Architects Male
Champions of Change

All Roles Flex

2

All Roles Flex Template

2019
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Intent
1.0 Purpose of this document

The ‘All Roles Flex’ Template is a prototype to assist practice with preparing an ‘All Roles Flex’ document for their business.

In February 2017, the Architects Male Champions of Change decided to utilise their joint resources to collate an ‘All Roles Flex’ template to short cut research and ensure the strategy was implemented across each business mid-2017. Some Champion practices endorsed this template fully, others adapted it to suit their workplace culture, a few referred to the Implementation Guideline only to update their existing flexibility policy.

In sharing this document with the profession, the Champions hope to build a transparent and inclusive flexible work culture.

Role, review and update

Prior to implementation, each practice will need to clarify the role of the document. For example, is it a guide, a framework, a policy etc.

Practices will also need to review this document in parallel with their employment contracts.

In adopting this document, it is likely that each practice will also need to review their employment contracts to remove potential conflicts.

How to read the document

This document requires text to be completed by an individual practice. Where this is required, text has been highlighted blue.
2.0 Introduction

Each practice introduces why they are offering flexibility to their practice.

The message should be:

- Inclusive
- Positive
- Make the process easy and simple
- Emphasise the need for transparency around how to access flexible work
2.1 Aim

As part of Practice’s commitment to the Champions of Change All Roles Flex we will always say yes to considering a flexible working arrangement from all employees.

This document includes:

- Typical business hours
- Types of flexible working arrangements
- The flexible working options available in our practice
- The process for accessing and negotiating flexible work options
- A guide to preparing a Flexibility Proposal
- The roles and expectations of Practice and you
- Satellite Location work procedure and checklist
The Fair Work Act 2009 (FW Act) provides employees in the national workplace relations system with a legal right to request flexible working arrangements.

Employees who have worked with the same employer for at least 12 months can request flexible working arrangements if they:

- are the parent, or have responsibility for the care, of a child who is school aged or younger
- are a carer (under the Carer Recognition Act 2010)
- have a disability (and are qualified for a disability support pension under the Social Security Act 1991)
- are 55 or older
- are experiencing family or domestic violence, or
- provide care or support to a member of their household or immediate family who requires care and support because of family or domestic violence
We understand Flexibility as being flexible in terms of time and working location.

To facilitate Every Day flexibility with time, we define business hours as follows:

- **Practice’s Core Business hours** are ##.##am - ##.##pm, Monday to Friday eg 8:30am – 5:30pm
- **Practice’s Ordinary Business hours** are ##.##am - ##.##pm eg 7am-8pm

The following parameters apply to contracted hours:

- **Maximum daily** contracted hours # hours all of which are required to be undertaken during Ordinary Business Hours
- **Maximum daily** contracted hours # hours all of which can be undertaken on a weekend (in office or at home)
- Daily contacted hours **over 5 hours** must allow for a **lunch break** of ## minutes
2.4 Flexible Working Arrangements

a. Every Day Flex

Every Day Flex is informal in nature and can be negotiated on a regular basis with your team without the need for contractual negotiations. Every Day Flex allows you to undertake your weekly contracted hours in a flexible way within Ordinary business hours.

Up to # % of your weekly contacted hours can be undertaken using the Every Day Flex arrangement.

Occasionally a personal commitment will arise that will require flexibility beyond the allowable hours in Every Day Flex. On these occasions, it is acceptable to negotiate with your Project Leader or manager to arrive at an amicably suitable flexible working situation. eg: working from a location other than the office or making up time outside of the hours stipulated in hours section above. This type of flexibility is Occasional Every Day Flex.

b. Formal Flex

Formal Flex allows you to access a broader range of flexibility options but requires you to prepare a Flexibility Proposal to demonstrate the suitability of your flexible working arrangements with your current role and Practice. Access to Formal Flex will require negotiation with List Appropriate Person or Business Unit and may lead to amendments to your contracted employment.

Up to # % of your weekly contacted hours can be undertaken under the Formal Flex arrangement.

