



Te Kawa Mataaho

Public Service Commission

12 June 2025

9(2)(a) privacy

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Official Information Request

Our Ref: PSCR 2025-0592

I refer to your official information request received on 30 May 2025:

“I am making a request for the following information held on record since 1 January 2023:

- 1. A copy of the agency’s current work from home policy, including the date it was last updated and any accompanying documentation outlining the rationale for the most recent changes.*
- 2. Copies of any previous versions of the work from home policy within the specified timeframe, including the dates each version was in effect (to and from) and any documentation explaining the reasons for changes made.*
- 3. Copies of all documents (including but not limited to briefings, memos, internal advice, and reports) provided to or from the Chief Executive or Executive Leadership Team relating to proposed or actual changes to the work from home policy.”*

Information being released

Please find enclosed the following documents:

Item	Date	Relevant part of your request	Document Description	Decision
1	April 2025	<i>“...the agency’s current work from home policy, including the date it was last updated and any accompanying documentation outlining the rationale for the most recent change”</i>	CURRENT INTERNAL POLICY - Flexible Working Arrangements Policy	Released in full
2	March 2024	<i>“...any previous versions of the work from home policy within the specified timeframe, including the dates each version was in effect (to and from) and any documentation</i>	2024 INTERNAL POLICY – Flexible Working Arrangements Policy	Released in full
3	September 2020		2020 INTERNAL POLICY – Flexible Working Arrangements	Released in full

		<i>explaining the reasons for changes made"</i>		
4	19 March 2024	<i>"...all documents (including but not limited to briefings, memos, internal advice, and reports) provided to or from the Chief Executive or Executive Leadership Team relating to proposed or actual changes to the work from home policy"</i>	PAPER FOR TE MANA ARATAKI (the Commission's Executive Leadership Team) – Internal Policy: Flexible Working Arrangements	Released in full
5	11 February 2025		PAPER FOR TE MANA ARATAKI – Working from Home, Commission Response to new system Flexible Working Guidance	Released in full

Information publicly available

The following information is also covered by your request and is publicly available on the Te Kawa Mataaho Public Service Commission website at the link provided for in the table below.

Item	Date	Document Description	Website Address
6	August 2024	2024 Government Workforce Policy Statement	Government-Workforce-Policy-Statement-2024.pdf
7	December 2024	GUIDANCE - Flexible Working (Work from Home)	https://www.publicservice.govt.nz/guidance/guidance-flexible-working-work-from-home

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the Official Information Act 1982 (OIA) on the grounds the information requested is or will soon be publicly available.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission



Flexible Working Arrangements Policy

Version	3.0	Contact	Chief People Officer
Policy Owner	Deputy Chief Executive, Enabling Services	Approved	April 2025
Location	The Hub	Due for Revision	April 2028

Tō Mātou Takohanga | Our Commitment

We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace. Workplace flexibility is an enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. It enables us to attract and retain talent and increase employee engagement.

Tā Mātou Horopaki | Our Context

We lead the Public Service to perform for New Zealand. We are focusing the system to deliver better outcomes and services that New Zealanders want, need and expect. Our key stakeholders include chief executives, Ministers and other Public Service agencies. We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.

To deliver our vision we want to create a workplace culture that is vibrant with conversation and collaboration, where we can welcome colleagues from across the Public Service, to take part in workshops and brainstorming and where we're actively connecting with each other both informally and formally to ensure we're joined up and operate as a unified team. We want a workplace where groups can meet together to sing waiata and celebrate events, where we can have Staff Talks to share information and morning/afternoon teas to acknowledge achievements.

To achieve this environment, we need to ensure the commitment and contribution of all employees to our workplace culture, no matter where or how they work. Teams need to work together to enable the needs of individuals, the team and the organisation to be balanced and met. It also requires a consideration of how much of a person's work needs to be kano ki te kano | face to face to best enable connection, collaboration, communication and learning.

Work in modern Public Service organisations tends to be complex and interdependent. Groups and teams will need to establish ways of working that are clear about when, and for how long, people need to be on-site together, when they need to be available to their teammates, and how handovers will be handled. Individual employees should also consider where they can best focus on their individual assignments and when they

should be in the office to boost collaboration and team culture.

Ngā Mātāpono | Principles

1. Forms of flexibility are available for all roles and agreed arrangements will differ according to the requirements of the role.
2. Teams should discuss how to make flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole.
3. We ensure all employees, regardless of location, share in unexpected and urgent work, as well as long-term challenging projects.
4. Flexible arrangements will only be agreed where these meet the needs of the organisation, teams, and individuals, and do not compromise the performance of the Commission.
5. We are flexible with our flexible arrangements. All individuals must make themselves readily contactable and available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need. This may include changing/swapping WFH days on a one off or sustained basis, for example when emergencies or unforeseen deadlines occur, or when a change to arrangements is required (i.e. planning days, training, etc).
6. Our leaders support, champion, and role model flexible working for their teams and themselves and will act in good faith when considering requests.
7. Hybrid working is an organisation-wide approach where employees who can and want to, work some of their time in the office and some of their time at home are able to do so. Some work is best done *kanohi ki te kanohi* | face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.
8. Requests to work from home are employee-initiated, as workspaces will always be available in the office.
9. All working from home arrangements will only be agreed where health, safety and wellbeing risks, and agreement to information security protocols have been considered, are documented, and are appropriately managed.
10. All Planned Flexible Arrangements are agreed to on an up to a six-monthly basis and should not be assumed to continue past that date without review and agreement.

Types of Arrangements

Definitions

1. *Ad hoc Flexible Arrangements*: One off or short-term flexible (up to two-week) informal arrangements, for things that may come up from time to time. Ad hoc arrangements should be agreed between manager and employee (noting that explicit manager agreement is still required) – and can be agreed verbally, or via email, teams, or text.
 - **Example**: Staff who are working a day from home to meet a plumber. These infrequent “day or two” arrangements (not in a pattern), would be counted in this ‘ad hoc’ category.
2. *Planned Flexible Arrangements*: Flexible arrangements that are agreed in advance, predictable, and planned e.g. regularly working from home/another location, or early start and early finish or late start and late finish. Approval for planned flexible arrangements is held at the manager level, and arrangements should be discussed and reviewed regularly.

- **Example:** Employees who have agreed with their manager that they will work from home one day per week, typically on a Tuesday, is an example of a planned flexible working arrangement.
3. *Contractual Flexible Arrangements* Permanent or time-bound change to employment agreement (entitlements). Agreed in an employment contract or in a 'variation to employment agreement' letter. This typically covers things like compressed fortnights, and/or part time hours. All contractual arrangement requests are made and considered under Part 6AA of the Employment Relations Act 2000 and must go to the relevant DC/DCE for consideration.
- **Example:** Contractual arrangements include sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home (or another location) for all (or most) of the hours they work.

Internal Definitions

Hybrid working: Working part of the week from home, and part from the office, is 'hybrid' work.

Working from home: An agreement for an employee to work part of their usual hours from a location outside the office, typically from their normal working location (home), but could also be from another location for their convenience (i.e., a family member's home, holiday home, etc).

Remote working: Where a position *requires* an employee to work from home and/or work from another location within New Zealand, i.e., a regionally based role.

Compressed fortnight: A contractual agreement to work full time hours, but over fewer working days. (Simplified example: a pattern of working 9-hour days for 8 days a fortnight, one 8-hour day a fortnight, and having every second Friday off).

Ngā hātepe ā-whakahaere | Organisational Protocols

The following protocols are to be applied across the organisation to support consistent ways of working that enable collaboration. These should be used as a basis for team discussions, so that they can be applied in context.

- When working away from the office, individuals take responsibility for keeping their manager informed of their location and how and when they can be reached, including how regular and urgent communication will be maintained.
- We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will.
- We maintain our organisational rhythm and levels of participation in key activities such as Staff Talk, team meetings, leadership meetings, and events.
- We foster a culture of inclusion that enables everyone to contribute and collaborate effectively, regardless of working location.
- We recognise the importance of reasonable accommodations to meet the needs of employees
- Our flexible working arrangements are, as far as possible, organised, and visible.
- We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work.
- We commit to attending our whole of team anchor days. At times anchor days may need to be

managed by the business e.g. to align with seating capacity, with the number of employees coming in on each day is spread as evenly as possible.

- Employees are encouraged to take sick leave when they are unwell. Rest and recuperation (rather than working from the office or home) should be the priority when ill.
- We will discuss and work through any issues related to our ways of working early and will take a problem-solving approach. Planned flexible working arrangements can be concluded early if they are no longer working for any one of the parties following appropriate consultation.
- We determine the types of work that benefit from being performed kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Ngā Tūmahi me ngā Haepapatanga | Roles and Responsibilities

Te Mana Arataki Executive Leadership Team	<ul style="list-style-type: none"> • Champion and promote the benefits of flexible working • Model our kawa and support flexible working across the organisation • Maintain oversight of arrangements in their group • Ensure consistent application of policy and process across the organisation • Monitor performance against agreed indicators to ensure productivity is maintained or improved • Ensuring their group complies with the Employment Relations Act 2000 Parts 6AA and 6AB and the Health and Safety at Work Act 2015 in relation to flexible working • Making decisions on requests made under Part 6AA of the Employment Relations Act 2000.
People Leaders	<ul style="list-style-type: none"> • Build a high performing team culture that is based on collaboration, trust and empowerment • Apply good performance management practices such as defining what outcomes/outputs are expected, along with time and quality expectations • Invite open, honest conversations within the team on flexible working • Respectfully consider all flexible working arrangement requests • Balance the needs of individuals, team, organisation and stakeholders when considering requests • Respond to all requests within one month • If declining a request, consult with the People and Culture Team before a decision is made. Then discuss the decision with the requestor. • Maintain oversight and document arrangements and report regularly • Looking after the health, safety and wellbeing of team members • Review planned flexible arrangements regularly (a minimum of every six months)

	<ul style="list-style-type: none"> • Report on flexible working arrangements as required
Teams	<ul style="list-style-type: none"> • Develop team agreements outlining the norms for flexible working in line with the organisational protocols • Develop ways of collaborating and supporting each other when working apart • Be responsive and available to deal with urgent and unplanned work in short timeframes • Regularly review arrangements to ensure they are working for all parties
Employees	<ul style="list-style-type: none"> • Be open about your needs and wants • When making a request consider what your role requires and how flexible work can support you to balance your professional and personal life, without compromising your own or your team's performance • Deliver on your work commitments • Demonstrate our kawa in how you work • Support your team members in their flexible working arrangements • Agree to be flexible with your arrangements when emergencies and unforeseen deadlines occur or when planned work requires a change to arrangements • Discuss ad hoc requests with their people leaders with 24 hours' notice, where possible • Manage your health safety and wellbeing, and inform the manager of any concerns • Set up a healthy workstation for working at home, aligned with the checklist and information available in the Guidance document. • Ensure security of the Commission's devices and information when working from home and when transporting documents/equipment to and from home.
Tāngata me te Ahurea People and Culture Team	<ul style="list-style-type: none"> • Develop the policy, processes and guidelines for flexible working • Provide tools and training to support flexible work • Provide advice and support to assist managers and individuals to reach agreement on flexible arrangements • If agreement cannot be reached, ensure any requests that are declined, meet the legislative requirements for a decline.

E wātea ana ngā kōwhiringa raungāwari | Flexible options available

This is an overview of some of the more common types of flexible working that may be appropriate to discuss in line with the principles of this policy, role and business requirements. Most of these can be combined, e.g., a person working part time may also vary the hours they work on any given day or work some days from home.

The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that some options may require careful consideration and calibration, to enable the needs of individuals, the team and the organisation to be balanced and met.

To help balance these considerations, all contractual arrangements will need Deputy Chief Executive/Deputy Commissioner approval. Some arrangements (whether ad hoc or planned) may require additional consideration by Deputy Chief Executives/Deputy Commissioners and may need to be calibrated for organisational alignment.

<i>This table provides examples of different flexible working arrangements, note that the type of arrangement applied for (contractual, planned, or ad hoc) can be decided by the employee.</i>	Flexi Time <i>Options that allow employees to vary their work hours or days either on a regular basis or from time to time:</i>	Flexi Place <i>Options that allow employees to work from locations other than their designated workplace:</i>	Flexi Career <i>Options that allow employees to manage their roles and careers more flexibly:</i>
	Examples	Examples	Examples
Contractual Flexible Arrangements	<ul style="list-style-type: none"> Part time hours Compressed week or fortnight 	<ul style="list-style-type: none"> Regular remote working - where someone is contractually entitled or obligated to perform their full role from home 	<ul style="list-style-type: none"> Job sharing Phased retirement Career breaks
Planned or Contractual Flexible Arrangements	<ul style="list-style-type: none"> Regular flexible start and finish times Substituting days/hours Distributing hours unequally across a week or fortnight 	<ul style="list-style-type: none"> Hybrid working – working some of the time in the office and some of the time at home 	
Ad Hoc Flexible Arrangements	<ul style="list-style-type: none"> One off late start/finish outside of core hours, e.g. to accommodate a personal appointment. 	<ul style="list-style-type: none"> To manage a 'flareup' of a chronic condition 	

Approval Structure

Contractual Flexible Arrangements	DC/DCE Approval
Planned Flexible Arrangements	Manager Approval
Ad Hoc Flexible Arrangements	Manager Approval

Hōkaitanga | Scope

This policy applies to all current permanent and fixed term employees, and employees on secondment into the Commission.

He pārongo atu anō | Further Information

Related Commission policies:

- Health Safety and Wellbeing
- Maintaining a Positive Workplace
- Information Security - Acceptable Use

Key legislation:

- [Health and Safety at Work Act 2015](#)
- [Employment Relations Act 2000](#)
- [Public Service Act 2020](#)

Public Service Guidance:

- Guidance: Flexible Working (Work from Home) - Te Kawa Mataaho Public Service Commission



Flexible Working Arrangements Policy

Version	2.0-Draft	Contact	Chief People Officer
Policy Owner	Kaikōmihana Tuaraua Deputy Commissioner, Organisational Capability and Performance	Approved	19 March 2024
SharePoint	Corporate Policies and - Policies	Due for Revision	March 2026

Tō Mātou Takohanga | Our Commitment

We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace. Workplace flexibility is an enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. It enables us to attract and retain talent and increase employee engagement.

Tā Mātou Horopaki | Our Context

We lead the public sector in the service of our nation – we lead, we serve. We are focusing the system to deliver better outcomes and services that New Zealanders want, need and expect. Our key stakeholders include chief executives, Ministers and other Public Service agencies. We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.

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To achieve such an environment means we need to ensure the commitment and contribution of all employees to our workplace culture, no matter where or how they work. Teams need to work together to enable the needs of individuals, the team and the organisation to be balanced and met. It also requires a consideration of how much of a person's work needs to be kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Work in modern Public Service organisations tends to be complex and interdependent. Groups and teams will need to establish ways of working that are clear about when, and for how long, people need to be on-site together, when they need to be available to their teammates, and how handovers will be handled. Individual staff members should also consider where they can best focus on their individual assignments and when they should be in the office to boost collaboration and team culture.

Ngā Mātāpono | Principles

1. Flexibility is available for all roles and agreed arrangements will differ according to the requirements of the role.
2. Teams are responsible for making flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole.
3. Flexible arrangements will meet the needs of the organisation, teams, individuals and stakeholders.
4. Flexible arrangements are regularly reviewed (at least every 6 months) to ensure they continue to work for individuals, the team, the organisation as a whole and our stakeholders.
5. We are flexible with our flexible arrangements. All individuals must make themselves available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need.
6. Leaders support, champion and role model flexible working for their teams and themselves, and will act in good faith when considering requests.
7. Hybrid working is an organisation-wide approach where employees who can and want to, work some of their time in the office and some of their time at home. Some work is best done kanohi ki te kanohi | face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.

Ngā hātepe ā-whakahaere | Organisational Protocols

The following protocols are to be applied across the organisation to support consistent ways of working that enable collaboration. These should be used as a basis for team discussions, so that they can be applied in context.

