THE UNIVERSITY OF NOTRE DAME AUSTRALIA

Procedure:

Flexible Working Arrangements

Effective: 21 August 2023

Audience: Employees

Policy Category: Management
Policy Sub-category: Human Resources

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Procedure Owner:	Pro Vice Chancellor, People and Culture
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1 PURPOSE

1.1 This Procedure supports the implementation of the *Policy: Flexible Working Arrangements* by outlining the process for establishing and managing flexible working arrangements.

2 RELATED POLICIES AND REGULATIONS

2.1 This Procedure should be read in conjunction with the following policies:

2.1.1 *Policy: Flexible Working Arrangements*

2.1.2 The University of Notre Dame Enterprise Agreement 2018 – 2021, as amended.

3 ESTABLISHING AND MANAGING FLEXIBLE WORKING ARRANGEMENTS

3.1 Flexible working arrangements can be established as local or formal arrangements depending on the type, nature and duration of the request.

3.1.1 Local arrangements include requests for flexible start and finish times, changes to the pattern of work and hybrid or remote working on an ad hoc or short-term basis (that is, less than 3 months), where there are no health and safety or budgetary issues and mutual agreement can be reached at the local level between the manager and employee on the arrangements.

3.1.2 Formal arrangements include requests for part-time work, compressed working weeks, job sharing, career break, hybrid or remote working for more than 3 months or in a different state/territory or country, or requests to work outside the standard hours or work.

3.2 When requesting flexible working arrangements employees should:

3.2.1 Consider the principles outlined in the *Policy: Flexible Working Arrangements* and how this arrangement might work for the employee, team and University and mitigate any impacts on the University, students/clients and the team;

3.2.2 Discuss with their manager their request for flexible working arrangements and seek to reach agreement where possible; then

3.2.3 Document the request, clearly outlining the details of the changes, duration and arrangements to support its effective operation:

3.2.4 For local arrangements by emailing their manager; or

3.2.5 For formal arrangements by submitting a *Flexible Working Arrangement proposal*, and

3.2.6 Complete a *Remote Working Checklist* if requesting to work remotely.

3.3 When considering requests for flexible working arrangements managers should:

3.3.1 Arrange a follow up conversation with the employee to discuss the proposed arrangement;

3.3.2 Genuinely consider the request and where relevant, explore alternative options with the employee;

3.3.3 Try to reach agreement with the employee on the proposed flexible working arrangements and discuss the arrangements to be put in place to support its effective operation;

3.3.4 Consult with People and Culture before refusing a request;

3.3.5 Respond in writing within 21 days of the request, stating whether the request is approved (all or in part) or if not, providing reasons why the request was refused:

3.3.6 For local arrangements by emailing the employee; or

3.3.7 For formal arrangements by completing the *Flexible Working Arrangement proposal*, arranging relevant approvals and forwarding it to the employee.

3.3.8 Only refuse a request on *reasonable business grounds*.

3.4 Flexible working arrangements may be implemented on a trial basis (for example, for 3 to 6 months) to

assist an employee and manager to assess its feasibility, effectiveness and identify adjustments to support its operation into the future.

3.5 All flexible working arrangements must be regularly reviewed, and ongoing arrangements must be formally reviewed at least every 12 months.

3.6 Only the Pro Vice Chancellor, People and Culture (or nominee) can approve a request to work remotely:

3.6.1 on an ongoing basis; or

3.6.2 in a different state/territory or country to the University's current campuses for 3 months or more.

3.7 The effective management of flexible working arrangements is a shared responsibility between employees and their manager. Employees and managers should be prepared to make ongoing adjustments to flexible working arrangements to maximise their ongoing effectiveness.

3.8 Flexible working arrangements may be terminated by either the employee or University with 2 weeks' notice.

3.9 Employees and managers must comply with any health, safety and wellbeing, information technology and privacy requirements involved in assessing and managing flexible working arrangements, including taking steps to manage any risks.

4 RELATED DOCUMENTS

4.1 *Template: Flexible Working Arrangements proposal*
4.2 *Checklist for Employees: Flexible Working Arrangements*
4.3 *Checklist for Managers: Flexible Working Arrangements*
4.4 *Guideline: Considering remote and hybrid working*
4.5 *Checklist: Remote Working*
4.6 *Ergonomic Self-Assessment*

Version	Date of approval	Approved by	Amendment
1	21 August 2023	Pro Vice Chancellor, People and Culture	New Procedure

5 CHECKLIST FOR EMPLOYEES: PREPARING A FLEXIBLE WORKING ARRANGEMENT PROPOSAL

Use the following as a guide when designing your flexible working arrangement proposal.

- What sort of flexibility would you prefer?
  Look at the types of flexible working arrangement options available; identify a few flexibility options that could balance your work with your requirements.
- How will the arrangement maintain or improve service delivery and outcomes?
  Consider how you will ensure client and/or student satisfaction and output will be maintained.
- What effect could it have on your team and your manager if you adopt this type of flexible working?
  Take into consideration the impact this may have on your team delivering its objectives. Have you consulted with your team on how it could work?
- What will your manager be most concerned about in offering you your preferred type/s of flexible working arrangements?
  Prior to meeting with your manager, think about any concerns your manager may have and come up with suggestions/options.
- What can you do to help flexible working work effectively for your manager and team?
  Commit to ensuring that your flexible working will not have a negative impact on you or your team delivering outcomes.
- What if you can't have the specific type or amount of flexibility you want or need?
  Not all types of flexibility are available for all roles, therefore think about other options for working flexibly.

