



**Premier's Department
New South Wales**

**STRATEGIES FOR
FLEXIBLE
WORKPLACE ARRANGEMENTS**

April 2000

**New South Wales Premier's Department
Cataloguing-in-Publication entry**

New South Wales. Public Sector Management Office.

Strategies for Flexible Workplace Arrangements

Sydney: NSW Premier's Department.

ISBN 0 7313 30110

1. Hours of labor, flexible – New South Wales
2. Part-time employment – New South Wales
3. Job sharing – New South Wales
4. Home labor – New South Wales

I Title.

331.2509944

April 2000

Acknowledgment

This document is published by the NSW Public Sector Management Office in consultation with public sector agencies and public sector unions.

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Contents

Part 1

Strategy Intent	1
Definitions	1
Relevant Legislation and Policies	2

Part 2 - Guidelines

Introduction	3
Five-step Framework	3
Step 1 Core business links	4
Step 2 Organisational values	5
Step 3 Mutual roles and responsibilities	5
Step 4 Training and people management	6
Step 5 Monitoring progress	7

Appendices

Appendix A - Flexible Workplace Arrangements Case Studies	
Case study 1: Working from home	9
Case study 2: Career break option - deferred salary scheme	10
Case study 3: Job sharing	11
Case study 4: Job sharing / senior managers	12
Case study 5: Varying flex time	13
Case study 6: Working from a telecentre	14
Case study 7: Working part-time from a home office	15

Part 1

Strategy Intent

The main priority of the NSW Government is to deliver quality services to the people of NSW. The Government is firmly of the view that flexible workplace arrangements lead to a diverse, skilled and motivated workforce capable of delivering quality and efficient services to the wider community, now and in the future. By encouraging workplace cultures that support flexibility, public sector agencies are well placed to meet customer expectations while assisting employees to balance their work, life and family needs.

This strategy is intended to provide public sector agencies, regardless of their size, with practical guidance in establishing and sustaining successful flexible workplace arrangements. It is underpinned by the Premier's Department policy framework *Managing and Supporting Attendance at Work*. That policy document provides the framework, practical guidance and strategies for managing attendance in its broadest sense, covering attendance issues in relation to sickness, absence resulting from alcohol and other drugs, and stress related illness; demographic factors such as a mature workforce; and flexible workplace arrangements.

Definitions

For the purposes of this document, *flexible workplace arrangements* is an 'umbrella' term referring to the full range of options available to agencies. These include:

Working hours <ul style="list-style-type: none"><input type="checkbox"/> Crown Employees (Public Service Conditions of Employment 1997) Award (Clause 11vi)<input type="checkbox"/> Agency negotiated variation in working hours pursuant to Clause 10 of that Award
Recruiting into flexibility <ul style="list-style-type: none"><input type="checkbox"/> job redesign, permanent part-time employment, part-time leave without pay
Teleworking and the use of telecentres <ul style="list-style-type: none"><input type="checkbox"/> Gosford and Wollongong Telecentres
Local initiatives reflecting agency workplace needs <ul style="list-style-type: none"><input type="checkbox"/> shift work and rotational rosters
Workforce planning <ul style="list-style-type: none"><input type="checkbox"/> career breaks, mature-aged workers, part-year employment, parental leave
Access to other forms of leave <ul style="list-style-type: none"><input type="checkbox"/> Family & Community Services Leave, Personal/Carer's Leave

Relevant Legislation and Policies

- *Public Sector Management Act 1988*
- *Anti-Discrimination Act 1977*
- *Managing and Supporting Attendance at Work: Policy Framework 2000*
- *Personnel Handbook, August 1999*
- *Flexible Work Practices: Policy and Guidelines 1994 & 1995*
- *Advancing Flexibility, ODEOPE and Attorney General's Department 1999*
- *Success with Flexible Work Practices, ODEOPE 1997*
- *Policy and Guidelines on Telecentres (to be released)*
- *Performance Management: Policy and Guidelines 1998*
- *Dealing with Employee Work-related Concerns and Grievances: Policy and Guidelines 1996*
- *Mature Workforce: Policy and Guidelines 1998*
- *Consultative Arrangements: Policy and Guidelines 1997*

Part 2 Guidelines

Introduction

Two earlier versions of the policy and guidelines on Flexible Work Practices were released in 1994 and 1995 and have been in place in the NSW public sector since that time.

