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**FLEXIBLE WORKING**

# Changing Communication & Awareness

*Building awareness, knowledge and advocacy of flexible working across your agency*

**NSW Public Service Commission Flexible Working Change Management Toolkit**

Version 1.0

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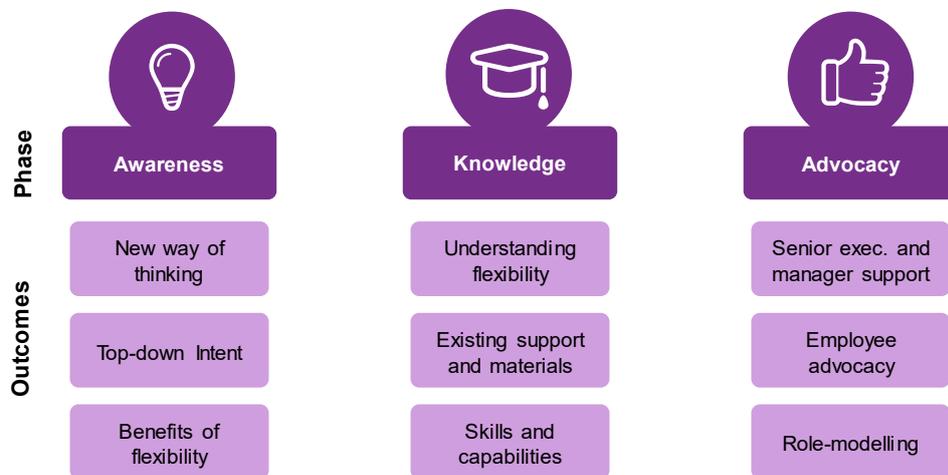
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## Why we've prepared this guide

The purpose of this guide is to help the change leads build the awareness, knowledge and advocacy of flexible working across their agency, to drive implementation.

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

For each dimension of communication and awareness impact, we have identified outcomes based on extensive consultation with employees, managers and agencies across the sector. These outcomes combine to enhance flexible working communication and awareness. They appear as common topics throughout the guide.



## This guide complements the flex implementation tracker

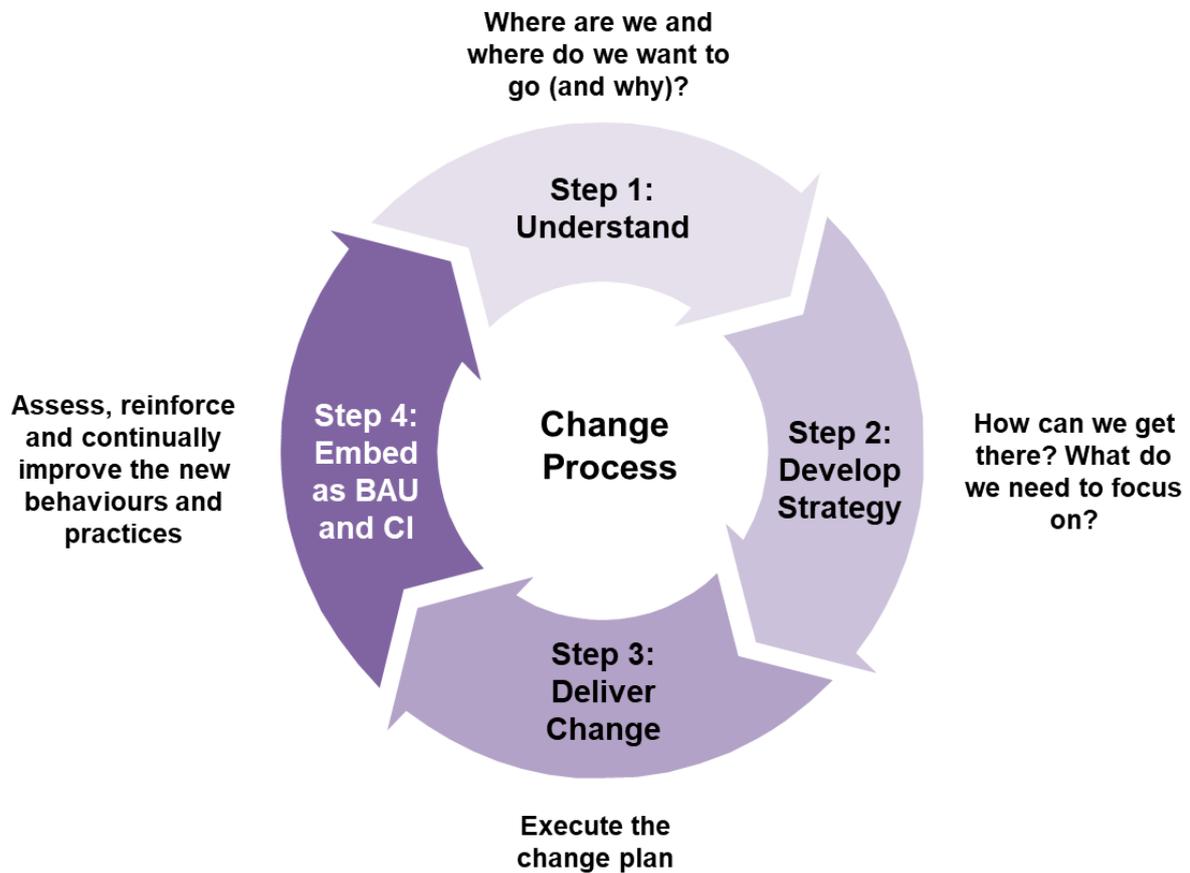
While completion of the flex implementation tracker (FIT) is not a pre-requisite, this guide is designed to work alongside it. Use your agency's FIT results to identify where improvements may be required relative to agencies of similar size, or your own goals, and then use this guide to determine what is required 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.



Refer to Appendix A for detailed descriptions of the maturity indicators for Communication and Awareness.

## The change process

For the purpose of this guide, organisational change management has been treated as a four step process for this practice area.



Refer to [Appendix C](#) for a detailed communications work plan that Transport for NSW used to build awareness, knowledge and advocacy across the change process.

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

### Overview

The first step involves assessing the nature and level of awareness, knowledge and advocacy of flexible working across your agency. This analysis will inform the communications approach needed

#### 1.1 Understand the business need

Start by understanding what is driving your agency's need for more flexible ways of arranging work.

#### 1.2 Segment and map your stakeholders

Identify who your stakeholders are and segment them into groups to map levels of awareness, knowledge and advocacy.

#### 1.3 Understand your agency's communications needs

Understand your agency's current level of awareness, knowledge and advocacy with some key assessment questions.

#### 1.4 Understand what success looks like for your agency

Once you have a thorough understanding, it is important to decide on the outcomes you wish to achieve and the impacts of communication activities.

## 1.1 Understand the business need

What are the compelling business reasons driving transformation – what business problems can flexible working help to address?

