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FLEXIBLE WORKING

Changing Technology & Systems

Promoting adoption of technology and systems to enable flexible working in your agency

NSW Public Service Commission Flexible Working Change Management Toolkit

Version 1.0

December 2018

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Why we've prepared this guide

The purpose of this guide is to help the change leads for flexible working promote the adoption of technology that enables different ways of working and inclusion within their agency. This includes technology that enables 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.

Technology can include end user devices, systems, networks, end user support, physical infrastructure and supporting policy. The guide is not intended to be used to identify, design and select technology solutions that enable flexible working. Instead it allows you to select the activities and strategies that you feel are relevant and will be effective for your agency to adopt technology and systems that will enable different ways of working, including flexible working.

This guide considers three core aspects for agencies to effectively adopt enabling technology:



Improving access, awareness and ability in technology and systems to support flexible working will be most effective if change is integrated with other key areas (consider 'Changing Culture and Mindsets' and 'Changing Communications and Awareness').

Different types of flexible working require different technology to support the particular arrangement in place – remember, flexibility can be 'when', 'where' and 'how' you work.

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 understand what 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 Technology and Systems.

The change process

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



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

Overview

Technology is pivotal to enabling flexible working, which makes understanding the current access to, awareness of and ability to use technology a potentially critical point of failure. This first step focuses on understanding these three areas (access, awareness and ability) across the different components of technology, including end user devices, systems, network, support, physical infrastructure and policy. It is grouped into the following three sections:

1.1 Understand the current state of technology adoption

Examine the current level of access, awareness of and ability to use technology to understand the current barriers to flexible working adoption.

1.2 Collect information about your agency's technology

Understand where and how to find information about the current state of your agency's technology.

1.3 Understand different examples of flexible working technologies

Consider which technologies enable specific types of work.

1.1 Understand the current state of technology adoption

The first step is identifying and assessing how well existing technology is being adopted to enable flexible working and different ways of working. This understanding will help you target strategies to increase the adoption of flexible working technologies. There are common challenges and perceptions of technology in Appendix B that may reflect your agency's situation.

The three criteria for assessing adoption of technology include:



It is important to note that different technology is required to enable different types of flexible working and different types of work. The technology examples below are not intended to be exhaustive nor representative of the technology your agency has access to.

For the purposes of this guide, we have defined six components of relevant technology: end user devices, systems, networks, end user support, physical infrastructure and policy. Each component of technology can be assessed against the three criteria:

End user devices	
E.g. Laptops, tablets, mobile phones, smart phones, telephones, PCs, monitors, electronic whiteboards	
Access	<ul style="list-style-type: none"> • Are employees equipped with, or do they have access to devices to support their ability to arrange their work flexibly (e.g. devices to request / change shifts, record time or work remotely)? • Are employees able to use their own devices (i.e. BYOD)? • Are these devices functioning properly and consistently, ensuring outcomes are met? • Are these technologies an agency priority? • Are employees equipped with necessary accessories to support their technology devices while at an off-site location, such as portable wi-fi? • Are hardware accessories easy to transport? • Do all employees have democratic access to the devices needed to do their roles effectively, e.g. if the data team need the most powerful laptops, they have them, not the executives.
Awareness	<ul style="list-style-type: none"> • Are employees aware of the end user devices available to enable flexible working?
Ability	<ul style="list-style-type: none"> • Do employees have the knowledge and skills to use available end user devices to their full potential? • Have safety/security protocols been articulated around where/how employees can use devices, including accessing agency information via BYOD?

Systems

E.g. ERP, conferencing and collaboration tools (e.g. Skype for Business, Office 365), electronic rostering, handover tools, document management, customer relationship management / support, project management

Access

- Are there systems and tools in place to enable flexible working (e.g. electronic rostering, job share workplan tools, remote access to core systems)? Have these systems been scoped or sourced?
- Does the system meet the needs of its flexible working employees? Does it allow for effective collaboration, communication and handover of information (e.g. can remote employees actively participate in meetings)?
- Are these systems an agency priority?
- Are security/access/privacy issues prioritised? Is data locked down or monitored if employees are accessing private/citizen data?
- Can your agency's systems effectively collaborate with other agency systems (i.e. do agencies use the same conferencing and collaboration tools or have access to a tool)?
- Are they equally accessible for all employees?

Awareness

- Are all employees aware of the systems and tools available to support flexible working? What training is available?

Ability

- Do employees have the knowledge and skills to effectively use the systems and tools to their full functionality and drive engagement with flexible working teams (e.g. effectively run meetings with remote workers, handover effectively between part time workers split shift or job share)?

Network

E.g. Wi-Fi, secure network access (e.g. VPN), portable modems, firewalls

Access

- Do employees have access to the internet and network off-site at different locations?
- Is network access consistent or interrupted?
- Do employees have access to secure networks?
- Are these technologies an agency priority?
- Is guest Wi-Fi access easy and straightforward for visitors, or those from other agencies?

Awareness

- Are employees aware of available networks and or devices to support network access?

