

**Helping your team design a new normal**

Build Back Better

**Templates, examples and further reading resources**

**2020**

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# Pre course reading

Pre reading to be sent to team prior to the first meeting or discussed at the meeting.

## Flexible working can be:

**Formal:** This is where you have a formal agreement, approved both by your immediate manager and HR, that usually involves changes in your job contract and working conditions (e.g. part-time work or job share).

**Informal:** This is where you have an agreement with your immediate manager and/or your team that, when business and team needs are met, you engage in a particular type of flexible work (e.g. varying your start and finish times, working from home) on an irregular basis.

A key aspect of this arrangement is that you have control over when you engage in flexible working, as long as you follow agreed guidelines for:

* when you do this (e.g. taking account of work demands); and
* who and how you need to communicate your change in work to (e.g. notifying your team)

**Ad hoc:** You access flexible working (e.g. vary your start time) when something happens unexpectedly or your needs change on short notice (e.g. because of a personal need).

**Flexibility in:**

* + **When** you work: e.g., varying start and finish times, compressed work weeks, split shifts, part-time, job share, term-time work, part-year work
  + **Where** you work: telecommuting, working from home, work hubs, different offices
  + **How** you work: e.g., agile work, activity-based work, collaboration, job and work redesign
  + **Who** does what: e.g., work sharing, flexibility in tasks within a team (less rigid and fixed)

## What is a team based approach to flexible working?

1. A common approach to flexible work
   * It is individually based
   * Conversations begin with an *individual’s* request, and a business case
   * We then look for ways to accommodate the request while ensuring that the flexibility will not have a negative impact on business outcomes
2. A different approach
   * It is *team-based and* ***co-operative*** *in nature*
   * We begin by identifying the outcomes that need to be maintained or improved – regardless of flexibility
   * We then challenge our assumptions about jobs, work and what is the best way to achieve our outcomes and consider the possibility that jobs and work could be designed differently
   * We identify flexibility options for team members that will either maintain or improve outcomes for the organisation, customers, team and individuals.
   * Finally, we establish flexible working principles and a culture of flexibility

## The key elements of a team-based approach to flexible working are:

* **Positive approach to flexible work:** There is a positive culture that supports the priority given to flexible working. This means:
  + Teams look for ways to **increase flexibility** that will both maintain and enhance performance and well-being for individuals, teams, customers and the organisation.
  + Different options are considered for **where, when** and **how** work is done and **who** does the work.
  + Possibilities are considered for job and work redesign to enable increased flexibility.
* **Shared responsibility:** All team members share the responsibility for making flexibility work.
* **Respect:** There is respect for each person’s flexibility arrangement, and we understand what flexibility means to each team member.

* **Trust and openness**: The approach is based on trust, and on the assumption that all staff are motivated and committed to delivering business outcomes
  + - **Flexibility is for all team members** (irrespective of personal characteristics or circumstances), while acknowledging options for flexible work will vary according to job, team and business requirements.
* **Two-way street**: The team is flexible to meet the reasonable diversity of staff needs and staff are flexible to meet reasonable team needs.
* **Communication and collaboration:** We communicate and collaborate about the use of flexibility, work demands and team capacity.

*After reviewing the pre-reading please complete activity 1.*

# Templates

Ask for a scribe for each activity, as it will be very useful to capture the outputs during each activity.

