



28 October 2021

[REDACTED]
[REDACTED]

Ref: OIA-2021/22-0413

Dear [REDACTED]

Official Information Act request regarding the Flexible Working Policy

Thank you for your Official Information Act 1982 (the Act) request received on 9 October 2021. You requested:

- “1. A copy of your flexible working policy;*
- 2. A copy of any policy/processes specifically regarding applications for remote working;*
- 3. The number of applications for flexible working arrangements under Part 6AA of the Employment Relations Act 2000 received by this agency between 1 January 2019 and 8 October 2021, the type of flexibility sought in these applications eg compressed hours, remote working, reduced hours etc., and whether each applicant was a manager or a non-manager;*
- 4. The number of applications for flexible working arrangements under Part 6AA of the Employment Relations Act 2000 approved by this agency between 1 January 2019 and 8 October 2021, the type of flexibility sought in these applications eg compressed hours, remote working, reduced hours etc., and whether each applicant was a manager or a non-manager;*
- 5. The percentage of applications for flexible working arrangements under Part 6AA of the Employment Relations Act 2000 approved by this agency between 1 January 2019 and 8 October 2021;*
- 6. The number of applications for flexible working arrangements under Part 6AA of the Employment Relations Act 2000 refused by this agency between 1 January 2019 and 8 October 2021, the type of flexibility sought in these applications eg compressed hours, remote working, reduced hours etc., the recorded reason for the refusal, and whether each applicant was a manager or a non-manager;*
- 7. The percentage of applications for flexible working arrangements under Part 6AA of the Employment Relations Act 2000 refused by this agency between 1 January 2019 and 8 October 2021;*
- 8. The number of people working in your agency as at 8 October 2021, and a breakdown of your employees by gender.”*

This response includes information relating to both the Department of the Prime Minister and Cabinet and the National Emergency Management Agency, which is a Departmental Agency hosted by DPMC (collectively referred to as the Department).

In response to question one of your request, please find attached the document *Flexible Working By-Default Policy*.

In response to your second question regarding policies and procedures, as well as the Policy document, listed in response to question one, please find attached the document *Flexible Working at DPMC and NEMA – A guide for Managers and Teams* which contains this information.

In response to questions numbered three to seven, regarding applications for flexible working. Applications for flexible working arrangements are in general managed at a team level, between the manager and the individual making the request. This is because the implications of flexible working arrangements being in place for an individual impact directly on the team. Managers are expected to adhere to the guidelines and processes as set out in the attached policy and guide. As a result of this devolved model, the Department does not hold a centralised record of requests for flexible-working.

In the instances where individual employees have had a specific aspect of flexible working arrangements agreed as a permanent condition of their employment, this is recorded as a variation to their individual employment agreement. Such arrangements would typically include change of location, number of hours or days of the week worked. These changes are contained within each individual personnel file.

As we do not hold a record of applications under Part 6AA of the Employment Relations Act, we are unable to advise on the number of applications for flexible working arrangements or the percentages of approved and declined applications and therefore we are refusing this part of your request under section 18(e) of the Act, that the document alleged to contain the information requested does not exist.

In response to your last question, as at 13 October 2021, within the Department there were 351 permanent, fixed term or seconded staff who identify as female and 208 who identify as male or other.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response may be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward
Executive Director, Strategy, Governance and Engagement



Flexible Working By-Default Policy

Version	2.0	Contact	Jude Ulrich, Director Organisation Direction and Development
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>	Approved by	Chief Executive
Date for review	31/10/2022	iManage	4315742

Name	Role	Signature	Date
Brook Barrington	Chief Executive		30/11/20

Objective

1. This policy sets out the Department of the Prime Minister and Cabinet's (DPMC) approach to normalise flexible working so that it does not undermine career progression or pay and is equally available to all regardless of gender, ethnicity, disability and other dimensions of diversity.

Policy statement

2. To support this objective DPMC is committed to ensuring flexible working practices are embedded throughout the organisation's culture, systems and processes to benefit both employees and DPMC. We will do this through:
 - a) commitment to flexible working being available to everyone, where all roles can have elements of flexibility;
 - b) ensuring flexible working arrangements are enabled through the way we manage people. This includes role design, attraction, recruitment, retention, engagement, leadership, performance, and ways of working; and
 - c) ensuring DPMC meets its legal obligations both in terms of its duty to consider flexible working arrangement requests and in meeting other relevant obligations such as health and safety, privacy and security.

Principles

3. The following principles underpin DPMC's approach to meeting the policy objective:
- a) **If not, why not?** All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. It is not a special provision or reward that needs to be earned, nor does it undermine career progression or pay.
 - b) **Works for the role.** Every role should be suitable for some form of flexibility but not every type of flexibility will work for every role. Genuine business reasons may mean that some types of flexibility cannot be implemented for some roles.
 - c) **Works for teams, managers and DPMC.** Flexible working manifests at a team level where arrangements should enable performance. It should not result in increased workloads overall and should enable managers and teams to deliver on their wider accountabilities within DPMC. Arrangements should work for everyone: good for the individual, good for the team, and good for DPMC.
 - d) **Requires shared responsibility.** Flexible working should not be viewed as an agreement solely between an employee and manager. To be successful, flexible arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires a 'no surprises' approach as well as open communication and engagement within and across teams to agree changes necessary to enable flexible working.
 - e) **Builds on a culture of trust and respect.** There is communication and transparency across DPMC about flexible working. Teams and individuals have ongoing, open and honest conversations. All employees have a shared understanding, knowledge and ability to request flexible working at DPMC.
 - f) **Actively championed by DPMC managers.** DPMC leaders champion and role model flexible working for their teams and themselves. Flexible working is regularly discussed, encouraged and experiences openly shared to align DPMC's commitment to embracing diverse and inclusive practices.

Applies to

4. This policy applies to everyone in DPMC and the National Emergency Management Agency, including permanent, fixed-term, secondees, casual and agency temporary staff (together referred to in this policy as 'employees'), regardless of position or seniority.
5. The policy does not apply to self-employed or independent contractors. However, under the Health and Safety at Work Act 2015 we have obligations to all workers, regardless of their employment status, and applying the principles of flexible working may be an appropriate response to their individual situation. In the interests of positive and safe working environments, managers may refer to the policy guidelines.

