved in Appendix B.

When assessing flexible working across your workforce management lifecycle, consider these questions:

1. Attraction

The processes and practices involved in role design, attracting talent and sourcing capability.

Key assessment questions:

- **Role design** – Are roles assessed by HR / recruitment and hiring managers to consider whether any elements of a role could be done flexibly (e.g. location, availability and capability)?
- **Role descriptions** – Do role descriptions, role advertisements and role requisitions reflect their capacity for flexible working when they are being advertised?
- **Employee Value Proposition (EVP)** – Has your agency EVP been revised to integrate 'if not, why not'?
- **Sourcing strategy** – Is flexible working considered within workforce planning strategies when sourcing future capability and capacity requirements?
- **Inclusion** – Does your agency make record of unsuccessful applicants or research demographic data for people who do not apply proportionate to their population representation, related to gender, disability, age, etc. to see any disparity, and whether flexible working could help with attraction?
- **Policy** – is your flexible working policy up to date, and can act in support of attraction and recruitment activities?

Suggested methods for collecting information:

- **Focus groups** – Conduct facilitated sessions with leaders, managers and employees to understand the current employee value proposition.
- **Documented employee benefits** – Review documents, contracts and website for documented flexible working benefits.
- **Talent strategy and sourcing documentation** – Review documentation for integration of flexible working as a sourcing strategy.
- **Role descriptions** – Review role descriptions to see whether they accurately reflect a capacity to support flexible working.
- **Job advertisements** – Review job advertisements to include flexible working availability.
- **Flexible working policy** – Review your agency's flexible working policy to identify gaps and check if it is publicly available on your agency website.

2. Recruitment

The processes and practices involved in engaging candidates and employing new employees.

Key assessment questions:

- **Screening criteria** – Are candidates required to demonstrate flexible working skills or experience (e.g. if they'll be required to manage a virtual team), or demonstrate support for flexibility (and diversity)?
- **Interview channels** – Do your agency's current interview channels offer flexibility (e.g. remote interviews, different timeslots, accessible interview tasks)?
- **Applicant awareness** – Are applicants made aware of the availability of flexible working and the process for requesting flexible working arrangements?
- **Role success** – If an applicant requests a flexible work arrangement, does your agency consider what a successful candidate will need for them to perform the role (e.g. technology, role adjustments, team considerations)?

Suggested methods for collecting information:

- **Recruitment policies** – Review recruitment policies and procedures to understand how new employees are hired and how / if they support or promote flexible working arrangements.
- **Interviews and focus groups** – Speak with internal and any external recruiters and hiring managers to understand current recruitment practices, and value proposition.
- **Workforce planning documentation** – Review documentation to understand how / if flexible working is considered or integrated into workforce planning.

3. Onboarding

The processes and practices involved in setting new employees up for success in their role.

Key assessment questions:

- **Flexible working readiness** – How does your agency's HR team prepare for a new starter's flexible working arrangement?
- **Access to training** – Do new employees working flexibly have equal access to mandatory training?
- **New employee awareness** – Are new employees made aware of flexible working options, supporting policy (e.g. flexible working policy, WHS, cybersecurity), the request process and review process?

Suggested methods for collecting information:

- **Onboarding procedures and checklists** – Review relevant documentation for guidance on setting up, preparing for and supporting new employee flexible working arrangements.
- **Focus groups** – Conduct facilitated sessions with new employees about their onboarding experience.
- **Probation period documentation** – Review documentation to ensure it contains a discussion about flexible working, and parameters that encourage an outcomes focus when the probation plan is developed.

4. Role performance

The processes and practices involved in supporting ordinary and flexible roles to perform effectively.

Key assessment questions:

- **Manager knowledge** – Do line managers know how to effectively manage flexible working arrangements and ensure they can sustain the agency's needs?
- **Protocols, technology and systems** – Are there protocols, technology and systems in place to support flexible working arrangements?
- **Review of flexible working arrangements** – Are flexible working arrangements reviewed to ensure they continue to suit the agency, the team and the employee?

Suggested methods for collecting information:

- **Focus groups** – Conduct facilitated sessions with new HR, leaders and managers to understand how they review role performance to understand if flexible arrangements are working effectively.

5. Performance management and development

The processes and practices involved in managing employee performance and building their skills.

Key assessment questions:

- **Equal access** – Are flexible workers provided equal access to learning and career development opportunities?
- **Performance systems** – Are there performance management systems in place to effectively support flexible working? Are they tailored to support the requirements of different types of flexible working (e.g. job share)?
- **Flexible working skills** – Are flexible working skills a development focus for your agency?

Suggested methods for collecting information:

- **Learning and development curriculum** – Review current curriculum and learning channels. Do they inadvertently require certain attendance patterns for employees to participate?
- **Performance management frameworks and processes** – Review documentation to understand how the performance management process supports an outcomes-focus and is tailored to support different types of flexible working (e.g. job share).
- **Focus groups** – Conduct facilitated sessions with flexible workers to understand their perspective on access to learning and development.

