

NSW Public Service Commission

# Communication strategy for flexible working in the NSW government sector

06 September 2018



Works for me.

Works for NSW.

**FLEXIBLE WORKING**

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# Strategy

**This communication strategy supports the implementation of flexible working across the NSW government sector.**

# Purpose

## **The aim of this strategy is to provide a whole of sector communications approach to develop awareness and understanding of flexible working principles and practices, driving momentum for workforce change.**

An integrated communication and information campaign is provided for agencies to inform and educate workers, leaders and HR managers using a variety of channels and consistent messaging, backed up by easy to understand information to make flexible working better understood, accepted and sustainably implemented.

To assist agencies to implement flexible working, we are providing a range of communication material including key messaging, branding, artwork for suggested collateral and an implementation plan to adapt depending on the needs of the cluster or agency.

The aim is to engage the sector through the channels that are used in day to day business interactions as well as leveraging through HR managers. By using a variety of written, face-to-face and visual communication online and offline products, we will give our audience the opportunity to engage with the information in the way they prefer.

## **The communication is designed to increase awareness and understanding of flexible working and is underpinned by the following:**

1. Easy to understand online content which has been designed and tested with the people who use it.
2. A campaign that is applicable to the NSW government sector as a whole and can be adapted by clusters depending on different needs, allowing them to start with the strategy at different times or stages including;
  - a) A recognisable information campaign with clear calls to action driving the audience to find out more, make a proposal and talk to a manager
  - b) A consistent narrative using the key principles from the strategic framework
  - c) A focus on continuing the dialogue between employees and managers
  - d) Inclusive language and themes that will resonate with a diverse audience
3. Agencies can supplement this through face to face and direct collaboration and engagement between HR staff, managers and employees.

Strategic communications planning has been iterative, responsive and evidence based to meet the needs of the diverse audience. The strategy, branding, suggested collateral, themes and key messages have been tested with a cross section of the audience and refined to incorporate feedback.

# Key features

## An integrated approach

**No single approach to communication will reach all target audiences or achieve all desired outcomes.**

**To increase the effectiveness of the content included here, a multi-faceted, multi-channel, fully integrated approach can be employed to support implementation of this communications strategy.**

HR managers, leaders and key stakeholders can build on this by championing consistent key messages to give confidence that the sector is working together to embed flexible working.

Online communication and internal social media can be used to promote and encourage participation in flexible working, explain the types of options for working flexibly and to demonstrate the benefits and outcomes to individuals, the sector and the customer.

Face to face and direct communications between HR managers and employees can be across all agencies, but is a particularly useful channel for the hard to reach audiences, supplemented with non-screen based promotional material to create awareness and interest.

## Works for me, works for NSW

To be successful, flexible working has to create the best outcomes for everyone including the individual, the team, the customer and the people of NSW.

This campaign features individual and team situations showcasing how flexible working makes a difference not only to them, but to the business and to customer outcomes.

This overarching narrative promotes a shared responsibility, offers dual consideration



# Key features

## The brand mark

A brand identity has been developed for use in all communications. Presenting a visual identity to support the overarching narrative will make it easier for the audience to identify the initiative, relate and respond to it.

The brand mark is accompanied by a tag line to inform and educate our audience to aid understanding of what the flexible working framework means.

A call to action consistent with the overarching narrative is used to drive our audience to find out more information.

## Campaign branding

The branded collateral will be easily identifiable with flexible working initiatives. The material will include photos to visualise and demonstrate how different people in different roles can work flexibly.

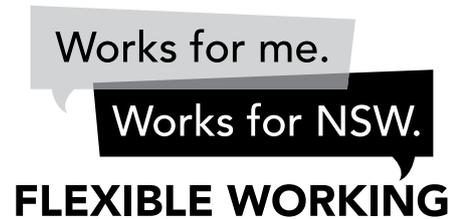
Photography will depict realistic situations and feature diversity of roles, age, gender, ethnicity and regionality in the images.

The material will also highlight various options that are outside of the current perception or meaning for flexible working and feature the benefits for employees, teams and customers.

## Key messages

A narrative outlines the purpose of the framework, the benefits of flexible working to the individual, the sector, the customer and the people of NSW.

Key messages are clear and easy to understand, broad to meet the needs of the diverse audience settings and targeted to support specific audiences and mindsets. The flexible working strategic framework's key principles will be incorporated in the campaign key messages.



# Background

**The NSW Government has committed to making all roles flexible in the NSW government sector on the basis of 'if not, why not' by 2019.**

**A new way of thinking about flexible working is needed. It is less about complying with a definition and more about rethinking the where, when and how work can be done to support local innovation and problem solving in a way that maintains or improves service delivery for the people of NSW.**

## **The vision and mission for NSW government sector is to:**

- Realise the benefits of flexible working to improved service delivery and customer satisfaction
- Make all roles in the sector flexible on the basis of 'if not, why not' by 2019.

## **Key principles that underpin flexible working are:**

- For everyone
- Mutually beneficial
- About the team
- Give & take
- Leader led
- Context matters

The communication strategy supports achieving this vision by providing consistent and effective information, awareness and education strategies to guide the audience through a shared understanding of what flexible working means and promotes the benefits to everyone.