Ability

- Have protocols been communicated regarding safe, secure access to networks?

Support

E.g. IT support, IT concierge, tech support stations, help lines, help desks

Access	<ul style="list-style-type: none">• Does IT support exist and is it effectively resourced?• Do employees have access to support when required (e.g. remotely, outside of usual business hours)?• Is IT support a priority?
Awareness	<ul style="list-style-type: none">• Are employees aware of how to access IT support (i.e. do they know where and how to get help?)?
Ability	<ul style="list-style-type: none">• Does IT support have the skills and experience to support the needs of employees working remotely or outside bandwidth?

Physical infrastructure

E.g. Desks, meeting rooms, power sockets, lockers, shared spaces

Access	<ul style="list-style-type: none">• Is activity-based working infrastructure an agency priority?• Does the agency have the physical infrastructure to support activity-based working?• Does this physical infrastructure meet the needs of all employees to work flexibly, including employees from other agencies?
Awareness	<ul style="list-style-type: none">• Are employees aware of the physical infrastructure available to them to support activity-based working?
Ability	<ul style="list-style-type: none">• Do employees know how to use the physical infrastructure available to best support activity-based working?

Policy

E.g. Guidelines, protocols, WHS procedure and checklist

Access	<ul style="list-style-type: none">• Are there technology guidelines, protocols and WHS procedures in place to support technology and remote or activity-based working, to prevent ergonomic or stress-related injury?• Do managers and employees adhere to these policies?
Awareness	<ul style="list-style-type: none">• Are employees aware of the technology guidelines, protocols and WHS procedures?
Ability	<ul style="list-style-type: none">• Do employees have the means to adhere to the guidelines, protocols and WHS procedures?

1.2 Collect information about your agency's technology

Consultation is key – IT upgrades that do not take into account end-user perspectives will achieve only sub-optimal outcomes. Different sources for collecting information about your agency's technology can include:

- Interviews with IT department or support services
- Focus groups with various leaders, managers and employees
- User surveys, questionnaires and observations
- Storytelling sessions such as 'Lunch 'n Learn' groups
- IT and audiovisual audit results (i.e. an assessment and evaluation of an agency's IT infrastructure, policies, operations and audiovisual systems)
- IT strategy and planning documentation.

1.3 Understand different examples of flexible working technologies

This table illustrates how different technology are generally required to enable different ways of arranging work.

Type of flexible working	Enabling technology (employee-facing)
When Bid rostering, flexible rostering, flex time and banked time, flexible working hours / flexible scheduling	<ul style="list-style-type: none"> • Systems – Electronic rostering system and applications (desktop or smartphone app), time and attendance system with integrated payroll (ERP) • End user devices – Mobile devices (laptops, tablets, smart phones) • Policy – Supporting guidelines and protocols • Support – Training, tutorials, support contact centre
Where Activity based working, telecommuting, working from a different location, working from home	<ul style="list-style-type: none"> • End user devices – Mobile devices (laptops, tablets, smart phones), monitors • Systems – Conferencing and collaboration tools (e.g. Skype for Business, BlueJeans, Office 365), desktop virtualisation (e.g. Citrix), cloud systems (e.g. ERP, document management, customer relationship management / support, project management), cyber security systems • Network – Wi-Fi, secure network access (e.g. VPN), portable modems • Policy – Usage guidelines (particularly for cybersecurity), WHS procedure and checklist • Physical infrastructure – Desks, meeting rooms, shared spaces, power sockets, lockers • Support – Training, tutorials, support contact centre
How Compressed working week/compressed hours, job share, part-time work, shift swapping, split shifts	<ul style="list-style-type: none"> • Systems – Time and attendance system with integrated payroll (ERP), conferencing and collaboration tools (e.g. Skype for Business, Office 365), systems with effective knowledge management to allow for handover (e.g. ERP, document management, customer relationship management / support, project management) • Policy – Handover procedure (technology-focused) • Support – Training, tutorials, support contact centre

Before moving on;

- ✓ Do you have a strong understanding of the technologies your agency uses to support flexible working options?
- ✓ Do you understand current access, awareness and ability of your agency as it relates to flexible working technology?
- ✓ Do you have a good understanding of *why* the technology enabling flexible working has not been adopted by users (or the agency)?

Step 2: Develop strategy

Overview

The second step is to develop a strategy to increase the adoption of technology that enables inclusion and different ways of working, including flexible working. These strategies could focus on increasing 'Access' to technology, improving 'Awareness' of technology or uplifting 'Ability' to use and support technology. It is important to ensure that the strategy selected accounts for differences in job roles, workforce requirements and agency requirements. The design and development of flexible working technology should also incorporate user experience design and testing to optimise uptake.

These strategies should also be considered before implementing new technology or working environments to ensure employees are prepared and comfortable with new ways of working before transitioning to a new environment.

These strategies may form part of an existing IT modernisation/transformation program, or be interlinked to your flexible working communications campaign, learning and development plan or behavioural change program.

