

# The Flexible Working Change Management Guides

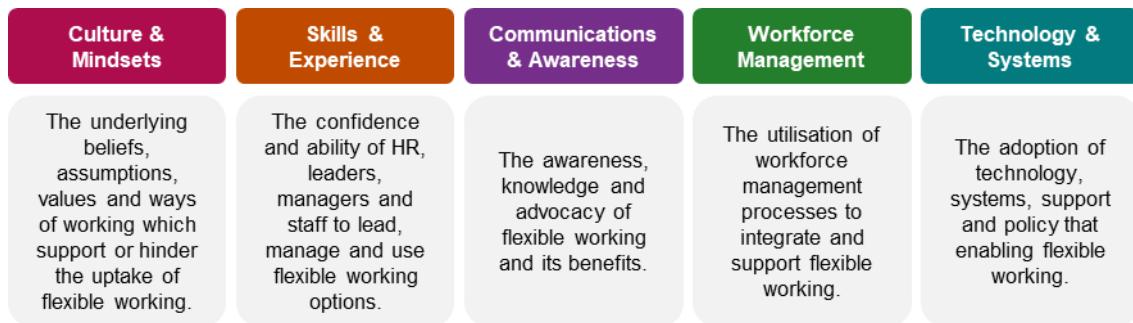
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## Why we've created change guides for flexible working

The NSW Government has committed to ensuring all government sector roles can be flexible on an 'if not, why not' basis by 2019.

When the NSW Public Service Commission released Make Flexibility Count, a strategic framework to guide agencies in implementing flexible working, we identified five organisational areas likely to need focus and attention in order to build an environment supportive of flexible working.

We've now developed a change playbook for each of these areas to help agencies to plan any change efforts necessary to current behaviours, beliefs or practices. These are principles-based, to make them as relevant as possible to a large, diverse sector:



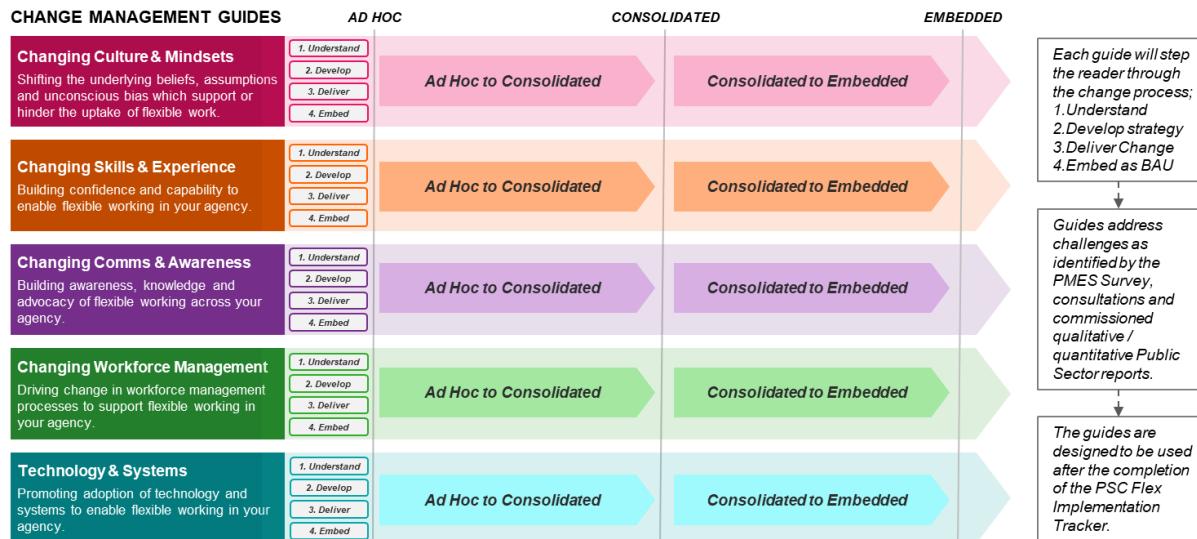
Agencies can monitor and compare their implementation progress via the Flex Implementation Tracker (FIT), which will be released in February and September 2019. Your agency's FIT results will indicate where on the maturity continuum your agency sits (Ad Hoc, Consolidated or Embedded), and which behaviour and practice areas your agency can invest its change management efforts into. The guides provide practical tips, advice and case studies on how to drive progress in each area.