## **Activity 1: What do I do now?**

1. **How do I work*?***

*Think about …when, where, how, who and is it formal, informal or ad hoc? (column 1 and 2)*

|  |  |  |
| --- | --- | --- |
| **Pre COVID-19 restrictions** | **During COVID-19 restrictions** | **After – the ‘new norm’** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

1. **Has your approach to flexibility evolved? (how/why?)**

|  |
| --- |
|  |

1. **Does your team have a culture of flexible working?**

|  |
| --- |
| **(Use the** [**online poll**](https://forms.office.com/Pages/ShareFormPage.aspx?id=aHr5Hqvo7UShbbV5_i182Ec8ViJHrFdBl08fAkVhg4lURFEwQjREWFlTN0VaN1pJRlIzVVlIU1FXMS4u&sharetoken=FJUDH1LIN83qlkfBS8dQ) **as a team, or discuss together in person)** |

## **Activity 2: Reviewing and confirming your outcomes**

**Identify your business/organisation, team and individual outcomes that need to be maintained or improved.** (Are these the same as they were 3-6 months ago?)

|  |  |  |
| --- | --- | --- |
|  | **Maintain** | **Improve** |
| **Business/organisation** |  |  |
| **Team** |  |  |
| **Individual** |  |  |

**Has working flexibly impacted business/organisation, team, individual outcomes?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Negative** | **No Change** | **Positive** |
| **Business/organisation** |  |  |  |
| **Team** |  |  |  |
| **Individual** |  |  |  |

**Reflect on the statement below for discussion**

What is your vision for how you want to work in the future as an agency?

|  |
| --- |
|  |

## **Activity 3: Reviewing how we work as a team over COVID-19 – Learning Loop**

Two options to complete: Option 1 – Learning loop or Option 2 Alternative approach. Use either depending on what you prefer.

Start at change: Have you made changes to your role recently? Have you improved your process in any way as a result of Covid-19? Ask yourself what has really been different in the last two weeks — did a manager give you permission? If so, why? Did you make more decisions? Did you have less time to consult, engage, inform because delivery was the priority?

Then understand: why? What made that possible? If you (or anyone in your team think things are better or worse, now is the time to speak up.

3. Imagine:  In the past few weeks, if your organisation has responded well to the crisis, how has your work time been spent? Have you made more decisions, have you felt, despite the overlaying fear and panic, ever so slightly more engaged? Why do you think that might have been? If, like me, you enjoy challenge, change, pace and growth the last few weeks have been enjoyable despite the anxiety, but, not my day job. How can you translate what you’ve done recently into long lasting change? Can you imagine what change could be permanent?

4. Failure: What the public sector would traditionally define as failure has been rife in the last few weeks. Look at the number of public announcements and protocols that have been reversed or quietly dropped. But at the same time previously “risky” behaviour is being allowed. Suppliers are being paid daily, we’re buying equipment we thought we couldn’t afford, decisions have been made at pace and at the right level in the organisation, services are being redesigned in days and weeks, not months, and we’ve asked for understanding from the public, which they’ve given the uncertainty and complexity has been so apparent. Trust has increased and we need to keep it, so we don’t think of it as failure, just adaptation and prototyping. 

5. Sustain: what are we going to keep, and is your leadership on board as a group? How do we maintain the sense of trust everyone has experienced, and the autonomy that has made us effective? 

Source: apolitical.co (<https://apolitical.co/en/solution_article/covid-19-is-giving-bad-habits-and-old-ways-of-working-a-comeback>)

Activity 3 Option 1 Template: Reviewing how we work as a team over COVID-19

**COVID-19 Learning Loop**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Change** | **Understand** | **Imagine** | **Failure** | **Sustain** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Activity 3 Option 2 Template: Alternative approach. Reviewing how we work as a team over COVID-19

|  |  |  |
| --- | --- | --- |
| What worked well? | What didn’t work well? | What do you want to maintain? |
|  |  |  |
| Challenges and dilemmas experienced | What surprised you? | What did you learn from your experience? |
|  |  |  |

## **Activity 4: Our new flexibility plan**

**What flexibility do we want as a team?**

|  |
| --- |
|  |

**How do I want work***? (column 3) Use your information from column 1 and 2 (Activity 1).*

*What do I want to continue, start, modify, change, stop?*

|  |  |  |
| --- | --- | --- |
| **Pre COVID-19 restrictions** | **During COVID-19 restrictions** | **After – the ‘new norm’** |
|  |  |  |
|  |  |  |
|  |  |  |

