



**HEALTH CARE COMPLAINTS COMMISSION**  
**Human Resources**

**Flexible Work Arrangements Policy**

**Version: 2**

**Revised: December 2011**

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## **1. POLICY**

The Health Care Complaints Commission (HCCC) aims to provide assistance to employees in balancing their personal and work commitments. Flexible work arrangements will only be available with the agreement of the relevant Director or Commissioner, subject to operational requirements and Commission convenience, and will be based on:

- equity;
- the merits of the application;
- the best interests of the Commission, its operations, services and clients/customers;
- recommendations from the employee's direct supervisor, and
- the role performed.

All conditions of employment as contained in the *Crown Employees (Public Service Conditions of Employment) Award 2009* apply on a pro-rata basis.

## **2. PRINCIPLES**

The HCCC recognises that flexibility and responsiveness to employees work, family and/or other responsibilities is fundamental to the Commission's success. A crucial element in this success lies in recognising the valuable contribution employees make towards this achievement.

## **3. OBJECTIVES**

The objectives of flexible work arrangements are:

- To assist employees to combine paid employment with other responsibilities such as family obligations, study and personal health.
- To allow employees to organise their working patterns to accommodate a range of circumstances on either a short or long term basis.
- To improve employee satisfaction and morale.
- To assist the HCCC to achieve its objectives in a flexible, effective, equitable and responsive manner.
- To retain the skills of existing employees.
- To encourage a broader range of potential job applicants.

## **4. BENEFITS OF FLEXIBLE WORK ARRANGEMENTS**

The advantages and costs benefits in providing flexible work arrangements include:

- improved retention of skilled employees;
- reductions in recruitment and training costs through lower employee turnover;
- reduced absenteeism;
- improved employee morale and reduced stress.

## **5. EQUITY**

The HCCC will ensure that employees on a Flexible Work Arrangement will not be treated differently to full-time employees in relation to:

- the allocation of work;
- training, developmental or higher duties opportunities;
- study time;
- workplace communication;
- accommodation and equipment;
- performance management and remuneration.

## **6. FORMS OF FLEXIBLE WORK ARRANGEMENTS AVAILABLE IN NSW PUBLIC SECTOR**

- Permanent Part-time Employment - enables employees to permanently work hours, which are less than the full-time weekly hours of their position. Part-time jobs may also be created by the Commission.
- Part-time Leave Without Pay – applies to employees currently working permanent full-time and enables them to work on a part-time basis for a defined period of time, either by cutting hours in their current position or by doing other duties. At the end of the defined period they return to full-time work. This arrangement could also be used by a part-time employee to temporarily reduce their hours of work.
- Part-Year Employment - enables employees to work for an agreed number of weeks per year, with an agreed number of unpaid weeks. An annual period of unpaid leave may be suitable where workloads fluctuate and employees may be better able to co-ordinate work and family responsibilities e.g. by taking additional leave during school vacations. The maximum unpaid period is sixteen weeks, collectively, in any year.
- Job Sharing - enables a job to be shared by two or more employees. They may be employed on a part-time basis or may be full-time employees taking part-time leave without pay. All job sharers will enter into a separate agreement with the HCCC. The procedure to be followed when a job sharing

arrangement comes to an end will be set out and agreed to at the commencement of the job sharing arrangement.

- Working at home - employees may work at home from time to time if it is an efficient and effective way of working and the outcomes to be achieved meet operational requirements and are agreed to by their supervisor and/or Director. The appropriate security policies and procedures relating to this provision must be adhered to at all times.
- Leave Without Pay – there is no limit to the amount of leave without pay to be granted, if it is convenient to the HCCC for the employee to be absent for the time proposed. Any extension to the agreed period of leave without pay will be granted only if the absence continues to be convenient to the HCCC.

## **7. PART-TIME WORK**

### **7.1 Definition of part-time work**

Part-time work is work that involves less than the weekly full time standard hours, i.e. 35 hours per week, for the job. Part-day, part-week, part-month, part-year and variable-year arrangements may be used.