Recognising that flexible working will mean different things to different roles, the principles-based framework is used across the sector to encourage better understanding and acceptance of flexible working.

Given the diversity of the workforce, 'if not, why not' approach will be a starting point for more conversations about where, when and how flexible working can be done.

Not all roles, or every individual can access every type of flexibility at all times, however it does provide employees with a choice about ways to work within the context of their roles, providing it delivers mutually beneficial outcomes for employees, employers and the people of NSW.

# Communication objectives

## **The communication strategy supports the implementation of flexible working practices on the basis of the strategic framework.**

Flexible working already exists within the sector. While some clusters are further advanced, overall the current state of flexible working practices is 'ad hoc' under the Make Flexibility Count (strategic framework for flexible working) definition.

## **Therefore, the communications strategy needs to:**

- Develop awareness and promote a consistent understanding of flexible working
- Normalise and democratise flexible working practices to make clear that anyone can ask, for any reason
- Demonstrate the benefits of flexible working for everyone that's adaptable to local needs within clusters
- Drive momentum for workforce change
- Deliver broad-reaching key messages, branding and collateral artwork suitable for diverse workplace settings
- Build on and complement communications already developed
- Link to and complement the NSW employee value proposition 'I work for NSW'

# Situation analysis

## **This analysis is a result of a review of the information provided by the NSW Public Service Commission (PSC) informed by research and extensive consultation with employees, managers and agencies across the sector, as well as other key stakeholders.**

Flexible working exists in the sector, in one form or another. More than half of public sector workers already access some type of flexibility.

There is an ad hoc approach to working flexibly currently with organisations being reactive, initiatives are sporadic, and they are not part of a broader program.

The current state reflects a wide spectrum of maturity in the understanding and implementation of flexible working across the sector. There is a culture and mindset that supports the traditional '9-5 worker' and a compliance-based approach. Some managers appear not to have

the confidence, skills and tools to manage flexible working practices, so there's a risk averse culture that could stifle new ways of thinking.

Certain types of industrial arrangements, access to systems and technology, roles not being redesigned and role suitability with customer service staff having less scope, are all barriers to working flexibly.

The Make Flexibility Count Framework is designed to transition the sector from an ad hoc approach to embedded, evolving the culture to recognise employees are valued for delivering outcomes, and teams are encouraged to make it work. The framework has the ultimate aim of delivering benefits for everyone, including the customers and people of NSW.

It's clear flexible working can have a positive impact on employee engagement and retention, improve service delivery and customer satisfaction, as well as solving other challenges to government service delivery and increasing regional employment.

Workforce data found there is a relationship between the uptake of flexibility and workplace diversity.

Certain types of flexibility are currently more likely to be accessed by women, such as part-time roles, however flexible working is a way to attract a range of talent across many important demographics; young people, older people, people that are disadvantaged or disabled, men, carers and Aboriginal and Torres Strait Islander peoples. Regional workers are able to maintain their connection with community and advance their career without relocating using flexible working practices.

The benefits of flexible working include increased productivity, employee retention, reduced leave, office cost savings, increased efficiency along with broader social and economic benefits.

Implementing flexible working will also further strengthen the sector's goal of becoming an employer of choice in Australia, attracting and retaining the best and brightest people to the NSW government sector.

The sector offers value and choice to its employees, through the way its work brings value to the public, and through the scope and scale of the variety of roles and diversity of its people.

# Target audience

**The framework is a whole of sector initiative and will be used and interpreted by 384,177 (headcount) government sector workers to implement flexible working by 2019.**

The government sector encompasses a diverse range of government agencies in 10 clusters and other governing bodies including Education;

Family and Community Service; Finance, Services and Innovation; Health; Industry; Justice; Planning and Environment; Premier and Cabinet; Treasury; and Transport.

The clusters all vary vastly in structure, size and type of services. The communications strategy must be broad reaching and targeted to meet the wider audience needs. Communication via multiple channels will enable greater connection with hard to reach audiences.

The campaign information must be easily understood to take into account the diverse audience and settings. The branding and collateral needs to capture the audiences' attention quickly and be relevant to them.

While services have changed shape in the sector, frontline roles have continued to grow in key areas such as education, nurses, administration and medical practitioners. The channel selection needs to consider accessibility and technological constraints for regional, remote and non-screen-based roles.