**What new/old work practices will you keep/stop doing, what else is needed in the future?**

|  |  |  |
| --- | --- | --- |
| **Keep/continue** | **Modify** | **Stop** |
|  |  |  |
|  |  |  |
|  |  |  |

## **Activity 5: Rules of the road**

Complete as a team and send to each team member after for review

|  |  |
| --- | --- |
| Guiding principles (Availability/location etc…) | **Team suggestions** |
| How will we communicate (online platform, calendar, tools, work hours, sick, locations, WFH …etc.) |  |
| * + 1. With each other |  |
| * + 1. With stakeholders |  |
| * + 1. Notifying changes to flex work plans |  |
| * + 1. How will people find us if they need us? |  |
| Other guiding principles/parameters: |  |
|  |  |
|  |  |
|  |  |
|  |  |

**Group discussion**: what could work well and what could go wrong?

|  |  |
| --- | --- |
| **Pre-mortem: if it works well, it will be because …** | **Post-mortem: if it struggles, it will have been because …** |
|  |  |
|  |  |
|  |  |
|  |  |

## **Activity 6: Implementation and monitoring plan**

Complete as a team and send to each team member after for review

|  |  |  |
| --- | --- | --- |
| **Team Member** | **Flexibility option/s to be trialled** | **Implementation (steps I will take to do this)** |
| **Name** |  |  |
| **Name** |  |  |
| **Name** |  |  |
| **Name** |  |  |
| **Name** |  |  |
| **Name** |  |  |

**Implementation guide:**

**Attitude/approach:**

**Working from home:**

# Samples of completed activities (for manager to guide discussion)

## Activity 1: Completed examples

1. **Flexible working in ACME agency - How do I work*?***

*Think about …when, where, how, who and is it formal, informal or ad hoc?*

|  |  |
| --- | --- |
| **Pre COVID-19 restrictions** | **During COVID-19 restrictions** |
| * *Flexible start and finish time (when- ad hoc)* * *WFH 1 day a week (where – formal)* * *Collaboration (how – informal)* * *Not everyone using flexible working, mainly just those with carer responsibilities or those with roles that required remote working* | * *Flexible start and finish times (when – informal)* * *WFH 5 days a week (where – formal)* * *Collaboration (how – formal)* * *Work sharing (who – formal)* |

1. **Has your approach to flexibility evolved? (how/why?)**

|  |
| --- |
| * *Not much change, except that the lack of travelling to work during Covid-19 gives me more flexible time to work with.* * *Previously working from office, with occasional WFH for appointments.* * *Lack of commute allowed more flexibility around start and end times but did risk bleeding boundaries between work and private time.* * *More collaborations.* * *Personal responsibility to deliver products* * *Greater knowledge of types of FW available.* * *Have formed a routine to support WFH* * *COVID-19 provided the opportunity to work from home.* * *Equipment – laptops (we were able to access the equipment required to allow us to work from home.* |

1. **Do you have a culture of flexible working?**

|  |
| --- |
| * *Yes. Our supervisor is supportive of flexible working, good communicator and leads a cohesive team.* * *Yes, for some teams in the organisation but no for others. Depends on your manager and if they are supportive or willing to try it.* * *Yes, quite flexible. COVID “forced the hand”* * *No, not within my team* |

## Activity 2: Completed examples

**Identify your business/organisation, team and individual outcomes that need to be maintained or improved. Some examples have been provided for you.**

(Are these the same as they were 3-6 months ago? – ongoing, new, new way of doing etc.)

|  |  |  |
| --- | --- | --- |
|  | **Maintain** | **Improve** |
| **Business/organisation** | *Customer service (ongoing)* | *Customer service (ongoing)* |
| **Team** | *Service delivery (ongoing)* | *Collaboration (new way of doing)* |
| **Individual** | *Support for flexible working for all* | *Work/life (new)* |