Look at the quantitative and qualitative data that already exists in your agency that may help you to understand existing awareness, knowledge and advocacy of flexibility and its impacts on employee satisfaction and engagement rates. This data may be in the form of:

- The People Matter Employee Survey (PMES) or other employee survey results
- Pulse survey data (see PSC website for a pulse survey you can use)
- Diversity reports
- Communication channel metrics

You may wish to investigate any previous flexible working change efforts and the insights they may yield and consider additional research to back up your understanding. [NSW PSC](#) and Diversity Council Australia have resources to help.

Below are some common communication and awareness challenges across the sector, some of which could apply to your agency:

- There appear to be inconsistent definitions and understanding of flexibility, which many fixed ideas around who can use it, and needing a good 'reason' to ask.
- Many are unaware of the 'if not, why not' framework, or do not understand its application to their service.
- Many are uncertain on how to access flexible working policies and the information they need.
- Many mention the need for clearer and shorter forms.
- Many report a lack of proactivity in managers in starting the conversation about flexible working.

## 1.2 Segment and map your stakeholders

Identify who your stakeholders are and segment them into groups. This will help you to map the levels of awareness, knowledge and advocacy to distinct segments, so you can effectively target communications messages. It is a valuable activity for both large and small agencies.

Segmentation can be based on discrete workforce portions (e.g. divisions, executive/management levels, service/corporate/operational employees). Depending on size, functions and objectives, your agency may have a different segmentation of stakeholders than others. For example, if you have a larger workforce, you may wish to further segment your stakeholders by demographics (e.g. senior male leaders, or employees who work flexibly or are in diversity and wellness groups). Customers can also be considered to ensure messages about flexing working align with external messages regarding customer service and satisfaction.

Here is a worked example from Transport for NSW:

### Transport for NSW – Segmentation for flexible working analysis

Based on each stakeholder group’s characteristics, level of *influence* (e.g. agency influence or influence in change program) and level of *interest* (in flexible working from a job role standpoint or personally), stakeholder groups have been mapped to primary and secondary segments. In the example below, primary stakeholders typically have higher influence and interest, whereas secondary stakeholders have lower influence with lower interest. Each group has a particular communications strategy associated with it.

	Stakeholder Group	Characteristics	Developing your strategies	Comms strategy
Primary stakeholders - Higher influence & interest	Top 50 Senior leaders	Responsible for driving flexible working priorities and agency change.	 <p>Section 1.2 to 1.4 helps you to fill in the information in the column to the right, which provide guidance to help you build your flexible working communication and awareness strategy.</p> <p>This detail can be:</p> <ul style="list-style-type: none"> <li>• Commitment level to flexible working (e.g. unaware, resisting, accepting, advocate)</li> <li>• Communication expectations</li> <li>• Communication needs</li> <li>• Special knowledge support needs (e.g. manager toolkit)</li> </ul>	Should be briefed on change program and targeted for leadership buy-in.
	Senior executives and directors across customer service divisions.	Drive divisional outcomes and makes decisions on organisational design, operational structures and workforce (e.g. recruitment).  Have people and managerial responsibility and contact.		Phase 1: Should be provided compelling information on benefits and made aware of existing supports and resources Phase 2: should be upskilled on flexible working business designs.
	Diversity and People Strategy Executives	Responsible for driving change in engagement and talent recruitment.		Should be closely engaged as allies and SMEs.
	Workforce Unions	Influential to workforce and interested in flexible working transformation efforts.		Should be consulted and understand expectations.
Secondary stakeholders - Lower influence & interest	HR	Supports managers and employees to find and follow flexible working policy. Importance in people and engagement.		Should be engaged as change partners and key to tracking inquiries and growing interest in change.
	External business partners	Contractors and suppliers to agency.		Should be contacted on a need to know basis on any impacts.
	Policy/IR	Business partners whom assistance is required from in driving key arrangements.		Should be kept across knowledge needs which arise.
	Diversity and wellness social group members	Employees who are generally eager to advocate for flexible working and related interest.		Should be engaged as change and comm network.

#### The flexible working communications campaign had two stages:

- (i) a foundational campaign that focused on increasing awareness and changing behaviour at Transport for NSW in 2016 and 2017; and
- (ii) a subsequent rollout across the operating agencies in in 2017/18 to end of 2019.

## 1.3 Understand your agency's communication needs

There are key considerations when understanding your agency's current levels of awareness, knowledge and advocacy of flexible working. These considerations differ depending on the maturity of your agency.

### Considerations for 'Ad-hoc' agencies targeting a 'Consolidated' state

If your agency has no existing or limited flexible working communications, there are some key considerations when understanding your agency's level of awareness, knowledge and advocacy.



#### Awareness

##### A. The 'New Way of Thinking' about flexibility

Assess level of understanding in the shift required to create a principle-based approach to flexibility:

- **Awareness of what flexible working is** – Do employees have any awareness of what flexible working is and how it applies to them? How will this level of awareness affect initial development of your strategy?
- **New way of thinking** – Are employees aware of the concept that flexibility is about rethinking the where, when and how of work?
- **Innovation** – Do leaders and managers recognise the need to explore and innovate work design and business models to enable new flexible working opportunities?

##### B. Top-down Intent

Assess employee awareness of agency, cluster and sector intent on flexible working:

- **'If not, why not'** – Are employees aware of the 'if not, why not' by 2019 imperative?
- **Agency intent** – Are employees aware of their cluster and / or agency's drive towards greater and more effectively managed flexibility?
- **Agency vision** – Are employees aware of the agency's vision, values and principles around flexible working (if they exist)?

##### C. Benefits of flexibility

Assess employee awareness of benefits to workplace flexibility:

- **Agency-wide benefits** – Are employees aware of the benefits of flexible working to the agency? For example: employee engagement/satisfaction, employee retention, productivity, customer satisfaction, talent acquisition, absenteeism.
- **Team-specific benefits** – Are managers aware of the benefits of flexible working on a team level? For example: greater trust and collaboration levels, employee loyalty.
- **Individual benefits** – Are all employees aware of the benefit at a personal level? For example: reduce burnout, to work/life balance, to personal pursuits and duties outside of work.



## Knowledge

### A. Truly understanding flexibility

Assess whether employees have limited, adequate or advanced understanding of working flexibly:

- **Types of flexibility** – Do employees understand flexibility in its various forms (which extend beyond written policy and typical arrangements)?
- **Dynamic arrangements** – Are employees aware that flexible working can be dynamic (temporary or permanent)?
- **Evolution of flexible working** – Are HR, People & Culture and change teams aware of the evolution of flexible working and the pioneering ways it has been implemented to uplift outcomes in other organisations?

### B. Knowledge of existing support and reference materials

Establish whether employees know where to easily access information on flexible working:

- **Access** – Is there a central place for information on flexible working? Is this accessed frequently and are people aware of it? Is it accessible, so all employees can see it? e.g. Policy and guideline documents, remote working protocols, technology guides and supports, request documents, WHS forms, FAQs.
- **Useability of materials** – Are agency reference and support materials clear, sufficiently detailed enough and applicable to different departments, role-designs and work contexts?
- **HR knowledge** – Are HR team/ managers and employees aware of cluster and sector wide information available to them? Refer to [PSC Flexible Working](#) for resources such as Policy Guidance and Communications Strategy and the *Make Flexibility Count Framework*.

