

DRAFT

DCJ Flexible Work Toolkit

Table of Contents

Table of Contents	1
1. Introduction	2
2. Communication Templates	2
2.1 Sample 1 – Pre-team meeting communications	2
2.2 Sample 2 – Planning for Flexibility - Team Meeting Agenda.....	4
3. Team Meeting Resources.....	5
3.1 Activity 1 (see agenda) - Reviewing and confirming the outcomes	5
3.2 Activity 2 (see agenda) - Reviewing how we work as a team	6
3.3 Activity 3 (see agenda) - Stop, Start, Continue Discussion	7
3.4 Activity 4 (see agenda) - Rules of the road.....	8
4. Annexure 2 – Team Flexible Work Plan Templates	9
4.1 Flexible working planning tool	9
4.2 Team Flexible Ways of Working Plan Template for [TEAM NAME] Team	12
4.3 Sample 3 – Post-team meeting communications (Email from Manager to Team).....	13

DCJ Flexible Work Toolkit

1. Introduction

The Department of Communities and Justice (DCJ) Toolkit (the 'Toolkit') provides templates and resources to support managers and their teams build flexibility into their working arrangements, that benefit service provision to the people of NSW.

These resources are referenced in and should be used as described in the DCJ Flexible Work Procedure (the 'Procedure'). The Procedure should be read in conjunction with the DCJ Flexible Work Policy (the 'Policy') and this toolkit. This toolkit supports the requirements of the [C2024-03 NSW Government Sector Workplace Presence](#) circular.

2. Communication Templates

2.1 Sample 1 – Pre-team meeting communications

An initial sample email for managers to send to their team prior to the workshop.

- Send out no later than one week before the meeting date you have set.
- Pre-meeting email should include any pre-reading requirements as either hyperlinks or as attachments.
- The email should be contextualised to suit the communication style of the manager.

Draft Email

Subject – Planning for our Team Flexible Work Plan.

I am about to send out an invitation to the team to meet and workshop a team flexible working plan/review our current team flexible working plan.

I would like to take a 'team-based' approach and see what flexibility we can use. We need to ensure it is sustainable, meets the needs of the organisation and meets the needs of each of our team members. We know that creating a flexible work culture across DCJ is important – flexible working that is managed well, can improve team wellbeing, engagement and productivity.

This workshop will be an opportunity to review how we work and consider what flexibility may look like for our team, the arrangements we may like to keep and what might need to change, so we can consider flexibility in our team's way of working.

This will include discussing how we plan and arrange our work, build an understanding of our shared goals and responsibilities and from there, see how we may incorporate more flexibility for each of us into our day-to-day work. You know your work and personal circumstances best, so let's see what is possible.

For employees with workplace adjustments, please be reassured that your agreed requirements will already be incorporated into the team plan. I will discuss these adjustments with relevant staff members prior to the team session.

I will send you all a meeting invitation and agenda shortly.

To make the meeting as productive as possible, I am asking if you could review the attached pre-reading to get you thinking. I'd also like you to consider how you have been working over the last few months and consider what might be possible.

Please take the time to visit the [DCJ Flexible Work](#) intranet page and familiarise yourself with both the **DCJ Flexible Work Policy, Procedure** and the **Toolkit**.

If you have any feedback or questions about flexible working, please let me know.

DRAFT

2.2 Sample 2 – Planning for Flexibility - Team Meeting Agenda

Send this to your team as an attachment in the meeting invitation.

