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Department of Defence

DEFENCE INSTRUCTIONS (GENERAL)

Amendment

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AMDT NO 1
Complete Revision

Flexible work arrangements for members of the Australian Defence Force

Department of Defence
CANBERRA ACT 2600

Issued with the authority of the Chief of the Defence Force and the Secretary of the Department of Defence pursuant to section 9A of the *Defence Act 1903* for members of the Australian Defence Force.

Issued with the authority of the Secretary pursuant to section 20 of the *Public Service Act 1999* for Department of Defence Australian Public Service employees.

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Cancellation

DI(G) PERS 49-4 ISSUE NO PERS B/10/2008 of 25 JUN 2008 is cancelled. This amendment no longer includes single-Service filing numbers.

FLEXIBLE WORK ARRANGEMENTS FOR MEMBERS OF THE AUSTRALIAN DEFENCE FORCE

INTRODUCTION

1. Defence recognises the demands placed on Defence Members and their families during operations, key training exercises and high tempo periods in the workplace. When not undertaking these activities, Defence Members may at times need access to 'people friendly' employment policies that enable them to balance the demands of their military service with their family and/or other personal responsibilities and obligations. In recognition of this, the Australian Defence Force (ADF) has in place a number of flexible work arrangements (FWA) that Defence Members can access. These arrangements are Temporary Home Located Work (THLW), Variable Working Hours (VWH) and Part-time Leave Without Pay (PTLWOP). The variety and availability of these arrangements aim to enhance the longer term retention of all Defence Members.

POLICY STATEMENT

2. FWA are a key tool for Commanding Officers (CO)/supervisors at all levels to support Defence Members who need to balance the demands of military service with their family and/or other personal responsibilities and obligations; and in turn promote retention.

SCOPE

3. This Instruction applies to all Defence Members, and all Defence Employees and External Service Providers (ESP) (where compliance is a term of their engagement) who are supervisors of Defence Members, in terms of the requirement to comply with its provisions.

DEFINITIONS

4. [Annex A](#) provides a list of definitions and abbreviations that apply to this Instruction.

IMPLEMENTATION

5. CO/supervisors must accommodate FWA in accordance with this Instruction, except when genuine operational priorities exist.

COMPLIANCE

6. All Defence Members, and all Defence Employees and ESP who are supervisors of Defence Members must comply with this Instruction. Instructions are issued jointly by the Secretary and the Chief of the Defence Force (CDF) under section 9A of the [Defence Act 1903](#).

7. **ADF.** This Instruction from the CDF constitutes a general order to Defence Members for the purposes of the [Defence Force Discipline Act 1982](#) (DFDA). Noncompliance may result in disciplinary action being taken in accordance with the [DFDA](#).

8. **Australian Public Servants (APS).** This Instruction is a lawful and reasonable direction to Defence Employees by the Secretary under subsection 13(5) of the [Public Service Act 1999](#). Noncompliance may be referred to a delegate for investigation and possible sanction in accordance with the APS Code of Conduct.

9. Defence contract managers must include, in the terms of the relevant contract, the requirements that ESP comply with this Instruction where the ESP are involved in administration of the policy covered by this Instruction. Failure by an ESP to comply with this Instruction may result in a breach of contract.

FLEXIBLE WORK ARRANGEMENTS

10. FWA are mutually negotiated and accepted agreements between the Approving Authority and the Defence Member in line with the prescribed guiding principles in [Paragraph 15](#) of this Instruction.

11. FWA available to Defence Members are as follows:

- a. **THLW.** This management tool enables the Defence Member to complete work at a specified location outside of their normal workplace. THLW may be utilised in a temporary or occasional arrangement, or as an ongoing arrangement for a specified time, on a part-time or full-time basis.
- b. **VWH.** VWH allow Defence Members the flexibility to vary their start and finish times and periods of absence from the workplace to suit their individual circumstances. This may be used in one-off cases or as an ongoing arrangement.
- c. **PTLWOP.** PTLWOP enables Defence Members to maintain continuity of service although working a reduced number of days or part days in any fortnightly pay period. PTLWOP includes, but is not confined to, job-sharing. Positions involving various responsibilities that can be separated into discrete tasks provide the best opportunity for successful job-sharing.
 - (1) PTLWOP has been adopted as the means of allowing Defence Members of the Permanent Forces and Reserve Defence Members on continuous full-time service (CFTS) to work reduced hours for an agreed proportion of the pay period without any detrimental effect on continuity of service.

12. Scenarios that may be appropriate for FWA include, but are not limited to:

- a. allowing greater participation in the care and nurturing of a child, or children, in the two year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children;
- b. enabling respite from arduous periods of ADF service;
- c. fulfilling education, training or other aspirations without terminating ADF service;
- d. enabling Defence Members to meet their personal responsibilities and obligations; and
- e. wherever practical, enabling Defence Members who are accompanying their spouse or Service-recognised interdependent partner on posting interstate or overseas, to continue working instead of taking Leave Without Pay (LWOP).

13. **Job suitability.** The type of tasks suited to different forms of FWA will vary, but most jobs offer scope to enable Defence Members to achieve a work-life balance. Where FWA may not be a practical or a viable option, alternative management strategies are to be identified and, where possible, employed in order to achieve the best possible outcome for both the Defence Member and the organisation.

14. The policy for Defence Members employed on FWA are grouped as follows:

- a. Guiding principles.
- b. Roles and responsibilities.
- c. Approving Authorities and application process.
- d. Common employment conditions.
- e. Specific THLW conditions.
- f. Specific PTLWOP conditions and remuneration.

The policies relating to each of the above groups are outlined below.

GUIDING PRINCIPLES

15. The management of FWA is based on the following guiding principles:
- a. Defence Members may at times need access to people friendly employment policies that enable them to balance the demands of their military service with their family and/or other personal responsibilities and obligations. CO/supervisors are to accommodate FWA, except when genuine operational priorities exist.
 - b. Workforce capability issues are to be managed according to genuine operational priorities and Defence Members are to respond to Service requirements, if or when required.
 - c. Defence Members returning from Maternity Leave (MATL) or Parental Leave (PATL) are entitled to PTLWOP in the two-year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children. In this case, PTLWOP is an entitlement and applications are to be recommended and approved, unless genuine operational requirements exist. Reasons for refusal will need to be justified upon request.
 - (1) Note that in relation to dual serving couples, either or both Defence Members may request FWA.
 - d. Defence Members on FWA are entitled to equitable access to opportunities for training, professional development, accommodation and equipment, recognition of skills, work requirements and freedom from discrimination.
 - e. FWA, and in particular THLW, is not intended as a substitute for full-time, ongoing dependant care.
 - f. It is the Defence Member's responsibility to initiate an application for FWA. FWA are not to be initiated by the Defence Member's chain of command.