### C. Skills and experience

Assess the skills and experience required for improved use and management of flexibility:

- **Support gaps** – What information are employees regularly asking for to support them in requesting, using and managing flexible working?
- **Skills gaps** – Do leaders, managers and employees require specific skills and knowledge to undertake and manage flexible working effectively? For example, leaders need conversation skills to manage any under-performing flexible working employees, managers need to understand the true inherent requirements in team roles to integrate flexibility more easily, managers need to maintain group cohesiveness, and employees need skills in collaborating with colleagues who may work remotely.

Refer to the 'Changing Skills and Experience' guide for additional guidance on how to identify and close any skills gaps identified in this analysis.



## Advocacy

### A. Senior executive and manager support:

Identify the level of support from leaders for the pursuit of flexibility:

- **Endorsement** – Who is currently supporting/endorsing flexible working formally (e.g. leading diversity projects), or informally (e.g. role-modelling) across the agency or within their teams?
- **Interested groups** – Who is interested in supporting flexible working initiatives and is a believer in the cause?
- **Resistance** – For those who are not supporting flexible working, what are their reasons? Consider how you can convert them into advocates. Refer to section 2.1 of the 'Changing Culture and Mindsets' guide for common leader and manager concerns and fears about flexible working.

### B. Employee advocacy

Assess how employees perceive flexible working, and whether they are vocally supporting it:

- **Attitudes and perception** – What are the attitudes and perception towards flexible working across the agency? Refer to section 2.1 of the 'Changing Culture and Mindsets' for common employee concerns and fears about flexible working.
- **Vocal advocacy** – For those who are flexibly working: Are they advocating it vocally? Are they managing their arrangements successfully?
- **Non-flexible workers** – For those who are not flexibly working: Are they dissatisfied with the constraints and challenges around flexible working and asking for changes?
- **Success stories** – Are success stories and experiences being shared across social network platforms and / or other mediums?
- **Online presence** – Is there an online presence developing on social media that supports flexible working? Are users liking and sharing content and using social-media specific enablers, e.g. hashtags, to share and build advocacy?

### C. Role-modelling

Find out how visible and effective role-modelling is across the agency:

- **Divisions and business units** – Is flexible working being role-modelled across all divisions and business units?
- **Management layers** – Is there role-modelling across all layers of management?
- **Variety of option** – Is the full spectrum of options being role-modelled?
- **Different demographics** – Is there role-modelling by both male/female employees and across different age cohorts?

## Considerations for 'Consolidated' agencies targeting an 'Embedded' state

At a 'Consolidated' state, your agency has already completed its first phase of a flexible working communications campaign. Section 1.2 helps you to gauge its impact and identify any gaps or areas for improvement.

Below are some things to look for in evaluating impact of existing communications. Some will require further analysis through agency surveys and manager consultation.



### Awareness

#### A. New way of thinking

- **Role rearranging** – Are there instances of teams innovatively rearranging roles and work to enhance both service delivery and flexibility? (This may require consulting with managers and teams)
- **Onboarding** – Is there any incorporation of flexible working into orientation programs / sessions?
- **HR enquiries** – Has there been an increase in enquiries to HR (or other relevant teams serving as first point of contact) seeking help on innovating in flexible working? (can be tracked via email inbox or contact centre enquiry lines).

#### B. Top-down Intent

- **Poster adoption** – What is the adoption rate of posters across office spaces?
- **Online messaging** – Has there been incorporation of messages on benefits and sector/cluster/agency intent in bulletins, newsletters, intranet and employee portals? Are these being commented on, or starting online conversations?
- **Launch engagement** – What is the participation rate in engagement activities and flexible working launches?
- **Agenda items** – Has flexible working been added as an agenda item in team meetings and forums across the agency?

#### C. Benefits of flexibility

- **Attraction and recruitment** – Has flexible working been integrated into talent acquisition and sourcing planning in the agency?
- **Workforce planning** – Has there been an integration of flexible working into workforce planning?
- **Level of interest in flexible working initiatives** – What is the level of changing interest from managers and leaders to participate in pilots and flexible working change management initiatives?



## Knowledge

### A. Truly understanding flexibility

- **Breadth of requests** – What is the breadth of flexible working types requested (across all job families, locations and diversity segments)?
- **Number of requests** – What is the number of formal flexible working requests submitted (across all these segments)?
- **HR objectives** – Have HR / People and Strategy / Culture teams set 'if not, why not' as an objective, and planned efforts to identify any necessary knowledge and skills building need?

### B. Knowledge of support and reference materials

- **Central information hub** – Is there a visible and effective central information hub? Is it being used?
- **HR enquiries** – How many enquiries seeking flexible working information are made per month to HR teams (or other relevant teams acting as point of contact)?
- **Support material awareness** – Are people in the agency aware of PSC and cluster support material? Do they use it? What patterns are there in use?

### C. Skills and experience

- **HR enquiries** – How many enquiries on how to request, use and manage formal flexible working are made through HR/policy channels? How many are successfully resolved? Are there metrics around time taken?
- **Performance management skills** – How comfortable are leaders and managers with conducting performance management conversations based on measuring outcomes, and are they equipped with the necessary skills? Flexible working will surface any skill gaps here much faster than many other change initiatives.



## Advocacy

### A. Senior executive and manager support

- **Sponsors** – How many flexible working sponsors are there across the agency? What active efforts are they making?
- **Change management support** – What level of support is there from leaders and managers for flexible working change management strategies?
- **Team meeting integration** – Has there been integration of flexible working in team meetings and forums, through Skype meetings, or recording presentations for alternative access?

### B. Employee advocacy

- **Success stories** – What volume of flexible working stories have been shared across social network platforms and other team platforms? What is the nature of these stories?
- **Social media** – Is there a positive social media influence supporting flexible working that is inclusive of all and being advocated for by a broad range of employees?

### C. Role-modelling

- **Occurrence of role-modelling** – Is there an indication of how many employees are actively role-modelling flexible working? Role-modelling often happens informally and is undocumented, so you may need to ask managers and senior leaders.

As well as understanding the impact of your communications and engagement efforts, it will also be helpful to evaluate how effective your communication strategies have been by monitoring tracking mechanisms. A key difference between 'consolidated' and 'embedded' agencies is that there is greater measurement in impact.

We will provide some ideas for monitoring tools and measures in Step 4 (Embed as BAU and Continuously Improve).

## 1.4 Understand what success looks like for you

After understanding the level of awareness, knowledge and advocacy on flexible working in your organisation, it will be important to decide on the communication and awareness outcomes you wish to achieve.

Examples of desired outcomes for both 'Ad-hoc' and 'Consolidated' agencies could be:

- Within 6 months: Everyone in the agency understands the principles-based approach to flexibility, understand the benefits and can identify different flexible working types.
- Within 6 to 12 months: Your leaders, managers, employees and HR develop a working awareness of the principles of re-arranging tasks within roles to enhance flexible working ability.
- There is at least one male and one female senior leader vocally advocating for flexible working within every division or branch across the agency.
- Increased employee interest in requesting flexible working arrangements and 20% increase in number of requests in 18 months.
- Your agency becomes known to job-seekers for genuinely encouraging flexible working, and 15% more new employees are engaging in flexible working arrangements within first month of onboarding.
- More employees are engaged in flexible working; sharing experiences, lessons and success stories across social networks and events.
- Managers are proactively reinvigorating the discussion on flexible working as new employees move into their teams.