Date:		
Location:		
Attendees:		
Duration: 90 – 120 minutes hours (<i>suggest allowing 2 hours for greater facilitated discussion and development of rules of the road and implementation plans during this workshop</i>)		
No	Item	Format
1.	Introduction/scene setting <ul style="list-style-type: none"> • Why we are here today. • Invite discussion: What would the team like from today? • What we will cover in the session. 	Manager led - some discussion - 8 minutes
2.	Taking a team-based approach <ul style="list-style-type: none"> • What is this approach and why does it work/help? • Do we have a culture of flexibility? 	Manager led/facilitated discussion - 10 minutes
3.	Start by identifying outcomes <ul style="list-style-type: none"> • How to identify and confirm the business, team, and individual outcomes to maintain or improve, and how they will be measured. (Activity 1 – see Team Meeting Resources) 	Manager led/facilitated discussion and team - 15 minutes
4.	Ways of working <ul style="list-style-type: none"> • Discuss experiences you have had working as a team over this period. (Activity 2 – see Team Meeting Resources) • Embedding flexibility at DCJ. • Opportunities for possible role or work re-design. 	Manager led/facilitated discussion and team - 20 minutes
5.	Future flex <ul style="list-style-type: none"> • What kind of flexibility do we want to continue/start/modify/change? (Activity 3 – see Team Meeting Resources) • Identify/agree as a team the rules of the road to put into place. (Activity 4 – see Team Meeting Resources) • As a team using the DCJ Team Flexible Work Plan we will develop our team plan. • Identify anything else needed (training, available tech, HR advice, socialising it with other teams/stakeholders) 	Manager led/facilitated discussion, team - 55 minutes
6.	Wrap up	Manager led - 5 minutes

3. Team Meeting Resources

3.1 Activity 1 (see agenda) - Reviewing and confirming the outcomes

Complete as a team

Identify your business/organisation, team and individual outcomes that need to be maintained or improved. (Are these the same or have these changed?)

	Maintain	Improve
Business unit/organisation		
Team		
Individual		

Has working flexibly impacted business/organisation, team, individual outcomes? If so, how?

	Negative	No Change	Positive
Business unit/organisation			
Team			
Individual			

What is your vision for how you want to work in the future as team?

3.2 Activity 2 (see agenda) - Reviewing how we work as a team

Complete as a team

DCJ is looking to find creative and innovative ways to provide support services to the most vulnerable people in our communities.

Think about the ‘when, where, how and who’ of the ways we’ve been working over the last year and answer the following questions.

What worked well?	What didn't work well?	What do you want to maintain?

Challenges and dilemmas experienced	What surprised you?	What did you learn from your experience?

3.3 Activity 3 (see agenda) - Stop, Start, Continue Discussion

Complete as a team

What flexibility do we want as a team?

How do we want to work? What practices do you want to Keep/Continue, Start/Modify, Change/Stop?

Keep/continue	Start/Modify	Change/Stop

3.4 Activity 4 (see agenda) - Rules of the road

Complete as a team

Guiding principles (Availability/location etc...)	Team suggestions
<i>How will we communicate (online platform, calendar, tools, work hours, sick, locations, WFH ...etc.)</i>	
1. <i>With each other</i>	
2. <i>With stakeholders</i>	
3. <i>Notifying changes to flex work plans</i>	
4. <i>How will people find us if they need us?</i>	
<i>Other guiding principles/parameters:</i>	
5. <i>How will we measure our service delivery outcomes? What is our baseline? How will we know if we are meeting our baseline?</i>	
6. <i>How will we measure team cohesion outcomes? What is our baseline? How often will we check if we're continuing to meet or exceed this baseline?</i>	
7. <i>How will we measure our team wellbeing? What is our baseline? How often will we check if we're continuing to meet or exceed this baseline and discuss it?</i>	
8. Other?	

4. Annexure 2 – Team Flexible Work Plan Templates

4.1 Flexible working planning tool

This tool provides questions for teams to consider while exploring the key flexible work principles described in DCJ’s Better Ways of Working Flexible Work Policy. Use this tool to help with discussion and collaboration in building the team plan.

Flexible Work Principles	Team Plan
<p>Focus on Service Delivery/ Customer/ Operational Responsibilities</p>	<p>These points/questions can be used as prompts and then deleted once the team has agreed on the responses.</p> <ul style="list-style-type: none"> • Identify the outcomes/deliverables that need to be maintained or improved. • What are the work non negotiables? • Is the way we currently work really resulting in the best service delivery or outcomes that can be achieved? • Can performance objectives be achieved or improved by using flex? • Can this type of work still be done effectively and efficiently from another location or in a different way? • If not, what else might be possible? • How will this impact us? • Anything else?