- We take shared responsibility for good communication, irrespective of individual flexible working arrangements.
- We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will.
- We maintain our organisational rhythm and levels of participation in key activities such as Staff Talk, team meetings, leadership meetings, events.
- We foster a culture of inclusion that enables everyone to contribute and collaborate effectively
- Our flexible working arrangements are, as far as possible, planned and visible.
- We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work.
- We commit to attending our whole of team anchor days.
- We will discuss and work through any issues related to our ways of working early and will take a problem solving approach.
- We determine the types of work that benefit from being performed kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Ngā Tūmahi me ngā Haepapatanga | Roles and Responsibilities

Te Mana Arataki Executive Leadership Team	People Leaders	Teams	Employees	Pūmanawa Tangata People Team
<ul style="list-style-type: none"> • Champion and promote the benefits of flexible working • Model our kawa and support flexible working across the organisation • Maintain oversight of arrangements in their group • Ensure consistent application of policy and process across the organisation • Monitor performance against agreed indicators to ensure productivity is maintained or improved 	<ul style="list-style-type: none"> • Build a high performing team culture that is based on collaboration, trust and empowerment • Apply good performance management practices such as defining what outcomes/outputs are expected, along with time and quality expectations • Invite open, honest conversations within the team on flexible working • Respectfully consider all flexible working arrangement requests • Balance the needs of individuals, team, organisation and stakeholders when considering requests • Respond to all requests within one month • If declining a request, consult with the People Team before a decision is made and communicated to the individual 	<ul style="list-style-type: none"> • Develop team agreements outlining the norms for flexible working in line with the organisational protocols • Develop ways of collaborating and supporting each other when working apart • Be responsive and available to deal with urgent and unplanned work in short timeframes • Regularly review arrangements to ensure they are working for all parties 	<ul style="list-style-type: none"> • Be open about your needs • When making a request consider what your role requires and how flexible work can support you to balance your professional and personal life • Deliver on your work commitments • Demonstrate our kawa in how you work • Support your team members in their flexible working arrangements • Agree to be flexible with your arrangements when emergencies and unforeseen deadlines occur or when planned work requires a change to arrangements • Discuss one off ad hoc requests with their people leaders within 24 hours' notice where possible 	<ul style="list-style-type: none"> • Develop the policy, processes and guidelines for flexible working • Provide tools and training to support flexible work • Provide advice and support to assist managers and individuals to reach agreement on flexible arrangements • Ensure any requests that are declined, meet the legislative requirements

E wātea ana ngā kōwhiringa raungāwari | Flexible options available

This is an overview of some of the more common types of flexible working that may be appropriate to discuss in line with the principles of this policy, role and business requirements. Most of these can be combined, e.g., a person working part time may also vary the hours they work on any given day or work some days remotely.

The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that some options may require careful consideration and calibration, to enable the needs of individuals, the team and the organisation to be balanced and met.

To help balance these considerations, all formal arrangements will need Deputy Commissioner approval. Some arrangements (whether informal or formal) will require additional consideration by Deputy Commissioners and may be calibrated for organisational alignment. (See *approval summary in Appendix A*)

Flexi Time

Options that allow employees to vary their work hours or days either on a regular basis or from time to time:

- Flexible start and finish times
- Part time
- Substituting days/hours
- Compressed week or fortnight

Flexi Place

Options that allow employees to work from locations other than their designated workplace:

- Activity-based working
- Remote working – regularly or from time to time
- Hybrid working – working some of the time in the office and some of the time at home

Flexi Leave

Options that allow employees to vary their leave patterns to create more flexibility:

- Purchased leave
- Leave as per policy (leave without pay, study, special)

Flexi Career

Options that allow employees to manage their roles and careers more flexibly:

- Job sharing
- Phased retirement
- Career breaks

Types of arrangements

- **Formal** – has an impact on an individual's pay, leave or employment terms and conditions. These arrangements are governed by the Employment Relations Act 2000, either Part 6AA or Part 6AB (for employees dealing with the effects of family violence).
- **Informal** – does not affect an individual's pay, leave or employment terms and conditions. Can be regular or ad hoc. The preference is for informal arrangements.

Hōkaitanga | Scope

This policy applies to all current permanent and fixed term employees, and employees on secondment with the Commission.

He pārongo atu anō | Further Information

Related Commission policies:

- [Health Safety and Wellbeing](#)
- [Maintaining a Positive Workplace](#)

Key legislation:

- Health and Safety at Work Act 2015
- Employment Relations Act 2000
- Public Service Act 2020

Public Service and Employer Guidance:

- [Guidance: Flexible-Work-By-Default](#)
- [Guidance: Hybrid working](#)
- [Flexible working arrangements](#) on the employment.govt.nz website
- [Flexible working arrangements](#) on the business.govt.nz website
- Information on [Flexible-Work-by-Default Guidance and Resources](#) in the Public Service can be found on our external website

Appendix A – Approval Summary

Type of arrangement	Approver
<ul style="list-style-type: none">• Ad hoc requests to work from home.• Regular working from home 2 days per week or less.• Flexible start and finish times.• Substituting days/hours.	People Leaders
<ul style="list-style-type: none">• All formal arrangements (including compressed week or fortnight).• Regular working from home 3 days per week or more (whether informal or formal).• Remote working outside of Wellington regularly or full-time (whether informal or formal).• Working overseas.	Deputy Commissioners

Flexible Working Arrangements

Version	1.0	Contact	People Team
Policy Owner	Deputy Commissioner Organisational Capability and Performance	Approved	September 2020
SharePoint	Corporate Policies and Procedures	Due for Revision	September 2022

Our commitment

We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be equally available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace.

Our context

We lead the public sector in the service of our nation – we lead, we serve. We are focusing the system to deliver better outcomes and services that New Zealanders want, need and expect. Our key stakeholders are Chief Executives, Ministers and other Public Service agencies. We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.

To deliver our vision we want to create a workplace culture that is buzzing with conversation and collaboration, where we can welcome colleagues from across the Public Service to take part in workshops and brainstorming and where we're actively connecting with each other informally as well formally to help ensure we're joined up and operate as a unified team. We want a workplace where groups can meet together to sing waiata and celebrate birthdays, where we can have staff talks to share information and morning teas to acknowledge achievements. To achieve such an environment means that we need the majority of staff to come into the workplace each day, and we need the commitment of all staff to being part of making this happen.

Principles

- Flexibility is available for all roles and arrangements will differ according to the requirements of the role
- Teams are responsible for making flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole
- Flexible arrangements will meet the needs of the organisation, teams, individuals and stakeholders
- Flexible arrangements are regularly reviewed (at least every 6 months) to ensure they continue to work for individuals, the team, the organisation as a whole and our stakeholders
- We are flexible with our flexible arrangements. There is an expectation that individuals are available and arrangements may need to change if staff are required to be present in the workplace or to meet a stakeholder need
- Leaders support, champion and role model flexible working for their teams and themselves, and will act in good faith when considering requests.

Organisational Protocols

The following protocols are to be applied across the organisation to support consistent ways of working that enable collaboration. These should be used as a basis for team discussions, so that they can be applied in context.

- We take shared responsibility for good communication, irrespective of individual flexible working arrangements
- We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will
- To achieve our environment means that we need the majority of staff to come into the workplace each day, and we need the commitment of all staff to being part of making this happen.
- We maintain our organisational rhythm and levels of participation in key activities such as Staff Talk, team meetings, leadership meetings, issues meetings
- We foster a culture of inclusion that enables everyone to contribute and collaborate effectively
- Our flexible working arrangements are, as far as possible, planned and visible
- We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work
- We commit to attending our whole of team office days
- We will discuss and work through any issues related to our ways of working early and will take a problem solving approach

Roles and Responsibilities

Leadership Team	Managers	Teams	Individuals	People Team
<ul style="list-style-type: none"> • Champion and promote the benefits of flexible working • Model our kawa and support flexible working across the organisation • Maintain oversight of arrangements in their group • Ensure consistent application of policy and process across the organisation 	<ul style="list-style-type: none"> • Build a high performing team culture that is based on collaboration, trust and empowerment • Manage for outcomes • Invite open, honest conversations within the team on flexible working • Respectfully consider all flexible working arrangement requests • Balance the needs of individuals, team, organisation and stakeholders when considering requests • Respond to all requests within one month • If declining a request, consult with the People Team before a decision is made and communicated to the individual 	<ul style="list-style-type: none"> • Develop team agreements outlining the norms for flexible working in line with the organisational protocols • Develop ways of collaborating and supporting each other when working apart • Be responsive and available to deal with urgent and unplanned work in short timeframes • Regularly review arrangements to ensure they are working for all parties 	<ul style="list-style-type: none"> • Be open about your needs • When making a request consider what your role requires and how flexible work can support you to balance your professional and personal life • Deliver on your work commitments • Demonstrate our kawa in how you work • Support your team members in their flexible working arrangements • Agree to be flexible with your arrangements when emergencies and unforeseen deadlines occur or when planned work requires a change to arrangements 	<ul style="list-style-type: none"> • Develop the policy, processes and guidelines for flexible working • Provide tools and training to support flexible work • Provide advice and support to assist managers and individuals to reach agreement on flexible arrangements • To ensure declines met the legislative requirements

Flexible Options available

Flexi Time	Variable start and finish times Part time Substituting days/hours
Flexi Place	Activity-based working Remote working – regularly or from time to time
Flexi Leave	Purchased leave Leave as per policy (leave without pay, study, special)
Flexi Career	Job sharing Phased retirement Career breaks

The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that other options which are not listed (such as working mostly from another location and compressed work weeks/fortnights) are less likely to fit well with our business context and could have a detrimental impact on business performance. If an option not listed is requested, the manager must consult with the Leadership Team before a decision is made having regard to the responsibilities and duties of the position.

Formal – has an impact on an individual's pay, leave or employment terms and conditions. These arrangements are governed by the Employment Relations Act 2000, either Part 6AA or Part 6AB (for employees dealing with the effects of family violence).

Informal – does not affect an individual's pay, leave or employment terms and conditions. Can be regular or ad hoc. The preference is for informal arrangements.

Scope and fit

This policy covers all full and part time staff, permanent and fixed term, and staff on secondment with the Commission.

Appendices

1. [Flexible Working Arrangements – on a page](#)
2. [Flexible Working Arrangements – process](#)
3. Flexible Working Arrangements - Tips for Managers
4. Flexible Working Arrangements - Tips for Individuals
5. Flexible Working Arrangements - Tips for Teams

Further information

- Related Commission policies:
 - [Health and Safety](#)
 - [Maintaining a Positive Workplace](#)
- Key legislation:
 - [Health and Safety at Work Act 2015](#)
 - [Employment Relations Act 2000](#)
 - [Public Service Act 2020](#)

The Ministry of Business and Innovation (MBIE) provides further information on flexible working and staff are encouraged to refer to the following pages:

[Flexible working arrangements](#) on the employment.govt.nz website

[Flexible working arrangements](#) on the business.govt.nz website

Information on [Flexible-Work-by-Default Guidance and Resources](#) in the Public Service can be found on our external website.



PAPER TITLE	Internal Policy: Flexible Working Arrangements
LT Meeting Date:	19 March 2024
Team:	Pūmanawa Tangata People Team
Author:	Hannah Seddon, Chief People Officer
Responsible DC	Duane McKibben, DC Organisational Capability and Performance
Attachments (if required):	Draft Flexible Working Arrangements Policy - Feb 2024
The following teams have been consulted:	

Purpose & Executive Summary

1. The purpose of this paper is for you to approve the updated Commission's Flexible Working Arrangement Policy.
2. Flexible and hybrid working are well established in the Commission and support a high performing culture and enable individuals and teams to balance their professional and personal lives. Extensive employee engagement was undertaken during the review of the policy. This identified that overall, the Flexible Working Arrangements Policy is largely fit for purpose. Consequently only a few changes are recommended. These reflect how our flexible working practices have matured since the policy was first developed.
3. The high level of employee engagement during the review of policy shows the importance of access to flexible and hybrid working to Commission employees. This indicates that it is timely that people leaders and their teams review how flexible arrangements are working in light of the updated policy.

Recommended Actions

We recommend you:

- a. **Approve** the updated Flexible Working Arrangements Policy.

Approved/Not Approved

- b. **Endorse** the implementation options outlined in the paper, including approvals and how to enhance consistency of application across the organisation.

Endorse/Not Endorsed

Background

4. Our Flexible Working Arrangements Policy was developed in September 2020. The Hybrid Working Guidance was launched in September 2022.

Internal policy engagement process –pre-drafting phase feedback

5. Extensive employee engagement was undertaken in the pre-drafting phase. Feedback was sought using an online survey, an anonymous feedback form and the internal policy review mailbox. Twenty-three survey responses were received and 18 responses via the anonymous form. In addition, a drop-in session was held for the Oceans employee led network.

Themes from the employee feedback

6. Overall, the feedback told us that the policy is well established and working well for most people.

The policy works particularly well where:

- Flexible working is underpinned by trust within a team and the focus is on what is delivered rather than presence in the workplace and hours worked.
- Teams are self-managing, with team agreements and protocols and norms used to ensure visibility of work arrangements, ensure coverage and allocate work.
- Arrangements meet the needs of the individual, the team, stakeholders and the organisation.
- Teams have a good system in place and regularly revisit arrangements, making sure they continue to work for everyone.
- Digital communication tools (e.g. Microsoft Teams) are used to connect, collaborate and share learning.

Changes and areas for improvement raised were:

- Remove the statement “we need the majority of employees to come into the workplace each day.”
- That to gain approval for compressed weeks or fortnights, managers are required to consult with the leadership team.
- The perception that some teams have greater access to flexible work based on their manager’s approach to flexible and hybrid working.
- The noise and activity levels in the workplace negatively affect some employees (e.g., those who are neurodiverse) and can be a distraction when doing thinking or writing work.
- Other concerns related to how the policy was being applied, i.e. inconsistent practice, not the policy itself.

People leaders’ perspective

7. Feedback from people leaders was initially gathered during the June 2023 Leaders’ Community of Practice. People leaders were then surveyed on how they saw current arrangements working, the impact on productivity and the strategies used to manage flexible and hybrid working. Overall arrangements were seen as working well or extremely well. Most

people leaders reported that hybrid working had a positive or significant positive impact on their team's ability to deliver on agreed output or objectives. No negative impact was reported.

8. A stocktake of flexible and hybrid working arrangements was undertaken. As at July 2023 the following arrangements were being applied:

Where and how our people work	
81% 19%	Work full time Work part time
32% 33% 28%	Work in the office full time or ad hoc from home Work 1 day from home Work 2 days from home
1% 5%	Work remotely full time outside of Wellington Work remotely part of the time outside of Wellington
98%	Have access to flexible start and finish times
92%	Of flexible/hybrid working arrangements are informal
5%	Of our people have a 9-day fortnight
93%	of People Leaders report that flexible and hybrid work practices are working well or extremely well

Feedback on the draft policy

9. Feedback on the draft policy was obtained from 9 employees through the internal policy review mailbox. Feedback was also received from the Neurodiversity Network representing 8 employees and from the Commission's PSA delegates. The following feedback was received:
 - The removal of the statement that "we need the majority of staff to come into the workplace each day" from the sections on context and organisational protocols is liked.
 - That there is inconsistency in the application of flexible arrangements within teams.
 - There is a desire to see Commission leaders modelling and leading the approach to flexible and hybrid working to remove inconsistency to access.
 - To make expectations explicit e.g. a minimum of 3 days a week work in the office. Stronger clarity is needed.
 - Provide guidance for employees on how to apply for flexible/hybrid arrangements.
 - Put into plain English what is meant by 'calibrated for organisational alignment'. It looks like a reason for declining a hybrid arrangement.
 - Involve the Neurodiversity network in discussions on mitigating noise and distractions in the workplace.

- To include an expectation in the organisational protocols to be sensitive to the needs of others in an open plan environment to help mitigate the impact of noise and distraction in the workplace.
- Make explicit that flexible working arrangement can be used as a ‘reasonable accommodation’ to support employees who are neurodivergent, disabled or who have long term health conditions.
- Add a new principle “people leaders must ensure that individuals working in similar roles must be treated equally within their teams in terms of having the same flexible arrangements available to them”.
- To outline how the organisation’s commitment to flexible working will be achieved.

Insights from the feedback

10. There is variation on the use of flexible and hybrid working arrangements across the Commission. Some people leaders set parameters for their team - e.g. one day a week only, while others consider the level of connectivity required by the work and balance the needs of the organisation, teams, individuals and stakeholders when making decisions. Most concerns raised relate to how the policy is implemented, not the policy itself.
11. The stocktake indicated that there is a need for flexible and hybrid working arrangements to be reviewed more regularly. The organisation is maturing in its approach to flexible and hybrid working. It is timely that teams review current arrangements taking a more nuanced approach and expand their approach beyond setting a maximum number of days that an employee can work from home as happens in some teams.
12. The PSA feedback implies taking a more rule-based approach to ensure employees get equal treatment. This differs from the approach in the policy of using the organisational protocols to enable teams to agree flexible working arrangements that meet the needs of employees, the team and organisation.
13. There is still work required to address the adverse effect on some employees of the noise and activity levels in the workplace, and a need to educate people leaders on working with employees who are neurodivergent.