Before moving on:

- ✓ Have you identified the priority improvement areas across in awareness, advocacy and engagement across the workforce segments (to be able to proceed with developing a plan)?
- ✓ Have you found the compelling reason to lift communication and awareness to support flexible working?

## Step 2: Develop strategy

### Overview

The second step is to develop a strategy to improve the level of awareness, knowledge and advocacy for flexible working within the agency. This strategy will inform your communications and engagement plan and should be used as a reference point for justifications and considerations throughout development of your plan. This section contains strategies for both ad-hoc and consolidated agencies.

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

Outlines desired outcomes and sample strategies to achieve them across the three dimensions (awareness, knowledge and advocacy). These strategies focus on planning a communications campaign.

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

Outlines desired outcomes and sample strategies to achieve them across the three dimensions (awareness, knowledge and advocacy). These strategies focus on planning the second phase of communications, ensuring you are equipped with a comprehensive, proactive and detailed strategy.

### 2.1 Develop strategies for both 'Ad-hoc' and 'Consolidated' agencies

Below are some outcomes your agency may wish to target, and sample strategies to achieve these. Some strategies will support other outcomes also.



#### Awareness

##### A. New way of thinking

**Outcome:** Employees are aware of the concept that flexibility is about rethinking the where, when and how of work (and shift away from cookie-cutter solutions).

- **Roadshows/seminars** – Hold flexible working roadshows, seminars or incorporate a session into existing employee all-in forums to demonstrate what 'the new way of thinking' means.
- **Intranet/employee portals** – Add splash page or information on intranet (e.g. via homepage) to communicate the message.
- **Direct email** – Produce email communication on options, and request Deputy Secretaries, senior executives or managers to send to agency or teams.
- **Employee newsletters** – Incorporate information into employee bulletins and newsletters.

**Outcome:** Leaders and managers recognise the need to explore and innovate work arrangements and business models, and recognise the new flexibility opportunities as a potential solution.

- **Engage face-to-face with leaders and managers** – Interact face-to-face with leaders and managers to explain the meaning behind ‘re-thinking flexibility’ and to challenge them to think innovatively to uplift their skills by re-considering the ways things are currently done. Diversity Council Australia has produced a [‘Future-Flex’](#) tool to demonstrate how flexibility can be used as a business tool to improve individual team and organisational productivity.
- **Facilitated working groups and training** – Consider training and demonstration of innovative flexible working approaches across the government and private sectors and/or peer organisations to challenge managers to think innovatively and raise their ability in redesigning existing structures.
- **Facilitated projects** – Design prototyping projects and ‘plan on a page’ initiatives to facilitate a group through re-designing role and business models.

**Outcome:** New employees are aware of access to flexible working options and mindset.

- **Onboarding** – Ensure new employees are made aware of options through orientation.
- **Recruitment processes** – Integrate flexible working into recruitment policy and practice, e.g. interviewees to discuss flexibility with candidates.
- **Job advertisement** – Add flexible working messaging to job advertisements. Refer to the Application and Implementation guide for more information on changing HR processes to support flexible working.

## B. Top-down intent

**Outcomes:** (i) All employees aware of the ‘if not, why not’ by 2019 imperative. (ii) All employees aware of their cluster and/or agency’s drive towards greater and more effectively managed flexibility. (iii) All employees aware of the agency’s vision, values and principles around flexible working (if they exist).

- **Roadshows/seminars** – Hold flexible working roadshows, Q&A panels seminars or integrate session into existing employee all-in forums.
- **Ask for explicit endorsement from the top** – Consider asking senior executives to present to employees to emphasise intent or ask for a ‘deputy secretary’ statement of support (written or video) to use across channels.
- **Promotional merchandise and posters** – Introduce flexible working posters and merchandise into workplace (e.g. lunchrooms) provided by PSC.
- **Collaboration with cluster co-ordination teams & managers** – Put flexibility on the agenda in team meetings, supported by messaging and collateral on the ‘if not, why not’ mindset provided by PSC.
- **Intranet/employee portals** – Add splash page or information on intranet homepage to introduce the agency/cluster and government imperatives, ways of working and values.
- **Direct email** – Produce email communication on options, and request Deputy Secretaries, senior executives or managers to send to agency or teams.
- **Employee newsletters** – Incorporate information into employee bulletins and newsletters

### C. Benefits of flexibility

**Outcome:** Employees are aware of agency-wide benefits of flexible working.

- **Target Human Resources, People and Culture, talent acquisition and retention teams, and senior executives** – Engage with target audiences to share evidence-based benefits. Reiterate messages using online/off-line communication channels, forums, sessions and newsletters.
- **Engaging cross-sector leaders and SMEs to share** – Hold forums or sessions for advocator to present or share agency-level benefits to flexible working with your senior leaders.

**Outcome:** Employees are aware of team-specific benefits of flexible working.

- **Target managers, supervisors and team leaders** – Engage with target audiences to share evidence-based benefits. Reiterate messages using online/off-line communication channels, forums, sessions and newsletters.
- **Leveraging initiatives and teams** – Ask agencies piloting flexible working (e.g. team-based design) to share experiences across the agency.

**Outcome:** Employees are aware of individual benefits of flexible working.

- **Leveraging diversity, social and wellness groups** – Leverage diversity and wellness interest groups and employee social clubs to share benefits.
- **Lunch and Learn sessions** – Hold informal sharing sessions to socialise the benefits of flexible working in an informal setting.
- **Leveraging change network and influencers** – Ask those who are sharing success stories, and actively role-modelling flexible working to share benefits and experiences more widely such as across social media.
- **Using channels** – Share information via online/off-line communication channels, forums, sessions and newsletters to inform employees on benefits.

### What organisations are doing to uplift awareness

- ❖ **Have a “Flexible working week” (or day) once a year:** One private sector organisation has “Flexible and Agile Workplace” month, where a team runs roadshows and booths to share the different flexible working options, technologies and agile work space designs across different audiences. The roadshows are usually run for several days at metro-offices, and one day in regional offices. Food, games and merchandising attract employees to visit the location (usually cafeteria or dedicated floor space).
- ❖ **Have a catchy slogan** “Works for me, works for NSW”: agencies can use this same messaging through their recruitment collateral and internal communications. “Catchy” phrases prompt memory retainment and allow our minds to attribute meaning or emotion to a phrase to enhance its resonance. Short and simple, it is a phrase that prompts and encourages new, old and potential employees to think about flexibility, to seek information on it and to pursue access of it.



## Knowledge

### A. Truly understanding flexibility

**Outcome:** Employees have an accurate and consistent knowledge of flexibility (in its various forms) and how it can be used.