6. Retention

The processes and practices involved in supporting employees to remain within your agency.

Key assessment questions:

- **Review of flexibility practices** – Do teams or employees review flexible working arrangements to identify opportunities for improvement and reflect on how their flexible working meets the needs of the agency, team and individual?
- **Retention strategy** – Is flexible working used as a retention strategy (i.e. to keep employees at the agency longer than they otherwise might have stayed)?

Suggested methods for collecting information:

- **Promotion and career development pathways** – Review available documentation and processes to ensure they do not disadvantage employees who are working flexibly.
- **Focus groups** – Conduct facilitated sessions with leaders, managers and employees to understand flexing working as a driver for retention, or if there are larger push/pull factors (such as office location change) that flexible working might be able to address.

7. Separation

The process and practices involved in employees leaving your agency with minimal disruption to BAU.

Key assessment questions:

- **Manner of exit** – Are there effective processes in place to enable a handover between outgoing and incoming employees where one or both have a flexible working arrangement in place?
- **Exit feedback** – Are experiences or perspectives about flexible working captured when employees leave, and then analysed as part of your agency's continuous improvement process of employee flexible working experience?

Suggested methods for collecting information:

- **Exit interview procedures and data** – Review documentation and results to understand if process captures information relating to employee experience of flexible working, and if the results are aggregated and analysed for trends / improvement opportunities. In addition, work with HR to monitor exit interviews for mention of flexible working / work-life balance constraints or other issues flexible working may have been able to address (e.g. 'I've found a job closer to home', when remote working was an option).
- **Handover procedures** – Review documentation to understand how / if handover procedures between incoming and outgoing staff support flexible working arrangements (e.g. outgoing and incoming job share partners, remote working employees).

Before moving on:

- ✓ Have you developed an understanding of the key HR processes used by your agency?
- ✓ Have you understood whether your current HR processes support or hinder flexible working arrangements?
- ✓ Have you identified the areas of change (in process and practices) required to support flexible working by employees? Refer to the 'Changing Technology and Systems' guides for information on systems changes, which are often based on outdated processes, and a change in process may trigger a system change.

Step 2: Develop strategy

Overview

The second step is to develop strategies to drive changes in workforce management processes. HR, leaders and managers are responsible for changing their workforce management processes and practices, and HR is responsible for developing policy to support these changes where required.

2.1 Develop strategies for 'Ad Hoc' agencies targeting a 'Consolidated' state

Strategies to drive change in workforce management processes to better support flexible working across all stages of the employee life cycle.

2.2 Develop strategies for 'Consolidated' agencies targeting an 'Embedded' state

More advanced strategies to truly enable flexible working across all stages of the employee life cycle, particularly through detailed role design guidance for managers.

2.1 Develop strategies for 'Ad Hoc' agencies targeting a 'Consolidated' state

Below are some strategies you can consider to enable flexible working across specific phases of the employee lifecycle. Refer to the 'Changing Communication and Awareness' and 'Changing Skills and Experience' guides for parallel strategies to reinforce change around these approaches.

1. Attraction

Outcome: Re-consider how roles are structured to enable flexibility.

- **Recruitment roundtables** – Start conversations, through new or existing forums between HR and hiring managers about role design and which elements of roles may be done flexibly (location, availability or capability).
- **Role descriptions** – Where appropriate, work with hiring managers to update role descriptions to reflect their capacity for flexible working when they are being recruited.
- **Vacancies** – Challenge hiring managers to use their next role vacancy as an opportunity to re-think how a role can be done flexibly (e.g. 'build' roles using job share arrangements, 'buy' roles located elsewhere, or 'bounce' roles via re-designed tasks to eliminate outdated requirements and obtain new skills with flexible arrangements).
- **Planning future work** – If work will need to be re-calibrated because of new technology or service demands, consider universal design principles for any new team structures to ensure flexibility and inclusion are core to structure and operation.
- **Policy relaunch** – Review all relevant policies (including flexible working, technology, WHS, leave) to ensure policy enables the largest possible range of arrangements for flexible working.

Outcome: Attract talent, future capability requirements and diversity by promoting the availability of flexible working.

- **Employee Value Proposition (EVP)** – Including flexible working in the unique benefits that your agency's employees receive in return for their skills, capability and effort. Your EVP should align with 'if not, why not', and you should ensure your agency can deliver on undertakings if choosing this strategy (e.g. technology that supports flexible working, capability). See the box below for an example from PSC. Your EVP will need to be reflected in supporting HR policy (e.g. benefits and entitlements) and employment contracts.
- **Role advertisements** – Include a statement about your agency's commitment to flexibility in your role advertisements. See the box below for an example from DPC.
- **Diversity goals** – Attract specific diversity groups in order to meet future capability requirements or diversity goals (e.g. women in senior leadership positions, use flexible working to attract employees with disability, fractional employment cohorts or younger employees).

