

# SESLHD PROCEDURE COVER SHEET

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<b>FUNCTIONAL GROUP(S)</b>	Workforce Operations
<b>KEY TERMS</b>	Flexible work practices, flexible working, remote working, hybrid working, job share, Temporary Individual Roster Arrangement (TIRA), Flexible Work Arrangement Request Form in Search and Request Anything (SARA)
<b>SUMMARY</b>	This Flexible Work Arrangements procedure and the supporting documents provide guidance to employees and their managers on the variety of flexible work options available in SESLHD, and approvals process.

## COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

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## Flexible Work Arrangements

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### 1. POLICY STATEMENT

South Eastern Sydney Local Health District (SESLHD) recognises that to create a positive experience in all workplaces for all our employees we must be agile in our workforce management, and flexible working is one instrument that helps achieve this objective. Flexible working enables us to attract people with the best skills and attributes to develop a workforce whose diversity reflects our patients, consumers and the people of NSW.

Flexible working is recognised as a valuable way to attract and retain employees across all age groups and genders. It drives employee engagement and productivity as well as boosting employee wellbeing and happiness. Access to flexible working is linked to improved organisational productivity, enhanced ability to attract and retain employees, improved employee wellbeing and future-proofing the workplace.

This Flexible Work Practices Procedure and the supporting documents provide guidance to employees and their managers about flexible working arrangements.

### 2. BACKGROUND

SESLHD supports the New South Wales Government's commitment to implement flexible working arrangements wherever practicable and appropriate to do so. We recognise our diverse workforce and acknowledge the complexities of balancing work and family commitments.

As per [NSW Health Policy Directive PD2025\\_005 - Flexible Work](#), flexible work arrangements are:

- temporary
- subject to individual assessment, review, and approval, and
- where approved:
  - reviewed after an initial trial period of 1-3 months, and
  - every 12 months from the end of the trial period

The policy directive states that within NSW Health, the default arrangement for workplace presence is to work principally in an approved NSW Health workplace.

Approved flexible working arrangements can vary from this default arrangement but must ensure efficient use of workspaces in NSW Health workplaces across the working week.

SESLHD takes a team-based approach and decisions are made that balance the needs of SESLHD, the team and what works well for individuals. The hospital and healthcare setting can be a challenging environment for implementing flexible working arrangements and it is important to acknowledge that while some options are suitable for certain areas, they may not be for others. For example, positions involving daily, continuous contact with patients and families are unlikely to be suited to a remote working arrangement. What it does mean is that everyone can begin a conversation about the type of flexible working that may be available to them.

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SESLHD offers a range of different ways for arranging working patterns so that employees can meet the needs and requirements of both their personal and employment responsibilities.

### 3. FLEXIBLE WORKING PRINCIPLES

These principles set out the standards and values to guide managers and employees when carrying out their respective roles with respect to flexibility:

#### **For everyone**

All employees can request the types of flexibility that are suitable within their role. What that arrangement looks like will vary depending on the role.

#### **One size does not fit all**

Flexible working takes many shapes and forms as relevant to different teams and circumstances.

#### **Context matters**

Different types of flexibility will suit different roles, business requirements and operational environments. Final decisions on flexibility must take into account operational and role requirements. If a request is not approved, the employee will be provided with reasons why the arrangement cannot be implemented.

#### **Mutually beneficial**

This means that flexibility is to create the best outcome for all parties and not negatively impact on service delivery, or incur additional costs.

#### **For the Team**

Flexible arrangements are to be considerate of the needs of the whole team.

#### **Give and Take**

Everyone needs to be flexible in their approach to flexible working. Sometimes arrangements need to be reviewed, changed, paused, or ended to meet the needs of the individual, their team and the service.

#### **Modelled by Senior Leaders**

Senior leaders need to visibly demonstrate the benefits of flexible working and enable their teams to work flexibly.

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### Trust and Communication

There needs to be a high level of trust and accountability within the team for flexible work practices to be successful. Regular and transparent communication must occur between the employee and manager to ensure that the arrangement is still mutually beneficial.

### Consistent with industrial awards, policies and procedures and legislation

Flexible working arrangements need to be consistent with the provisions of any applicable industrial awards, relevant policies and procedures and legislation. This includes work, health and safety (WHS) legislation, privacy considerations, Award provisions, the NSW Health Code of Conduct, and policies and procedures relevant to devices and network use.

While anyone can request flexibility, there are circumstances where an employee has a **right** to request flexible work arrangements. For example:

- an employee returning from parental leave to care for a child or children
- an employee experiencing domestic and family violence or who is providing care or support to a family member who is experiencing domestic and family violence

### Regular review

Flexible working arrangements are always temporary in nature and subject to regular review to check they are working well and any issues that may have arisen are addressed. Reviews should be undertaken annually and, for ease in making arrangements, can be planned to coincide with annual performance development reviews.

## 4. WHAT IS FLEXIBLE WORKING?

Flexible working means employees have access to flexibility across all roles, for any reason, enabling them to have successful and engaging careers. This involves flexibility in time, leave and place, which improves the performance and wellbeing of the organisation, teams and individuals.

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

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### 4.1 Types of Flexible Working Arrangements – the When, How and Where

The following is a summary of some of the flexible working arrangements available for consideration.