- **Sharing stories** – Share relatable success stories and employee experiences to showcase non-typical use of flexibility in team meetings/forums and other face-to-face contexts.
- **Engage managers** – Educate managers on flexible working options and application to aid consistency across agency.
- **Use accessible, static channels** – Use intranet/employee portals, posters, etc. to reiterate messages and allow employees to access information proactively when in need.

**Outcome:** HR / People & Culture team(s) are educated in innovative flexibility.

- **Learning sessions** – Facilitate formal or collaborative (e.g. ideation sessions) to share knowledge and innovative cross-cluster ideas on flexibility.
- **Engage experts or guest speakers** – Invite diversity or flexible working advocates to forums (could be a SME within the same cluster or cross-sector).

### B. Existing support and reference materials

**Outcome:** There is good access to information on flexibility (to help employees to use and manage flexibility).

- **Central information hub** – Design and implement a central place for information on flexible working, advertise this hub and integrate into high traffic intranet sites or employee portals.
- **Contact details** – Set-up a temporary phonenumber or key contact person as a 'change champion' to answer enquiries from managers who need access to information. This will help alleviate burden and misinformation in the transition period.

**Outcome:** Support and reference materials are highly useable and applicable.

- **Refresh existing materials** – Review and update materials to ensure they are clear, sufficiently detailed and easily applied to different teams, role-designs and work contexts.
- **Utilise PSC and cluster materials** – Use templates and guidance materials from PSC, from the cluster and **other** agencies across the sector to refer to when producing tailored materials for your agency.

### C. Knowledge to use and manage flexible working

**Outcome:** Managers and employees have key skills and experience to use and manage flexibility effectively.

- **Learning and development program** – Develop program for managers to build skills and experience in managing flexible working teams and individuals. For example: a holistic program could involve education (e-learning), exposure (practical application and interactive training) and experience components (prototyping and seconding opportunities) to uplift skills in managers. Refer to section 2.1 of the 'Changing Skills and Experience' guide for additional strategies.
- **Protocols and guides for employees** – Produce materials for employees to assist with team, role-based, technology, performance or other common challenges.



## Advocacy

### A. Senior executive and manager support

**Outcome:** Improve senior executive and manager support and endorsement of initiatives.

- **Target advocates and change champions** – Identify those in support of flexible working and encourage them to endorse initiatives or to promote flexible working in their teams through specific actions.
- **Communicate compelling business need and benefits** – Get senior executive buy-in through developing a compelling need for the campaign. Take lessons from across the sector and evidenced-based benefits to build a business case. See the [WGEA business case](#) for an example of how to build a flexible working business case.

### B. Employee advocacy

**Outcome:** Improve advocacy of flexible working

- **Set it as a managerial task** – Ask managers (with senior support) to identify flexible working champions within their teams and empower them (with training) to advocate for flexible working.
- **Establish a sharing platform** – Create a platform to share success stories and experiences e.g. social network site on existing employee forums or set up a cross-agency interest group.

### C. Role-modelling

**Outcome:** Improve role-modelling across the agency

- **Create targets on an executive level** – Encourage wide-spread role-modelling across different departments. For example: build support for a target to embed at least one male and one female senior executive role-modelling flexibility across each department).
- **Collaborate with managers** – Ask managers and leaders to identify candidates for role-modelling (i.e. employees who have been promoted and whom also work flexibly) to seek their energy in role-modelling flexibility.

## NSW Department of Premier and Cabinet (DPC) – Communications strategy refresh

With a strong commitment to use flexibility as the foundation to achieve a diverse and inclusive workforce, DPC wanted to remind staff of the range of options available to them.

DPC refreshed and launched its flexible work strategy by using the concept of being FlexABLE. The creative encapsulated the messaging that DPC employees have the freedom to work how, where and when it makes the most sense for them, the organisation and its customers. The eight week campaign included the following activities and channels:

- **FlexABLE Digital TV slides and web banners** – including short “Did you know?” facts about flexible working.
- **My Story videos** – A series of short videos featuring a selection of staff talking about how their flexible arrangement contributes to their performance at work and to their team. Each video was top and tailed with flexibility information and statistics and hosted on the intranet home page.
- **Secretary video** – the Secretary, Tim Reardon, talking about what flexibility means to DPC. Hosted on the intranet, the secretary’s blog and included in the eNewsletter.
- **eNewsletter** – Promoted links to the “Tim talks” video and other resources.
- **Deputy Secretary email** – Explaining flexible working options, how to be FlexABLE as a manager, an employee and a workplace and linking these discussions to performance development.
- **Team Talk** – this internal content sharing platform on the intranet was used to promote job sharing and refreshed FlexABLE resources.
- **Web collateral** – Uploaded revised and new resources.
- **Leadership and employee training** – led by the People and Culture team and promoted through internal and external channels to deliver on how to balance of flexibility and customer expectations.
- **Face 2 Face** – employees were encouraged to talk to their manager and team about what being FlexABLE meant to them.

The strategy aimed to achieve 80% staff engagement and 90% flexible working satisfaction, which would be evaluated through a campaign evaluation, PMES and Pulse surveys, and stakeholder surveys. The communications team used the following matrix to assist with the delivery of activities:

Channel Mix Matrix								
Week	1	2	3	4	5	6	7	8
Digital screen slide	x 2	x 2	x 2	x 2	x 1	x 1	x 1	x 1
Digital screen video		My Story	TfNSW	Tim Talk		My Story		My Story
Intranet Banner	x 2	x 2	x 2	x 2	x 1	x 1	x 1	x 1
Intranet Promo Box				Tim Talk				
Intranet event page								
Team Talk	Job share		Refreshed resources					
Secretary’s blog				X		X		
Deputy Secretary email	PDF and Flexibility							
Face 2 Face	x	x	x	x	x	x	x	x
eNewsletter	X		X		X		X	
Events					Employee training	Leadership training		

## 2.2 Develop strategies for 'Consolidated' agencies targeting an 'Embedded' stage;

To take the agency communication plan from 'Consolidated' to 'Embedded', it will be important to measure the impact of phase one and build a comprehensive and proactive communications and engagement plan for phase two. Please refer to the 'Embed as BAU and Continuously Improve' section for guidance on measuring the impact and effectiveness of communications.

Below are strategies to create more 'comprehensive' and 'proactive' communications. The strategies you choose depend on agency outcome priorities, timing and your stakeholder segments.



### Awareness

#### A. New way of thinking

**Outcome:** Employees are aware of the concept that flexibility is about rethinking the where, when and how of work (and less emphasis on cookie-cutter solutions).

- **Working groups and projects** – Facilitate teams in co-designing the way their team plans and arranges their work to build awareness within teams of employees. For example: 'plan on a page' initiatives.
- **Prototype flexibility** – Create interactive sessions to prototype a role design for an employee to suit their personal and professional needs.

**Outcome:** New employees are aware of access to flexible working options

- **Pre-employment discussion** – Engage HR or hiring managers to discuss flexible working in the interview phase of recruitment.
- **Engage recruitment agencies** – Engage recruitment and talent sourcing agencies to assist with promoting the agency's flexible working goals, the 'if not, why not' intent and agency's policy and mission to the market.
- **Include demonstration sessions** – Include demonstration sessions in manager development day and performance management sessions.