Checklist	√
Schedule a convenient time to meet with your manager (in person if possible) to discuss your flexible working arrangement proposal.	
Explore the implications of your proposed flexible working arrangement proposal on the University's needs, including how the arrangements maintains or improves service delivery and outcomes.	
Identify a few flexibility options that could work for you.	
Speak with any colleagues who may be affected by your flexible working arrangement to build understanding around how you will complete your work.	
Ensure that your request is realistic for everyone in your team.	
Describe how your proposal can be implemented, including any costs, monitoring to see how it is going, and how you can demonstrate whether it is working.	
Be ready to discuss other flexible working arrangement options if your manager does not support this proposal but has suggested an alternative.	
When discussing your proposal with your manager: • Frame the discussion – focus on impact and the job, not personal factors; • Actively listen to each other; • Find shared goals and avoid assumptions; • Explore arrangements and options together; • Decide on an arrangement; • Plan how to measure success.	

6 CHECKLIST FOR MANAGERS: CONSIDERING A FLEXIBLE WORKING ARRANGEMENT PROPOSAL

Use the following as a guide when considering a flexible working arrangement proposal.

- Start from the position of 'how can we make this work?' All roles can typically access some type of flexibility.
- Be creative and solutions focused. Flexibility can take many forms, determined by the nature of the work and the type of flexibility required. No one size fits all, or none – everybody and every situation is different.
- Consider any possible impacts on University outcomes and stakeholders, and ways to resolve them.
- Promote a 'guilt-free' attitude to requests.
- Cultivate an open and trusting environment – flexible working is an excellent way to build trust further.
- Understand the flexible working arrangements available, be open to options and outcomes-focused.
- When considering requests for remote and hybrid working review the *Guidelines: Considering remote and hybrid working*
- Flexible working must be mutually convenient and operate in a way that maintains or improves service delivery and outcomes.
- If you identify any areas where more detail or an alternative solution is required, discuss these at your meeting.

Checklist	**Considerations**	√
How does the arrangement proposed continue to support and deliver business outcomes?	*Requests must be balanced with the requirements of the University, managers must consider the ability of the employee to maintain client and student satisfaction and maintain output.*	
How will the arrangement meet the needs of the student/client (internal/external)?	*To be suitable managers must be satisfied that there will be no deterioration in service.*	
Does the arrangement proposed require an adjustment in workload or in the way the work is arranged, and can this be accommodated within the team or other means?	*Consider operational cover and ability to maintain service, this may mean that the duties are covered on-campus by others by rota for example. Service should be maintained at all times, it would be unacceptable for a whole department, function or academic discipline to be off-campus. Appropriate on site cover should be maintained at all times for student/client facing teams.*	
Does the flexible working arrangement proposed address any potential impacts on the broader team? How will effective working relationships be maintained?	*Requests in isolation of other team members should not be considered. Arrangements should not place additional duties or burden on other team members or other teams*.	
Are there any operational or business restrictions on when and where the work proposed can be performed? If yes, identify them and why, for discussion with the employee.	*As a general rule, the University's expectation is that roles are normally performed on-campus, unless otherwise agreed by the manager.*	
Does the team and the individual have the resources needed for the arrangement to work (i.e. equipment, remote access, technology, communications, IT security, minimum capability requirements), or propose a reasonable workaround?	*Leverage online tools such as Teams to support effective communication and collaboration.* *The University provides employees with one set of office equipment on-campus, employees who work remotely are responsible for supplying their own*	

	office equipment and for any mobile or network charges required.	
Are there any budgetary or health, safety and wellbeing requirements that need to be considered and addressed? Has the employee completed a *Remote Working Checklist* and *Ergonomic Self-Assessment* if requesting to work remotely?	*The employee must complete and sign the Remote Working Checklist. Contact the Health, Safety and Wellbeing for safety and ergonomic advice.*	
What arrangements need to be put in place to support its effective management and operation? (e.g. regular communication, how outcomes will be measured etc)	*How will you manage to outcomes? Set clear expectations and schedule regular 1:1s and team meetings to provide regular feedback, foster collaboration and track progress against outcomes.* *Clearly communicate to your students/clients how they can make contact? E.g. contact details are included in email signatures (including days of work for part-time employees) and on the website. Employees have updated their work contact details in PeopleSoft Employee Self Service portal.*	
Consider how the arrangement will be reviewed (e.g. ongoing or periodic basis). When and how will the arrangement be measured? Set timeframes for check-ins.	*All flexible working arrangements must be regularly reviewed and may be terminated at any time by the employee or University with two weeks' notice with appropriate reasons. Employees and managers should be prepared to make ongoing adjustments to flexible working arrangements to maximise their ongoing effectiveness.*	
If the proposal is unsuitable, have you identified other types of flexible working that could suit this role and/or outlined next steps?	*Perhaps one of the other types of flexible working arrangements or utilising leave might be suitable.*	
When meeting with your employee to discuss their proposal: • Frame the discussion – focus on impact and the job, not personal factors; • Actively listen to each other; • Find shared goals and avoid assumptions; • Explore arrangements and options together; • Decide on an arrangement; • Plan how to measure success.	*Contact People & Culture for advice or guidance on considering flexible working arrangements.*	