**Our size and shape**

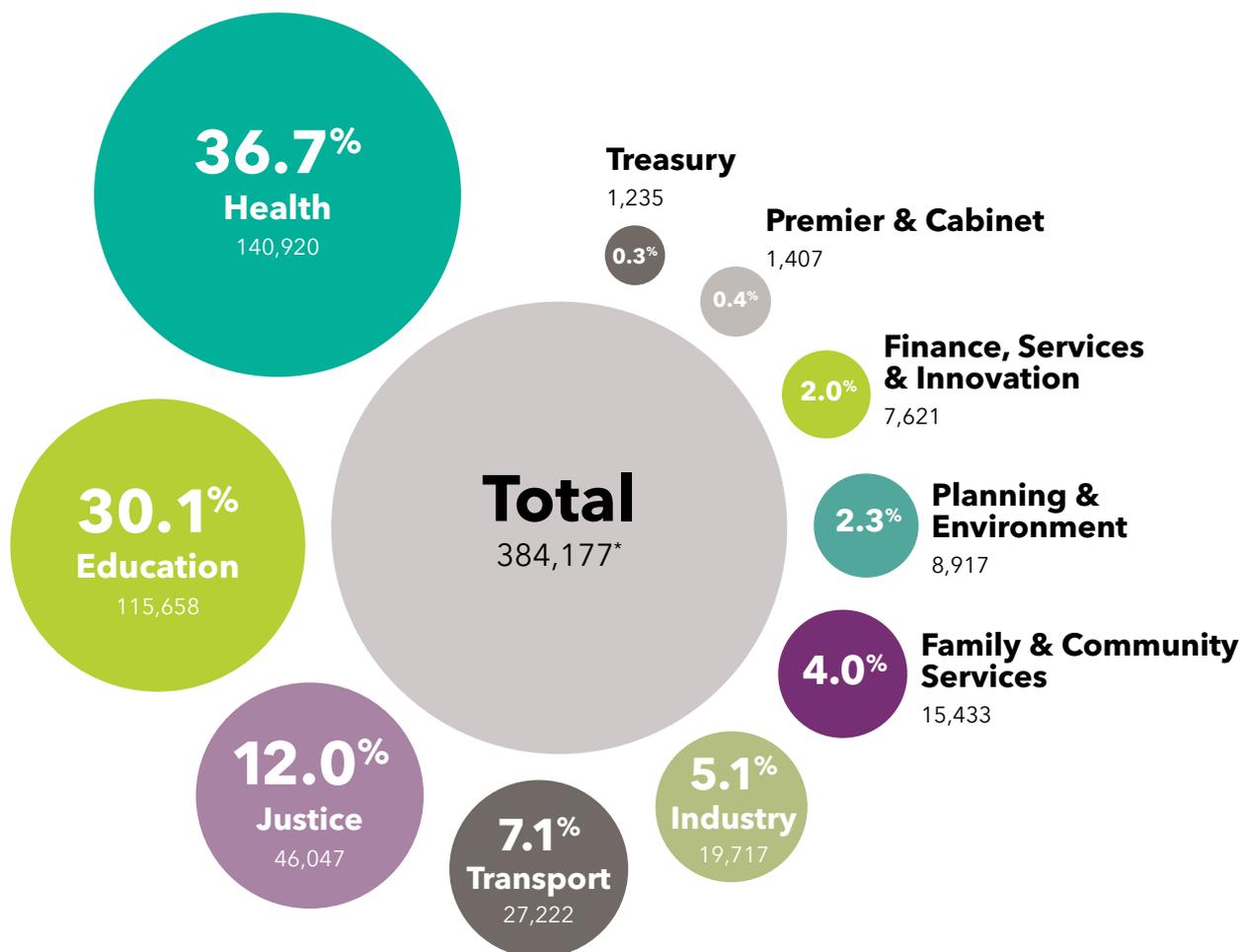


**Who we are and where we are**

# Target audience

**We are targeting a wide range of settings, roles and mindsets.**

- Those that don't understand what flexible working means
- Those that think flexible working is flex time
- Those that aren't working flexibly
- Those that don't think flexible working can work for their role
- Those that don't know that they can use it, or that an agency policy exists
- Those that are accessing flexible working on an ad hoc basis
- Leaders/managers/HR managers
- Office and non-office workers
- Regional, rural and metro locations



\*All figures quoted are the headcount of all employees, and not full-time equivalents.

# Report and recommendations

**The following outlines the report and recommendations following focus group research.**

# Needs analysis report

**The following outlines the report and recommendations following focus group research.**

## Data collection and analysis

To gather data for the campaign and to better understand how to communicate flexible working across the NSW Government Sector; approximately 80 employees from across agencies, levels of seniority and locations were invited and volunteered to participate in focus groups and one-on-one interviews.

Participants were not vetted beforehand about their experience with flexible working. Whilst a diverse group participated, the data collected does not cover the entire sector.

In this section there is minimal interpretation provided by the researchers other than grouping participant comments. Participants were asked to discuss a standard set of questions and were shown a range of material to stimulate conversation about ways to communicate flexible working.

