

INTERNAL ONLY

ISLHD PROCEDURE COVER SHEET

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SUMMARY	Illawarra Shoalhaven Local Health District (ISLHD) supports flexible working. This document defines the range of flexible working options available and the process to be undertaken by management with staff to identify which options may best suit areas of work or particular roles.

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

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1. POLICY STATEMENT

The Illawarra Shoalhaven Local Health District (ISLHD) supports flexible working when it is demonstrated that service delivery can either be maintained or improved. In doing so, ISLHD will be best placed to realise the benefits of flexible working to improve service delivery and achieve our vision of *‘Excellent services, quality partnerships, healthy communities’*.

ISLHD recognises the importance of supporting employees to balance work, family and other aspects of their lives. We also understand that when organisations value flexible working, they are more likely to have productive and fulfilling workplaces that assist them to attract and retain employees, leading to savings in recruitment and training costs, as well as maintaining corporate knowledge and expertise.

Our vision is to realise the benefits of flexible working to improve service delivery and achieve our strategic priorities. The benefits include:

- Maintaining business continuity
- Attracting and retaining talent and creating a diverse workforce
- Reducing employee turnover
- Promoting health & wellbeing
- Improving job satisfaction, productivity and motivation
- Reducing costs
- Promoting agility, innovation and adaptation.

It does not mean every role, or every individual, can or should (or has to) work flexibly but what it does mean is that everyone can begin a conversation about what type of flexible working is available to them, regardless of the reason they are seeking it.

ISLHD’s approach to flexible working is summarised in the [Flexible Working Framework](#). This procedure provides information about the options available, how to request, consider and approve these arrangements and how to manage these arrangements effectively. There are a range of other supporting documents that are referenced throughout.

2. BACKGROUND

Historically, flexible working arrangements have largely been employee-led, with managers reacting to individual requests and considering these in isolation. Flexibility has traditionally been limited to those with a legal entitlement to access such arrangements (e.g. Women returning from maternity leave or people fulfilling caring responsibilities). Managers now need to consider flexibility in relation to all roles, in a way that maintains or improves service delivery.

3. DEFINITIONS

For the purposes of this procedure, the following definitions apply:

Flexible Working – describes arrangements that change standard hours, days or location

of work on a temporary or longer term basis so that there are beneficial outcomes for employees and the organisation.

Flexible Working Arrangement (FWA) – refers to a formal agreement approved by a manager that allows an employee to make use of flexible work alternatives such as working from home, job sharing or part-time work for agreed periods of time of up to 12 months. Such arrangements usually involve changes to employment or working conditions.

Ad hoc Arrangement - Flexible working is accessed when something happens unexpectedly or an employee's needs change at short notice (e.g. varying start time because of a personal need). Such arrangements require prior approval by the manager but do not require a formal application due to the ad hoc nature of these requests.

Business and team needs must continue to be met. A key aspect of this type of arrangement is that the employee identifies when they want to engage in flexible working, as long as it is approved by the line manager and agreed guidelines are followed such as:

- when work needs to be completed by (being accountable for work demands); and
- who and how the arrangements are communicated (e.g. notifying your manager and team).

4. RESPONSIBILITIES

4.1 Employees will:

- Be aware of, and comply with this procedure
- Consider individual, team and organisational needs
- Complete required processes and documentation
- Attend meetings or training as required
- Fulfil agreed hours and work tasks
- Contribute to and meet agreed performance outcomes
- Identify potential impacts of flexible working and what can be done to overcome them
- Be flexible and willing to adapt to meet service requirements
- Be proactive in ensuring communication is maintained with colleagues and manager
- Participate in trialling FWAs to ensure service delivery is maintained as a minimum
- Inform manager of any changes in circumstances at the earliest opportunity
- Seek and obtain required approval prior to commencing FWA
- Accept any decisions to cancel or amend previously approved FWA