Definitions

6. The following terms contained in this policy are defined as:

Compressed hours	A formal arrangement recorded in an employee's Individual Employment Agreement where the Hours of Work are agreed to be more than 8 hours per day while met within specified days of the week
Designated workplace	Physical location at which an employee is required to be based
Flexibility of leave	Flexible leave arrangements
Flexibility of place	Working from alternative locations
Flexibility of role	How a role is performed or divided
Flexibility of work schedule	Working flexible hours
Hours of Work	As defined in each employee's Individual Employment Agreement
Reduced hours	A formal arrangement recorded in an employee's IEA where the Hours of Work are required to be fewer than 8 hours per day or fewer hours worked within specified fewer days of the week or fortnightly pay cycle

Policy detail

Making a request

7. Flexible working arrangements may include flexibility of role, place, work schedule and leave. DPMC already provides general flexibility with start and finish times and lunch breaks for most roles.
8. Guidelines are available to assist employees intending to request a flexible working arrangement. This will encourage appropriate team-based conversations to occur.
9. An employee's privacy in respect to personal information shared in the course of making an application for flexible working will be protected with appropriate information shared by the employee in team discussions.
10. Requests for a flexible working arrangement are made in writing to the employee's line manager, who has a duty to consider the request before in writing confirming the arrangement, agreeing a modification to it, or declining the request no later than a month after the request is received.
11. Requests made by employees affected by emergency or personal circumstances not otherwise covered by specific leave provisions may be made and granted verbally in the first instance with the necessary written request and decision made after the initial verbal application has been accepted and no later than 10 days after the request is received.

12. As DPMC's policy is flexible working-by-default, a flexible working arrangement will only be refused for the reasons as permitted under the Employment Relations Act 2000¹.

Team consideration and review

13. Teams may establish protocols or trial ways of working to enable productivity, support employee performance, and manage for outcomes.
14. Any people leader or employee can raise concerns about how flexible arrangements are working within their team at any time.

Manager consideration

15. When considering a request, a manager will refer the employee to the health and safety, privacy, and security information guidelines. Together these requirements need to be satisfied in order to ensure that working arrangements are healthy and safe, and that there will be no adverse consequences or impacts on the quality of the work or the performance of the organisation.
16. Managers will consider the financial cost to DPMC associated with a request for flexible work including, but not limited to, costs associated with backfilling, outsourcing or recruiting additional staff.
17. Managers will not consider requests for flexible work as a means to manage workload intensification or volume issues. Those matters should be addressed in terms of work design, task allocation, processing and technology aids, service standards, customer expectations, team support, training and development needs and other relevant workload management considerations.
18. Where a manager requires an employee to work additional hours in specific response situations, the Time off in Lieu (TOIL) policy applies.

Funding

19. DPMC allows its laptops to be used remotely, and provides an additional headset, travel docking station, charger, keyboard and mouse for employees working remotely.
20. Employees may make a Wellbeing Claim to purchase additional equipment for use away from their designated workplace.
21. Funding will not be provided for employee travel, heating, power, internet, telephone, catering or other miscellaneous costs associated with flexible working.

Decision delegations

22. Managers must discuss all proposals for permanent arrangements of compressed or reduced hours, changed leave provisions or change to designated workplace with HR.

¹ Refer Parts 69AAF and 69ABF which include, amongst other reasons, (a) inability to reorganise work among existing staff; (b) inability to recruit additional staff; (c) detrimental impact on quality; (d) detrimental impact on performance; (e) insufficiency of work during the periods the employee proposes to work; (f) planned structural changes; (g) burden of additional costs; (h) detrimental effect on ability to meet customer demand.

23. An agreement to permanent compressed hours requires approval from the Executive Leadership Team (ELT) Board and will be recorded as a variation to an employee's Individual Employment Agreement (IEA).
24. An agreement to permanent reduced hours, certain changes to leave entitlements, or a change to the designated workplace requires approval from a manager with Human Resources Delegation at Level B and will be recorded as a variation to an employee's Individual Employment Agreement (IEA).
25. All other ongoing, temporary or ad-hoc flexible working arrangements are not recorded as adjustments to an IEA and are managed at a local level by the line manager, other than a trial arrangement affecting an IEA (see paragraphs 26 to 27).

Trial arrangements affecting an IEA

26. Managers must discuss with HR all proposals for trial arrangements of compressed or reduced hours, changed leave provisions or changes to designated workplace. HR will assess whether the proposed arrangements require a temporary variation of the IEA to enable adjustment to payroll or leave calculations, and to ensure appropriate records are maintained for any approved trial.
27. All trial arrangements requiring a temporary variation of an IEA must be approved by the ELT Board if it concerns compressed hours. For any other type of temporary variation to an IEA, requests must:
 - a. be approved by an ELT member in respect to one of their direct reports; or
 - b. be approved by the manager above the immediate line manager of the employee; and
 - c. be agreed in writing;
 - d. not exceed three months;
 - e. not be extended; and
 - f. have a written review conducted at the mid-point of the trial period.

Review of arrangements

28. Employees and managers will agree to appropriate monitoring and review of a flexible working arrangement. This will include, but not be limited to, feedback obtained from other team members, customers or stakeholders.
29. The actions which may be taken following a review should form part of the original approval decision, including whether automatic withdrawal or modification of arrangements is possible.
30. For the avoidance of doubt, the existence of either a past request or a current agreement for flexible working itself will not be taken into consideration or form part of an employee's performance assessment, career development, pay or progression within DPMC.

Employee request for review or refusal

31. If an employee is not satisfied with the outcome of their request for flexible working arrangements, they may raise it in the first instance with the line manager's manager. Employees may also request advice and assistance from the human resources team.

32. If still not satisfied with DPMC's response, or at any time, an employee may raise their concern with their representative or with the Employment Relations Authority.

Related policies, guidance and information

33. Other documents that should be read in conjunction with this policy include:

- Delegations Policy
- Employment Relations Act 2000
- Flexible Working at DPMC Guidelines
- Health and Safety Policy
- Individual Employment Agreement
- Leave Policy
- Leave for Alternative Duties and Special Leave Policy
- Performance, Development and Growth Policy
- Privacy Policy
- Protective Security Policy
- Time Off In Lieu (TOIL) Policy
- Wellbeing Policy
- Working Away from the Office Guidelines 2020

Responsibilities

Role	Responsibilities
Chief Executive	Approving the Flexible Working By-Default Policy following appropriate consultation.
Business Unit/ Group Managers	<p>Ensuring that they understand DPMC's Flexible Working By-Default Policy and processes, and implement these appropriately in line with employment terms and conditions for individuals;</p> <p>Handling individual queries relating to DPMC's Flexible Working By-Default Policy and processes for their own employees, consulting with HR to discuss and clarify any areas of uncertainty;</p> <p>Considering any routine flexible working request made, engage with those affected and respond with a decision in writing (letter or email) as soon as possible, and in any event, no later than one month after receipt of the initial request;</p> <p>Providing verbal approval to any flexible working request made by employees affected by emergency or personal circumstances and enable a written application and written response with a decision no later than ten days after receipt of the initial request;</p> <p>Consistently applying DPMC's Flexible Working By-Default Policy procedures and processes;</p> <p>Referring staff to this policy when appropriate;</p> <p>Considering, and approving or declining, flexible working requests;</p>

Role	Responsibilities
	<p>Developing and nurturing a team culture that supports one another when working flexibly;</p> <p>Carrying out effective reviews and obtaining feedback on flexible working arrangements;</p> <p>Managing the health and safety of workers.</p>
Employees	<p>Seeking flexible working in accordance with the principles stated in this policy;</p> <p>Developing and nurturing a team culture that supports one another when working flexibly;</p> <p>Participating in effective reviews and providing feedback on flexible working arrangements;</p> <p>Complying with the Flexible Working By-Default Policy.</p>
Human resources team	<p>Supporting managers in achieving the aims of DPMC's Flexible Working By-Default Policy, through providing support and advice to managers and processing working requests</p>



FLEXIBLE WORKING AT DPMC AND NEMA – A GUIDE FOR MANAGERS AND TEAMS

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Date for review	1/12/2023	iManage	DPMC 4315743

Name	Role	Signature	Date
Clare Ward	Executive Director, Strategy, Governance and Engagement		1/02/2021

Objective

This document provides a guide about how to request and manage flexible working. It should be read in conjunction with the Department of the Prime Minister and Cabinet (DPMC) and National Emergency Management Agency (NEMA) [Flexible Working By-Default Policy](#).

