

HR 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 HR 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 implement flexible working in a way that maintains or improves service delivery in our sector.

How do we support colleagues, 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 HR 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 other HR professionals, to discover what you could do differently.
- The **Flexible Working Development Guide for HR 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.

If you have any high scores, that's fantastic! You are in a good place to help your agency achieve its policy commitment of making all roles flexible on an 'if not, why not' basis. Network with other HR managers from agencies who might benefit from learning from your example.



Employee 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
Awareness						E.g. could do this more in team meetings
I advise managers, leaders and employees about the benefits of flexible working, and the various types available to them	1	2	3	4	5	
I coach managers and leaders to counter misgivings related to flexible working and HR arrangements	1	2	3	4	5	
I understand the constraints from policy and industrial arrangements and integrate them into the advice I give about flexible working	1	2	3	4	5	
I draw on flexible working approaches and case studies that have been used effectively in other sectors / departments / agencies	1	2	3	4	5	
I refer managers, leaders and employees to relevant information and resources to solve flexible working-related problems	1	2	3	4	5	
I build and maintain networks with other HR managers to share and develop knowledge around flexible working	1	2	3	4	5	

Employee 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
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Fostering inclusion

I value and account for employees' diverse characteristics and contexts with regards to their need for flexible working	1	2	3	4	5
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I 'sense check' unconscious bias when responding to issues or making decisions related to flexible working	1	2	3	4	5
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I provide employees with the support needed to foster a culture of inclusivity (e.g. education, training, skill development)	1	2	3	4	5
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I ensure flexible working tools and resources are applicable and accessible to all	1	2	3	4	5
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Continuous improvement

I seek to continually improve flexible working policies and practices in their agency	1	2	3	4	5
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I maintain up-to-date knowledge of relevant industrial and legislative changes that impact on flexible working	1	2	3	4	5
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Employee 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
Attraction, selection and orientation						
I promote an employee-value proposition (EVP) that clearly supports flexible working	1	2	3	4	5	
I emphasise the importance of flexible working, and related skills and mindsets, during the recruitment process	1	2	3	4	5	
I advise hiring managers to consider experience in managing flexible working teams, when recruiting prospective managers	1	2	3	4	5	
I work with managers to integrate flexible working in role requirements and design (e.g. language, workforce management processes, mobility and career disruption)	1	2	3	4	5	
I work with a change team to build a workplace flexibility strategy for implementing flexible working across your agency	1	2	3	4	5	
I integrate information around flexible working (e.g. organisational support for flexible working, flexible working policies / processes / practices) into the induction and orientation process	1	2	3	4	5	

Employee self-assessment tool

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I am confident that...	My self-assessment					What I could stop/start/continue to improve on
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Workforce development & management

I offer flexible working training and development opportunities for employees	1	2	3	4	5
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I use flexible work as a workforce management tool to encourage mobility, adaptability and career progression	1	2	3	4	5
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I ensure performance management processes are outcomes-focused and that managers and leaders evaluate performance accordingly	1	2	3	4	5
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I ensure advice, tools, and support related to workforce management (e.g. job and work design, workforce planning) are available to leaders and managers	1	2	3	4	5
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Human resource practice

I adjust to and executes new human resource practices in line with changing business and flexible working needs	1	2	3	4	5
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I collaborate with leaders, managers, and employees when introducing new policies and practices for flexible working	1	2	3	4	5
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Employee 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
HR-related advice						
I provide accurate advice to employees, leaders and managers on the legal and industrial implications of flexible working	1	2	3	4	5	
I ensure employees have access to information about the agency's flexible working policies, practices, and processes and can make flexible working decisions that align with business needs	1	2	3	4	5	
I encourage a "can do" or "if not, then why not" attitude around flexible working	1	2	3	4	5	
Monitoring & evaluation						
I incorporate issues related to flexible working into employee surveys or when collecting workforce data (e.g. culture, mindsets)	1	2	3	4	5	
I provide regular updates (i.e. reporting) on flexible working uptake and attitudes	1	2	3	4	5	
I incorporate questions related to flexible working into exit interviews and documents	1	2	3	4	5	

Score summary

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 'Continuous improvement' 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	(..... + + +) ÷ 4	=
Continuous improvement	(..... +) ÷ 2	=
Attraction, selection & orientation	(..... + + + + + +) ÷ 6	=
Workforce development & management	(..... + + +) ÷ 4	=
Human resource practice	(..... +) ÷ 2	=
HR-related advice	(..... + + +) ÷ 3	=
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 HR Managers** for resources and development suggestions.

The topics can also be used as conversation starters with other HR professionals, leaders, managers and your broader organisation.

Topic	Development Ideas
1.	
2.	
3.	

Notes