Optional additional text
Consider listing when flexibility may lead to a new employment contact
Practice is open to starting a conversation with all employees on how they can work flexibly. The flexible working options Practice is open to considering are listed below. In negotiating these arrangements, you will need to consider whether your request falls under Every Day Flex or Formal Flex.

a. Staggered Hours
Our Ordinary Business Hours allow employees to have different start, finish and break times. This allows you to complete your contracted hours within a wider window.
Access to this flexibility option can generally be agreed under Everyday Flex.

b. Compressed Working Hours
Our Ordinary Business Hours allow Employees to shift their contracted hours of work between days, which may result in fewer working days.
Access to this flexibility option may require negotiation under the Formal Flex arrangements in particular if your hours fall outside of our Ordinary Business Hours.

c. Flexible Hours
At Practice, you also have the opportunity to negotiate working beyond our Ordinary Business Hours.
Access to this flexibility generally requires negotiation under Formal Flex.

d. Satellite Location Work
At Practice you can spend all or part of your week working away from the office.
Access to this flexibility option under Everyday Flex or Formal Flex will generally be dependent on the length of time you are seeking to away from the office and the regularity of its occurrence.

e. Alternating Location
Practice has studios in multiple locations and offers the flexibility to work from each location.
Access to this flexibility option can generally be agreed under Everyday Flex.

f. Reduced Hours Of Work
We offer reduced hours of work in both daily and weekly hours. This may be negotiated for a fixed period or as an ongoing basis.
Access to this flexibility option generally requires negotiation under the Formal Flex.
g. Job Sharing
We offer access to full time roles under a part time arrangement. This is achieved through job sharing where the hours, tasks and responsibilities of the role are negotiated and agreed between the individuals sharing the role.
Initially gaining access to this flexibility option generally requires negotiation under Formal Flex as you will be seeking a Part Time (Reduced Hours of Work) Role in addition to the Job Sharing.

h. Transition Hours
We offer reduced hours of work during a transitional period eg returning from a career break or major operation.
Access to this flexibility option under Everyday Flex or Formal Flex will generally be dependent on the length of time you are seeking to work reduced hours.

i. School Holiday Flexibility
Practice offers additional leave during the school holidays in the form of Leave without Pay and or Purchased Leave.
Practices to state which mechanism they will use to offer the additional leave. It is assumed that all practices cover leave conditions in their employment contracts.
All leave requests must meet the conditions of your employment contract.

j. Part Year Work
If your role is cyclical in nature you may be able to negotiate reduced annual hours which allow you to take extended leave for certain months of the year.
Access to this flexibility option generally requires negotiation under the Formal Flex.

k. Sabbatical / Career Break
At Practice employees can take an extended period of time off and still remain an employee. Whether part of this is paid or unpaid will be dependent on your leave balances.
Access to this flexibility option generally requires negotiation under the Formal Flex.
A sabbatical or career break will not break continuous employment, however Continuity of Service Leave Balance (Long Service Leave) will not accrue during this period.
Practices who wish to offer this option will need to consider how this leave affects general leave accruals and the protocols for accessing this leave. As Leave is generally covered under a staff member employment contract, Practices will also need to decide if the protocols of accessing this leave form part of this policy or their employment contracts.
2.5 Flexible Working Process

Negotiating Flexible working arrangements under Every Day Flex are informal however should ideally be agreed in writing to your Project Leader or manager. Consider work and project needs prior to commencement and negotiate allowing as much time as possible to assist with team coordination.

To access a Formal Flexible Work Option you will need to follow the process outlined below. Part of this process is preparing a Flexibility Proposal. This will demonstrate the suitability of your flexible working arrangements with your current role and Practice. Items to consider addressing when preparing a Flexibility Proposal are outlined in Section 6.

1. Initial Discussion
   The Employee discusses their request with (confirm contact)

2. Request in Writing
   The Employee submits a formal application in writing to (confirm contact)
   The Employee outlines the reasons why the practice should consider flexible work. See below prompts for preparing this Flexibility Proposal.

3. Discussions
   The Employee and (confirm contact) meet to discuss the formal application for flexible working arrangements, including funding models and discretionary hours. If changes to the formal application are agreed, the Employee is to submit an amended application.

4. Assessment
   (confirm contact) assesses the formal application for flexible working arrangements
5. Notification of Decision

(confirm contact) notifies the employee in writing within XX days of receipt of the application. If not accepted, the notification will include the reasonable business grounds for refusal.

If an application is refused, we are committed to reviewing a proposal to find a mutually acceptable agreement.

If the application falls under the Fair Work Act 2009, we are required to issue a written response with 21 days saying whether the request is granted or refused. A refusal is acceptable under reasonable business grounds and these include:

- the requested arrangements are too costly
- other employees’ working arrangements can’t be changed to accommodate the request
- it’s impractical to change other employees’ working arrangements or hire new employees to accommodate the request
- the request would result in a significant loss of productivity or have a significant negative impact on customer service

6. Agreement and Change to Employment Contract

If the formal application is approved, (confirm contact) will coordinate an amended Employment Contract.

