Try a better way to Barangaroo

With increased public transport services, great end of trip facilities and connections to key transport hubs, now is a great time to reconsider your travel choices for getting to Barangaroo!

Look at your active travel options – can you walk or cycle as part of your journey to work? Check out the walking distances and cycle routes on the map below and burn kilojoules as part of your commute!

To plan your journey ahead of time, visit the **Trip Planner** website or try a real time travel app such as **Citymapper.**

A full range of travel planning apps is available at **transportnsw.info/transport-apps**

End of trip facilities are located underground Towers 2 and 3. Street level access is via entrances on Hickson Road. Ask your employer about swipe card access to Barangaroo's end of trip facilities, equipped with:

1,100 BIKE RACKS

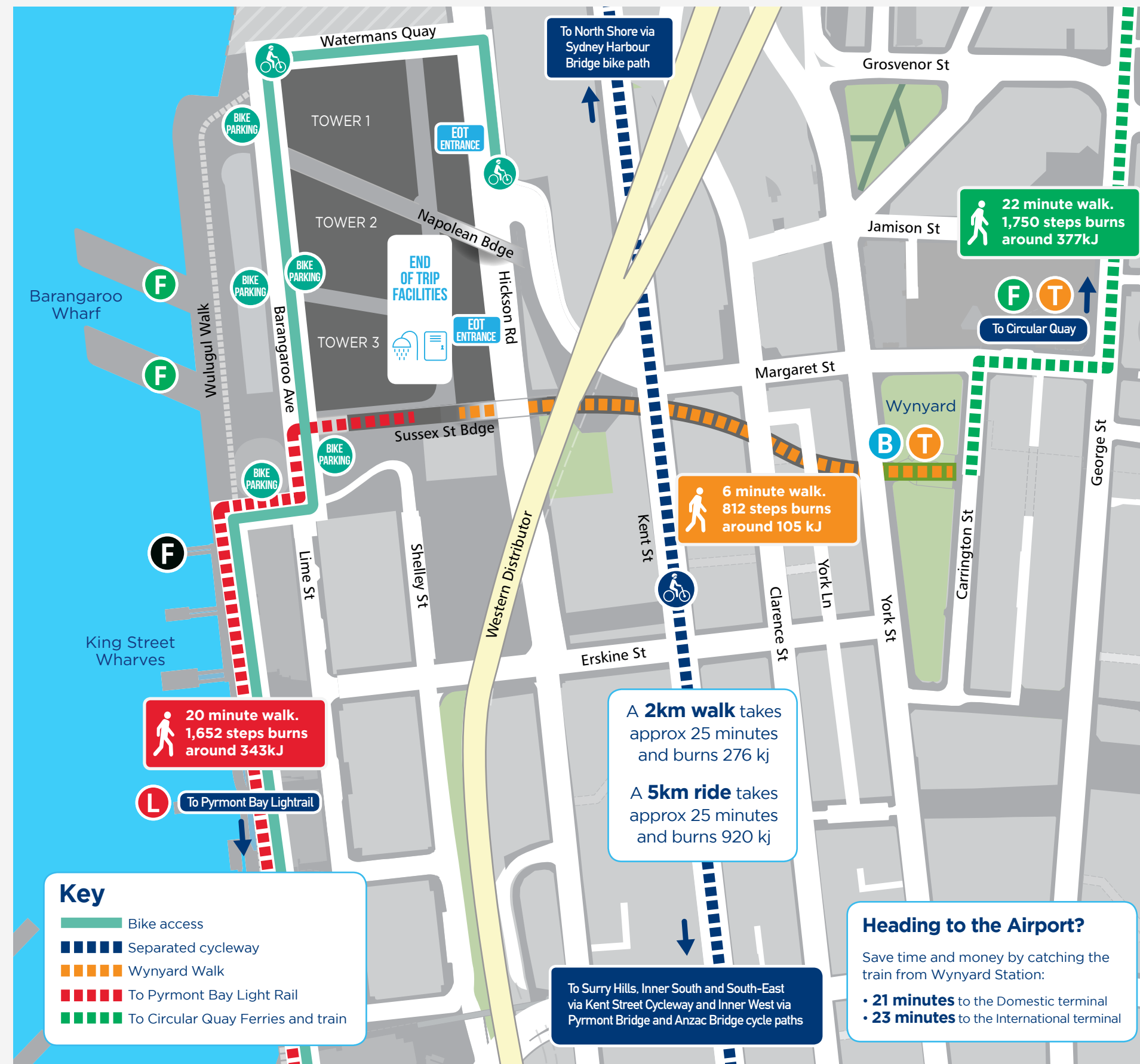**132** SHOWERS *with towel service and hair dryers*

