Army's guide to Flexible Work Arrangements for Commanders and Soldiers.
Flexible Work Arrangements

Army’s guide to Flexible Work Arrangements for Commanders and Soldiers.
Flexible Work Arrangements Guide Version 1, 2013

Published by Army Headquarters

Enquires Directorate of Workforce Strategy – Army
Director General Personnel – Army

Sponsor Chief of Army
Message from Chief of Army

It is my intent to enhance Army’s capability through considered management of our people. I want Army to be an employer of choice, one that has the flexibility to provide our people with a satisfying and sustainable Work-Life Balance.

I understand that Army’s core business places unique operational demands upon our people. It is important that all Commanders lead with an open mind and appreciate the personal circumstances of your soldiers. This will ensure that we build strength in our workforce capability.

I expect that Commanders will understand the relative importance of in barracks routine, training activities and exercises, and allow their soldiers to balance these activities with personal commitments.

Army provides support to Commanders through the provision of considered flexible work arrangements policy and initiatives tailored to individual needs. This enables the maintenance of productivity and efficiency in the work place. Army values the contributions of its people. By focussing our efforts on considered personnel initiatives; we will achieve an effective and balanced work environment for all of our people.

The knowledge, skills and experience of our people is of great importance to Army. By knowing our people and their families, we can build a more flexible and robust workforce. Due consideration, communication and action is required at all levels of command if we are to achieve an effective Work-Life Balance for all members.

In applying this document and managing your soldiers, I expect all Commanders to manage the needs of their soldiers individually considering their 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 arrangements through careful consideration and negotiation with Commanders and the appropriate Career Management Agencies.
- Commanders will consider Flexible Work Arrangement applications with the expectation that they will find a way to accommodate and approve them.

This Guide will assist you to achieve success. By providing your people with the opportunity to balance their work and family life we will improve the way Army does business. I look forward to seeing the implementation of Flexible Work Arrangements across Army.

David Morrison AO
Lieutenant General
Chief of Army

July 2013
## Contents

Introduction ..............................................................................1  
References ...............................................................................3  
Definitions .................................................................................3  

### Section One: Flexible Work Arrangements

- Responsibility and obligation .....................................................7  
- Australian Defence Force Flexible Work Arrangements ..........8  
- Types of Australian Defence Force Flexible Work Arrangements .................................................10  
- Temporary Home Located Work .............................................13  
- Variations of Flexible Work Arrangements ...............................16  
- Variable Work Hours and Part Time Leave Without Pay ..........18  
- Remotely Located Work ..........................................................21  
- Researching and Planning Flexible Work Arrangements ........25  
- Applying for Flexible Work Arrangements ................................30  
- Review and management of Flexible Work Arrangements ......34  

### Section Two: Managing the Workforce

- Benefits of Flexible Work Arrangements ..................................43  
- Overcoming barriers to the implementation of Flexible Work Arrangements .................................................44  
- Education and unit training .....................................................50  

### Section Three: Decision Making Tools

- Personal guide to selecting suitable Flexible Work Arrangements for negotiation .................................................53  
- Commanders guide to negotiating effective individual Flexible Work Arrangements in the unit ..................55  
- Processing a formal request for Flexible Work Arrangements ..........................................................57
Introduction

I have a number of unit members on formal Flexible Work Arrangements and innumerable people on informal Flexible Work Arrangements, typically allowing pickups and drop offs. I am happy with how Flexible Work Arrangements work in my unit. Unit capability and morale have increased as members are better able to balance the demands of a busy unit with family and personal commitments.

Many Army Commanders and soldiers have used Flexible Work Arrangements for years. A significant portion of these arrangements have been informal in nature, consisting of late starts and early dismissal from duties to assist in balancing family and other personal demands, with their work. In addition, formal arrangements such as Part Time Leave Without Pay have been utilised by Army members, including those returning from Maternity or Paternity Leave.

Soldiers have long held a perception that their career requires ‘24/7’ availability. This notion is more closely aligned to the commitment required of service members and not the actual day-to-day pattern of work. Army must adjust how it manages its core business, its time and its people due to the changing demographics of today’s society. We now have more single parent families or families where both parents work, an increase in the number of women in the workforce and increase in the numbers of older and retired people who depend on family members for support. Naturally how we accommodate these changes has to be done in a way that still delivers the capability required of the Army. Implementing these changes requires a shift in the management of people and of our culture. Commanders will be required to manage their workforce to effectively align Army’s capability requirements with the needs of their members who serve on Flexible Work Arrangements. This task is complex and requires flexibility in management; however, it promises to increase Army capability through the retention of highly skilled and motivated people.

Commanders at every level should consider all aspects of a Flexible Work Arrangements request. With the exception of Part Time Leave Without Pay, allowing workplace flexibility does not mean less work output. Rather, it sees output being generated in a different way, in a different place or at a different time.

The implementation of flexible work presents a challenge to Commanders in the management of their soldiers and their unit capability. Open negotiation will ensure Commanders are fully informed and able to develop a workable solution for both the member and their unit.

This guide aims to provide Commanders and members with a greater understanding of flexible work. It also provides advice on negotiating Flexible Work Arrangements with members to ensure that Army’s capability is maintained and the personal needs of the individual are met.
References

A. DI (G) Personnel 49-4 Flexible Work Arrangements.
B. DI (G) Personnel 25-2 Employment and Voluntary activities of Australian Defence Force Members in off-duty hours.

Definitions

Work-Life Balance: ‘Work-Life Balance’ is defined as one’s ability to maintain a measure of control over the aspects of ‘when, where and how’ they are employed so that they can balance work and personal obligations.

Part Time Leave Without Pay (PTLWP): Part Time Leave Without Pay allows a member to work a reduced number of days per fortnight so that they can attend to other commitments.

Job Share: ‘Job Share’ is an arrangement between two people of equal rank and/or qualification who are posted to a single full time position over an agreed period. Each member is employed on Part Time Leave Without Pay with a combined work interval that meets the full time need of the position.

Temporary Home Located Work (THLW): Temporary Home Located Work allows a member to complete their daily duties and tasks at home on a temporary arrangement.

Variable Work Hours (VWH): Variable Work Hours allows members to adjust regular work hours and report timings to attend to personal demands.

Working from a Remote Locality (WRL): Working from a Remote Locality allows members to work in an authorised office outside the Unit location.
Flexible Work Arrangements

Section One: Flexible Work Arrangements
Responsibility and Obligation

Defence has deliberately not constructed the Flexible Work Arrangements policy to give members an entitlement. The policy allows Commanders discretion to approve Flexible Work Arrangements based on balancing unit and individual needs.