Changes in the new policy

14. The new policy incorporates employee feedback and insights from the people leader survey where possible.
15. Key changes in the new policy are:

Change	Where in policy can the change be seen
It is more explicit on the benefits to employees and how flexible working supports diversity and inclusion.	Our Commitment
The inclusion of an new organisation-wide principle for hybrid working. New wording - <i>Number 7 - Hybrid working is an organisation-wide approach where employees who can and want to, work some of their time in the office and some of their time at home. Some work is best done kanohi ki te kanohi</i>	Principles

<i>face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.</i>	
The expectation that all employees contribute to our workplace culture, no matter where or how they work.	Our Context
Removal of the statement that “we need the majority of staff to come into the workplace each day” from the sections on context and organisational protocols.	Our Context
The replacement of the principle “We are flexible with our flexible arrangements. There is an expectation that individuals are available and arrangements may need to change if staff are required to be present in the workplace or to meet a stakeholder needs. As suggested by the PSA the wording has been changed to “All individuals must make themselves available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need”.	Principles
Specific reference to the use of flexible work as a reasonable accommodation for employees who are neurodivergent, disabled or who have long term health conditions.	Flexible options available
Compressed working weeks/fortnights added to the list of options available. The removal of the requirement for managers to consult with the Leadership Team when approving compressed working weeks/fortnights.	Flexible options available
Clarified that some arrangements (e.g. remote working full-time or working overseas) will require additional consideration or calibration by Deputy Commissioners to enable organisational alignment.	Flexible options available
Te Mana Arataki “monitor performance against agreed indicators to ensure productivity is maintained or improved” and People Leaders “Apply good performance management practices such as defining what outcomes/outputs are expected, along with time and quality expectations.”	Roles and Responsibilities

Implementation Considerations

16. Providing clarity on where decisions are made once the revised policy is approved, would improve the consistency of application and employee confidence in the policy application.
17. Under the updated flexible working arrangements policy, decisions would be made as follows:
 - People leaders approve:
 - i. Ad hoc requests to work from home.
 - ii. Regular WFH 2 days or less.
 - iii. Flexible start and finish times.
 - iv. Substituting days/hours.
 - Deputy Commissioners approve:
 - i. All formal arrangements (including compressed week or fortnight).
 - ii. Regular WFH 3 days or more (whether informal or formal).
 - iii. Remote working outside of Wellington (whether informal or formal).
 - iv. Working overseas.

18. The policy notes that some arrangements will require additional consideration by Deputy Commissioners and may be calibrated for organisational alignment. It is recommended that this can be done informally, using existing mechanisms such as Charter Check. It will be the Deputy Commissioner's responsibility to carefully consider, to enable the needs of the individuals, the team and the organisation to be balanced and met.

Next Steps

19. The next steps are listed below:

Action	Accountable
Te Mana Arataki approve the policy.	People Team
Promulgate the policy	People Team
Publish a DORIS story with a link to the policy and feedback themes.	People Team
Incorporate updated policy into induction to give new employees an understanding of our flexible and hybrid working practices.	People Team



PAPER TITLE	Working From Home, Commission Response to new system Flexible Working Guidance
LT Meeting Date:	11 February 2025
Team:	People and Culture
Author:	Erina Papp and Jordan Pearson
Responsible DC	Thor Gudjonsson
Attachments (if required):	[three appendices]
The following teams have been consulted:	

Purpose & Executive Summary

1. On 12 December 2024, the new system Flexible Working: Working from Home guidance was published on our website.
2. The purpose of this paper is to provide TMA with an overview of where Commission policies and arrangements currently stand, measured against the new guidance, and a high-level recommendation for next steps.

Recommended Actions

We recommend you:

3. **Approve** commencing a policy review of the Commission Flexible Working Arrangements Policy.
Agree / Disagree
4. **Approve** starting the policy review at 'step two' of the policy review process, circulating a proposed draft policy. (First draft attached as appendix three.)
Agree / Disagree
5. **Approve** the updating of our internal definitions for flexible working arrangements.
Agree / Disagree
6. **Approve** building flexible working review deadlines into our operating standard rhythm – e.g. all formal flexible working arrangements are reviewed on a March/September annual cycle.
Agree / Disagree

7. **Endorse** strengthening Health and Safety guidance and requirements in updated guidance.

Endorsed / Not Endorsed

8. **Agree** to a review of all existing flexible working (WFH) arrangements, to assist in record keeping, and to ensure health and safety compliance.

Agree / Disagree

9. **Agree** that any performance concerns will continue to be addressed on an individual basis through the existing performance policy and process (rather than folded into flexible working reviews).

Agree / Disagree

Background and Considerations

10. Flexible/hybrid work forms part of our employee value proposition. It is highly valued by employees and important for both retaining and attracting employees.
11. In March 2024, People Team published an updated flexible working arrangements policy after extensive employee engagement throughout 2023. The policy had the highest level of employee engagement of any recent review.
12. PSA have submitted a claim in current bargaining round on clarifying and strengthening work from home provisions.
13. Overall flexible working is operating with 'reasonable' usage. See appendix one for more information.
14. Overall, the use of WFH is not excessive (when measured against intent of guidance) as shown by recent surveying of managers (see appendix one).
15. The use of working from home days is unevenly spread at the Commission, with higher use on a Thursday and Friday.

Comparison of Current Commission Policy and New System Guidance

16. A comparison table of the existing policy and new guidance is available in appendix two.
17. Generally, our current policy broadly aligns with the new system guidance. The key differences are:
- a. Commission policy is enabling/high trust, in contrast with the new guidance which states flexible working is not an entitlement and should be actively monitored.
 - b. The shift from "If not, why not?" (from the previous system guidance) to explicitly requiring agreement "by manager consent".
 - c. Emphasis on meeting organisational needs and maintaining productivity.
 - d. Documentation of all agreements vs. informal without documentation (informal being our preferred in the past).
 - e. New guidance has direct link to performance.

18. Other gaps in the Commission current policy and application of flexible working arrangements are the:
- a. Lack of detailed internal guidance – for consistent application.
 - b. Absence of a formal process for reporting/recording arrangements.
 - c. Minimal emphasis on health, safety and wellbeing requirements
 - d. Very few reviews of arrangements are taking place, even when documented as part of the agreement.

Policy Refresh

19. We recommend a policy review, starting at ‘step two’ of the normal process. We propose skipping the ‘pre-engagement’ policy review phase, as the policy has only recently been through this process. We would commence with employee engagement on a draft updated policy. We would also release draft internal guidance with the new policy – containing practical information and supporting forms (e.g. an application form, and health and safety assessment form).

Definition of Types of Arrangements

20. Our current Flexible Working Arrangements policy categorises flexible working arrangements as Formal: impacting employment terms and conditions, Informal: not affecting terms, and Ad hoc: agreed on an as required basis.
21. This has the effect of lowering the expectation that informal arrangements are documented and regularly reviewed and has reinforced the “if not, why not” approach.
22. We recommend that the definitions be changed, for clarity, consistency, and to reinforce the need to document and review all flexible arrangements, except ad hoc arrangement.

The proposed definitions are:

- a. **Contractual:** Permanent or time-bound change to employment agreement (entitlements). Agreed via ‘variation to employment agreement’ letter. This covers compressed fortnights, and/or part time hours. This also includes sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home for all the hours they are contracted to work. All contractual arrangements must go to the relevant DC/DCE for endorsement.
- b. **Formal:** Time bound flexible arrangements – reviewed every six months. Agreed via a template. E.g. early start and early finish or late start and late finish, or regular WFH arrangements. Approval held at the manager level.
 - i. Working from home is someone performing work at their home or another location, for their convenience. Working part of the week from home, and part from the office, is ‘hybrid’ work.
 - ii. Regular hybrid work/working from home arrangements are classified/treated as formal agreements.

- c. **Informal/Ad hoc Flexible Arrangements:** One off or short term (up to two-week) arrangements. For things that may come up from time to time. Will be agreed between manager and employee (noting that explicit manager agreement is still required) – can be agreed via email, teams, or text. Informal arrangements wouldn't be reported in any regular reporting.
 - i. Staff who sporadically (around once per month), work from home (for example, to complete specific work tasks which are more productive in that environment, or for online training), but who generally do not work from home would be represented in this 'informal' category.

Reviews of Flexible Working Arrangements

- 23. Our current policy requires flexible working arrangements to be reviewed at least every six months. In practice, because most arrangements under the current policy are defined as informal, regular reviews seldom occur.
- 24. A decision is required whether to continue with the current process, with managers to review arrangements on a rolling six-month cycle,
or;
- 25. Recommended: build in the review of *all* arrangements within the Commission at the same time on a six-month basis as part of our operating rhythm. It is proposed this is done in March and September, to avoid peak workflow times. The review process will create a peak in workload for the review period but will also lift likelihood of a review occurring.
- 26. Once updated policy and guidance is complete and published, we recommend commencing a review of all existing WFH arrangements. This will assist with reporting, health safety and wellbeing best practice.

Health and Safety

- 27. The current policy is light on how the health, safety and wellbeing of employees is assured while they work from home. We do not currently have comprehensive processes and mechanisms for this.
- 28. We will need to consider if offering formal ergonomic assessments in home is a requirement of the Commission, and/or part of the approval process.
- 29. **We propose** that policy and or guidance be updated to place additional emphasis on health and safety considerations and requirements.
 - a. Meeting this new guidance will mean we must take a greater responsibility for ensuring the health, safety and wellbeing of employees working from home.
 - b. We will need to be more explicit on health and safety requirements when working from home and to request evidence of assessment / compliance.
 - c. The Health and Safety Committee could be leveraged to contribute to this workstream.

Performance Links

- 30. Unlike our current policy, the new system guidance links working from home to performance. There is no evidence of wide-spread concern about a direct and detrimental link between individual performance and working from home at the Commission.
- 31. We propose that any concerns be addressed on an individual basis through the existing performance policy, but that the impact on performance is considered when flexible arrangements are being considered for approval.

Reporting

- 32. The new guidance specifically outlines that we may need to provide our flexible working data to the Commission Data team, from time to time. Ad hoc arrangements are not required to be reported. There are two ways to structure our data collection to meet this requirement.
- 33. **Option One: Manager-Led Reporting:** Managers hold current information on all working from home arrangements for their team members and are able to report back when requested. We would supply managers with a template that they may wish to use to simplify reporting and enable consistency.
 - a. Benefits of this approach are:
 - i. It can be informal, with low administrative burden, relying on manager information provided 'in the moment'.
 - ii. It empowers managers to manage.
 - iii. It enables agility – enabling 'by manager agreement' reduces the need for cumbersome approval and documentation processes.
 - iv. Aligns with expectation that managers have accurate awareness of all arrangements agreed and in place.
 - b. Disadvantages of this approach are:
 - i. Variable compliance
 - ii. Risk to timeliness, if managers are not immediately able to supply information for reporting.
 - iii. Differing classification in types of flexible work – impacting on accuracy of reporting.
- 34. **Option Two: Centralised Reporting.** Centralised reporting and data collection through the People and Culture team. This will require spreadsheets to be manually maintained.
 - a. Benefits of this approach are:
 - i. Cross Commission view of arrangements.
 - b. Disadvantages of this approach are:
 - i. Other work will be displaced/delayed or additional resource will be needed, to maintain central database.

- ii. Managers will still need to provide inputs and verify that the information is accurate and up to date. If information is not up to date, we risk slow and/or inaccurate reporting returns.

Bowen House

- 35. Bowen House accommodation provides for an average occupancy rate of 60%, compared with our current average occupancy rate in the Reserve Bank Building which is 70%. This is unevenly spread during the week with Monday, Tuesday and Wednesday being the preferred days for working in the office.
- 36. If the Commission *requires* employees to work from home, employees may expect that the Commission provides working from home equipment (either through physical equipment or financial contribution).
- 37. A more even spread of working in the office over a week will ensure that there is a workplace for all employees in the 60% occupancy rate. Policy and/or Guidance can address this, by encouraging managers to leverage team days, and consider overall group occupancy.
- 38. The Commission may need to explore more active management of work from home days and may need to take a whole-of-Commission view to agreeing what workdays are WFH days. This could be done by quota, top down, or bottom up.

Timeline

- 39. We anticipate a high amount of employee interest given the previous flexible working arrangements policy review and the PSA claim. We estimate several weeks to months– depending on how intensive the policy review process is.

Timeline (optimistic – assuming this work remains the priority)

24 February – 12 March	Employee engagement
12 March – 19 March	Update policy and guidance to incorporate feedback.
25 March	Policy back to TMA for approval.
27 March – 10 April	Release new policy and summary of feedback
11 April	Policy live.

Appendix One: Summary of Recent WFH Survey Results.

Short Summary of the Commission's working from home data collection – November 2024

This data was collated via People Leaders across the Commission, and we had a 100% response rate.

Key insights

1. 1/3 of the workforce do not work from home (29%).
2. 21% of the workforce work from home 1 day per week.
3. 35% of the workforce work from home 2 days per week
4. 7% of the workforce works infrequently from home
5. Circa 6-7% of the work force works from home more than 2 days a week
 - 3 days, 6 people
 - 4 days, 1 person
 - 5 days, 3 people
 - One formal arrangement
 - One special circumstance - managed health / return to work plan
 - 1 employee with a temporary arrangement.
6. 1%, 2 employees who work remotely
 - Workforce: 1 employee currently located outside of Wellington; however, role is expected to be Wellington based in the future.
 - Legal: 1 employee, with a formal agreement.

Appendix Two: Comparison table: existing policy and new guidance.

Flexible Working (Work from Home) Guidance and Policy

(note, not exhaustive line-by-line – just the applicable content)

Item	Flexible Working Guidance (roughly in order)	Flexible Working Policy (cut and moved to map against guidance – didn't break down roles and resp. section)	Compare
Purpose	The purpose of this Guidance is to support agencies to align their flexible working (work from home) policies to Government's expectations to ensure performance.		N/A
Context	It should be read in conjunction with the 2024 Government Workforce Policy Statement. This Guidance		N/A
Purpose	This Guidance clarifies that all flexible work arrangements must be agreed and managed to support a high-performance culture.		This is the top line for future comms.
Purpose	N/A	We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace. Workplace flexibility is an enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. It enables us to attract and retain talent and increase employee engagement.	N/A The purpose of the policy and purpose of the guidance are not in conflict with one another.
Instruction	Existing policies and approaches should be updated where necessary, to align with this Guidance.	N/A	Instruction/call to action. Also, the basis for pulling this one to fore.
Instruction	However, where any agency has agreed to any express terms in its employment agreements, these will apply to the extent of any inconsistency.	N/A	Employment agreements are paramount.

Instruction	Further, this Guidance should be read together with any legislative requirements, including the Flexible Working provisions set out in the Part 6AA Employment Relations Act.	N/A	Legislation above all.
Other forms of flexible work	This Guidance focuses on working from home, but agencies may consider and agree other forms of flexible working, such as part-time hours and flexible start and finish times.		Not incompatible.
Expectation	Working from home arrangements in the Public Service are not an entitlement and should be by explicit agreement between an employee and their employer.		Action
Monitoring/ Reporting	Chief Executives and managers should ensure that where any arrangements are made, they are subject to <u>consistent</u> monitoring and oversight.	Flexible arrangements are regularly reviewed (at least every 6 months) to ensure they continue to work for individuals, the team, the organisation as a whole and our stakeholders.	'Consistent' monitoring, this is where we will need to strengthen practice . The policy has the rule, but it's not formally monitored or adhered to.
Expectation	Working from home arrangements should only be agreed to where they will not compromise the performance of employees, their teams or their agencies.	The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that some options may require careful consideration and calibration, to enable the needs of individuals, the team and the organisation to be balanced and met. AND Teams are responsible for making flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole.	Guidance not inconsistent with policy. We can strengthen in our appendix – but not in conflict.
Impact: "cumulative impact"	This requires agencies to adequately weigh the benefits of employees being physically present for work, the cumulative impact of widespread working from home arrangements,	To deliver our vision we want to create a workplace culture that is vibrant with conversation and collaboration, where we can welcome colleagues from across the Public Service to take part in workshops and brainstorming and where we're actively connecting with each other both informally and formally to ensure we're joined up and operate as a unified team. We want a workplace where groups can meet together to sing waiata and celebrate events, where we can have Staff Talks to share information and morning/afternoon teas to acknowledge achievements.	