ROLES AND RESPONSIBILITIES

Defence Members

16. Defence Members are to:
- a. investigate the types of available FWA and determine the type that best suits their individual situation(s);
 - b. recognise that not all postings may easily accommodate FWA;
 - c. note Defence has an obligation to manage workforce and capability issues according to genuine operational priorities;
 - d. refer to sub-subparagraph 15(c)(1) if a dual serving couple;
 - e. be aware that if they enter into a PTLWOP arrangement, it will have a financial impact on their salary and housing contributions and could also impact on allowances or entitlements they receive;
 - f. recognise that a PTLWOP arrangement may affect a Defence Member's service obligations and seniority;
 - g. submit an application in the approved form to their CO/supervisor (refer to [Annexes B to D](#) to this Instruction); and
 - h. ensure that applications for PTLWOP provisions are made to the Career Management Agency (CMA) or Personnel Management Agency (PMA), in consultation with a CO/supervisor. Applications to access PTLWOP are to be submitted one month in advance (at a minimum) in all but exceptional circumstances. Applications should be made up to eight months in advance where a posting may be required.

Commanding Officers/supervisors

17. CO/supervisors are to:
- a. be cognisant of the FWA types;
 - b. manage Defence workforce and capability issues according to genuine operational priorities;
 - c. note that it is the Defence Member's responsibility to initiate an application for FWA;
 - d. if approached, provide Defence Members with assistance about FWA;
 - e. counsel the Defence Member with respect to the FWA obligations;
 - f. remind Defence Members it is the Defence Member's responsibility to find out what consequences any period of PTLWOP would have on their remuneration and conditions of service;
 - g. take into account job suitability considerations as set out in [Paragraphs 13.](#) and [22.](#) of this Instruction when considering an application for FWA;
 - h. consider all FWA applications in a fair and equitable manner (applications that are not approved or recommended will be subject to external scrutiny);
 - i. forward all applications for FWA, both approved/recommended and those not approved/recommended, to CMA/PMA for further action and single Service statistical collection purposes;
 - j. advise the Defence Member when the PTLWOP application has been forwarded to the CMA/PMA;
 - k. when applicable, keep appropriate documentation outlining the reasons why an application for FWA has been declined and provide these reasons in writing to the Defence Member. Notwithstanding, alternative management strategies are to be identified and employed in order to achieve the best possible outcome for both the Defence Member and the organisation;
 - l. work with Defence Members to manage requirements and workload for all types of FWA;
 - m. review the requirement and the effectiveness of FWA arrangements at regular intervals; and
 - n. include Defence Members on FWA in workplace activities and meet their training and development requirements.

Units

18. Units are to process FWA applications in a timely manner.

Career Management Agency/Personnel Management Agency

19. Single Service CMA/PMA are to:
- a. work with the Defence Member and their CO/supervisor, to meet individual, workforce and capability needs within the genuine operational priorities of Defence;
 - b. maintain annual single Service statistical records of all types of FWA formally applied for, and approved/declined or recommended/not recommended;
 - c. act as the Approving Authority for all PTLWOP applications. See [Annex A](#) of this Instruction for more detail;
 - d. process applications for PTLWOP upon receipt (refer to [Annex E](#) of this Instruction for guidance on administrative procedures);

- e. endeavour not to post a Defence Member during approved periods of PTLWOP, unless genuine operational priorities determine otherwise; and
- f. record approved applications for PTLWOP on the Personnel Management Key Solution (PMKeyS), including the expected start and completion dates.

Directorate of Military Personnel Policy

20. The Directorate of Military Personnel Policy is responsible for developing and promulgating tri-Service policy in relation to the administration and management of FWA following stakeholder consultation.

APPROVING AUTHORITIES AND APPLICATION PROCESS

21. [Annex A](#) defines the FWA Approving Authorities.

22. Arrangements to utilise FWA are to be negotiated in the first instance between the Defence Member and their supervisor. In doing so, CO/supervisors and Defence Members are to recognise that FWA may not be practical or viable for every position or circumstance. As a guide, the following considerations and requirements may preclude the employment of some types of FWA:

- a. Seagoing or field postings.
- b. Jobs that require daily direct customer face-to-face contact.
- c. Situations where regular, face-to-face contact with other team Defence Members is an integral part of the job.
- d. Jobs where access to specialised requirements or classified information is required.
- e. Where supervisory or divisional responsibilities may conflict with FWA.
- f. Where the Defence Member is posted to a training establishment.
- g. Where equipment or services required to undertake the proposed work cannot be reasonably provided by the Commonwealth.

Refer to [Annex F](#) for Defence Member and unit considerations when negotiating FWA.

23. **Application process.** Applications to utilise FWA are to be considered on a case-by-case basis. Approval/non-approval, or recommendation/non-recommendation of an application is not to be a precedent for other applications. Guidance on the application and approval process is contained in [Annex E](#). Single Services may impose their own additional administrative requirements.

COMMON EMPLOYMENT CONDITIONS

24. **Eligibility.** All Defence Members are eligible to apply for THLW and VWH. Only Defence Members of the Permanent Forces and Reserve Defence Members already undertaking CFTS are eligible to apply for PTLWOP. In any case, the Defence Member must have completed initial recruit or specialist training, and any period of service to consolidate that training as considered necessary by the CDF or his authorised officer. Defence Members deployed overseas on warlike and non-warlike (operational) deployments, on overseas representational duties, overseas exchange programs or on secondment are not eligible for PTLWOP.

25. Applications submitted by Reservists for PTLWOP in conjunction with CFTS employment will not normally be approved as other methods of part-time Reserve employment are available.

26. **Duration.** The duration that a Defence Member is permitted to utilise FWA is at the discretion of the Approving Authority, but is to be no longer than two years per application or the remaining tenure of the current posting. Reasons for FWA duration may include, but are not restricted to:

- a. a short-term arrangement to enable a Defence Member to continue working during a temporary, unforeseen circumstance which prevents them attending the workplace;
- b. an ongoing arrangement for the expected duration of a specific project or posting;
- c. enabling a Defence Member to meet personal responsibilities and obligations; or
- d. the two-year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children, for a Defence Member returning from MATL or PATL.