1,460 LOCKERS

Try a better way
mysydneycbd.nsw.gov.au

NSW GOVERNMENT | TOMORROW'S SYDNEY TRAVEL CHOICES

Map

Watermans Quay

TOWER 1

To North Shore via Sydney Harbour Bridge bike path

Grosvenor St

Jamison St

22 minute walk. 1,750 steps burns around 377kJ

EOT ENTRANCE

TOWER 2

Napolean Bdge

BIKE PARKING

BIKE PARKING

END OF TRIP FACILITIES

Hickson Rd

F **T** To Circular Quay

Barangaroo Wharf

Wulugul Walk

BIKE PARKING

TOWER 3

EOT ENTRANCE

Margaret St

Wynyard

B **T**

Barangaroo Ave

Sussex St Bdge

BIKE PARKING

George St

6 minute walk. 812 steps burns around 105 kJ

BIKE PARKING

Lime St

Shelley St

Western Distributor

Kent St

Clarence St

York Ln

York St

Carrington St

King Street Wharves

20 minute walk. 1,652 steps burns around 343kJ

Erskine St

A 2km walk takes approx 25 minutes and burns 276 kj

A 5km ride takes approx 25 minutes and burns 920 kj

L To Pyrmont Bay Lightrail

Key

▬	Bike access
▬ ▬	Separated cycleway
▬ ▬	Wynyard Walk
▬ ▬	To Pyrmont Bay Light Rail
▬ ▬	To Circular Quay Ferries and train

To Surry Hills, Inner South and South-East via Kent Street Cycleway and Inner West via Pyrmont Bridge and Anzac Bridge cycle paths

Heading to the Airport?

Save time and money by catching the train from Wynyard Station:

- **21 minutes** to the Domestic terminal
- **23 minutes** to the International terminal

All journey times, steps and kilojoules burned are indicative only and will differ for each individual.

Change of address leads to a new way of thinking for EY

Overview:

The office relocation from 680 George Street to The EY Centre at 200 George Street required EY staff to change their travel behaviour.

Best practice:

As part of the move, EY recognised the need to change the company partner parking allocations to account for the significant decrease in parking capacity at the new location. The decision was made that partners would be given the option to opt-out of a parking spot all together, to request a parking spot nearer to home or on the outskirts of the CBD to encourage the use of public transport.

How did they do it?

To help determine the best approach for the parking management scheme a travel survey was conducted with the Travel Choices team. The survey provided valuable information on how to best accommodate the parking needs with the reduced number of spaces.

During this time, EY also engaged with the Travel Choices program to support their staff through the office relocation. This involved providing communications material, access maps with walking routes from public transport, preferred driving routes to the new office and information on how to reach the new office from the airport by train.

About the company:

Industry: Professional services
Number of staff: 3,000
Location: 200 George St, Sydney NSW 2000

WHAT HAVE THEY ACHIEVED?

The parking management scheme succeeded in reallocating partner parking spaces in the new office location. This initiative was the first of its kind in the global EY business and has helped to shift perceptions around how senior employees commute into the CBD, as well as helping to address congestion in the CBD.

Flexible
WORKING

The Travel Choices **Four Rs** is a simple framework designed to help reduce peak hour travel, allow people to move around more efficiently and improve business productivity.

Remode: use public transport as driving may no longer be your best option.

Retime: avoid travel during the peak, especially between 8-9am and 5-6pm.

Reduce: minimise the number of times you have to travel, especially by car.

Reroute: use the city's preferred driving routes where possible.

Retiming and reducing are effective ways for people to avoid driving in the AM and PM peak. However, one of the perceived limitations employees encounter is their workplace start and finish times.

With the right approach, flexible working arrangements can help your employees achieve a better work-life balance, while improving business productivity.

What are flexible working arrangements?

Broadly, flexible working arrangements can include:

Flexible location: working from home or somewhere else more convenient.

Flexible hours: changing start or finish times.

Flexible patterns: working longer days to provide for a shorter working week.

Flexible rostering: split shifts.

Benefits to business

Giving your employees the flexibility they want, while still ensuring your business needs are met, can help you create a positive workplace and work life balance for your staff.

Flexible arrangements can help:

+ Improve staff morale, motivation and productivity
+ Be an employer of choice
+ Reduce staff turnover and absenteeism
+ Reduce staffing costs

In 2012 the Diversity Council Australia (DCA), in partnership with Westpac and supporting sponsors Stockland, Origin Energy and Allens, found significant evidence that flexible work optimises resources and productivity.