7. Payroll

(confirm contact) to update payroll and terms and conditions of employment (as required).

8. Working Off-site Checklist

Where the flexible working arrangement includes working off-site, a Working Off-site Checklist is to be included with the Employment Contract.

9. Review

All flexible working arrangements will be on a trial basis for (TIME).

The flexible working arrangements will be formally reviewed XXXXX after commencement and annually after that.
When preparing a Flexibility Proposal to work under **Formal Flex**, employees are encouraged to address the following items:

- Clarify whether your proposal falls under the Fair Work Act 2009
- Confirm proposed hours of work
- Confirm proposed location of work
- Confirm start and end dates
- Consider benefits and challenges of flexible working
- Consider team and project communication
- Consider the impact of flexible work on your team and how this could be mitigated
- Consider additional resources to support flexible working
- Consider a funding model for any additional resources
- Consider new technologies that may support flexible working
- Clarify support needed to work flexibly
- Clarify opportunities where you can be flexible about your flexibility
- Consider the review process
- Consider the impact on your Employment Contract, eg leave
Refer to All Roles Flex 1: Implementation Guideline for Best Practice and further considerations.

**Employer**

- Adopt a weekly timesheet model in lieu of daily timesheet model
- Use *Ordinary Business* hours model
- Encourage effective, open and transparent communication
- Provide business resources that support working outside of the office
- Provide a team support system to ensure flexible work practices do not impact project deliverables
- Provide clarity on time expectations for business and team structures
- Encourage a culture of trust, supportive of flexible working
- Openly discuss funding arrangements as part of the agreement
- Endeavour to hold meetings which suit flexible working arrangements

**Employee**

- Encourage effective, open and transparent communication
- Carefully assess and analyse flexible working needs and communicate these clearly
- Identify possible obstacles to flexible arrangements and resource ways to overcome these
- Be prepared to offer flexibility in return to support others
- Be aware of the impact your flexibility has on the time management of others
- Be a positive example for flexible working to assist with cultural change
- Be prepared to refine your flexible working arrangements to benefit all
- Acknowledge discretionary hours as part of your application
- Offer access to electronic diaries for management and team members
- Record your out of office time in your diary and if you can be contactable during this time
- When working in a satellite location, employees agree that they will not be caring or minding a child under the age of ten during the hours that they will be working
- When working *Ordinary Business hours* beyond 8:00pm to facilitate flexible working options, you have arranged for your own safe travel home.
All employees working in an off-site location will be required to complete the following checklist. Examples of an off-site location include home, satellite locations etc.

### Designated space
Is there a designated area available to be set up as an office space? **Yes** **No**

### WorkStation Desk
Desk is large enough for the completion of mixed tasks (computer and reading / writing) (Australian Standard 4442:1997 advises this should be at least 1600mm x 800mm) **Yes** **No**

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk is between 680mm and 735 mm high If desk is height adjustable - is this easily adjusted?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Chair be adjusted so forearms are parallel to floor or angled down slightly?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Desk is designed so frequent trunk twisting / rotation is not required</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>User is able to sit close to workstation without any impediment (Check that the desktop is thin, chair arms are not in the way, clear leg room)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If documents are regularly referred to, they can be positioned and supported (i.e. use of document holder, or desk slope) to avoid unnecessary neck movement (looking sideways / downwards).</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

### Monitor
Monitor is positioned at approximately an arms distance when in an upright seated position **Yes** **No**

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor is positioned at an appropriate height (neck remains in a neutral position not required to look upwards or downwards to view monitor)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If using a laptop, this is either raised, or this is positioned on a docking station</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Monitor is positioned away from direct light sources and is free from glare / reflection</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

### Keyboard and Mouse
Elbows remain close to side of body when keyboard and mouse are utilised **Yes** **No**

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mouse is at the same level as the keyboard</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Separate keyboard and mouse is used if utilising laptop computer for extended periods</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

### Work Environment
Lighting is adequate (able to read / refer to documentation without eye strain) **Yes** **No**

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noise levels are not distracting from task concentration</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Electronic systems, including power points and extensions, are intact and in good order</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Safety switches and earth leakage circuit breakers are installed</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Power cables are protected against damage</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Smoke alarms are installed and in good working order</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Ventilation (natural or artificial) is adequate</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Floors are clear of trip hazards</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>First Aid Kit available</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Outline the method you will receive the first aid if required</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

### Project Work
Manual handling tasks are not required **Yes** **No**
Convenor
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