27. The minimum period for a PTLWOP arrangement is three months.

28. The arrangement must be reviewed regularly, at intervals determined during negotiation, to ensure it continues to meet organisational and individual needs.

29. **Geographic location.** Defence Members may be employed on FWA remote from their posted position if this has been negotiated and accepted by the unit management, and approved by the Approving Authority. This might enable employment of Defence Members who would otherwise be required to take LWOP to accompany their spouse or Service-recognised interdependent partner interstate or overseas. However, such arrangements are to be cost-neutral for the ADF and are not to trigger any removal entitlement or removal allowances.

30. Defence Members on LWOP overseas may be employed on FWA. However, they are to:

- a. be posted to an established ADF position;
- b. return to CFTS;
- c. apply for the appropriate type of FWA; and
- d. revert to LWOP when the FWA terminates, or where necessary, arrange a consecutive FWA for the remaining tenure of the spouse's or Service-recognised interdependent partner's posting.

31. Defence Members who apply to be employed on FWA while overseas, must, prior to making the FWA application, seek formal advice from the local Australian Diplomatic Mission on any limitations, if any, that might apply to working in the host country. The advice from the Mission must be attached to the FWA application.

32. Given strict caps on staffing levels for overseas positions, and competition for those positions, this would normally require the Defence Member to be posted to an established position within an Australian-based unit, for duties relevant to that unit. There should be no disadvantage to other Defence Members for the opportunity to serve overseas.

33. **Additional hours.** Defence Members on FWA may be required to work extra hours in addition to those specified in the FWA.

34. **Unit commitments.** Defence Members on FWA are to be included in normal unit commitments such as parades, training, courses and other unit activities, and may be tasked with secondary duties and/or rostered in a manner equitable to other Defence Members when practicable to do so. Unit management is responsible for scheduling duties in a manner consistent with the Defence Member's FWA.

35. **Variation to FWA.** Authority may vary FWA where:
- the Defence Member requests a variation to FWA, which is agreeable to all parties;
 - a genuine operational priority arises that necessitates full-time attendance of the Defence Member that cannot be resolved through any other means;
 - proposed temporary or permanent changes to the existing FWA are negotiated with the Defence Member;
 - due regard has been given to the impact on, and interests and views of, the Defence Member; or
 - any other factor relevant to the circumstances in which approval for FWA was granted has been considered.
36. **Cancellation of FWA.** An Approving Authority may cancel FWA if:
- a request is received from the Defence Member to do so;
 - the Defence Member ceases to comply with the agreed FWA requirements;
 - the Defence Member is posted from the approved FWA position;
 - there is a change in the Defence Member's circumstances and/or the genuine operational priorities of the unit, Service or ADF; or
 - unit management does not consider the working arrangement to be effective following due consideration.
37. **Termination/variation provisions.** Normally a minimum notice of one month is to be given by the CO/supervisor or the Defence Member to terminate or vary FWA. The principles of procedural fairness should be applied in deciding to terminate or vary a FWA. A CO/supervisor wishing to cease or vary FWA is to provide full written details to the Defence Member and the Approving Authority as applicable. In any job-shared situation, termination of one FWA may result in the termination of the second FWA if suitable alternative arrangements cannot be made.
38. **Obligation to meet Service requirements.** Defence Members on FWA continue to be under an obligation to serve wherever and whenever required. For example, affected Defence Members may be required to undertake sea duty, or proceed on deployment/exercise/courses. In these cases, the FWA would normally be temporarily suspended while the Defence Member returns to the normal working arrangement.
39. **Individual readiness.** Defence Members on FWA are required to meet normal individual readiness standards as specified in [Defence Instruction \(General\) \(DI\(G\)\) PERS 36-2—Australian Defence Force Policy on Individual Readiness](#).
40. **Communication.** It is important to include Defence Members on FWA in the functioning of the unit. Clear direction from CO/supervisors is vital in any FWA to ensure Defence Members understand what is required of them. Appropriate inclusion in formal and informal workplace communication and decision-making, and access to information such as briefings, meeting outcomes, unit orders and notices, etc is also important to keep Defence Members informed and involved. Similarly, Defence Members are to seek and obtain regular information from the workplace.
41. Defence Members on FWA are required to report regularly to their supervisors on the work undertaken. The timings of such reports are to be specified in FWA. Sufficient contact is to be maintained between the Defence Member and their supervisor to ensure an accurate and comprehensive performance evaluation can be undertaken.

42. **Performance appraisal.** Defence Members on FWA are subject to normal ADF performance appraisal procedures as detailed in [DI\(G\) PERS 10-8—Performance Appraisal Reporting in the Australian Defence Force](#). When the Defence Member is on FWA, the appraisal form is to include reference to this fact. Defence Members on FWA are to be effectively supervised and supported and have their performance assessed appropriately. In the case of THLW, supervisors will need to shift from traditional 'line of sight management' and use contemporary performance management techniques by clearly setting goals and targets and measuring performance against their achievement. For Defence Members on PTLWOP, the period of observation will be based on the actual period of observation, irrespective of the number of days worked per pay period. Productivity expectations are to be appropriately addressed and aligned with actual attendance hours in the goal setting/Preliminary Review of Performance stage of assessment.

43. **Promotion.** Defence Members on FWA remain eligible for promotion provided they meet normal single Service promotion criteria. For Defence Members on PTLWOP, seniority/time in rank may be calculated on a pro rata basis. For more information about calculating pro rata variations, refer to the [ADF Pay and Conditions Manual \(PACMAN\)](#), Chapter 3, Part 2.

44. **Career/personnel management advice.** The normal single Service provisions for career/personnel management consultation with CMA/PMA staff apply to Defence Members on FWA. In particular, Defence Members considering PTLWOP should consult their career/personnel managers regarding their career prospects given the potential effect of PTLWOP on seniority.

45. **Non-ADF employment.** Any non-ADF employment that is undertaken during off-duty periods (ie after work hours and those days FWA Defence Members are not working for the ADF) must be approved in accordance with [DI\(G\) PERS 25-2—Employment and voluntary activities of Australian Defence Force Members in off-duty Hours](#).

46. **Training and development.** Defence Members on FWA are entitled to normal Service training and development opportunities, although Service requirements may dictate priorities. This includes, for example, opportunities for career development courses, project teams, working parties, and representational duties.