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Our approach to flexible working

...is to normalise flexible working guided by the following principles:

- a) **If not, why not?** All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. It is not a special provision or reward that needs to be earned, nor does it undermine career progression or pay.
- b) **Works for the role.** Every role should be suitable for some form of flexibility but not every type of flexibility will work for every role. Genuine business reasons may mean that some types of flexibility cannot be implemented for some roles (refer to manager's checklist on page 11).
- c) **Works for teams, managers and DPMC and NEMA.** Flexible working manifests at a team level where arrangements should enable performance. It should not result in increased workloads overall and should enable managers and teams to deliver on their wider accountabilities within DPMC and NEMA. Arrangements should work for everyone: good for the individual, good for the team, and good for DPMC and NEMA.
- d) **Requires shared responsibility.** Flexible working should not be viewed as an agreement solely between an employee and manager. To be successful, flexible arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires a 'no surprises' approach as well as open communication and engagement within and across teams to agree changes necessary to enable flexible working.
- e) **Builds on a culture of trust and respect.** There is communication and transparency across DPMC and NEMA about flexible working. Teams and individuals have ongoing, open and honest conversations. All employees have a shared understanding, knowledge and ability to request flexible working at DPMC and NEMA.
- f) **Actively championed by DPMC and NEMA managers.** DPMC and NEMA leaders champion and role model flexible working for their teams and themselves. Flexible working is regularly discussed, encouraged and experiences openly shared to align DPMC and NEMA's commitment to embracing diverse and inclusive practices.

Myths about flexible working

- It's all about working mums who want to work part-time
- If people are not physically sitting at their desk, they cannot possibly be completing enough work
- It costs more to have people working under flexible arrangements
- We can't do that in our team as we are customer facing
- It's impossible to manage teams where people have flexible working arrangements as you never know where everyone is and what they are doing
- It's just too hard, takes too much time to manage and there is no return on this investment

The reality is when managed well flexible working will

- ✓ reduce turnover, lower absenteeism and increase job satisfaction
- ✓ promote diversity, inclusion and cross-training
- ✓ have a positive impact on workplace culture and morale
- ✓ foster better employee recruitment, engagement and retention. Opens a much broader talent pool

What is flexible working?

DPMC and NEMA already provide general flexibility with start and finish times and lunch breaks for most roles. Flexible working may involve flexibility in:

- **Role** – how a role is performed or divided (Flexi- role/career)
- **Place** – working from alternative locations (Flexi-place)
- **Work schedule** – working flexible hours (Flexi-work schedule)
- **Leave** – supporting flexible leave arrangements (Flexi-leave).

Some examples of types of flexibility are outlined below:

Flexi-work schedule Options that allow employees to vary their work hours or days either on a regular basis or from time to time	<ul style="list-style-type: none">- Flexible start and finish times i.e. variable start and/or finish times are worked on a regular or as-needs basis- Swapping workdays or hours with non-work hours or days- Part-time hours- Compressed week or fortnight i.e. f/t employees work longer days over a 4-day week or 9-day fortnight- Flexible shifts - full time or part-time- Combination of fixed shifts and flexible shifts -full time or part time
Flexi-leave Options that allow employees to vary their leave patterns to create more flexibility	<ul style="list-style-type: none">- Leave without pay- Trading leave for salary- Term-time working i.e. taking leave during school holidays- Other types of leave e.g. study leave, special leave
Flexi-place Options that allow employees to work from locations other than their designated workplace	<ul style="list-style-type: none">- Remote working e.g. working from another office or from home, regularly or from time-to-time- Remote working – part-time- Remote working – full-time- Hot-desking i.e. desks are not allocated, and employees work from any available desk
Flexi-role/career Options that allow employees to manage their roles and careers more flexibly	<ul style="list-style-type: none">- Phased return to work i.e. employees gradually increase their hours on returning from long-term leave- Phased retirement i.e. employees gradually reduce hours approaching retirement- Seasonal working i.e. to cover busy periods- Job sharing i.e. splitting a role with another employee- Taking career breaks

Who can request flexible working options?

All roles are treated as flexible unless there is a good business reason for a role not to be. Flexibility is equally available to women, men and gender diverse employees, irrespective of the reason for wanting it. Under the [Employment Relations Act 2000](#) (ERA) regardless of position or seniority all employees have an entitlement to request flexible working arrangements and managers must consider this within a specified time. Employees at DPMC and NEMA include permanent, fixed-term, secondees, casual and agency temporary staff.

This entitlement does not apply to self-employed or independent contractors. However, under the [Health and Safety at Work Act 2015](#) we have obligations to all workers, regardless of their employment status, and applying the principles of flexible working may be an appropriate response to their individual situation. In the interests of positive and safe working environments, managers may refer to these guidelines.

Most flexible working arrangements require a form to be completed although many can be managed with an email record. This is to meet our legislative obligations as an employer. For some arrangements which adjust an individual's agreed employment conditions it will ensure these are approved at the right level of [Human Resources Delegations](#), and that people are paid correctly. It seems contradictory to have to complete forms when flexibility is the default position, however having flexibility does not dissolve the need to comply with the law.

What is meant by emergency or personal circumstances?

If an employee is affected by emergency or personal circumstances for which there are no other leave provisions and they would like a short-term flexible working arrangement they should speak with their manager.

We understand that when unexpected things happen this may be an upsetting and stressful time for employees and managers can verbally approve a short-term change.

The manager should ask their employee to complete any required [paperwork](#) when the time is right for them to do so. If an employee chooses to disclose that they are affected by family violence their manager is required to let them know what support services are available. This information is also included on the [response form](#).

Trials and Reviews

All flexible working arrangements require review at an agreed point to ensure the principles are still being met. The agreed-point for a trial should generally be at the mid-point of the arrangement (in most cases six weeks after commencement), so that information for the review can feed into the decision as to whether to confirm, decline or adjust the arrangement on an ongoing basis.