Adopting flexible working practices as standard business practice resulted in the following outcomes:

+ Enabling businesses to be sustainable and adaptable to change
+ Providing a pathway to gender equality
+ Assisting with talent attraction and retention
+ Improving workplace productivity

What you can do

+ Develop a clear policy on flexible working arrangements and keep it up-to-date.

+ Make sure all staff and managers are aware of the policy and their rights.

+ Encourage **all** staff to talk to you about flexible arrangements.

Key Resources

Travel Choices have developed a Flexible Working Toolkit which is available at mysydneycbd.nsw.gov.au/travelchoices

Who can request flexible working arrangements?

The Fair Work Australia Act 2009 provides standard guidelines on flexible working arrangements, whereby employees who have worked with the same employer for at least 12 months are entitled to flexible working arrangements if they meet certain criteria.

However, opening flexible working to all employees, irrespective of the criteria, can benefit the organisation and lead to real benefits for both employees and business. Here are examples of CBD organisations already putting this into practice with positive results:

+ Telstra introduced their 'All Roles Flex' policy in 2014, which meant that flexibility in any form was something they are open to discussing for all roles.

+ In 2015 PricewaterhouseCoopers extended its flexible working policy to all 6,000 of its employees, giving them the freedom to choose their own working hours.

+ Westpac's established 'All In Flex' approach, which includes a range of flexible working options their staff can choose from based on their needs, work preference and the needs of the business.

TRAVEL CHOICES

For more information on a free survey and analysis of how your staff travel, or to learn more about the Travel Choices program, please direct inquiries to:

Email: travelchoices@transport.nsw.gov.au
Phone: 1800 632 500

Flexible working:
Benefits for your business

As we build Tomorrow's Sydney, businesses and organisations across the CBD have been trialling ways of helping their employees to remain flexible, positive and plan ahead.

The Travel Choices team recently partnered with the Behavioural Insights Unit (BIU) from the NSW Department of Premier and Cabinet, to find if there are better ways to foster flexible working, enabling businesses to realise the benefits.

We tested how businesses can make use of existing workplace policies to encourage people to adapt flexible working policies.

There are many benefits for your business

Many employers now offer flexible work as a matter of course. This is because flexible working provides a number of benefits to businesses, including:

+ **Staff satisfaction:** With greater autonomy over their choice of hours, employees feel more trusted, respected and valued by employers, generating greater staff satisfaction.

+ **Productivity:** With the flexibility to work in the way that works best for them, staff can work more productively.

+ **Recruitment:** Potential employees are increasingly looking to work for businesses which provide opportunities for flexible working.

+ **Retention:** Enabling staff to work more flexibly can increase retention of valued employees by providing alternative ways of working to those who may have considered leaving the company.

+ **Reduced overheads:** Encouraging staff to work in an agile fashion can help to reduce overhead costs.

+ **Reduced absenteeism:** Modern working practices can help to reduce absenteeism. The most common reasons cited for staff absence include stress induced illness and caring responsibilities, and modern working practices provide an opportunity to circumvent these.

Flexible working also supports your employees:

+ **Flexible work** policies can help employees to retime their commutes outside of the busy peak which can mean a more reliable and comfortable journey to and from work.

+ **Encouraging staff to work remotely** can help reduce the number of trips employees make into the city.

+ **Active transport and healthy living** policies can encourage employees to remode or reroute to more efficient, better journeys.

+ **Flexible working practices can support staff in creating a healthier work/life balance**.

Key messages for flexible working success

There are a number of ways organisations can encourage employees to take up new initiatives in the workplace.

We worked with the Behavioural Insights Unit to find and pilot ways of encouraging people to try out flexible work.

Changing calendar default settings, management participation and workplace competitions are just some of the ways your organisation can implement to encourage flexible working ➡

MySydneyCbd.nsw.gov.au/TravelChoices

Flexible working: Benefits for your business

Try out these behavioural tools to encourage flexible working:

✚ Change default settings in your workplace calendars

We found that there are unwritten rules contributing to workplace cultures. Introducing a "nudge", even something as subtle as the way the calendar looks in your workplace, can change behaviour. Calendars can be enough to change the time that people book in meetings with each other, and the time that people perceive as being a "normal" time to start and finish work.

– Simply reducing the "active hours" highlighted by Outlook influenced people's work behaviour, therefore encouraging flexible working.

✚ Get your managers to practise what they preach

Managers are an embodiment of an organisation's values and culture. Managers start and finish times are highly correlated with that of their teams.