SPECIFIC TEMPORARY HOME LOCATED WORK CONDITIONS

47. **Work Health and Safety (WHS).** Part 2 of the [Work Health and Safety Act 2011](#) prescribes that a person conducting a business or undertaking must ensure, so far as is reasonably practicable, the health and safety of workers. Furthermore, workers must take reasonable care for their own health and safety. In practical terms, duty of care applies equally to the THLW site.

48. With regard to what is reasonably practicable, the Approving Authority must evaluate and make an informed judgement that the working environment at home is safe and the health of the Defence Member is not jeopardised. The Approving Authority needs to be satisfied that:

- a. ergonomically-sound facilities exist in the home so that the work can be undertaken;
- b. the place of work is well equipped to cater for local climatic conditions (heating, cooling, shade, etc) and that the place has suitable lighting for the task;
- c. the place allows work to be performed without undue distraction; and
- d. there are facilities enabling communication during work hours (telephone, email).

49. If the Approving Authority has any doubts as to the safety and suitability of a THLW site, they must ensure that a qualified WHS assessor conducts an inspection on their behalf. Procedure 5 from OfficeSAFE (Procedures Manual) is to be used as guidance in conducting 'home office' assessments in connection with the implementation of this Instruction. OfficeSAFE is available on the Defence Intranet at <http://intranet.defence.gov.au/whs/WHSMS/OfficeSAFE.htm>.

50. If the Approving Authority is not satisfied with the inspection result, or the facilities are considered inadequate, approval to work from home must not be given. Alterations to private dwellings, Service residences or accommodation sublet to the Defence Member by the Commonwealth or Defence Housing Authority are not to be carried out at Commonwealth expense for the purpose of undertaking THLW.

51. Any work-related injury sustained while working at home must be reported as soon as practicable to the Approving Authority using [Form AC 563—Defence WHS Incident Report](#). *Defence Work Health and Safety Manual*, Part 5, [Chapter 1—‘Notification and Reporting’](#) details the notification and reporting requirements of WHS-related incidents. Defence Members working from home are to be made aware of these requirements.

52. **Security.** The Approving Authority must ensure that appropriate measures are in place to protect classified information and Commonwealth assets. Preferably, Defence Members undertaking THLW should not have access to any classified or sensitive material. However, if this is unavoidable, the provisions of the [Defence Security Manual](#) (DSM), Part 5—‘Physical Security’ and the [Protective Security Manual](#), Part H—‘Security Guidelines on Home-based Work’ on the processing, handling, storage and security of hard and soft copies for sensitive and classified information will apply and a security inspection would normally be required.

53. Security incidents which arise when working from home must be reported immediately to the Unit Security Officer. The Defence Member working from home should recognise and accept that the immediate family, and other family and friends who visit the THLW site, do not need to know about the work being performed. The Defence Member is to take steps to deny family and friends access to the work, including any information stored on a privately-owned computer. Any compromise to security may result in termination of the THLW agreement.

54. **Access to THLW site.** It may be necessary at times for third parties to gain access to the Defence Member’s THLW site. Access arrangements should be negotiated and Defence Members should be aware that unreasonable refusal for access to the THLW site constitutes grounds for termination of the THLW agreement.

55. Unless urgent access is required, normally notice of one day is to be given. Urgent access is to be by mutual agreement and may be required for:

- a. maintenance of faulty Commonwealth equipment;
- b. WHS purposes;
- c. urgent security and audit purposes; or
- d. any other compelling reason as determined by the Approving Authority.

56. The purposes for which non-urgent access may be sought include, but are not limited to:

- a. routine maintenance of Commonwealth equipment;
- b. assessing and monitoring security arrangements of equipment and documents; and
- c. routine WHS assessments.

57. **Equipment.** THLW is to be achieved on a cost-neutral basis where possible. Suitable equipment, where available, is to be provided to allow the Defence Member to carry out their duties adequately. Purchase of any equipment to facilitate a THLW agreement should only occur where the Approving Authority agrees the purchase is necessary to meet the Service requirement.

58. Privately-owned computers may be used at the discretion of the owner, however the Commonwealth might not be responsible for any subsequent damage or maintenance required during the course of duties performed for the purposes of the THLW agreement. Defence Restricted Network (DRN)—approved virus protection software must be installed onto a privately-owned computer. This software is available through the DRN Service Desk (telephone: 133 272). Defence Members must not place any information above the classification of RESTRICTED on a privately-owned computer. Stationery requirements are to be supplied by the unit as necessary.

59. **Work-related costs.** Claims for work-related costs, such as telephone calls, ADSL/cable/dial-up connections and modem/fax transmissions, may be submitted on [Form AC 984-1—Claim for Local or Overseas Payment Direct Payments](#), available on the Defence Web Forms System, to the relevant Local Organisation Funds Manager. All claims must be accompanied by documentary evidence. Where work-related costs are not met through the Commonwealth, such as deductions for depreciation of work-related items and electricity and heating costs, these may be claimable through annual tax returns. Accordingly, Defence Members may wish to consider seeking advice from a tax consultant.

60. **Claim for compensation.** Defence Members of the ADF have compensation cover under the [Military Rehabilitation and Compensation Act 2004](#). Eligible Defence Members may also be entitled to benefits available under the [Veterans' Entitlements Act 1986](#) for those who enlisted before 22 May 1986 and who have CFTS since that date. Inquiries regarding compensation eligibility and entitlements should be directed to the Department of Veterans' Affairs.

SPECIFIC PART-TIME LEAVE WITHOUT PAY EMPLOYMENT CONDITIONS AND REMUNERATION

61. **Retention of PTLWOP status.** The following guidelines indicate how decisions on retention of PTLWOP status may be made:

- a. Defence Members on PTLWOP who undertake service away from the geographic location of the PTLWOP position (for example, deployment/exercise duties) will, in most cases, be required to revert to full-time status for the duration of such duties. If so, the Defence Member will normally return to PTLWOP at the end of those duties. In such cases, there is to be no extension to the maximum duration as outlined in [Paragraph 26](#) of this Instruction although new and consecutive FWA may be negotiated in line with that paragraph.
- b. Regardless of the geographic location of the duties, if the nature of those duties permits their fulfilment on a part-time basis, then, and at the discretion of the Defence Member's CO/supervisor, the Defence Member may be permitted to remain on PTLWOP while undertaking those duties.
- c. In the case of the Royal Australian Navy sea/shore roster, the sea component of the roster can only be undertaken in a full-time capacity. However, the shore component may be a PTLWOP arrangement. If the sea/shore roster for a particular category and rank is 18–36 months, a Defence Member will normally spend 18 months at sea, followed by 36 months ashore regardless of the work arrangement for the shore component. For example, a Defence Member in a PTLWOP arrangement of five days per pay period would still spend only 36 months onshore, not a pro rata duration of 72 months, followed by their sea posting.