**How has working flexibly impacted business/organisation, team, individual outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Negative** | **No Change** | **Positive** |
| **Business/organisation** | * *No* | * *Business outcomes* | * *Customer service* |
| **Team** | * *Availability of team members when urgent info is needed* * *Ad hoc communications* | * *Delivering on outcomes* | * *Collaboration* * *Use of technology* |
| **Individual** | * *Being available 24/7* * *Social interactions* * *Corridor conversations* * *Time management* | * *Workload* * *Feeling connected to the team* | * *Wellbeing - Work/life balance* * *Time management* |

**Reflect on the below statement for discussion**

What is your vision for how you want to work in the future as an agency?

|  |
| --- |
| * *Ability to remain responsive, adaptive, inclusive and build on collaboration (cross-team, cross-agency) – and retaining the productivity and engagement that enhanced flexibility has built on.* * *For an organisation that maximises the use of the technology connection to allow maximal flexibility for staff.* * *Managers to be supported to ensure ‘no one is left behind or lost’ and that outcomes remain the performance indicators.* * *Staff to be supported across a range of work mixes not just a simple formula of days in/out of the office.* |

## Activity 3: Completed examples

Reviewing how we work as a team over COVID-19

**COVID-19 Learning Loop**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Change** | **Understand** | **Imagine** | **Failure** | **Sustain** |
| * *Face to face delivery to virtual.* * *No commute/travel* * *Opportunity for innovation, ideas for change and adopting to different environment* | * *Working remotely and allow more collaboration.* * *How to connection with team* * *Technology* | * *Less travel - like working from home as travelling takes a lot of time.* * *To not go back to business as usual - as so much has changed and some is good, and some is bad.* | * *Change is forced* * *Recruitment - inability to fill unfilled position* | * *Collaboration and learning from the other teams* * *Like working from home as travelling takes a lot of time and excess time can be devoted to work–feeling safer in the work environment.* * *Sustain good well-being habit* * *Reflect on what worked and what didn’t* * *Collaboration* |

Activity 3 Option 2 Template: Alternative approach.

**Reviewing how we work as a team over COVID-19**

|  |  |  |
| --- | --- | --- |
| What worked well? | What didn’t work well? | What do you want to maintain? |
| * *Team cohesion and communication.* * *Even in worst circumstances we continued to work productively.* * *Many tools for remote working already existed – capacity was the problem.* * *No lost time on commuting.* * *Weekly team meetings over Teams.* * *Finding time for regular exercise has been easier during the lockdown Collaborations / problem solving.* * *Video chat uptake* * *Time management* | * *Skype call quality poor for some, required new home data/speed arrangements.* * *Social interaction missing.* * *Network/data access struggled initially.* * *Volume of meetings.* * *Very work focused when work from home.* * *Facilities makes you get up and walk.* * *Commute involved some exercise as well.* | * *Flexibility in bandwidth.* * *Maintain close interactions across the team* * *WFH as a supported regular option, while maintaining connectivity with work team via online tools and forums.* * *Flexibility is the norm rather than requiring justification.* * *Potentially need more formality when new staff commence, to familiarise them with the role and the team, and establish manager-staff and staff-manager trust.* * *Using Teams and Zoom platforms for chat and meetings.* * *Video conferencing.* * *Broaden our definition of ‘remote’ to include other workplaces, not just home.* |
| Challenges and dilemmas experienced | What surprised you? | What did you learn from your experience? |
| * *Working days became longer and packed from start to finish – opportunity to have breaks more difficult.* * *Being in a Teams meeting was not recognised by Skype, so other people didn’t realise and tried to contact during meeting.* * *Missed informal interactions with team members (and non-team people in wider Dept)* * *Network Connectivity.* * *Balancing the day.* * *Technology issues.* * *Asking for help.* * *Balancing day with meetings.* | * *Loss of commute made big difference to daily experience – e.g. walks before/after work or during breaks.* * *How not having to commute to and from work gave so much more time during the day.* * *How relatively easy it was to work at home.* * *More control.* * *Keeping myself available.* * *Pressure to perform.* * *Everyone adapted and accepting with positivity.* * *How well staff in team adapted.* | * *Strike a balance between formality and trust – work being done is what’s important.* * *COVID circumstances have challenged expectations about offices and attendance and productivity – lowered importance of where you are working from.* * *Face to face meetings will become reserved from particular circumstances.* * *How to use Teams and Zoom platforms.* * *Size of meetings has effect on engagement. Smaller better* * *Technology keeps us all connected.* * *Reliance on technology.* |