– In our pilot organisation, we encouraged managers to both model flexible working and have an open conversation with their teams about how it could work for them.

– Managers can prepare for these conversations by using tools from the Travel Choices flexible working toolkit.

✚ Disrupt commuting habits by running a competition

Try running a workplace competition which could encourage staff to work more flexibly.

Your competition could award points for arriving or leaving out of peak times as well as for often-devalued forms of flexible working, such as part-time work or working from home.

– In our pilot organisation, running a competition had a huge impact.

– Teams found it fun (we gave them "game names" based on Game of Thrones characters, and other imports from pop culture) and it gave managers a reason to start flexible work discussions.

If you've tried any of these tools let us know!

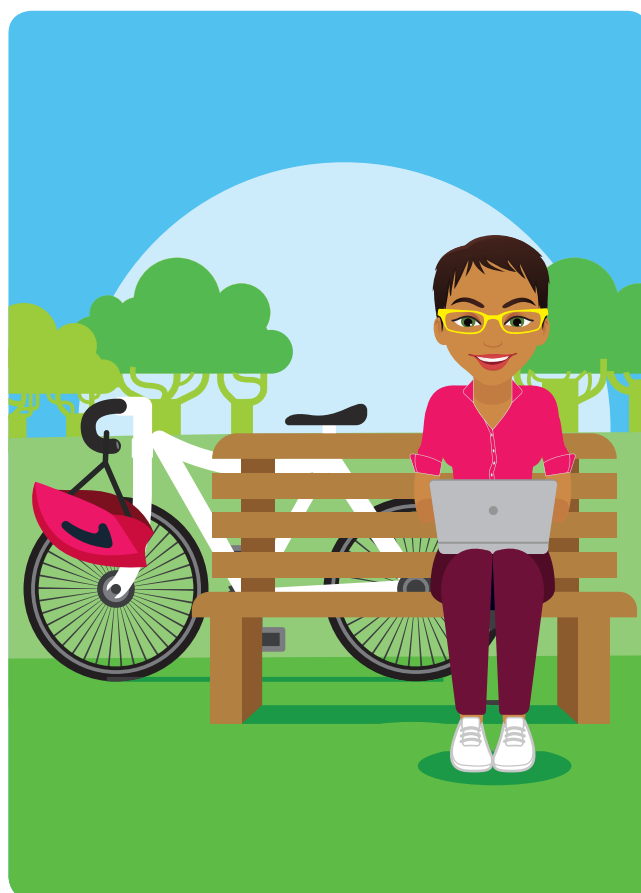Please email us at travelchoices@transport.nsw.gov.au.

For more information about the Behavioural Insights Unit, refer to bi.dpc.nsw.gov.au and for Travel Choices, www.mysydneycbd.nsw.gov.au/travelchoices

MySydneyCbd.nsw.gov.au/TravelChoices

Travel Choices

Flexible Working Toolkit

SYDNEY IS EXPECTED TO GROW BY AN EXTRA 1 MILLION PEOPLE IN THE NEXT 10 YEARS.

As the CBD continues to change and develop, it's a great opportunity to find your best work balance and travel more efficiently and comfortably.

Transport for NSW's Travel Choices program is here to support organisations on the journey to find their flexibility to achieve a healthy work life balance and make the best use of their time when travelling to and from work.

Flexibility in the work place will look different for each organisation and there is no 'one size fits all' solution.

Every business has different requirements and objectives so there are a variety of ideas and solutions that

will help you find one or more ways to encourage more flexibility and health into your work day.

Transport for NSW is practicing what it preaches by providing flexible options for staff and creating a culture where flexibility is the norm.

Use our Flexible Working Toolkit to view options and see how you too can make flexible working work for you.

Resources

Use the Travel Choices Four Rs

More information is available here

OVERVIEW
What is flexible working?

Flexible working includes any work arrangement that alters the traditional Monday to Friday/ nine to five arrangement on either a temporary or permanent basis.

Some examples include:

Hours

+ Flexible work hours
+ Time in lieu

Days

+ Compressed work weeks
+ Part-time work
+ Job sharing

Location

+ Working from home
+ Telecommuting/ video conferencing
+ Working from client offices or other locations

Resources

More about flexibility in work and the variety of ways you can make this work for you

More information
is available here

BENEFITS
Why flexible working should matter to you

Research has consistently showed that individuals, teams and organisations all benefit when flexible working arrangements are made available to employees.