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

Outlines strategies to improve access to technology, increase awareness of technology and uplift ability to use and support technology. These strategies focus on providing effective technologies and workarounds to some of your agency.

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

Outlines more advanced strategies to improve access to technology, increase awareness of technology and uplift ability to use and support technology. These strategies focus on embedding effective technologies (and workarounds) across your agency.

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

These strategies can help your agency's adoption of enabling technology move from 'Ad Hoc' to 'Consolidated'.



Availability

These are strategies to increase access to technology for different ways of working and employee flexible working arrangements:

Outcome: Investment in enabling technology is a high priority.

- **Business need** – Develop a clear business case for flexible working technology. Ensure it articulates the benefits from a flexibility / mobility perspective and a business / customer perspective.
- **Leader sponsorship** – Build active sponsorship from senior leaders to ensure technology investment is a priority for driving ways of working. If all leaders are not supportive, you could consider finding one leader who will champion technology to influence others.
- **IT buy-in** – Involve IT in all flexible working discussions (e.g. meetings, cross-agency events) to ensure enabling technology is on their radar and they can build it into their business unit planning. This may also help you understand how to integrate flexible working technology and support into upcoming IT modernisation / transformation programs
- **User engagement** – Facilitate sessions with managers and employees to ensure their concerns and needs are heard, that they buy in to the future vision and there is bottom-up advocacy for technology. In addition, users should be engaged during the design process to ensure there is ownership of the technology solution and that it meets their needs.

Outcome: Effective and secure work arounds exist.

- **Co-design sessions** – Facilitate sessions with IT, leaders, managers and employees to design solutions that adapt existing technology to workplaces or find effective work arounds where technology does not currently meet flexible worker needs (e.g. legacy systems unable to be supported by mobile devices). Try to understand the pain points with current technology and the opportunities for future investment.
- **Policy development** – Develop policy to give employees the confidence to implement work arounds in practice.
- **Tip sheets** – Provide guidance to employees on different workarounds (e.g. to ensure reliable and high-speed connection to internet, provide a list to employees detailing locations for reliable Wi-Fi, and guidance on having a back-up plan in the event of poor connection). Some tips may be more specific to managers (e.g. sharing team mobile devices where there is insufficient budget, encouraging employees to save documents to shared locations, setting employees up with laptops and remote VPN access).

Outcome: Policy guidance exists to support technology use.

- **Cyber security** – Develop policy to support employees to access networks securely and protect agency information. Refer to [digital.nsw](https://www.digital.nsw.gov.au) for more information on cyber security basics.
- **Personal information** – Develop policy to give employees clarity around agency access to personal information when using their personal devices for work purposes.
- **Work health and safety** – Provide guidance on work health and safety procedures for working from home. Refer to Appendix E for a sample checklist to help employees with setting up a safe alternative work environment.
- **Home-office costs** – Provide employees with guidance on how costs of working from home (e.g. Wi-Fi, electricity, personal devices) will be paid for (e.g. not at all, an allowance, or reimbursement, depending on whether they work from home occasionally but have an office, or exclusively at home because there is no office), and outline the advice they may have to seek for their personal taxation affairs.

Outcome: Employees have access to effective IT support for their flexible working arrangements.

- **Tech support bars** – Establish hubs in workspaces and deploy roaming IT support staff / IT concierge so employees can easily access IT support in person.
- **Mobile support channels** – Identify or set-up non-face-to-face channels that employees working remotely can access when they are mobile / not located in an agency workspace (e.g. at home, alternative location) or there is no face-to-face support available.
- **Support resourcing** – Consider working with IT to develop a rostering or shift system to ensure IT support has coverage outside of standard and core hours when employees may be working flexibly (i.e. ensuring IT support has coverage for extended hours). Consider the impact of activity-based cost / funding models for some agencies (i.e. for every employee, there is one unit of cost / funding allocated to IT or the business unit to support the technology usage of that employee).



Awareness

These are strategies to raise awareness of technology (workarounds and supports) within your agency that enables different ways of working and flexible working. These strategies will be closely linked to strategies in 'Changing Communications and Awareness':

Outcome: Employees understand the available enabling technologies and supporting policy.

- **Central information repository** – Document all available technology, policies and support in a central location (i.e. agency intranet or hub) so employees can easily access to understand technology available to them and where they can go to for support.
- **Communications campaign** – Communicate to employees available technology, workarounds, support and policy. Take a campaign approach to all communications as it is important to reinforce key messages. Use different channels and content to engage different audiences (e.g. use conferencing and collaboration tools to spread the message and engage audiences). Refer to section 2.1 of the Communication and Awareness guide for assistance with developing communications strategies.

Outcome: Employees actively engage with enabling technology.

- **Role modelling and advocacy** – Leaders, managers and other influencers across the agency to role model and advocate for the use of flexible working technology as this drives permission and sets standards of behavior.



Ability

These strategies are intended to build confidence and ability in the technology skills that support different ways of working and flexible working at a 'Consolidated' level of maturity– they are closely linked to the strategies outlined in 'Changing Skills & Experience.'