NSW Public Service Commission – Employee value proposition

NSW Public Service Commission – Employee value proposition

PSC developed an overarching EVP for the NSW Government in consultation with leaders, managers and employees from across the NSW public sector. The NSW public sector EVP “I work for NSW” aims to challenge the traditional perspectives of working in government and give employees a platform to share their experiences working for NSW. The EVP encompasses two drivers:

- Value, relating to the way in which our work contributes and brings value to the public, coupled with our pride in serving the people of NSW
- Choice, which conveys the opportunities available to develop skills and careers through the scope and scale of the variety of roles and diversity of our people.

PSC launched a campaign across Facebook, LinkedIn, Seek and Google featuring a series of videos to publicise its EVP. The PSC also developed “[6 reasons to work for NSW](#)” to attract prospective employees to the NSW public sector – one of which is “Make time for what counts”, all about maintaining a positive work/life balance through flexible working arrangements.

“Whether you want to make more time for family and friends or to pursue further study, we want to help you make it happen.”

Further to this, through the mission of making all roles in the public sector flexible on the basis of ‘if not, why not’ by 2019, the PSC is supporting agencies to embed flexible working behaviours into workforce management tools, systems and practices including each stage of the employee lifecycle. The PSC promotes flexible working in position advertising including graduate recruitment.

NSW Department of Premier and Cabinet – Job advertisements

DPC use the following statement on job advertisements:

Our commitment to flexibility: At DPC we endeavour to make roles flexible. While this role is advertised as full time, we will consider requests to undertake the work on a flexible part-time or job share basis. Further, the position is location agnostic – applications are encouraged from regional areas. Occasional travel to Sydney to co locate with the team; however, all operational skills support employees to work from DPC Regional Offices.

2. Recruitment

Outcome: Recruit candidates who are supported and able to work flexibly.

- **Conversation guidance** – Provide HR, hiring managers and assessment panels with guidance to help introduce the topic of flexibility into interviews, including what support the agency can provide to help the candidate succeed in their flexible role (e.g. technology, team support, career progression).
- **Multiple interview channels** – Offer multiple timeslots and interview channels (e.g. phone, face-to-face, video-conferencing) to candidates to demonstrate your agency’s commitment to flexible working.
- **Offer letters** – Include in your agency’s standard letters the availability for successful candidates to discuss working flexibly.

Recruitment practices

A manufacturing company (with office-based roles, field roles, customer-facing account management roles and shift-based / seasonal manufacturing site roles) used its recruiters and hiring managers to ask candidates the following questions:

- I have taken you through some of the benefits of working with the company, with one being agile working. Is this something that you have had available to you before? How would you see this working for you?
- Where do you think you would benefit most within our agile working environment?
- Agile working is one of the many benefits that we have at the company, this can be working from home, flexible hours to accommodate travel or work/life balance. Do you think you would be keen to adopt this style of working?

A different company which operates in a 24/7 operating environment ensures flexibility is discussed early in the recruitment process with candidates and is embedded within information sessions for potential candidates. For this company, flexible complements and enables its 24/7 operating environment, so it ensures candidates are aware of this through its recruitment processes.

3. Onboarding

Outcome: Set new employees up for success in their role and flexible working arrangement.

- **Pre-commencement arrangements** – Ensure your agency is prepared for new starters with flexible working arrangements (e.g. access to rostering / shift systems, arrange their workspace, locker, technology requirements such as devices, systems access).
- **Onboarding packs** – Include flexible working request forms and policy (or a link to them) as a standard part of your onboarding pack.
- **New starter training** – Provide alternate methods for new employees to participate in mandatory training or workshops (e.g. rotate training through different days, record trainings or offer via technology). Also provide dedicated training to support their flexible working arrangement (e.g. using flexible working technology, best practices for job sharing, requesting / changing shifts, policy explanation).
- **WHS training and tools** – Ensure that forms are digitised and fit for purpose – the emphasis of many agency forms is often solely on ergonomics, with little reference to slips, trips and falls, or work stress, which are significant sources of workers' compensation claims. Provide new employees with a streamlined process to set expectations and mutual obligations.
- **Team arrangements** – Ensure new starter working arrangements are communicated and incorporated into the rest of their team's arrangements (e.g. days where all employees are in the office, team meeting times, keeping in contact with managers, emergency contact numbers, clean desk policy). In a rostered or shift-based work environment, this may involve having a central information hub / communication platform.

4. Role performance

Outcome: Support flexible roles to perform effectively.