#### B. Top-down intent

**Outcomes:** (i) Employees are aware of the 'if not, why not' by 2019 imperative. (ii) Employees aware of their cluster and/or agency's drive towards greater and more effectively managed flexibility. (iii) Employees aware of the agency's vision, values and principles around flexible working (if they any).

- **Create an agency flexibility brand** – Produce slogans and captivating messaging to engage employees.
- **Endorsement by senior leader outside of agency** – Invite a senior leader outside of the agency to speak at a forum or morning tea to communicate the agency/cluster/NSW government target and principles on flexible working.
- **Video content** – Produce a highly engaging promotional video to communicate messages, characters can be employees across the agency.

### C. Benefits of flexibility

**Outcome:** Employees are aware of agency, team and individual benefits.

- **Use social media networks** – Share benefits and personal stories of flexibility.
- **Use infographics** – Create engaging, unique agency material articulating benefits and attach this to items in the workplace e.g. fridges and team boards.



## Knowledge

### A. Truly understanding flexibility

**Outcome:** Employees have an accurate and consistent knowledge of flexibility (in its various forms) and how it can be used

- **Sustain knowledge** – Use development days and other channels to repeat messages on flexibility and what it means.
- **Run programs for cross-agency awareness** – Engage employees working flexibly to speak to their colleagues on the unique flexibility arrangements they have, and how it improves the quality of their work.

**Outcome:** HR and People & Culture team are educated in innovative flexibility practices

- **Hire talent** – Hire people with flexibility experience into the team as full-time employee or on a contractual basis to inject knowledge and expertise.
- **Diversity/ Flexibility workplace facilitators** – Invite experts to run interactive learning sessions with your HR teams to uplift knowledge on flexibility.

### B. Knowledge of existing support and reference materials

**Outcomes:** Employees have improved access to support and reference materials

- **Embed central information hub into social network platform or vice-versa (i.e. create a 'flex community hub')** – Improve the way in which employees engage with the content by making the 'information hub' highly interactive and driven by social users. For example, embed story sharing widgets into information hub, encourage employees to ask for content (and respond to enquiries live for all to see), introduce voting elements to ideas.
- **Stand-up cross-sector information hub** – Enhance comprehensiveness of information by creating a shared information hub between agencies or across the cluster (the PSC will facilitate one for the sector). Allow and encourage HR and employees to share stories and collateral through online mechanisms.

**Outcomes:** Materials are highly user-centric, engaging and useful.

- **Focus groups** – Reach out to diverse set of colleagues across the agency to conduct user testing and discussions on materials to identify improvement areas and ensure the materials are fit-for-purpose.

### C. Knowledge to use and manage flexible working highly effectively

**Outcome:** Managers and employees have key skills and experience to use, manage and create new flexibility highly effectively.

- **Sustain learning in managers through evolved development program** – Establish a program that will address arising challenges as flexible working continues to evolve. Refer to section 2.2 of the ‘Changing Skills and Experience’ guide for additional strategies to build skills.



## Advocacy

### A. Senior Executive and Manager Support

**Outcome:** Improve senior executive and manager support and endorsement of initiatives.

- **Manage resistance** – Identify those sceptical of flexible working (what are their reasons, concerns and fears), assess whether the effort will be worthwhile in working with them to shift their position, and if so, engage them to address their reasons or provide agency proof of the benefits (e.g. data on team performance for flexible teams).
- **Design and garner senior support for innovative initiatives** (e.g. pilot trials, inter-agency award recognition program for team with best flexibility results) – consider low-risk, fun, easy-win initiatives to enhance likelihood of endorsement. Celebrate the benefits achieved through these initiatives (e.g. demonstrated higher employee satisfaction, improved business outcomes to encourage further senior level support).

### B. Employee advocacy

**Outcome:** Improve advocacy of flexible working

- **Make it a game/competition** – Encourage employees who work flexibly to share their experiences and provide rewards or recognition.
- **Identify and empower informal influencers** – Identify advocates and establish a flexible working employee network to set in motion flexible working activities within their teams.
- **Publicise through events** – Hold lunches, morning teas or trivia nights to promote flexible working and advocacy in the agency.

### C. Role-modelling

**Outcome:** Improve role-modelling across the agency

- **Run role-modelling initiatives** – Encourage those who are role-modelling flexibility to be more vocal, e.g. run a campaign to encourage employees to ‘arrive loudly, leave loudly’ if they are working non-traditional hours.
- **Find and engage agency influencers** – Use a mini-celebrity or well-known employee to trial and role-model how flexibility works for them, and share their experience with others.

Before moving on:

- ✓ Have you identified strategies to address communication and awareness gaps that effectively target each stakeholder group?
- ✓ Have you engaged with employees to ensure the communications and awareness strategies will meet their needs?
- ✓ Have you considered what existing resources are available (from PSC, your agency or externally) to assist you with implementation?

## Step 3: Deliver change

### Overview

The third step is to deliver the change through the strategies you have developed. This includes creating a change plan that pulls together the strategies you have identified across all five flexible working behaviour and practice areas: Culture and Mindsets, Skills and Experience, Communication and Awareness, Workforce Management, and Technology and Systems. Your communications plan will form part of your broader change plan.

#### 3.1 Create awareness and desire to change

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

#### 3.2 Deliver change management strategies

Identify the delivery vehicle and plan how you will deliver the change with consideration of activities, stakeholders, timing, governance, resources, outcomes

#### 3.3 Consider key success factors for delivery

Consider the factor which will be critical to the success in 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 and your strategies meet their needs and wants.