	Flexible arrangement options:	Examples:	Points to consider:
<b>WHEN</b> work is done	Flexible working hours and scheduling	Variance to start and finish times. Self-rostering. TIRA's. Compressed working weeks e.g. 9 day fortnight.	Increased costs due to penalty rates applying. The ability to provide supervision outside of normal working hours. The need to allow for meal breaks to be taken. The ability to still be able to engage with other staff.
	Time in lieu and make up time	Getting time in lieu for hours worked (as per relevant Award)	Must meet Award and Roster Best Practice, and any other relevant policies and procedures.
	Existing leave provisions	Family and Community leave (FAC's). Personal Carers leave. Study leave. Extended leave without pay. Career break scheme (nursing and midwifery only).	Maintaining operational coverage and staffing delivery. Additional costs if backfilling is required. The effect on continuing professional development.
<b>HOW</b> work is done	Shift swapping	Allow shift workers to trade shifts with each other	
	Split shifts	splitting a work day into two or more parts eg morning and evening	Additional costs due to penalty rates. Service delivery.
	Part time	Less than full time hours by mutual agreement. In the context of flexible work these are usually temporary part time or reduced hours arrangements	Must comply with Award conditions. The payment of salary and leave accruals will be pro-rata to full time salary
	Job share	A full time role is undertaken by more than one employee who is paid	Suitability of the role for this arrangement. Capacity for handover

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	Flexible arrangement options:	Examples:	Points to consider:
		on a part time basis for the hours they work	between two parties. Equitable division of work and responsibilities. Both job share partners skills and experiences meet the role description criteria.
	Flexibility in task within a team or collaboration across teams	Assign work based on strengths, or share people across teams as needed	Consider the impact on leave for other team members.
<b>WHERE</b> work is done	Working in a hybrid model	Working remotely (from home or another location) <b>and</b> in the designated workplace	Suitability of the role for this arrangement. Agreement in place to detail the arrangements. The necessary equipment required to do the role is available. Communication plans are established to limit isolation. The ability to work free from the threat of psychological, emotional or physical harm from others in the remote working location, including home environments. Maintaining confidentiality of records. The requirements of the NSW Health Remote Access policy directive are met. The ability to cease the arrangement at short notice if required.

For information on how to roster flexible work arrangements refer to [Appendix B: Fact Sheet: Compressed work weeks, and other flexible arrangements](#).

### 4.2 SESLHD's hybrid working model

For those employees **who are able to and have approval to work remotely**, SESLHD uses a hybrid model. This is a combination of employees working from another location

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(including home) and on-site work, with teams made up of employees selecting a combination of both.

No role in SESLHD can be undertaken solely remotely. Within NSW Health the default arrangement for workplace presence is to work principally in an approved NSW Health workplace. Every employee has an official NSW Health workplace location. Approved flexible working arrangements can vary from this default but must not compromise the effective utilisation of workspaces in SESLHD across the full working week.

Directors and General Managers, in consultation with their teams, are to determine the team's appropriate ratio of work location and remote work time. The following should be considered:

- Adherence to the requirements of the [NSW Premier's Department Circular C2024-03 - NSW Government Sector workplace presence](#).
- Service delivery levels.
- The applicable Award
- The ability of the team to maintain productivity while working remotely.
- The need for regular connection and communication.
- The team's culture and each team member's work-life balance needs.
- Access to technology, such as printers/ scanners/ help desk services.

Under the *Work Health and Safety Act 2011* and *Work Health and Safety Regulations 2017*, SESLHD is responsible for the health, safety and welfare of employees at work and while working remotely.

Employees seeking a remote working arrangement must complete a Flexible Work Arrangement Request Form via [SARA \(sara.health.nsw.gov.au\)](https://sara.health.nsw.gov.au), accurately recording and identifying the remote work location and declaring that the remote work site conforms to the required Work Health and Safety (WHS) standards.

WHS obligations also include the need to identify if the employee can work free from the threat of psychological, emotional and physical harm from others in the remote working location, including home environments.

If such a threat exists at any time, then the employee needs to identify to their manager that the remote work location is not a suitable place to work from and then work from their designated workplace location or another approved location.

If at any time the employee identifies that the remote work location is not a suitable place to work from no further information or questioning will be required by the manager.

SESLHD will consider all requests for flexible work, however, requests to work from an interstate or overseas location are not supported, except in exceptional circumstances, and only with the approval of the Chief Executive and Ministry of Health Secretary.

If approval is granted to work remotely, or from home:

**Employees are expected to:**



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- Continue with normal business as usual (BAU) work unless advised otherwise by their manager.
- Work their usual days, and usual start and finish times unless advised otherwise by their manager.
- Be available and contactable at all times during their usual working hours via MS TEAMS, work email and work mobile phone (if applicable).
- Be contacted by their manager at least once per working day for a welfare check.
- Abide by the NSW Code of Conduct and all NSW Health and SESLHD policies and procedures.
- Be prepared to cease the remote working arrangement at short notice and be redeployed to a facility or work location, and/or be assigned different duties/responsibilities.
- Keep SESLHD equipment and property secure from misuse and loss.
- Use SESLHD equipment and property only for the purposes it is intended for.
- Communicate with their manager in the same way as they would if they were in the workplace i.e. let them know when they are too sick to work, need to attend a medical appointments etc.
- Take regular breaks away from their desk to minimise physical discomfort.
- Maintain confidentiality and privacy of information and records.

## 5. RESPONSIBILITIES

### 5.1 Employees will:

- Discuss their proposed workplace flexibility arrangement request with their manager.
- If requesting a flexible work arrangement, complete the Flexible Work Practice / Temporary Individual Rostering Arrangement (TIRA) application form.
- If requesting to work remotely, complete the Flexible Work Arrangement Request Form in SARA and ensure that the manager with delegation to approve your request is selected as the Approving Manager.
- In consultation with their manager, design strategies and plans to ensure flexible working arrangements operate successfully.
- Inform their manager of any change in circumstance that may impact the flexible work arrangement.
- Seek information and guidance, if necessary, from Human Resources Business Partners in relation to flexible work practices and procedure.

### 5.2 Line Managers (other than Approving Managers) will:

- Inform employees of the availability and conditions of employment for flexible work practices.
- Review and provide feedback on applications for flexible work arrangements in a timely manner.
- Monitor and regularly review all flexible work arrangements in the department and discuss any concerns with the Approving Manager.
- Assess flexible working arrangements at least annually.



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- Ensure employees with a flexible working arrangement have equal opportunity with other employees.
- Consider occasions to redesign existing positions (as they become vacant) to promote part- time or job- sharing opportunities.