- **Team protocols** – Provide line managers with tip sheets to establish team protocols. The tip sheets should provide consideration for things like days where all employees are in the office, team meeting times, keeping in contact with managers, contacting employees on non-scheduled days and meeting etiquette (e.g. effective use of video conference instead of audio conference where possible). In a rostered or shift-based work environment this may include protocols in relation to appropriate channels for requesting / changing shifts.
- **Agency updates** – Provide multiple communication channels for significant agency, business unit and team updates to ensure employees with flexible arrangements do not miss updates (e.g. podcasts or recordings, and Skype or BlueJeans).
- **Flexible working arrangement review** – Establish a process to ensure your line managers regularly review flexible working arrangements, to ensure they still work for the agency, the team and the employee. Update flexible working policy to support changes. Refer to WGEA [Manager Flexibility Toolkit](#) for further detail results-based performance management and discussing performance as part of reviewing flexibility arrangements.
- **Job share support** – Refer to PSC job share resources (when available) for support with making job share successful. Resources include guidance for creating a job share plan, job share design logistics planning, making job share work, and monitoring and evaluation.

5. Performance management and development

Outcome: Enhance the flexibility skills of your agency.

- **Technology training** – Provide all employees, including new ones, with training on flexible technology use (e.g. Skype for business, rostering and time recording systems, handover tools) so they can effectively run virtual meetings, both from a technology and effective interaction/communication perspective.

Outcome: Performance management and development that is outcomes-based and unbiased.

- **Managing for outcomes guidance** – Provide guidance and training to managers on managing for outcomes, including how to clearly delineate between performance issues, and flexible working access and establish mechanisms to where flexible working arrangements may be impeding performance (individual or team). Refer to WGEA [Manager Flexibility Toolkit](#) for further detail results-based performance management and discussing performance as part of reviewing flexibility arrangements.
- **Communication and collaboration tools** – Use communication and collaboration systems that make work performance more visible between team members (e.g. use of Smartsheet, Trello, Basecamp, Teams, Facebook for office).
- **Internal training and development** – Provide alternate methods for flexible workers to participate in mandatory training or workshops (e.g. recorded trainings, eLearning, live recordings or running multiple sessions / networks).

6. Retention

Outcome: Retain talent within your agency using flexible working.

- **Team communication** – Provide employees with a regular opportunity to communicate with their team about how the team's flexible working arrangement is working, to troubleshoot and continuously improve.
- **Unscheduled flexible working** – Establish a process and educate employees about how to request ad hoc flexible working (e.g. if they suddenly need to work from home for any reason).
- **Flexible working requests** – If life circumstances change for employees, is there a mechanism for them to be able to request a change to their flexible working arrangement.
- **Relocation** – If moving offices, consider how flexible working skills across the team and organisation can help with retention.

7. Separation

Outcome: Minimise agency disruption with departing employees and identify opportunity for improvement.

- **Employee handover** – Establish effective handover processes between outgoing and incoming employees where one or both have a flexible working arrangement in place. For job share arrangements, ensure that job share partners have agreed to the rules underpinning the arrangement, including how partners will leave the agency or partnership.
- **Exit interviews** – Use exit interview checklists as an opportunity for managers to capture information from the outgoing employee about how flexible working is implemented across the agency. This information can be analysed to inform continuous improvement for the agency and its flexible working arrangements.

2.2 Develop strategies for ‘Consolidated’ agencies targeting an ‘Embedded’ state

Below are more advanced strategies you can consider to enable flexible working across specific phases of the employee lifecycle:

1. Attraction

Outcome: Design roles to enable flexibility.

- **Role design guidance materials and training** – Provide hiring managers with the materials and training to undertake role design and consider how the inherent requirements, location or tasks can be done differently in a different location or shared. Guidance might also consider the implications on the team, customers, suppliers and internal agency customers. Refer to Appendix C for a team-based role design exercise developed by Diversity Council Australia or see [here](#) for the ‘Future Flex’ full report. You can also refer to PSC job share resources for analysis of potential job share roles (when available).

Outcome: Attract talent, future capability requirements and diversity using flexible working.

- **Social media and online communications** – Publicise stories of employees working flexibly to prospective talent through an online communications campaign, consisting of social media channels, your agency’s website and email newsletters.
- **External accreditation** – Obtain an accreditation from a third party to validate and recognise your agency’s excellence and implementation of flexible working practices. The Flexibility Accredited Employer Accreditation is one example, with a number of them emerging.
- **Research participation and media engagement** – Participate in flexible working related academic research, engage with media and other interested organisations to promote your flexible working approach and benefits where the example adds to the existing literature.
- **Flexibility specialists** – Engage or partner with specialist flexibility, fractional employment or diversity providers to recruit for particular diversity demographics or work arrangement (e.g. job-share or part-time).

2. Recruitment

Outcome: Recruit candidates with a desire or willingness to work flexibly.

