

LEADERS' GUIDE TO FLEXIBLE WORKING

What is flexible working?

Flexible working means any changes to hours of work, days of work, place of work or a combination of these things.

It is about finding what works for the organisation, the team, and the individual.

Flexibility is one aspect of modern working, in which we support our people with the goal of work-life integration.

A different way of working & thinking

- Measure performance by results and outputs, not by presence in the office;
- Make an effort to remove obstacles and mitigate issues (balanced against organisational need);
- Focus on the individual and team benefits of flexible working;
- Talk regularly with your team and monitor the successes and challenges of flexible working arrangements;

Be comfortable with and prepared to manage flexible working arrangements. ***Be open to flexible working. Explore options.***



Benefits for NZDF

- Boosted morale and engagement
- Increased productivity and efficiency
- Increased retention of valued members
- Promotes a culture of loyalty and commitment to NZDF
- Promotes NZDF as an attractive place to work
- Access to a wider pool of talented candidates during recruitment

Benefits for our people:

- Increased job satisfaction
- Increased ability to balance work commitments with personal and family needs or responsibilities

Workplace flexibility helps both the NZDF and its people to succeed: the question is not 'why,' but 'how can we make this work?'

Commit to making flexible working work for you and your team.

Debunking Common Myths

“Flexible working is only for mums who want to work part time”

Flexible working is open to everyone, not just particular groups of people.

“If people are not physically in the office, they cannot possibly be completing enough work”

“It is impossible to manage a team because you never know where people are”

Trust your people to self-manage and be productive, even if you cannot see them.

Clear communication on objectives and outputs is key.

“It costs more to have people under flexible working arrangements”

“It won’t work in customer facing teams”

Monitor and manage performance through outputs met.

“It’s too hard”

Build a supportive environment for workplace flexibility to flourish.



Need help with a flexible working request?

Your HR Advisor can help you consider alternative options or find a solution that has not yet been considered. For more information refer to [DFO 3](#).

Any time you catch yourself or someone else saying, “it won’t work,” turn it around and ask, “how can we make it work?”

How can you make it work?

- **Explore** the pros and cons openly. Consider the conditions that will make flexibility work
- **Focus on solutions.** How will you mitigate concerns? What are your business or work imperatives?
- **Determine** if people need to be accessible at particular times, or present during specific activities.
- **Identify** barriers to flexible working and determine if these are real or only perceived barriers (e.g. IT, workflow, unit routines, security).
- **Identify** how other individual and management obligations will be met.
- **Discuss** some scenarios that may come up in your team and how you could deal with them.
- **Think about** how you will monitor flexible working arrangements over time.
- **Just start.** Make small changes that are easy to implement and build momentum from there.
- **Review and adjust.** If it does not work as expected on first try, it does not mean it cannot work with a few modifications.
- **Remember** that any additional effort in setting up flexible working will generally pay-off in the long term.

Note: there are some situations where flexible working may not be supported due to our requirement to meet NZDF outputs. Where this is the case, consider if there are other options that meet both the individual’s and the organisational needs.