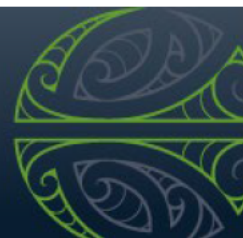
Impact: "widest sense"	and to consider performance in its widest sense: including potential impacts on learning and development, productivity, team culture and engagement.	Flexible arrangements will meet the needs of the organisation, teams, individuals and stakeholders.	Action required. Strengthen messaging in guidance.
Monitoring/ Reporting	Agencies should actively monitor the prevalence and impact of working from home arrangements and be able to regularly report to the Public Service Commission about the number and nature of the agreements they have in place, including having a clear understanding of the impact these agreements will have on particular days of the week.		Action required.
Monitoring/ Reporting	Ensure all individual work from home arrangements: Align with the agency's policies, Are expressly agreed with the employer, and Are recorded in accordance with the agency's policy.		Potential action – audit of all arrangements and – depending on the reporting requirements, recorded.
Impact: "widest sense"	Ensure managers regularly review all work from home arrangements and assess their ongoing suitability and impact on the team's and organisation's performance in its widest sense (including impacts on learning and development, productivity, team culture and engagement).	Flexibility is available for all roles and agreed arrangements will differ according to the requirements of the role.	Action required. Strengthen messaging in guidance. Linked to above.
Individual Performance	Give effect to the expectation of monitoring and oversight - both at an individual level (by managing clear performance expectations as part of a high-performance culture) ...		Leave as part of performance policy.
Monitoring/ Reporting	[Give effect to the expectation of monitoring and oversight] ... at the agency level (by having visibility of all work from home arrangements).	Our flexible working arrangements are, as far as possible, planned and visible.	Reporting – as above.
Monitoring/ Reporting	Be able to report on the number of employees regularly working from home and on what days of the week.		Reporting – as above.
Monitoring/ Reporting	Regularly report their work from home data to the Public Service Commission from time to time.		Based on convo with Paula 9 Jan, manager lead.
Considerations	<i>When considering whether roles or activities can be performed from home, it might be helpful to consider:</i>	Work in modern Public Service organisations tends to be complex and interdependent. Groups and teams will need to establish ways of working that are clear about when, and for how long, people need to be on-site together, when they need to be available to their teammates, and how handovers will be handled.	

Considerations	<ul style="list-style-type: none"> • Frequency: Activities that are regularly repeated may need less in-person contact than activities that are infrequent. • Novelty/ambiguity: Activities or tasks that are new or ambiguous may need more in-person contact than work that is familiar and undertaken often. 	Some work is best done kanohi ki te kanohi face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.	
Considerations	<ul style="list-style-type: none"> • Individual/team experience: Where the staff member or team is developing, they may need more face-to-face support than those who are fully proficient. The needs of the team at that time, and ongoing, should be considered. • Trust: Activities that build trust and are important for relationships may need face-to-face contact. 	We determine the types of work that benefit from being performed kanohi ki te kanohi face to face to best enable connection, collaboration, communication and learning.	
Considerations	<ul style="list-style-type: none"> • Task interdependence: The more that tasks require collaboration and the input of more than one staff member, the more face-to-face contact will be needed to complete the work efficiently and effectively. 	Individual staff members should also consider where they can best focus on their individual assignments and when they should be in the office to boost collaboration and team culture.	
Impact: "cumulative impact"	<ul style="list-style-type: none"> • Cumulative impact: The cumulative impact of the number of people working remotely across a team and the whole agency may negatively impact on team culture, key stakeholder relationships, collaboration and development. 	We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.	This one can be emphasised more in appendix – as it's not a heavily emphasised in guidance.
Individual Performance	Having a performance culture that supports people leaders to set and manage to expectations is critical. It requires additional consideration when putting in place flexible working arrangements.		Leave to performance policy.
Individual Performance	Managers get the best from teams when they make delivery and quality expectations clear and measure performance against these expectations.		Leave to performance policy.
Individual Performance	Team members, whether they work flexibly or not, do their best work when they manage their time, deliver to expectations and maintain good lines of communication with managers and colleagues.		Leave to performance policy.
Individual Performance	Subject to any special arrangements or accommodations that may have been agreed, managers should address performance issues in the same way for all employees, whatever flexible work arrangement has been agreed.		Leave to performance policy.

Expectation	When working flexibly, it is especially important that managers, employees, and teams talk regularly about flexible arrangements, how they are working and how any challenges can be addressed.	Teams need to work together to enable the needs of individuals, the team and the organisation to be balanced and met. And We will discuss and work through any issues related to our ways of working early and will take a problem solving approach.	
Expectation	<i>When building good performance management practices, managers should:</i>	To achieve such an environment means we need to ensure the commitment and contribution of all employees to our workplace culture, no matter where or how they work. It also requires a consideration of how much of a person's work needs to be kanohi ki te kanohi face to face to best enable connection, collaboration, communication and learning.	
Expectation	<ul style="list-style-type: none"> Agree and record agreed norms of behaviour within their team. For example, maintaining oversight of team members' location, how and when they can be reached, how regular and urgent communication will be maintained, and how/when arrangements will be reviewed. 	We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work.	
Expectation	<ul style="list-style-type: none"> Ensure all employees, regardless of location, share in unexpected and urgent work, as well as long-term challenging projects. 		JP Note: This is one I'd love to bring to the fore in guidance.
Expectation	<ul style="list-style-type: none"> Hold regular team check-ins to maintain good team relationships. 	We commit to attending our whole of team anchor days.	
Expectation	<ul style="list-style-type: none"> Constantly communicate about work deliverables, quality standards and timelines. 	We take shared responsibility for good communication, irrespective of individual flexible working arrangements.	
Health and Safety	Manage health and safety		


Health and Safety	Under the Health and Safety at Work Act 2015 employers are primarily responsible for their workers' health and safety, while they are at work. That means that when employees ask to work from home, agencies must consider the risks their employees might be exposed to in that environment, the degree of harm those risks could cause, and how those risks can be mitigated. Examples of common risks of working from home include workstation setup, and isolation/loneliness.	We foster a culture of inclusion that enables everyone to contribute and collaborate effectively	
Health and Safety	Agencies should specifically consider the risks to the psychological health of hybrid workers and how this can be managed. Working physically alongside team members is an important way to stay connected. It helps social cohesion, inclusion, builds trust and helps create a common culture. Feelings of isolation can be harmful for mental health. Equally, hybrid working can support mental health by providing quiet space for concentrated individual work.		
Health and Safety	What is most important is that workers and employers are aware of the risks and have plans in place to manage risk and support wellbeing. When work is designed, organised, and managed well, it will reduce the likelihood of harm and will also enhance wellbeing.		We will need to put in health and safety checklist/structure – to be revisited on the same cycle.
Protective Security	Manage Protective Security Risks Agencies must ensure that appropriate measures are in place to manage the protective security risks of workers/staff working from home. Specific guidance to staff on IT security may be required, as well as on records management. This should include transporting and sorting hard copies of information created in the office, whether hardcopy information may be created at home, and how this information will be stored, incorporated into records management systems, or archived/destroyed as appropriate and any security clearance requirements of employees.		Could have sec team do a paragraph to input into the guidance.
Impact: "widest sense"	Active monitoring and reporting Any flexible working arrangements need regular monitoring to ensure they continue to meet the needs of the team and the agency, and that the impact on the team's and organisation's performance in its widest sense is known and managed.	We determine the types of work that benefit from being performed kanohi ki te kanohi face to face to best enable connection, collaboration, communication and learning.	

Monitoring/ Reporting	From time to time the Public Service Commission may request flexible working data from departments and departmental agencies.		Reporting
Monitoring/ Reporting	The Commission may also collect information to understand agencies implementation of the guidance.		
Expectation		We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will.	
Expectation		We are flexible with our flexible arrangements. All individuals must make themselves available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need.	
Expectation		Leaders support, champion and role model flexible working for their teams and themselves and will act in good faith when considering requests.	



Appendix Three: Proposed policy update – with tracked changes on.

Flexible Working Arrangements Policy

Version	2.0	Contact	Chief People Officer
Policy Owner	Kaikōmihana Tuaraua Deputy Commissioner, Organisational Capability and Performance	Approved	 2025
SharePoint	Corporate Policies and - Policies	Due for Revision	 2028

Tō Mātou Takohanga | Our Commitment

We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace. Workplace flexibility is an enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. It enables us to attract and retain talent and increase employee engagement.

Tā Mātou Horopaki | Our Context

We lead the public sector in the service of our nation – we lead, we serve. We are focusing the system to deliver better outcomes and services that New Zealanders want, need and expect. Our key stakeholders include chief executives, Ministers and other Public Service agencies. We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.

To deliver our vision we want to create a workplace culture that is vibrant with conversation and collaboration, where we can welcome colleagues from across the Public Service, to take part in workshops and brainstorming and where we're actively connecting with each other both informally and formally to ensure we're joined up and operate as a unified team. We want a workplace where groups can meet together to sing waiata and celebrate events, where we can have Staff Talks to share information and morning/afternoon teas to acknowledge achievements.

To achieve this environment, we need to ensure the commitment and contribution of all employees to our workplace culture, no matter where or how they work. Teams need to work together to enable the needs of individuals, the team and the organisation to be balanced and met. It also requires a consideration of how much of a person's work needs to be kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Work in modern Public Service organisations tends to be complex and interdependent. Groups and teams will need to establish ways of working that are clear about when, and for how long, people need to be on-site together, when they need to be available to their teammates, and how handovers will be handled. Individual employees should also consider where they can best focus on their individual assignments and when they should be in the office to boost collaboration and team culture.

Ngā Mātāpono | Principles

1. Forms of flexibility are available for all roles and agreed arrangements will differ according to the requirements of the role.
2. We ensure all employees, regardless of location, share in unexpected and urgent work, as well as long-term challenging projects.
3. Flexible arrangements will only be agreed where these meet the needs of the organisation, teams and individuals, and do not compromise the performance of the Commission
4. Flexible arrangements are agreed between the manager and the employee, documented and regularly reviewed (at least every 6 months) to ensure they continue to work for individuals, the team, the organisation as a whole and our stakeholders.
5. We are flexible with our flexible arrangements. All individuals must make themselves available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need.
6. Our leaders support, champion and role model flexible working for their teams and themselves, and will act in good faith when considering requests.
7. Hybrid working is an organisation-wide approach where employees who can and want to work some of their time in the office and some of their time at home are able to do so. Some work is best done kanohi ki te kanohi | face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.
8. Requests to work from home / remotely are employee-initiated, as workspaces will always be available in the office.
9. Working from home / remote arrangements will only be agreed where health, safety and wellbeing risks, and agreement to information security protocols have been considered, are documented and are appropriately managed.
10. All formal arrangements (e.g. WFH or flexi-start are agreed on up to a six-monthly basis. The arrangements must be reviewed periodically and will not be assumed to continue past that date without a review and explicit agreement for the next period of up to six months.

Ngā hātepe ā-whakahaere | Organisational Protocols

The following protocols are to be applied across the organisation to support consistent ways of working that enable collaboration. These should be used as a basis for team discussions, so that they can be applied in context.

- When working away from the office, individuals take responsibility for keeping their manager informed of their location and how and when they can be reached, including how regular and urgent communication will be maintained. We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will.
- We maintain our organisational rhythm and levels of participation in key activities such as Staff Talk, team meetings, leadership meetings, and events.
- We foster a culture of inclusion that enables everyone to contribute and collaborate effectively.
- Our flexible working arrangements are, as far as possible, planned and visible.
- We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work.

- We commit to attending our whole of team anchor days. At times anchor days may need to be managed by the business to align with seating capacity.
- Employees are encouraged to take sick leave when they are unwell. Rest and recuperation (rather than working from home) should be the priority when ill.
- We will discuss and work through any issues related to our ways of working early if they arise and will take a problem-solving approach. Formal flexible working arrangements can be concluded early if they are no longer working for any one of the parties.
- We determine the types of work that benefit from being performed kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Ngā Tūmahi me ngā Haepapatanga | Roles and Responsibilities

Te Mana Arataki Executive Leadership Team	People Leaders	Teams	Employees	Pūmanawa Tangata People Team
<ul style="list-style-type: none"> • Champion and promote the benefits of flexible working • Model our kawa and support flexible working across the organisation • Maintain oversight of arrangements in their group • Ensure consistent application of policy and process across the organisation • Monitor performance against agreed indicators to ensure productivity is maintained or improved 	<ul style="list-style-type: none"> • Build a high performing team culture that is based on collaboration, trust and empowerment • Apply good performance management practices such as defining what outcomes/outputs are expected, along with time and quality expectations • Invite open, honest conversations within the team on flexible working • Respectfully consider all flexible working arrangement requests • Balance the needs of individuals, team, organisation and stakeholders when considering requests • Respond to all requests within one month • If declining a request, consult with the People Team before a decision is made or communicated to the individual 	<ul style="list-style-type: none"> • Develop team agreements outlining the norms for flexible working in line with the organisational protocols • Develop ways of collaborating and supporting each other when working apart • Be responsive and available to deal with urgent and unplanned work in short timeframes • Regularly review arrangements to ensure they are working for all parties 	<ul style="list-style-type: none"> • Be open about your needs and wants • When making a request consider what your role requires and how flexible work can support you to balance your professional and personal life without compromising your own or your team's performance • Deliver on your work commitments • Demonstrate our kawa in how you work • Support your team members in their flexible working arrangements • Agree to be flexible with your arrangements when emergencies and unforeseen deadlines occur or when planned work requires a change to arrangements • Discuss one off ad hoc requests with their people leaders within 24 hours' 	<ul style="list-style-type: none"> • Develop the policy, processes and guidelines for flexible working • Provide tools and training to support flexible work • Provide advice and support to assist managers and individuals to reach agreement on flexible arrangements • Ensure any requests that are declined meet the legislative requirements • Maintain a register of flexible working arrangements and report on these <i>[if reporting is centralised]</i>

	<ul style="list-style-type: none"> • Maintain oversight and document arrangements and report regularly • Looking after the health, safety and wellbeing of team members • Review formal arrangements every six months • Report on Flexible Working arrangements as required 		<ul style="list-style-type: none"> • notice where possible • Manage your health safety and wellbeing • Ensure security of the Commission's devices and information 	
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E wātea ana ngā kōwhiringa raungāwari | Flexible options available

This is an overview of some of the more common types of flexible working that may be appropriate to discuss in line with the principles of this policy, role and business requirements. Most of these can be combined, e.g., a person working part time may also vary the hours they work on any given day or work some days remotely.

The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that some options may require careful consideration and calibration, to enable the needs of individuals, the team and the organisation to be balanced and met.

To help balance these considerations, all formal arrangements will need Deputy Commissioner approval. Some arrangements (whether informal or formal) will require additional consideration by Deputy Commissioners and may be calibrated for organisational alignment.

	Flexi-time <i>Options that allow employees to vary their work hours or days either on a regular basis or from time to time:</i>	Flexi Place <i>Options that allow employees to work from locations other than their designated workplace:</i>	Flexi Leave <i>Options that allow employees to vary their leave patterns to create more flexibility:</i>	Flexi Career <i>Options that allow employees to manage their roles and careers more flexibly:</i>
Contractual DCE approval	<ul style="list-style-type: none"> • Part-time [will need to consult with legal on our reqs/rights here] • Compressed week or fortnight 	<ul style="list-style-type: none"> • Remote working – where someone is entitled or obligated to perform their full role from home • Working from overseas – in conjunction with Security and People Teams. 	<ul style="list-style-type: none"> • Specified leave types, per agreement, policy and guidance, e.g. long term LWOP, study leave, etc. 	<ul style="list-style-type: none"> • Job sharing • Phased retirement • Career breaks
Formal Manager approval	<ul style="list-style-type: none"> • Regular flexible start and finish times, outside of core office hours • Substituting days / hours worked 	<ul style="list-style-type: none"> • Regular WFH/ Hybrid working – working some of the time in the office and some of the time at home / another location 	<ul style="list-style-type: none"> • Purchased leave, selling annual leave. 	<ul style="list-style-type: none"> •

	<ul style="list-style-type: none"> Distributing hours unequally across a week or fortnight 	that is convenient for the employee.		
Informal Manager approval	<ul style="list-style-type: none"> One off late start/finish outside of core hours, e.g. to accommodate an appointment. 	<ul style="list-style-type: none"> One off WFH e.g. to meet a tradesperson at home. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Types of arrangements: definitions

[Will need to consult with legal on our definitions below here, and will either be in policy or guidance, not both]

40. **Contractual:** Permanent or time-bound change to employment agreement (entitlements). Agreed via 'variation to employment agreement' letter. This covers compressed fortnights, and/or part time hours. This also includes sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home for all the hours they are contracted to work. Contractual arrangements must go to the DCE for endorsement.
41. **Formal:** Time bound flexible arrangements – reviewed every six months. Agreed via a template. E.g. early start and early finish or late start and late finish, or regular WFH arrangements. Approval held at the manager level.
- Working from home is someone performing work at their home or another location, for their convenience. Working part of the week from home, and part from the office, is 'hybrid' work.
 - Regular hybrid work/working from home arrangements are classified/treated as the as formal agreements.
42. **Informal/Ad hoc Flexible Arrangements:** One off or short term (less than two-week) arrangements. For things that may come up from time to time. Will be agreed between manager and employee (explicit manager agreement still required) – can be agreed via email, teams, or text. Informal arrangements wouldn't be reported in any regular reporting.
- Staff who infrequently (around once per month), work from home (for example, to complete specific work tasks which are more productive in that environment, or for online training), but who generally do not work from home would be represented in this 'informal' category.