Part time leave without pay is not a substitute for permanent part time work.

### **7.2 Industrial Relations**

All part-time work agreements must comply with the part-time work requirements of the *Industrial Relations Act 1996*. Part-time work arrangements must be documented i.e. an agreement made between the employee and the employer to work part-time. The HCCC has a Flexible Work Arrangement (FWA) Application form to meet this obligation.

#### **7.2.1 Part-time work agreement content**

Before commencing part-time work the HCCC and the employee must agree:

- that the employee may work part-time;
- the hours, days, starting and finishing times to be worked;
- the duration of the period of part-time work (if it is for a specified period);
- the classification applying to the work; and
- whether there is any right to return to full-time work.

The terms of the agreement may be varied upon mutual consent. The terms of the agreement, or any variation, must be in writing and retained by the HCCC. A copy of the agreement and any variation to it will be provided to the employee by the HCCC.

All aspects of agreed part-time work arrangements may be changed by mutual agreement, by a later agreement e.g. hours to be worked, days of attendance.

## **8. OTHER FORMS OF LEAVE AVAILABLE**

Prior to submitting an application for a Flexible Work Arrangement, an employee should review their circumstances and familiarise themselves with both the HCCC's *Flexible Working Hours Policy* and individual *Leave Policies* to determine if there is another avenue available to them rather than a Flexible Work Arrangement. For example:

- Family and Community Services (FACS) and Carer's leave
- Sick leave
- Recreation leave
- Extended leave
- Leave Without Pay
- Maternity Leave
- Paternity Leave
- Adoption Leave

## **9. ELIGIBILITY**

All employees, with the exception of casuals, employed under the *Public Sector Employment and Management Act 2002* are eligible to apply to work on a Flexible Work Arrangement.

### **9.1 Leave without pay**

The Commissioner may grant leave without pay to an employee if good and sufficient reason is shown. Leave without pay may be full time or part time. Part time leave without pay is a means by which an employee can reduce their normal working hours for a short period of time.

Any extension to the agreed period of leave without pay will be granted only if the absence continues to be convenient to the HCCC. An employee is not required to exhaust accrued recreation or extended leave before proceeding on leave without pay, but if the employee elects to combine all or part of accrued recreation or extended leave (or both) with leave without pay, paid leave must be taken before leave without pay.

The Commissioner may approve of employees returning from leave without pay before the agreed period of leave ends. Sufficient notice (at least 8 weeks) of intended early return to duty should be provided to the HCCC so that it can make suitable arrangements for the employee's return such as giving adequate notice to temporary replacement employees.

## **10. REVIEW PERIOD**

All Flexible Work Arrangements, initially approved for a period greater than six months, will be reviewed after twenty-six weeks to determine whether the arrangements are effective for both parties. Annual reviews (if applicable) will occur thereafter. At the end of an approved period, an employee may formally apply to continue and/or alter the current Flexible Work Arrangement. In these circumstances a new Flexible Work Arrangement application must be submitted.

## **11. RIGHT OF RETURN**

### **11.1 Return to full-time work – no change in employment status**

Where a permanent full-time employee is approved to work on a temporary part-time Flexible Work Arrangement, there is a right to return to full-time employment. The return will, however, not necessarily be to their previous position but will be to the same grade.

Employees wishing to return to full-time employment prior to the end of the approved Flexible Work Arrangement period must give at least eight weeks notice, unless exceptional circumstances exist or it is convenient to the HCCC. This will ensure that a suitable position is identified and that sufficient notice is given to an employee temporarily filling the balance of the hours of the position.

### **11.2 Permanent Part-time to Permanent Full-time – change in employment status**

Where an employee has voluntarily changed from a permanent full-time employment status to a permanent part-time employment status and, wishes to return to permanent full-time employment, there is no automatic right of return to full-time employment. In these circumstances it will be necessary for the employee to either apply for any full-time vacancies advertised within the Commission and compete through the merit selection process or, if applicable, apply for a direct transfer to a full-time vacant position.