Outcome: Effective and productive use of enabling technologies.

- **Collaborative projects** – Create team-based projects where employees are required to work together using only conferencing and collaboration tools. Encourage employees to reflect on their lessons from the project and consider how they could apply the tools to flexible working.
- **Local tech champions** – Ask frequent and capable users of technology to be champions to can help with workspaces and meeting rooms and teach people how to use flexible working technologies.
- **'How to' guides** – Develop and publish 'how to' guides and instructions for technology and systems on your agency's intranet. This could also include short FAQs and 'tip sheets'.
- **Information sessions** – Facilitate regular information sessions on technology updates to keep employees updated on technology changes, and helpful tips and tricks.
- **Team protocols** – Introduce team meeting and email protocols such as: providing flexible working details and messaging at the end of email addresses, using auto-replies to communicate flexible working hours, providing tele-conferencing, Skype details for all meetings to account for flexible working employees and colleagues, signaling when working through Skype statuses, saving documents to shared drives.
- **Remote working guides** – Develop guidance for leaders, managers and employees on effective remote working through technology. This may include managing a remote team, building team culture, hiring, communicating effectively (emails and other channels), running meetings, evaluating and monitoring team members, avoiding burnout and finding optimal work environments.

Department of Education and Training: Implementation of new technology ahead of a relocation and move to an agile working environment

Ahead of a relocation to a new agile working environment at 105 Phillip St Parramatta, the Department of Education and Training held 16 focus groups and other meetings with more than 90 staff representatives from all divisions and locations (CBD, Bankstown and Blacktown) to gather perspectives on the department's existing technology offerings, and their requirements and aspirations for the technology that would enable them to work effectively in a new agile working workplace.

The focus groups identified many common themes and expectations around both standard and unique user requirements. Feedback from these sessions informed the department's selection of new technology solutions, as well as other wishes such as the look and feel of the new building (industrial, etc.), furniture selection, and the desired culture.

New laptops

Devices (laptops and mobiles/headphones) were rolled out prior to the move to reduce the change impact on DoE staff. Face to face training was also provided to staff during the rollout, and refreshers provided upon moving. These sessions were coupled with AV and meeting room set up training.

Each workstation in the new building contains a large-size height and angle adjustable monitor. Plug and play connection via a docking station cord makes it easy for staff to connect and work from any workstation, and all staff were provided with their own wireless keyboard and mouse and lockers for storage when the person is working remotely.

Records management

Another key enabler for effective agile work practice is paper-lite processes. Staff use electronic document and records management systems such as HPCM (TRIM) and OneDrive to store and access their documents from multiple locations.

Telephony

Each mobile phone has installed the Telstra Liberate App – this provides for a land line number, as well as a mobile number. A telephony audit, including identification of user requirements for telephony, was completed for each team prior to roll out. Teams with specific requirements may have a different set up i.e. contact centres still use a desk phone if required. This arrangement still allows for hunt groups and call forwarding etc.

Printers

Follow-me printing is standard across the new office at 105 Phillip, enabling staff to print from anywhere in the building, to any printer. This also ensures document security in a shared space.

Audio Visual (AV)

The AV equipment in the new office is simple and easy to plug and play, allowing quick access to share a screen, display a presentation and/or set up a video or teleconference. Training was provided to staff upon relocation.

Meeting room system

Office meeting rooms can now be booked using Outlook, which updates via the digital signage system including the panels outside rooms. A Skype meeting option can be added when creating the Outlook Calendar meeting invite for seamless AV connection too.

There are quiet rooms available that staff can use if needed. Staff are respectful of their colleagues and noise levels are not very high in most areas.

Working from home

Some staff have VPN access, but not all staff need it to do their work. All staff use Office 365 and One Drive in conjunction with shared drives, Microsoft Teams and Sharepoint. Consistent use of these options ensure staff can work from an alternative location, including home, and still have access to their required work files and also share those work files with their colleagues.

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

These strategies can help your agency's adoption of enabling technology move from 'Consolidated' to 'Embedded'.



Availability

These are strategies to increase access to technology for different ways of working and for employees flexible working arrangements:

Outcome: Enabling technology is a key component of your agency's IT strategy.

- **Aligned objectives** – Ensure that IT understands the need to roll out technologies that support the agency's strategic objectives, including flexible working (and mobility, diversity and inclusion).
- **IT support** – Design and implement troubleshooting support for flexible technology, to create seamless transition for working from different locations or entering rostering bids.
- **Roll-out successful pilots** – Refine existing and new technology and roll out successful pilots to the broader agency (where applicable) by conducting focus groups and/or surveys with employees to understand the success of existing and new technology, pain points and opportunities for improvement.

Outcome: Technology is inclusive of different flexible working needs.

- **Universal design** – Integrate the concept of universal design into designing and implementing technology to ensure it can be accessed, understood and used by all people within your agency (regardless of age, ability or disability).