Hōkaitanga | Scope

This policy applies to all current permanent and fixed term employees, and employees on secondment with the Commission.

He pārongo atu anō | Further Information

Related Commission policies:

- [Health Safety and Wellbeing](#)
- [Maintaining a Positive Workplace](#)

Key legislation:

- Health and Safety at Work Act 2015
- Employment Relations Act 2000
- Public Service Act 2020

Public Service and Employer Guidance:

- [Guidance: Flexible Working \(Work from Home\) - Te Kawa Mataaho Public Service Commission](#)

Appendix Four: Proposed draft guidance.

Updated: February 2025

Flexible Working (Working from Home) Internal Guidance

Te Kawa Mataaho, Public Service Commission (the Commission) is committed to supporting our employees' wellbeing and helping them to balance the demands of their work and life. One of the ways this can be achieved is through access to flexible working arrangements.

These guidelines provide employees and people leaders with a general outline of the Commissions' flexible working practices – with a specific focus on working from home arrangements.

The Commission reserves the right to vary this document as required.

Application

This guidance applies to all Public Service Commission employees (permanent and fixed term). People who are seconded into the Commission are covered by their home agency's employment agreement, and will act in accordance with this guidance, to the extent of any inconsistency. We recommend that expectations and plans are discussed prior to the secondment commencing. This guidance does not apply to contractors.

Context

This document is to be read alongside our current [Flexible Working Arrangements Policy](#) and existing employment provisions. It is also to be read in line with the December 2024 System [Guidance: Flexible Working \(Work from Home\)](#).

Expectations

The new published Flexible Working (Work from Home system guidance contains an expectation that all working from home arrangements should be by explicit agreement between employee and employer. This means a manager/leader has to give their consent to any working from home agreement.

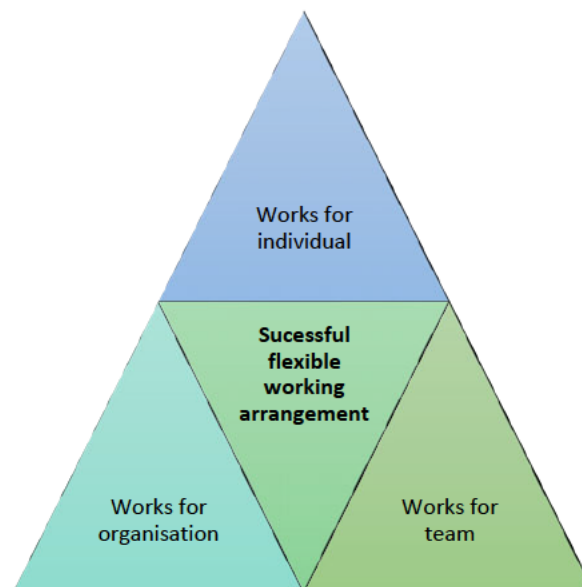
Definitions

1. **Contractual:** Permanent or time-bound change to employment agreement (entitlements). Agreed via 'variation to employment agreement' letter. This covers compressed fortnights, and/or part time hours. This also includes sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home for all the hours they are contracted to work. Contractual arrangements must go to the DCE for endorsement.
2. **Formal:** Time bound flexible arrangements – reviewed every six months. Agreed via a template. E.g. early start and early finish or late start and late finish, or regular WFH arrangements. Approval held at the manager level.

- i. Working from home is someone performing work at their home or another location, for their convenience. Working part of the week from home, and part from the office, is 'hybrid' work.
 - ii. Regular hybrid work/working from home arrangements are classified/treated as the as formal agreements.
3. **Informal/Ad hoc Flexible Arrangements:** One off or short term (less than two-week) arrangements. For things that may come up from time to time. Will be agreed between manager and employee (explicit manager agreement still required) – can be agreed via email, teams, or text. Informal arrangements wouldn't be reported in any regular reporting.
- i. Staff who irregularly (around once per month), work from home (for example, to complete specific work tasks which are more productive in that environment, or for online training), but who generally do not work from home would be represented in this 'informal' category.

Considerations / Impact of Flexible Working

When a manager or DCE is considering approving a flexible working arrangement (contractual, formal, and informal (where applicable), they will assess the request against the 'flexible working triangle'.



Other essential considerations are:

1. When is the rest of the team working flexibly? When is the rest of the group working flexibly? Does this arrangement fit with keeping a team presence in the office, having all of team 'anchor days', and fit with other team's anchor days to flex within our space.
2. Having an equal share in urgent work. Teams should discuss how work will be allocated/distributed to make sure that urgent work is distributed equitably across the team.

Benefits of Flexible Working

We are a high-trust professional services organisation. Some of our work requires deep thinking. Having our employees able to work flexibly – including from home, fits our role as a modern employer which trusts and enables employees to work as/when/where is suitable for the parties and circumstances.

Recording/Reporting

[holding space for when reporting methodology is settled]

Flexible Working (Working from Home) Formal Arrangement Application Form

Employee Section:

Name	
Date	
Team	
Manager	

Do you currently, or wish to commence, a working from home arrangement?	Yes, proceed to application.	No, conclude survey.
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Is this a (circle one):	New Application	Review of existing arrangement
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Current Working from Home Arrangement	M	T	W	T	F
	M	T	W	T	F

Proposed Working from Home Arrangement	M	T	W	T	F
	M	T	W	T	F

Term of Proposed Working from Home Arrangement	<input type="checkbox"/> For up to six months*. Commencing___/___/___ Ending ___/___/___ <i>*Arrangements are for a maximum of six months and are reviewed in March and Sept each year, and as required.</i>	<input type="checkbox"/> Temporary (less than two weeks) Commencing___/___/___ Ending ___/___/___

Supporting Statement
The type of work I will do from home is:
I will ensure my WFH does not compromise my work/work of team by:
Our team's whole of team anchor day is:

If this work from home request is approved, while working from home I agree to:

- Be contactable – inform my manager if I am going to be away from my desk for a sustained period.
- Communicate my availability through my calendar, Teams, my email signature, out of office message.
- Be flexible with flexibility. This may include changing/swapping WFH days on a one off or sustained basis, for example when emergencies and unforeseen deadlines occur, or when a change to arrangements is required.
- Attend our whole of team days and team anchor days.
- Share in unexpected and urgent work, as well as long-term challenging projects.
- Participate in key activities such as Staff Talk, team or other meetings and events.
- Ensure security of the Commission's devices and information when working from home and when transporting documents/equipment to and from home.
- Manage my health, safety and wellbeing while working from home and inform my manager of any concerns.
- Set up a healthy workstation for working at home, aligned with the checklist and reference information listed below.
- Keep my camera on during 1-1 meetings, to facilitate conversations, unless otherwise agreed.

Health and Safety and Protective Security

To ensure that you are well set up to work from home please complete the following self-checklist.

• Requirement	Tick
• I have reviewed the Healthy Working from Home document, including the workstation checklist, tips for healthy habits, and the information security checklist.	<input type="checkbox"/>
• I am aware of and committed to following the Commission's Health and Safety Policy and the Wellbeing Policy .	
• I understand my information security obligations as outlined in the Information Security - Acceptable Use Policy .	<input type="checkbox"/>
• I know how to raise any issues or concerns with my manager, Health and Safety Representatives, or PSA delegate.	<input type="checkbox"/>
• At my home workstation:	
• Electrical leads and equipment are free of damage and power points are not overloaded.	<input type="checkbox"/>
• My floor is free of trip hazards.	<input type="checkbox"/>
• My workstation is set up as appropriate to support my ergonomic health.	<input type="checkbox"/>

Manager Section:

We have discussed:

- The distribution of our WFH days across the team
- Our 'in office' team anchor days
- We've discussed and controlled for any adverse impact of this WFH agreement on the wider team and stakeholders.
- We have considered potential impact on your performance.
- We've discussed that you may need to adapt or change your working from home days when requested (either in full or temporarily) to accommodate team and task requirements.

We have agreed that as your manager I will:

- Make flexible working arrangements visible across the team.
- Work to foster a culture of inclusion that enables everyone in the team to contribute and collaborate effectively.
- Give (where practical) advance notice of any situation where attendance in the workplace is requested.
- Where practicable, agree to short term amendments/temporary changes to existing formal agreements.
- Be available to discuss and work through any issues related to working from home and take a problem-solving approach.

Manager / DCE	Approve	Decline
Name		
Date		

Manager Guidance: Flexible Working (Working from Home)

Under the new Flexible Work System guidance, it has to be agreed, moved from previous if not/why not approach.

Content to follow.

Considerations:

What is our team anchor day?

Will we have equal distribution across days? E.g. not having everyone WFH on a Friday.

What does our reporting look like?

Existing Arrangements

[ruling on if/when **existing** long-term arrangements need to be put through the ringer – I think yes.]

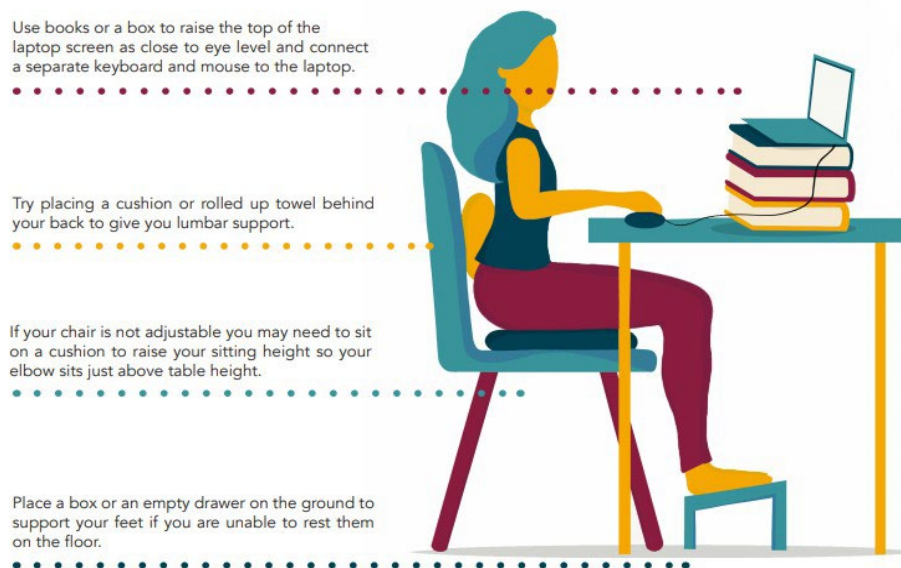
Healthy Workstation Checklist

Tips for setting up your workstation

Raise or lower the chair until the lowest part of your elbow is about the same height as the desktop (when your hands are placed on the keyboard). At this point your feet should be flat on the floor with a slight slope down from your thighs towards your knees. (i.e. 90° - 120° angle between upper body and thighs).

Things to keep in mind:

- If your heels can not touch the floor, then you will need to have a footrest.
- For taller people, it may be necessary to find a way to raise the desk height in order to have the chair set at a comfortable seated height whilst keeping the lowest part of your elbow level with the desktop.
- Ensure the lumbar support on your chair fits into the lower curve of your spine. Maintain an "S" shaped spine posture.
- Allow 20 - 35mm between the front edge of the chair's seat pan and the back of your knees.
- Lean back slightly into the chair. This will help ease pressure on your lower back.
- Chair armrests are generally not required however if present they should not restrict the chair from moving close to the desk, and shoulders should be relaxed and down when placed on armrests.
- Avoid cradling your mobile phone between your ear and shoulder. Consider using earphones or a headset if appropriate.
- If using a laptop for extended periods, consider connecting a separate mouse and keyboard and raise the laptop so the top of the screen is at eye level. Position your mouse and keyboard close enough to allow your elbows to stay relaxed by your sides.



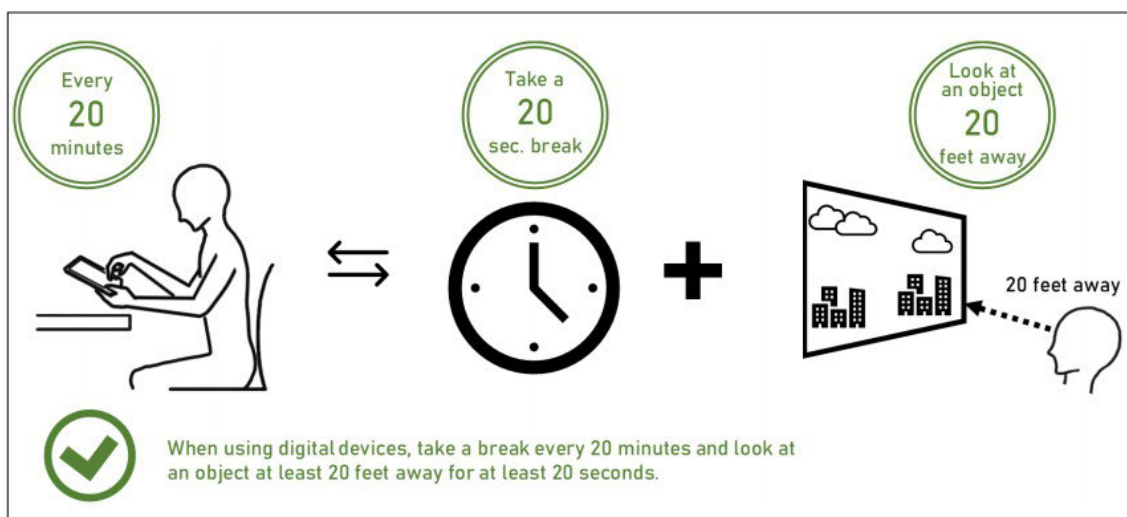
Tips for healthy workplace habits

- Sit your buttocks back in the chair and relax back.
- Take regular pauses to vary your posture and stretch (perform workstation stretches).
- Maintain a relaxed and neutral hand and finger posture.
- Aim for a short break away from your workstation at least twice an hour. Where possible spread the tasks that require you to move away from your workstation throughout the day and consider standing at a high shelving unit or leaner when reading from hardcopies.
- Have lunch breaks away from your desk.
- Drink plenty of water throughout the day to stay hydrated.

STRETCH – follow this easy exercise: [TBI-Health-Tips-For-Office-Stretches](#)

TAKE MINI BREAKS – practice the 20-20-20 rule

Practice the 20-20-20 rule when using digital devices for teleworking/home-learning.



(Reference: https://iea.cc/wp-content/uploads/2014/10/7tips_guideline_0506_en_final.pdf)

Information Security Checklist

Understand information and device security

As an authorised user you have access to information held by the Commission. This information, in the wrong hands, can have serious consequences to people and New Zealand as a whole. It is everyone's duty to ensure we protect and manage this information to the best of our ability, wherever we access it.

When you are working away from the Commission you must ensure the environment that you're working in is suitable to access and view the Commission's information i.e. a low risk of oversight by members of the public, flatmates, family, or even cameras.

Important security guidance to follow when working from home

- You are permitted to use your Home Wi-Fi, provided it is password enabled.
- Carefully consider where you access sensitive Commission information and who might be able to see it or overhear your conversations.
- When making phone or Teams calls consider who around you who can hear those calls, including those outside.
- Do not discuss sensitive matters whilst around others that may overhear.
- Do not use personal email or social media (including messaging services) to conduct Commission business or send any Commission information to your personal email or social media services.
- If you are printing any Commission material, dispose of it in a secure manner.
- Lock your device (Windows + L) whilst you are away from it and fully power off your laptop when not in use or transporting. This saves the battery and ensures all security features are activated.
- Be extra vigilant when transporting laptops and other devices between the office and home.
- Report any unauthorised access or loss of a device immediately to LiquidIT.
- If you have any concerns, please discuss these with your manager.