### 5.3 Approving Managers will:

- Lead by example and model behaviours that support flexible working.
- Engage in discussions with the team on the availability of, and conditions of employment for flexible work practices.
- Consider requests for flexible work with an open mind and approach discussions in a constructive, problem-solving manner.
- Review, assess and provide feedback on applications for flexible work arrangements in a timely manner (preferably within two weeks of receipt of the application).
- Monitor and regularly review all flexible work arrangements in the department.
- Ensure employees with a flexible working arrangement have equal opportunity with other employees.
- Consider occasions to redesign existing positions (as they become vacant) to promote part- time or job- sharing opportunities.
- Review all requests for flexible work practices in accordance with this procedure.
- Ensure the needs of the service are considered when reviewing flexible work practices/arrangements.
- Provide the employee in writing with an explanation when a flexible work practice request is not approved.
- Advise the employee that they can request a review of the decision. In the first instance, this should be directed to the manager's manager.
- Document all agreed flexible work arrangements and set a future review date (no more than three months) for evaluation, considering impact on service and future planning.
- Ensure familiarity with this procedure and seek advice from Human Resources when required.

### 5.4 Human Resources Business Partners will:

- Guide and support managers to apply flexible work practices that are fair and consistent and in accordance with Awards, policies and procedures.
- Provide guidance to managers on the range of flexible work options available.
- Provide timely support, advice and guidance to managers and employees on the procedure, both generally and specific to individual cases.

## 6. APPROVAL

Requests for flexible work arrangements can be approved by the relevant senior manager as per the [SESLHD Delegations of Authority Manual](#). For the purposes of this procedure, senior managers are identified as follows:

Employees working within a facility or Mental Health, or Population and	Employees working within District
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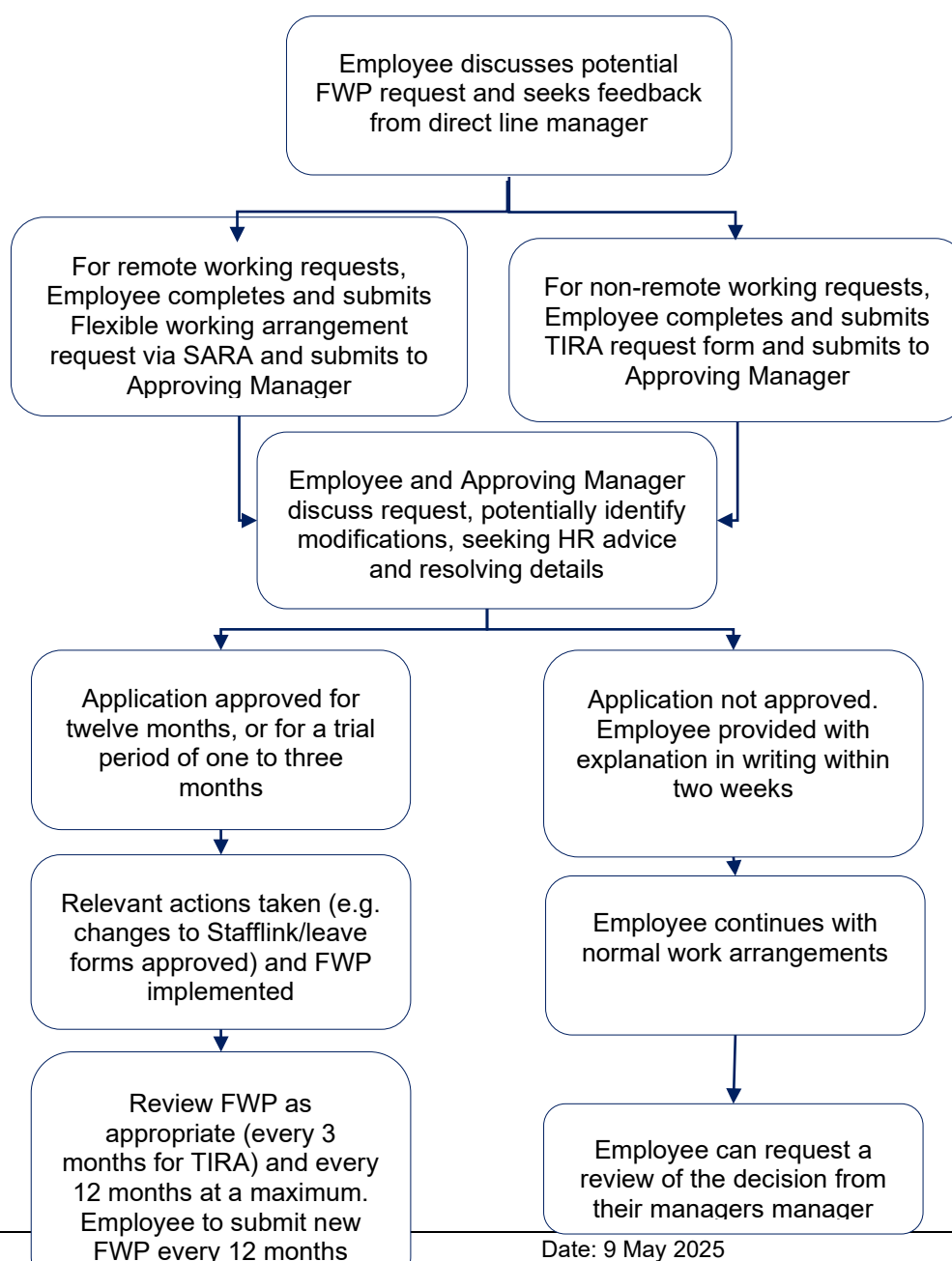
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Community Health	Directorates or non-facility based services
<p>Nurse Managers who report to the Director of Nursing and Midwifery Services, or Nursing Co-Directors</p> <p>Managers who report to the General Manager, or the Director, Population and Community Health (PaCH).</p>	<p>Managers who report to the Tier 2 Director.</p>

Approval for arrangements requested by the senior managers identified above will be the relevant line manager.

## 7. REQUEST PROCEDURE



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### 8. MAKING FLEXIBILITY WORK

Managers and employees discussing flexible work arrangements should start from the position of **how this can work for all parties**. Flexibility must be mutually beneficial to the employee and SESLHD.