Individual benefits:

+ Balance work and personal commitments
+ Develop a career with an employer that can support each stage of their working life
+ Extend working life
+ More efficient travel options by avoiding travelling during the peak
+ Reduced travel and parking costs in some cases

Teams:

+ Become focused on results
+ Trust developed amongst team and managers
+ Reduced unplanned absenteeism
+ Improved teamwork due to knowledge and enthusiasm shared amongst team
+ Greater understanding of each role, expectation and performance required

Organisations:

+ Cost reduction in long term
+ Improved employer attractiveness
+ Increased operating hours without increased wage costs
+ Compliance with anti-discrimination and workplace laws
+ Improved workforce planning around business peaks and troughs

EMPLOYEE
What you need to know

Requesting flexibility

You should provide your employer with a formal written request outlining the details and reason for your request.

Be sure to address the impact your flexible work arrangement will have to your colleagues and the greater business, and solutions to reduce the risk.

Some organisations only allow employees to utilise certain flexibility practices so it is important to be aware of the flexible work options available.

It is common to discuss the request once it has been submitted, and negotiate to reach an agreement that suits both parties.

The final agreement will often evolve from the initial request since employers will often approve or reject various aspects of the arrangement.

Planning implementing and reviewing flexible work arrangements

Your manager's concerns about flexible working should be taken into consideration when planning a new flexible work arrangement.

Developing solutions to these concerns, demonstrates a commitment to finding a viable flexible work arrangement that benefits everyone.

Time management and self-discipline are important tools for implementing an effective flexible work arrangement where it is up to an employee to hold themselves accountable for completing work. Open, clear and frequent communication is also necessary to ensure all team members are aware of task allocation and progress and to build trust with your manager.

You must also be able to quickly adjust elements of the flexible work arrangement that aren't working and deal with issues as they arise.

Once a flexible work arrangement has started, it is important to monitor and review it on an ongoing basis. Formal reviews are recommended every 6-12 months to ensure work arrangements are successful and to address any issues that arise.

If a trial phase has been agreed on, it is also important to conduct a formal review at the end of that period to assess the successes and challenges associated with the new work arrangement.

Resources

Tips for requesting and discussing a flexible work arrangement with your manager

Tips for requesting and discussing a flexible work arrangement with your manager

More on requesting a flexible work arrangement

Tips for changing start and finish times

Tips for working from home

Be sure to address the impact your flexible work arrangement will have on your colleagues and the greater business.

EMPLOYER
Managing in a flexible environment

Considering requests for flexibility

As a manager, it is your decision to accept or reject a request for a flexible working arrangement. Your decision should be based on reasonable grounds related to the impact on the workplace and operational requirements.

The impact on the role and impact on the team, capabilities of the individual, the organisation's policy, challenges and risks should be taken into consideration when reviewing a flexible working request.

◉ **See** the full checklist for considering a flexible working request for more information.

Managing in a flexible environment and reviewing flexible work arrangements

Managing in a flexible environment requires clear and open communication, trust and a focus on results achieved rather than time spent in the office.

Progress reports are a good way to keep aware of results your team is delivering.

Lead by example and adopt flexible working practices yourself, where possible, to demonstrate you are supportive of their flexible working arrangements. You could also use this as an opportunity to demonstrate how your team should be communicating and proactively planning around various schedules.

◉ **See** tips for managing in a flexible work environment for more information.

Upon completion of the trial period, take the time to review the flexible work arrangement and discuss your observations with the employee.

Asking for their feedback on successes and challenges also allows the opportunity to adjust arrangements where necessary.

Reviewing flexible work arrangements every 6-12 months ensures they continue to mutually benefit both the organisation and the employee.

◉ **See** the checklist for measuring, monitoring and adjusting flexible work arrangements for more information.

Resources

Manager's checklist for assessing a flexible working request

Manager's checklist for assessing a flexible working request

More on assessing a flexible work request

Tips for managing in a flexible work environment

More on managing flexible work arrangements

Measuring, monitoring & adjusting flexible work arrangements

Lead by example and adopt flexible working practices yourself to demonstrate you are supportive of their flexible working arrangements.

OVERCOMING
the negative perceptions

"Flexible work arrangements are expensive to implement"

There are usually minimal costs for most flexible working arrangements.

Any minor additional costs can be offset by the reduced cost of employee turnover.

"The productivity of a flexible worker is lower than a traditional worker"

Studies have shown that flexible working actually enhances productivity. Flexible working arrangements offer a new way to achieve the same or enhanced outputs for the role.

Working at home, working at hours when the office is quiet, or working from another remote location can help increase the quality and speed of work.

Employee productivity should not be assessed on whether they are physically in the office, but rather on the nature and quality of the work completed.