Planned Flexible Arrangement: Working From Home Application Form

Updated: April 2025

Employee Section:

Name	
Date	
Team	
Manager	

Is this a (circle one):	New Application	Review of existing arrangement
--------------------------------	-----------------	--------------------------------

Current Working from Home Arrangement		M	T	W	T	F	
		M	T	W	T	F	

Proposed Working from Home Arrangement		M	T	W	T	F	
		M	T	W	T	F	

Term of Proposed Working from Home Arrangement¹	<input type="checkbox"/> For up to six months*.
	<i>*Arrangements are reviewed at least twice per year, in September and March.</i>
	OR
	<input type="checkbox"/> A short term (under six months) arrangement
	Commencing ____/____/____ Ending ____/____/____

¹ If a permanent arrangement is sought under 6AA, this is a contractual arrangement. Talk to your manager or a member of the People Team.

Supporting Statement
The type of work I will do from home is:
I will ensure my WFH does not compromise my work/work of team by:
Our team's whole of team anchor day is:

Agreement:

I, *Name*, in making this request agree to comply with all requirements as outlined in the Flexible Working internal guidance document: Appendix One.

Signed:

.....
Name

(The Employee)

.....
Date

Manager Section:

We have discussed:

- The requirements listed in the **Flexible Working internal guidance document**.
- The distribution of WFH days across the team.
- Our 'in office' team anchor days.
- Any adverse impact of this WFH agreement on the wider team and stakeholders and how these will be managed.
- The potential impact on performance of this arrangement and agreed how we will monitor this and address any issues that arise.
- The Commission expectation that you be required to adapt or change your working from home days when requested (either in full or temporarily), for example to accommodate team and task requirements.
- The availability of Wellbeing Payment Claims for eligible employees, including items related to setting up a working from home environment.

We have agreed that as your manager I will:

- Make flexible working arrangements visible across the team.
- Work to foster a culture of inclusion that enables everyone in the team to contribute and collaborate effectively.
- Give (where practical) advance notice of any situation where attendance in the workplace is requested.
- Where practicable, agree to short term amendments/temporary changes to existing planned agreements.
- Be available to discuss and work through any issues related to working from home and take a problem-solving approach.

(circle one)	Approve	Decline
Manager Name		
Date		



Flexible Working Arrangements Policy

Version	3.0	Contact	Chief People Officer
Policy Owner	Deputy Chief Executive, Enabling Services	Approved	XX 2025
Location	The Hub	Due for Revision	XX 2028

Tō Mātou Takohanga | Our Commitment

We are committed to a modern, vibrant and collaborative working environment that enables us to deliver our mission and do our best work. Flexible working is one of the ways we support a high performing culture and enable individuals and teams to balance their professional and personal lives. We normalise flexible working to be available to all, without undermining career progression or pay, as part of our commitment to building a diverse and inclusive workplace. Workplace flexibility is an enabler of diversity and inclusion in the workplace and supports increased diversity in leadership. It enables us to attract and retain talent and increase employee engagement.

Tā Mātou Horopaki | Our Context

We lead the public sector in the service of our nation – we lead, we serve. We are focusing the system to deliver better outcomes and services that New Zealanders want, need and expect. Our key stakeholders include chief executives, Ministers and other Public Service agencies. We are readily available and responsive, which at times requires us to act in a very short timeframe and on very hot topics. Conversely, we sometimes need the time and space to do deep thinking about hard stuff. We tailor our delivery to our actions.

To deliver our vision we want to create a workplace culture that is vibrant with conversation and collaboration, where we can welcome colleagues from across the Public Service, to take part in workshops and brainstorming and where we're actively connecting with each other both informally and formally to ensure we're joined up and operate as a unified team. We want a workplace where groups can meet together to sing waiata and celebrate events, where we can have Staff Talks to share information and morning/afternoon teas to acknowledge achievements.

To achieve this environment, we need to ensure the commitment and contribution of all employees to our workplace culture, no matter where or how they work. Teams need to work together to enable the needs of individuals, the team and the organisation to be balanced and met. It also requires a consideration of how much of a person's work needs to be kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Work in modern Public Service organisations tends to be complex and interdependent. Groups and teams will need to establish ways of working that are clear about when, and for how long, people need to be on-site together, when they need to be available to their teammates, and how handovers will be handled. Individual employees should also consider where they can best focus on their individual assignments and when they should be in the office to boost collaboration and team culture.

Ngā Mātāpono | Principles

1. Forms of flexibility are available for all roles and agreed arrangements will differ according to the requirements of the role.
2. Teams should discuss how to make flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole.
3. We ensure all employees, regardless of location, share in unexpected and urgent work, as well as long-term challenging projects.
4. Flexible arrangements will only be agreed where these meet the needs of the organisation, teams, and individuals, and do not compromise the performance of the Commission.
5. We are flexible with our flexible arrangements. All individuals must make themselves readily contactable and available when they are working from home and may still be required to be present in the workplace when requested or to meet a stakeholder need. This may include changing/swapping WFH days on a one off or sustained basis, for example when emergencies or unforeseen deadlines occur, or when a change to arrangements is required (i.e. planning days, training, etc).
6. Our leaders support, champion, and role model flexible working for their teams and themselves and will act in good faith when considering requests.
7. Hybrid working is an organisation-wide approach where employees who can and want to, work some of their time in the office and some of their time at home are able to do so. Some work is best done *kanohi ki te kanohi* | face to face, particularly where the work is new, ambiguous or requires the input of more than one team member.
8. Requests to work from home are employee-initiated, as workspaces will always be available in the office.
9. All working from home arrangements will only be agreed where health, safety and wellbeing risks, and agreement to information security protocols have been considered, are documented, and are appropriately managed.
10. All Planned Flexible Arrangements are agreed to on an up to a six-monthly basis and should not be assumed to continue past that date without review and agreement.

Types of Arrangements

Definitions

1. *Ad hoc Flexible Arrangements*: One off or short-term flexible (up to two-week) informal arrangements, for things that may come up from time to time. Ad hoc arrangements should be agreed between manager and employee (noting that explicit manager agreement is still required) – and can be agreed verbally, or via email, teams, or text.
 - **Example**: Staff who are working a day from home to meet a plumber. These infrequent “day or two” arrangements (not in a pattern), would be counted in this ‘ad hoc’ category.
2. *Planned Flexible Arrangements*: Flexible arrangements that are agreed in advance, predictable, and planned e.g. regularly working from home/another location, or early start and early finish or late start and late finish. Approval for planned flexible arrangements is held at the manager level, and arrangements should be discussed and reviewed regularly.
 - **Example**: Employees who have agreed with their manager that they will work from home one day per week, typically on a Tuesday, is an example of a planned flexible working arrangement.

3. *Contractual Flexible Arrangements* Permanent or time-bound change to employment agreement (entitlements). Agreed in an employment contract or in a 'variation to employment agreement' letter. This typically covers things like compressed fortnights, and/or part time hours. All contractual arrangement requests are made and considered under Part 6AA of the Employment Relations Act 2000 and must go to the relevant DC/DCE for consideration.
 - **Example:** Contractual arrangements include sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home (or another location) for all (or most) of the hours they work.

Internal Definitions

Hybrid working: Working part of the week from home, and part from the office, is 'hybrid' work.

Working from home: An agreement for an employee to work part of their usual hours from a location outside the office, typically from their normal working location (home), but could also be from another location for their convenience (i.e., a family member's home, holiday home, etc).

Remote working: Where a position *requires* an employee to work from home and/or work from another location within New Zealand, i.e., a regionally based role.

Compressed fortnight: A contractual agreement to work full time hours, but over fewer working days. (Simplified example: a pattern of working 9-hour days for 8 days a fortnight, one 8-hour day a fortnight, and having every second Friday off).

Ngā hātepe ā-whakahaere | Organisational Protocols

The following protocols are to be applied across the organisation to support consistent ways of working that enable collaboration. These should be used as a basis for team discussions, so that they can be applied in context.

- When working away from the office, individuals take responsibility for keeping their manager informed of their location and how and when they can be reached, including how regular and urgent communication will be maintained.
- We demonstrate collective and individual accountability for deliverables – we do what we say we will, when we say we will.
- We maintain our organisational rhythm and levels of participation in key activities such as Staff Talk, team meetings, leadership meetings, and events.
- We foster a culture of inclusion that enables everyone to contribute and collaborate effectively, regardless of working location.
- We recognise the importance of reasonable accommodations to meet the needs of employees
- Our flexible working arrangements are, as far as possible, organised, and visible.
- We will establish team agreements which will clarify how we will manage flexible working in our teams. They will cover such things as how we will communicate and stay connected, visibility of our work arrangements, coverage and allocation of work.
- We commit to attending our whole of team anchor days. At times anchor days may need to be managed by the business e.g. to align with seating capacity, with the number of employees coming in on each day is spread as evenly as possible.

- Employees are encouraged to take sick leave when they are unwell. Rest and recuperation (rather than working from the office or home) should be the priority when ill.
- We will discuss and work through any issues related to our ways of working early and will take a problem-solving approach. Planned flexible working arrangements can be concluded early if they are no longer working for any one of the parties following appropriate consultation.
- We determine the types of work that benefit from being performed kanohi ki te kanohi | face to face to best enable connection, collaboration, communication and learning.

Ngā Tūmahi me ngā Haepapatanga | Roles and Responsibilities

Te Mana Arataki Executive Leadership Team	<ul style="list-style-type: none"> • Champion and promote the benefits of flexible working • Model our kawa and support flexible working across the organisation • Maintain oversight of arrangements in their group • Ensure consistent application of policy and process across the organisation • Monitor performance against agreed indicators to ensure productivity is maintained or improved • Ensuring their group complies with the Employment Relations Act 2000 Parts 6AA and 6AB and the Health and Safety at Work Act 2015 in relation to flexible working • Making decisions on requests made under Part 6AA of the Employment Relations Act 2000.
People Leaders	<ul style="list-style-type: none"> • Build a high performing team culture that is based on collaboration, trust and empowerment • Apply good performance management practices such as defining what outcomes/outputs are expected, along with time and quality expectations • Invite open, honest conversations within the team on flexible working • Respectfully consider all flexible working arrangement requests • Balance the needs of individuals, team, organisation and stakeholders when considering requests • Respond to all requests within one month • If declining a request, consult with the People and Culture Team before a decision is made. Then discuss the decision with the requestor. • Maintain oversight and document arrangements and report regularly • Looking after the health, safety and wellbeing of team members • Review planned flexible arrangements regularly (a minimum of every six months) • Report on flexible working arrangements as required

Teams	<ul style="list-style-type: none"> • Develop team agreements outlining the norms for flexible working in line with the organisational protocols • Develop ways of collaborating and supporting each other when working apart • Be responsive and available to deal with urgent and unplanned work in short timeframes • Regularly review arrangements to ensure they are working for all parties
Employees	<ul style="list-style-type: none"> • Be open about your needs and wants • When making a request consider what your role requires and how flexible work can support you to balance your professional and personal life, without compromising your own or your team's performance • Deliver on your work commitments • Demonstrate our kawa in how you work • Support your team members in their flexible working arrangements • Agree to be flexible with your arrangements when emergencies and unforeseen deadlines occur or when planned work requires a change to arrangements • Discuss ad hoc requests with their people leaders with 24 hours' notice, where possible • Manage your health safety and wellbeing, and inform the manager of any concerns • Set up a healthy workstation for working at home, aligned with the checklist and information available in the Guidance document [link]. • Ensure security of the Commission's devices and information when working from home and when transporting documents/equipment to and from home.
Tāngata me te Ahurea People and Culture Team	<ul style="list-style-type: none"> • Develop the policy, processes and guidelines for flexible working • Provide tools and training to support flexible work • Provide advice and support to assist managers and individuals to reach agreement on flexible arrangements • If agreement cannot be reached, ensure any requests that are declined, meet the legislative requirements for a decline.

E wātea ana ngā kōwhiringa raungāwari | Flexible options available

This is an overview of some of the more common types of flexible working that may be appropriate to discuss in line with the principles of this policy, role and business requirements. Most of these can be combined, e.g., a person working part time may also vary the hours they work on any given day or work some days from home.

The need to connect and collaborate, be readily available and be responsive to our stakeholders, means that some options may require careful consideration and calibration, to enable the needs of individuals, the team and the organisation to be balanced and met.

To help balance these considerations, all contractual arrangements will need Deputy Chief Executive/Deputy Commissioner approval. Some arrangements (whether ad hoc or planned) may require additional consideration by Deputy Chief Executives/Deputy Commissioners and may need to be calibrated for organisational alignment.

<i>This table provides examples of different flexible working arrangements, note that the type of arrangement applied for (contractual, planned, or ad hoc) can be decided by the employee.</i>	Flexi Time <i>Options that allow employees to vary their work hours or days either on a regular basis or from time to time:</i>	Flexi Place <i>Options that allow employees to work from locations other than their designated workplace:</i>	Flexi Career <i>Options that allow employees to manage their roles and careers more flexibly:</i>
	Examples	Examples	Examples
Contractual Flexible Arrangements	<ul style="list-style-type: none"> Part time hours Compressed week or fortnight 	<ul style="list-style-type: none"> Regular remote working - where someone is contractually entitled or obligated to perform their full role from home 	<ul style="list-style-type: none"> Job sharing Phased retirement Career breaks
Planned or Contractual Flexible Arrangements	<ul style="list-style-type: none"> Regular flexible start and finish times Substituting days/hours Distributing hours unequally across a week or fortnight 	<ul style="list-style-type: none"> Hybrid working – working some of the time in the office and some of the time at home 	
Ad Hoc Flexible Arrangements	<ul style="list-style-type: none"> One off late start/finish outside of core hours, e.g. to accommodate a personal appointment. 	<ul style="list-style-type: none"> To manage a 'flareup' of a chronic condition 	

Approval Structure

Contractual Flexible Arrangements	DC/DCE Approval
Planned Flexible Arrangements	Manager Approval
Ad Hoc Flexible Arrangements	Manager Approval

Hōkaitanga | Scope

This policy applies to all current permanent and fixed term employees, and employees on secondment into the Commission.

He pārongo atu anō | Further Information

Related Commission policies: [\[links\]](#)

- Health Safety and Wellbeing
- Maintaining a Positive Workplace
- Information Security - Acceptable Use

Key legislation:

- Health and Safety at Work Act 2015
- Employment Relations Act 2000
- Public Service Act 2020

Public Service Guidance:

- Guidance: Flexible Working (Work from Home) - Te Kawa Mataaho Public Service Commission

Internal Guidance: Flexible Working at the Commission

Updated: April 2025

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Flexible Working Internal Guidance

Te Kawa Mataaho, Public Service Commission (the Commission) is committed to supporting our employees' wellbeing and helping to balance the demands of their work and life. One of the ways this can be achieved is through access to flexible working arrangements.

The type and extent to which a role or team can and should be flexible will depend on the role and team. It is not expected that every role, or team, will, can, or should be as flexible as every other.

These guidelines provide employees and people leaders with a general outline of the Commissions' flexible working practices – with a specific focus on working from home (WFH) arrangements.

The Commission reserves the right to vary this document as necessary.

Application

This guidance applies to all Public Service Commission employees (permanent and fixed term).

People who are seconded into the Commission are covered by their home agency's employment agreement and will act in accordance with this guidance and the Commission Flexible Working Policy. Where there is any inconsistency, the employment agreement takes precedence. We recommend that flexible working expectations and arrangements are discussed prior to the secondment commencing.

This guidance does not apply to contractors or casuals.

Context

This document is to be read alongside our Flexible Working Arrangements Policy and existing employment provisions. It is also to be read in line with the December 2024 System [Guidance: Flexible Working \(Work from Home\)](#).

Expectations

The Flexible Working (Working from Home) system guidance contains an expectation that all working from home arrangements should be by explicit agreement between employee and employer. This means a manager/leader has to give their explicit consent to any working from home arrangement.

Definitions

1. ***Ad hoc Flexible Arrangements***: One off or short-term flexible (up to two-week) informal arrangements, for things that may come up from time to time. Ad hoc arrangements should be agreed between manager and employee (noting that explicit manager agreement is still required) – and can be agreed verbally, or via email, teams, or text.
- **Example**: Staff who are working a day from home to meet a plumber. These infrequent "day or two" arrangements (not in a pattern), would be counted in this 'ad hoc' category.