4.2 Line Managers will:

- Be aware of, and comply with, this procedure
- Role model a positive approach to flexible working
- Discuss flexible working with employees to identify suitable options based on the work

being performed or for particular roles

- Recommend and support flexible working where there is a particular need eg. Illness, domestic violence, disability, caring or cultural responsibilities. This includes having the ability to identify, understand and respond to unique circumstances that Aboriginal, Torres Strait Islander or employees with diverse backgrounds may be experiencing
- Assess FWA free of cultural or unconscious bias
- Reasonably consider all requests for flexible working in conjunction with the identified needs of the team and the service
- Discuss flexible working applications directly with employees prior to making a decision and seeking appropriate levels of approval
- Provide feedback to employees on the outcome of their application including full reasons for non-approval and, where approval has been granted, how the arrangements will be trialled
- Determine performance outcomes in consultation with employees and monitor achievement
- Document, monitor, review and evaluate FWA to ensure service delivery is maintained
- Consider opportunities to redesign roles to promote flexible working and attract all potentially suitable candidates
- Provide reasonable notice prior to cancelling or amending previously approved FWA
- Submit changes to an employee's hours via EziSuite, and if necessary HealthRoster, in line with an approved FWA to ensure accurate rostering and pay details
- Consider any WHS elements of the request

4.3 In addition to the Line Manager responsibilities, Senior Managers will:

- Be aware of, and comply with this procedure
- Role model a positive approach to flexible working
- Communicate the benefits of flexible working and the organisation's support for certain flexible working when service delivery is maintained or improved
- Support line managers to identify suitable flexible working options for their teams/roles
- Ensure timely consideration and, if appropriate, approval of FWA in line with the delegations manual
- Ensure flexible working maintains or improves service delivery
- Review declined flexible working proposals if requested by an employee

4.4 Workforce Support will:

- Provide guidance and support to employees and managers
- Promote flexible working options and processes
- Process EziSuite change of employment forms in a timely manner

5. PROCEDURE

Flexible working is about rethinking the where, when and how work can be done. It is about exploring work design and business models to identify opportunities for flexibility that maintains or improves service delivery. Given the diversity of the workforce, different types of flexible working will suit different roles and operating contexts.

5.1 Guiding Principles

The following guiding principles underpin ISLHD’s approach to flexible working.

Principle	Description
For everyone	<ul style="list-style-type: none">▪ Everyone is able to request the types of flexibility that makes sense within their role.▪ Managers and their teams consider what is possible based on service delivery being maintained or improved.
Mutually beneficial	<ul style="list-style-type: none">▪ Successful flexibility embodies the best outcome for employees, employers and patients/consumers.▪ Flexible work must maintain or improve service delivery, comply with Award provisions and not increase labour costs.
About the team	<ul style="list-style-type: none">▪ Flexible working should be considered in the context of the team, with all arrangements taking a team overview about how work will be distributed and solved for the needs of the team.▪ Legislative provisions must be taken into account e.g. caring responsibilities.▪ Staff safety remains a priority which must not be compromised.

Principle	Description
Give and take	<ul style="list-style-type: none"> ▪ Not all types of flexibility will be available for every role and every individual all the time. ▪ Flexible work requires give and take between employee, manager and teams. ▪ FWAs may change and cease (requiring a new proposal to be discussed) due to a number of reasons, including business needs. ▪ It is the obligation of the employee, their manager and their team to make any FWA a success. ▪ FWA should be monitored and reviewed regularly to check they are working well and address any issues that may arise.
Leader led	<ul style="list-style-type: none"> ▪ Senior leaders should lead the way and show what is possible with flexible working. ▪ Senior leaders should visibly demonstrate how they are building flexible working into their own lives and enabling their teams to work flexibly.
Context matters	<ul style="list-style-type: none"> ▪ Different types of flexibility will suit different roles, given the size and diversity of the organisation. ▪ Assumptions will need to be challenged to rethink work design and business models to realise flexible working to improved service delivery.
Trust	<ul style="list-style-type: none"> ▪ Building trusting relationships within teams and by managers of staff, particularly when they are working remotely, is necessary for flexible working to be successful. ▪ Employees must equally demonstrate that they are trustworthy.
Accountability	<ul style="list-style-type: none"> ▪ Managers and employees must be clear about expectations and deliverables in building a high performing work culture and, at the same time, are accountable for outcomes and the success of flexible working.