"Flexible workers are less committed to the organisation."

No, they are not. Accessing flexible work options do not in any way impact an employee's ambition, commitment or drive to succeed. Flexible workers simply need a better approach to balancing work and home life. Flexible working helps to attract and retain a high calibre of staff.

"If flexible working becomes available, everyone will want to access it."

Flexible working does not suit every type of role or work environment and not everyone will want to request it.

"If I shift my hours to arrive and stay later, my manager and colleagues will assume I'm not working"

Working flexible hours requires significant trust between an employee and employer.

The focus should be on results delivered and employees should be sure to communicate regularly with their manager and be transparent about what they are achieving.

Demonstrating you are delivering despite your new schedule should help to build trust over time.

As colleagues and management become more comfortable that results are still being delivered, there should start to be a shift in perceptions about working flexible hours.

"Flexible work arrangements require increased supervision."

Like traditional workers, employees utilising flexible working arrangements need a clearly defined role outlining their responsibilities.

Managers should focus on outcomes rather than time spent in the office. Successful flexible working arrangements require an open line of communication, trust and cooperation between an employee and manager.

"Flexible working arrangements aren't for senior level staff."

Flexible working arrangements are equally appropriate for all levels of staff.

Senior level staff can positively impact their work life balance while setting an example for junior staff to utilize such policies.

Due to the nature and demands of their roles, senior staff are more likely to deal with burn-out and stress, which can reduce organisational productivity.

For this reason flexible working can be particularly useful for them.

"Once flexible work arrangements are in place, there's no need to review them."

Reviews of flexible work arrangements are necessary both to ensure employees are meeting their goals/KPIs, and to assess the impact on the organisation as a whole.

An employee's flexible work arrangements may need to be adjusted or stopped all together, and will likely continue to evolve over time as they determine what approach works for them.

"Flexible work arrangements only benefit women or staff with young children."

Flexible working arrangements enhance productivity as well as promote work/life balance, benefiting all staff.

Staff who care for family members or have study commitments particularly benefit from flexible working, but they also benefit staff concerned with maintaining a healthy work/life balance and overall well-being.

Resources

More on common misconceptions around flexible working:

Managing the flexible working environment

Flexible working myths

Myths and facts about flexible working arrangements

TIPS

for requesting and discussing flexible work arrangements with your manager

The way you open the discussion around flexible working with your manager can impact how your request is perceived and ultimately whether it's approved.

It is recommended to begin with a formal written request outlining the details of your proposed flexible work arrangement – some managers will require this.

Resources

More information about requesting changes in work arrangements.

More information is available here

When writing your request:

+ Determine whether your employer has a flexible working policy and follow any existing procedures.

+ Clearly outline your situation and your needs.

+ Offer solutions to meet both the needs of the business and make it easier for your employer to approve your request – emphasise that you're focused on results!

+ Speak with colleagues who may be affected by your flexible working arrangement in order to collaboratively determine options to effectively manage the work.

+ Ensure that your request is realistic for everyone in your team.

+ Remember that flexible working arrangements must be just that - flexible. Be prepared to adapt your arrangement as you start to determine what works and what doesn't.

Discussing your request with your employer:

+ Arrange a meeting at your line manager's convenience.

+ Be clear and realistic about what it is you want your employer to do.

+ Remain professional throughout the discussion.

+ If you are not comfortable talking about these issues, you might want to ask a colleague, HR, or union representative in the meeting.

+ Be prepared to negotiate.

+ Arrive prepared - write down the points you want to cover in the meeting as well as any agreement that is reached.

Retime

TIPS
for changing start and finish times

Flexible start and finish times:

Full-time hours can often be worked in a different format to the traditional 9-5.

Flexible working hours can help an organisation to manage its business and help employees to find the best work balance possible. This could include employees coming into work early and going home early or staying late and arriving late. In these arrangements, employers may require that employees work core hours, from 10 am–3 pm, as an example.

Flexible start and finish times in workplaces are subject to operational requirements, that is, the business needs and the functions that are carried out to deliver them.

For employees the benefits include:

+ The opportunity to retime your commute to work. Avoid the peak hour and have a quicker and more comfortable journey.
+ Work-life balance advantages, e.g. in being able to take a child to or from school, or leave early/start late to allow time for sports and leisure activities.
+ The ability to schedule quiet times to get on with work.

For employers the benefits include:

+ Recruit and retain staff who have other life commitments or interests.
+ Improve productivity by ensuring staff make the best use of their time and avoid peak hour commutes or being stuck in traffic.
+ Schedule work across longer portions of the day, so extending customer service.