## Understanding flexible working

Participants were engaged in a discussion about what flexible working is and is not. Key themes to emerge from this discussion include:

- There were inconsistencies in relation to the meaning and understanding of flexible working.
- Majority of participants thought flexible working meant flex time meaning accruing extra time and then taking it at a later date, normally within a two-week period e.g. banking time
- Working from home was also a common understanding of flexible working
- Part-time and job share
- Other definitions of flexible working include;
  - Activity based working; agile working or hot desking
  - Flexible start and finish times, around core hours
  - Working remotely or mobile
  - Compressed weeks

# Needs analysis report

## Experience with flexible working

**Participants were asked to report on their experience with flexible working, either personally or within their teams, and to discuss the types of arrangements they were requesting and accessing.**

## A large variety of experiences exist across the sector:

- Most participants were aware of flexible working in their cluster, agency and sector-wide
- Some were not certain what it means or how to access it
- Other participants were accessing some type of flexible working
- Many thought there was a stigma associated with working flexibly and that their career progression would be hampered if they did
- There was a strong theme that participants had requested or wanted flexible working arrangements, however their manager was not open to it or had declined it
- Many participants reported needing to ensure it works for the customer
- Many participants reported the business came first and the individual was 'lost'
- Some reported being aware of flexible working but chose not to access it mainly due to lack of suitability for their roles or perceived presenteeism
- There should be a shared responsibility, not only for the individual to ask about flexible arrangements, but for the manager to start the conversation
- Some progressive managers have adopted it, the whole team is working flexibly and getting the benefits
- Feeling of a special entitlement or provision to ask for it
- Different rules for different people
- Many knew about 'if not, why not' framework
- Most thought it would be granted for a special reason or provision
- There were some questions regarding responsibility, accountability and maintaining performance
- If flexible working is granted then people mentioned taking that responsibility seriously and will strive to deliver the best outcomes; 'I'm trusted to work at home, so I will do my best to get the best outcomes'
- Technology was a common barrier
- Lack of a consistent approach

# Needs analysis report

## Policies and procedures

**Most participants reported there were policies in place for some types of flexible working, such as flex-time and these procedures were well understood and in place for a long time.**

More contemporary types of working flexibly, such as agile agreements and hot desking were also discussed, but to a lesser extent.

Some participants were unsure of whether there were flexible working policies and how to access the information they needed.

Many participants mentioned the need for policy, procedures and guidance for managers on how to handle flexible working requests, particularly once this communication campaign was published sector-wide.

In some cases, it was thought that where policy existed, it was difficult to understand and access, or ineffective in supporting employees.

# Needs analysis report

## Key themes

The following key themes emerged from the focus group research and form the basis of the following insights and recommendations.

### Leadership

Participants acknowledged the support of their agency leader for the flexible working framework. However, in many cases, the support for the initiative didn't seem to trickle down to the next level of management, with many employees saying their direct manager had blocked their requests despite their agency senior leader supporting flexible working.

However, participants want to see senior leaders modelling flexible working practices as well as confirming their support for the initiative.

### Managers and teams

Many participants reported their manager was not open to flexible working.

Factors that contribute to managers/team leaders not adopting or approving flexible working included:

- No consistent guidelines
- A 'technicality' in policy
- Equity or fairness issues e.g. if one person gets it, it's going to open it up to everyone
- WHS or operational issues/costs
- Managing for presenteeism rather than outcomes
- Lack of trust in the employee/team
- 'Old-fashioned' management practices
- Culture of the traditional '9-5 worker'
- Perceived lack of suitability for certain roles
- Harder to reach KPIs
- Harder to manage teams and getting everyone together
- Lack of confidence to start the conversation
- Lack of uptake from other managers

Of the factors mentioned above, it seems the most common reason for declining flexible working requests is inadequate trust in the working relationship and managing for presenteeism rather than outcomes.

### Technology and WHS

Technology is a key enabler to working flexibly. Participants mentioned the need for the appropriate technology to allow working off-site or from home.

Security and privacy concerns were also mentioned. For example, downloading information to private networks, using your own technology rather than platforms that were protected in an office situation were common issues raised.

Some common themes emerged in relation to Workplace Health & Safety;

- Working flexibly can result in an 'endless work day' and the work life lines being blurred
- WHS approved workspaces are needed at home or off-site including appropriate seating, desk, lighting etc.

### Frontline workers

Many participants thought flexible working would not be suitable for frontline roles. Some participants questioned how they could adopt flexible working when they have customers to serve or core hours to work.

Given the majority of people think flexible work is either flex time or working from home, it will be useful to promote a large variety of types of arrangements and emphasise redesigning roles to suit different situations.

# Key recommendations

**The focus groups held to test the communications strategy for flexible working confirmed the wide spectrum in the maturity of understanding and implementation across the NSW government sector.**

In order to implement the strategic framework for flexible working, the communications campaign must adopt a range of methods and activities to engage with workers, leaders, HR managers and key stakeholders about what flexible working means to them, their teams and to the people of NSW.

An integrated communication and information campaign should inform and educate the audience using a variety of channels and consistent messaging, backed up by easy to understand information about working flexibly.

## Agencies can reinforce and extend those messages by:

- Face to face and direct collaboration and engagement between HR staff, managers and employees
- Easy to understand online content to allow employees, teams and managers to find more information that relates to their role or circumstances

## Supplemented by these activities:

- A campaign that is applicable to the NSW government sector as a whole and can be adapted by clusters depending on their needs, allowing them to start with the strategy at different times or stages
- A recognisable information campaign with clear calls to action driving the audience to find out more, make a proposal and talk to their manager
- A consistent narrative using the key principles from the strategic framework
- A focus on continuing the dialogue between employees and managers
- Inclusive language, themes and images that will resonate with a diverse audience including a broad age range, variety of roles, ethnicity and regional, rural and metro settings

## Support/reinforce key messages by:

- Tools and training for managers providing clear, consistent guidelines on how to manage for outcomes rather than presenteeism, how to deal with requests for a variety of types of flexible working, along with guidelines on how to have conversations with their teams and role modelling the desired behaviour at manager level
- Clear and consistent guidelines, policies and procedures.