5.2 Types of Flexibility

Type of arrangement	Summary
Flexible working hours	This option allows employees where possible, to vary starting and finishing time and/or days of work. For instance, staff can make shift requests when working a rotating roster; request to work longer hours over less days or request a combination of longer and shorter days.
Part time work	Part-time work is usually when an employee applies for and is appointed to a position for less than 32 hours per week. Alternatively a full time employee may request to reduce their hours permanently due to their circumstances. The approval of such a request will depend on whether the duties can be shared effectively in a job share arrangement or accommodated in some other way.
Job sharing	Job sharing is an arrangement whereby one job is shared between two or more employees. Job sharing allows managers to implement a greater variety of employment options and provides flexibility for employees to choose preferred work patterns. Refer to the ISLHD Job Sharing Intranet page for further information.
Leave without pay (temporary reduced hours or part year employment)	Leave without pay provides an opportunity for employees currently working permanent full time to work part-time on a temporary basis, using leave without pay for the balance of the full time hours for the classification. At the end of a defined period of leave without pay, the employee returns to full time work. This option is often used as a return to work strategy after illness, parenting leave or a phased exit before retirement, for example. Leave without pay is also an option for employees when they have exhausted their annual leave entitlement and would like a further period of time off work (part year employment). Refer to the ISLHD Leave Without Pay Intranet for further information. The usual leave application process should be used to seek approval for this flexible working option. Refer to section 5.11 Working from Home Requirements and the ISLHD Working from Home Toolkit for further information.

Type of arrangement	Summary
Remote working (working from home or another location)	<p>Remote working may be a short or long term option to allow employees to continue their employment during some temporary, unforeseen circumstances such as sorry business, which prevents them attending the workplace. Alternatively, it allows employees to work from home when the manager and employee are in agreement that a certain piece of work can be completed efficiently in this manner.</p> <p>In other circumstances, there may be times when it makes more sense for an employee to work from an alternate work site. For instance, to work with the local stakeholders, undertake a specific project or to reduce commute time. Remote working will not be an option for many patient/client facing and customer service roles.</p>
Short term absences for family and other responsibilities	<p>The need to be absent from work to meet family and other responsibilities may be for part of a day, for a day or for a number of days. Flexible arrangements of working hours (such as varying start and finish times on an ad hoc basis) and a range of leave provisions (such as FACS or Carer’s leave), either separately or in combination, may be used to enable employees to meet these needs.</p> <p>Refer to the ISLHD Leave Intranet for further information.</p>
Career Break Scheme (for Nurses and Midwives only)	<p>This Scheme allows employees to defer twenty per cent of their net salary for four years, and be paid this deferred salary with interest earned in the fifth year. Employees approved to participate in the Scheme may take a break of one year away from their position covered by the Award – the Deferred Salary Leave Year.</p> <p>Refer to the Public Health System Nurses’ and Midwives’ (State) Award 2019 and the Career Break Scheme Business Process for further information.</p>
Study Leave	<p>Study leave provides employees with the opportunity to undertake study, learning or other development activities, such as attending conferences that are relevant to their role and in line with the needs of ISLHD. Whilst a separate process is required to obtain approval of study leave, it should be considered as another option of flexible working available to staff.</p> <p>Refer to the ISLHD Development and Study Leave Procedure for further information.</p>

5.3 Team Based Approach

As part of business and workforce planning, managers should proactively discuss and explore the options for flexibility and how these may best suit areas of work or particular roles. This includes an assessment of specific role requirements, such as whether the role provides frontline services to patients/clients. The focus should be on ensuring that the guiding principles will be adhered to when implementing the flexible working option.

Clearly identifying and communicating options for flexible working within the team in advance of individual requests will allow for a planned and considered approach, without limiting opportunities to consider one-off or unique situations.