Outcome: Work and customer demand is altered through technology allowing for greater workforce flexibility.

- **Digital customer channels** – Understand existing initiatives or opportunities to transition face-to-face and over-the-phone services to digital channels. As more government services transition to digital channels, there are opportunities for typically front-line service employees (and other employees) to work from home, alternate locations or in an office.

Outcome: Policy guidance is reviewed to ensure it matches usage patterns and challenges to date.

- **Policy refresh** – Refresh cybersecurity policy, other guidelines and WHS procedures as technology changes.
- **Performance management** – Actively monitor flexible working cybersecurity and WHS compliance through mechanisms such as performance appraisals. Cybersecurity and WHS are significant risk areas for the agency, so compliance with relevant policies and procedures should be assessed to minimise overall risk to the agency and understand related issues.



Awareness

These are strategies to make employees aware of the existence of technologies (and workarounds) within their agency that enable different ways of working and flexible working. These strategies will be closely linked to strategies in 'Changing Communications and Awareness':

Outcome: Employees understand the available enabling technologies and supporting policy.

- **Re-visit communications campaign** – Understand success in communicating available technology to employees, refresh for technology / support changes and re-launch campaign. Refer to sections 1.4 and 2.2 of the 'Changing Communication and Awareness' guide for more information on understanding and developing more proactive 'Embedded' communications campaigns.
- **Phishing attack** – Consider working with IT to simulate a phishing attack (or other cyber security attack) on employees by sending legitimate appearing emails to employees with some subtle signs to allude suspicion (e.g. spelling errors, grammatical errors, unfamiliar URLs) to test how prone to cybersecurity attacks employees are. The phishing attack should be followed up by communications about the agency's cybersecurity policy.
- **Launch event** – Turn your new technology into a launch event, which will create hype and excitement about the technology and make it more than just a 'release date'.

Outcome: Employees actively engage with enabling technology.

- **Role modelling and advocacy** – Re-visit the level of leader, manager and other influencer role-modelling of technology across the agency. Understand areas where limited role-modelling exists and identify specific targets to lead role-modelling.
- **Employee concerns** – Use two-way communications to gather feedback on a regular basis and encourage people to speak up to identify underlying IT issues or solutions to problems. Technology may only require small tweaks to help shift the agency to an embedded stage of flexible working.
- **Social tools** – Use different agency channels (e.g. intranet, internal social media) to provide updates and insights into your agency to ensure remote workers remain engaged with the agency (and limit feelings of isolation, loneliness and dissatisfaction with their roles).



Ability

These strategies are closely linked to the strategies outlined in 'Changing Skills & Experience' as they are intended to build confidence and ability in technology skills that support flexible working at an 'Embedded' level of maturity.

Outcome: Effective and productive use of flexible working technologies.

- **Peer learning networks** – Establish flexible working technology peer learning networks to allow teams to discuss how they can improve productivity and ways of working using technology. Different teams could be combined to allow for cross-collaboration and stories of success to be shared.
- **Internal training and coaching** – Identify 'superusers' to facilitate training and provide coaching / mentoring to other employees. 'Superusers' are employees who are experts at using different types of technology. Superuser knowledge should be leveraged and shared with the broader agency.
- **Information sessions and training** – Facilitate regular information sessions on technology updates that enable flexible working (e.g. protecting agency information, new tools). Use internal and external experts to run more targeted sessions with employees to focus on how to increase productivity using technology (e.g. structuring effective meetings using conferencing tools).
- **eLearning** – Develop and roll-out simple and engaging eLearning modules. This could be done by translating guides and instructions into short and digestible online video tutorials on specific topics. Employees can complete these in their own time and as required to address their specific challenges.

Outcome: Effective and capable support for flexible working employees.

- **Focus groups with flexible working employees** – Run facilitated sessions with employees who utilise flexible working technologies and understand their biggest challenges with trouble shooting and accessing support when they require it. Use these insights to make changes to existing support or work with IT and other business areas to develop new supports.
- **Training for support** – Engage internal or external facilitators to run training (and other development activities) with IT support employees to build skills in supporting a diverse range of different flexible working types and technologies.

Before moving on:

- ✓ Have you identified which issue or issues to focus on (access to technology, awareness of available technology or ability to use technology to support flexible working)?
- ✓ Have you identified strategies to address adoption issues for particular aspects of 'Technology and Systems' (end user devices, systems, networks, support, physical infrastructure, policy)?
- ✓ Have you considered how these strategies relate to strategies which you may have already identified in the 'Changing Communications and Awareness' and 'Changing Skills and Experience' guides?

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 which pulls together strategies you have identified across all five flexible working behaviour and practice areas: Culture and Mindsets, Skills and Experience, Communication and Awareness, Application and Implementation, and Technology and Systems.

3.1 Create awareness and desire to change

Engage with targeted groups of stakeholders throughout the 'Understand' and 'Develop' steps 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 and measurement.