### 3.2 Deliver change management strategies

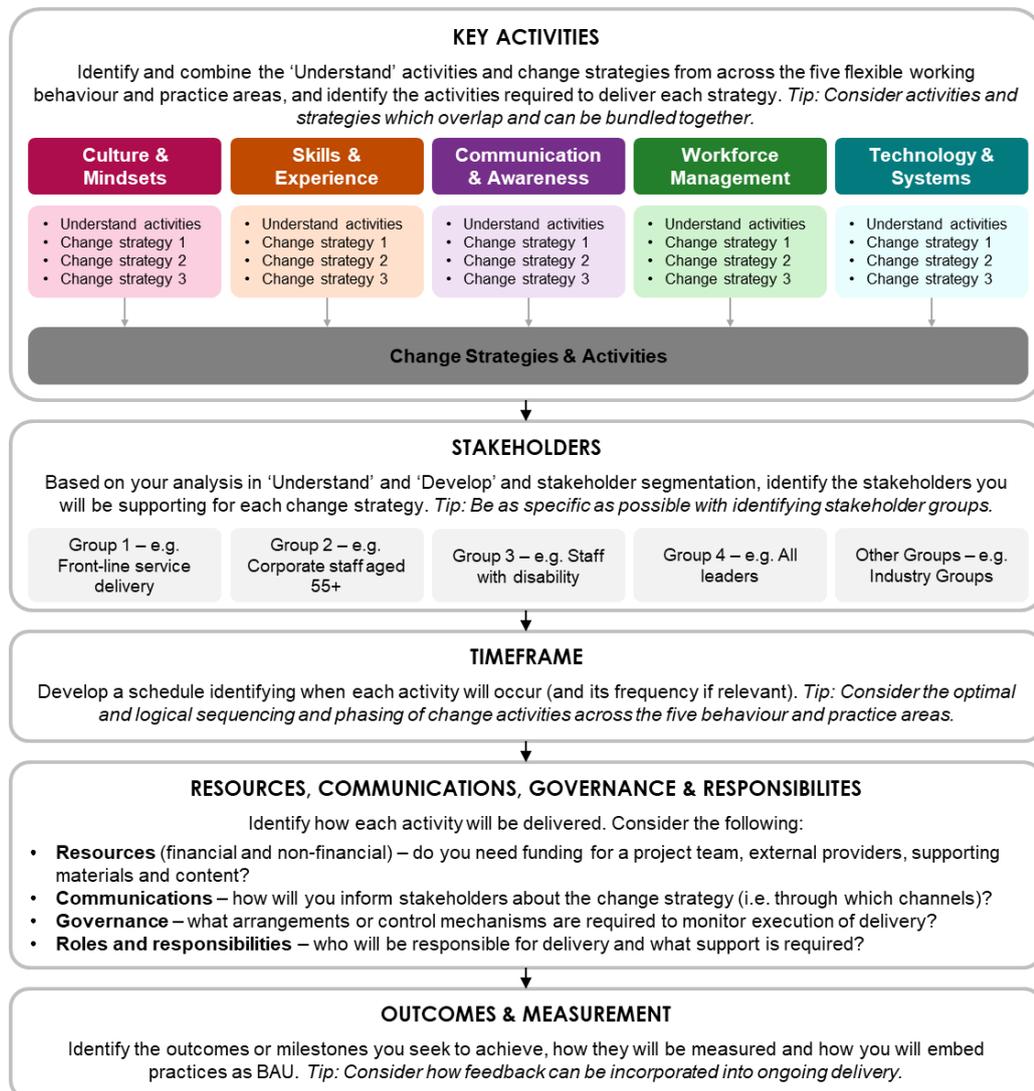
#### *Change delivery vehicle*

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 communication and awareness

You may wish to consider the optimal or opportunistic time for delivering communications:

- **Office moves** – Consider whether during office move communications and preparation there is an opportunity to initiate or refine a flexible working communications strategy.
- **Existing platforms** – Consider whether you can leverage established physical and online platforms within your agency which have been successful for other communications.

## **Tools to support delivery**

There are key tools and supporting materials that your agency may be able to access to support delivery, including tools that support delivery of 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 – you should 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** – Details and communicates the change project's progress to project steering committees and other key stakeholders. Usually produced at regular intervals (monthly) or at key milestones and reports on progress against milestones/outcomes, risks and issues, project expenditure and resource management, and milestones/outcomes for next period.

Tools which specifically support the delivery of communications strategies include:

- **Communications plan** – A schedule detailing the communications activities, including timing, audience, communication outcomes, content, channels, materials and responsibilities. See Appendix C for a sample communications plan.

## **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 encourage engagement in 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 project sponsor** – 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 management support strategies across all five flexible working behaviours and practices?
- ✓ Have you considered all communications considerations for building awareness, knowledge and advocacy in the agency?
- ✓ Have you identified all activities which will be required to implement your communications and awareness strategies, 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 seek to continuously improve. Key to this is evaluating the success of your communications and awareness strategies, identifying opportunities for improvement and considering how you will sustain skills development.

#### 4.1 Evaluate and track communications

Identify how you will measure and monitor the effectiveness of your communications and awareness strategies.

#### 4.2 Continuously improve awareness and understanding

Consider the different methods and strategies to assist you to continuously improve your agency's communications and awareness.

#### 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 and track communications

After delivering your communications and awareness strategies it is important to ensure that you measure and monitor their effectiveness. An effective evaluation and tracking system will involve multiple measurements and metrics placed across your agency that provide feedback on a variety of stakeholder groups. This will ensure there is accuracy and relevancy when monitoring your strategies. Listed below are examples of different measurement methods:

- Participation rates in communications and engagement events and employee launches
- Participation of flexible working advocate or diversity leads in team meetings/forums
- Feedback, RSVPs and attendance rates in training sessions
- Web page analytics and tracking on site e.g. visitation rates, page views, click-through to content/toolkit rates, conversion rates and time on a page
- Video views
- Online survey participations and responses
- Metrics from internal social media
- Feedback from HR managers, managers
- Feedback on HR inquiry lines

## 4.2 Continuously improve awareness and understanding

When continuously improving communications and awareness, consider what you learned from delivering your strategies to build awareness, knowledge and advocacy strategies. Think about what worked well and what could be improved. This can be used to improve and refine your strategies when embedding communications and awareness across your entire agency.

Below are some examples of techniques for continuously improving communication and awareness, which can be used with your agency's broader continuous improvement process.

What you can do	How you can do it
<ul style="list-style-type: none"> <li>Continuously gauge stakeholder perspective in order to understand the effectiveness of communications and the change process.</li> </ul>	<ul style="list-style-type: none"> <li>This perspective can be gauged through email inquiries, feedback provided directly from change champions and leaders, as well as through surveys, interest group and employee consultations.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure there is an accessible communications pathway for all stakeholder groups if they have any questions regarding flexible working</li> <li>Demonstrate feedback is being listened to</li> </ul>	<ul style="list-style-type: none"> <li>A specific email address could be set up for stakeholders to pose questions; you could speak to the IT department regarding the establishment of a 'flexible working questions' email address, and ensure there is someone available to monitor and respond to the questions that are sent in.</li> <li>Make the changes visible to all employees, specific to the feedback that was given. This could mean sticking a poster to a billboard for all employees to see or sending agency-wide communications.</li> </ul>
<ul style="list-style-type: none"> <li>Continuously push for maximum stakeholder attendance at all training events in order to boost uptake as effectively as possible</li> </ul>	<ul style="list-style-type: none"> <li>Communications should increase prior to the training phase of the project life cycle to ensure stakeholders are aware of the training, and what is required of them.</li> </ul>
<ul style="list-style-type: none"> <li>Anticipate changing information needs and scepticism to ensure communications messages are useful.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for need of detailed and specific communications messages and be aware that not all communications messages may follow the same template.</li> </ul>

### 4.3 Review your next FIT 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 should identify other 'Ad Hoc to Consolidated' strategies in this guide that could build awareness, knowledge and advocacy.
- If you are now 'Consolidated', you should focus on the 'Consolidated to Embedded' strategies in this guide, which could build awareness, knowledge and advocacy.
- If you are now 'Embedded', you should consider how you can improve your strategies delivered to continue to sustain flexible working within your agency.

Before moving on:

- ✓ Do you understand how to measure whether or not your communications and awareness strategies were successful?
- ✓ Have you met all maturity criteria to proceed from 'Ad Hoc' to 'Consolidated', or from 'Consolidated' to 'Embedded'?