Commanders have the responsibility to support their members and to consider applications for Flexible Work Arrangements in detail and with an open mind as to what they can do to approve the application. But they have an overriding obligation to Army to meet the capability outputs required of their unit.

Both applicants and Commanders have an obligation to approach consideration of Flexible Work Arrangements positively and to negotiate in good faith, understanding that compromise may often provide the optimal solution.

Individual soldiers and officers likewise have a right to apply for flexible work and to expect their application to be considered and, when possible, approved. They also have an obligation, both to accept that on occasions, Army will not be able to meet their request, and to understand their role in ensuring that the unit delivers capability to Army and the nation. Applying for, or having Flexible Work Arrangements approved does not excuse any service member from meeting this obligation.

Australian Defence Force Flexible Work Arrangements

Flexible Work Arrangements are available to all members of the Army, however some positions and skill sets are more easily able to accommodate Flexible Work Arrangements. It is the role of the Commander to assess the viability of each application and to incorporate Flexible Work Arrangements into the Unit's daily business.

While Flexible Work Arrangements have traditionally been used by Army members to assist them in managing family demands, such as returning to work from Maternity Leave; Flexible Work Arrangements are available for a variety of personal reasons. The following are examples of circumstances where Flexible Work Arrangements may be used:

- Working part-time on return from Maternity Leave to enable the parent and child the time to continue to bond, or to provide relief from childcare.
- Varying the normal daily hours worked, or report timings to enable parents to drop off and pick up their children from school or day care.
- Working part-time or varying work hours to attend or conduct study to enhance qualifications that may not be related to or supported through Army; or to accelerate completion of part-time study.
- To work part-time in another industry or business which the member owns or is employed by (following approval as per Defence Instruction (General) Personnel 25-2 Employment and Voluntary activities of Australian Defence Force Members in off-duty hours). This may be considered as part of a transitional plan for discharge from Army or to assist family members in the running of a business.
• To undertake sports training or events.
• To care for extended family members who may need assistance on a regular basis.
• To conduct other interests or pursuits outside of Defence that build or enhance a member’s well being, skills or to meet life goals.

The above list is not exhaustive and the circumstances of any request for Flexible Work Arrangements should be considered by the Commander with an open mind.

Types of Australian Defence Force Flexible Work Arrangements

Defence Instruction (General) Personnel 49-4 provides guidance to Australian Defence Force members on the implementation, approval and management of Flexible Work Arrangements. There are three formal types of Flexible Work Arrangements:

Part Time Leave Without Pay

In a previous job I worked on Part Time Leave Without Pay three days a week, but I was placed in charge of the manning of a large exercise. It was dynamic, constantly changing and my three days a week was a detriment to process and progress. I was told to handover to a Captain for my leave days. It was impossible for me to maintain oversight in the time available and the Captain was carrying a greater load than she should have. I constantly felt like I was failing and having to apologise for my work arrangements. Working part time can be really isolating, especially when you arrive late and leave earlier than core hours. I found it hard to build rapport with my colleagues and felt guilty. It was difficult to fit in all of my Army Individual Readiness Notice and administrative requirements. Now, my Commanding Officer is more understanding – the Commanding Officer, Adjutant and Operations Officer met with me to divvy up our tasks at the start of the year, which means I know exactly what I have to look after and what is reasonable in the time I have available.
Part Time Leave Without Pay enables a member to work part-time so that they can attend to other personal commitments. It can be granted for a period of no less that three months and no more than two years; however consecutive periods of Part Time Leave Without Pay may be approved.

**Variations:** Part Time Leave Without Pay may be granted for up to 13 days per fortnight (Australian Defence Force Pay and Conditions Manual provides guidance). It may be taken as whole or part days, noting that part days must total no less than one full day per fortnight. For example:

*If a member requests to work two days in the first week and three days in the second week of each fortnight, the member will be only be effective for five days and on leave for nine days in each fortnight.*

**Entitlements:** Depending on the number of days leave taken per fortnight, Part Time Leave Without Pay will reduce salary, salary based allowances, and other entitlements on a pro rata basis. Members are to refer to Australian Defence Force Pay and Conditions Manual, Chapter 5 and are encouraged to engage with both their Chief Clerk (or equivalent) and the Career Management Agency for a full assessment on the impact to their conditions of service and entitlements.

**Assessment:** Part Time Leave Without Pay has been designed to allow for members to take a break in service without leaving the permanent force. Part Time Leave Without Pay should not have an impact on a member’s long-term career progression and a plan to manage the member’s career expectations and progression should be negotiated between the member, the unit and Career Management Agency. Members will be assessed on their Performance Appraisal Report against their negotiated duties.

**Approval:** The approving authority for Part Time Leave Without Pay in Army is:

- Army Officers: Directorate of Officer Career Management – Army
- Other Ranks, Non Commissioned Officers and Warrant Officers: Directorate of Soldier Career Management – Army
Temporary Home Located Work

Temporary Home Located Work allows members to complete work tasks from their home or another location outside of their normal place of work. Temporary Home Located Work is most suitable to those trades and ranks that do not require specialist equipment or direct supervision to complete their negotiated daily tasks. This type of Flexible Work Arrangement is designed to be a temporary solution to provide the member with flexibility. In this context temporary could be as short as one day or as long as two years.

Members requesting Temporary Home Located Work may be required to have their home assessed to ensure compliance with Work Health and Safety regulations. Further details on these requirements are contained in Defence Instruction (General) Personnel 49-4 Flexible Work Arrangements.

Temporary Home Located Work is authorised by the Unit Commanding Officer.

Variable Work Hours

I have separated from my partner and we share custody of our children, week on week off. During my week on, my Commanding Officer has agreed that I can get to work in the mornings when I can, as long as I am present for our start up meeting at 0915. The arrangement has greatly assisted my family and without a doubt has helped me feel less stressed when I go to work. Without this flexible arrangement I would not have been able to continue in the Army.

Variable Work Hours allows members to adjust regular work hours and report timings to attend to personal demands. This could include personal administration and family matters. This form of Flexible Work Arrangement is most widely used throughout Army on a daily ad hoc basis. For example:

A member requests permission from his Platoon Commander to arrive at work an hour after the authorised first parade and to leave an hour prior to last parade in order to drop off and pick up his car from the mechanic.