3.3 Consider key success factors for delivery

Consider the key factors that 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 ensure that you 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

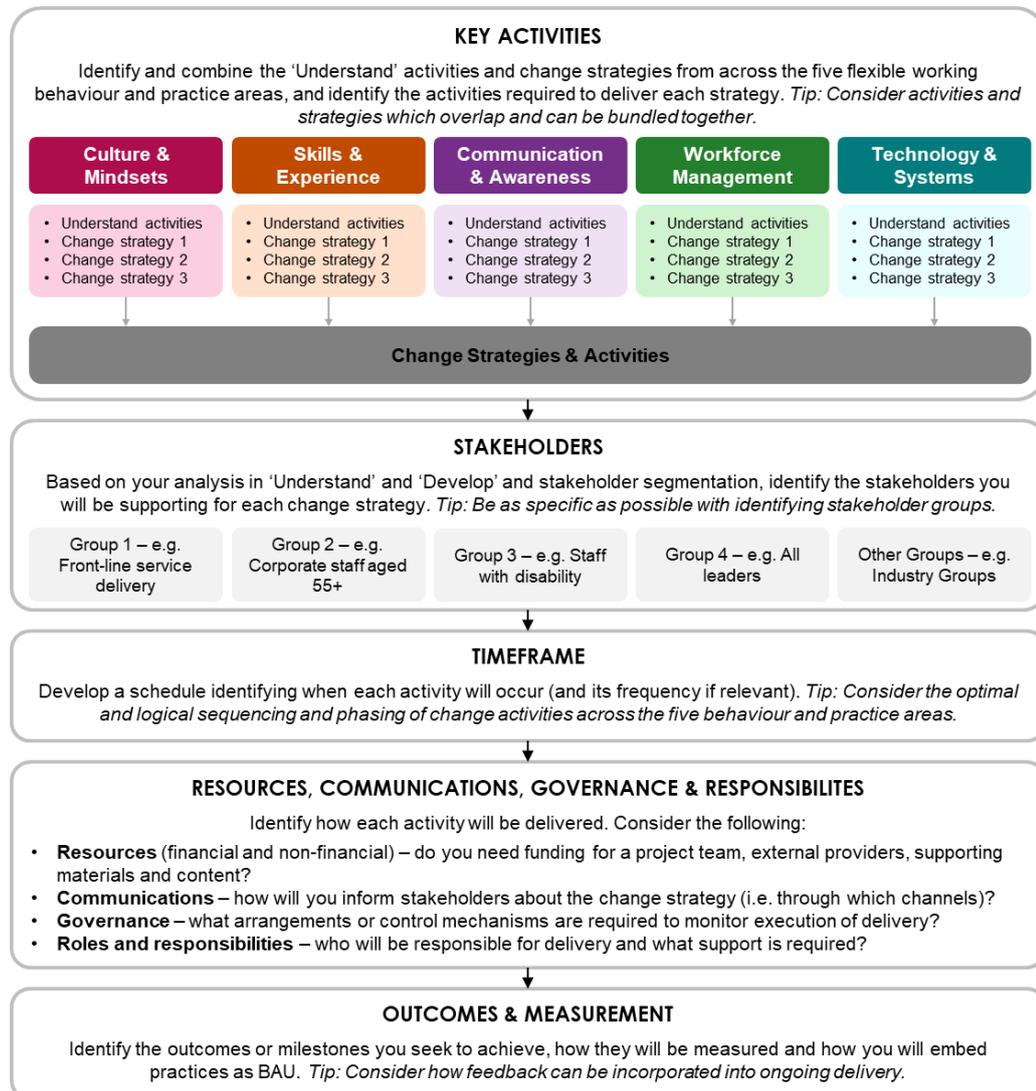
Change delivery vehicle

As a first step, consider how the change management strategies 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 which 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 onto one change plan

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



Considerations for technology and systems

You may wish to consider the optimal or opportunistic time of delivering changes to improve adoption of technology and systems, including:

- **IT modernisation / transformation programs** – Leverage existing planning or work to modernise IT and initiate conversations about flexible working with IT. Focus on how the delivery of new technology could be better supported to increase adoption.
- **Office moves** – Use an office move and a shift to a new environment as an opportunity to build awareness and adoption of technology as an enabler of flexible working.

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. Reports on progress against milestones/outcomes, risks and issues, project expenditure and resource management, and milestones/outcomes for next period.

Tools that specifically support the delivery of technology adoptions strategies include:

- **Training and development plan** – A schedule detailing the training and development activities, timing, participants, learning and development outcomes, content, channels, materials and responsibilities.
- **Communications plan** – A schedule detailing the communications activities, including timing, audience, communication outcomes, content, channels, materials and responsibilities.

Tackle resistance to change

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

- **Develop a competition** – This may help to incentivize 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 by engaging and collaborating with stakeholders where possible.
- ✓ **A change champion** – Identify a leader to champion the flexible working change, and to 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 a technology and systems change support plan, and assigned responsibility for delivery? Please note, these activities will be similar and need to be closely aligned to your 'Changing Communication & Awareness' and 'Changing Skills & Experience' endeavours.