- **Initial screening** – Require applicants to address their suitability or willingness to enter into flexible working arrangements, particularly in managerial roles if managing remote teams.
- **Case studies** – Use case studies, role plays and group activities of flexible working during interviews to understand a candidate’s ability and desire to work within a flexible working environment (e.g. managing flexible rostering, or a team working remotely).
- **Unconscious bias training** – Provide training to recruitment and hiring managers on unconscious bias, to allow them to challenge traditional views and turn an advertised commitment of flexibility into a reality.

3. Onboarding

Outcome: Set new employees up for success in their role and flexible working arrangement.

- **WHS training and tools** – Establish a streamlined, fit for purpose process that reflects actual risk and patterns of WHS claims, and ensure new employees are aware of agency expectations for work health and safety when working away from the main office. Provide new employees with WHS checklists and ensure there is an assessment process and protocol in place.

4. Role performance

Outcome: Support flexible roles to perform effectively.

- **Capacity management guidance and training** – Provide line managers with training and guidance on utilising flexible working to manage workload (e.g. using flexible rostering or shift bidding to give managers greater flexibility in staffing options to respond to peaks and troughs in demand for agency services).

5. Performance management and development

Outcome: Enhance the flexibility skills of your agency.

- **Learning and development curriculum** – Incorporate skills development and behavioural change required to support flexible working into your agency's learning and development curriculum.
- **Flexibility as a development strategy** – Use flexibility to deploy employees in different positions and formalise existing occurrences of this as a development strategy. For example, where a temporary higher duty is available and the position is flexible in terms of location, a manager could call upon an employee from a regional office to fill the position by working remotely.
- **Job share** – Consider job share arrangements in development plans. Career goals may differ between the job share partners, while work goals are the same.

Outcome: Outcomes-based and unbiased performance management and development.

- **External third-party training and development** – Encourage employees to utilise flexible working options to pursue external learning and development opportunities.
- **Performance management framework bias** – Review performance management frameworks to remove any bias against flexible workers, and tailor approaches to suit requirements of different flexible working arrangements (e.g. job-share). For example, have you reviewed your agency's talent review framework to ensure there is no bias towards 'ideal' 9-5 workers?
- **Senior management flexible worker representation** – Discuss with leadership how many are 'walking the talk' and using flexible arrangements, with equal chance of promotion.

6. Retention

Outcome: Retain talent within your agency using flexible working.

- **Engagement and satisfaction** – Use flexible working arrangements as a strategy to keep employees engaged and happy over a longer term (e.g. job-sharing, part-time and studying, working remotely to complete temporary higher duties).
- **Pre-planning for employee time away from work**– Encourage employees to have conversations with line managers about different flexible working options for when people are on parental leave or a career break. This can also include when they return from the leave, to allow employees to engage with the workforce while meeting their personal or family needs. As employee needs evolve over time, so can their arrangements.

Outcome: Create a culture inclusive of flexible working to retain flexible workers.

- **Employee recognition** – Establish recognition structures that support flexible working (i.e. not inadvertently discouraging part time by only recognising 'ideal' full-time workers).
- **Work intensification** – Establish mechanisms to ensure that flexible arrangements do not inadvertently lead to work intensification (e.g. employee survey results for work-life stress, EAP access usage rates, flexi time forfeiture/overtime rates and leave balance analysis).

7. Separation

Outcome: Minimise agency disruption with departing employees and identify opportunity for improvement.

- **Turnover** –Use turnover as an opportunity to re-consider future capability requirements and possible flexible arrangements.
- **Negotiation** – Use flexible working arrangements where the outgoing employee is open to further employment with the agency (but with less hours or a different arrangement like job-share), so that you can harness their knowledge and experience before they retire. You may need to consider a pre-retirement contract for ageing employees.

Before moving on:

- ✓ Have you identified strategies to drive changes in workforce management processes to support flexible working across the employee life cycle?
- ✓ Have you considered the implications of your strategies (e.g. training, policy or guideline development, communications)?
- ✓ Have you engaged with leaders and managers to ensure the changes will meet their business needs?

Step 3: Deliver change

Overview

The third step is to deliver the change through the strategies you have chosen. This includes creating a change plan that combines the strategies you have identified across all five flexible working behaviour and practice areas: 'Changing Culture and Mindsets', 'Changing Skills and Experience', 'Changing Communication and Awareness', 'Changing Workforce Management', and 'Changing Technology and Systems'.

3.1 Create awareness and desire to change

Engage with targeted groups of stakeholders throughout the 'Understand' and 'Develop' phases, to gain momentum and ensure your strategies meet the needs of your different stakeholders.

3.2 Deliver change management strategies

Identify how you will deliver the change with consideration of activities, stakeholders, timing, governance, resources, outcomes and measurement.

3.3 Consider key success factors for delivery

Consider the factors which will be critical to successfully delivering your planned change (e.g. sponsorship, leader support, defined business objectives).

3.1 Create awareness and desire to change

Throughout the 'Understand' and 'Develop' steps you can engage with targeted groups of stakeholders to ensure there is buy-in into your strategies and your strategies meet their needs and wants.