Reviews involve the employee, their team and feedback from any affected colleagues or customers. They need to be recorded as having taken place and any outcome or actions. Teams are encouraged to review all arrangements at the same time to ensure their relative impacts are considered across the team's activities.

Employees are encouraged to trial flexible working arrangements for up to three months before seeking an ongoing arrangement and longer review period. An employee's manager can approve a three-month trial or an ongoing arrangement as long as it does not affect an employee's Individual Employment Agreement (IEA). There is no ability to extend a trial.

Where an arrangement includes compressed or reduced hours, changed leave provisions or change to designated workplace an employee's IEA is affected. Only the ELT Board can

approve a trial if it concerns compressed hours. For all other IEA changes, the manager's manager may approve a three-month trial.

Who else is involved in considering requests?

Teams

We expect that all flexible working arrangements require collective obligations on employees, managers and teams to be open and adaptable. Minimising impacts on others requires open engagement within and across teams to agree changes necessary to enable flexible working. The 'no surprises' principle is critical to enable managers and teams to plan and deliver their work. Teams are also involved in reviewing flexible arrangements.

Individual privacy is important and there may be occasions where an employee's reasons for seeking flexibility is not appropriate to share, nor is there a requirement to do so. Employees are encouraged to share relevant and appropriate information with their teams where they feel comfortable doing so.

Human Resources (HR) team

Managers must discuss with HR all proposals for permanent or trial arrangements that impact on an employee's Individual Employment Agreement (IEA). These requests require a [Flexible Working Arrangements Employee Request Form](#) to be completed.

These types of arrangements include compressed or reduced hours, changed leave provisions or change to designated workplace and the Human Resources team needs to be involved at the proposal stage. Once approved, the Human Resources team will record and action any temporary or permanent variation as it may affect pay and leave calculations.

Your manager's manager

When a trial is proposed for reduced hours, changed leave provisions or changes to designated workplace, after obtaining advice from HR your manager must then refer the decision to their manager to approve, adjust or decline.

Executive Leadership Team (ELT) members

Individual ELT members do not need to refer a trial to their manager (the Chief Executive) and may make a decision about a proposed trial for their own direct reports, other than for a trial for compressed hours.

ELT members hold [Human Resources Delegation](#) at Level B and can approve a permanent variation to an employee's Individual Employment Agreement (IEA), with the exception of compressed hours.

Executive Leadership Team (ELT) Board

An agreement to temporary or permanent compressed hours requires approval from the ELT Board and will be recorded as a variation to an employee's Individual Employment Agreement (IEA). It is recommended that a trial occurs so that the mid-trial review can contribute to the decision-making process.

Can I change my mind?

It's really important that the employee and manager have discussed what a review process might look like, who would be involved, and whether reverting back to the status quo is going to be possible. Everyone involved in the review process needs to be clear whether the change proposed is for temporary flexibility and able to be modified, adjusted or withdrawn following

the review; or whether a permanent IEA change is involved. In those situations reviews help to finesse and iron out any wrinkles for the new arrangements.

Whatever the nature of your request, if it is approved, you can't simply revert back to your previous work arrangements without agreement from the original decision-maker. You must make another request to your manager.

For this reason, changes that need to be recorded in an IEA are best managed as a trial to see if the impact of those changes are what you and the team expected, before proceeding to record a formal change.

What flexible working options are suited to me?

Managers and their team members have ongoing quality conversations about performance and growth, which should include a discussion about DPMC's flexible working approach and options available. Employees should take personal responsibility to identify flexible working options in preparation for these conversations. You can raise flexible working requests at any time.

You may find the checklist on the next page helpful and we encourage employees to work through this checklist to see what arrangements may be beneficial and possible:

- Read each statement on the checklist and tick the statements you agree with.
- Once you have reviewed all statements, review which ones you have ticked and look across to see which flexible working options are indicated (marked by an *).

Statements to ask myself	✓ Tick	Flexible working option			
		Schedule	Workplace	Leave	Role
I know when I am most productive during the day, e.g. early morning/late afternoon		*			
I have commitments outside work I need to allocate time to, e.g. hobbies, lifestyle pursuits, family responsibilities, coaching a team, exercise or training regime, volunteer work, study commitments, travel plans etc.		*	*	*	*
I need to consider how my working hours fit with dependent care commitments		*	*	*	*
Different start and/or finish times could reduce my commuting time		*	*	*	*
I have health concerns or special health requirements		*	*	*	*
I work mainly with others		*	*		
I work mainly on my own		*	*		
It is not necessary for me to work at the same time and location each day		*	*		
I am comfortable working in multiple locations during the working day or working week; or the nature of my work requires me to be flexible to respond to demand		*	*		
I am not bothered by noise around me		*	*		
I prefer a quiet working area		*	*		
I know what percentage of my day I spend on email/diary; phone calls; meeting others; video conference; focused work (i.e. thinking, reading, analysing)		*	*		
I know what percentage of my work I currently do at a desk; away from a desk but in the office; working remotely		*	*		
I have non work events I want to allocate time to, e.g. cultural events, volunteering, sporting events		*	*	*	*
I prefer to have more leave and be paid less		*		*	
Working fewer hours will have a positive effect on my health and wellbeing					*
I prefer to work fewer hours and be paid less to pursue other activities or passions				*	*
I prefer to work fewer hours as I move towards retirement		*		*	*



Approaching a flexible working arrangement



Kia māia – Be courageous

- All roles can have some form of flexible working.
- Flexible working can be considered at any time.
- Consider all the different dimensions of flexibility.

Kia honohono – Be Connected

- When thinking about and planning potential flexible arrangements, consider the functions you perform and the impact on your role, DPMC and your team.
- Discuss your ideas with your team and manager on possible flexible working option/s
- Use the feedback from your kōrero to understand what adjustments might be needed to make flexibility arrangements work well.

Kia taute – Respect the process

- Consider which options you would like to trial and what kind of review would work best.
- Submit a written request to manager (check if the form is required).
- Manager reviews and discusses with employee and team where appropriate.
- Manager makes decisions or refers to their manager, and writes to employee.
- If not approved, explains why or proposes an adjusted arrangement.

Kia manawanui – Be committed

- Undertake the flexible working arrangement as approved or adjusted.
- Review the arrangement with at the agreed time.
- Continue to look for other opportunities for flexible working arrangements.
- Support other team members in undertaking their flexible working arrangements and review.

When to use the Request for Flexible Working Form

In many cases the type of flexibility and the circumstances may be managed by team discussion and a simple email exchange between the manager and employee to record it, and to record each review. The [Flexible Working Arrangements Employee Request Form](#) needs to be completed to ensure there is a shared understanding of a flexible working arrangement involving:

- **Compressed hours** - a formal arrangement recorded in an employee's Individual Employment Agreement (IEA) where the Hours of Work are agreed to be more than 8 hours per day while met within specified days of the week
- **Reduced hours** - a formal arrangement recorded in an employee's IEA where the Hours of Work are required to be fewer than 8 hours per day or fewer hours worked within specified fewer days of the week or fortnightly pay cycle
- **Change to the designated workplace** - physical location at which an employee is required to be based
- **Change to leave entitlements** - some changes require changes to an IEA.