## **12. HOURS TO BE WORKED**

It is recommended that the number of hours to be worked per day, in accordance with the HCCC's *Flexible Working Hours Policy*, should not exceed 10 hours per

day. Occupational Health and Safety issues should be considered in determining the hours to be worked. Where time worked on a day exceeds 5 hours, a break of at least half an hour must be taken.

### **12.1 Permanent Part-time or Part-time Leave Without Pay**

The minimum number of hours to be worked on a Permanent Part-time or Part-time Leave Without Pay basis is twenty one hours per week. The nominated hours and working days will be set and regular and will be the same each day and each week.

### **12.2 Part-Year Employment**

The hours to be worked in a Part-Year Employment arrangement will be normal working hours.

### **12.3 Job Sharing Work Arrangement**

Normally the number of hours to be worked in a Job Sharing work arrangement will not be more than a total of 35 hours per week. However, in exceptional circumstances to meet operational requirements, approval may be granted to increase this establishment number in excess of the normal one, full-time equivalent.

## **13. FLEXIBLE WORKING HOURS**

The HCCC's Flexible Working Hours may, or may not be, available to employees working on a Permanent Part-time, Part-time Leave Without Pay or Job Share arrangement depending on the number of hours worked. This will be considered as part of the application process and will take into account the Division's ability to provide access to flexible working hours given the reduced number of hours worked and the effect on service provision and the functioning of the Division.

Where flexible working hours are not available, and by mutual agreement between the employee and the HCCC, staggered starting and finishing times may be agreed upon.

Under such an arrangement an employee may start work within the span of one hour of the nominated starting time and finish work within the span of one hour of the nominated finishing time. No credit or debit of hours is carried over to the following working day. There could be several variations to this arrangement. However, an example is:

An employee's nominated starting time is 9.00 am and finishing time is 1.00 pm (the hours for that day are four). The employee may elect, subject to Commission convenience, to start work at any time between 8.00 am and 9.00 am. If the

employee commenced at 8.00 am then the finishing time would be at the completion of the hours of work for that day i.e. 12.00 pm. If the employee started work at 10.00 am, the finishing time would be 2.00 pm.

Where the provisions of the Flexible Working Hours Policy are available, this will be on a pro-rata basis. Employees must make themselves available for duty on the agreed days/times provided for in the Flexible Work Arrangements Agreement unless otherwise approved by the Director.

## **14. CHANGE IN HOURS OF AN APPROVED FLEXIBLE WORK ARRANGEMENT**

### **14.1 Short period**

Where an employee has an approved Permanent Part-time or Part-time Leave Without Pay Flexible Work Arrangement, these hours may be varied for short periods by mutual agreement between the employee and the Director and must be recorded in writing and submitted to Manager Corporate Services who will:

- where applicable, forward to the Department of Gaming and Racing to undertake any necessary payroll adjustment; and
- retain the documentation on the employee's personnel file.

### **14.2 Extended period**

Where an employee has an approved Permanent Part-time or Part-time Leave Without Pay Flexible Work Arrangement, and wishes to vary or change the day/s worked for an extended period, negotiation with their supervisor and approval by the Director will need to occur.

There should be no expectations by an employee that approval will be given and each case will be determined on a case by case basis. In these circumstances an employee must submit a new Flexible Work Arrangement application, or in the case of Permanent Part-time Employment a memo, and give at least four weeks notice.

The employee must support their application, if applicable, with documentation in order for their application to be considered by the Director. For more detailed information refer to Section 18.3 of this policy.

All documentation is to be forwarded to the Manager, Corporate Services who will forward to the Department of Gaming and Racing to:

- undertake any necessary payroll adjustment;

- formally advise the employee; and
- retain the documentation on the employee's personnel file.