In 1999, the Public Sector Management Office undertook to update the earlier versions by seeking submissions from public sector agencies, unions and interested parties on issues impacting on the successful implementation of workplace flexibility, and how these issues might be addressed in any future guidelines. As part of that exercise some focus groups were conducted with public sector agencies, a literature review was completed, and discussions were held with specialists in the field to consider pertinent issues.

A number of major themes emerged. These included:

- the wide range of flexible workplace arrangements adopted by agencies since the release of the earlier guidelines;
- recognition that the successful implementation of flexible workplace arrangements vary between agencies and work best when they reflect the agency's individual needs;
- recognition that barriers (real or perceived) to the successful implementation of flexible workplace arrangements in agencies do exist;
- concern about the lack of flexibility in *standard working hours arrangements* in some agencies;
- the type of strategies needed to address identified or perceived barriers, for example examining the business case for implementing workplace flexibility and developing appropriate staff training and awareness strategies.

Five-step Framework

A five-step framework has been developed as a result of those findings to further assist agencies in the successful implementation of flexible workplace arrangements. The framework complements the strategies outlined in the 1994 and 1995 versions of this policy and guidelines and Section 2 of *Advancing Flexibility*, a joint publication by ODEOPE and Attorney General's Department.

<p>STEP 1 CORE BUSINESS LINKS</p> <ul style="list-style-type: none"> ✓ ownership and commitment at senior levels ✓ identifying the service delivery drivers ✓ recruiting into flexibility ✓ working hours agreements
<p>STEP 2 ORGANISATIONAL VALUES</p> <ul style="list-style-type: none"> ✓ embracing ethical practices ✓ perceptions & attitudes to workplace flexibility ✓ to be an employer of choice
<p>STEP 3 MUTUAL ROLES AND RESPONSIBILITIES OF MANAGERS AND EMPLOYEES</p> <ul style="list-style-type: none"> ✓ transparency and accountability in decision making ✓ workplace and employee proposals
<p>STEP 4 TRAINING AND PEOPLE MANAGEMENT</p> <ul style="list-style-type: none"> ✓ training for managers and staff ✓ contingency planning ✓ performance management
<p>STEP 5 MONITORING PROGRESS</p> <ul style="list-style-type: none"> ✓ changes to organisational structures ✓ managing employee movements and changing circumstances ✓ regular reviews

STEP 1 CORE BUSINESS LINKS

✓ **Ownership and commitment at senior levels**

Flexible workplace arrangements should be an integral part of an agency’s workforce planning and management. As with the majority of business strategies and innovative work practices, management support and ownership are critical to success. The integration of flexible workplace arrangements into an agency should be driven as much by the business need for organisations to meet changing workforce requirements and community expectations, as by employee demand.

✓ **Recruiting into flexibility**

Designing positions that take account of the need for flexibility in working arrangements is a good way for agencies to respond. Flexible workplace arrangements are about improving employees’ productivity through creative approaches to job design. By working constructively with employees, both workplace outcomes and personal needs can be met.

As part of the process of recruiting into flexibility, agencies need to articulate the business drivers and benefits in the first instance. This is a crucial step in the planning process.

✓ **Working hours agreements**

An agency’s negotiated flexible working hours agreement offers an opportunity for increased workplace flexibility. The integration of workplace arrangements and flexible working hours is the key to balancing organisational and employee needs to produce quality services.

