

Flexible working tips for managers

Map your team's baseline role, responsibilities and resources

- Thoughtfully consider and implement flexible work practices within your team, and have a clear understanding of your team's:
 - + Key functions and service delivery requirements;
 - + Urgent vs. important priority tasks;
 - + Interdependencies between internal and external stakeholders;
 - + Practical limitations (i.e. working with classified material); and
 - + Resources (e.g. staff, technology, budget etc).

Embrace creative role formats and value diversity

- This might include job share, working remotely, shift and on-call arrangements or performing higher duties, agreement to extended breaks, early/late start finish times and informal and ad hoc arrangements
- Take account of people's work styles, strengths and motivations
- Share the vision and purpose: Can you offer inspiring and inclusive leadership through your 'walk the talk' approach to flexible work practices?

Excel at clear, centralised communication and transparent decision-making

- Use a shared calendar or information portal that details everyone's working arrangements and areas of responsibility
- Develop information systems so your team has a consistent and current understanding of work priorities
- Agree and document handover procedures
- Plan for unforeseen circumstances so your team can confidently respond and know how responsibilities and risk will be shared

Manage by results and lead with high EQ

- Measure performance by specific work outcomes within set timeframes – irrespective of where and how work is delivered
- Foster an environment of trust and support
 - + individual team members should largely self manage and have confidence in their ability to perform and contribute
 - + equally, the team should work cohesively, with a willingness to adapt to overcome challenges and deliver urgent work
- Show gratitude for all team members' work

Regularly review your team's flexible working arrangements

- Implement a transition and review period for flexible work practices
- Encourage staff to debrief, reflect and learn and agree on flexible work arrangements as a team
- Seek 360 degree feedback
- Be open to ongoing redesign of roles and team structures as required