Managers should have open discussions with employees to assist with their understanding of flexible working options and to allow for their input into establishing parameters that will work for the team and specific roles and maintain or improve service delivery.

Refer to the [ISLHD Team-Based Approach Toolkit](#) for further information.

5.4 Requesting a FWA

Employees are encouraged to familiarise themselves with this procedure and other flexible working documents prior to applying for a FWA. Employees should talk to their manager about their interest in flexible working and explore the possible arrangements in the first instance. This discussion provides the opportunity to understand each other's perspectives prior to the formal request being made.

Employees can apply for a FWA for a period of up to 12 months. If an employee wants to continue the FWA past the 12 month period, a new Flexible Working Application is required for each 12 month period requested. The expectation should not be that the FWA is an ongoing arrangement.

Employees are responsible for applying in writing when seeking approval for a formal FWA and must complete a [Flexible Working Application](#). The [Flexible Working Checklist](#) guides employees on how to prepare a proposal and to identify any areas to explore or discuss further with the manager.

All flexible working applications should be submitted at least four (4) weeks prior to commencement where practical. Each flexible working application will be assessed and considered on its own merit and without prejudice. Consideration will be given to the potential impact on the team and service delivery and, if appropriate, a team based approach may be taken.

5.5 Considering a FWA

Managers must consider requests for FWA in a fair-minded way and respond with a decision within 21 days.

The [Flexible Working Checklist](#) has been developed to assist managers when reviewing and considering an application. The checklist assists the manager to explore all aspects of the arrangement and develop a proposal for the ongoing agreement, or to identify any

alternatives in the case that the suggested arrangement may not work.

All FWAs need to consider work health and safety (WHS) requirements to ensure that safety is not compromised. If the FWA involves the employee working from another work site, usual site induction processes need to be implemented including all WHS requirements. If working from home, the [Working from Home WHS Checklist](#) must also be completed (refer to section 5.11 for further requirements relating to Working from Home).

Managers and employees must openly discuss the flexible working application, understand expectations and start from the perspective of seeking to make it work. If an agreement is not reached on the proposal, both parties should consider exploring other suitable options to work flexibly. This may involve taking a team based approach to ensure that arrangements can be negotiated within the team more broadly to ensure service delivery is maintained.

There are some circumstances where managers must give greater consideration to FWAs due to Award and legislative requirements, subject to operational requirements. These situations include:

- Return from leave – employees have a right to request to return from maternity, adoption or parental leave on a part-time basis until the child reaches school age. While this does not create an entitlement to return to work on a part-time basis, the manager must be able to justify why this is not possible based on organisational needs. A flexible approach also needs to be taken to providing the employee with lactation breaks during work time;
- Caring responsibilities – employees with caring responsibilities should be supported by accessing flexible working in line with the principles of the [NSW Carers Charter](#);
- Domestic violence – employees experience domestic and family violence should be supported with flexible working where required;
- Disability – employees with a disability should be supported with flexible working where it will assist them to carry out the inherent requirements of their position.

5.6 Approving a FWA

Once there is a mutual agreement of the employee's flexible working application, approval by the delegated authorising officer is required prior to its commencement.

Where the FWA is an ongoing formal agreement which involves changes to employment terms and conditions, such as working hours or patterns, these changes need to be processed via an EziSuite form to ensure that the employee is set up to be paid appropriately. The HealthRoster Demand Template may also need to be updated to reflect the changes.

Formal FWAs require approval by a Level E manager or higher (as per the Delegations Manual) with the exception of working from home arrangements which require higher level approval (see section 5.11).

5.7 Trial Periods

All FWAs approved under this procedure must undergo a trial period of up to 3 months to ensure the arrangement meets the business requirements of ISLHD and the flexibility required by the employee.

5.8 Monitor and Review

If the trial is successful and the agreement is adopted, the manager must monitor the arrangements on an ongoing basis to ensure:

- All deliverables are being met
- The quality, quantity and timeliness of the work performed is at the standard required
- The impact on other team members is not detrimental
- The operational requirements of ISLHD are being met
- The employee is complying with the terms of the agreement
- Work, Health and Safety requirements continue to be met
- All ISLHD policies and procedures are being adhered to.