SUGGESTED STRATEGIES

- Agencies may use tools such as staff surveys, focus groups or risk management approaches to examine discrete workplaces. Indicators relating to attendance, turnover, high volume and high pressure environments may provide useful data for determining employee and agency needs.
- A communication strategy both informing and providing feedback in the development and implementation phases of flexible workplace arrangements is essential. The information obtained will assist agencies to determine appropriate training needs and identify issues that need to be addressed. Case studies provided in Appendix A provide some innovative solutions for agencies to consider.

STEP 2 ORGANISATIONAL VALUES

✓ **Embracing ethical practices**

Access to flexible workplace arrangements must be equitable and the process transparent. Workplace arrangements must reflect an agency's values and foster an environment in which ethical behaviour is understood, observed and monitored.

✓ **Perceptions and attitudes to workplace flexibility**

Ownership and responsibility for the joint design of flexible workplace arrangements rest with staff and managers alike. It is important for managers to engender a spirit of cooperation to enable a realistic assessment of the workability of any proposed workplace arrangements, in terms of service delivery outcomes as well as staff needs. Consultation is essential in this regard.

SUGGESTED STRATEGIES

- Agency *Values* need to be reflected in each of the major processes of identification, design, implementation and review of workplace flexibility. Sources of information that may assist agencies to review this issue include the code of conduct and corporate planning documents.

STEP 3 MUTUAL ROLES AND RESPONSIBILITIES

Accountability and transparency of the decision making process are crucial in the development and implementation of flexible workplace arrangements. Agencies should refer to the Premier's Department *Consultative Arrangements: Policy and Guidelines, 1997* in this regard.

✓ **Transparency and accountability in decision making**

Existing mechanisms like an agency's Joint Consultative Committee (JCC) or an EEO management committee may be useful in developing, implementing or reviewing proposed flexible workplace arrangements. Agencies are expected to consult with relevant stakeholders including unions.

The JCC, for example, may provide the forum for managers and staff to address concerns and establish training needs associated with the implementation of flexible workplace arrangements. Through discussion, the meeting of both organisational and individual needs may be balanced successfully.

Human Resource Managers can also be a pivotal link within an agency, being able to provide advice and assistance not only to line managers but also to employees to develop strategies or solutions for greater workplace flexibility.

Additionally agencies should consider using existing grievance mechanisms or other processes to deal with disputes relating to workplace flexibility. It is envisaged, however, that the use of these mechanisms will be minimal if the proposed processes outlined above are used. Agencies should have in place an effective grievance mechanism that is easily accessed and transparent in its process for use by all employees.

✓ **Workplace and employee proposals**

Workplace negotiated arrangements should be accessible to all staff. In making decisions about the proposed arrangements, agencies need to take account of both the:

- business drivers and the employee's circumstances; and
- proposed outcomes and benefits relating to the request.

An independent mechanism as outlined previously would be useful in reviewing proposals for workplace flexibility to ensure due consideration, transparency and accountability in decision making.

Approved applications and agreements need to be documented to take account of issues such as duration, performance outcomes, resourcing and review mechanisms. For example, the Teleworking Checklist¹ may assist agencies in developing their own documented agreements. It should be noted that different workplace arrangements will require different levels of detail.

SUGGESTED STRATEGIES

- Use existing internal mechanisms (eg JCC) to assist in developing, implementing and or reviewing proposals for flexible workplace arrangements.
- Decide on content of negotiated workplace agreements using the Teleworking Checklist as a model.
- Keep records of workplace initiatives and applications received (approved & declined) to assist with monitoring and evaluation processes.

STEP 4 TRAINING AND PEOPLE MANAGEMENT

✓ **Training for managers and staff**

It is important for managers and staff to understand the spirit and intent of the concepts behind workplace flexibility. Training in these concepts should be provided in terms of developing flexible arrangements as well as in problem solving the practical issues involved in implementation.

Agencies should also foster in their supervisors and managers a capacity to manage diverse and flexible workplaces. Effective performance management systems should be able to assist agencies to identify the learning needs of supervisors and managers.