#### 8.1 Applying for a flexible work arrangement

The first step is for the employee and their manager to have a meaningful conversation to discuss possible flexible working options. The next step is for the employee to submit a request using the [SESLHD Flexible work practice \(FWP\) / Temporary individual rostering arrangement \(TIRA\) form](#) or a Flexible Work Arrangement request form through SARA.

When a manager receives a request for a flexible work arrangement, they should consider the following:

- What are the options to be considered in line with the Awards?
- What are the employee's key duties?
- Do these duties need to be done at set times or locations?
- Who does the employee interact with in the course of their work, and will the proposed arrangement affect these interactions?

All flexible work requests should be considered on a case-by-case basis, and advice on the outcome provided within two weeks.

If a request is unable to be accommodated, and an alternative agreement cannot be reached, the employee is to be provided with a written response outlining the reasons for the decision. The employee may seek a review of the managers decision from their managers manager.

#### 8.2 Trial period

Once approved, the new flexible work arrangement should be trialled for an initial period of one to three months to assess any impact on service delivery, operational aspects, and to determine whether any adjustments to the arrangement are required. A review of the arrangement must be undertaken and any adjustments made as a result must meet the principles as set out in section 3.

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### 8.3 Implementing a flexible work arrangement

All employees are expected to meet the same standards and employee performance should not be adversely affected by a flexible work arrangement.

It is necessary to consult with the team when new working arrangements are introduced that will have a broad impact. It would be useful for the team to agree to procedures for:

- methods of briefing employees on new tasks, progress, continuing tasks
- methods of dealing with forwarding communication (e.g. urgent correspondence, calls from the office etc)
- team protocols
- assessing performance – how and when this will be done
- scheduling meetings – how and when they will be scheduled and how meetings will be conducted
- maintaining physical and mental wellbeing

Remote working should not deviate from standards and expectation of employees working in the office/facility, for example, private appointments during the day should be recorded and appropriate leave taken and reflected in Healthroster.

Employees working remotely are still required to attend meetings or other events either in person or via teleconference. This should form part of the flexible work arrangement.

Adhering to confidentiality and to record keeping requirements is to be maintained while working remotely, as well as proper use of official information and equipment as required under the NSW Health Code of Conduct.

Remote working cannot be used to meet ongoing caring responsibilities. If the person being cared for requires constant care that would prevent you from being able to fulfil the inherent requirements of your role, then alternative arrangements must be made such as taking other forms of leave.

It is important not to work from home if you are unwell, in the same way that you would not attend work if unwell.

The flexible work arrangements should be documented in a *Team Flexible Working Implementation and Monitoring Plan* (refer to Appendix A).

### 8.4 Ongoing assessment of arrangement

Flexible work arrangements are temporary agreements and are subject to ongoing assessment to make sure they are still working well.

Temporary Individual roster arrangements (TIRA's) must be trialled for one to three months initially and then reviewed at least every 3 months.

Other flexible work arrangements must be renewed on at least an annual basis to make sure they reflect current or changing circumstances. A new agreement is to be implemented every twelve months as a minimum.

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All flexible work arrangements agreements cease if there are variations to the original agreement, on transfer or appointment to another position or work location, or where a new agreement has not been negotiated prior to the 12 month expiry. It is the responsibility of the employee to initiate a renewal of the flexible work arrangement by submitting a new application at the expiry.

### 8.5 Terminating a flexible work arrangement

All flexible work arrangements can be terminated by either the employee or an approving manager, with a minimum of two weeks' notice (14 calendar days).

The approving manager may temporarily suspend the flexible work practice with less notice where work health and safety is compromised, if required due to an emergency situation or in response to performance or misconduct matters. Written advice must be provided to the employee by the manager outlining the reasons for the suspension of the flexible work practice and copies of this advice be placed in the employee's personnel file.

## 9. DOCUMENTATION

[SESLHD Flexible Work Practice/Temporary Individual Rostering Arrangement Form.](#)

[SARA](#) Flexible Work Arrangement Request Form

Team Flexible Working Implementation and Monitoring Plan Template

Fact Sheet – Compressed work weeks and other flexible arrangements.

[SESLHD Flexible Work Arrangements intranet site](#)

## 10. AUDIT

Reporting and auditing of TIRA/Flexible work arrangement request forms. Reporting and auditing of SARA Flexible work arrangement request forms. People Matters Employee Survey results.

## 11. REFERENCES

- [Work Health and Safety Act 2011 \(NSW\)](#)
- [Work Health and Safety Regulations 2017 \(NSW\)](#)
- [NSW Health Industrial Awards](#)
- [NSW Premier's Department Circular C2024-03 NSW Government Sector Workplace Presence](#)
- [NSW Health Policy Directive PD2015\\_049 - NSW Health Code of Conduct](#)
- [NSW Health Policy Directive PD2020\\_036 - Remote Access](#)
- [NSW Health Policy Directive PD2024\\_046 - Leave Matters for the NSW Health Service](#)
- [NSW Health Policy Directive PD2025\\_005 - Flexible Work](#)
- [SESLHDHB/027 - Delegations of Authority Manual](#)

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### 12. VERSION AND APPROVAL HISTORY

Date	Version	Version and approval notes
August 2015	1	Endorsed by Executive Sponsor
January 2016	2	Minor change to wording section 7, endorsed by Executive Sponsor
August 2017	3	Major changes
November 2017	3	Changes endorsed by Executive Sponsor
December 2017	3	Endorsement by DET
November 2018	4	Minor review approved by Executive Sponsor
December 2020	5	Major review commenced. Published on Draft for Comments page.
January 2021	6	Feedback considered. Final version approved by Executive Sponsor. Processed by Executive Services for tabling at Corporate Executive Council for approval to publish.
March 2021	6	Approved by Corporate Executive Council. Published by Executive Services.
20 February 2024	7.0	Major review to align with NSW Health Guideline: Updated Background, Principles, Roles and responsibilities, approvals, Request procedure; inclusion of types of flexible arrangements – the how, when and where; Inclusion of SESLHD's Hybrid working model; Inclusion of how to make flexible arrangements work – trial periods, how to implement, ongoing reviews and assessments, terminating a flexible arrangement; Inclusion of Fact sheet – compressed working weeks and other flexible arrangements. Approved at Executive Meeting.
13 March 2024	7.1	Amendment to formatting page 17 (Appendix B) made by SESLHD Policy on request from Workforce Operations.
13 March 2024	7.2	Amendment to formatting page 21 to 24 – removal of blank column.
9 May 2025	7.3	Minor review to align to NSW Health PD2025_005 Flexible Work (which replaces GL2023_020)