Step 4: Embed as BAU and Continuously Improve

Overview

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

4.1 Evaluate the success of your change strategies

Measure the success of your strategies to increase the adoption of flexible working technology.

4.2 Embed new technology practices and behaviours

Consider the roles across your agency in embedding new practices, and how you can sustain them.

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 change strategies

Output measures provide an important indication of how your strategies are tracking and whether they are being taken up. They are likely to differ depending on the strategies delivered. Outcome measures indicate whether your strategies have delivered the desired impact. These measures will depend on your strategies, and the types of technology and systems available. Key measures of success across the three criteria:

Criteria	Sample Output Measure	Technology & Systems Outcome Measures	Flexible Working Outcome Measure
Availability	Have leaders, managers and IT attended meetings to discuss flexible working technology?	Is more technology now available or soon to be available, and does it meet the needs of its users?	Are more employees now working flexibly? Have more flexible working arrangements been entered into?
Awareness	How many employees received the communications?	Are employees now more aware of the technology available?	
Ability	Did employees attend training or engage with available training materials?	Are employee technology skills better than what they were previously?	

Methods for collecting this information required to measure success of technology change include:

- Interviews with IT department or support services
- Focus groups with various leaders, managers and employees
- User surveys, questionnaires and observations
- Dates from available communication metrics (e.g. MailChimp)

The results of this measurement process will inform your understanding of how well your technology is being adopted to support flexible working. It will identify opportunities to continuously improve or go back to 'Understand' to help you understand:

- How to move from 'Ad Hoc' to 'Consolidated'; or
- How to move from 'Consolidated' to 'Embedded'

4.2 Embed new technology practices and behaviours

There are key roles to embed new technology practices and behaviours:

- **Leaders** – Acknowledge and understand a wide variety of cohorts, different age groups, different service areas, people with disability and other demographics.
- **Managers** – Vocal in support and advocacy of technology that support and enable flexible working, ensure WHS, privacy and security laws are adhered to.
- **Employees** – Speak up if identifying any issues, support peers and offer help during technology familiarisation and adoption, share stories of best practice, attend and participate in training sessions.
- **HR and Communications** – Communicate protocols, ensure transparency of employee requirements, share workarounds, raise key issues and problems with appropriate department/agency leaders.
- **IT support services** – Provide on-going support to all employees, share technical skills and train users if necessary, empathise with users and don't be dismissive of user complications or experiences, discuss workarounds to potential technology shortcomings, relay key issues to appropriate agency leaders.

To embed new behaviours and practices to increase adoption of flexible working technology, you could:

- Integrate flexible working technology into IT strategy and planning (**Access**).
- Provide ongoing technology updates to target groups of employees (**Awareness**).
- Embed technology training within the agency's broader learning and development curriculum (**Ability**).

4.3 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 improve adoption of flexible working technologies.
- If you are now 'Consolidated', you can focus on the more advanced 'Consolidated to Embedded' strategies in this guide to improve adoption of flexible working technologies.
- If you are now 'Embedded', you can consider how you can further improve the strategies delivered to continue to embed flexible working within your agency.

Before moving on:

- ✓ Has the promotion of flexible working technology successfully enabled flexible working, and have those stories of success been shared?
- ✓ Have you got a plan of how to embed successful flexible working technology across the entire agency?

Appendix A: Flex implementation tracker maturity indicators

Ad-hoc	Consolidated	Embedded
5.1 Technology infrastructure and workplace facilities		
<ul style="list-style-type: none"> Supporting ICT hardware is provided on an ad-hoc basis to enable remote and portable working (where relevant). Enabling software has been scoped. This can include bid rostering apps/ rostering optimisation software, collaboration software, or remote access to files. Office spaces are not designed to be adaptable for flexible working. There are no standard forms / apps in place to undertake WHS checks for remote workers (where relevant). 	<ul style="list-style-type: none"> Enabling software has been provided to some - this can include bid rostering apps/ rostering optimisation software, collaboration software, or remote access to files. HR systems have been adapted or found workarounds to enable a full range of flexible working arrangements (e.g. job share, compressed hours where relevant). Work spaces can be adjusted to accommodate project based team forming and activity based work. There are standard forms / apps in place to undertake WHS checks for remote workers (where relevant). 	<ul style="list-style-type: none"> Enabling software and/or hardware has been embedded across the organisation. This can include bid rostering apps/ rostering optimisation software, collaboration software, or remote access to files. HR systems have been adapted or found workarounds to enable a full range of flexible working arrangements. Training and support been provided to use remote technology effectively, i.e. Skype, structuring meetings for effective video conferencing and teleconferencing interactions (beyond transactional use). Effective troubleshooting support is available for those working offsite or using apps. Flexible working can be managed across agencies and with NGO partners e.g. project-based work, hosting or sharing space with colleagues from other agencies, working in/with NGOs. There are processes and systems in place to streamline handovers where flexible working arrangements are in place such as job-share, part-time.