¹ The checklist is part of a proposed Teleworking Module being finalised between the PSMO and PSA at the time of printing this document.

✓ **Contingency planning**

Where flexible workplace arrangements are in place it is important that managers and work teams plan ahead to ensure that organisational systems have enough flexibility to cope in unforeseen or urgent situations. Situations where staff are absent due to any reason require some form of contingency planning – this should not of itself be used to decline applications for workplace flexibility. It is the responsibility of managers to develop their own skills in contingency planning, if this is an impediment to workplace flexibility.

✓ **Performance management**

Clear performance agreements are important for the success of employees on flexible workplace arrangements. Agreement on expected outcomes, standards of work, service delivery and performance indicators are critical for success. Performance agreements are also an effective tool for identifying learning needs, and rely on good organisational communication. Employees working within flexible workplace arrangements have the same rights to access training, support, communication networks and feedback on performance as those working under standard arrangements.

Performance expectations should reflect the role of the position and the circumstances relating to the workplace arrangements. Any flexible workplace arrangement should be documented and address such issues as duration, type and extent of the flexible workplace arrangement, communication and performance management links.

The model Teleworking Checklist covers a range of considerations including performance management, occupational health and safety and relevant workplace arrangements, conditions and equipment. These considerations may also inform other flexible workplace agreements.

SUGGESTED STRATEGIES

- Develop training and awareness programs for managers and staff that support workplace flexibility, for example issues could include business drivers, benefits, managing attendance, working with flexibility. The training and awareness program should complement earlier strategies relating to an agency's development and implementation process, as outlined under core business links.
- Use performance management systems in the successful implementation of workplace flexibility.

STEP 5 MONITORING PROGRESS

In order to determine the effectiveness and equity of flexible workplace arrangements it is important to monitor and evaluate them regularly.

✓ **Changing circumstances**

In addition, agencies need to establish mechanisms that cater for changing circumstances whether they be due to changes in organisational structures, employee movements or circumstances. This aspect is particularly important as unmet expectations can hamper workplace productivity when matters are not dealt with.

SUGGESTED STRATEGIES

- Monitoring and evaluation mechanisms need to be established at the time of development and/or implementation. Agencies would need to go back to the initial planning data to look at targets and objectives of their particular plan.



Flexible Workplace Arrangements

APPENDIX A

Case Study 1: Working from Home

Organisation

NSW Department of Education and Training

Workplace Arrangement

To expand flexible work practices, TAFE NSW released a Working from Home policy in 1996. The policy provides for working from home to be organised on the basis of:

- Temporary or occasional arrangements eg. where a staff member has a temporary disability, or fluctuating disability, which prevents their attendance at the workplace; or
- Fixed term or project based arrangements eg. where it can be demonstrated that a staff member could be more productive and efficient if working from home.

Examples of Good Practice

Jane, who works at OTEN, the TAFE NSW Institute responsible for distance education, approached her manager when she found out she would need to stay at home to deal with a family situation. Although she asked for leave without pay, Jane's manager, who supports the flexible work practices policy and was aware of the options available, suggested working from home.

Jane considered her manager's suggestion a perfect solution to her problem. Two days per week, Jane works from home in the Blue Mountains. She keeps in contact with her manager and clients via the telephone and e-mail.

It means I don't have to sacrifice work for family. I am able to keep my income and my leave accrual. It really helps me balance my work and life responsibilities. As a result, I am better able to focus on my work. To my surprise I find I am able to get through the sort of work that requires concentration and a quiet environment, all the things that I don't get done when I'm in the office.

John, another OTEN staff member, works from home one day per week. John approached his manager when illness made commuting to Strathfield from the opposite side of Sydney difficult. Prior to John commencing working from home, OTEN's OH&S consultant visited his home and conducted an assessment, which assisted with the setting up of his working from home arrangements.