# Channel recommendations

## Digital channels

A hub with information is necessary, whether this is a stand alone site, direction to PSC website or Agency specific website.

Agency intranets should be a primary channel to not only feature the campaign as a homepage but also to access information and resources.

Screensavers, eDMs, and email banners should also be used to support.

Direct email communications from Deputy Secretaries and other high-level executives will be an integral component in delivering the initiative and encouraging change/engagement from middle-management.

## Guidelines and support resources

Adequate access to information and resources is needed to not only understand the policy and framework, but also to help educate managers on how to manage requests and implement flexible working with their teams successfully.

Such resources include; manager guidelines, implementation toolkits, conversation guides, proposal guidelines, FAQs, detailed information about policy and procedures, definitions and types of flexible working and finally, how this applies to each agency and role type.

Information and open discussion about flexible working during both employee orientation and performance reviews (PDP) are suggested, as well as guidelines and support resources specifically for HR departments.

Face-to-face training and other manager focussed resources and support in the form of working groups, forums and formal management education and training should also be used.

## Examples from your agency

Real-life scenarios, examples and case studies drawn from your agency context would be highly beneficial to teams, individuals and managers in highlighting what options are available to them, as well as demonstrating how flexible working has been implemented successfully by others. Prepare templates with standard layouts and messaging. These could be created as written and/or video formats.

## Posters

Consider placement and formats, such as allocating frames in an area of the office for campaign message, placing them in lunch-rooms or other common areas, as well as featuring these on the back of toilet stall doors.

## Merchandise items

Promotional style merchandise such as mousepads, reusable coffee cups and lanyards could be included to promote staff engagement.

## Link to other change initiatives or champion networks

Identify any planned change initiatives (e.g. Office 365, office relocations) and link flexible working to this as a key enabler for successful transition. Brief any change champions related to these other key initiatives and weave in flexible working messages in as an potential solution for meeting key business challenges.

# Implementation

**The following methodology outlines a range of methods to implement, engage and measure the success of this strategy.**

# Implementation plan

Using a phased approach will ensure the campaign is successfully implemented across all levels, with appropriate stakeholder engagement. It steers stakeholders through a process of: collaboration, conversation and information phases that are necessary for campaign success.

## Engagement Methodology

**A range of methods will be used to engage key stakeholders and the broader audience through online, offline and face to face interactions about the framework.**

Collaboration	Conversation	Information
Open dialogue, working together discussing, developing and designing ways to work flexibly, and demonstrating the benefits.	Two-way engagement, continuing the conversation, listening to concerns, capturing insights, drawing on other experiences and providing answers and feedback on decisions.	Keeping the sector informed and sharing success stories and information. Seeking out more information.
For influential stakeholders, such as HR managers, team leaders.	For stakeholders, individuals, managers with an open interest and willingness to engage.	For the broader audience who are seeking information instead of a conversation.
Examples of channels, products, activities		
<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Advisory committees</li> <li>• Project groups</li> <li>• Industry networks</li> <li>• Face to face training</li> <li>• Pre-existing or related change champion networks</li> </ul>	<ul style="list-style-type: none"> <li>• Steering committees</li> <li>• Regional and local information sessions</li> <li>• Liaison groups</li> <li>• HR champions (metro only)</li> <li>• Conversation guides</li> <li>• FAQ</li> <li>• Real life examples</li> <li>• Posters</li> <li>• Branded merchandise</li> <li>• Intranet and digital resources</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible working information hub</li> <li>• PSC website</li> <li>• Agencies websites and intranet</li> <li>• eDM</li> <li>• Policy and Guidelines</li> <li>• HR and manager support resources</li> <li>• Internal social media</li> <li>• Staff newsletters</li> </ul>

# Implementation plan

## Implementing this campaign

**The aim of this campaign is to communicate the benefits of flexible working to everyone in the government sector, including the individual, the team and the people of NSW.**

Agencies can use the materials to help promote the examples of the types of flexible working and the benefits to everyone. The resources can be used when collaborating about ways to work flexibly, to continue the conversation between employees and managers, sharing success stories and to provide more information.

A range of activities for collaboration, conversation and information are suggested on the following page to assist agencies to implement this campaign, adapted to different-sized agencies and their resourcing.