Responsibility and Trust	<p>These points/questions can be used as prompts and then deleted once the team has agreed on the responses.</p> <ul style="list-style-type: none"> • Challenge assumptions about jobs, work and what is the best way to achieve outcomes and consider the possibility that jobs, and work could be designed differently. • Discuss what trust looks like from both the manager and team/employee perspective. • What will you all commit to? • Anything else?
Regularly Rethink, Review, Rework	<p>These points/questions can be used as prompts and then deleted once the team has agreed on the responses.</p> <ul style="list-style-type: none"> • How will we review how things are working? • How often will we review this plan? • How do we get help if we need it? • If we do not think it will work, how do we communicate this? • If they do not agree, who do we go to for advice? • Anything else?
Focus on Flexible Teamwork	<p>These points/questions can be used as prompts and then deleted once the team has agreed on the responses.</p> <ul style="list-style-type: none"> • Identify flexibility options for team members that will either maintain or improve outcomes for the organisation, customers, team, and individuals. • Understand the impact benefits and challenges of each flexible work option on individuals and teams (see the BWOW guides). • Establish flexible working team plan and a culture of flexibility. • How will we support each other to work flexibly? • Is the flexibility requested by anyone in the team negatively impacting the workload of anyone else? If so, what are some workable solutions or other options that can be tried? • Anything else?

Lead Flexibly

These points/questions can be used as prompts and then deleted once the team has agreed on the responses.

- Communicate team outcomes and non-negotiables clearly and often.
- Be open to trying various options for flexibility.
- Think about how you will model and champion flexibility.
- Outline the support you will provide re flexible work.
- How will you communicate the team plan with colleagues and stakeholders?
- Anything else?

Emphasise belonging and wellbeing

These points/questions can be used as prompts and then deleted once the team has agreed on the responses.

- What capabilities do we need to work differently?
- How do we develop them?
- How will we ensure that everyone has access to development activities or opportunities?
- How will we communicate openly and ensure that every voice is heard?
- How will we build trust and resolve conflicts?
- How will we communicate and maintain connection?
- How do we ensure our work, health and safety and general wellbeing?
- Anything else?

4.2 Team Flexible Ways of Working Plan Template for [TEAM NAME] Team

This template should be populated in draft in the team meeting.

Team Member	Plan	WFH WHS checklist completed (date)	Comments
Name	<ul style="list-style-type: none"> Works from home 2 days a week (Monday and Tuesday) Works from office: <ul style="list-style-type: none"> Wednesday, Parramatta Thursday and Friday, Ashfield 	Working from Home Checklist to be completed	
Name	<ul style="list-style-type: none"> Works from the Liverpool office 4 days per week Works from home 1 day per week (Wednesday) 	Working from Home Checklist to be completed	
Name	Works from Parramatta office but leaves at 3pm on Thursdays and Fridays		
Name	Works remotely from Orange – comes to Sydney every 2 months		
Name	Works from the office full time Has 2-hour lunch on Tuesdays and Fridays		
Name	Works part time (from the office) 3 days per week (Tuesday, Wednesday and Thursday)		

4.3 Sample 3 – Post-team meeting communications (Email from Manager to Team)

- Send after the team meeting.
- Attach to the email the final Team Flexible Work Plan developed as a result of the meeting.

Draft Email

Subject: Our Team Flexible Work Plan and what to do next

Thank you so much for coming to the meeting on <date> to discuss our Team Flexible Work Plan. It was great to work together to plan how we can make flexibility work as a team.

I have now met with different team members to discuss their individual flexible working arrangements. Where necessary, I have updated some details in the attached Team Flexible Work Plan that documents what flexibility we agreed we'd try out, and how we'll do it.

We'll discuss in our team meeting how we're getting started (e.g. as a standard monthly agenda item for team meetings, review rules of the road and adjust accordingly).

The aim is for everyone in the team to get started and be able to implement their own individual flexible working arrangement by <insert date>.

For team members who are seeking to work remotely (e.g. from home), please ensure you have submitted a Hybrid and Remote Work form in ServiceNow by [DATE].

As always, if you have any questions or feedback, please talk to me.