Probably the biggest issue for me was identifying that I had to work in a separate part of the house, rather than from the kitchen table. I now feel I'm in better overall health and because there is less travel involved, I can be more productive during the day. Working from home actually gives me a better perspective on distance education. I experience first hand the problems you encounter when you are trying to work from home, including managing your time.

- Working from home arrangements provide tangible benefits to both the employer and employee.



Flexible Workplace Arrangements

Case Study 2:

Career Break Option – Deferred Salary Scheme

Organisation

NSW Department of Education and Training

Workplace Arrangement

The NSW Department of Education and Training introduced the Deferred Salary Scheme in 1996 to provide school teachers with the opportunity to gain skills and experiences otherwise not available to them.

The scheme allows teaching staff to defer twenty percent of their salary for four years, and be paid the deferred salary in the fifth year. In this year, teachers may pursue professional development, industry experience, post-graduate study, employment in overseas education systems or other activities.

Permanent full-time and permanent part-time teachers are eligible to apply for the scheme. The Department continues to pay superannuation contributions for teachers and the deferred salary leave year also counts as service for accrual of long service leave, sick leave, transfer points and salary increments.

Participants have a right of return to their previous school following the deferred salary leave year. While permanent teachers are taking the deferred salary leave year, casual teachers gain increased work opportunities in government schools.

Examples of Good Practice

Isabel, a principal at a primary school in the state's central west says that while she loves teaching, the demands of her job are difficult to sustain over a long period. Isabel intends to use her deferred salary leave year to do something completely unrelated to teaching. She will probably pursue an idea to work in a friend's business in Queensland to gain a completely different perspective on life.

Thomas, with twelve years teaching experience in primary schools, will spend his deferred salary leave year pursuing a range of interests, including concentrating on his writing or engaging in study. For Thomas, a real bonus of the scheme is having right of return to his school.

The Deferred Salary Scheme is also ideal when teachers are considering their retirement. Elaine is an Assistant Principal at a primary school in Sydney's west with thirty-nine years of service.

I felt at a cross-roads in my life as I was quite undecided over when I should retire. I had no clear cut off point to leave my work. The scheme offers me a year's leave on 4/5ths of my usual salary to think about what I want to do with the rest of my life. It also gives me a defined stopping point and the option of coming back to teaching if I want to.

- Similar innovative workplace arrangements may be suitable for other agencies to adopt or alter to meet their needs. One example might be the purchase of additional leave to cover the entire school holiday period.



Flexible Workplace Arrangements

Case Study 3: Job Sharing

Organisation

NSW Department of Education and Training

Workplace Arrangement

Franca and David currently share responsibility for a year three class at Petersham Public School in Sydney's inner western suburbs. Franca works Tuesdays, Wednesdays and Thursdays (0.6) and David works Mondays and Fridays (0.4).

After teaching full-time for several years and following her return from maternity leave after her second child, Franca wanted to work in a permanent part-time position to balance her career and family responsibilities. Franca has also completed additional part-time education at university, which was possible because of her part-time working arrangement.

After teaching in casual positions for a number of years, David was pleased to gain a permanent part-time position to give him some stability in his working arrangements. He works in casual teaching positions for the remaining three days of the week and hopes to eventually gain a full-time teaching appointment.

Examples of Best Practice

Greg, the school's principal, strongly supports Franca and David's job sharing arrangement which is now in its sixth year.

It is successful because Franca and David get on so well together, are committed to making the arrangement work and because they have complementary teaching styles. Franca and David have also had the opportunity to share a relieving promotions position.

Franca and David both agree that effective communication with each other about student needs and progress has been a key component of the success of their teaching partnership.

We communicate in writing and over the telephone. It's great because David also does casual teaching at the school and we can catch up in person.

At the beginning of each school year, time is spent ensuring that the parents and students clearly understand how the job share arrangement will work and addressing any concerns the parents may have about the class organisation. Both teachers attend parent teacher meetings and jointly prepare information on the student's learning outcomes.