# Implementation plan

## Collaboration

## Conversation

## Information

	What		How	Materials	Monitoring
Collaboration	<p><b>Training</b> Open dialogue developing ways to work flexibly and demonstrating the benefits, and guidance on policies and processes.</p>	Launch, quarterly updates	<p><b>Small/medium agency:</b> Influential team leaders engaging with their staff. Leaders of smaller teams discuss varying scenarios/stories to share knowledge.</p> <p><b>Large agency:</b> HR facilitate face-to-face training with managers. Managers then lead working groups with their team to develop tailored plans collaboratively.</p>	Manager toolkit, discussion guides, FAQ, scenarios/case studies, HR support resources including policies and guidelines.	<p><b>Small/medium agency:</b> Document and report findings. Complete online survey quarterly.</p> <p><b>Large agency:</b> As above. HR to distribute a report to teams.</p>
Conversation	<p><b>Staff launch</b> Two-way engagement for stakeholders, individuals, managers with an open interest and willingness to engage.</p>	Launch, Post-Launch	<p><b>Small/medium agency:</b> Apply branding throughout office in common areas such as lunch room, bathrooms and copy rooms. Implement materials for launch. Include flexible working on team meeting agendas to present ideas/results and gather input, feedback.</p> <p><b>Large agency:</b> As above. Consider larger scale launch format such as team presentation, Q+A panel or roadshow with influential advocates to demonstrate key scenarios/benefits. Consider producing additional branded collateral for launch. Share success stories across teams.</p>	<p><b>Small/medium agency:</b> Posters, email signatures, screensavers, eDM, digital assets for Internet.</p> <p><b>Large agency:</b> As above. Branded merchandise including keep cups, pull-up banners, t-shirts, lanyards, mousepads.</p>	<p>Gather feedback on materials and channels.</p> <p>Analyse success of channels used for launch including participation rates in engagement activities.</p> <p>Evaluate and refine approach for campaign activities.</p> <p><b>Large agency:</b> Where appropriate, review website analytics, metrics from social media and other digital channels.</p>
Information	<p><b>Agency Information Hub</b> Accessible for managers and employees seeking out more information. Keep the sector informed.</p>	Launch, ongoing	<p><b>Small/medium agency:</b> Utilise the PSC website to find information and resources.</p> <p><b>Large agency:</b> As above. Develop and adapt material with agency-specific branding and messaging. This could include additional examples of role models and agency-specific scenarios of how a complex flexible working request was accommodated or worked through successfully.</p>	All support materials including scenarios, real-life examples, policy, guidelines and campaign toolkit assets.	<p><b>Small/medium agency:</b> Complete online survey.</p> <p><b>Large agency:</b> As above. Review analytics and metrics.</p>

# Monitoring and evaluation

Following the launch, this strategy will be reviewed to ensure it reflects current requirements and revised if necessary.

Following implementation, monitoring should be conducted to ensure the communication and engagement activities are relevant to the audience, effective in terms of increasing awareness of flexible working principles and practices, and the strategy results in driving the momentum needed for change in the sector workforce.

## Depending on the tactics adopted by agencies, the following measures and tools could be used for evaluation:

- Participation rates in engagement activities
- Web page analytics (PSC and agencies)
- Web page visitation, page views and time on a page
- Video views
- Online survey - Implement PSC pulse survey (ready September 2018) to test access, perceived barriers and satisfaction:
  - Which flexible arrangements do you use?
  - What prevents you from working flexibly, or using or more?
  - What's your perspective on flexible working?
  - Have you received the access and information you need to work flexibly in a way that suits you and your role?
- Open and click through rates to content and conversion rates for electronic newsletter
- Metrics from internal social media
- Feedback from key stakeholders on enquiries and participation i.e. HR managers

## To help you get the most from this communication strategy and material, we suggest your agency adopts the following as a minimum commitment:

- Implement the campaign for a minimum of 3 years.
- Secure support and/or participation from managers, HR and executives who are responsible for providing access to the target audience.
- Key influencers/stakeholders to participate in training, workshops, face-to-face meetings.
- Collect baseline survey data from a representative sample of the target audience.
- Disseminate campaign materials using both online and offline channels to cater for agencies that are screen-based and non-screen based.
- Distribute messages appropriate to the target audience (see key messaging framework)
- Collect feedback using the PSC pulse survey data to measure progress. Share it with the PSC in order to compare it with the sector and other agencies in your cluster to track relative progress.

# Key messaging framework

**A framework of scenarios has been created to support the development of key messages to be used in the strategy.**

## Notes for agencies adapting this content to their own context:

- The strategy emphasises diverse locations, gender, job roles and backgrounds, because flexible working can be for anyone, for any reason
- Ensure each scenario echoes a key principle in the framework, to reinforce the desirable behaviour sought. Use the current perspectives each scenario addresses, and how flexible working could help, as guidance on any additional scenario development.

### Paula - Teacher

#### Strategy principle

Context matters/for everyone

#### Perspective on flexible working addressed

Many employees think that flexible working is just working from home and are unaware of other options. They are new users, and are only just considering asking their managers what might be available.

#### How flexible working may help

Employees may want to wind back their hours, yet share their knowledge and experience. Organisations may seek more time to succession plan, and maintain access to this employee's skills and experience for longer.

### Example messaging

#### Flexible working works for everyone

When I asked about more flexible work options, the solution was going part-time. Now, I have time to prepare for retirement while working and I can still share my passion and experience with young teachers and my students.

Part-time works for my school, my pupils and me.