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### APPENDIX A: Flexible working implementation and monitoring plan – template example

# FLEXIBLE WORKING: *[INSERT TEAM NAME]*

## Implementation and monitoring plan (template example)

DATE COMMENCED:

DATE TO BE REVIEWED:

Team Member	Flexibility Option	Implementation
<b>A</b>	Work from home 1-2 half days per week. Mostly Wednesday and Friday but flexible when it comes to ensuring personal attendance at key meetings.	<ul style="list-style-type: none"> <li>• <i>Note the half days in Outlook diary</i></li> <li>• <i>Remind team</i></li> <li>• <i>Use work laptop</i></li> <li>• <i>Check in from home as needed.</i></li> <li>• <i>Be in the office for team meetings</i></li> </ul>
<b>B</b>	Work from home one day a week. Possibly a regular day but could be flexible to ensure meetings are not impacted.	<ul style="list-style-type: none"> <li>• <i>Note day in Outlook diary</i></li> <li>• <i>Remind team</i></li> <li>• <i>Avoid days where key meetings take place.</i></li> <li>• <i>Use work laptop</i></li> <li>• <i>Check in with Manager on day working from home as needed</i></li> </ul>
<b>C</b>	Work 5 days per fortnight from XYZ office.	<ul style="list-style-type: none"> <li>• <i>Use of XYZ office arrangement</i></li> <li>• <i>Note day in Outlook diary.</i></li> <li>• <i>Remind team.</i></li> <li>• <i>Avoid days where key meetings take place.</i></li> <li>• <i>Use work laptop</i></li> </ul>
<b>D</b>	Work from home one day a week. Generally a set day but flexible to ensure meetings are not impacted. Option to make small ad hoc variations to core time without the need for a flex e.g. finish at 3.00 pm.	<ul style="list-style-type: none"> <li>• <i>Note day in Outlook diary</i></li> <li>• <i>Remind team.</i></li> <li>• <i>Avoid days where key meetings take place</i></li> <li>• <i>Use work laptop</i></li> <li>• <i>Check in with Manager on day working from home as needed</i></li> </ul>
<b>E</b>	Work from home one day per fortnight. Same day.	<ul style="list-style-type: none"> <li>• <i>Note in Outlook diary</i></li> <li>• <i>Remind team</i></li> <li>• <i>Avoid days where key meetings take place</i></li> <li>• <i>Use work laptop</i></li> <li>• <i>Check in with Manager on day working from home as needed</i></li> </ul>



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Team Member	Flexibility Option	Implementation
F	Being able to make up hours within flexible bandwidth during the week.	<ul style="list-style-type: none"> <li>• <i>Good communication with team and manager</i></li> <li>• <i>Noting meeting times /mindful of meetings</i></li> </ul>

### Implementation guide:

- Everyone's hours across the week must be the required contracted hours per week (or part time contracted hours).
- Maintain communication with manager/team as to when you will work away from the office, and when you are online
- Avoid selecting days to work away from the office when key meetings take place
- Keep calendars up to date with pre-planned days out of office and leave including time in lieu
- Sharing outlook diaries
- Ensuring when we are working remotely or we're going to be in later that this is in our diary and we've emailed or called or mentioned to the team/manager
- Meetings with external stakeholders – where possible attend in person
- Presence of a someone in the team in the office each day for urgent requests /urgent meetings
- Time in lieu guidelines remain in place, as applicable

### Attitude/approach:

- When working from home, we're online and we're available
- When working from home we provide manager and colleagues with updates on our work
- When working from home we pick up the phone, or use MS Teams and check in as a way of ensuring good communication is maintained, regardless of flexibility arrangements. Likewise, manager and colleagues can connect by phone
- Ensure people are not 'invisible' when they work from home - inclusion, connection and communication effort

### Working from home

- Please complete the Flexible Work request form in SARA
- Environment must be safe e.g. work at a desk with a suitable chair and good light
- Security – when working from home ensure good security practices e.g. put away work papers, laptop security etc. Just as you would at work

### Other Flexible Work Practice Arrangements

- Complete the [Temporary Individual Rostering Arrangement \(TIRA\) form](#) for other flexible work practice arrangements

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### Appendix B: Fact Sheet

# Compressed Work Weeks & Other Flexible Arrangements

## ➤ Flexible Work Practices Procedure (SESLHDPR/435)

### Item: 4.1 Types of Flexible Arrangements

#### Compressed working weeks:

This option allows the employee to work longer hours over less days per week. An example of this is when an employee may work a nine-day fortnight.

#### What do I need to consider as the manager?

- Possible increased costs that may arise, such as the application of penalty rates for hours that are outside the span of ordinary hours in the relevant award.
- The availability of work that can be performed during the varied hours.
- The need to ensure that appropriate meal breaks can be taken in accordance with the relevant award.
- Ensure appropriate service provision are maintained with necessary staffing levels.
- Adjustment for the non-accrual of allocated day offs (ADOs) when working a compressed week/fortnight. Ideally, the number of working hours for employees working a compressed week is thirty-eight hours and for a compressed fortnight is seventy-six hours, meaning *no* ADO is accrued and a change to the roster pattern entered in StaffLink is required.
- Fixed rosters such as ten-hour shift patterns worked by nurses are not included under flexible arrangements and continue to accrue ADOs.