All FWAs will need to be reviewed by the employee and their manager at the pre-determined review date, with the minimum period being every 12 months. The 12 month review is best incorporated into the annual Personal Effectiveness and Development (PED) process and documented on the relevant PED form. Reviewing arrangements will ensure that it is still feasible, is mutually beneficial for both parties and to determine if any adjustments are required or to reflect any change in circumstances.

- It is important to monitor all expiration dates to ensure that updates to Stafflink and HealthRoster can be made prior to the end date
- Feedback should be sought from employees, and potentially customers including patients/clients, regarding their perception, experience and needs
- Managers should monitor the outcomes of the different flexible working options, employee's attitudes and perceptions, and the impact of the arrangements, both positive and negative. This information should be used as a focus for ongoing team discussion.

Managers are encouraged to evaluate FWAs within their teams as part of the team based approach. For further information refer to the [ISLHD Team-Based Approach Toolkit](#).

5.9 Ending a FWA

An employee can request to end a FWA at any time. This request should be discussed with the manager so that any flow-on effects can be determined and, if necessary, discussed with other members of the team. Appropriate notice periods need to be provided in line with the relevant Award, for instance, when someone has been backfilling the employee's Leave Without Pay (temporary reduced hours).

If a FWA is having a negative impact on ISLHD, the team or the employee, and is no

longer mutually beneficial for either party, it should be terminated. A meeting to discuss this must take place between the manager and the employee, with the criteria outlined for how it is not meeting the requirements. The reason to end the agreement needs to be put in writing with a two week notice period where this is appropriate. The agreement may be terminated without notice if there is a genuine WHS concern or evidence of misconduct.

For further information refer to the [ISLHD Team-Based Approach Toolkit](#).

5.10 Declining a FWA

ISLHD recognises that due to the nature of some positions, not all flexible working applications can be accommodated. For example, employees performing frontline service roles are unlikely to be in a position to work from home when face to face contact is required, but efforts should be made to identify any other opportunities to work flexibly.

Possible grounds for not approving a flexible work application may include, but are not limited to:

- The nature of the work is incompatible with the proposed flexible working arrangement
- The proposal requested by the employee would likely result in a significant negative impact on service delivery
- The new arrangements would be too costly for the organisation
- There is no capacity to change the working arrangement to accommodate such a request (e.g. breach of an industrial award, creates inequity/inefficiencies in roster, compromises service coverage)
- The employee would not be able to perform their role effectively and would likely result in significant loss of efficiency or productivity
- The arrangement would prevent others in the team from getting their job done effectively or would impact on team cohesion
- Any potential corporate risk to ISLHD
- The arrangement would create a WHS risk to the individual or team.

It is important that managers document their decision making process to show how they genuinely reviewed the proposal to work flexibly, including the rationale for why the role cannot be done successfully under the proposed arrangement. The document is to be trimmed and added to the employee's personnel file.

If an employee feels that their application has not been reasonably considered, they are encouraged to discuss this with their manager. If the employee is not satisfied with the manager's response, the employee can request a review by the relevant senior manager, which will occur in consultation with Workforce Support.

5.11 Managing Performance

As with all employment arrangements, performance expectations should be discussed and documented via position descriptions, work instructions/procedures, PED plans and as part of the FWA formal agreement, for example.

Research shows that managers get the best from teams working flexibly when expectations are clear and they measure the quality of team deliverables against these expectations, rather than by hours in the office. Likewise, team members, whether they work flexibly or not, do their best work when they manage their time, deliver to expectations and maintain good lines of communication with their managers and the rest of the team. When working flexibly, it is especially important that managers, employees and teams talk regularly about FWAs, how they are working and how any challenges can be addressed.

If an employee is not performing satisfactorily at the time of requesting a FWA, this situation needs to be addressed immediately but also considered within the context of external stressors that the employee is experiencing, which may be better managed through a temporary FWA. This should be considered before declining a flexible working application due to performance concerns.