According to the principal :

Many parents appreciate that their children have both male and female teaching role models. The students enjoy having a variety of teachers and the different strengths and ideas each teacher brings to the classroom.

- Sound management practices are required to promote and support individual participation and development in meeting business goals.



Flexible Workplace Arrangements

Case Study 4: Job Sharing / Senior Managers

Organisation

WorkCover NSW

Workplace Arrangement

Anne and Natalie currently share responsibility for a Team Manager's position in the Health and Community Services Team of the Occupational Health and Safety (OH&S) Division.

The Team Manager position was established temporarily on a 6 month basis as part of a division-wide trial of new workplace and service delivery arrangements.

The trial was extended for a further 12 months and consequently the Team Manager position was readvertised, with consideration given to part time arrangements. Anne and Natalie were successful at this time in gaining the position on a shared basis.

Examples of Good Practice

Anne works three days per week and Natalie covers the other two days in the role.

Michele, the Assistant General Manager of the OH&S Division, fully supports Anne and Natalie's arrangement. Michele saw it as an excellent opportunity to include job sharing in the extended trial. This was largely because of her support of flexible work practices as well as her commitment to equity in the workplace.

Anne and Natalie were mindful that staff may be wary of reporting and answering to two people and made an effort to establish clear lines of communication and responsibility.

One way this was achieved was through the use of a 'communication book'.

At the end of each workday, Anne and Natalie record information about the day's events in the book and highlight important things to be done. Anne and Natalie also communicate by phone and take advantage of an overlapping day to 'hand-over'.

To avoid staff receiving conflicting messages or advice, Anne and Natalie agreed that decisions which either of them made on their day would stand. These arrangements were communicated to all team members in writing.

For Anne, the job sharing allows her more time to spend with her two small children.

I enjoy the shared responsibility and support Natalie and I provide each other to progress our ideas in the organisation. Also, as the Women's Liaison Officer for WorkCover, I hope my arrangement creates more opportunities for other women in the organisation.

For Natalie, the arrangement is ideal because it allows her more time to spend on completing her thesis.

The job sharing gives me the opportunity to contribute to the organisation at a level commensurate with my skills while at the same time affording me the chance to complete my studies. The tag-team approach may initially have challenged the mindset of some in the organisation, however I believe that WorkCover has really benefited from the interaction between the two of us and the different perspectives we bring to any given situation.

- Job sharing can increase job satisfaction for employees through improved life balance.



Flexible Workplace Arrangements

Case Study 5: Varying Flex Time

Organisation

Attorney General's Department

Workplace Arrangement

The Department uses the flexibility currently available under the Crown Employees (Public Sector Conditions of Employment 1997) Award to balance work and personal needs, by varying an individual staff member's hours of attendance on a one-off, short term or long term basis.

Examples of Best Practice

A staff member, who is sometimes unable to work within the flexitime band due to a chronic medical condition, has negotiated flexible working conditions to vary the standard starting and finishing times, allowing the staff member to start and work later than normal.

The staff member continues to work on a full-time basis, but allowing them to start later means that their illness can be better managed. Care is taken to schedule meetings at times that are convenient to the staff member. The arrangement is suitable to all parties, as the officer remains actively employed and the manager has been able to retain a highly skilled employee.

A clerical officer with a young daughter has negotiated an arrangement in which she attends the local school for a few hours every week to listen to her child read.

She makes up the extra time by coming in early or leaving late. She enjoys attending the parental interactive session and believes it is quite beneficial for both herself and her daughter.

A legal professional is able to change her days of work at very short notice to fit in with the needs of her children. She is also able to make up missed days in other weeks in the flex period, work from home on an adhoc basis and bring the children into work in an emergency.

The very flexible attitude at the agency, which allows staff to balance their personal and work lives, requires understanding and tolerance from both managers and staff.