The PSC will also use the FIT results to inform our regular reporting on sector progress to the Secretaries Board and Cabinet.

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Each guide is structured per topic, each containing a change management process, and the work typically required to achieve each flexible working maturity milestone:



## How do you navigate each guide?

Each guide follows four steps of organisational change:



Our consultation revealed that agencies are at differing stages of their change journey, so the guides have been designed for you to easily navigate to any given step, depending on your agency's maturity level and its goals.

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## How do the five guides relate to each other?

The five guides cover distinct topics and can be used standalone. Some of the content and strategies overlap across behaviour and practice areas, so each guide sign-posts to others where relevant.

Draw on the work required in each area to pull together your overarching organisational change strategy for flexible working. This may sit as a standalone campaign, or within a larger organisational transformational program of work.

Several points to consider before designing your overarching strategy:

### The priority

Consider which stakeholder segments and which flexible working gaps are the priority and deserve the most energy.

- Which will provide you with 'quick-wins'?
- Which will have the most impact?

### Engagement

Consider how you will engage with stakeholders to develop strategies, content and supporting material that meet their learning and development needs, ensure buy-in to learning and development activities and build desire for change.

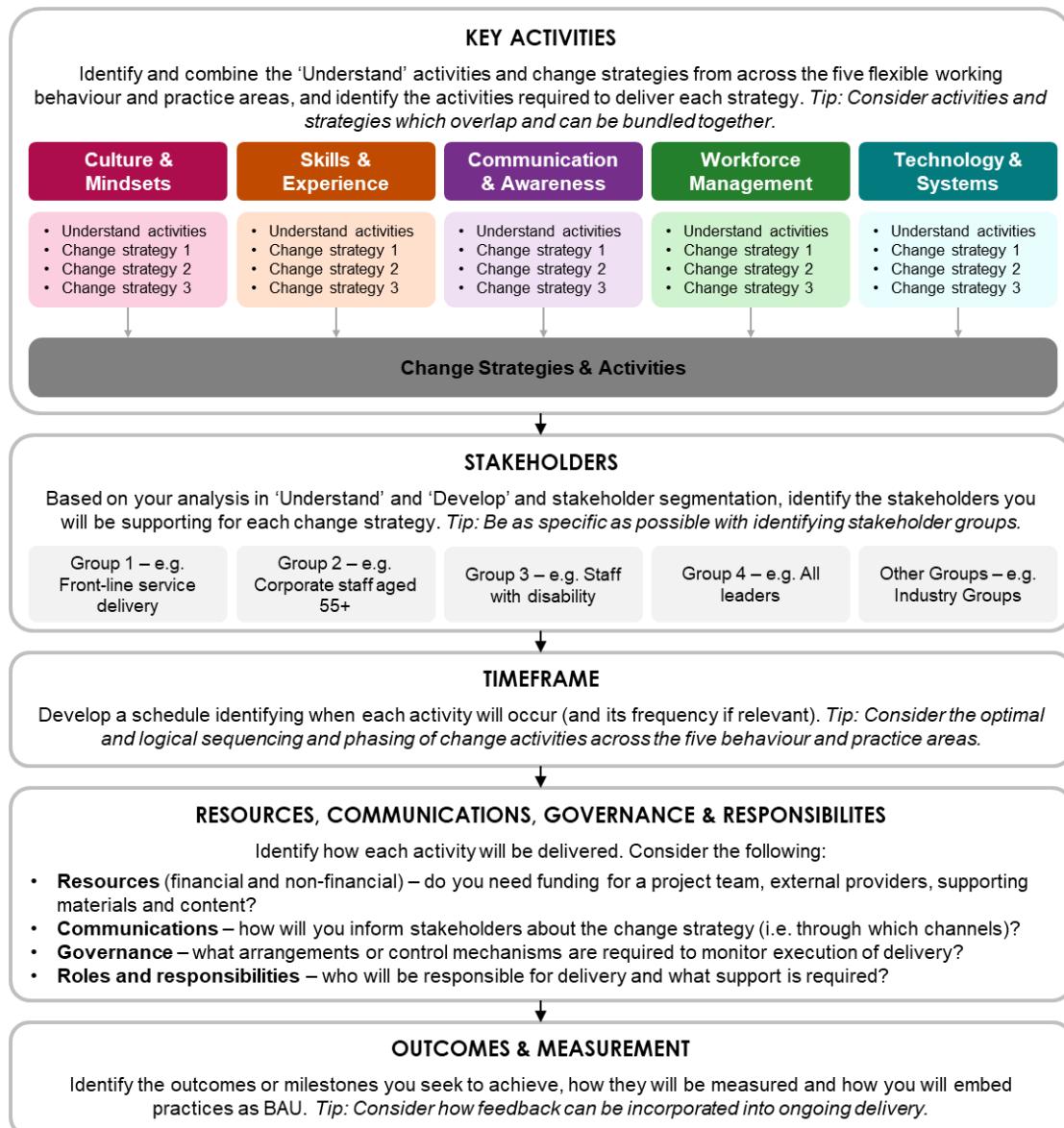
### Culture and Mindset

Consider strategies to target behavioural skills gaps (i.e. mindsets, attitudes and beliefs) in flexible working. Refer to Culture and Mindsets guide for targeted strategies.

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The activities and strategies you choose across the five guides come together in **Step 3: Deliver Change**. This section is largely similar across all five guides and highlights considerations and tools specific to each behaviour and practice where appropriate. The purpose of this section is to combine the activities and strategies you have identified across all five flexible working behaviour and practice areas and develop a comprehensive change management plan:



When planning your change strategies consider if there are upcoming events, cycles or other opportunities that can be naturally paired with the implementation of any of your chosen strategies. The same goes for the aspects of change that are required more broadly but potentially out of scope for change leads within each agency.

For example, scheduled reviews of WHS or other policies, technology and systems updates, leadership training curricula development, industrial relations negotiations, compliance via procurement processes, organisational change or other sector reforms. An example is the recent

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GSE reforms that included a new performance management framework and mobility reforms, better enabling the uptake of flexible working.

Another opportunity for introducing change that supports flexible working is when contracts for service provision are being renegotiated, such as training providers, and employee self-service payroll and HR applications.

These change guides do not address any amendments you may consider are necessary to your industrial frameworks, or general/human resources information technology systems. Timing issues may mean that a policy-driven response may be the first step in order to embed flexible working by end-2019, as you may find your agency's industrial negotiations may not conclude within this timeline, and the issues identified will vary by agency. These guides have been built on principles common to all agencies in policy-driven responses.

## How long will delivering change take you?

This depends on the scope and complexity of strategies you undertake, and the size of your agency. As a rough guide, you could consider the following timeframes:

- **Understand** where you are and where you want to go: 1-2 months
- **Develop** strategies to get to your desired end state: 1-2 months
- **Deliver** change strategies: Largely dependent on the complexity and scale of the change required, and the resources available to you which shape your project timeline.
- **Embed as BAU and Continuously Improve**: Measured at checkpoints every few months after delivery, and in years thereafter.

We hope the guides help support your agency make the transition to “if not, why not” by December 2019 and that, in doing so, you will see your workforce more engaged in their work, more productive and stable and, as a result, more ready to meet the needs of the people of NSW.