This example, while informal, demonstrates the form in which this type of Flexible Work Arrangement is most widely used. Variable Work Hours can also be used on a more permanent basis, which requires a formal application to the Commanding Officer. For example:

A member’s spouse is a solicitor who works long hours on a regular basis. There is no before school care available in the posted location. Therefore, the member requests a Variable Work Hours to drop their children at school and parade at 0845.

Variable Work Hours is suitable for implementation by all ranks and trades. In some cases Variable Work Hours will be difficult to implement where teams are made up of specialists with little or no redundancy. In these cases the Commanding Officer should consider other options to accommodate the request with the least impact on the unit environment. This may include changing the work routine of the team to accommodate the Flexible Work Arrangement.
Members can request formal Variable Work Hours for periods from a week up to a period of two years. The general expectation is that members utilising Variable Work Hours will be as productive as other unit members. Where circumstances prevent this, or where experience of Variable Work Hours shows that the member cannot meet their agreed goals, the Commanding Officer should consider Part Time Leave Without Pay as an alternative to meet both the member’s and the unit’s needs.

Variable Work Hours is authorised by the Unit Commanding Officer.

Variations of Flexible Work Arrangements

Variations or combinations of Flexible Work Arrangements may be negotiated in order to effectively manage individual cases. Variations of formal Flexible Work Arrangements may consist of, but are not limited to, the following forms.

Job Share

Job Share is an arrangement where two people are posted to one full-time position over an agreed period and share the duties of the position. Members requesting a Job Share arrangement are required to negotiate for Part Time Leave Without Pay with their Commanding Officer and their Career Management Agency in order to meet the requirements of the position.

Members or units who believe that a Job Share arrangement may be an effective Flexible Work Arrangement should consider the following:

- The number of days/hours they are available to work each fortnight.
- Are the hours able to be matched with the other member to meet the position and each member’s personal requirements?
- The execution of duties; who will be responsible for directed tasks and how will the hand-over be conducted? Is the position suitable to be shared by two members over an extended period?
- Is a posting to the Unit required to be authorised for one or both of the members?
- How long is the period of the Flexible Work Arrangement to be negotiated? Does this period meet the needs of both members? If negotiated over a period less than
the member’s postings, what will be the employment arrangements at the end of the Flexible Work Arrangements period?

- Are there any potential issues in the completion of identified tasks or duties? How will they be overcome?

The above points will need to be considered prior to negotiating Flexible Work Arrangements with the Commanding Officer/s of both members. In these instances the Career Management Agency should be engaged through the Chain of Command early to provide members with advice on the availability of the posting position.

The formal negotiations will be conducted during the Flexible Work Arrangements application process. Commanding Officers are to note that if a Job Share arrangement is approved for two of the unit’s personnel, the Commanding Officer may request the Career Management Agency to backfill the vacant position. The Career Management Agency will consider the priority of the position when making that decision.

Job Share arrangements will be recorded on member’s annual Performance Appraisal Reports. Consideration will be given to each member’s ability to effectively conduct their assigned duties and their effectiveness in handing over tasks to the other incumbent, along with the other standard criteria of the performance assessment.

Job Share is an agreement between three parties. Given that the Career Management Agency is the delegate for both posting action and Part Time Leave Without Pay they will make the final decision regarding job share. That said, when implemented with considered negotiation it can provide members a workable alternative without impacting on the unit’s capability.

Variable Work Hours and Part Time Leave Without Pay

One member in my unit has Part Time Leave Without Pay until the end of her husband’s deployment – she began with an informal arrangement but then shifted to Part Time Leave Without Pay as she needed to better balance her work and family commitments. Another has an arrangement to drop off and pick up her kids as required – she has a Defence Remote Electronic Access Mobility Service token and makes up hours by working weekends and nights at home.

I had a four-week agreement with a Corporal in my unit to work 0930 – 1430 hours daily and agreed to a one-week extension, but informed him that if the arrangement was to continue he would need to apply for Part Time Leave Without Pay. He cannot work from home due to the security classification of his work.

Variable Work Hours and Part Time Leave Without Pay are recognised as formal Flexible Work Arrangements. Part Time Leave Without Pay allows a member to reduce their commitment in days worked per fortnight for a reduction in take home salary and some benefits, while Variable Work Hours is for members who can maintain their output, but who physically parade to work for different periods than the unit’s full working day, with no reduction in take home salary and no reduction in output.
Variable Work Hours are often used to reduce the length of time spent working in barracks. The member will be required to compensate in some way to mitigate that reduction in hours – i.e. take a reduced lunch break or maintain their fitness in their own time. In this instance take home salary will not be affected as the member’s output is the equivalent of someone who is not on Flexible Work Arrangements. In other cases members could use Variable Work Hours to work the same hours, but simply vary start and finish times.

If a member is unable to maintain their output, the Commanding Officer may consider alternative options. This may include conducting assigned tasks at home on Temporary Home Located Work to compensate for hours lost. It may also be reasonable that the member and Commanding Officer agree to Part Time Leave Without Pay as a better solution, with a reduction in salary per fortnight based on the reduced hours worked.

A reduction in salary will be negotiated using a Part Time Leave Without Pay arrangement where the numbers of hours absent per fortnight are totalled into days. A possible example is as follows:

The Unit’s normal work hours are 0730 to 1600 daily. A member requests a daily late start of 0830 and dismissal time of 1500, and does not wish to undertake a Temporary Home Located Work arrangement. This application reduces the member’s effective work hours by 20hrs per fortnight; therefore, the Commanding Officer is open to negotiate a reduction in take home salary for 2 days per fortnight, utilising Part Time Leave Without Pay.

The circumstances that balance Variable Work Hours against Part Time Leave Without Pay will be complex and require individual consideration. There can be no blanket rule of policy to dictate the correct solution.
Remotely Located Work

We have a Captain in the unit who was posted to us from Townsville. His wife has a good job and he didn’t want to move. He has no supervisory roles and his position requires him to deploy on exercise regularly in support of other units. The Commanding Officer agreed he could remain in Townsville and work from the barracks there, deploying to exercise areas when required. The Commanding Officer made it very clear that if he failed to perform we would require him to move to the unit.

While not a form of Flexible Work Arrangements described in Defence Instruction (General) Personnel 49-4, Remotely Located Work may be authorised when a member requests to live and work in a location different to their posted location. This includes, but is not limited to staying with immediate and extended family, medical facilities, schools, or universities. By requesting Remotely Located Work, a member is seeking to work independently outside of the Unit environment.