Note, agreements to work flexibly outside the office are not generally formal changes to the designated workplace – the place where DPMC and NEMA provides your usual working facilities.

What types of flexibility can managers approve?

Manager

- Verbally approve requests for emergency or personal circumstances.
- After team discussion approve or decline email requests for flexible working not requiring change to IEA.
- Carry out reviews with team as agreed and end, modify or extend arrangements.

Manager's manager

- After discussion with HR approve or decline requests for a trial by employees of direct reports for: reduced hours; changed leave; or designated workplace.
- Support review of trial period.

ELT member

- After discussion with HR approve or decline trial arrangements for direct reports, other than for compressed hours.
- After discussion with HR approve or decline permanent requests for: reduced hours; changed leave; or designated workplace.

ELT Board

- Approve or decline requests for temporary or permanent compressed hours.

How will my request be considered?

Managers will acknowledge receipt of a written request [in writing](#).

When considering a request, a manager will refer the employee to the health and safety, privacy, and security information guidelines. Together these requirements need to be satisfied in order to ensure that working arrangements are healthy and safe, and that there will be no adverse consequences or impacts on the quality of the work or the performance of the organisation.

Team conversations remain vital in ensuring that changes in workload or work design are able to be anticipated and appropriate adjustments made across a team to support flexible working arrangements.

Managers will consider the financial cost to DPMC and NEMA associated with a request for flexible work including, but not limited to, costs associated with backfilling, outsourcing or recruiting additional staff. Note that office equipment and accommodation are not funded outside the employee's single, designated workplace.

A [Manager's Checklist](#) to help reach a timely decision is available.

Managers will communicate in writing the outcome of their decision. A [Flexible Working Arrangements Request Decision Form](#) is available for managers to complete.

What about general workload issues?

If employees are feeling under particular work pressure, they should discuss this with their manager. Flexible work is not a means to manage workload intensification or volume issues. Those matters should be addressed in terms of work design, task allocation, processing and technology aids, service standards, customer expectations, team support, training and development needs and other relevant workload management considerations.

Our flexible working approach provides for employee-led flexibility requests. For ad-hoc peaks in agreed working hours, managers and employees make arrangements to ensure the employee can reasonably recover additional time worked. Where a manager requires an employee to work additional hours in specific response situations, the [Time off in Lieu \(TOIL\) policy](#) applies, not the [Flexible Working By-Default policy](#).

What flexible working arrangements will be funded?

DPMC and NEMA allows laptops to be used remotely, and provides an additional headset, travel docking station, charger, keyboard and mouse for employees working remotely. This supports our business continuity planning and resilience.

Employees may make a [Wellbeing Claim](#) to purchase additional equipment for use away from their designated workplace.

Funding will not be provided for employee travel, heating, power, internet, telephone, catering or other miscellaneous costs associated with flexible working.

How long will it take to have a response?

Written requests must be [responded to within a month](#) for routine requests. For employees affected by emergency or personal circumstances not covered by other leave provisions, we [respond in writing within ten days](#).

Useful links and resources

[Flexible Working By-Default Policy](#)

[Guidelines for Working Away from the Office](#)

[Time Off In Lieu \(TOIL\) Policy](#)

[Wellbeing Policy](#)

[Kāinga Human Resources](#)

[DPMC Health and Safety Policy](#)

[Protective Security Policy](#)

[Privacy Policy](#)

[CASS IT Acceptable Use Policy](#)

[Diversity and Inclusion Policy](#)

[Anti-Harassment, Discrimination and Bullying Prevention Policy](#)

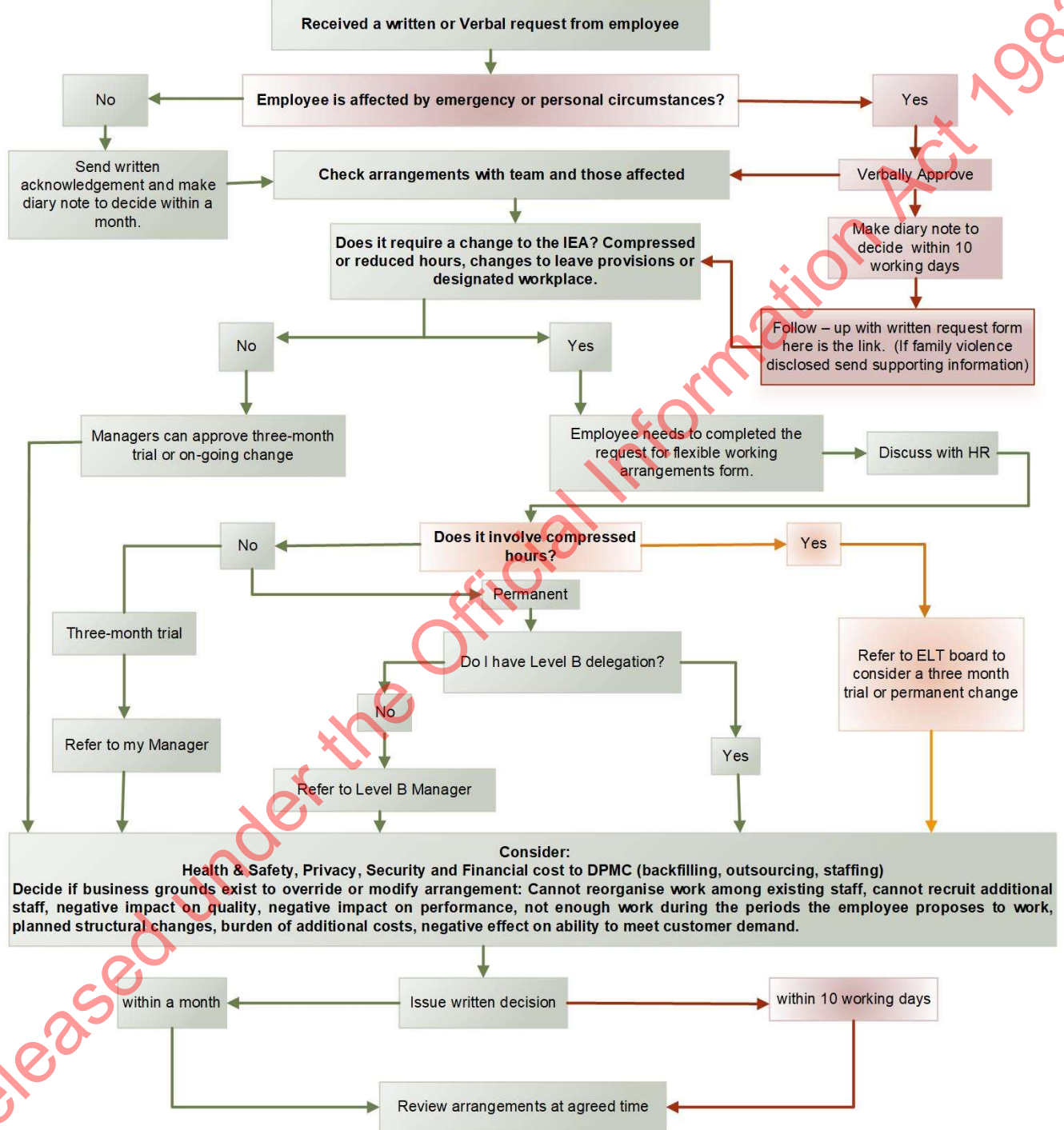
[Family Violence Support Policy](#)

Released under the Official Information Act 1982

Manager's checklist

Manager's checklist

Managers need to ask this question to themselves - have I built a positive and safe team culture where all staff can talk openly and honestly about their work, options for flexibility and comment on those arrangements, including of their teammates?