## **15. CONDITIONS OF EMPLOYMENT**

### **15.1 Leave entitlements**

Part-time employees (employees working fewer than 35 hours per week) have the same leave entitlements as full-time employees, in proportion to the hours they work i.e. on a pro rata basis, including recreation leave, sick leave, and family and community service leave.

Employees with less than 10 years of service who are granted part time leave without pay have only the hours they work counted as service for the accrual of extended leave. Employees with 10 years of service or more who are granted part time leave without pay for up to six months have their leave counted as full service for the accrual of extended leave, even though they are only working part of the time. When the part time leave without pay is for more than six months only the hours they work are counted as service for the accrual of extended leave.

### **15.2 Overtime**

Payment will be in accordance with the *Crown Employees (Public Service Conditions of Employment) Award 2009*.

### **15.3 Increments**

Where eligible, increments will be paid in the normal manner subject to the provisions of the Commission's Performance Management System Policy.

### **15.4 Pay for public holidays**

Part-time employees are eligible for payment for any public holidays which occur on their usual approved working days. Payment will be for the normal hours they would have worked on that day and at the rate the employee ordinarily receives. Part-time employees are not eligible for payment for any public holiday which falls on a day on which they would not usually work.

An employee who is granted leave without pay for a period not exceeding 10 consecutive working days, must be paid for any proclaimed public holidays falling during such leave without pay.

## **15.5 Performing higher duties**

In accordance with the  
*Crown Employees (Public Service Conditions of Employment) Award 2009.*

## **15.6 Superannuation**

Any reduction from full-time working hours may affect the rate of contributions paid to superannuation by both the employee and the Commission and on the final benefit payable under the scheme. It is the employee's responsibility to ascertain the effect on their superannuation arrangements. As the options available to employees vary under the different schemes, employees should contact their relevant superannuation scheme for information. Members of the State Super funds can obtain free advice from First State's Super's Advisory Service on 9238 5666.

## **16. APPLICATION REFUSED**

Applications for Flexible Work Arrangements are subject to operational requirements and the HCCC's convenience. Where the HCCC decides to refuse a Flexible Work Arrangement application the Commission will ensure that:

- timely advice is given to the employee to allow them to consider other options;
- feedback is available to assist the employee on considering options;
- the reasons for refusal are clearly and promptly stated, in writing, to the employee;
- the employee is informed of their right to have the decision reviewed;
- if an internal review is requested, it is conducted independently and promptly by the Commissioner.

## **17. HCCC's DECISION TO RESCIND OR AMEND AN APPROVED APPLICATION**

In an event that unforeseen circumstances arise which impact on the operational requirements of the HCCC, it may be necessary for the Commission to rescind or amend an employee's approved flexible work arrangement.

Whilst the HCCC is committed to the principles of equity and work/life balance, it also has an obligation to ensure that operational requirements are met. An

employee, prior to submitting a formal request to engage in a flexible work arrangement, should be aware of this condition.

Prior to any action being taken the matter must be discussed fully with the employee. At least eight weeks notice of the variation or rescission will be given to the employee. Approvals to rescind an application rest with the relevant Director.

## **18. APPLYING FOR A FLEXIBLE WORK ARRANGEMENT**

### **18.1 Permanent Part-time Employment only**

Where an employee wishes to apply for Permanent Part-time Employment a memo must be submitted, with supporting documentation attached, to their Manager for consideration and support and then approval by the Director.

The memo should include the following minimum details:

- request for permanent part-time employment;
- weekly hours/days to be worked;
- reason for the request;
- classification applying to the work to be performed;
- if flexible working hours is requested;
- an understanding that there is no automatic right of return to permanent full-time employment;
- an understanding that leave entitlements will be on a *pro-rata basis*; and
- supporting documentation.

### **18.2 Other Flexible Work Arrangements**

Where an employee applies for a Flexible Working Arrangement (other than Permanent Part-time Employment) the Commission's Flexible Work Arrangement Application form must be completed with supporting documentation attached.