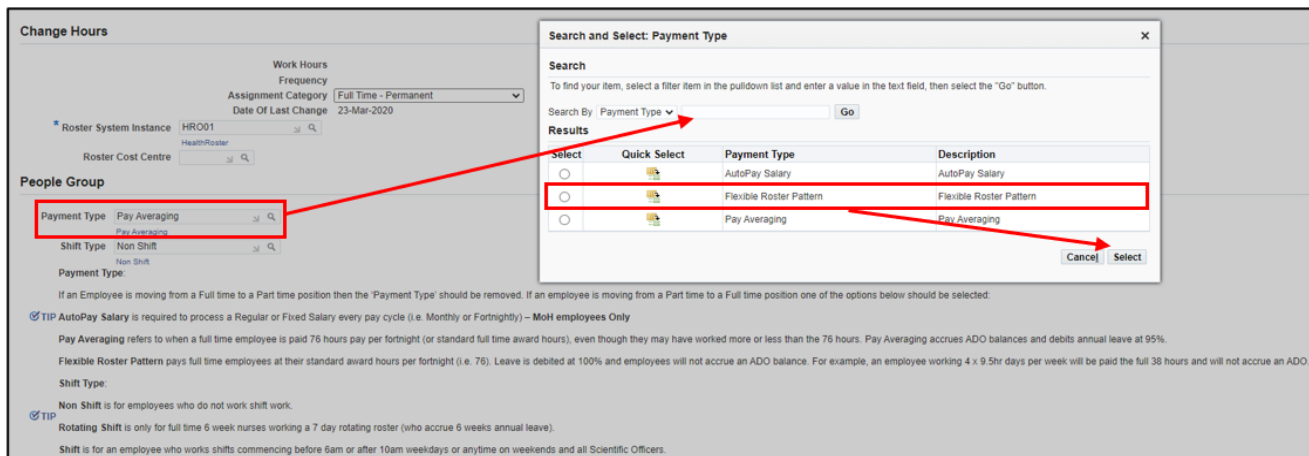
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## Flexible Work Arrangements

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### My staff would like to work a Compressed Work Week (9-Day Fortnight), what do I need to do?

1. Confirm the employee's contracted hours (76 hours per fortnight or 80 hours per fortnight).
2. Confirm their work pattern (i.e. Working hours/days) in line with their contracted hours.
3. Can your service accommodate this request for the specific days/hours?
4. In accordance with award provisions if employee is working 80 hours per fortnight across 9 days, they are to remain as a Full-Time Pay Averaging:
  - i. Eight Hour Shift Structure - employee is entitled to one ADO every 28 days. There is no entitlement to an ADO during annual leave, i.e. allowed 12 ADOs per year when taking four weeks annual leave.
  - ii. Ten hour shift structure – employee entitled to one ten hour ADO every five weeks for a total of ten per calendar year. There is no entitlement to an ADO during annual leave.
  - iii.  $\geq 12$  hour shift structure – no ADO entitlement for this roster pattern.<sup>1</sup>
5. If the employee is moving to 76 hours per fortnight, they will be moved to Full Time – Flexible Roster Pattern (full time but not accruing an ADO) in StaffLink.
6. To do this you need to:
  - i. Submit a **Position/Assignment Change eForm** via [Stafflink-Manager Self Service](#) to change their payment type from **Pay Averaging** to **Flexible Roster Pattern**:



**Change Hours**

Work Hours  
Frequency: Full Time - Permanent  
Date Of Last Change: 23-Mar-2020

Roster System Instance: HRC01  
Roster Cost Centre: HealthRoster

**People Group**

Payment Type: Pay Averaging  
Shift Type: Non Shift

**Search and Select: Payment Type**

Search: To find your item, select a filter item in the pulldown list and enter a value in the text field, then select the "Go" button.

Search By: Payment Type

**Results**

Select	Quick Select	Payment Type	Description
<input type="radio"/>		AutoPay Salary	AutoPay Salary
<input type="radio"/>		Flexible Roster Pattern	Flexible Roster Pattern
<input type="radio"/>		Pay Averaging	Pay Averaging

Cancel | Select

If an Employee is moving from a Full time to a Part time position then the 'Payment Type' should be removed. If an employee is moving from a Part time to a Full time position one of the options below should be selected:

**TIP** AutoPay Salary is required to process a Regular or Fixed Salary every pay cycle (i.e. Monthly or Fortnightly) – MoH employees Only

Pay Averaging refers to when a full time employee is paid 76 hours pay per fortnight (or standard full time award hours), even though they may have worked more or less than the 76 hours. Pay Averaging accrues ADO balances and debits annual leave at 95%.

Flexible Roster Pattern pays full time employees at their standard award hours per fortnight (i.e. 76). Leave is debited at 100% and employees will not accrue an ADO balance. For example, an employee working 4 x 9.5hr days per week will be paid the full 38 hours and will not accrue an ADO.

**Shift Type:**

**TIP** Non Shift is for employees who do not work shift work.

**TIP** Rotating Shift is only for full time 6 week nurses working a 7 day rotating roster (who accrue 6 weeks annual leave).

Shift is for an employee who works shifts commencing before 6am or after 10am weekdays or anytime on weekends and all Scientific Officers.

- ii. Once eform has been submitted and Stafflink is updated you will need to roster the employee their new rostering pattern within HealthRoster.
7. To reduce time spent adjusting shift times each roster period in HealthRoster, consider a Demand Template Update by completing the [Request to Create/Update Demand Template](#) form.