#### Everyone can ask about it

[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Jarrad - Nurse

### Strategy principle

For everyone

### Perspective on flexible working addressed

Many employees feel positive about flexible working, but don't know how to ask or don't think they can do it in their role and in their circumstances. They appreciate having it normalised and democratised, so they feel OK about asking to use it.

### How flexible working may help

Need the ability to work full-time in a sometimes stressful role, but still perform effectively and look after themselves. Flexible rostering means employees can work full time, yet meet their team, customer (in this case patient) and self-care requirements.

## Example messaging

### Flexible working works for everyone

When I realised I needed to take better care of myself, I found a solution in flexible rostering. Now, my roster works with my exercise and physio needs, and I'm a better nurse and colleague all round.

Flexible rostering works for my team, my patients and me.

### Everyone can ask about it

[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Lena - Office worker

### Strategy principle

Mutually beneficial, give and take

### Perspective on flexible working addressed

Many employees feel positive about flexible working, but find there are barriers to accessing it.

### How flexible working may help

Many agency offices are relocating to be closer to their customer bases - but it may mean longer commutes for many employees, and they may seek roles closer to home. While current technology may be limited, teams can trial working at home one day per week on offline tasks to ensure they can still deliver their work as required, until the tech budget catches up.

## Example messaging

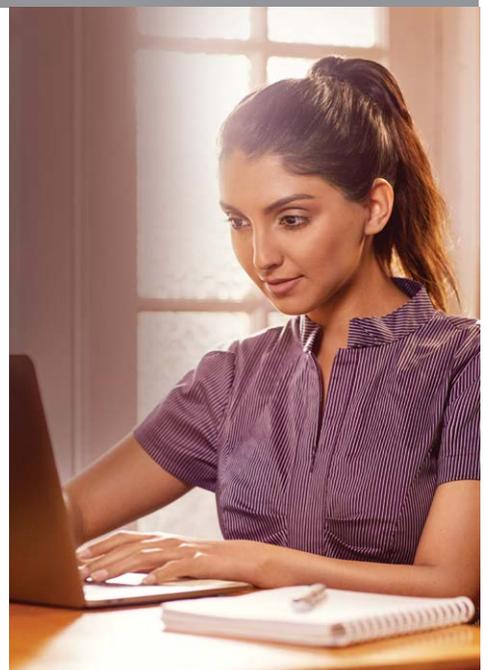
### Flexible working works for everyone

When my department relocated, the prospect of a significantly longer commute to work led me to ask about more flexible options.

After we trialled working from home one day a week, I spend less time on the road and my performance is better than ever.

Working from home works for my department, my team and me.

Everyone can ask about it  
[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Tyler - Emergency services

### Strategy principle

Leader-led, mutually beneficial

### Perspective on flexible working addressed

Many employees want to progress their careers, but wonder how to juggle study with their family and community commitments, hampering their promotion prospects. Many feel they cannot ask their managers, so their managers may need to proactively offer it as a solution.

### How flexible working may help

Supportive managers have a significant impact on employee perceptions of their career options and their engagement with their work. A manager proactively exploring flexible options with the team can open up possibilities for career progress that employees may otherwise feel are closed off to them. A better skilled, diverse workforce benefits the entire community.

## Example messaging

### Flexible working works for everyone

I was struggling to manage everything in my busy life, so my manager suggested flexible rostering. His support made it possible for me to progress my career whilst studying. I'm now also able to balance family commitments with my desire to support my local Aboriginal community.

Flexible rostering works for my department, my family, my community and me.

**Everyone can ask about it**  
[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Kirra - Team leader

### Strategy principle

Leader-led

### Perspective on flexible working addressed

Many managers are sceptical of flexible working, but understanding that it can provide a solution to reduce absenteeism is useful if there is a workforce that does difficult work and suffers high burn out rates.

### How flexible working may help

Many managers are committed to their team's welfare, but also need to realistically manage budgets, workloads and KPIs. Flexible working, possibly rostering, can offer a solution that helps team morale in sometimes difficult situations, avoid burnout, lower absenteeism costs and get the work done well.

## Example messaging

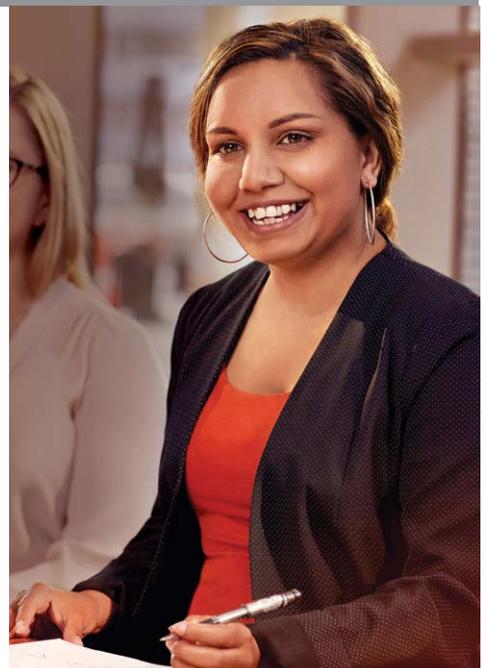
### Flexible working works for everyone

I was initially sceptical whether flexible working would maintain high performance in my team, but I wanted to safeguard their wellbeing in a high-pressure work environment.

