

Checklist for Managers

Key steps	Questions to reflect on
Set up for Success	
<p>Articulate your vision</p> <ul style="list-style-type: none"> • Promote the business case – share how increased flexibility can benefit your staff • Promote flexibility as a business tool more than a policy • Share how you intend to ‘walk the talk’ • Name the sponsors (yourself and senior executives) and reinforce their messaging • Outline the department’s and your own expectations • Acknowledge the challenges and constraints • Give explicit examples of what increased productivity and engagement in your team looks like. 	<ul style="list-style-type: none"> • <i>What are your objectives?</i> • <i>What does success look like for you?</i> • <i>How do you see your role as the division/ branch / section ‘sponsor’?</i> • <i>How will you ‘walk the talk’?</i> • <i>What are the core values that you promote – are these aligned with working flexibly?</i> • <i>How do you see increased flexibility benefitting you and your staff?</i> • <i>What challenges might you have/are you facing regarding increased flexibility in the workplace?</i> • <i>What is currently working well/challenging for yourself and the team around workplace flexibility?</i> • <i>How will you measure the impact of flexibility on your team (eg. increased productivity, increased engagement and discretionary effort, improved team cohesion and morale, ease of management etc)</i> • <i>Where will you require most support?</i> • <i>How will you communicate and consult with staff?</i> • <i>What are your expectations of a flexible work environment? (eg. do you need to ensure there are a certain number of people in the office at any one time?)</i>
<p>Proactively engage with your staff</p> <ul style="list-style-type: none"> • Invite staff to talk with you face to face about the types of flexibility that may support them to be more productive/engaged/better balance work and personal commitments • Use the opportunity to check in with them about ‘<i>the one small thing</i>’ that would make a significant difference to their wellbeing at work • Facilitate discussions between team members to help all members find win-win solutions that can accommodate everyone’s needs (to the extent that is appropriate) 	

Promote a culture of trust

- Along with your team, seek agreement on a set of guiding principles for assessing and managing FWAs
- Be transparent in decision-making
- Empower staff to find solutions and take accountability for their actions
- Promote new/innovative FWAs – including a mix of different formats
- Take risks and share the responsibility
- Promote lessons learned
- Promote FWAs for everyone – not just as a reward for high performers. (Remember increased flexibility may be a lever to improving performance).

- *Do your team's values support flexibility – trust, autonomy?*
- *How would you rate the level of trust between colleagues/teams in the branch?*
- *How can you play a role in generating increased trust amongst team members? What support do you need to achieve this?*
- *What's the capacity of other managers to effectively engage with their teams?*
- *Do you trust all your staff to spend some time working away from the office?*
- *What can you do / need to maintain trust?*

Lay the foundations

- Ensure the branch's key deliverables are documented and that all staff understand their role in achieving the deliverables
- Identify all processes and activities, interdependencies, high value, high risk and important work and determine type of FWA suitable for these activities
- Review staff's attendance at meetings and ask staff to review for efficiencies
- Map current staff working arrangements to ensure all staff have clear line of sight to where each staff member is working and what times across the week.

- *What's working well and why?*
- *What's not working well and why?*
- *How can flexibility improve business operations?*
- *What roles need to be conducted in the office eg. face to face client liaison, back up for senior managers*
- *Do I have sufficient staff across each day?*
- *Do I have sufficient coverage of staff with required capabilities across each of the teams?*
- *Where are staff spending their time – can they be more productive in other areas?*
- *Is there a better way of doing business/achieving outcomes?*

Assessing requests for FWAs

Consider and discuss the proposal

- Be mindful that teams may need assistance in redesigning roles / teams in order to more effectively facilitate and support FWAs across the branch (eg. embrace job sharing/buddying formats)
- Work to people’s strengths and understand their motivations
- Be open and transparent in decision-making
- Value diversity in teams
- Accept that work is no longer a destination

- *What do you see as the benefits of your flexible arrangement - for you, and for the team’s business operations?*
- *What can you bring to the role as a result of the flexible working arrangement?*
- *How will the FWA support you to work more productively?*
- *How might these arrangements impact on the team?*
- *What is the type/nature/intensity of your overall work? What activities will you be undertaking from home? (for remote work), What activities will you be undertaking on the days you work extended hours? (for compressed hours)*
- *What are the risks/concerns/challenges and how will you manage them?*
- *To what extent can you be flexible to support the team during surge periods and in circumstances where unplanned work needs to be completed urgently?*
- *What other options might be possible that meet your needs and also work for the team?*
- *What actions will you take/who might need to be involved in to ensure success of the arrangement?*
- *How will you know if you’re delivering on your required outcomes?*
- *What timeframe are we looking at?*
- *When might be a good point to review the arrangement?*
- *How will you know it is successful and how will you measure it?*

Implement

- Encourage staff/teams to review current work practices and test more productive ways of doing business
- Establish clear performance expectations - build communication protocols into the agreement

- *What are the likely changes – large, small, and impacts - low/high risk?*
- *Is there scope to redesign roles or the team structure to better support flexible working across the team?*
- *How do you feel about job share arrangements? (They can be the most effective form of flexible work)*

Monitor and Evaluate

- Schedule regular catch ups for all staff
- Focus on outcomes
- Keep communication channels open for ongoing dialogue about impacts (positive and negative) – both for individuals and their teams
- Consider outcomes more broadly than just technical outputs (eg. include extent to which staff member makes a social contribution to the team)
- Reflect on what works and what doesn't and why and share the learnings

Managing staff when you work flexibly

- Be transparent – ensure your managers and team are aware of your arrangement, and who to contact in your absence
- Plan carefully - how will responsibilities be shared, handover processes, contingencies?
- Set measurable goals – trial initially and see how it goes, identify issues, revise regularly
- Implement a transition period and keep staff informed
- Reevaluate regularly – seek 360 degree feedback

- *What's working well and what's not?*
- *Where do you or the team require more support?*
- *Are there other flexible work options that could work better for this role?*
- *Do we need to redesign the role/review the team structure?*