<sup>1</sup> [NSW Rostering Resource Manual](#) – Page 17

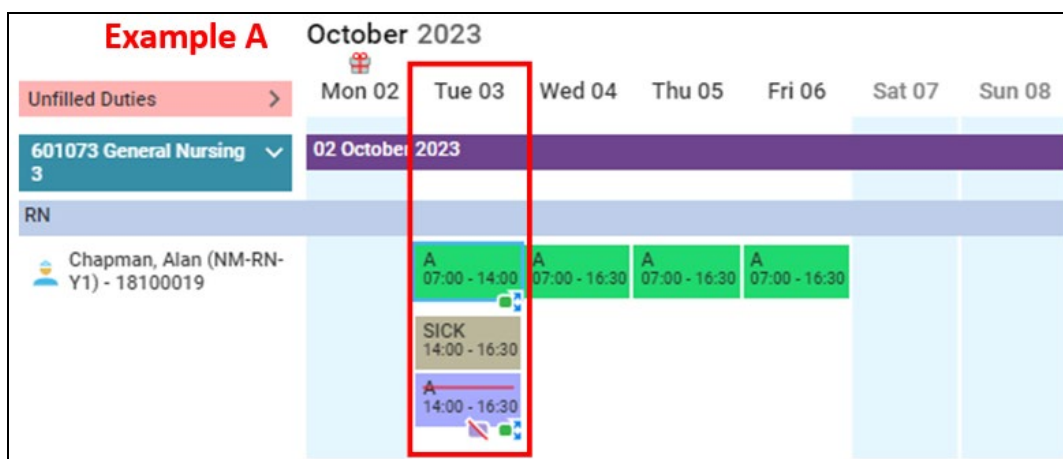
### Employee's details have been updated, what's next?

#### How to roster Sick Leave:

##### Example A

Alan Chapman leaves work at 14:00 on Tuesday 3<sup>rd</sup> October sick and does not complete the remainder of their shift.

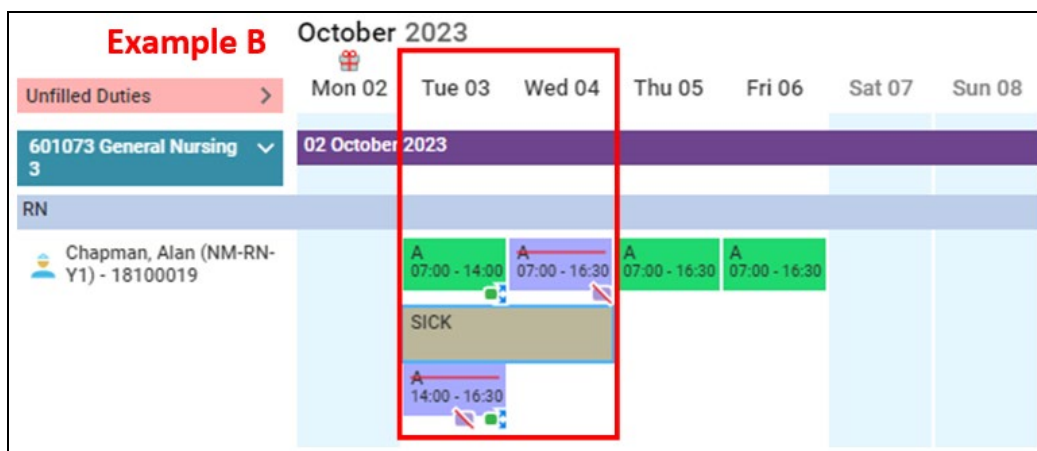
A Sick Leave Non-Productive is to be added starting at 14:00 and finishing at 16:30.



Note: These hours will be paid per relevant award provisions for sick leave entitlement and need to align to their contracted hours to be paid correctly.

##### Example B

Alan Chapman is still sick and therefore cannot work their duty on the following day Tuesday 3<sup>rd</sup> October. The sick leave non-productive from Tuesday 3<sup>rd</sup> October should be edited to adjust the end date to Wednesday 4<sup>th</sup> October finishing at 16:30.



Note: These hours will be paid per relevant award provisions for sick leave entitlement and need to align to their contracted hours to be paid correctly.

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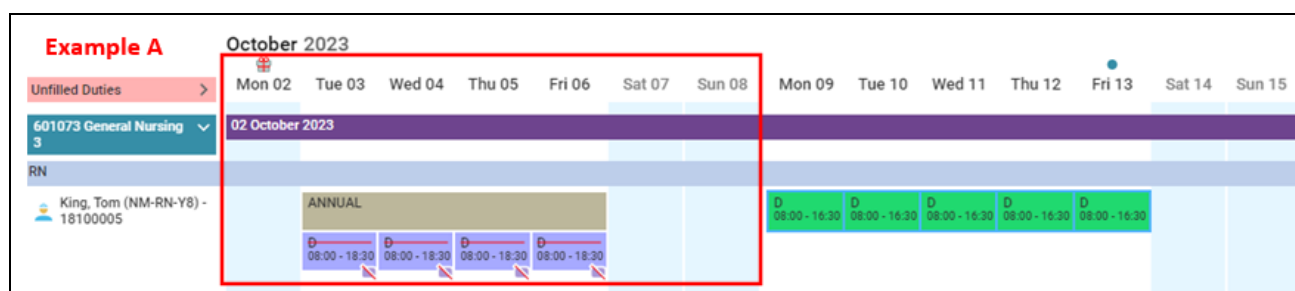
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### How to roster Annual Leave:

Annual leave should be rostered and paid as per the employees' ordinary roster pattern (i.e. 9 day fortnight)

#### Example A



Tom King is planning to take one-week annual leave the week commencing Monday 2<sup>nd</sup> October which is the condensed week of Tom's fortnight.

A *Non-Productive - Annual Leave* needs to be entered into HealthRoster in line with required process. i.e. Tuesday 3<sup>rd</sup> October starting 08:00 and finishing Friday 6<sup>th</sup> October at 18:30. Leave will be paid as per award provisions and entitlements.

### Time In Lieu of Overtime and Make Up Time:

#### Time in Lieu of Overtime (TIL)

TIL is time off work which is used to compensate employees who are required and approved to work outside their ordinary start and finish times or in excess of their ordinary hours of duty (i.e. overtime). TIL is *not* a flexible work practice.

More information surrounding the provisions of TIL can be found in the [NSW Rostering Resource Manual](#) on Page 26.

#### Make Up Time (MUT)

Make up time (MUT) is another option within Leave Matters Policy for the NSW Health Service PD2023\_006. MUT is where an employee an agreement for you to take time off and make the time up.

Please review the [Leave Matters Policy Directive](#) for further provisions surrounding this option on Page 28.