## Activity 4: Completed examples

**What flexibility do we want as a team?**

|  |
| --- |
| * *Staggered working hours.* * *Requirement for human interaction so working in the office and work from home to allow balance* * *Collaboration* * *Flexibility of start time and finish time* * *Increase knowledge in technology to support stakeholders whether working from office/home/remotely.* * *Outcomes focused* * *Reduced commute time.* * *Well-being and the need for cultural top up or inclusion and safety* |

**How do I want work***? (column 3) Use your information from column 1 and 2 (Activity 1).*

*What do I want to continue, start, modify, change, stop?*

|  |  |  |
| --- | --- | --- |
| **Pre COVID-19 restrictions** | **During COVID-19 restrictions** | **After – the ‘new norm’** |
|  |  | * *The opportunity for job share or part time.* * *WFH 2 days and 3 days in office.* * *Working from home and office depending on work required – not a set number.* * *Working from office 1 day a week and from home, other location for the remainder of the week.* * *Flexible start and finish times.* * *Early start, long lunch break for exercise, later finish.* * *No set start and finish times each day – flexibility to change these to suit team and business outcomes.* * *Outcomes focused – not timesheet focused* |

**What new/old work practices will you keep/stop doing, what else is needed in the future?**

|  |  |  |
| --- | --- | --- |
| **Keep/continue** | **Modify** | **Stop** |
| * *WFH when possible to focus on tasks.* * *Flexible working options.* * *Trust/autonomy to structure workday/tasks/delivery.* * *WFH when possible to focus on tasks.* * *Flexible working options.* * *Trust/autonomy to structure.* | * *Decide which meetings need to be F2F and which can be mostly online, to maintain inclusion'.* | * *Back to back meetings.* * *Meeting for the sake of meeting – use other collaboration methods.* * *Less travel for meetings* |

## Activity 5: Completed examples

**Rules of the road (Day to day operating guidelines) sample**

#### Communicating with your team

* Wherever you are working, ensure your Skype for Business shows your working status and location, with notifications turned on.
* Ensure that your Outlook calendar is updated and available to team leader to view.
* For every meeting set up, include skype details.
* Ensure all team members feel as though they are part of the team, no matter what location they are working from. Use Skype, screen share, MS Teams, IM in Skype for general team conversation/bonding/collaboration.
* Agree on tools and communication protocols as a team.
* Ensure teams are up to date with your flexibility/ work pattern and location. Contingency plans are made for days not in the office and communicated to the rest of the team.
* Update team calendar/roster advising every one of your work status (i.e. working from home, working from office, sick, on leave, non-workday, change to work hours (i.e. working 12pm – 8pm) etc.)
* Advise how to respond to clients or colleagues on your behalf (should this be required).
* If there is a block of time you are unavailable, communicate this to your team.
* If you are absent, then details need to be maintained and communicated transparently.
* There is no expectation to be available out of hours (unless agreed by manager/or part of working requirements), on non-workdays or while on recreational leave. If you are working out of business hours, minimise impact on recipients by using an email signature tag line such as ‘I am sending you this message now as I work flexibly and I do not expect you to read, respond or action it outside your regular hours’. Alternatively use the ‘Delayed Delivery’ feature in Microsoft Office.
* Set principles and expectations around urgent vs non-urgent and turnaround timeframes.
* Agree on core hours and availability, a time when you know you can reach anyone in the team.