Remotely Located Work is normally not suited to members who:

- work on specialist Unit equipment;
- are required to have regular face to face communication with other unit members (and teleconferencing/video conferencing and travel are not appropriate alternatives);
- are subject to administrative or disciplinary action;
- have a specific requirement to provide an ‘in house’ service to the Unit or supported units; or
- who are employed in command or supervisory roles.

Members employed under Remotely Located Work will negotiate their duties in order to enable this type of flexible work. Remotely Located Work can be negotiated through the Chain of Command for a short duration e.g. four weeks, or for the length of posting.

Remotely Located Work is to be negotiated at Unit level through the Commanding Officer with advice from the Career Management Agency. Remotely Located Work may be from the member’s home or from a remote Defence site. It may require further negotiation and approval from other Unit Commanding Officers or Defence Base Managers in the member’s requested work location. This authorisation is important to enable the coordination of administrative management such as the allocation of a workstation.

If Remotely Located Work is requested for an extended period, the member and their Commanding Officer is to first liaise with the Career Management Agency to consider an alternate posting for the member in their desired location. Remotely Located Work must also be considered against moving to the member’s new posted location as Married With Dependants (Unaccompanied).

The Commanding Officer is required to formally advise the Career Management Agency of the arrangement on approving Remotely Located Work.
Commanders are to consider the following prior to approving Remotely Located Work:

- the member’s ability to work independently with limited supervision;
- work place management strategies, including Commander’s guidance and task back briefs to be delivered at regular intervals, and
- reporting mechanisms.

Relocation entitlements. Members requesting Remotely Located Work are to consider the following:

- Members are not entitled to a removal to the requested location unless they are formally posted to the location.
- A member undertaking Remotely Located Work who was not formally posted to the area and physically relocate their effects under their own arrangements, are normally only entitled to a subsequent removal from their original posted locality.
- Members should discuss their entitlements with their Chain of Command, Chief Clerk and Defence Housing Authority prior to requesting Remotely Located Work to determine their full entitlements, including on subsequent posting.
- Any administrative arrangements are to be recorded and placed on the member’s personal file at the time of the agreement for reference on future relocations.
- Any removal implications if the Remotely Located Work agreement is cancelled and they are required to move to their posted location.

Change in circumstances. Remotely Located Work is to be reviewed and renegotiated in the following circumstances:

- a change in the member’s circumstances,
- a change in the member’s unit’s demands, or
- a change in the surrogate unit’s circumstances.

Members are to note that during the term of the agreement Flexible Work Arrangements are subject to review and renegotiation at anytime.

Remotely Located Work should be balanced against the option of posting the member to an alternative position in their preferred location. Members are to thoroughly investigate the impact on their entitlements and conditions of service to ensure they are that the Flexible Work Arrangement is manageable in the short and long term.
Researching and Planning Flexible Work Arrangements

Command considerations
A Commander must consider all aspects of the requested Flexible Work Arrangements, including the effect that it may have on the Unit or the member requesting the arrangement. This will ensure that they maximise their capability and will provide the member with strong employment options that continue to enhance their career and their personal circumstances as well as their retention in the Army. The Commander is to consider the following:

- **Member’s personal circumstances.** The Commanding Officer is to thoroughly review the requested Flexible Work Arrangements and is to gain a complete understanding of the member’s personal circumstances. The Commander is required to discuss the situation with the member to understand whether the requested Flexible Work Arrangement is the best option.

- **Unit demands.** The Commander is required to make an assessment on how the Flexible Work Arrangements may affect current or future Unit capability. The Commander must identify what mechanisms and procedures can be adopted to maintain the Unit’s capability? These may include shiftwork, distribution of duties or position reassignment.

- **Ability to contribute to unit effectiveness.** Commanders are to ensure that personnel on Flexible Work Arrangements understand their contribution to the Unit. Once Flexible Work Arrangements have been implemented the member should become more effective through understanding their negotiated tasks and utilising their time management skills to achieve them.

- **Impact on personal development.** Commanders are to identify the impacts that the Flexible Work Arrangements may have on the member’s ability to complete both unit training and career courses. Commanders are to investigate viable options to continue to develop the member through either distance education or through accessing modularised training, where it is available.

- **Retention.** Commanders should balance the relatively short term impact of the proposed Flexible Work Arrangements on their unit and its outputs and processes against the long-term retention and development of that member.

- **Impact on the section, subordinates and peers.** Commanders are to consider whether the Flexible Work Arrangements will impact the member’s team including additional pressures on peers and subordinates and their ability to complete team tasks e.g. the driver of Tank Crew requests Part Time Leave Without Pay for 2 days per week. This request has the potential to reduce unit capability by an entire Crew; therefore, consideration must be given to whether:
  - the Flexible Work Arrangements will reduce Unit capability,
  - the Unit has redundancy to back fill the position, or
  - duties can be reassigned to maintain an effective crew.

A review of all duty statements and reassignment of duties may enable the member to complete additional team tasks in lieu of those tasks they are unable to complete due to the Flexible Work Arrangement. Moving the member within the unit is always an option.
Member considerations
A member should consider all available Flexible Work Arrangement options prior to negotiating with Command. The member is to pay particular attention to how they may be able to reduce the impact on the Section and the capability of the unit, while meeting their own personal needs. Some considerations are as follows:

- **Personal situation.** A member should conduct a thorough analysis of the personal circumstances that has led them to consider a Flexible Work Arrangement. They are to research the best Flexible Work Arrangement options for their circumstance in order to provide alternative and manageable solutions to the Chain of Command. They should ask themselves “Why do I need this?” and “What is the alternative?”

- **Reduction of salary and entitlements.** When considering Part Time Leave Without Pay members are to consider the reduction in take home salary, impact on their superannuation and reduction of other salary based allowances and entitlements including housing. Members are to ensure that they thoroughly research the full consequence of undertaking Flexible Work Arrangements.

- **Ability to be effective in the job.** Members are to conduct a thorough review of their duty statement to assess what elements of their work will need to be adjusted in order to accommodate the Flexible Work Arrangement. Is it feasible to undertake a Flexible Work Arrangement noting their personal circumstance, the unit demands and the role they play in the Unit? Can others be reasonably allocated additional duties? Can they remain effective in their role, or what additional duties can be conducted instead of current tasks that may not be achievable on the Flexible Work Arrangement?