Courageous
We stand up

Connected
We join together

Committed
We believe in what we do

And we do it with Respect

Appendix 1: Forms

Released under the Official Information Act 1982



Flexible Working Arrangements Employee Request Form

From: *Enter your name and location*

To: *Enter manager's name and location*

I would like to request a variation to my current working arrangements under [Part 6AA](#) of the Employment Relations Act 2000.

My current working arrangement is: *(fill in the areas of flexibility which relate to your request)*

Place of work: *(Give full street address)*

Days and hours of work: *(Example: Monday to Friday 8.00am to 5.00pm)*

Role: *(how my role is performed or divided)*

Leave: *(current leave arrangements)*

The working arrangement I would like to have in the future is:

Place of work: *(Give full street address)*

Days and hours of work: *(Example: Monday and Tuesday 8.00am to 1.00pm, Wednesday to Friday 8.00am to 5.00pm)*

Role: *(how my role could be performed or divided)*

Leave: *(proposed leave arrangements)*

☐ I would like the new working arrangement to be permanent and commence from: Click or tap to enter a date.

OR

☐ I would like the new working arrangement to be temporary commencing from Click or tap to enter a date.

and ending on Click or tap to enter a date.

Please complete the declaration and security considerations below declarations		
Health & Safety considerations:	Please complete	
Do you or have you experienced OOS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, what steps will you take to ensure working offsite will not exacerbate this condition?		
Have you read and understood the guidelines for Working Away from the Office ?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Do you have any concerns about your health, safety or security while working offsite?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, what are these concerns?		
Security Considerations You are required to keep all DPMC and NEMA equipment and information secure and hidden from view while not in use. This includes in a locked house/apartment/flat/a secure cabinet with an expectation that you will consider and use the safest option. Further information is found in the Protective Security page on Kāinga.		
Do you have any security concerns about keeping DPMC and NEMA equipment and/or information secure?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What security concerns do you have and what mitigations would you take to ensure that DPMC and NEMA's equipment and information are secure and hidden from view when not in use?		

Policy and understanding confirmation:

Please mark each policy and guideline you have read and understood

Policies and Guidelines	Tick
Working Away from the Office	<input type="checkbox"/>
Health and Safety Policy	<input type="checkbox"/>
Privacy Policy	<input type="checkbox"/>
Protective Security Policy	<input type="checkbox"/>
Central Agencies IT Acceptable Use Policy	<input type="checkbox"/>
For flexibility of workplace:	
Flexible Working by-Default Policy	<input type="checkbox"/>
Flexible working at DPMC and NEMA – a guide for managers and their teams	<input type="checkbox"/>

Outline below any concerns relating to health, safety and security considerations and how these can be managed in a way that allows me to work offsite:

Optional:

Explain the value of the new arrangement if not already covered in team conversations.
The new working arrangement will enable me to: <i>(Example: I will be coaching the local junior football team on Wednesday afternoons)</i>
The new working arrangement will affect my employer and colleagues or my responsibilities in the following way: <i>(Example: I will not be able to work with James on Monday afternoon as I do now)</i>

I think the effect on my employer and colleagues can be managed by: *(Example: James and I could work together on either Thursday or Friday afternoon)*

I have discussed my proposed new working arrangements with: *(Example: Our team, customers, stakeholders)*

Personal details:

Name: Click or tap here to enter text.

Staff or payroll number: Click or tap here to enter text.

Manager: Click or tap here to enter text.

Date: Click or tap to enter a date.

Note to your manager

This is a request for a flexible working arrangement made under [Part 6AA](#) of the Employment Relations Act 2000 to be dealt with within one month of receipt. You can email me to confirm your receipt of my request.

EMAIL YOUR COMPLETED REQUEST FORM TO YOUR MANAGER

Manager's confirmation of receipt (to be completed and emailed to employee)

To: Click or tap here to enter text.

Date: Click or tap to enter a date.

Subject: Confirmation of flexible working request

I confirm that on Click or tap to enter a date. I received your request to change your working arrangement. You will receive a response to your request within one month.

Email Signature block:



Flexible Working Arrangements Employee Request Form – Short-term (up to 2 months) flexible work application for employees affected by emergency or personal circumstances

Full Name	Click or tap here to enter text.	Date	Click or tap to enter a date.
Job Title	Click or tap here to enter text.		
Manager	Click or tap here to enter text.		
<input type="checkbox"/> (If family violence is disclosed) I would like to request under Part 6AB of the Employment Relations Act 2000 a variation to my current working arrangements which are: (specify which current working arrangement you wish to change)			
<input type="checkbox"/> (If family violence is not disclosed) I would like to request under Part 6AA of the Employment Relations Act 2000 a variation to my current working arrangements which are: (specify which current working arrangement you wish to change)			
Current place(s) of work	Click or tap here to enter text.		
Current days and hours of work	Click or tap here to enter text.		
My proposed working arrangement is: (Tick appropriate box)			
<input type="checkbox"/> Working from home	<input type="checkbox"/> Flexi time	<input type="checkbox"/> Part-time	<input type="checkbox"/> Job share
<input type="checkbox"/> Reduced hours/ days	<input type="checkbox"/> Compressed hours/ days		
<input type="checkbox"/> Alternative arrangement: (detail below this may be a combination of two arrangements or a different version)			
The details of my proposed flexible working arrangement are			
If applying to work from home, please include technology requirements here			
Place(s) of work (If more than one location state both addresses)	Full street address(s)		

Days and hours of work (specify at each location)	<i>If flexitime state hours to work between</i>
I would like the new short-term working arrangement to be for the period	
Starting: Click or tap to enter a date.	
Finishing: Click or tap to enter a date.	
The reason for my request is: (because I am a person who is affected by [family violence/ emergency or personal circumstance] and to assist me to deal with the effects of [family violence/emergency or personal circumstances] I need this request approved)	
I believe that the new short-term working arrangements: (Complete all relevant sections, if there are no benefits or impacts on a specific group state 'Not Applicable')	
will assist <u>me</u> to deal with the effects of [family violence/ emergency or personal circumstances] by:	
could have the following impacts for the business (and employer):	
could have the following impacts for the team:	
could have the following impacts for the customers:	
I suggest we could manage the impacts by:	

Note to your manager

This is a request for a flexible working arrangement made under the Employment Relations Act 2000 to be dealt with within one month ([Part 6AA](#)) or 10 working days ([Part 6AB](#)) of receipt. You can email me to confirm your receipt of my request.