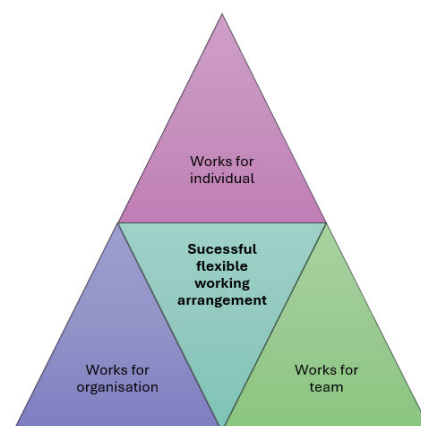
2. *Planned Flexible Arrangements*: Flexible arrangements that are agreed in advance, predictable, and planned e.g. regularly working from home/another location, or early start and early finish or late start and late finish. Approval for planned flexible arrangements is held at the manager level, and arrangements should be discussed and reviewed regularly.
- **Example:** Employees who have agreed with their manager that they will work from home one day per week, typically on a Tuesday, is an example of a planned flexible working arrangement.
3. *Contractual Flexible Arrangements* Permanent or time-bound change to employment agreement (entitlements). Agreed in an employment contract or in a 'variation to employment agreement' letter. This typically covers things like compressed fortnights, and/or part time hours. All contractual arrangement requests are made and considered under Part 6AA of the Employment Relations Act 2000 and must go to the relevant DC/DCE for consideration.
- **Example:** Contractual arrangements include sustained remote working arrangements where someone is contractually entitled or obligated to perform their duties from home (or another location) for all (or most) of the hours they work.

Benefits of Flexible Working

We are a high-trust professional services organisation. Some of our work requires 'quiet time' and deep thinking. Flexible working also gives employees choices to support their work-life balance, while aiding the Commission to achieve its goals. Working flexibly, including from home, is aligned with our role as a modern employer which trusts and enables employees to work as/when/where is suitable for the parties and circumstances.

Manager and Employee Considerations / Impact of Flexible Working

When considering planned flexible working arrangement or a contractual arrangement, (or ad hoc, where applicable), the request should be assessed against Commission Flexible Working policy and the 'flexible working triangle'. Contractual Flexible Arrangements also need to be assessed against the criteria in Part 6AA of the Employment Relations Act.



Using this triangle will assist managers and employees to consider the whole picture when making/reviewing a request.

Important Considerations

The manager and employee should be flexible and open minded in approaching any arrangement. This means having open and constructive conversations to pick the best way forward.

Things to for employees, managers, and/or teams to consider when discussing flexible working include:

1. Reasonable Accommodations

- Are there forms of flexibility that can be used to enhance the work experience for employees with individual needs e.g., disabilities, neurodivergence.

2. Alignment with the rest of the team and your wider group:

- When is the rest of the team working flexibly?
- When is the rest of the group working flexibly?
- Does this arrangement fit with keeping a team presence in the office every day?
- Are there all of team 'anchor days', to have a collaborative team presence in the office?
- Does this fit other anchor days in our group? (To help manage and flex within our available office space).
- What the way you will communicate your location and availability with the team? Will you use MS teams? Outlook calendars?

3. Having an equal share in urgent and BAU work:

- How will work will be allocated/distributed to make sure that BAU and urgent work is distributed equitably across the team, rather than impacting more heavily on specific team members?
- Consult the team charter, if applicable, and discuss as a team.

4. Practicality of working from home:

- What kind of work will be done at home?
- Will working from home suit the tasks to be done? For example, if complex documents require 'quiet time' and deep thinking.
- What are the core functions of the role (for example, face to face customer service) and whether this can be effectively delivered from home.

5. Having aligned understanding of responsibilities and expectations:

- Will this flexible working arrangement support the team member to continue to meet agreed responsibilities and expectations?
- Do the employee and manager have a shared understanding about outcomes?
- Are there any requirements that require shorter-term considerations? For example, being readily available to help a new team member to find their feet.
- Are there other options to consider? For example, if a requested planned work from home day cannot be accommodated, is there instead an option for a later start and finish on that day.

If a flexible working request is declined:

Employees and their managers should have open and constructive conversations about how to make flexible working work for all (in line with the flexible working triangle and, where relevant the Act).

If a manager declines a contractual flexible working request (in line with relevant legislation/policy/guidance¹), the employee is able to ask for a review of their declined request.

This request will be escalated to the People Committee for consideration. Both manager and employee may be asked to submit a written summary, and/or speak to the Committee about the request.

Working from home when sick

We want to encourage our people to rest and recuperate, rather than feeling pressured to log on from home. You should not work (either at home or in the office) when unwell/sick if you do not feel up to it, you should use sick leave instead. (Refer to the sick leave section of our leave guidance document for more information.)

If you feel you can work from home while unwell (e.g. you have a cough but otherwise feel well), please discuss this with your manager first.

Healthy Workstation Checklist

Tips for setting up your workstation

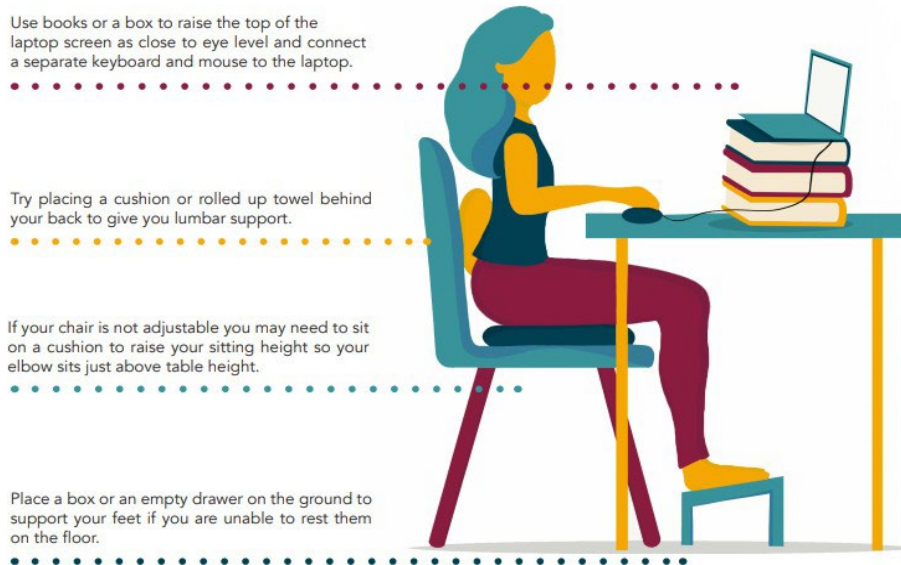
Raise or lower the chair until the lowest part of your elbow is about the same height as the desktop (when your hands are placed on the keyboard). At this point your feet should be flat on the floor with a slight slope down from your thighs towards your knees. (i.e. 90° - 120° angle between upper body and thighs).

Things to keep in mind:

- If your heels can not touch the floor, then you will need to have a footrest.
- For taller people, it may be necessary to find a way to raise the desk height in order to have the chair set at a comfortable seated height whilst keeping the lowest part of your elbow level with the desktop.
- Ensure the lumbar support on your chair fits into the lower curve of your spine. Maintain an "S" shaped spine posture.
- Allow 20 - 35mm between the front edge of the chair's seat pan and the back of your knees.
- Lean back slightly into the chair. This will help ease pressure on your lower back.
- Chair armrests are generally not required however if present they should not restrict the chair from moving close to the desk, and shoulders should be relaxed and down when placed on armrests.
- Avoid cradling your mobile phone between your ear and shoulder. Consider using earphones or a headset if appropriate.

¹ [Reasonable Accommodation Guidelines – Human Rights Commission](#),

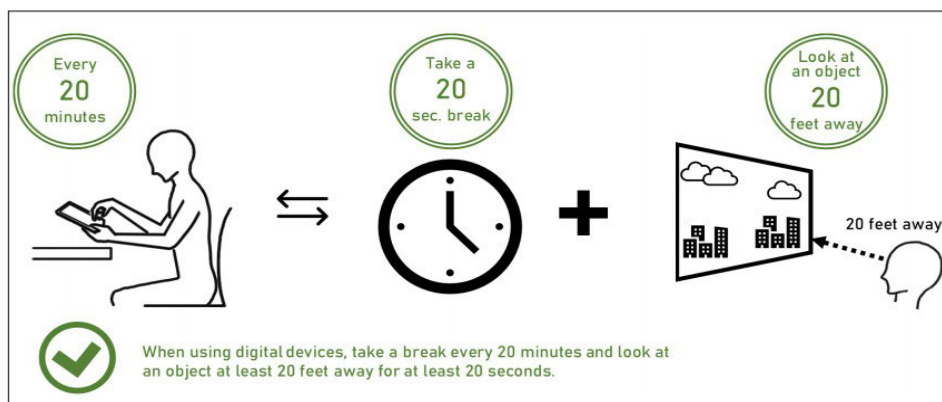
- If using a laptop for extended periods, consider connecting a separate mouse and keyboard and raise the laptop so the top of the screen is at eye level. Position your mouse and keyboard close enough to allow your elbows to stay relaxed by your sides.



Tips for healthy workplace habits

- Sit your buttocks back in the chair and relax back.
- Take regular pauses to vary your posture and stretch (perform workstation stretches).
- Maintain a relaxed and neutral hand and finger posture.
- Aim for a short break away from your workstation at least twice an hour. Where possible spread the tasks that require you to move away from your workstation throughout the day and consider standing or using a leaner when reading from hardcopies.
- Have lunch breaks away from your desk.
- Drink plenty of water throughout the day to stay hydrated.
- Follow this easy stretch exercise: [TBI-Health-Tips-For-Office-Stretches](#)
- Take mini breaks: practice the 20-20-20 rule (see below)

Practice the 20-20-20 rule when using digital devices for teleworking/home-learning.



(Reference: https://iea.cc/wp-content/uploads/2014/10/7tips_guideline_0506_en_final.pdf)

Information Security Checklist

Understand information and device security

As an authorised user you have access to sensitive information held by the Commission. This information, in the wrong hands, can have serious consequences to people and New Zealand as a whole. It is everyone's duty to ensure we protect and manage this information to the best of our ability, wherever we access it.

When you are working away from the Commission you must ensure the environment that you're working in is suitable to access and view the Commission's information i.e. a low risk of oversight by members of the public, flatmates, family, or even cameras.

Important security guidance to follow when working from home or another location outside the office

- You are permitted to use your home Wi-Fi, provided it is password enabled.
- Carefully consider where you access sensitive Commission information and who might be able to see it or overhear your conversations.
- When making phone or Teams calls consider who around you who can hear those calls, including those outside.
- Do not discuss sensitive matters whilst around others that may overhear.
- Do not use personal email or social media (including messaging services) to conduct Commission business or send any Commission information to your personal email or social media services.
- Printing of Commission information should be kept to a minimum. If you must print any Commission material you should safeguard it at all times, until you dispose of it in a secure manner. If the information is in-confidence or contains private information, it should not be printed at home².
- Lock your device (Windows + L) whilst you are away from it and fully power off your laptop when not in use or transporting. This saves the battery and ensures all security features are activated.
- Be extra vigilant when transporting laptops and other devices between the office and home.
- Report any unauthorised access or loss of a device immediately to LiquidIT and our Security Team.
- If you have any concerns, please discuss these with your manager.

² Refer to the Acceptable Use Policy for more information.

Manager Guidance: Flexible Working (Working from Home)

If you receive a request for a planned flexible working arrangement:

Timeline

If you receive a request for a planned flexible working arrangement, please respond to the request as soon as you are practically able.

Discussing flexible working

We recommend you maintain informal check ins and catch ups with your employees about existing arrangements (and potential improvements to arrangements). Keeping the discussion alive is a good way have employees and managers on the same page.

When you speak with your team members about existing and new working from home arrangements, you can use the following bullets to inform and guide the conversation:

Points for Discussion:

- The distribution of existing WFH days across the team.
- Any agreed 'in office' team anchor day/s.
- Any adverse impact of this WFH agreement on the wider team and stakeholders, and how this will be managed.
- The potential impact on performance of this arrangement and how you may monitor this and address any issues that arise.
- The Commission expectation that an employee may be required to adapt or change their working from home days when requested (either in full or temporarily), for example to accommodate team and task requirements.
- The availability of Wellbeing Payment Claims for eligible employees, including items related to setting up a working from home environment.
- If there any [reasonable accommodations](#) that will support a team member to do their best work?

Agreeing that as the manager you will:

- Make flexible working arrangements visible across the team.
- Work to foster a culture of inclusion that enables everyone in the team to contribute and collaborate effectively.
- Give (where practical) advance notice of any situation where physical attendance in the workplace is requested.
- Where practicable, agree to short term amendments/temporary changes to existing planned flexible working agreements.
- Be available to discuss and work through any issues related to working from home and take a problem-solving approach.

If you have any further questions after reviewing the content in these bullets, please reach out to a member of the People and Culture Team for a chat.

Reviewing Planned Flexible Working Arrangements

For Planned Flexible Arrangements, a reminder to review arrangements will come twice a year, in March and September.

You can also use your regular performance pulse conversations or 1:1s, as a prompt to discuss Planned Flexible Working Arrangements. Having these discussions throughout the year provides opportunity for reflection and forward planning.

Declining a Planned Flexible Working Arrangement request:

Before declining a request, you should consider if alternative flexible arrangements would allow all parts of the flexible working triangle to be met, for example an alternative day/s working from home. You should discuss with the employee, to see if agreement can be reached.

If you receive a request for a Contractual Flexible Working Arrangement:

Timeline

If you receive a request for a Contractual Flexible Working Arrangement please respond to the request as soon as you are practically able, but no later than one month after receiving the request. See [here](#) for more information. You will also have to work with your DC/DCE for their approval.

Declining a 6AA contractual flexible working request

In some instances, you may have to decline or agree to amend a contractual flexible working request. To do this you will need to conclude that the request cannot be accommodated on one or more of the following grounds:

- inability to reorganise work among existing staff:
- inability to recruit additional staff:
- detrimental impact on quality:
- detrimental impact on performance:
- insufficiency of work during the periods the employee proposes to work:
- planned structural changes:
- burden of additional costs:
- detrimental effect on ability to meet customer demand.

When declining a request, you should have a conversation with your employee to discuss the reason for the decline. This should include the ground/s and reason/s. You should then follow up the discussion with a decline response in writing.

If you need assistance with any of the above, contact the People and Culture Team for a conversation.

Recording/Reporting

Maintain an ongoing and up to date record of all working from home arrangements for your team. (i.e. who is where each day) using the centrally held spreadsheet managed by the People and Culture Team.

Who to include in your report:

- You will report on your direct reports.
- Your manager will count your arrangement in their own reporting.
- If an employee has two managers, the substantive manager will report.
- If an employee is internally seconded to your team, you will be the manager responsible for reporting on their flexible working arrangements.
- If one of your employees is seconded out externally (for example to another agency) they should not be included in your reporting for the duration of their secondment.

How to report:

- Working from home data collection will be based on a 'typical' arrangement/s for a typical week. Ad hoc arrangements and minor variations do not need to be reported on.
- Where a flexible working pattern is longer than a week (for example if an employee works from home every second Wednesday) efforts will be made at reporting times to represent this arrangement on a weekly basis i.e. WFH every second Wednesday should be reported as a half day each Wednesday.
- Employees who only very infrequently/rarely work from home (for example due to a family illness or emergency) but otherwise do not typically work from home, do not need have arrangements recorded, and should be reported as "never" working from home.
- Employees working in an ad hoc arrangement (i.e. a day or two a month) should be included in the ad hoc category.
- If an employee has an irregular working from home pattern, this should be reported as the most common day/days worked from home recently.
- If someone works part time in part days, and works one of their days from home, that will count as them working from home for their 'full' day.
- Employees on long term leave (more than a month) will be excluded from any regular reporting during the period of leave.

If you have a question about how to report a flexible working arrangement, have a chat with the People and Culture Team.

Appendix One:

Requesting a Planned Flexible Working Arrangement

To request a planned working arrangement, you must agree to the following bullet points, and ensure you will be working in a healthy, safe, and secure way.

If my work from home request is approved, while working from home I agree to:

- Comply with relevant policies and procedures, including the [Flexible Working Policy], the [Information Security Acceptable Use Policy], the [Protective Security Policy], and the [Information and Records Management Policy].
- Be contactable – inform my manager if I am going to be away from my desk for a sustained period.
- Communicate my availability through my calendar, and/or Teams, and/or my email signature, and/or an out of office message.
- Be flexible with flexibility. This may include changing/swapping WFH days on a one off or sustained basis, for example when emergencies or unforeseen deadlines occur, or when a change to arrangements is required (i.e. planning days, training, etc).
- Attend whole of team events, days, and team anchor days.
- Share in unexpected and urgent work, as well as long-term challenging projects.
- Participate in key activities such as Staff Talk, team or other meetings, and events.
- Ensure security of the Commission's devices and information when working from home and when transporting documents/equipment to and from home.
- Manage my health, safety and wellbeing while working from home and inform my manager of any concerns.
- Set up a healthy workstation for working at home, aligned with the checklist and information available in the Guidance document.
- Keep my camera on during 1-1 meetings, to facilitate open conversations, unless otherwise agreed.