There can be a perception that flexible work, especially working remotely, can result in under delivery. Performance issues can arise with any work arrangement and being visible in the workplace is no guarantee that employees will deliver to expected standards. Managers should therefore be careful not to assume that it is the FWA, which is causing any performance issues, when that may not be the case. If there are underlying performance issues, managers should deal with these in the way they would with any employee, regardless of their working arrangement.

In addition, remote working in emergency situations, like the COVID-19 response, is not representative of remote working in general. Such situations can involve lack of choice to work remotely, heightened stress and additional family caring responsibilities. Any or all of these may negatively affect productivity.

Refer to [Performance@ISLHD](#) on the Intranet for further information.

5.12 Attraction and Retention

Flexible working is a key strategy for sourcing employees for future capability needs and attracting a diverse workforce. The option of flexible working will be promoted via ISLHD's Career Portal and job advertisements. Managers are encouraged to discuss relevant FWAs with candidates as part of the recruitment process. New employees will be advised of the District's commitment to flexible working in their letter of offer.

In addition, flexible working may be a strategy adopted to retain valued staff. Managers are encouraged to discuss reasons for resignation with their high performing staff and explore options to retain these staff within ISLHD. One of these options may be a FWA.

5.13 Working from Home Requirements

Working from home is not considered to be an ideal arrangement on an ongoing, regular basis and should only be supported by managers as an ad hoc arrangement in most instances. The opportunity to interact, collaborate and share knowledge with colleagues is important to enable the effective functioning of a team and is best achieved when working face to face in the workplace.

Therefore, in the majority of cases ISLHD employees are not to work from home as part of

a formal agreement or FWA. All working from home arrangements, including ad hoc, need to comply with the working from home requirements as outlined in the following sections. Ad hoc working from home arrangements may be approved by a Level D manager (Director, Clinical Co-Director, Operations Manager, DON) or higher as per the ISLHD Delegations Manual. Formal working from home arrangements require Level C (General Manager, Major Service Director) approval.

5.13.1 Technology and Equipment

An employee cannot commence a remote working arrangement unless the required equipment and system access has been provided and is functioning effectively. This includes having strong and reliable internet access.

If an employee requests to work from home as a FWA, it is the responsibility of the employee to provide the equipment, including a suitable workstation, and other resources required to complete their work tasks in most instances. Where an ISLHD laptop has been provided in the workplace, this may be used whilst working from home.

If telephone contact is the only way to respond to an enquiry or contact a person, an employee working from home must be prepared to use their personal phone where a work phone has not been provided as part of their role. In these instances, an employee should ensure that Caller ID is turned off on their phone.

If the organisation requires an employee to routinely work from home or as part of a Recovery@Work process, the appropriate equipment and resources will be made available to the employee to fulfil their role. Monitors will not be provided. Managers must maintain a record of ISLHD equipment that an employee will use from home.

If an employee has difficulties accessing the internet or the systems required to effectively complete their duties whilst working remotely, the expectation is that they will attend the workplace or an alternate work site to complete their usual hours of work. Employees should report such issues to their manager if they cannot be resolved in a timely manner so that they are aware of the impact on their work performance, to assist if possible and to make the necessary arrangements for them to attend work.

Employees are responsible for seeking independent professional advice in relation to taxation and/or insurance when working from home.

For further information about IT access to support working from home refer to:

- [Working from home/offsite and Health ICT Support](#)
- [Telehealth](#)

5.13.2 Work Health and Safety

In order to gain approval to work from home, an employee must be able to identify a safe and comfortable space within their home that is suitable for their duties to be performed without undue distractions. A [Working from Home WHS Checklist](#) must be completed to ensure that the workstation, and the site more generally, is safe for the employee. The completed Checklist must be provided by the employee to the line manager and checked prior to commencing to work from home.

A photo of the employee's workstation must be provided as part of this checklist. The employee must consent to ISLHD having access to inspect the site subject to the provision of 48 hours' notice. In most instances such an inspection would be undertaken by their line manager or Safety Advisor to address any concerns regarding the safety of the site and/or workstation.