62. **Days worked per pay period.** PTLWOP can be utilised through either:

- a. a set number of work days per fortnightly pay period, or
- b. a set number of part (work) days per fortnightly pay period, or
- c. an established period of time in which either a set number of whole or part days can be worked in any one fortnightly pay period.

63. Irrespective of the arrangement negotiated, the total number of days or part days worked in each pay period must be an aggregate of full days. Refer to [PACMAN](#), Chapter 5, Part 8, Division 2 for more information.

64. **Maximum and minimum number of workdays.** In any fortnightly pay period, a Defence Member on PTLWOP must work a minimum of one day and may work up to a maximum of nine days. Where job-sharing is involved, the maximum number of days that would normally be worked (in total) by all Defence Members involved is 10 days in any 14-day pay period.

65. **Liability for postings.** Defence Members on PTLWOP remain liable for posting during the period of PTLWOP. Nonetheless, CMAs/PMAs are to endeavour not to post Defence Members during approved periods of PTLWOP unless genuine operational priorities determine otherwise.

66. **Return of service obligations (ROSO)/undertaking for further service (UFFS).** Defence Members with a ROSO or UFFS may acquit such obligations utilising their paid days of PTLWOP. The rate of acquittal will be 1.4 days ROSO for each day that salary is earned. For information on Military Superannuation Benefits Scheme (MSBS) Retention Benefit continuity of service, refer to [Paragraph 69](#).
67. **Salary and Salary increments.** The salary payable to a Defence Member employed under PTLWOP is to be in accordance with [PACMAN](#), Chapter 5, Part 8, Division 2.
68. **Allowances.** For information about the qualifying criteria and conditions for allowances, refer to [PACMAN](#), Chapter 5, Part 8, Division 2. This includes continuous allowances, on occurrence allowances, district allowances, overseas allowances, and higher duties allowances.
69. **Superannuation.** Defence Members on PTLWOP remain Defence Members of the Defence Force Retirement and Death Benefit Scheme or the MSBS. Contributions by Defence Members on PTLWOP will be subject to the provisions of the [Defence Force Retirement and Death Benefits Act 1973](#) and the [Military Superannuation and Benefits Act 1991](#). Defence Members are advised to seek advice regarding any impacts FWA may have on their superannuation.
70. **Leave.** For information about leave entitlements and accrual, refer to the [PACMAN](#), Chapter 5, Part 8, Division 2. This includes basic recreation leave, long service leave, compassionate leave, absence due to illness or absence for convalescence, MATL, PATL and public holidays.
71. **Completion bonus.** Defence Members entitled to a completion bonus may have their required period of service increased on a pro rata basis. Defence Members are advised to determine if their completion bonus will be affected by FWA.
72. **Medical and dental treatment.** Defence Members on PTLWOP are entitled to the same range of medical and dental treatment as other full-time Defence Members. Where a Defence Member is hospitalised, they are to revert to full-time duty status for the duration of the period of hospitalisation.
73. **Housing/accommodation.** A Defence Member's housing or accommodation entitlement may be affected by PTLWOP. Defence Members should refer to [PACMAN](#), Chapter 7 for more information. The CMA/PMA is to include Defence Housing Authority as an addressee when approving an application for less than five full days PTLWOP. This ensures arrangements are in place to pay the correct housing contribution.
74. **Civil Schooling, Vocational and Educational Training and Defence Force Assistance Studies Scheme.** Dependent upon training requirements and the numbers of hours involved, Defence Members on PTLWOP are entitled to participate in these schemes subject to normal approval.
75. **Defence Force Service Medal (DFSM).** As the award of the DFSM is based on the period of service and not the actual days worked, employment under PTLWOP conditions does not affect a Defence Member's eligibility for this Medal.

RELATED LEGISLATION AND PUBLICATIONS

[Defence Force Retirement and Death Benefits Act 1973](#)

[Military Superannuation and Benefits Act 1991](#)

[Work Health and Safety Act 2011](#)

[Military Rehabilitation and Compensation Act 2004](#)

[Defence Act 1903](#)

[Veterans' Entitlements Act 1986](#)

[Naval Defence Act 1910](#)

[Air Force Act 1923](#)

[Defence Force Discipline Act 1982](#)

Public Service Act 1999

DI(G) PERS 05–1—*Defence Assisted Study Scheme*

DI(G) PERS 10–8—*Performance Appraisal Reporting in the Australian Defence Force*

DI(G) PERS 25–2—*Employment and voluntary activities of Australian Defence Force Members in off-duty Hours*

DI(G) PERS 31–1—*Australian awards for long service for Members of the Australian Defence Force and Officers and Instructors of Cadets*

DI(G) PERS 36–2—*Australian Defence Force Policy on Individual Readiness*

DI(G) PERS 36–3—*Inherent requirements of service in the Australian Defence Force*

ADF Pay and Conditions Manual (PACMAN)

Defence Safety Manual (SAFETYMAN)

Defence Security Manual (DSM)

Protective Security Manual

Annexes:

- A. [Definitions and Abbreviations](#)
- B. [Temporary Home Located Work Agreement](#)
- C. [Variable Working Hours Application](#)
- D. [Acknowledgement of employment in the Australian Defence Force under Part-time Leave Without Pay conditions](#)
- E. [Part-time Leave Without Pay application and approval process](#)
- F. [Defence Member and unit management considerations when negotiating flexible work arrangements](#)

DEFINITIONS AND ABBREVIATIONS

The following definitions apply to this Instruction.

Approving Authorities means:

- a. For Temporary Home Located Work: Commanding Officer(CO)/supervisor (at least MAJ (E)).
- b. For Variable Working Hours: CO/supervisor (MAJ(E) or appropriate delegate).
- c. For Part-time Leave Without Pay: Approving Authorities who are authorised by the Chief of the Defence Force to approve part-time leave without pay applications are appointed within the Career Management Agencies/Personnel Management Agencies. For details on these persons, refer to *ADF Pay and Conditions Manual* (PACMAN), Chapter 5, Part 8—'Leave without pay'.