We trialled flexible working, which gave everyone time to decompress and re-focus yet maintain performance.

Flexible working has really worked for the team, my clients and me.

**Everyone can ask about it**  
[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Dave - Park ranger and SES volunteer

### Strategy principle

About the team/give and take

### Perspective on flexible working addressed

Many employees are committed volunteers, and our community values their efforts. However, their work still needs to happen when an emergency calls them away. Taking a team based approach, where everyone has some give and take, can help to everyone achieve what needs to be done.

### How flexible working may help

Flexible working works best when the whole team, led by their manager, can proactively plan their work with some give and take.

## Example messaging

### Flexible working works for everyone

When SES duty calls, I'm always ready.

My team works flexibly to ensure someone is there to cover for me in emergencies and I return the favour by covering for them when they need it.

Team flexibility works for my department, my community and me.

**Everyone can ask about it**  
[psc.nsw.gov.au/flexibleworking](http://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Alex and Bradley - Train station workers

### Strategy principle

Mutually beneficial

### Perspective on flexible working addressed

Many employees are afraid to ask, especially if they are young, or are concerned it could affect their career options.

### How flexible working may help

Rostered environments can be very effective for job sharing, offering career progress yet fulfilment and access to talented employees who cannot or prefer not to work full time.

## Example messaging

### Flexible working works for everyone

I needed more time for a passion project and my colleague wanted to reduce his work hours for health reasons. The solution was job sharing, which allows us to keep achieving at work without affecting our careers, and the department retains both our skills.

Job sharing works for our department, our customers and us.

### Everyone can ask about it

[psc.nsw.gov.au/flexibleworking](http://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Nadine - Director

### Strategy principle

Leader-led

### Perspective on flexible working addressed

Many leaders are unaware of the shadow their own approach to flexible working casts on their teams, with employees once removed unwilling to ask if they sense hostility. 'Leaving loud' creates permission for others to ask.

### How flexible working may help

Even leaders need to juggle, and adjusting start and finish times can make that juggle easier. Sharing how they do it with their departments can make it easier for everyone to see what might work for them, their team and their department.

## Example messaging

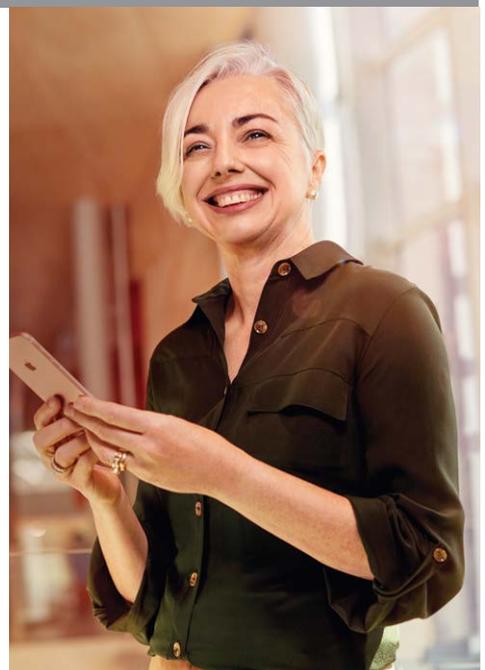
### Flexible working works for everyone

I know from experience the value of better integrating my work and personal life. It means that I have time to coach my daughter's soccer team and still give my best at work.

As a leader, I encourage my team to embrace flexible working as well, so that everyone can enjoy the benefits. Increased satisfaction ratings show that it's working for our customers too.

Flexible start and finish times work for my team, our customers and me.

Everyone can ask about it  
[psc.nsw.gov.au/flexibleworking](https://psc.nsw.gov.au/flexibleworking)



# Key messaging framework

Continued.

## Jill and Nadia - Nurses

### Strategy principle

Mutually beneficial

### Perspective on flexible working addressed

Many agencies grapple with how to build a workforce that reflects the community it serves, and that includes gender and cultural diversity in people leadership roles. This is particularly the case for employees who may one day seek senior leadership roles; they can't see people who have been promoted yet work flexibly. This makes it important that those who have made it work advocate and promote it.

### How flexible working may help

Employees seek a solution that fosters career progress, yet helps with juggling other carer commitments (children and/or parents).

## Example messaging

### Flexible working works for everyone

Between us, we have decades of nursing experience to share with our team. We're committed to our careers but also have family commitments, so job sharing is the ideal solution.

The department benefits by retaining our experience, which benefits patients as well. And because it works for us, we encourage our team to ask about flexible options too.

Job sharing works for our team, our patients and us.

### Everyone can ask about it

[psc.nsw.gov.au/flexibleworking](http://psc.nsw.gov.au/flexibleworking)



# Thank you

If you have any questions  
please don't hesitate to contact  
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[flexible.working@psc.nsw.gov.au](mailto:flexible.working@psc.nsw.gov.au)



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