EMAIL YOUR COMPLETED REQUEST FORM TO YOUR MANAGER



Flexible Working Arrangements - Manager's Decision Form

This form is used to decline or approve your employee's request or approve an alternative arrangement. This form can be cut and pasted into an email

For decisions on requests submitted by employees affected by emergency or personal circumstances, please use separate form.

To: *insert employee's full name*

I have considered your request for a variation to your working arrangements.

IF DECLINING

I am sorry but I am unable to accommodate your request on the following business ground/s: (indicate the ground/s)

- ☐ Cannot reorganise work among existing staff.
- ☐ Cannot recruit additional staff.
- ☐ Negative impact on quality.
- ☐ Negative impact on performance.
- ☐ Not enough work during the periods that you propose to work.
- ☐ Planned structural changes.
- ☐ Burden of additional costs.
- ☐ Negative effect on ability to meet customer demand.

The ground(s) apply in the circumstances because: (indicate relevant detail)

IF APPROVING*Either*☐ I confirm that I have approved your request.*Or*☐ I am unable to accommodate your original request.

However, I am able to offer the following alternative arrangement which we have discussed, and you agreed would be suitable to you.

Your new working arrangement will be as follows: (insert details)

Your new working arrangement will commence from: Click or tap to enter a date.

And☐ Your new working arrangement is a trial or temporary arrangement and it will end on: Click or tap to enter a date.*Or*☐ Your new working arrangement is a permanent change to your individual employment agreement, conditional on our review of the arrangements demonstrating no business grounds to refuse continuance.*And*

We will review the arrangement with our team by: Click or tap to enter a date.

If you have questions on the information provided on this form, please contact me to discuss these as soon as possible.

Manager's name: Click or tap here to enter text.

Date: Click or tap to enter a date.

Note to employee

Please note that the change in your working arrangement will be a permanent change to your terms and conditions of employment unless a specified period of time is identified and agreed for which the new arrangement will last. If the change is permanent, you will have no right to go back to your previous working arrangement unless this is agreed. A new request would have to be made to adjust your working arrangements.

RETURN THIS FORM TO YOUR EMPLOYEE AND COPY TO HUMAN RESOURCES.



Flexible Working Arrangements Manager's Decision Form - Short-term (up to 2 months) flexible work application for employees affected by emergency or personal circumstances

This form can be used to approve your employee's request, approve an alternative arrangement or decline a request. This form can be cut and pasted into an email.

To:	<i>Insert employee's full name</i>	On the	Click or tap to enter a date.
In position of	<i>Insert job title</i>		
I <i>insert manager's name and position</i> have considered your request for a variation to your working arrangements			

EITHER

☐ I can confirm that I have approved your request for short-term flexible working:

Details of the arrangement, please including place(s), days and times of work.

OR

☐ I am unable to accommodate your original request. However, I am able to offer the following alternative arrangement, which we have discussed, and you agreed would be suitable to you.

Details of the arrangement, please including place(s), days and times of work.

OR

☐ I am sorry but I am unable to accommodate your request on the following business ground/s as discussed with you: (indicate the ground/s)

- ☐ Cannot reorganise work among existing staff.
- ☐ Cannot recruit additional staff.
- ☐ Negative impact on quality.
- ☐ Negative impact on performance.
- ☐ Not enough work during the periods that you propose to work.
- ☐ Planned structural changes.
- ☐ Burden of additional costs.
- ☐ Negative effect on ability to meet customer demand.

The ground(s) apply in the circumstances because: (indicate relevant detail)

Details of the reasons

[If family violence is disclosed] I am required to provide you with information about appropriate specialist family violence support services. These are outlined on page three of this form.

Your new short-term working arrangement will commence from:

Start Date: Click or tap to enter a date.

Finish Date: Click or tap to enter a date.

Note to employee

If you have any questions on the information provided on this form, please contact me as soon as possible to discuss.

If working from home is part of this arrangement, then you are responsible to ensure your home environment is set up appropriately to work safely (see *Working Away from the Office Guidelines*).

RETURN THIS FORM TO YOUR EMPLOYEE AND COPY TO HUMAN RESOURCES

Where to get help

If you or someone else is in danger right now, call the police on 111.

If you think you or someone you know might be affected by domestic violence, you're not alone, you can get help. Specialist organisations can help you understand what's going on in your relationship and give emotional support. They can give you information about what you can do and tell you about services near you that might be able to support you.

Family Violence Information Line:

0800 456 450, open every day from 9am to 11pm.

www.areyouok.org.nz

This helpline is part of the 'It's not OK' campaign to reduce family violence in New Zealand and is run by the Ministry of Social Development. The line gives self-help information and connects people to services where it's needed. The website gives information about family violence and where to go for help.

Women's Refuge:

0800 743 833, open every day - 24 hours a day.

<https://womensrefuge.org.nz>

A bicultural organisation working with women and children to provide support through advocacy, safety plans, emergency accommodation, and ongoing support for victims and their family members. Women's Refuge also gives training to organisations wanting to learn more about and improve their policies on family violence.

SHINE:

0508 744 633, open every day from 9am to 11pm.

www.2shine.org.nz

The helpline provides support, information, help with risk assessment and safety planning and referrals to local services. Shine supports adult and child victims – all genders – to become safe. Shine also works with men who have perpetrated family violence to motivate and support behaviour change. Shine provides a range of domestic violence training programmes. Shine's DVFREE programme offers policy consultation and workplace domestic violence training.

Safe-to-talk:

0800 044 334, open every day - 24 hours a day.

www.safetotalk.nz

Safe-to-talk is a free, confidential and anonymous helpline for people affected by sexual violence. You can contact a trained specialist by phone or web chat. They can answer your questions, give you information about sexual harm, and refer you to specialists in your area. They can also provide information about how to help a friend or family member.

You can also visit these sites to find out more about domestic violence:

www.justice.govt.nz

www.victiminfo.govt.nz

www.health.govt.nz

Appendix 2: Frequently Asked Questions

1. Are all employees eligible for flexible working?

Yes. Any employee can ask for a change in their working arrangements; they can make many requests as they like and at any time.

DPMC and NEMA's flexible by default approach means all roles can have some form of flexible working, including flexibility of role, schedule, leave and workplace. It is an ongoing conversation between managers and their teams, discussing options and deciding what works best for them. Employees are not required to provide a reason for why they want a flexible working arrangement.