- **Ability to contribute to unit effectiveness.** A member must note that they should continue to strive to remain effective in the unit when considering a Flexible Work Arrangements solution. In order to ensure effectiveness members should continue to contribute to the Unit’s mission with purpose, intent, and remain an integral part of their team. The member must consider if the unit will be able to remain effective with a change in their work patterns? If the answer is no, what provisions can be made by the member and the unit to maintain effectiveness while undertaking Flexible Work Arrangements.

- **What benefits Flexible Work Arrangements can bring to Army.** In some cases Flexible Work Arrangements can bring tangible (qualifications, educational levels completed) and intangible (time management, coordination) skills that can make the member a better soldier or officer and thus more attractive to Army in the long term. Members are encouraged to consider the impact and potential benefits of their Flexible Work Arrangements on their long-term employability and progression.

- **Overcoming barriers to career progression.** A member undertaking a formal Flexible Work Arrangement will need to consider the following:
  - How it may affect their career progression and how to maintain their competitiveness while undertaking Flexible Work Arrangements?
  - Consider attending promotion courses, where possible, conducting courses through distance opportunities or in completing courses in modular formats.
  - It is important that the member considers their future developmental needs and career progression with both the Commanding Officer and their Career
Advisor at the Career Management Agency prior to undertaking a Flexible Work Arrangement. Undertaking a Flexible Work Arrangement does not have to result in a pause in the individual's career.

- Flexible Work Arrangements are not to slow career progression unless requested by the member for personal reasons. In these instances, it will be the member's choice and not the effect of undertaking Flexible Work Arrangements that alters career progression opportunities.

Applying for Flexible Work Arrangements

Once a member has thoroughly researched and considered all aspects of the Flexible Work Arrangements they must submit an application through the Chain of Command. The member’s Commanding Officer is the approving authority for all forms of Flexible Work Arrangements, less Part Time Leave Without Pay. Commanding Officer’s are to provide a recommendation on Part Time Leave Without Pay applications from their unit and forward the application to their Career Management Agency for approval.

Application process

As part of the application process, members are to consult their immediate supervisors to determine the most appropriate and viable solutions to assist their personal situation.

During the consultation process, members may not reach a suitable agreement with their immediate supervisor. Alternatively, they may be advised that an application for a Flexible Work Arrangement would not be supported. It is important to remember that the Commanding Officer is the delegate, and that all applications must be forwarded to the Commanding Officer for a decision regardless of whether the immediate sponsor supports the request.

Members who desire to undertake a Flexible Work Arrangement to balance their career and personal commitments are required to submit a written request through their Chain of Command for consideration by their Commanding Officer. The application should consist of the following:
The member is advised to draft a covering minute to support their application to the Commanding Officer explaining the reasons for the Flexible Work Arrangements and the conditions requested, or conditions agreed to by the immediate supervisor (in the instance when an agreement has been reached).

Complete the formal application as provided in the annexes of Defence Instruction (General) Personnel 49-4.

Other formal applications that are required as part of the individuals request i.e. Application to undertake civilian employment and other leave requests over the period e.g. Long Service Leave, Basic Recreation Leave etc.

Junior members may find this process daunting and unit administrative staff and junior commanders are to assist them with their applications as required. Units should assist junior members in preparing their applications and in working through the full range of options available to them, so that the member fully understands what they seek to achieve and is able to present the best possible case to the Commanding Officer or Career Management Agency.

The Chain of Command is obliged to process the application to the Commanding Officer regardless of recommendation. The Commanding Officer’s Authority is as follows:

- Recommending Authority for all Flexible Work Arrangements involving Part Time Leave Without Pay.
- Approving authority for Temporary Home Located Work or Variable Work Hours and other workplace flexibility.

Supervisor/Commander considerations and recommendations

The Commanding Officer will take into consideration the recommendations of the Chain of Command, the Unit’s operational requirements and the personal needs of the member in making the decision. These considerations may include:

- The recommendations of the supervisor and the level of support provided to the member by the sub unit.
- The tasks allocated to the member’s sub unit and how a change in work hours may impact outputs or capability.
- The normal duties of the member and how these can be adapted to accommodate the request for Flexible Work Arrangements, including re-assignment of duties.
- Potential impact on member’s ability to meet career, trade and promotion milestones; and effects to pay, superannuation, bonuses, and Return Of Service Obligation.
- The timings that the member will be available on a weekly basis.
- Communicating the plan to subordinates to ensure the member receives ongoing support. Provide guidance to assist the member to remain effective, making valuable contributions to the unit.
- The ongoing development of the member during the Flexible Work Arrangements and how the member will be able to be included in significant unit activities.
Approval process
The Commanding Officer will facilitate the negotiation of the Flexible Work Arrangements with the member and his/her immediate supervisor after careful consideration of the following:

- The member’s situation and application.
- The Unit’s operational demands.
- Any other impacts on personnel.

During the negotiation process all parties are to remain open to alternative solutions. This will assist in ensuring a solution that is tenable to both parties is implemented with consideration and efficiency.

At the completion of the negotiation a written agreement will be created between the member and the approving authority as detailed in Defence Instruction (General) 49-4 Flexible Work Arrangements for members of the Australian Defence Force.

The Delegate for Part Time Leave Without Pay is the Career Management Agency who may consult the Commanding Officer and/or the member in gathering information in the approval of the Flexible Work Arrangements. Once a determination has been made, the decision will be provided in writing to the member, recorded at Career Management Agency and on the member’s personal file.

Review and Management of Flexible Work Arrangements
A Flexible Work Arrangement must be periodically reviewed by Commanders in order to monitor and record the effectiveness and the validity of the arrangement. Reviewing the agreement will enable Commanders to maintain contact with the member and to monitor performance against the agreed outcomes. A review may be conducted at regular intervals or as the circumstances of the member or the unit change.

Change of personal circumstances
Flexible Work Arrangements are normally undertaken to assist a member through a period where they may be required to manage other priorities outside of their work. Flexible Work Arrangements can be coordinated to accommodate specific family or personal commitments over a negotiated period and under set conditions.

The negotiated Flexible Work Arrangements will normally remain current for the length of the agreement. When personal circumstances change the requirement for and nature of the Flexible Work Arrangement may be reconsidered. The member must report any changes in personal circumstances immediately to the Chain of Command for consideration.