3.2 Deliver change management strategies

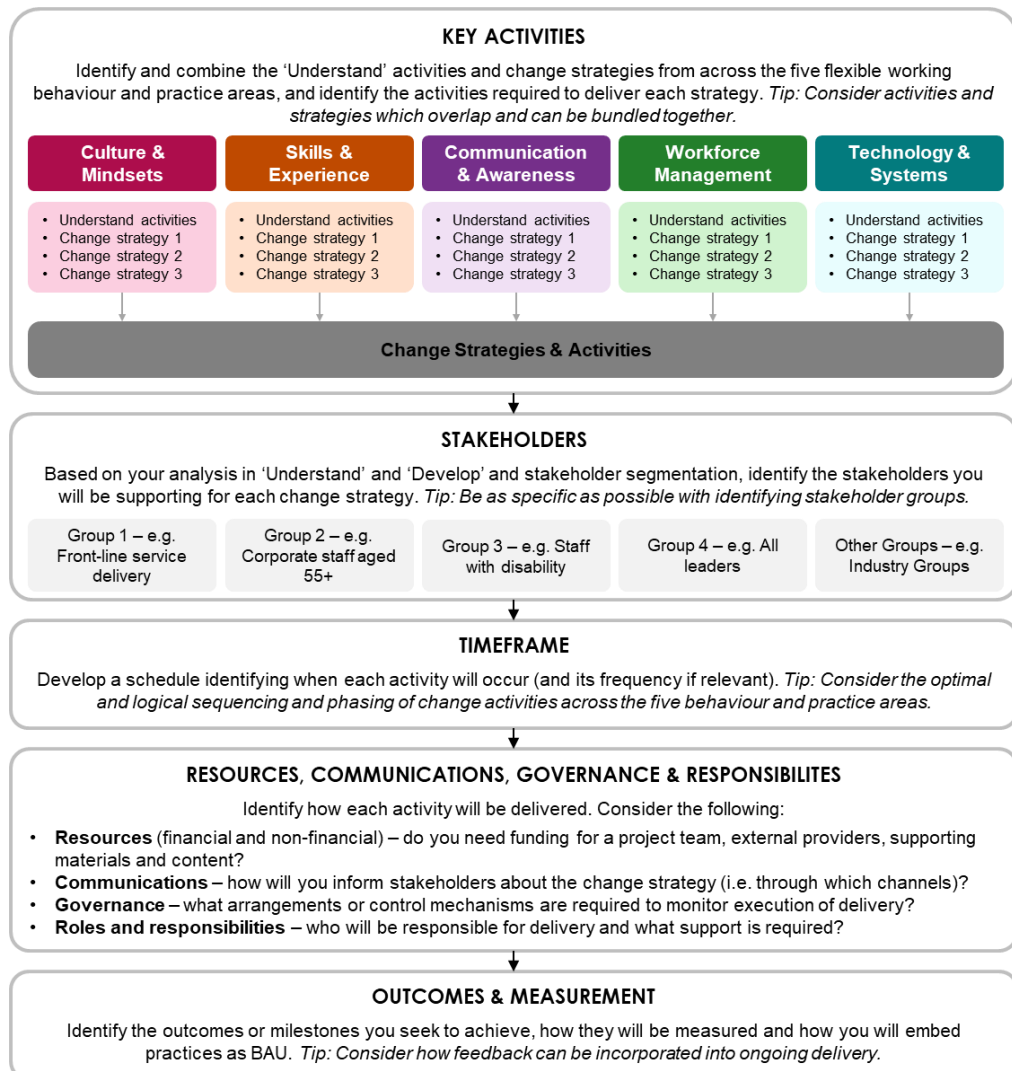
Change delivery vehicle

As a first step, consider how the change management strategies you have selected will be organised and delivered, including:

- **Standalone change management program** – A formal program to deliver change management strategies. This is more likely to be used where the scale of change management support is large and there is funding available.
- **Existing complementary programs** – Existing programs of work may be in place that provide a suitable platform to deliver flexible working change management support (e.g. IT modernisation programs, new office moves, or other transformation programs). This is more likely to be used where there are obvious synergies between flexible working and the inflight programs or projects.
- **Ad hoc change management support** – Change management strategies may be delivered in isolation on an irregular basis. This is more likely to be used where the scale of change management support is smaller, and funding is limited.

Combine five behaviour and practice areas together into one change plan

Complete the following steps to create a comprehensive change management plan.



Considerations for workforce management

You may wish to consider the optimal or opportunistic time to deliver changes to your agency's workforce management processes, including:

- **Standard recruitment cycles** – Trial process changes for regular intakes of new recruits (e.g. graduate or trainee programs).
- **Business continuity planning** – Consider using business continuity and disaster recovery planning initiatives to introduce flexible working into workforce management and create the capacity for your agency to operate fully or partially remotely (if the technology is in place).
- **Corporate Services reform** – Consider if a change in your agency's Corporate Services / Human Resources could be an opportunity to drive process change.
- **System upgrades** – Use any pending upgrades or contract renewals as an opportunity to reconfigure systems for flexible working and inclusion. Systems are often based on outdated processes, and a change in process may trigger a system change.