People in some roles will not be able to access certain types of flexibility because of the nature of their work. DPMC and NEMA support flexibility across all roles, although we cannot provide for all types of flexibility within all roles.

Self-employed and independent contractors are not entitled to request flexible working arrangements under the policy. However, these guidelines may be useful for managers and workers to consider in achieving positive and safe working environments.

2. How do I know what flexible working arrangement is right for me?

Things to consider are:

- Preferred working style – with others or alone
- When you are most productive, e.g. early mornings or later in the day
- What your commitments are outside work such as hobbies, lifestyle pursuits, travelling plans or family responsibilities
- Are you impacted by school holidays?
- Are there cultural events or holidays you observe?
- How you (and a partner) care for children or elderly
- If you have any special needs, or are working towards retirement
- If you are wanting to work fewer days/hours or have reduced responsibilities
- Commuting time.

3. Who approves an application for flexible working?

In emergency or personal circumstances not otherwise covered by other leave provisions, a manager can make a verbal approval for temporary flexibility and employees will need to follow-up with the paperwork so the appropriate decision-maker can issue a written decision within 10 days.

In general, employees should have a conversation about flexible working options with their people leader. Routine requests concerning:

- **Most arrangements** can be approved by managers, and usually an email request to the people leader and confirmation is all that's required
- **Most trial arrangements affecting an IEA** need to be approved by your manager's manager and early engagement with HR is important. A written request must be made using the appropriate form and response given in writing by the manager, within one month of the written request.
- **Most permanent arrangements affecting an IEA** – some requests require a variation to the employment agreement, and is approved by a manager with Level B Human Resources Delegation which is your ELT member. A written request must be made using the appropriate form and response given in writing by the manager, within one month of the written request.
- **All arrangements for compressed hours** – these are decided by the ELT Board.

4. What happens if your manager doesn't approve a flexible working request?

In most cases there will be some form of flexible working option available, however some roles support more flexibility than others. Ensure there is an open and ongoing conversation about what options could work. Reasons for a decline of flexible working requests are set out in the [Employment Relations Act 2000](#).

5. Can a flexible working arrangement be changed – even if there was a variation made to the employment agreement?

Yes, if either the employee or manager wants to change the arrangement it should be discussed and agreed by both parties. Neither party can make the change on their own without agreement from the other.

Arrangements need to work for the individual, team, DPMC and NEMA and should be regularly reviewed with affected teams. They can be reviewed by a manager at any time if circumstances have changed, e.g. decline in performance, change in team dynamic etc. This will always be discussed with the employee and arrangements can be reviewed if circumstances change. However, it is recommended that before beginning a flexible working arrangement, agreement is reached and recorded as to whether a review can result in automatic modification or withdrawal.

6. When working remotely, how do managers and employees assess potential health & safety and security risks?

DPMC and NEMA, as an employer, have several responsibilities under the [Health and Safety at Work Act 2015](#). These responsibilities include a duty to ensure, so far as reasonably practicable, the health and safety of employees while at work, or undertaking work for DPMC and NEMA. This duty applies not only to employees who work on DPMC and NEMA's premises, but also extends to employees when they are working remotely. When discussing a flexible working request explore the potential health & safety and security risks by reviewing the [Health and Safety policy and the Guidelines for Working Away from the Office](#). Any concerns should be addressed as part of the assessment of the suitability of the proposed flexible working arrangements, and an agreement reached in writing about whether and how these concerns can be managed to ensure safe remote working.

Self-employed or independent contractors not covered by the policy are still workers when carrying out work for DPMC and NEMA. These guidelines may be considered useful for managers as under the Health and Safety at Work Act 2015 we have obligations to all workers, regardless of their employment status. Applying the principles of flexible working may be an appropriate response to their individual situation and in the interests of positive and safe working environments. Consideration may need to be given to the contractual undertakings of both parties in such situations.

7. What exactly is meant by compressed hours?

Employees working compressed hours complete their total weekly hours over fewer days. For example, if your IEA requires you to work 40 hours a week over five days, your weekend is generally your own (unless due to the nature of your role there's an expectation that you be available for work). Under an IEA with compressed working arrangements an example could involve working 80 hours over nine weekdays. That would mean that the tenth day where you didn't work would be treated like a weekend and you wouldn't be expected to work on that day.

8. Is it possible to compress the working day by taking out all rest breaks to leave work early?

Rest breaks are in place to ensure the wellbeing of people. It is important that we have an opportunity to take time out during a working day. DPMC and NEMA will not agree to a working arrangement that does not allow for rest breaks. This is a legal requirement and not negotiable. [Employment New Zealand – table of minimum breaks](#)

9. What about informal requests at short notice, e.g. calling in the morning to ask to work from home?

The ongoing conversation between managers and their team members should include whether flexibility to work remotely (including home) is an option, and how much notice should be given for any informal requests. For example, contacting a manager on the day of the request is generally only acceptable in unusual circumstances where something unplanned has occurred. Ideally it will be workable in most situations.

10. What if a manager agrees to an informal or regular flexible working arrangement, but then needs the employee to attend work at DPMC and NEMA?

The manager should give as much notice as possible if an employee is needed on site on an agreed flexible working day, i.e. they are working from home.

The employee is not required to attend work if it is a scheduled day off in an arrangement recorded as part of their IEA, in the same way most staff are not required to work on a weekend as part of their IEA.

11. How does a manager measure what is being achieved working offsite?

Through establishing clear expectations and responsibilities, having effective performance, development and growth conversations and ensuring DPMC and NEMA performer status is maintained. Make sure team members are aware of the technology available, how to use it and where to get assistance.

12. How does a manager ensure employees are not overworking when working remotely?

A manager should discuss any concerns of overworking with their employee, to identify why it is occurring and what actions can be taken.

13. If an employee applies for a new position within DPMC and NEMA will their flexible working arrangement continue?

Yes, in most cases arrangements should be able to continue if that was discussed with the hiring manager. If this is not possible, then other flexible working arrangements can be considered, discussed and agreed.

14. If an employee is working remotely and needs to attend a meeting in town, will DPMC and NEMA pay for a taxi or car parking?

In principle, no. Meetings, in particular external meetings, should be scheduled on days that an employee is working at DPMC and NEMA. The principle that the arrangement works for the team, DPMC and NEMA may mean that the employee adjusts their working remotely arrangement on occasion in order to attend those in-person meetings. Distance meeting options should be considered.

15. How do I get hold of the working remotely equipment?

You can order from [CASS IT](#) an additional headset, travel docking station and charger.

Your administration support person can order an additional keyboard and mouse through your budget holder's regular office supplies order.

Employees may make a [Wellbeing Claim](#) to purchase additional equipment for use away from their designated workplace.

16. Do I have a right of appeal if I feel my manager has not considered my application fairly?

If you've talked things over with your manager and you're not happy with the process, you can speak directly with their manager, or the HR team. At any time you may raise a concern with the [Employment Relations Authority](#).