#### Working away from the office

* If you are working remotely, appropriate notice must be provided to your Manager and team.
* Respect confidential materials by not working on sensitive documents or having confidential conversations in public spaces i.e. cafes and public transport.
* Safety and wellbeing are important, ensure you are working safely when working remotely and in the office.

#### Setting up meetings

* Meetings and training, where possible, should be attended in person for connection purposes. When participating remotely, Skype for Business should be used.
* Each team should agree on a day/time when all members will be in the office/available for team meetings/training.
* Respect how others choose to work flexibly, no ‘just joking’ comments about people not working when they are working from home or another location.

#### Be flexible about flexibility

* Flexibility must be mutually beneficial, this means individual, team and business requirements must be satisfied.
* Keep an open mind and open discussions about flexible working.
* Increase awareness of flexible working and educate staff, utilising internal and PSC developed resources.
* Provide a consistent approach to flexible working. Flexibly should be discussed with the whole team and available to the whole team.
* Implement with equity in mind and ensure that everyone has a voice.
* Establish trust re personal flexibility and established parameters

#### Service delivery

* Business deliverables must be maintained to agreed objectives and standards.
* Performance will be assessed based on output (measure work outcomes). Flexible working will not adversely impact Internal and external service or personal performance.
* Acknowledge that business occurs outside of ‘business hours’

Guiding principles

1. This is based on trust and in focused on supporting wellbeing, engagement and connection.
2. Flexibility must be mutually beneficial.
   * This means individual, team and client requirements must be satisfied
   * We must be respectful and understanding of each other
   * Cost neutral
3. Permission to engage in informal flexible working does not have to be sought from your leader & reasons for engaging in flexible working don’t matter
   * As long as you follow the agreed parameters set in this document
4. We assess performance based on output not presenteeism

Parameters

1. If you are working remotely, appropriate notice must be provided to your leader and team. Notice should be given at least 24 hours in advance unless exceptional circumstances.
   * Wherever you are working, Skype for Business must be up to date with your status and location.
2. All meetings and training, where possible, should be attended in person for connection purposes. On rare occasions where you are participating remotely, Skype for Business or Zoom should be used.
3. Respect confidential materials by not working on them in public spaces i.e. cafes and public transport
4. Client service standards must be maintained to agreed performance standards.

* Teams will provide coverage for customers (internal and external) between the hours of 9am – 5pm on business days.

1. Your safety and wellbeing are important, you must ensure you meet WHS requirements in any flexible work option

## Activity 6: Completed examples

Implementation and monitoring plan (sample)

|  |  |  |
| --- | --- | --- |
| **Team Member** | **Flexibility Option** | **Implementation** |
| **A** | Work from home 1-2 half days per week. Mostly Wednesday and Friday but flexible when it comes to ensuring personal attendance at key meetings. | * *Note the half days in Outlook diary* * *Remind team* * *Use work laptop* * *Check in from home as needed.* * *Be in the office for team meetings* |
| **B** | Work from home one day a week. Possibly a regular day but could be flexible to ensure meetings are not impacted. | * *Note day in Outlook diary* * *Remind team* * *Avoid days where key meetings take place.* * *Use work laptop* * *Check in with Manager on day working from home as needed* |
| **C** | Work 5 days per fortnight from XYZ office. | * *Use of XYZ office arrangement* * *Note day in Outlook diary.* * *Remind team.* * *Avoid days where key meetings take place.* * *Use work laptop* |
| **D** | Work from home one day a week. Generally a set day but flexible to ensure meetings are not impacted. Option to make small ad hoc variations to core time without the need for a flex e.g. finish at 3.00 pm. | * *Note day in Outlook diary* * *Remind team.* * *Avoid days where key meetings take place* * *Use work laptop* * *Check in with Manager on day working from home as needed* |
| **E** | Work from home one day per fortnight. Same day. | * *Note in Outlook diary* * *Remind team* * *Avoid days where key meetings take place* * *Use work laptop* * *Check in with Manager on day working from home as needed* |
| **F** | Being able to make up hours within flexible bandwidth during the week. | * *Good communication with team and manager* * *Noting meeting times /mindful of meetings* |