Please refer to the [Time in Lieu and Make Up Time Fact Sheet](#), covering its provisions and how to accurately record this information within HealthRoster. More information around TIL, MUT and Staff Responsibilities can be found in the [Rostering Information for Staff Booklet](#).

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Type of Arrangement	Summary of Arrangement	How to Apply
<b>Return to Work / Reduced Hours</b>  (includes returning from Maternity Leave at reduced hours)	<p>This arrangement provides an opportunity for employees to temporarily work reduced hours as a Flexible Work Arrangement (FWA).</p> <p><b>Noting:</b></p> <ul style="list-style-type: none"> <li>Employees who are returning to work following maternity leave may request to work reduced hours in line with <a href="#">Leave Matters Policy</a> and relevant NSW Health Award provisions.</li> </ul>	<ol style="list-style-type: none"> <li><b>Employee:</b> complete the FWA Application Form and provide to manager.</li> <li><b>Manager:</b> review FWA Application Form: <u>If approved:</u> <ul style="list-style-type: none"> <li>Manager to complete an 'Assignment Changes – Return to Work/ Reduced Hours' eForm in <a href="#">Manager Self-Service StaffLink</a>. Ensure the approved FWA form is attached (not required to be attached if returning from maternity leave)</li> </ul> <u>If not approved:</u> <ul style="list-style-type: none"> <li>Written notification to be provided to employee with justification.</li> </ul> </li> </ol>
<b>Nine (9) Day Fortnight</b>	<p>This is an arrangement that is accessible to full time employees. The arrangement allows employees to work their contracted hours over a period of nine (9) days and includes a scheduled day off (SDO) subject to:</p> <p><b>Noting:</b></p> <ul style="list-style-type: none"> <li><u>76 hours per fortnight</u> – Flexible Roster Pattern (FRP) will not accrue allocated day off (ADO). All ADOs must be used prior to start date.</li> <li><u>80 hours per fortnight</u> – Full Time – Pay Averaging will continue to accrue allocated day off (ADO) in accordance with relevant award provisions.</li> <li>Arrangements must begin at the start of a new pay period.</li> <li>The SDO will be pre-determined in consultation with the manager, taking into consideration service delivery and operational</li> </ul>	<ol style="list-style-type: none"> <li><b>Employee:</b> complete the FWA Application Form and provide to manager.</li> <li><b>Manager:</b> review FWA Application Form. <u>If approved:</u> <ul style="list-style-type: none"> <li><u>76 hours per fortnight:</u> Manager to complete an 'Assignment Changes – Position/Assignment Change' eForm in <a href="#">Manager Self-Service StaffLink</a> to change the Payment Type to 'Flexible Roster Pattern'. Ensure the approved FWA form is attached.</li> <li><u>80 hours per fortnight:</u> Employee to remain as Full-Time Pay Averaging and agreed working hours are to be rostered.</li> </ul> <u>If not approved:</u> <ul style="list-style-type: none"> <li>Written notification to be provided to employee with justification.</li> </ul> </li> </ol>

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Type of Arrangement	Summary of Arrangement	How to Apply
	<p>requirements.</p> <ul style="list-style-type: none"><li>• Where the employee is a shift worker then the SDO may vary.</li><li>• Fixed rosters such as 10-hour shift patterns worked by nurses are not included under FWA and continue to accrue ADO's.</li></ul>	



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Type of Arrangement	Summary of Arrangement	How to Apply
<b>Job Sharing</b>	<p>Job sharing means that two (or more) workers share the duties of one full-time job, each working part time.</p> <p><b>Noting:</b></p> <ul style="list-style-type: none"> <li>Employees job sharing need to be in the same position number.</li> <li>Employees need to be of the same classification, level and position grade types (subject to relevant awards, personal gradings and position grade types i.e Level 1/2)</li> </ul>	<ol style="list-style-type: none"> <li><b>Employees:</b> complete the FWA Application Form and provide to manager</li> <li><b>Manager:</b> review FWA Application Forms:</li> </ol> <p><u>If approved:</u></p> <ul style="list-style-type: none"> <li>For a permanent decrease or increase or temporary increase in hours Manager to complete the 'Assignment Changes – Change Hours' eForm in <a href="#">Manager Self-Service StaffLink</a> is required</li> <li>For a temporary decrease in hours Manager to complete the 'Assignment Changes – Return to Work/ Reduced Hours' eForm in <a href="#">Manager Self-Service StaffLink</a> is required.</li> <li>Ensure the approved FWA form is attached.</li> </ul> <p><u>If not approved:</u></p> <ul style="list-style-type: none"> <li>Written notification to be provided to employees with justification.</li> </ul>
<b>Working from Home (Remote Working)</b>	<p>Working from home allows employees to continue their employment from home or away from the workplace using telecommunications technology to stay connected to the workplace (i.e. using landline phone, mobile phone, emails, teleconferencing and video conferencing).</p>	<ol style="list-style-type: none"> <li><b>Employee:</b> complete the FWA Application Form and the <a href="#">SARA Flexible Work Arrangement Request</a>.</li> <li><b>Manager:</b> review FWA Request Form and SARA Remote Working Request.</li> </ol> <p><u>If approved:</u></p> <ul style="list-style-type: none"> <li>Manager to provide written notification to the employee.</li> </ul> <p><u>If not approved:</u></p> <ul style="list-style-type: none"> <li>Written notification to be provided to employees with justification.</li> </ul>

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Type of Arrangement	Summary of Arrangement	How to Apply
<b>Change in Start and Finish Times</b>	This arrangement allows employees to request a variation to their working hours, in relation to start and finish times. This arrangement still requires the employee to undertake their usual hours of work. However, provides flexibility in terms of when these hours are completed.	<ol style="list-style-type: none"> <li><b>Employee:</b> complete the FWA Application Form and provide to manager.</li> <li><b>Manager:</b> review FWA Application Form:</li> </ol> <p><u>If approved:</u></p> <ul style="list-style-type: none"> <li>Manager to begin rostering agreed working hours.</li> </ul> <p><u>If not approved:</u></p> <ul style="list-style-type: none"> <li>Written notification to be provided to employees with justification.</li> </ul>