Health and Safety and Protective Security

Health and Safety and Security Requirements	Tick
<ul style="list-style-type: none">• I have reviewed the Healthy Workstation Checklist, tips for healthy habits, and the information security checklist.	<input type="checkbox"/>
<ul style="list-style-type: none">• I am aware of and committed to following the Commission's [Health, Safety and Wellbeing Policy]	<input type="checkbox"/>
<ul style="list-style-type: none">• I will take reasonable care for my own wellbeing and health and safety.	<input type="checkbox"/>
<ul style="list-style-type: none">• I will report any work-related events or hazards including harm, near misses, and pain/discomfort.	<input type="checkbox"/>
<ul style="list-style-type: none">• I know how to raise any issues or concerns with my manager, Health and Safety Representatives, or PSA delegate.	<input type="checkbox"/>

At my home workstation, I will provide/maintain a safe working environment by ensuring:	
• Electrical leads and equipment are free of damage and power points are not overloaded.	<input type="checkbox"/>
• My floor is free of trip hazards.	<input type="checkbox"/>
• My workstation is set up as appropriate to support my ergonomic health.	<input type="checkbox"/>

Confidentiality and Information Security	
• I understand my information security obligations as outlined in the [Information Security - Acceptable Use Policy – link] .	<input type="checkbox"/>
• I agree to comply with our [Information and Records Management Policy – link] , including that my documents will be stored and/or transmitted electronically/physically in ways that comply with this policy.	<input type="checkbox"/>

Form

Once you have read, understood, and completed the above, you can submit your form.

[\[Link to Planned Flexible Arrangement Form\]](#)



PAPER TITLE	Flexible Working at the Commission: Final Draft Policy and Guidance for TMA Approval
LT Meeting Date:	22 April 2025
Team:	People and Culture
Author:	Erina Papp and Jordan Pearson
Responsible DC	Thor Gudjonsson
Attachments (if required):	<ol style="list-style-type: none"> 1. Flexible Working Arrangements Policy 2. Flexible Working Arrangements Guidance 3. Planned Flexible Arrangement WFH Application Form
The following teams have been consulted:	

Purpose & Executive Summary

1. In the meeting on 11 February 2025 Te Mana Arataki were presented an overview of the Commission's flexible working policies compared to the new system guidance on 'flexible working: working from home'. In this meeting we also presented proposed changes to the policy and a new guidance document.
2. The purpose of this paper is to:
 - a. provide TMA with a summary of the feedback received and our proposed updates to the Flexible Working Arrangements Policy and guidance following employee engagement, and
 - b. Seek your approval to the Flexible Working Arrangements Policy and associated documents.

Recommended Actions

We recommend you:

3. **Note** the summary of the feedback received through the consultation process (Appendix one) which will be shared with employees when the policy is published.

Noted

4. **Approve** the updated final Flexible Working Arrangements Policy (Attachment one).

Agree / Disagree

5. **Approve** the updated final Flexible Working Arrangements Guidance and form (Attachment two and three).

Agree / Disagree

6. **Note** next steps for implementation.

Noted

Background

7. We anticipated receiving a good amount of employee feedback during the process, based on a high degree of employee interest, and a live (at the time) claim in bargaining. Overall, less feedback was received than expected.
8. The PSA sought a halt to the review of the Flexible Working Policy on the basis that “any changes that undermine current arrangements may be unlawful.” The advice from our Chief Legal Officer can be summarised as:

“Other agencies have had similar requests. Our position is that the guidance is lawful and that as long as it remains in place agencies should implement it in accordance with [the Commissioner’s] expectations. There are no interim orders in place (none have been sought by the PSA) preventing implementation of the guidance.”

9. We have proceeded with the review and subsequent proposed changes on this basis.
10. Discussions with the Public Sector Heads of HR group suggests a good degree of alignment between our approach and that of other public service agencies currently working through the same process.

Internal policy engagement

11. Feedback on the proposed policy changes and draft guidance was obtained through the internal policy feedback inbox, an anonymous Microsoft Forms survey, and four drop-in sessions.
12. Four emails and 8 survey responses were received, and 21 employees attended a drop-in session. A submission covering the views of 9 employees was also received from the Neurodiversity Network.
13. PSA delegates were offered an exclusive briefing session and an extended due date for feedback, no feedback was received beyond what has been mentioned above. Two delegates attended one of the general drop-in sessions.
14. Security and IT were consulted on the information security specifications in the guidelines and minor improvements were made based on this feedback.
15. Overall, feedback was mixed, with comments including *“there is not a great deal of change between the old and proposed new policy”* to concerns that formalising and monitoring flexible arrangements would reduce access to working from home.
16. Feedback raised more than once included:
- a. Documentation and a six-monthly regular review of arrangements would reduce flexibility and reduce access to working from home.

- b. Six monthly reviews would create uncertainty about the continuation of existing flexible arrangements e.g. arrangements to accommodate childcare commitments.
- c. There will not be enough desks at Bowen House for those wanting to work in the office, with a related concern about potential unilateral changes to team anchor or working from home days, to fit within the space.
- d. Decisions on access to flexible arrangements being manager dependent, with concerns this will create inequity of access, due to manager personal preference.
- e. The 'Time-bound Formal' definition is confusing.
- f. The needs of neurodivergent and or disabled employees would not be met by the new policy/guidance.
- g. Either too much or too little detail in the documents.

See **appendix one** for a summary of feedback themes and the response to these.

17. Feedback was also sought and received from Crown Response Office (CRO) employees. Two-drop-in sessions were held attended by a total of 18 employees. Two employees responded to the Forms survey. Overall, the policy and guidance were seen as reasonable, with the caveat that contractual arrangements already in place should be recognised. The Crown Response Office currently has a greater utilisation rate of remote and flexible working than the Commission.

Recommended changes to the policy

18. Based on the feedback received and legal advice obtained, we have made the following substantive changes to the policy:
 - a. The definition "Time-bound Formal" arrangements has been replaced with the new "Planned Flexible Arrangements".
 - b. Internal definitions for remote working and compressed fortnight are added for clarity.
 - c. Reference added to Part 6AA of the Employment Relations Act 2000 in the definition of contractual arrangements (which require DCE/DC approval).
 - d. Principle 2 of the original policy reinstated with minor wording change: "Teams should discuss how to make flexibility work for everyone in their team, remembering that we are all part of multiple teams and the organisation as a whole."
 - e. Principle 6 (being flexible with flexible arrangements) has the following addition: "This may include changing/swapping WFH days on a one off or sustained basis, for example when emergencies or unforeseen deadlines occur, or when a change to arrangements is required (i.e. planning days, training, etc)."

Recommended changes to the guidance

19. Based on the feedback received and guidance from the legal team, the following changes were made to the employee guidance:
 - a. The addition of a contents page in the guidance document, for ease of navigation.

- b. Definitions aligned to new definitions in the policy.
- c. The addition of mentioning “reasonable accommodation” under key considerations.
- d. Having an equal share in BAU work is added along with urgent work in the considerations section.
- e. A clarification that employees should take sick leave when unwell and not come *into the office or* work from home.

20. The following changes were made to the manager guidance:

- a. Addition of a section specifying the timeline for responding to flexible working requests in order to meet legislative requirements.
- b. Inclusion of the need to make ‘reasonable accommodations’ for neurodivergent and disabled employees in the manager guidance.
- c. Managers will own updating the information on their team’s working from home arrangements via a simple spreadsheet. The master spreadsheet will be centrally held by the People and Culture Team.
- d. Clarification on printing at home added to the Information Security Checklist in the Manager Guidance.

Next Steps

21. The next steps are listed below:

Action	Accountable	Date
Te Mana Arataki approve the policy and internal guidance.	People Team	22 April 2025
Publish a story on the Hub with a link to the new policy, new internal guidance, and themed feedback summary.	People Team	End of April
Incorporate updated policy into induction to give new employees an understanding of our flexible and hybrid working practices.	People Team	End of April

Appendix One: Summary of Feedback

Themes from employee feedback on Flexible Working Arrangements draft policy and guidance

21 focus group attendees, 8 survey responses, 4 emails, and a submission from Neurodiverse Network (9 employees).

Theme	Concern/suggestions	Action/Response
The role of the team	<ul style="list-style-type: none"> Concern that the role of the team in managing flexible work/work from home is minimised in new docs. 	<ul style="list-style-type: none"> Role of the team is present within FW triangle, protocols, and woven throughout document. The guidance strengthens the need to ensure the team is considered when making WFH decisions. Added principle 2 back in, with minor wording change.
Location of information	<ul style="list-style-type: none"> Good to have everything in one place 	<ul style="list-style-type: none"> Agreed.
Reduced access to WFH	<ul style="list-style-type: none"> Concern that the policy review is about reducing access to WFH “Flexible working allows primary caregivers to contribute meaningfully to the workforce and not stall their career progression. Rigidity doesn't allow for people to work in ways that suit their needs outside of mahi.” 	<ul style="list-style-type: none"> Overall current (before policy review) WFH usage is reasonable and does not need to reduce overall Drivers for this review are meeting the system guidance and flexibility needed with the move to Bowen House. Guidance emphasises the need to consider the impact on work and the broader team when making decisions.
Amounts	<ul style="list-style-type: none"> Specify the number of WFH days 	<ul style="list-style-type: none"> We want to keep the flexi aspect of flexible working rather than specifying a maximum number of days people can WFH.
Working part time and flexibly	<ul style="list-style-type: none"> Confusion about how the flexible working guidance applies to formal part-time arrangements 	<ul style="list-style-type: none"> Part time arrangements will normally be contractual. Included in the flexible working guidance for completeness.
Not a great deal of change [between old document and new]	<ul style="list-style-type: none"> Impact will be seen in application of the new policy Changes look reasonable 	<ul style="list-style-type: none"> The current policy is broadly in line with the system guidance and only require minor amendments. The new guidelines intend to help with the consistency of application of the policy.
Documenting and recording arrangements will reduce flexibility	<ul style="list-style-type: none"> Feels less flexible Risks people becoming less flexible with their agreed arrangement, i.e. refusing to come in at all on their planned WFH day(s) – not being ‘flexible with [their] flexibility’ 	<ul style="list-style-type: none"> Based on feedback we moved to recording of arrangements being a manager’s responsibility, supported by People Team. Regarding people refusing to come in on their planned days (when

Theme	Concern/suggestions	Action/Response
		requested) the principle remains that we are “flexible with our flexibility”.
Anchor days/seating availability	<ul style="list-style-type: none"> • Concern that the organisation will impose unilateral change of agreed WFH days, due to available seating. • Not enough seating (generally and in team neighbourhoods) in Bowen House. • Perception of conflicting <i>messages between Policy Principle 8- “Requests to work from home are employee-initiated, as workspaces will always be available in the office.” And</i> • <i>Organisational Protocol 7 “We commit to attending our whole of team anchor days. At times anchor days may need to be managed by the business e.g. to align with seating capacity, with the number of employees coming in on each day is spread as evenly as possible.</i> 	<ul style="list-style-type: none"> • There will need to be closer management of team anchor days across groups to fit with seating in Bowen House. • Added “with the number of employees coming in on each day is spread as evenly as possible” to protocol 7 on anchor days. • Regarding a perceived conflict of messaging between Principle 8 and Protocol 7: #8 means that desks will be available for <i>individual</i> employees. #7 covers the macro movements of wider teams (larger numbers of people) in and out of the office on a given day.
Regular Review – six monthly.	<ul style="list-style-type: none"> • Reviewing flexible arrangements may impact regular arrangements, such as childcare. • Uncertainty about whether arrangements have to be renegotiated after six monthly reviews. 	<ul style="list-style-type: none"> • The guidance is clarified that amending <i>contractual</i> arrangements require agreement by both parties.
Decisions are manager dependent	<ul style="list-style-type: none"> • Variability of access to WFH/perceived unfairness. • Flexibility available depends on individual managers. 	<ul style="list-style-type: none"> • Principle one – acknowledgement that “<i>forms of flexibility are available for all roles... arrangements will differ according to requirements...</i>” This is an acknowledgement that not all forms of flexibility will suit all roles. • Guidance provides clarity on expectations/process and information on what to do if a request is declined. • Propose that manager guidance is published within the policy and visible to all, to enhance visibility and common understanding.

Theme	Concern/suggestions	Action/Response
Definitions	<ul style="list-style-type: none"> • 'Time-bound Formal' definition is confusing, it is not clear what this means • Improve examples given • No definition for compressed fortnight • Ad hoc – informal – used interchangeably in docs. 	<ul style="list-style-type: none"> • Moved the internal definitions section closer to the start of the policy document. • Created internal definitions around remote working and working from home, to make it very clear what fits into each category, and standardising reporting. Definition changed to 'Planned Flexible Arrangement'. • Examples changed in guidance. • Added definition of compressed fortnight to policy. • Committed to 'ad hoc' as the preferred/proper terminology, rather than flipping between calling it ad hoc and informal.
Needs of neurodivergent and disabled staff (not covered in other themes)	<ul style="list-style-type: none"> • Policy is not sufficiently clear that neurodivergent and disabled staff may access flexible work as a reasonable accommodation. • Need for an appropriate workspace for neurodivergent and disabled employees e.g. low light and or stimulation 	<ul style="list-style-type: none"> • Reference to, and protocol on reasonable accommodations added to policy. • Reasonable accommodations added to list of important considerations in internal guidance with link to Human Rights Commission Guidelines. • Table on flexible options available in policy has example of ad hoc working from home to manage a flareup of chronic condition.
Declining a request	<ul style="list-style-type: none"> • Make it clearer on what grounds can a request be declined? • Appealing a decision feels confrontational • Who will review declined requests (escalation point)? 	<ul style="list-style-type: none"> • We think that the sections on declining flexible working requests in guidance and manager guidance provide enough clarity. • Escalation point for appealing a decision is the People Committee.
HSW and information security requirements	<ul style="list-style-type: none"> • There needs to be clarity on who is responsible for ensuring the employee to have a healthy workstation/home workplace. 	<ul style="list-style-type: none"> • Health, Safety and Wellbeing Policy states H&S is a joint responsibility. • The guidance clarifies that an employee needs to confirm they have a suitable work from home space that meets our H&S requirements
Documents too prescriptive/too long	<ul style="list-style-type: none"> • Mixed responses/feedback. Example: "Neurodivergent and disabled staff may struggle with processing information and 	<ul style="list-style-type: none"> • Added a contents page in the guidance, to aid in navigating the document.

Theme	Concern/suggestions	Action/Response
	therefore require documents like these to be clear, concise and action focused. Many areas of the policy and guidance are not sufficiently clear and appear to be contradictory, and the guidance document is very long.”	<ul style="list-style-type: none"> The detail in the guidance document is consistent with our strategy to provide more detailed guidance to managers and employees.
Documents not detailed/specific enough	<ul style="list-style-type: none"> Mixed responses/feedback. There was a suggestion we add case studies: ““Sarah has an unwell child and would like to be able to work from home. In this situation...” 	<ul style="list-style-type: none"> Added further clarification/ examples/ definitions as appropriate. Declined to go into specific case studies, to keep length of documents down, per above feedback.
Working from home and sick leave	<ul style="list-style-type: none"> Original wording of “<i>We want to encourage our people to rest and recuperate, rather than feeling pressured to log on from home</i>” was interpreted as a push to have people come into the office with colds and mild illnesses. Some people wanting it to be mandatory to not come into the office when unwell. 	<ul style="list-style-type: none"> Changed next sentence to read, “<i>You should not work (either at home or in the office) when unwell/sick if you do not feel up to it, you should use sick leave instead.</i> Being clearer on intent. Also repeated in policy protocol section “Employees are encouraged to take sick leave when they are unwell. Rest and recuperation (rather than working from the office or home) should be the priority when ill.”
Bowen house	<ul style="list-style-type: none"> If employees are required to WFH to fit into Bowen house, will employer provide [equipment] including to meet H&S obligations? 	<ul style="list-style-type: none"> WFH is employee requested, not mandated. People who want to work from home will need to meet health and safety obligations. If the working from home setup doesn’t meet obligations, then the employee should work from the office.
General tidy ups/ corrections	<ul style="list-style-type: none"> People <i>and</i> Culture Team Correcting who needs to approve what, in ‘options available’ table. 	