Defence Employees who are Supervisors of Defence Members means any person employed in the Department of Defence under section 22 of the *Public Service Act 1999* who is:

- a. APS Level 6 or above; and
- b. a supervisor or manager of a Defence Member.

Defence Member, as defined in section 3 of the *Defence Force Discipline Act 1982*, means:

- a. a member of the Permanent Navy, the Regular Army, or the Permanent Air Force; or
- b. a member of the Reserves who:
 - (1) is rendering continuous full-time service; or
 - (2) is on duty or in uniform.

External Service Providers who are Supervisors of Defence Members means any person who is a:

- a. contractor, consultant or professional service provider engaged by Defence; and
- b. a supervisor or manager of a Defence Member.

Job-sharing is defined as the performance of the duties of one position by two or more Defence Members, where each Defence Member completes only part of those duties on a part-time basis.

ABBREVIATIONS

ADF	Australian Defence Force
APS	Australian Public Service
CDF	Chief of the Defence Force
CFTS	Continuous Full-time Service
CMA	Career Management Agency
CO	Commanding Officers
DFDA	<i>Defence Force Discipline Act 1982</i>
DFSM	Defence Force Service Medal
DHA	Defence Housing Authority
DI(G)	Defence Instruction (General)
DMPP	Directorate of Military Personnel Policy
DRN	Defence Restricted Network
ESP	External Service Providers
FWA	Flexible Work Arrangements
LWOP	Leave Without Pay
MATL	Maternity Leave
MSBS	Military Superannuation Benefits Scheme
PACMAN	<i>ADF Pay and Conditions Manual</i>
PATL	Parental Leave
PMA	Personnel Management Agency
PMKeyS	Personnel Management Key Solution
PTLWOP	Part-time Leave Without Pay
ROSO	Return of Service Obligations
THLW	Temporary Home Located Work
UFFS	Undertaking for Further Service
VWH	Variable Working Hours
WHS	Work Health and Safety

TEMPORARY HOME LOCATED WORK AGREEMENT

1. In accordance with Defence Instruction (General) (DI(G)) PERS 49-4—*Flexible work arrangements for Members of the Australian Defence Force* approval is hereby given for:

PMKeyS number: Rank:

Name:

Position: Unit:

to work from their place of residence at:

Full Street Address:

.....

.....

Contact Number: Mobile Number:

Email address:

for the period:/...../..... to/...../..... inclusive.

Is the arrangement?:

- a. Full-time Yes/No or
- b. Part-time Yes/No

2. I am satisfied that work health and safety (WHS) conditions have been met.

- a. WHS inspection undertaken on/...../..... (date) by
..... (person undertaking inspection).

3. I am satisfied that security standards have been met.

- a. Security inspection required and undertaken on/...../..... (date) by
..... (person undertaking inspection).

4. I have read and understand all the issues detailed in DI(G) PERS 49-4 and relevant sections of the related Instructions/Manuals, in particular, information relating to:

- a. security,
- b. equipment,
- c. WHS,
- d. performance evaluation,
- e. communication, and
- f. cancellation of work arrangement.

Signature of Approving Authority: Date:

Name:

Rank:

Appointment:

5. I certify that:
(Defence Member)

- a. I have read and understand the issues detailed in DI(G) PERS 49-4.
- b. It is my responsibility to investigate the effect (if any) that undertaking Temporary Home Located Work (THLW) will have in relation to my tax position for work-related expenses.
- c. I have been supplied with the following Commonwealth equipment:

.....

- d. I will use my personal computer for official use (indicate if not applicable)
- e. I have taken the necessary steps to ensure the security of Commonwealth information and equipment.
- f. I will report to (supervisor) with a progress report on the work undertaken under the following arrangements.

.....

g. I will take all reasonable steps to comply with my obligations under the *Work Health and Safety Act 2011* and will advise the Approving Authority of any change to the particulars considered in approving this application for THLW.

h. I accept that at least one clear day's notice will be given to me of anyone intending to enter my THLW site during normal business hours. Urgent access will be by permission at a mutually agreed time.

i. I understand that I may terminate this THLW agreement at any time.

j. I understand that the Approving Authority may terminate this THLW agreement at any time in accordance with DI(G) PERS 49-4.

k. I agree to additional THLW conditions as negotiated with the Approving Authority detailed as follows.

.....

l. I agree to notify the Approving Authority of any change to any of the particulars specified above or of any imminent changes.

Signature of Defence Member: Date: / /

(Completed original form must be retained in the unit file. Copies must be sent to Career Management Agency/Personnel Management Agency and filed in the Defence Member's personal file.)

VARIABLE WORKING HOURS APPLICATION

I, (Rank, name and PMKeyS No)
of (Unit/Ship)
apply to utilise Variable Working Hours (VWH) for months,
for the period/...../..... to/...../..... inclusive.

Standard unit hours are:

The hours I propose to work are:
.....
.....

The reasons I am applying for VWH are:
.....
.....
.....

I acknowledge that while I am employed under VWH, I may be deployed, attached for temporary duty or posted in response to Service requirements and may be required to temporarily or permanently return to the normal unit working routine.

I have read and understood the contents of Defence Instruction (General) PERS 49-4—*Flexible work arrangements for Members of the Australian Defence Force*.

Defence Member Signature: Date:/...../.....

Approving Authority's Decision

.....
.....
.....

Approving Authority Signature: Date:/...../.....

Name:

Rank: Appointment:

(Completed original form must be retained in the unit file. Copies must be sent to Career Management Agency (CMA)/Personnel Management Agency (PMA) and filed in the Defence Member's personal file).

The potential impact of FWA is to be discussed with the Defence Member's respective CMA/PMA prior to the Defence Member entering into FWA agreement, including the Defence Member's availability to attend career courses.

ACKNOWLEDGEMENT OF EMPLOYMENT IN THE AUSTRALIAN DEFENCE FORCE UNDER PART-TIME LEAVE WITHOUT PAY CONDITIONS

1. I, (Rank, name and PMKeyS No)
of (Unit/Ship)

acknowledge that whilst I am employed under the provisions of part-time leave without pay (PTLWOP), I shall remain a full-time Defence Member of the Australian Defence Force and as such may be deployed, attached for temporary duty or posted in response to genuine operational priorities. In this regard, I understand that I am required to maintain my individual readiness standards in accordance with [Defence Instruction \(General\) \(DI\(G\) PERS 36-2—Australian Defence Force Policy on Individual Readiness](#).