Tools to support delivery

There are key tools and supporting materials that your agency may be able to access to support delivery, including learning and development strategies:

- **Gantt chart** – Illustrates the high-level sequencing of activities for the change management program.
- **Governance structures** – A basic project management governance arrangement including:
 - Project sponsor (ownership of, and accountability for the flexible working change project)
 - Project steering committee (provides support, guidance and oversight of progress –consider who will be represented, including IT, HR, Communications, leadership, key stakeholder groups, industry groups)
 - Project manager (responsible for planning, managing, monitoring and completing the project)
- **Steering committee reports** – Usually produced at regular intervals (monthly) or at key milestones. Reports on progress against milestones/outcomes, risks and issues, project expenditure and resource management, and milestones/outcomes for next period.

Tackle resistance to change

If you are encountering stakeholders resisting your change management support, there are some practical things you can consider:

- **Develop a competition** – This may help to boost uptake of a strategy to maximise participation.
- **Share early wins** – This may encourage late adopters to participate or open-up to your help.
- **Direct intervention** – Speaking directly to the person or people resisting support, their peers or supervisor may encourage or coach participation.

3.3 Consider key success factors for delivery

There are a number of key factors to ensure successful delivery of change:

- ✓ **A clearly defined business objective** – Define the objective the flexible working change sets out to achieve and how benefits will be identified, measured and realised.
- ✓ **A collaborative approach** – Ensure buy-in to the strategies the project team is seeking to support a group of stakeholders by engaging and collaborating with stakeholders where possible.
- ✓ **A change champion** – Identify a leader to champion the flexible working change and hold ownership of and accountability for the delivery of the change program.
- ✓ **Support of senior leaders** – Gain buy-in from senior leaders to advocate for and role-model engagement with the change strategies. Senior leader support may also be required to secure project funding and resources.
- ✓ **Regular and consistent progress reporting** – Ensures senior management and other interested stakeholders are aware and understand the progress of the delivery of the change.
- ✓ **Benefits realisation** – Plan for the delivery of outcomes and benefits (e.g. uptake in flexible working, employee engagement) as early as possible in the delivery of the change.

Before moving on:

- ✓ Have you considered the change plans across all five flexible working behaviours and practices?
- ✓ Have you identified all activities which will be required to implement changes to workforce management and role design, and assigned responsibility for delivery?

Step 4: Embed as BAU and continuously improve

Overview

The final step is to embed the new behaviours and practices as business as usual and then seek to continuously improve. Key to this is measuring the success of your changes to workforce management process and understanding how you will sustain and embed change across the agency.

4.1 Evaluate the success of your process change

Consider how successful your process changes have been in supporting flexible working, prevalence across the agency and delivery of better agency outcomes.

4.2 Embedding new behaviours and practices

Consider how you will sustain the changes in workforce management processes and ensure they are embedded across the entire agency.

4.3 Review your Flex Implementation Tracker assessment

Review your initial FIT assessment and consider whether your agency's maturity has progressed, stalled or gone backwards.

4.1 Evaluate the success of your workforce management process change

When planning changes to workforce management processes, consider how you will measure the benefits and success of the change. There are three key perspectives to measure the success of the change from:

1. Does the workforce management process now support flexible working?

Consider whether the workforce management process now supports flexible working arrangements. This might be through making flexible working arrangements easier to use or manage, or making flexible working arrangements more available.

2. Is the change deployed across the agency?

The success of the change may only be represented across parts of the agency, or only in policy. Consider how well changes in workforce management processes have been adopted by leaders and manager in practice.

3. Does the change bring overall net benefits to the agency?

Consider what organisational challenges are addressed or what business outcomes are achieved through the workforce management process change. For example:

- Is the agency attracting more talent from job advertisements?
- Are employees more engaged with their work?
- Is the agency retaining more talented individuals and helping them progress through the agency?
- Is there greater transparency in why employees are leaving?
- Is there greater satisfaction in flexible working options?
- Are diversity goals being met?

4.2 Embedding new behaviours and practices

Experiences of where workforce management processes have successfully enabled flexible working can be shared and communicated across your agency. Successful pilots and tactics can be rolled out across the agency, and you can consider facilitating a forum to share learnings.

4.3 Key stakeholders in embedding new practices

While everyone has a role to play in assessing and reinforcing new behaviours and ways of working, reviewing success and integrating lessons learnt to ensure continuous improvement, key stakeholders in this space include.