## Appendix A: Flex implementation tracker maturity indicators

Ad-hoc	Consolidated	Embedded
<b>3.1 Communications campaign</b>		
<ul style="list-style-type: none"> <li>• There is limited or no agency-wide communications campaign on flexible working currently or planned in the next three months.</li> <li>• No measurement of impact.</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a first phase only of communication on the availability of flexible working arrangements, comprising information hub with information on policy, some leader-led messages and little or no social media/email activity.</li> <li>• Little measurement of impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive and proactive communications: a detailed plan has been developed and implemented. This includes a hub for information, a program of leader-led messages, email banners and signatures, web banners, posters and internal social media promotion.</li> <li>• Impact of messages being tracked.</li> <li>• A second phase of communications has been planned or is underway, with adjustments made based on lessons learned from first phase campaign.</li> </ul>

## Appendix B: Things to avoid when developing a communications strategy

When building your strategy there are some key things to avoid.

- ✘ Don't attempt to develop a strategy without first understanding your agency requirements.
- ✘ Don't assemble your strategy in isolation, without considering or engaging with the broader agency.
- ✘ Don't rely solely on a 'best practice' strategy just because it might have worked for other agency(s) or a template strategy that isn't effectively tailored to your agency's requirements. It is important to remember each agency has its own objectives, functions and requirements that need to be considered and addressed.
- ✘ Don't deviate from your strategy or communications plan unless there is an important reason. Ensure justification and visibility of this reason to all stakeholders, as deviation from, or lack of adherence to, strategy might resonate as a lack of effort, conviction or confidence amongst employees and other stakeholders.

Some additional considerations for Flexible Working Change Leads who are not communications experts include:

- **Emphasise** use of branding, email/letter, social posts, signage and forums for awareness and knowledge outcomes.
- Use **face to face engagement** to elicit support and advocacy.
- **Awareness messages** should be consistent, concise and simple.
- Leverage established **communication channels** to lessen disruption and burden on resourcing. Consider different preference types, two-way communications and trackability.
- **Anticipate the audience's needs** (and adjust communications **timing**) by ensure communications aligns with the development of other change programs and flexible working efforts (e.g. policy document availability, manager support toolkits, move to agile working space). Use the change plan below to understand how it fits together.

## Appendix C: Sample Communication Work Plan –TfNSW

When the NSW Premier announced in 2016 that “all public service roles will be flexible by 2019” the Secretary for the Transport cluster saw this as an opportunity to help the organisation’s workforce to become more diverse and agile.

### Research and analysis

- **Workforce profiling** – TfNSW used HR data to determine number of requests for flexible working per month as a baseline.
- **Understanding existing issues** –TfNSW undertook a broad range of research, drawing on case studies and information from NSW Public Service Commission and Workplace Gender Equality Agency. They also held internal workshops to understand the current state of ‘thinking’ and to develop solutions to address them.
- **Stakeholder mapping** – TfNSW mapped their stakeholders into two segments, analysed their concerns, issues and information needs, and identified change champions. The two segments included:
  - (i) Primary audience: top 200 senior leaders, senior service leaders and TfNSW staff
  - (ii) Secondary audience: HR advisory, HR business partners and others.

### Developing the strategy

- **TfNSW had three objectives:**
  1. Educate leaders, managers and staff about the personal and business benefits of flexibility in the workplace and about their specific role in creating a more flexible workplace.
  2. Develop and deliver resources that equip managers and employees to introduce more flexible work arrangements in their team/role.
  3. Increase staff satisfaction with the availability of flexible working arrangements and support the business to double the number of flexible working requests at TfNSW.
- **The communications campaign**  
The campaign focused on increasing awareness and changing behaviour in TfNSW. TfNSW developed a creative brand called “Flexibility Works” and key messaging to engage leaders and staff and address myths. The creative approach included an animated flexible slinky device and energetic music to create a positive and engaging way of looking at flexibility.

### Timing and key activities:

Timing	Audience	Communications purpose	Tactics
April 2016	HR business Partners & Advisory	Consult and brief key stakeholders on communications prior to launch.	Face-to-face briefings with the teams to raise awareness and understanding and answer questions.
April to August	TfNSW top 200 launch	Brief leaders first to gain buy-in. Emphasise role of leaders. Provide key messaging and guidelines to help implement policies and procedures.	Senior leaders were engaged at a TfNSW leadership forum with guest speakers from Telstra, a myth-busting video, case studies and Secretary’s address. Secretary email was sent to leaders to communicate desired behaviours and links to resources and activity based working initiatives. Leaders and managers were invited to workshops to discuss flexible working and share their concerns. Developed and launched a manager’s toolkit based on workshop feedback, including fact sheets, videos of senior leaders including the CFO to show how they role model flexible working, answers to common questions and concerns, and steps on having a conversation about flexible working.
October	Transport cluster Senior Service leaders launch	Brief leaders first to gain buy-in. Emphasise role of leaders.	Leadership event for the top 250 leaders across the Transport cluster included a branded kiosk with engaging materials

			including a postcard with easy steps for leaders and managers, videos, handouts and conversations with leaders. Followed up with direct communications to all Senior Service leaders.
Sept - Nov	All TfNSW staff	Provide employee information on options for flexible working, their responsibilities and where to go for information. Launched Staying Connected parental leave program aligned to flexible working for parents.	To engage staff across TfNSW tactics included a digital pop up intranet tool, all staff video with case studies, promotional kiosks in key offices and posters. The team handed out slinkies as a cultural symbol of flexible work and as conversation starters as well as postcards with easy next steps on what staff could do to start a conversation with their manager about flexible working.

**Results**

TfNSW successfully achieved its objectives and won two international Gold Quill Awards for their work on this campaign.

- These objectives were measured through: People Matter Employee Survey results, pulse check surveys, email open rates and click throughs, toolkit downloads, increase in documented flexible arrangements, and intranet site visits.
- People Matter Employee Survey results in TfNSW showed a marked increase in employee satisfaction with access to flexible working arrangements, increasing from 65% in 2016 to 73% in 2018 (the most improved result area).
- The People Matter Employee survey showed an amazing 93% in TfNSW said their manager actively supports a flexible work environment.

## Appendix D: Sample communications plan

Project Phase	Estimated Date	Target Audience	Comms Activity	Frequency	Comms Objectives	Key Content	Channel	Materials	Feedback Mechanism	Sender	Developed by	Approved by	Status
Project Phase as outlined in Change Plan	dd/mm/yy	Audience that will receive the comms	Type of comms activity (e.g. update in newsletter, roadshow)	Frequency of comms activity (e.g. monthly)	"What do we want to achieve with this comms? (Successful outcomes include:	What is the content of the message?	Channel through which the message is sent, (e.g. e-mail, newsletter)	Materials required to complete the comms activity	Note if there are any feedback loops associated with the communication (e.g. N/A, Change Manager Interaction, Workshop, Survey)	Who will send the message? (e.g. Agency Comms)	Who will develop the comms materials?	Who needs to approve the comms before they are released?	What is the status of this comms? (e.g. To be drafted, to be reviewed, Ready to send, Complete)