A review of the Flexible Work Arrangements will allow the Commander and the member to renegotiate or end the Flexible Work Arrangements. Members should be prepared to renegotiate the Flexible Work Arrangements under alternative circumstances if required. Commanders are to be prepared to renegotiate the conditions of a new Flexible Work Arrangements as required.
Change in unit demands
The Force Generation Cycle enables Commanders to identify surge periods and lulls in unit operations and training programs; however, unit demands may change despite these predicted cycles.

Individual Flexible Work Arrangement reviews may be required to be conducted by the Commanding Officer due to changes in unit demands, capability or tasks. In instances where a Commanding Officer requires to review the Flexible Work Arrangements for unit capability requirements, they are to complete a full evaluation of the member’s personal circumstances, current status and how best to meet unit requirements with limited impact to the member’s agreement.

Occasionally, revoking or changing the terms of the agreement will be unavoidable. Any change to the current Flexible Work Arrangements will be negotiated with the member to ensure that they have a solid understanding of the unit needs, the changes to their circumstances and to allow them to discuss alternative arrangements.

Commanding Officers should strongly consider a member’s personal circumstances and the potential to impact their ability to remain effective if the Flexible Work Arrangement was to be revoked. Once the Commanding Officer has reviewed/renegotiated the Flexible Work Arrangements with the member, the new arrangements must be recorded and advised to the relevant Career Management Agency.

As a general rule, members should be given six weeks notice of an intention to cancel or amend Flexible Work Arrangements.

Performance management
Performance management is an integral part of the Flexible Work Arrangements management process. The following considerations are to be taken into account when reporting on performance.

Negotiation of tasks. During the reporting process, a Commander is firstly required to outline the directed tasks under the Flexible Work Arrangements. These tasks will in turn form the member’s duty statement. In order to achieve fair and equitable reporting, all Flexible Work Arrangements must be negotiated to ensure that members continue to contribute to the unit’s effectiveness, despite a reduction in tasks and or core hours.

Rank and trade qualification/competency requirements. It is important that the newly negotiated tasks enable the member to meet with career progression and trade competency requirements. If these requirements are unable to be achieved, the Flexible Work Arrangement has the potential be detrimental to the member’s career progression. In these instances, the member must be counselled and provided with accurate advice on the impacts to their career if they are to proceed with the negotiated Flexible Work Arrangements. Members on Flexible Work Arrangements should maintain their individual readiness unless their circumstances preclude their deployment. It should be noted that a Flexible Work Arrangement is not restricted service and is not to be treated as such.

Flexible Work Arrangements commentary on annual reports. Comment is not to be made on the reduction of duties or the impact the reduction in duties may have on the unit. As the report will be written against the newly negotiated duty statement, commanders are to comment directly on the performance of these duties only.
Members on Flexible Work Arrangements are to be reported on against their duty statement and are able to receive the full range of grading based solely on their performance in that reporting period. Use of Flexible Work Arrangements does not represent a lack of commitment to Army, or a lack of Army ethos.

**Reporting poor performance on a negotiated Flexible Work Arrangement.** In the instance where a member performs poorly while employed on Flexible Work Arrangements, the Commander is to counsel the member as per normal practice. If the Commander ascertains that the drop in performance is contributed to by the Flexible Work Arrangements, the Commander is to conduct a thorough review of Flexible Work Arrangements and negotiate changes as required.

For example:

*A member, who negotiated Variable Work Hours for the purpose of family management, has been stretching the agreed variable work hours. On top of this, the member does not take responsibility in completing additional duties or tasks when they have the capacity during their core work hours and has not been conducting negotiated tasks to a reasonable standard.*

*Several members of the unit have sighted the member regularly surfing each morning and not undertaking family duties as directly stated as the reason for the implementation of the Flexible Work Arrangements.*

*In this instance performance counselling would be undertaken and the Flexible Work Arrangements reviewed. In the instance where the Flexible Work Arrangements continues and the performance of the member is not seen to improve, commentary would be included on the annual performance report detailing the issues counselled throughout that time.*

*It is noted that the Commanding Officer may review the Flexible Work Arrangements at anytime and where it is likely that the member is exploiting the Flexible Work Arrangements the Commanding Officer may cancel or amend the Flexible Work Arrangements, providing the member with a statement of reasons.*
Career management considerations

Unit Commanders are the primary managers of Flexible Work Arrangements. As such, Commanders are delegated the flexibility to negotiate and approve the majority of Flexible Work Arrangements requests in their unit other than Part Time Leave Without Pay.

All Part Time Leave Without Pay applications are for approval by the relevant Career Management Agency. Part Time Leave Without Pay has financial implications and management requirements, all of which are outlined in Reference A.

The Career Management Agencies provide advice to Commanders and individuals on the management and potential effect a Flexible Work Arrangement may have on their careers. There are no predetermined restrictions enforced on a member’s career progression when they undertake Flexible Work Arrangement. Members’ will continue to be assessed on their achievements through merit, experience and their professional qualifications.

In cases where a member has undertaken a Flexible Work Arrangement to enhance their current skills, knowledge and experience through study or industry secondments/ work experience; no penalty or special considerations may be observed due to the additional value they may bring back to Army. Members looking to undertake a Flexible Work Arrangement specifically for these purposes should first discuss future management and opportunities in Army with their Chain of Command and their Career Management Agency.

Members are to be consulted where they are eligible to undertake courses. If members accept to be panelled on course during a Flexible Work Arrangements, when necessary Commanders are to cease the Flexible Work Arrangements and are to renegotiate the Flexible Work Arrangements to commence after the course is complete.

The Career Management Agency must be mindful that where members are undertaking Part Time Leave Without Pay that a minimum of four weeks notice must be given to the member in order to cease the Part Time Leave Without Pay and to ensure that pay changes can be implemented on administrative systems.

Members undertaking Flexible Work Arrangements will not be discriminated against at Personnel Advisory Committees, where all aspects of performance and promotion will be considered. Those members under going a current Flexible Work Arrangement will be equally considered at the Personnel Advisory Committee.

Career Advisors must discuss with members the implications of promotions on Flexible Work Arrangements in detail prior to the member being considered for promotion at the Personnel Advisory Committee. Members who are promoted will be required to have their Flexible Work Arrangements reviewed noting a change in duties will also occur. Members may elect to forgo their promotion in cases where promotion will not enable the continuation of Flexible Work Arrangements.

In the case where a Flexible Work Arrangement is required to be carried across a posting, the member is to raise their request through their current Chain of Command to the relevant Career Management Agency. The Career Management Agency is to advise the receiving Commanding Officer of current arrangements. Further negotiations must be completed between the member, their current Commanding Officer and the gaining Commanding Officer. Once a suitable arrangement is in place it is to be formalised prior to the posting taking effect.