Making Flexible Hours Work – Manager Responsibilities:

Define the operational requirements for the business area – this includes individual role requirements, customer service requirements etc.

Discuss working hours arrangements with staff at individual and team level – taking into consideration issues such as the staff member's individual circumstances, Work, Health & Safety issues etc.

Monitor and review the flexible start and finish times on a regular and ongoing basis – ensure they are effective in achieving work outcomes and operational requirements. Managers need to be prepared, as far as possible, to monitor by output.

Identify small changes that could be made to existing processes to enhance flexible working such as encouraging employees to hold meetings between 10am and 4pm by setting meeting booking defaults.

Practice what you preach – Be a role model and work flexibly yourself, even for one day a week.

Know before you go

Implementing flexible working hours can help to alleviate CBD congestion during this period of major infrastructure development and support the Travel Choices Four Rs: Reduce peak travel, reroute around the CBD, Remode to avoid driving, and Retime to off-peak travel.

Understand your options for smarter and more efficient travel by using real time apps and travel planning your journey - there is often more than one option and by understanding those you can make the transport system work for you.

Resources

More on retiming your commute to work

| Use the Travel Choices Four Rs |

| Transport for NSW apps |

Your time is valuable don't waste it stuck in traffic or caught in heavy commuter congestion during the peak hour.

TIPS
for working from home

Separate work from home life:

Working at home, even for part of the day, can make it easy to blend your work and home life. Avoid home distractions like the TV, household chores or spending time online for non-work related activities.

Some experts suggest a separate work phone to use during your working hours so you avoid constantly checking your personal phone.

Since you are not in the office, you must hold yourself accountable and create a distinction between home and work life.

Set working hours:

Set a schedule and stick to it. Setting regular office hours will help develop a routine.

Don't deal with personal tasks during working hours and make sure to communicate your working schedule to friends and family to set clear boundaries so they know to only contact you for urgent matters.

Conduct business during regular working hours as much as possible and ensure that you are contactable during your working hours. This is especially important to build trust with your manager as you are not physically in the office.

Change it up when necessary:

Sometimes you just need to get out of the house. Change up the scenery if you're having trouble focusing. A change of scenery can help you think more clearly. Relocating to a quiet café could help you re-engage for the remainder of the day.

Have a set workspace:

Consistency is vital to develop a routine working remotely.

Try and work in the same location for the better part of every day. A separate office space can help minimize at home distractions and stay on task.

Keeping your workspace clean and free of clutter can help to improve your focus.

Get organised:

Organisation is key to staying focused and on track. Planning in advance around various flexible schedules requires the entire team to be organised.

Use schedules and to-do lists to stay on track. Structuring your day can help you to minimise distractions and maximise productivity.

Communicate clearly and often with your colleagues:

When the majority of your communication is over email, clear communication becomes very important.

Not being physically located with your colleagues means you should be sure to stay in touch with them throughout the day and are always reachable during your working hours.

If you work at home on an ad hoc basis, be sure to tell them when you will be working from home and the hours you plan to work.

Use video to your advantage:

Video chat enables you to continue to have "face-to-face" conversations with colleagues and clients without being in the office.

Set up a video conference friendly environment, keeping your workspace professional.

Some teams require everyone log on for quick meetings a few times a week to share what they are working on and keep everyone updated on necessary information.

Take breaks:

Be sure to schedule time for breaks throughout the day. You aren't surrounded by colleagues, so it is even more important to stop working, step away from your screen and quickly refresh.

It is recommended that we take a quick break from the computer screen for every hour to 90-minutes of work. Try and get out of the house at lunch as well, whether it's just a quick walk or a trip to the gym to help you refocus in the afternoon.

Have deliverables:

It is important to set goals for yourself to work towards and report on to demonstrate you are achieving results.

Don't be shy about sharing your successes and progress with your manager to ensure they are aware of your successes, especially in a flexible environment. Knowing you are achieving your deliverables will increase your manager's confidence in the flexible work arrangement.

MANAGER'S CHECKLIST
for assessing a flexible working request

Impact on the role

Will the responsibilities and objectives of the role continue to be achieved?

Does flexible working suit the role? Are there restrictions on when and where work must be performed?

Will the needs of customers and the service quality be maintained or enhanced?

Can necessary responsibilities be re-allocated?

Will the employee be accessible as required?

Impact on the team

What will the impact be for the rest of the team?

Has the impact on the team been properly addressed?

Are there any days or times where physical presence in the office is required?

Will any responsibilities need to be re-allocated?

Capabilities of the individual

Has the individual previously engaged in flexible working?