### **18.3 Supporting documentation**

When applying for a Flexible Work Arrangement an employee must support their application, or memo, with documentation in order to be considered by the Commission. Examples of supporting documentation may include, but are not exhaustive:

- Childcare – all reasonable attempts have been undertaken to secure childcare arrangements. Documentation may be in the form of correspondence to/from childcare agencies.
- Carers Leave – documentation may be in the form of medical certificates or letters from medical practitioners.
- Personal health – documentation may be in the form of medical certificates or letters from medical practitioners.
- Study leave – documentation may be in the form of an enrolment form from a learning institution.
- School vacation – documentation may be in the form of set school terms; correspondence from a school/college.

## **19. PROCEDURES**

### **19.1 Employee's responsibilities**

- Complete a Flexible Work Arrangement (FWA) Application form; or other relevant Commission application form or submit a memo, depending on the type of Flexible Work Arrangement being requested with supporting documentation attached.
- Where possible twelve weeks notice must be given prior to the desired date of commencement of the FWA.
- Contact their relevant superannuation scheme to discuss any implications whilst on part-time leave without pay.
- Advise Human Resources (Payroll Section) [Department of Gaming and Racing] if they are eligible to pay the employer's superannuation component whilst on part-time leave without pay and arrangements which they have made to accommodate this.
- Submit requests for any change to an approved FWA within designated timeframes.

### **19.2 Supervisor's responsibilities**

- Review the application or memo taking into account the following criteria:
  - is the position a suitable one for the proposed FWA;
  - is it administratively, operationally beneficial and convenient for the HCCC for the proposed FWA to apply;
  - what effect, if any, will there be on client and/or customer services;
  - will the FWA cause burdens being placed on other employees in the Division and/or the Commission;

- what arrangements will apply to cover the free component of the position;
- what arrangements can be made to ensure access to a full-time position at a later date should the employee seek to return to full-time employment.
- Discuss the application fully with the employee to ensure that all relevant parties are aware of any perceived problems and, if applicable, to negotiate the contents of the application.
- Where applicable, consider if flexible working hours would be available to the employee.
- Take into account any special requirements of the employee when negotiating the contents of the application e.g. child care responsibilities, disabilities and the requirements of the HCCC e.g. operational needs.
- If applicable, discuss the application with the Manager, Corporate Services, to seek advice on the appropriateness of the conditions and contents of the application.
- Document all reasons for both approval and non-approval of applications.
- Obtain Director or Commissioner's approval.
- Review, where applicable, approved FWA's according to designated timeframes.
- Forward documentation to Manager, Corporate Services.

### **19.3 Manager Corporate Services responsibilities**

- Where applicable, provide advice to the relevant Director on the appropriateness of the conditions and content of a FWA application.
- If applicable, record an employee's FWA in the Payroll system.
- Formally advise an employee's relevant superannuation fund of their period of leave without pay.
- Formally advise the employee in writing of their approved FWA.
- Diary notes, where applicable, to check for review dates and expiration dates and send an e-mail reminder to the Director.
- Retain the FWA application and other relevant documentation on the employee's personnel file.

## **20. GRIEVANCES**

All grievances will be handled in accordance with the HCCC's Grievance and Dispute Resolution Policy.

## **21. RETENTION OF APPLICATIONS**

All Flexible Work Arrangements applications will be retained on the employee's personnel file.

## **22. RELATED POLICIES AND LEGISLATION**

- *Crown Employees (Public Service Conditions of Employment) Award 2009.*
- .
- Premier's Department's Personnel Handbook
- HCCC's Grievance and Dispute Resolution Policy
- HCCC's Code of Conduct
- HCCC's Equal Employment Opportunity Policy
- HCCC's Flexible Working Hours Policy
- HCCC's Recruitment and Employment Policy and Procedures
- HCCC's Performance Management System
- Premier's Department's Flexible Work Practices: Policy and Guidelines
- Public Sector Employment and Management Act 2002
- Industrial Relations Act 1996
- Anti Discrimination Act 1977 (NSW)

## **23. DELEGATION TO APPROVE**

As defined in the Commission's Delegations Manual.

