How to implement flexible work in your organisation

Victorian Public Sector Commission

Use these stages to plan how you implement flexible work in your organisation.

Every organisation will be at a different stage of implementing flexible work.

Adapt these stages to what works for you.

Step 1: Analysis

In this stage, analyse how your organisation currently supports flexible work.

Speak with stakeholders, such as:

- senior leaders
- managers
- unions
- people who receive your services
- employee-led networks
- a diverse cross-section of employees

And run an employee survey, focus groups or a combination of methods.

Think about the concerns and challenges your employees will have with flexible work, such as:

- how they find your policies and processes
- what access barriers they may have
- what skills they may need to develop
- what skills managers may need to support their team

Organisations may like to do a flexible work self-assessment.

If you deliver services to the community, look at what impacts flexible work may have on how you do this.

Step 2: Design

In this stage, design the materials your organisation needs to implement change.

Vision statement and goals

The vision statement shows employees:

- the organisation's commitment to flexible work
- where the organisation wants to get to with flexible work

The goals are what an organisation needs to do to achieve flexible work.

In writing a vision statement and goals, organisations can think of:

- how they currently support flexible work
- how they want to support flexible work in the future
- how they will get there
- how they will engage with stakeholders
- what challenges they may face and how they will overcome them

Communications, policies and processes

Create accessible and consistent communications, policies and processes. And use all leaders to create buy-in across the organisation.

This helps tell everyone what's changing and embeds flexibility into the culture.

Develop policies and processes that support flexible work, such as:

- how organisations set and approve informal and formal arrangements
- how often arrangements should be reviewed
- how organisations embed flexibility across the employment lifecycle

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• how employees can appeal decisions about flexible work

Your organisation's policies must comply with relevant enterprise agreements and laws.

Step 3: Engage

In this stage, engage your organisation's employees using the materials you created in stage 2.

This may include:

• celebration of success stories

• promotion of the benefits

• regular communication from leaders

• training and development

Step 4: Review

In this stage, review your organisation's progress towards flexible work.

To do this, it's a good idea to collect some data, set targets and report on it regularly.

Some data that shows an organisation's progress may include:

• the number of employees who use flexible work

• the types of flexible work employees use

• how long it takes for employees to have flexible work approved

• the number of requests rejected

• the impact flexible work has on productivity, absenteeism and engagement

• the impact flexible work has on diversity

• the impact flexible work has on career progression or development