



FLEXIBLE WORK IN THE AUSTRALIAN ARMY

It is my intent to enhance Army capability through considered management of the needs of our people. I want Army to provide our people with a satisfying and sustainable Work-Life Balance. Army's core business places unique demands upon us all and it is important that all Commanders appreciate the personal circumstances of their soldiers.

Policy for Flexible Work Arrangements (DI(G) Pers 49-4) is appropriate for our needs. Army's Flexible Work Program builds on the Australian Defence Force's formal arrangements and includes all the formal and informal actions that support workplace flexibility in units. Army will provide detailed guidance to commanders and soldiers, additional IT equipment, research and access to additional pool positions in order to support flexible work.

Providing our officers and soldiers with the flexibility they need to balance their work and their personal commitments is a key element of retaining them. Commanders are to take a long term view of retention and appreciate the needs of their people in the context of a thirty year career, not a three year posting.

When considering flexible work, I expect all commanders to consider their soldiers individual personal circumstances, their developmental needs and their expressed desires. In doing so, I expect that:

- It will be usual for all members to access informal and formal flexible work arrangements.
- It will be normal for units to plan to accommodate those arrangements in the development of daily routines, training and exercise plans.
- There will be no disadvantage to members who access flexible work.
- Commanders will consider Flexible Work Arrangements applications with the expectation that they will find a way to accommodate and approve them.
- Soldiers will challenge their chain of command to accommodate their need for flexible work.
- Commanders will challenge Army to support them and their soldiers.

I expect that soldiers and officers will be frank and open with their chains of command and seek flexibility when they require it. I also expect them to remain committed to their units, the Army and the capability they provide. Achieving this balance will require communication, effort and imagination from all of us, but I am confident that we are able to do so.

I look forward to seeing the increased use of Flexible Work across Army.

David Morrison, AO
Lieutenant General
Chief of Army

December 2012