## **24. REVIEW**

This policy is to be reviewed at such time as may be directed by the Commissioner.

## **25. ATTACHMENT**

### **25.1 Flexible Work Arrangement (FWA) Application.**

## HCCC FLEXIBLE WORK ARRANGEMENT (FWA) APPLICATION FORM

<b>STEP 1</b>	<b>TO BE COMPLETED BY THE APPLICANT</b>
<b>Applicant details</b>	Name: _____ Employee No. _____ Position: _____ Section: _____ Unit: _____
<b>Type of FWA applied for:</b> (circle whichever is applicable).	<b>1. PART- TIME LEAVE WITHOUT PAY    3. PART-YEAR EMPLOYMENT</b> <b>2. WORKING AT HOME                    4. JOB SHARING</b>
<b>Reasons for application</b> (attach more information if necessary).	
<b>The form that the flexible work arrangement will take.</b> (put a line through whichever is not applicable):	I wish to apply to work under the following FWA: <b>1. PART-TIME LEAVE WITHOUT PAY</b> - Please specify the days and hours to be worked. Total no. of hours per week: _____ Monday - Commence: _____ Break: _____ Finish: _____ No. hours _____ Tuesday - Commence: _____ Break: _____ Finish: _____ No. hours _____ Wednesday - Commence: _____ Break: _____ Finish: _____ No. hours _____ Thursday - Commence: _____ Break: _____ Finish: _____ No. hours _____ Friday - Commence: _____ Break: _____ Finish: _____ No. hours _____ Flexible Working Hours - YES/NO <b>2. WORKING AT HOME &amp; 3. PART-YEAR EMPLOYMENT</b> - Please specify the period/s affected: From: _____ To: _____ From: _____ To: _____ From: _____ To: _____ From: _____ To: _____ Flexible Working Hours - YES/NO <b>4. JOB SHARING</b> - Please specify the no. of hours per week you wish to job share. NB that both people applying to job share should complete a separate application form. Total no. of hours per week: _____ Monday - Commence: _____ Break: _____ Finish: _____ No. hours: _____ Tuesday - Commence: _____ Break: _____ Finish: _____ No. hours: _____ Wednesday - Commence: _____ Break: _____ Finish: _____ No. hours: _____ Thursday - Commence: _____ Break: _____ Finish: _____ No. hours: _____ Friday - Commence: _____ Break: _____ Finish: _____ No. hours: _____ Flexible Working Hours - YES/NO

	<b>TO BE COMPLETED BY THE SUPERVISOR</b>															
<p><b>Suitability of position for a Flexible Work Arrangement (Circle whichever is applicable)</b></p>	<p>The following questions have been designed as a prompt for managers to consider some of the aspects involved in considering the workability of an application for flexible work. Some of the "barriers" to a flexible work arrangement may require a creative approach.</p> <p><b>1. Does the nature of the work require attendance at certain times?</b></p> <p>Yes <span style="margin-left: 150px;">No</span></p> <p><b>If "yes", what are these times and how will this commitment be accommodated if the application is approved?</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Monday -</td> <td style="width: 30%;">From:</td> <td style="width: 40%;">To:</td> </tr> <tr> <td>Tuesday -</td> <td>From:</td> <td>To:</td> </tr> <tr> <td>Wednesday -</td> <td>From:</td> <td>To:</td> </tr> <tr> <td>Thursday -</td> <td>From:</td> <td>To:</td> </tr> <tr> <td>Friday -</td> <td>From:</td> <td>To:</td> </tr> </table> <p><b>2. How would a break in continuity of position occupants affect service delivery/performance of duties?</b></p> <p>Adversely affected / Not adversely affected</p> <p><b>If "adversely affected" please provide reasons and include options:</b></p>  <p><b>3. If the position has staff supervisory responsibilities, how will these be fulfilled?</b></p> <p>Applicable <span style="margin-left: 100px;">Not applicable</span></p> <p><b>If applicable, how will the responsibilities be fulfilled?</b></p>  <p><b>4. What will be the impact on other staff if this arrangement is approved?</b></p> <p>No impact <span style="margin-left: 100px;">Some impact</span></p> <p><b>If there will be some impact, how will this be managed?</b></p>	Monday -	From:	To:	Tuesday -	From:	To:	Wednesday -	From:	To:	Thursday -	From:	To:	Friday -	From:	To:
Monday -	From:	To:														
Tuesday -	From:	To:														
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Thursday -	From:	To:														
Friday -	From:	To:														