Appendix B: Common technology, systems and flexible working perspectives

Common barriers to technology and systems inhibiting flexible working:

- Clunky and multiple HR systems make working flexibly more challenging.
- Collaboration tools are outdated and used inconsistently – some governance around selecting the best option(s) may be necessary.
- Cyber security is a key issue, specifically using non-agency devices, accessing non-agency networks or giving remote access to personal data.
- Access to technology, systems and some industrial arrangements are limiting uptake of some flexible working practices.
- Managers are using customer, work demands and current role design as their rationale for not supporting flexible working.
- The administrative burden associated with some flexible working practices are hindering uptake (e.g. job share).
- Flex-time is sometimes seen as being used inflexibly, creating an additional burden for team members or managers who are required to cover absent colleagues.

Appendix C: Example of promoting adoption of flexible working technology

Conferencing and Collaboration Tool

A conferencing and collaboration tool can allow employees to conduct online meetings, instant message, leave voicemails, video conference, web conference and share files / screens. It may integrate with other applications (such as Outlook).

Access	<ul style="list-style-type: none"> • Ensure application is first accessible on all employee devices, at all times.
Awareness	<ul style="list-style-type: none"> • Send department/agency wide communications alerting employees of the technology availability and intentions for implementation. • Encourage employees to have access on their phone/tablets for portable, on-the-go use. • Arrange meetings with the tool's links embedded and conduct trial meetings using the tool if necessary, encouraging all employees to follow suit and adopt the new way-of-working. Gradually cease booking meeting rooms, using the tool consistently instead. • Encourage video chats to maintain face-time with employees, ensuring they feel included despite working remotely, and so that the new technology becomes business-as-usual.
Ability	<ul style="list-style-type: none"> • Ensure all employees understand why the tool is useful, how to use the program and conduct training sessions if necessary. • Use the tool to increase the tool's usage – send messages or notifications to continuously build and practice technology familiarity • Maintain training and support for implementation.

Appendix D: Setting up an alternative workplace environment checklist – NSW Education

The Department of Education’s Health and Safety Directorate developed this checklist (and an accompanying fact sheet) to guide its employees in the setup of a safe alternative workplace environment:

Work Environment Checklist	YES / NO	
1. The work area is situated away from other household members or activities, if the proposed arrangement is to work from home	YES	NO
2. There is no excessive noise affecting the work area	YES	NO
3. It is a non-smoking environment	YES	NO
4. Security is sufficient to prevent unauthorised entry and the work area can be secured	YES	NO
5. The work area is free from trip hazards (e.g. mats, power cords, adjoining steps, etc)	YES	NO
6. The work area and field of vision is free of direct glare or reflections (e.g. from lights, windows, etc)	YES	NO
7. The room has sufficient power points available for the equipment used. No double adaptors, no multiple power boards at the same socket, no multiple extension leads at the same socket	YES	NO
8. Equipment, power cords and extension cords are in good working condition with no obvious damage (fraying, splicing or broken installation). Wires or cords do not run under carpets or rugs, through doorways or in passage ways	YES	NO
9. The work area has a first aid kit that is accessible and appropriate for use	YES	NO
10. A communication arrangement is established. Communication devices are available and effective in the event of an emergency and emergency contact details are known	YES	NO
11. A process for the prompt notification of an incident or injury is in place	YES	NO
12. The workstation includes a fit for purpose work surface, hard drive and monitor, key board and mouse. A headset/hands free device, document holder and foot rest may also be included as required for the work being conducted.	YES	NO
13. The chair is adjusted so that your feet are flat on the floor and your knees bent at right angles with thighs parallel to the floor. Please purchase a footrest if one is required.	YES	NO
14. The chair backrest is adjusted to support your lower back and allow you to sit up straight	YES	NO
15. The chair moves freely and is not restricted by mats, power cords, or other hazards	YES	NO
16. Chair arm rests are removed, stowed away or lowered while typing so a safe and comfortable posture is adopted and they are able to pass under the table	YES	NO
17. The centre of the monitor/screen and keyboard are positioned directly in front of you so you are not twisting in your chair.	YES	NO

18. The monitor/screen is at a distance from you where you can see clearly and easily without straining. The top of the screen is at a slightly lower height than eye level. If using a laptop, ensure a laptop raiser is used to position the screen appropriately.	YES	NO
19. The keyboard is positioned at a distance where your elbows are close to your body and your shoulders are relaxed. If using a laptop on a monitor raiser or dock, use an external USB or wireless keyboard.	YES	NO
20. The mouse is placed immediately next to the keyboard. Wrists are kept straight and not supported on any surface while typing. Only use the laptop trackpad for small amounts of time (1%-7% of the time or 4-30 minutes)	YES	NO
21. The most frequently used items are within easy reach from the seated position	YES	NO
22. There are no sharp contact points on the workstation or other equipment	YES	NO
23. A safe and comfortable posture is able to be adopted and periods of continuous activity will be broken by performing other tasks, changing position, standing up and stretching	YES	NO