

## CHANGE IMPACT STATEMENT



<b>Campus</b>	All sites
<b>Department</b> (if applicable)	All departments
<b>Program</b>	The Way We Work Program – Roll Out
<b>Brief Description of the Change proposal</b>	<p>Following COVID19 pandemic social distancing requirements, many staff in positions that could be worked from home were mandated to work from home. Since these restrictions have eased, some staff in these positions have continued to work from home.</p> <p>The Way We Work Program takes a whole of organisation look at work models that enable individual flexibility, while also supporting the need for teams to connect and be together for a range of purposes such as support, supervision, learning and development, collaboration, and other moments that matter.</p> <p>The Way We Work Program will not impact staff who have flexible work arrangements approved in accordance with the <i>Fair Work Act 2009</i>, enterprise agreements, awards or NSW Health policy.</p> <p>The Way We Work is an enabler for hybrid work as an AWH offering for other staff who are not legally eligible for such a flexible work arrangement. For those employees, where their position can be performed at a location other than an AWH worksite, hybrid work gives them the flexibility to split their time working either at an AWH worksite, or remotely in line with a formal approved arrangement.</p> <p>Unlike the COVID19 pandemic work from home direction, The Way We Work Program is not enabling 100% remote working. Instead, it offers a range of flexibility that is consistently and fairly applied across the whole organisation including a hybrid model of work. This will offer a mix between being with colleagues and having the flexibility to be located elsewhere during work time.</p> <p>For those staff currently working only from home, returning to an AWH worksite will:</p> <ul style="list-style-type: none"> <li>• Expand training and mentoring opportunities</li> <li>• Provide greater emotional and well – being support in person</li> <li>• Assist staff to engage and collaborate effectively with colleagues across the health service</li> </ul>

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<b>Current Situation</b>	<p>Before the pandemic, working from home was a perk of just a handful of jobs. However, in 2020, with social distancing an essential part of the fight against COVID-19, working remotely became standard practice for many desk/office-based jobs.</p> <p>AWH currently has many employees and teams working remotely. There is a variety of flexibility arrangements in place which includes some teams 100% working remotely, to individual employees 100% working remotely. There are a number of employees that already have a hybrid arrangement in place that will continue if it meets the Program.</p> <p>Currently there is an inconsistent approach to remote working and some of the challenges that AWH is experiencing include the following:</p> <ul style="list-style-type: none"><li>• Perceived inequity across the organisation.</li><li>• Communication and collaboration between teams and individuals has decreased.</li><li>• Lack of consistency around how flexibility is approved and occurring.</li><li>• Unintended unstructured work environments have been created, impacting negatively upon good leadership and direction, support and development, transparency in work allocation and performance, accountability and staff wellbeing.</li></ul>
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<b>Proposed Situation</b>	<p>The Way We Work Program is a plan to reset the way we work at AWH now and into the future. This is in contrast to the rushed compliance-based response to work from home directions which were part of the COVID19 Pandemic response.</p> <p>The program has been developed to provide consistency and structure to the future working environment for AWH. It sets out a clear framework for ongoing flexible working arrangements at AWH.</p> <p>Flexible work offers elements of flexibility in when, where and how employees work best, and the level of flexibility can vary.</p> <p>AWH is offering a range of flexibility that is consistently and fairly applied across the whole organisation including a hybrid model of work for remote working. Within the hybrid model there is a requirement for employees to be in an AWH worksite for equal to or more than 50% of their rostered hours.</p> <p>The Program does not impact options available to staff who qualify for a flexible work arrangement under the <i>Fair Work Act 2009</i>, an enterprise agreement, award or NSW Health Policy.</p> <p>For example, under section 65 of the <i>Fair Work Act 2009</i>, an employee can request a flexible work arrangement that is different</p>
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	<p>to their current working arrangement. This request can be made by an employee with at least 12 months service if they:</p> <ul style="list-style-type: none"> <li>• Are the parent, or have responsibility for the care, of a child who is school aged or younger;</li> <li>• are a carer (under the Carer Recognition Act 2010);</li> <li>• have a disability;</li> <li>• are 55 or older;</li> <li>• are experiencing family or domestic violence, or</li> <li>• provide care or support to a member of their household or immediate family who requires care and support because of a family or domestic violence.</li> </ul> <p>For staff who meet these qualifying requirements, AWH may offer flexible work arrangements with some including the following:</p> <ul style="list-style-type: none"> <li>• Hours of work (for example, changes to start and finish times)</li> <li>• Patterns of work (for example, spilt shifts or job sharing)</li> <li>• Locations of work (for example, working from home)</li> </ul> <p>Alongside these important supports for staff with these entitlements, the Program is important as AWH strives to be an “Employer of Choice” with the offering of flexible working arrangements. This means that staff in jobs that can be performed flexibly can now apply for a flexible work arrangement such as hybrid work.</p> <p>In considering an application, managers will be coached that teams will be encouraged to work together on team presence in the office in regard to who, when and where. Teams will have the opportunity to select moments that matter where there is a requirement for the whole team to come together at an AWH worksite. Recognising the diverse nature of our teams and their roles, we encourage customisation of team working norms.</p>
<p><b>Benefits of proposed change</b> (Cost Savings, etc.)</p>	<p>Providing flexibility consistently and fairly will provide the following benefits:</p> <ul style="list-style-type: none"> <li>• Help attract and retain talent</li> <li>• Improve employee wellbeing</li> <li>• Drive productivity and engagement</li> </ul>