Does the individual work autonomously and manage their time effectively?

Has the individual demonstrated a willingness to be flexible in their approach and work arrangement?

Does the individual's work experience and performance history indicate the required capability to support their request?

Organisations

Does your organisation have a flexible working policy and does the request adhere to it?

Are there additional costs associated with the request?

Are there tangible benefits for both the employee and organisation?

Challenges & Risks

Does the request identify and address possible communication challenges?

Does the request identify and address customer issues?

Does the request identify all potential risk areas and challenges that may arise?

As a manager, it is your decision to accept or reject a request for a flexible working arrangement, and should be based on reasonable grounds related to the impact on the workplace and operational requirements.

Consider the questions above when reviewing a request for a flexible work arrangement.

TIPS
for managing a flexible work environment

Focus on results:

Focus on the deliverables your employees are achieving regardless of their flexible working arrangements.

Employee performance should be measured on results achieved regardless of how much time they are physically working out of the office.

Utilise a trial period:

Measure and monitor the success of the flexible work arrangement.

Consider whether the employee met all expectations agreed upon initially. Is the quality of work being maintained or has it improved? Are deadlines being met?

Has the new work arrangement impacted service to clients?

Take the time to consider any challenges that may have surfaced and whether they were successfully dealt with.

Once a trial has been successfully completed, reviewing flexible working arrangements every 6-12 months ensures they are still working for the individual, team and organisation.

Encourage open communication:

Clear and open communication is important in any working relationship, but is vital in flexible working environments. It is important to ensure that the whole team is aware of how tasks are allocated and has access to necessary information.

One option is to have a shared team calendar which shows each employee's availability and out-of-office activities, highlighting any regular out-of-office hours in order to help team members plan meetings and collaborative work.

Lead by example:

Flexible working arrangements can benefit staff of all positions.

Lead by example and adopt flexible working practices yourself, where possible, so your employees know you are supportive of their proposed work arrangements.

You could also use this as an opportunity to demonstrate how your team should be communicating and proactively planning around various schedules.

Shift your focus from time spent in the office to results delivered using your achievements as an example.

Ask for progress reports:

Encourage your staff to be results-driven, and ask for regular progress reports to keep you up to speed with what they're working on.

Progress reports focus on results delivered in addition to summarising how they allocated their time.

Trust your employees:

It takes a high level of assurance for managers to agree to flexible work arrangements for their employees. But doing so can strengthen your working relationships, by demonstrating your trust they will continue to deliver results.

Creating open lines of communication and an environment where your employees are accessible during working hours will help to give you confidence that they are completing their work from home.

Sources:
www.hr.harvard.edu/flexible-work/managing-flexible-work-arrangements
www.dpc.nsw.gov.au/flexible_working/tools_and_templates

MEASURING, MONITORING & ADJUSTING
Flexible Work Arrangements

Upon completion of the trial period, you should take the time to review the flexible work arrangement and discuss your observations with the individual.

Be sure to ask for their feedback on successes and challenges as well, and adjust where necessary. When reviewing a trial period, consider the following:

Reviewing the Trial

Has the employee complied with company policy around flexible working?

Has the employee met the expectations laid out in the original request?

Has the quality and quantity of work been maintained? Has it improved?

Has the work arrangement impacted the quality of service to clients?

Has the work arrangement impacted the employee's relations with team members?

Have any issues surfaced as a result of the flexible work arrangement?

Has the organisation seen tangible benefits during the flexible work arrangement trial period?

Adjusting for the Future

Are any changes required for the flexible work arrangement?

Can the flexible work arrangement be modified to better suit the team or organisation?

Flexible work arrangements should be reviewed every 6-12 months to ensure they continue to mutually benefit both the organisation and the employee.

Source:
http://hr.harvard.edu/flexible-work/measuring-success-making-adjustments

SOURCES:

Fair Work Ombudsman

Flexible Working
Best Practice Guides

**Harvard University
— Flexible Working**

Measuring success and
making adjustments

**Office of the Focal
Point for Women
in the United Nations**

Myths and Facts about Flexible
Working Arrangements (FWAs)

**Public Service
Commission (NSW)**

Flexible Working in the
NSW Public Sector

**Public Service
Commission (QLD)**

Flexible working myths

**Queensland Government
Business and Industry
Portal**

Assessing a proposal for
flexible working arrangements

**Transport for NSW
(2016) Flexible Working
Toolkit**

For more information on
Transport for NSW

**WGEA Flexibility
Employee Toolkit**

WGEA Flexibility
Employee Toolkit

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