Commanders are encouraged to consult the appropriate Career Management Agency when considering and negotiating Flexible Work Arrangements for their members in order to enable best management of the member.
Flexible Work Arrangements

Section Two: Managing the Workforce
Benefits of Flexible Work Arrangements

Flexible Work Arrangements are an important tool in managing and retaining Army’s workforce. Commanders are to take a long term view when negotiating Flexible Work Arrangements and consider Flexible Work Arrangements in the context of a career, not in the context of a single posting, or the commander’s own tenure in command. A member who is on Flexible Work Arrangements for two years of a 12 year career is contributing fully to the Army, even if the Army must accommodate their circumstances for that two year period. The fact that the two years coincides with the Commanding Officers entire tenure – may encourage a short-term perspective of the member. To do so would be incorrect, and risks a negative perception of an otherwise committed and productive soldier or officer.

Overcoming Barriers to the Implementation of Flexible Work Arrangements

An organisation’s approach to flexible work must be dynamic. Adapting to the changing needs of the organisation and the individual will take a considered approach to personnel and resource management. Commanders must be prepared to make changes to accommodate flexible work – to unit routines, to duty statements and to means of supervising and assessing member’s performance.

When a Commanding Officer is unable to accommodate Flexible Work Arrangements because of unit requirements, the Chain of Command should be engaged to see if there are other resources or options that can be applied to support the unit and facilitate the Flexible Work Arrangements.

Power of negotiation

This guide has discussed the requirement for negotiation between a Commander and the member; however, this section expands on the power of negotiation in the management and implementation of Flexible Work Arrangements.

Commanders are better able to gain a full understanding of the personal situation and the needs of a member requesting Flexible Work Arrangements through considered negotiation.

The negotiation process allows for the Commander to gain a full appreciation of the situation, by developing an awareness of the member’s personal situation. With that knowledge, the Commanding Officer is then able to assess whether the requested Flexible Work Arrangements is the best solution for the member, while considering any impact to the unit. In considering the member’s request and the unit’s operational need, a Commander is able to review the critical information required to negotiate the most effective arrangement for both parties.
Flexible Work Arrangements negotiated and implemented with little consideration or communication may cause rifts within a team. If the team has a clear understanding of the considerations, reasons and the practical solutions behind the Flexible Work Arrangements, they are less likely to display animosity towards the plan, the member or the Chain of Command for the implementation of the Flexible Work Arrangements. For example:

**Corporal Smith** is a member of a small team of vehicle mechanics, responsible for maintaining the Unit’s fleet vehicles. Corporal Smith’s son has an ongoing medical condition, which has required him to undertake a Flexible Work Arrangement involving varied work hours to accommodate medical appointments. Corporal Smith’s team are not privy to his son’s illness or his approved Flexible Work Arrangement. His team have noted his absence from the workplace and perceive this to mean he is not pulling his weight.

Corporal Smith’s son’s condition worsens and he approaches his Sergeant to request Part Time Leave Without Pay every Monday and Friday for a period of 12 months. His Sergeant suggests the team discuss the best way to provide Corporal Smith with the time he needs, whilst still achieving team objectives.

Job redesign was flagged as a solution, which would enable Corporal Smith to conduct section administration one day a week from home, therefore requiring only one day Part Time Leave Without Pay per week. This negotiation enabled Corporal Smith to continue to fulfil his trade competency requirement. The arrangement also reduced the administrative burden on the section and limited impact on vehicle maintenance.

Following a Work Health and Safety inspection of Corporal Smith’s home, approval was given to undertake Temporary Home Located Work and Part Time Leave Without Pay. His duty statement was redesigned to include administrative duties. The unit drafted a formal agreement for Corporal Smith to undertake Temporary Home Located Work each Monday and Part Time Leave Without Pay every Friday.

Regular reviews of the Flexible Work Arrangements were conducted to ensure the member and Unit’s needs were being met. At the completion of the 12 months, Corporal Smith’s son’s condition improved. Corporal Smith was able to resume full-time work in the unit.

It is important for all members to have an understanding of the Flexible Work Arrangement policy. This enables informed decision making for members and their Chain of Command which assists in the management and retention of Army’s people.

**Job redesign**

During the negotiation process, Commanders are to review the duty statement of the member requesting Flexible Work Arrangements. This will enable the Commander to identify if the duties can be conducted while the member is employed on the requested Flexible Work Arrangements.
The Commander is to consider the following when reviewing duties:

- will the duties be able to be achieved within the identified working hours;
- are the duties suitable to be conducted outside the immediate work environment;
- will the member be able to complete their stated duties as assigned under the Flexible Work Arrangements, and
- the impact (if any) on the unit’s function.

By reviewing the duties and reallocating tasks the member will be empowered to achieve effective results, with minimal impact to others and will be able to continue to contribute effectively to the unit operations.

In redesigning or reallocating duties, a Commander is to consider the following:

- The number of hours devoted to work each week, which will determine the tasks allocated.
- The essential duties that the member must regularly conduct in order to meet with trade competency and progression requirements.
- Any duties that can be conducted outside of the immediate workplace environment, at the member’s rank and qualification levels.
- The ability for the member to supervise or be supervised, noting that the member may have specific tasks and timings allocated to facilitate supervision.
- Flexibility to adjust to the member and unit’s essential needs, at short notice.
- Duties that enable significant contribution to the team.
- Re-allocation of duties to other team members, noting that some of their current duties may be better suited to the member on Flexible Work Arrangements.

Access to external resources

A challenge that Army faces in managing Flexible Work is ensuring that members’ needs and capability requirements are met within the resources that are available. Generally, the larger the organisation, the more resources available to it and the greater the ability of the Commander to balance member and organisational needs. That is why, with the exception of Part Time Leave Without Pay, Commanding Officers are the delegate for approving Flexible Work Arrangements.

The unit is the level where, in most cases, sufficient resources exist to balance those competing demands. Where that is not the case, units should seek support through their Chain of Command.