- Options relating to the accumulation of flex leave give the employee some control and flexibility over the use of these days, so that they can be used at times of greatest need.



Flexible Workplace Arrangements

Case Study 6:

Working from a Telecentre

Organisation

Roads and Traffic Authority NSW

Workplace Arrangement

The RTA established, in existing premises at West Gosford in 1998, a telecentre that:

- enabled staff on the Central Coast to work at an alternative office closer to their home.
- enhanced opportunities for staff, who may not otherwise have been given the opportunity to participate in the RTA working from home program, to telework

Staff are expected to divide their time between the telecentre and their normal place of work. They book one of eight workstations at the telecentre via a computerised booking system. At the telecentre, they have direct access to their electronic files, e-mail and RTA corporate software applications and systems. They can divert their normal telephone extension to the workstation at the telecentre.

The telecentre best suits information-based workers representing a mix of professions including civil engineering, project management, information technology, finance, road safety and traffic engineering, administration and human resources management.

Both the telecentre workers and their managers reported significant productivity gains on days the teleworkers work from the telecentre.

Examples of Good Practice

Ron works at the RTA office at Newcastle. He has previously worked from home but appreciates the facilities offered by the telecentre. He had a family member who was seriously ill and required hospitalisation. By working from the telecentre, he was able to carry out his work commitments and still have time to give support to the family and the seriously ill family member.

Working from the telecentre provided an opportunity for me to meet people from a large cross section of the RTA and obtain valuable feedback and ideas which I used to improve efficiency and effectiveness in my work role in the Region.

When working in Sydney, Carol travels two hours each way in addition to a full day's work. Now she can reach the telecentre in 10 minutes. She appreciates the time saved in travel and the fact that she does not have to take time off to attend to business locally or to attend local medical appointments.

I can now attend to personal business locally without having to take time off. When I m working from the telecentre, I can organise my appointments during my lunch hour or straight after work.

- Working from a telecentre suits staff who can organise and prioritise their work loads and pre-plan work arrangements.



Flexible Workplace Arrangements

Case Study 7:

Working Part-time from a Home Office

Organisation

Office of the Director of Equal Opportunity
in Public Employment

Workplace Arrangement

ODEOPE works to the 1995 NSW Government Policy and Guidelines on Flexible Work Practices in the Public Sector. Considerable flexibility is available to staff, subject to the requirements of service to customers.

Example of Good Practice

Ahmed, a Portfolio Manager with ODEOPE, has a disability known as quadriplegia. This requires that he work from a wheelchair. His disability also means he must travel to and from work by wheelchair-accessible taxi during morning and evening peak hours.

Public transport is not accessible for Ahmed to use. Travel costs are expensive because of the time spent in traffic jams and taxis can arrive an hour or more late, sometimes they may not arrive at all and need to be re-booked.

The first option chosen by the Office was to make a work related adjustment. For a while Ahmed drove his car to work and parked in the building where the Office leased parking.

As much of Ahmed's work is computer and telephone based it was feasible to consider adopting an unconventional model of work

to overcome the environmental and financial obstacles. What was required was a classical win-win solution for employee and employer.

After discussion of the options it was decided to enter into an agreement to work part-time from a home based office.

This solution had a number of advantages for Ahmed in that he already had a home based office. Working two days from this office increased his productivity and job satisfaction.

Ahmed did project and agency portfolio client service work while at home. Meetings with clients were arranged from home and visits to agencies could usually be coordinated to occur during the days at the city Office.

An element in this particular arrangement involved the Office relinquishing the parking spot and subsidising half the cab fare on the three days at the city Office.

According to Ahmed:

Achieving a satisfactory outcome involves having a written agreement; clearly identifying what you want to achieve and how you will achieve it; and providing the necessary resources required to do the job.

- Part-time working from home suits staff who can organise and prioritise their work and pre-plan work arrangements.
- Part-time work from home agreements can involve a variety of resourcing and other arrangements.