#### Implementation guide:

* Maintain communication with manager/team as to when you will work away from office, and when you are online
* Avoid selecting days to work away from the office when key meetings take place
* Keep calendars up to date with pre-planned days out of office and leave including flex
* Sharing outlook diaries
* Ensuring when we are working from home or we’re going to be in later that this is in our diary and we’ve emailed or called or mentioned to the team/manager
* Meetings with external stakeholders – w here possible attend in person
* Presence of a senior adviser in the office each day for urgent requests /urgent meetings - good coordination and/or where no senior adviser can be, then a principal adviser in the office
* Flex rules and guidelines remain in place

#### Attitude/approach:

* When working from home, we’re online and we’re available
* When working from home we provide manager and colleagues with updates on our work
* When working from home we pick up the phone and check in as a way of ensuring good communication is maintained, regardless of flexibility arrangements. Likewise, manager and colleagues can connect by phone
* Ensure people are not ‘invisible’ when they work from home - inclusion, connection and communication effort

#### Working from home

* Please review the checklist
* Environment must be safe e.g. work at a desk with a suitable chair and good light
* Security – when working from home ensure good security practices e.g. put away work papers, laptop security etc. Just as you would at work.

# 

# Links to supporting tools and resources

The PSC has developed an extensive range of tools and resources to support managers and employees in flexible working. Some of the resources you might find useful are listed below.

What types of flexible working are there?

Definitions of the types of flexible working –when, where, how and who.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/working-flexibly--resources-for-employees/what-types-of-flexible-working-are-there>

Manager Conversation guides

If an employee wants to request an ongoing flexible arrangement, this checklist will help you to prepare your verbal and written response. We’ve also included a conversation guide for managers for having successful one on one conversations.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/managers-conversation-guide>

Role adjustment

COVID-19 may mean some office-based employees need to temporarily scale back their roles. You or people in your team, for whatever reason, may not be able to work full-time during this period.

We have developed toolkits for employees and managers that provides a straightforward process for identifying the tasks and responsibilities that can be shifted, paused or re-allocated to effectively balance any increase in work and life responsibilities.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/role-adjustment-for-managers>

How to make flexibility work as a team

This toolkit is designed to help you as a manager set up a step by step full flexible working trial (if your team has not used it extensively before) and check if it is working. It has been used successfully in both 24/7 frontline and office-based workplaces successfully. It will build your ability as a manager, although you will not have to become a flexibility subject matter expert to do it. From your team’s perspective, it will build a shared sense of ownership of the trial, and the opportunity to re-think where, when, how and by whom the team’s outcomes are achieved.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/how-to-make-flexibility-work-as-a-team->

Typical misgiving s about flexible working

Employees and their managers sometimes express concerns about what flexible work is, how it works, who it is for, and what its benefits are. Some of these concerns reflect the minimal awareness-raising that their agencies have done to date about flexible working availability, and some are dilemmas to be worked through. Here are some commonly expressed concerns - we’ve matched each with information on how the concern can be addressed:

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/typical-misgivings-about-flexible-working>

Managing dispersed, flexible teams

This guide is for managers who find a scattered team has become the new normal, and need to adjust their managerial style and the team’s way of working together to adapt.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/managing-dispersed-flexible-teams>

Skill set and development guide for managers

If you’re new to flexible working, or want to get better at managing flexible teams, we’ve created a tool that helps you understand what you need to know, say and do to work flexibly, with a development guide to help you improve any areas you want to build on.

<https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams--resources-for-managers/skill-set-and-development-guide-for-managers->