The employee must agree to cooperate with ISLHD to ensure the site conforms to relevant WHS standards. All WHS policies that apply at the employee's usual place of work shall, as far as practicable, apply in carrying out home based work.

The employee must consent to a SafeWork Inspector entering the site in the event of a notifiable incident, for instance.

5.13.3 Family and Domestic Violence

Working from home arrangements may increase employees' exposure to family and domestic violence. Managers must ensure that staff are not exposed to risks to their health and safety in the workplace, which includes the employee's home when they are working from home. Managers must take a systematic approach to managing risk and must do what is reasonably practicable to ensure an employee's safety when working from home. This includes:

- Providing a safe environment for disclosure;
- Declining the option of working from home without explanation;
- Assuring confidentiality and securely, to the extent possible and required by law;
- Not requiring the employee to provide unnecessary personal details;
- Ensuring continued communication when an employee is working from home;
- Communicating the availability of entitlements such as Family and Domestic Leave or other types of leave, flexible working arrangements and access to free counselling via EAP;
- Contacting 1800 RESPECT if you or another employee witnesses or sees signs of family and domestic violence whilst undertaking work; and
- Calling 000 if an employee is in immediate danger whilst working from home.

The [Working from Home WHS Checklist](#) incorporates family and domestic violence so that it is a consideration when discussing every working from home arrangement.

5.13.4 Dependent Care

Employees working from home must not use this as a substitute for dependent care. Household dependents must be cared for by an external party during working hours.

5.13.5 Security of Information and Confidentiality

The security of ISLHD records, data and information is of the utmost importance irrespective of where an employee is working. Employees are responsible for ensuring that confidential information is protected and maintained whilst working from home and

that their FWA does not allow for accidental exposure of personal health information.

Employees are not to allow family members to use ISLHD hardware and systems.

Employees are not to post photographs of their home office or workstation on social media.

5.13.6 Communication and Meetings

Managers must ensure regular communication with employees working from home, individually and with the team. Managers should conduct regular check-ins to ensure that the employee is at work, working effectively, feeling connected with the workplace and has access to support as required.

Regular virtual catch-ups with the team should also occur in order to maintain rapport, connection and information sharing. Managers should schedule meetings at a time where the majority of employees can attend and vary these times in order to ensure part-time employees are at least able to attend every second meeting. Communication of information shared at these meetings should occur to those not in attendance.

It is important that employees use their video during virtual meetings to demonstrate engagement with the conversation and ensure that connection and wellbeing is maintained. This will also enable the manager to pick up on any visual cues that would not otherwise be evident.

Employees are not to use working from home as a reason not to attend meetings either virtually or in person. Employees are expected to attend all meetings that require their participation and, if the meeting requires their physical presence, the employee is to attend the location of the meeting unless their manager approves otherwise.

Employees who are working from home must be contactable during their normal working hours in the same manner that they would be in the workplace. Contact details need to be effectively communicated to ensure service delivery is maintained. This aspect of working from home needs to be closely monitored to ensure that there is not a detrimental impact on customer service.

Refer to the [ISLHD Working from Home Toolkit](#) for further information.

6. DOCUMENTATION

- [Flexible Working Application](#)
- [Flexible Working Checklist](#)
- [Working from Home WHS Checklist](#)
- [Job share Intranet page](#)
- [Working from Home Toolkit](#)
- [Team based approach Toolkit](#)

7. AUDIT

Employee use and satisfaction rates and manager support for flexible working are monitored and reported annually as part of the People Matter Employee Survey (PMES).

8. REFERENCES

Public Service Commission – Flexible Working Resources

9. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval / Date
May 2021	0	Author: Workforce Relations Consultant/ Director Workforce Relations & Management Approval/Date: Corporate Policy Recommendation committee/May 2021 Approval/Date: Executive Director Strategic Improvement Programs /May 2021
June 2022	1	Author: Workforce Relations Consultant Approval / Date: Director, Corporate Governance & Risk Management / June 2022