- **Human resources** – developing HR policy to accommodate flexible working practices.
- **Leaders and managers** – delivering workforce management processes to support their business needs and implement flexible working.
- **Employees** – identifying where workforce management processes are a barrier to using flexible working opportunities.

4.4 Review your Flex Implementation Tracker assessment

Refer back to the maturity indicators and consider whether you satisfy the indicators defined to move from 'Ad Hoc to Consolidated', or from 'Consolidated to Embedded'.

- If you are still 'Ad Hoc' you can identify other 'Ad Hoc to Consolidated' strategies in this Guide to drive workforce management process change.
- If you are now 'Consolidated', you can focus on the more advanced 'Consolidated to Embedded' strategies in this Guide to drive workforce management process change.
- If you are now 'Embedded', you can consider how you can improve your strategies delivered to continue to embed flexible working within your agency.

Before moving on:

- ✓ Has workforce management process change successfully enabled flexible working and have those stories of success been shared?
- ✓ Do you have a plan for how you will embed successful workforce management process change across the entire agency?

Appendix A: Flex implementation tracker maturity indicators

Ad-hoc	Consolidated	Embedded
4.3 Workforce management processes		
<ul style="list-style-type: none"> Workforce management processes have not been adjusted to support flexible working and individuals are managed on an ad-hoc / as needs basis. For example recruitment, on boarding. 	<ul style="list-style-type: none"> Flexible working is included in some workforce management processes. For example including flexible working discussions in on-boarding, where relevant /appropriate. Flex work arrangements have been included in performance plans as a review item, incorporating the opportunity to evaluate success and make adjustments to arrangements. 	<ul style="list-style-type: none"> As well as including flexible working in the on-boarding process and performance plans, line managers have been provided with support for managing for performance outcomes, and developing effective performance objectives. Talent, performance review and succession planning frameworks been examined to ensure there is no unconscious bias against flexible working use. Role design guidance has been provided to managers to convert part-time/job share roles effectively.
4.4 Roles design and workforce planning		
<ul style="list-style-type: none"> Roles are filled as vacancies arise or divisions expand, and there is no link between flexible working and strategic workforce planning. 	<ul style="list-style-type: none"> Flexible working is a key strategy in sourcing employees for future capability needs. Not all managers have the skills or guidance necessary to role design. 	<ul style="list-style-type: none"> The agency uses flexible working to plan for contingencies through role design, multi-skilling, job rotation and streamlining and remote working. Managers have the skills or guidance necessary re-design roles to accommodate flexibility.

Appendix B: Process mapping exercise

In order to understand your workforce management processes in greater detail, consider conducting a process mapping exercise. You can facilitate this exercise with HR, leaders, managers or employees:

1. Identify the workforce management processes used by the agency across the employee lifecycle (e.g. recruitment practices, promotion criteria, career break policies).
2. Map end-to-end processes visually (consider the key steps, activities and decision points involved in the process).
3. Understand the pain points of the process (i.e. what are the current problems or challenges).
4. Consider the opportunities to integrate flexible working into the process.
5. Consider how a redesigned process would look and how it could better support the agency – not just in flexible working, but to better meet the future needs of the organization and incorporate inclusion and accessibility.
6. Assess the impact of the new process (i.e. stakeholders, technology, communications, training).

Appendix C: Diversity Council Australia – Designing flexible roles

Leaders or managers can lead this activity with their teams to develop flexible roles. This activity is based on the Diversity Council Australia 'Design Team Members' Jobs for Flexibility' activity (the full report is available [here](#)). The key steps for each team member are:

7. Describe the main characteristics of your job (e.g. your job title, key job/work outcomes, job location and timing, and the flexibility of your job, team and organisation).
8. Identify the primary tasks and responsibilities of your role
9. Identify the main internal and external connections and relationships for your role (i.e. team members, managers, other divisions, customers and suppliers)
10. Identify the flexible components of your job. These could be:
 - **Time** – which parts of the role could be completed at a different time (e.g. day, hour, shift)? Can the role be done effectively outside usual core hours?
 - **Place** – which parts of the work could be done in a different location (e.g. different sites, travelling, home)?
 - **Choice** – could there be more input into how the work is done (e.g. shift swaps, hot-desking)?
 - **Share** – which parts of the role could be shared with someone else (e.g. job share)?
 - **Technology** – which parts of the work could be done in a different way or using different equipment (e.g. e-rostering application)?
 - **Delegate or Delete** – which parts of the role could be done by someone else or deleted (e.g. team scheduling overseen by supervisor)?
11. Redesign your job based on based on the flexible components of your job identified in Step 3.
12. Identify the implications and opportunities resulting from the redesigned jobs, including:
 - The agency's needs (i.e. key team outcomes)
 - Levels of responsibility and supervision
 - Interactions with team members
 - Overlapping work in terms of tasks and responsibilities
 - Technology required to support team
 - Quality of customer or supplier relationship
 - Supporting team protocols
13. Discuss and finalise your redesigned jobs.