I further acknowledge that:

- a. The period of employment under PTLWOP conditions at:
..... (name of Unit/Ship)
is for months, for the period/...../..... to/...../..... inclusive.
- b. The number of full days to be worked each pay period is
- c. My days/part days of duty (which must aggregate to full days over the pay period and be equal to that shown in subparagraph b. above) for each pay period will be as follows:
.....
.....
.....
- d. I have read and understood the contents of DI(G) PERS 49-4—*Flexible work arrangements for Members of the Australian Defence Force*.

Defence Member Signature:

Date:/...../.....

(Completed original application to be retained in Career Management Agency/Personnel Management Agency file, and copies in the unit file and Defence Member's personal file.)

PART-TIME LEAVE WITHOUT PAY APPLICATION AND APPROVAL PROCESS

Introduction

1. This Annex provides the administrative process to be followed for the management of applications for part-time leave without pay (PTLWOP).

Approving Authority

2. *ADF Pay and Conditions Manual* (PACMAN), Volume 1, Chapter 5, Part 8, Division 2—'Part-time leave without pay' details single Service Approving Authorities for PTLWOP applications.

Application Process

3. Applications for PTLWOP are to be submitted at least one month in advance, in all but exceptional circumstances, (and up to eight months where a posting may be required) to allow sufficient time for the administrative process and effecting pay changes. The following application process applies:

- a. The Defence Member submits an application to the administering Commanding Officer (CO)/supervisor through the management chain, along with the acknowledgement form in [Annex D](#) of this Instruction.
- b. The application must be supported with appropriate documentation, including, where necessary, an application to undertake employment in off-duty hours, details of other leave applied for/approved to be taken in conjunction with the proposed PTLWOP, an application for temporary home located work, etc.

Commanding Officer/Supervisor action

4. When considering a PTLWOP application, the CO/supervisor is to be guided by this Instruction and is to give each application a full and fair analysis. This may include:

- a. considering alternative options to meet the needs of the Defence Member and the unit such as variations to the initial request;
- b. negotiating with other units/COs/supervisors with regards to job-sharing and PTLWOP options; and/or
- c. advising the Defence Member and the Approving Authority that the position is suitable for part-time only under a job-share arrangement to provide full-time coverage.

5. Regardless of the recommendation, the CO/supervisor is to forward the application to the single Service Career Management Agency (CMA)/Personnel Management Agency (PMA) for further action.

6. CO/supervisor is to counsel the Defence Member with respect to the Defence Members obligations under flexible working arrangements (FWA).

7. The Defence Member's CO/supervisor is to remind the Defence Member that it is their responsibility to find out what consequences any period of PTLWOP may have on their remuneration and conditions of service.

8. CO/supervisor is to review the requirement and the effectiveness of the PTLWOP arrangement at regular intervals. At the cessation of the arrangement, the Defence Member reverts to full-time duty, unless application for its renewal has been made and subsequently approved.

Career Management Agency/Personnel Management Agency action

9. For applications recommended by COs/supervisors, the CMA/PMA Approving Authority should notify the Defence Member and the Defence Member's CO/supervisor of the receipt of the application and should action it as soon as practicable. The notification is to include advice and recommendations regarding the pro rata return of service obligation, undertaking for further service, seniority and time in rank provisions applicable to the Defence Member.

10. For applications not recommended by COs/supervisors, CMAs/PMAs may investigate other opportunities for PTLWOP/job-sharing with other units and other PTLWOP applicants. In such cases, the CMA/PMA will provide the necessary response to the Defence Member and take any consequent posting and administrative action.

11. CMA/PMA will normally endeavour not to post Defence Members during an approved period of PTLWOP.

Unit action

12. Details of the approved PTLWOP are entered into PMKeyS for leave, pay, allowances, housing and accommodation in accordance with Instructions contained in the relevant Defence Force Salary and Allowance Accounting Circulars. The Defence Member's unit is also to ensure that administrative actions relating to leave credits are actioned.

13. The unit is responsible for ensuring that approved applications and supporting documentation are filed on the Defence Member's personal file.

Termination or variation provisions

14. The Defence Member or the Approving Authority, normally with a minimum notice of one month, may terminate or vary PTLWOP arrangements at any time. The prescribed period of notice can be reduced, subject to the agreement of the Defence Member, the Defence Member's CO/supervisor and the Approving Authority. A CO/supervisor wishing to cease or vary a PTLWOP arrangement is to provide full details to the Defence Member and the Approving Authority as applicable. If the appropriate authority approves the cessation or variation of the agreement, notification will be provided to the unit and the Defence Member.

15. A Defence Member on PTLWOP in the two-year period immediately following the birth, or in the case of an adoption, the date of placement of a child, or children is not to have FWA cancelled, unless genuine operational priorities exist or the Defence Member agrees.

16. In any job-shared situation, termination of one PTLWOP arrangement may result in the termination of the second PTLWOP arrangement if suitable alternative arrangements cannot be made.

DEFENCE MEMBER AND UNIT MANAGEMENT CONSIDERATIONS WHEN NEGOTIATING FLEXIBLE WORK ARRANGEMENTS

JOB SUITABILITY

1. The type of tasks suited to different forms of flexible work arrangements (FWA) will vary, but most jobs offer scope to enable Defence Members to achieve a work-life balance. Where FWA may not be practical or viable options, alternative management strategies are to be identified and employed in order to achieve the best possible outcome for both the Defence Member and the organisation.

DEFENCE MEMBER APPLICATION CONSIDERATIONS

2. The ability for Defence Members to access FWA is varied and may be influenced by rank level in the Australian Defence Force (ADF), the duties and responsibilities of the position, and the role of the unit. To increase chances of successful application, coordinated strategies are required, including planning, information and support. Defence Members seeking FWA are encouraged to take the following actions where applicable:

- a. Present a convincing case to highlight specific personal attributes and the associated merits of being employed under FWA. Defence Members who are well reported, trained and experienced are more likely to succeed on the basis of retention of skills and corporate knowledge.
- b. FWA, in particular Temporary Home Located Work (THLW), are not suitable for everyone. The Defence Member needs self-discipline, good time management, and organisational skills. Defence Members considering THLW should not require direct supervision and should consider developing an effective 'home and work' plan to ensure steady productivity. THLW is not intended as a substitute for full-time, ongoing dependant care.
- c. Research employment options in advance. Defence Members seeking FWA may increase their chances of success if they accept a high level of personal responsibility for finding a suitable position or task and/or other Defence Members willing to job-share. This may require proactive networking and discussions with Career Management Agencies (CMA)/Personnel Management Agencies (PMA).
- d. Be realistic and consider the priority level of the position within a unit. A position within an operational unit with heavy exercise or deployment demands is unlikely to support an application for FWA. Alternatively, units with positions that have a lower manning priority may be more willing to employ Defence Members on FWA arrangements.
- e. Be prepared to be flexible when negotiating FWA. FWA are to be mutually acceptable, so Defence Members need to be prepared to work with their Commanding Officers (CO)/supervisors and CMA/PMA to explore options that will optimise both individual needs and unit needs. A CO/supervisor may be willing to consider a variation on a Defence Member's request utilising one or more FWA or leave provisions.
- f. Allow sufficient time for FWA applications to be considered. By giving advance notice of FWA intentions, CO/supervisors or CMA/PMA may be in a position to facilitate a posting to a position where FWA are more accessible. Sufficient time will allow exploration of alternative options if the initial application is rejected.

UNIT MANAGEMENT CONSIDERATIONS

3. When assessing an application for FWA, unit management is to give consideration to extant Defence policy, the needs of the Defence Member and the potential benefits of using FWA as a retention tool, and objectively assess implications on operational capability and effectiveness.
- a. Proper analysis of an application is important because successful FWA are often dependent upon a combination of factors including the work ethic of the individual, the requirements of the position, adequate planning and job design. Importantly, in some positions, output and productivity are often more important than 'face-time' in the workplace. Agreed targets provide a means of determining the Defence Member's success based on performance and output.
 - b. Unit management is to ensure that any Defence Member contemplating FWA is fully aware of the details of this Instruction, including the possible termination of FWA that prove unsatisfactory to the Service for a substantive reason. Clear direction from CO/supervisors is vital in FWA to ensure the Defence Member understands what is required of them.

FURTHER CONSIDERATIONS

Consider the reasons behind the flexible work arrangement request

4. Reasons for FWA are varied but may include:
- a. allowing greater participation in the care and nurturing of a child, or children, in the two-year period immediately following the birth, or in the case of adoption, the date of placement, of a child or children;
 - b. enabling respite from arduous periods of ADF service;
 - c. fulfilling education, training or other aspirations without terminating ADF service;
 - d. enabling Defence Members to meet their personal and other responsibilities and obligations; and
 - e. enabling Defence Members who are accompanying their spouse or Service-recognised interdependent partner on posting interstate or overseas, and who would normally be required to take leave without pay (LWOP), to continue working.
5. Is it a temporary (ie to overcome particular or unforeseen circumstance) or ongoing (ie 12-month or duration of posting) request? Is it a full-time or part-time request? How flexible is the Defence Member with regards to the proposed arrangements? How flexible can the unit be with regards to the proposed arrangements? Would Long Service Leave or LWOP be more suitable?
6. THLW is not intended as a substitute for full-time, ongoing dependent care. Simultaneous work from home and child or dependant care will reduce the quality of both, and will create stress for the Defence Member. Accordingly, applications for THLW are not to be made on the basis of a Defence Member's need to provide long-term care.

What are the advantages for the Defence Member?

7. Do FWA meet an immediate short-term need? Or will they provide increased flexibility and give the Defence Member more opportunities for balancing work? FWA can encourage improved time management and work organisation skills. Will FWA assist in retention of the Defence Member given that their personal satisfaction will increase? THLW and Variable Working Hours may give the Defence Member less distraction from interruptions and therefore increase output.

What are the advantages for the unit?

8. FWA may reduce absenteeism or despondency because of more options for Defence Members to manage their personal obligations. FWA also enable retention of skilled Defence Members; develop outcome-oriented management skills, develop responsible, self-managing Defence Members, and improve commitment and motivation for Defence Members whose needs are met.

Establish whether the duties are suitable for flexible work arrangements

9. Some jobs are more suitable to FWA than others. Careful consideration of tasks and responsibilities is required when assessing an application. Is job-share required or preferred to enable part-time leave without pay (PTLWOP) to be utilised? Can the job be done safely and efficiently by a person working from home? Some jobs can only be done safely by using special equipment or by following working procedures that are not appropriate for home-based work. Some jobs may need an element of redesign to ensure that work given to the Defence Member is suitable to be completed at home. Jobs that can be separated into discrete tasks are most suitable.

Consider the effect on the operational effectiveness of the unit

10. Will the request diminish unit effectiveness, or is it an appropriate arrangement? With or without job redesign, will the request enable specific projects to be completed in a timely manner without affecting overall unit productivity? Will the Defence Member still be able to meet training or deployment commitments? How will the request impact on other personnel working in the section or unit?

Establish agreed hours of work and communications procedures

11. The FWA agreement needs to be thoroughly understood by both the Defence Member and the Approving Authority. Establish the working arrangement on which work can be done. This can be as flexible or as specific as the Approving Authority requires. Agree on procedures for progress reports, which may include in person updates, email, facsimile or telephone reports.

12. It is also useful to establish the way in which performance will be monitored and assessed and to establish communication procedures to ensure that appropriate information is passed between the Defence Member, colleagues, supervisors and management. Direction and feedback by supervisors need to be clear and regular.

Establish what, if any, equipment will be necessary for a Defence Member to safely undertake home-based work

13. Does the Defence Member own a suitable desk, chair and computer? Is there any other equipment that the Defence Member may need to use for the work involved? Equipment supply should be cost-neutral where possible.

Establish whether security arrangements are required to work from home

14. Work that requires access to security storage is not normally suited to THLW. Can this be overcome if necessary? If not, can the requirements of the Defence Security and Protective Security Manuals be adhered to? Can appropriate physical security be guaranteed on a cost-neutral basis?

Establish that the person who will be working from home has the ability to do the work safely and efficiently

15. Is the Defence Member applying for THLW familiar with safe working procedures? Is the Defence Member sufficiently disciplined and motivated to undertake and complete the work indirectly supervised? Will the Defence Member be at risk of overwork or under-work? Does the Defence Member have a plan to clearly separate and balance work and personal commitments while 'on duty' at home?

16. **For Army.** Will the request affect a Defence Member's career progression due to impacts on seniority during periods of PTLWOP? Will the Defence Member be in a position to attend all career courses?

17. The potential impact of FWA is to be discussed with the Defence Member's respective CMA/PMA prior to the Defence Member entering into a FWA agreement, including the Defence Member's availability to attend career courses.