In addition, Army, through the Career Management Agencies and Director General Personnel – Army are able to provide additional support:

- The Career Management Agency is able to provide support through managing Army’s personnel asset to ensure that overall capability needs are met. The Career Management Agency is able to use pool positions to manage Army’s Flexible Work and capability requirements. In this instance, the soldier’s or officer’s Career Advisor is the first point of contact.
- Director General Personnel – Army is able to provide assistance through access to IT equipment to facilitate Flexible Work Arrangements. Director General Personnel – Army holds a dedicated pool of laptops, 3G Cards
available for issue to members on Flexible Work Arrangements. Director General Personnel – Army will also facilitate sourcing Defence Remote Electronic Access Mobility Service tokens and Defence mobile telephones. The primary point of contact for this support is the Director General Personnel – Army Business Manager.

In time Army will provide additional access to Army Reserve Training Salaries and Continuous Full Time Service positions in order to support unit application of Flexible Work Arrangements. The availability of that support will be advised through the Chain of Command as it becomes available.

Education and Unit Training

A key aspect of managing Flexible Work Arrangements is ensuring that members are aware of their opportunities and commitments. Training in Flexible Work Arrangements may be achieved through the unit’s induction process or through the presentation of information at Commanding Officer’s hours and unit training.

Key considerations in the education of unit members are as follows:

- Supervisors at every level are to be informed on the application of the Flexible Work Arrangements policy detailed in Reference A and as outlined in this guide.
- Unit members are to be informed of the Flexible Work Arrangements policy and how it may be applied. They are to have an understanding on the benefits of its implementation and how it may enable them to better manage their careers with the demands of the unit and their fellow team members.
- Informed members are better able to accept unit decisions that may affect them in their workplace.
- Unit training will enable a greater exposure of the Flexible Work Arrangements policy to be absorbed into the management tools of the unit and will enable personnel at all levels to accept Flexible Work Arrangements as normal unit practice.

Increased understanding of the policy available to members across Army will enable a greater understanding of individuals needs and provide much broader solutions in the management of personnel across Army.
Flexible Work Arrangements

Section Three: Decision Making Tools
Personal guide to selecting suitable Flexible Work Arrangements for negotiation

- Ask yourself; What are the key reasons for needing to undertake a Flexible Work Arrangements? Do these reasons or circumstances have priority in your life?
- What are the benefits for you to apply for a Flexible Work Arrangement? More time with family, further development through study or work experience.
- What sacrifices are you prepared to undertake in order to achieve your goals while undertaking Flexible Work Arrangements? Are you prepared to change your income, career development, promotion, posting etc?
- Research the various forms and combinations of Flexible Work Arrangements.
- Assess which form of Flexible Work Arrangements, or combination of Flexible Work Arrangements best fit your duties, personal needs and the Unit’s capability requirements.
- Consider options for lessening the impact on your team and Unit output.
- Consider if you are required to deploy or attend career courses during the period of the proposed Flexible Work Arrangements. If so, are you prepared to renegotiate or cease the Flexible Work Arrangements for the period of full time attendance.
- Are there financial implications that will affect your fortnightly pay, allowances other entitlements such as housing and superannuation? If so, are you prepared to plan and work though these restrictions?
- Are there any special career milestones approaching that may be impacted by a Flexible Work Arrangements? If so can these circumstances be negotiated between the Chain of Command and the Career Management Agency?
- Are there any other considerations with either your family or your career that must be reviewed and addressed prior to finalising a negotiated Flexible Work Arrangements?
- Once the above questions are answered and you have consulted your supervisor, submit the appropriate Flexible Work Arrangements application form from Reference A through your Chain of Command.
  Ensure you provide a written Minute to your Commander explaining the background, terms and conditions in support of the application.
- Negotiate the final Flexible Work Arrangements with your Commander as required.
- Ensure the Career Management Agency has been advised of the Flexible Work Arrangements, the duration and any special conditions of the agreement.
- Remain engaged with the Chain of Command with reference to the Flexible Work Arrangements and advise of any changes in personal circumstances over the course of the Flexible Work Arrangement.
Commanders guide to negotiating effective individual Flexible Work Arrangements in the unit

Reviewing a proposed Flexible Work Arrangements

- First gain a thorough understanding of the member’s personal situation and reasons for requesting a Flexible Work Arrangements.
- What form of Flexible Work Arrangements is the member requesting?
- What are the member’s specified criteria for the arrangement?
- Are the Flexible Work Arrangements and the specified criteria suitable for implementation in the member’s posted position?
- What has been the member’s work performance to date? Depending on the type of Flexible Work Arrangements requested, consider the rank, maturity, and ability of the member to work with limited supervision.
- Will adjustment be required to be made to current duties, including reallocation of tasks to others?
- Is the member earmarked for deployment or promotion courses? If so will the Flexible Work Arrangements be able to be undertaken in the requested form? If adjustments are required, what form will they take?
- Is the member a supervisor of other unit staff? If so how will their duties and responsibilities be managed to maintain the workplace?
- Are there compulsory trade requirements that need to be achieved within an allocated timeframe for trade competence? Can these be achieved under the proposed Flexible Work Arrangement?
- What immediate impact will the Flexible Work Arrangements have on the member’s sub-unit? How will these impacts be overcome through negotiation, workplace training and group training.
- Can the Career Management Agency assist with the implementation of the requested Flexible Work Arrangements?
- Are alternative Flexible Work Arrangement options suitable for the situation?
- Is the request the most effective and efficient Flexible Work Arrangements for the member?
Processing a formal request for Flexible Work Arrangements

The Commander is to:

• Formalise negotiations and set the conditions for the duration of the Flexible Work Arrangements. This is to include a schedule of review timeframes, performance indicators, and workplace outputs.

• Draft a formal written response (Minute) to the member articulating the negotiated conditions of the agreed Flexible Work Arrangements.

• Once the member acknowledges the agreement, the unit is to provide the Career Management Agency a copy of the Flexible Work Arrangement application and negotiated conditions for file and are to complete any unit entries onto PMKeyS (note that the PMKeyS system was in review at the time of this Guide’s release). Until the PMKeyS process is confirmed, the Career Management Agency is to be informed of the outcome of both agreed and rejected Flexible Work Arrangements applications.

• Part Time Leave Without Pay. Note for Part Time Leave Without Pay, that the Commander is to provide recommendations and proposed negotiated employment conditions to the Career Management Agency for approval. The Commander is to advise the member directly of the Career Management Agency delegate’s decision as soon as possible.

• Review the Flexible Work Arrangements at regular scheduled intervals, and as required by the situation, to ensure the member is meeting the requirements of the negotiated agreement. It will also ensure that any changes in the member’s personal circumstances or in the workplace are managed accordingly. Any changes made as a result of a review should be advised in writing to the member and kept on their file.