<p><b>How the balance of the position's work will be managed</b></p>	<p><b>1. How will the residual hours be used? (Circle whichever is applicable):</b></p> <p>(a) creation of other permanent part-time position  (b) temporary assistance  (c) part-time higher duties  (d) combined with other part-time positions to create a full time position  (e) residual hours not used  (f) residual hours used in another section  (g) residual hours accrued and used on a full or part-time basis during peak periods  (h)other (please specify) _____</p> <p><b>2. Due to the nature of the flexible work arrangement the provisions of the Flexible Working Hours Policy may not be practical. What is the best option for hours of work in the position? (delete whichever is not applicable):</b></p> <p>(a) Fixed hours  (b) Flexible Working Hours (FWH)</p> <p><b>3. If the work pattern proposed by the applicant is not suitable, it may be that other work patterns would work. If this is the case, please specify here the Commission's preferred work pattern:</b></p> <p>Total no. of hours per week: _____</p> <table border="0"> <tr> <td><b>Monday</b> - Commence:</td> <td>Break:</td> <td>Finish:</td> <td>No. hours</td> </tr> <tr> <td><b>Tuesday</b> - Commence:</td> <td>Break:</td> <td>Finish:</td> <td>No. hours</td> </tr> <tr> <td><b>Wednesday</b> -Commence:</td> <td>Break:</td> <td>Finish:</td> <td>No. hours</td> </tr> <tr> <td><b>Thursday</b> - Commence:</td> <td>Break:</td> <td>Finish:</td> <td>No. hours</td> </tr> <tr> <td><b>Friday</b> - Commence:</td> <td>Break:</td> <td>Finish:</td> <td>No. hours</td> </tr> </table>	<b>Monday</b> - Commence:	Break:	Finish:	No. hours	<b>Tuesday</b> - Commence:	Break:	Finish:	No. hours	<b>Wednesday</b> -Commence:	Break:	Finish:	No. hours	<b>Thursday</b> - Commence:	Break:	Finish:	No. hours	<b>Friday</b> - Commence:	Break:	Finish:	No. hours
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<p><b>STEP 3</b></p>	<p><b>APPLICANT &amp; SUPERVISOR DISCUSSION</b></p>																				
<p><b>Procedures</b></p>	<p>The applicant and the manager must now meet to discuss all aspects of the application. The applicant must be provided with a copy of STEP 2. Both parties will need to be flexible and creative in their approaches to resolving any problems with the application.</p> <p>The following options are available:</p> <ol style="list-style-type: none"> <li>1. The application as referred to in Step 1 is supported by the Manager, the FWA Agreement is completed and submitted to the Manager Corporate Services and the delegate.</li> <li>2. Both parties agree to a modification of STEP 1. The FWA Agreement is completed and referred to the Manager Corporate Services and the delegate.</li> <li>3. The application is not supported by the Manager. In this case the reasons must be discussed with the applicant and documented in a report to the delegate. A copy of these papers must also be sent to the Manager Corporate Services.</li> </ol>																				
<p><b>Flexible Work Agreement (Section 76)</b></p>	<p>Both parties agree to the following Flexible Work Arrangement.</p>																				