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<p><b>Potential effects on employees</b></p> <p>Could include, but not exclusive to:</p> <ul style="list-style-type: none"><li>• EFT increases or decreases</li><li>• Shift or penalty changes</li><li>• Location changes</li><li>• Should include a list of employees who are potentially impacted</li><li>• Potential impact on workload</li><li>• Other potential safety or wellbeing impacts on employees.</li></ul>	<p>The employees impacted by this change includes those that are currently working 100% remotely and those that have an arrangement that does not met equal to or greater than 50% of rostered hours.</p> <p>Due to the nature of most roles requiring attendance at an AWH site, most AWH staff are not affected by the proposed change to implement The Way We Work Program.</p> <p>Nor will staff legally entitled to request a flexible work arrangement, have such an approved arrangement impacted by the change.</p>
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<p><b>Wellbeing &amp; Safety impacts on employees (including Occupational Violence &amp; aggression implications for employees)</b></p> <p>Where an OHS, safety, wellbeing or OVA is identified, a risk assessment of the potential effects of the changes on health and safety of employees should be undertaken in consultation with HSR's and the proposed mitigation actions which will be implemented to prevent such effects.</p>	<p>AWH recognises that for the employees that have continued to work 100% remotely for the last 3 years returning to the office may be challenging and AWH will be proactive in supporting our employees' mental health and wellbeing throughout this change.</p> <p>AWH is making Bec Jhonston, Chief of People &amp; Culture available to answer staff questions during the consultation process. In addition, support outside the team is available from:</p> <ul style="list-style-type: none"> <li>- AWH Health and Wellbeing team - available during working hours – contact Manager, Paula Sutherland 0418 270 423</li> <li>- Benestar – AWH Employee Assistance Program which provides external confidential professional counselling to all staff at no cost – available 24/7 - call 1300 360 364</li> </ul>
<p><b>Measures to mitigate effects on employees</b></p> <p>Outline the measures which will be taken to mitigate or avert the effects of the proposed change.</p>	<p><b><u>Communication</u></b></p> <ul style="list-style-type: none"> <li>• Ongoing messaging through the staff newsletter The Weekly Dose</li> <li>• QR Code feedback form will be available for staff to provide feedback</li> <li>• Leaders will be provided ongoing support on how they appropriately implement the program.</li> </ul> <p><b><u>Consultation</u></b></p> <ul style="list-style-type: none"> <li>• Between 14<sup>th</sup> August and 25<sup>th</sup> August consultation meetings will be arranged to discuss.</li> <li>• Responses to the changes will be due by 28<sup>th</sup> August.</li> <li>• AWH respond to the feedback 1<sup>st</sup> September.</li> <li>• AWH alternate proposals from employees/unions</li> <li>• AWH consider alternate proposals and update.</li> </ul> <p><b><u>Education/Awareness</u></b></p> <ul style="list-style-type: none"> <li>• A series of information session will be held with Managers</li> <li>• Q&amp;A will be held for staff</li> </ul> <p><b><u>Staff assistance</u></b></p> <ul style="list-style-type: none"> <li>• Employee Assistance Program</li> <li>• Managers/Supervisors</li> </ul>

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	<ul style="list-style-type: none"> <li>• People &amp; Culture</li> </ul> <p><b><u>Documentation</u></b></p> <ul style="list-style-type: none"> <li>• Guideline will be available outlining the details of the program</li> <li>• Moments that Matter template will be available</li> <li>• Information pack will be available for staff and managers</li> </ul>
<p><b>Communication Plan - Notification to affected employees on proposed change.</b></p> <p>Including notification that any affected employee will have the right to have a representative including a Union Representative or support person.</p>	<p>Communication with staff is an important part of the process to ensure everyone is given sufficient and timely information prior to the change occurring.</p>
<p><b>Representation rights</b></p>	<p>At any time during the consultation process a staff member may involve a union or other person to represent them.</p>
<p><b>Learning and Development Plan for effected employees</b></p> <p>Consideration of whether employees will need to be retrained due to the proposed changes?</p>	<p>Managers will be provided training on the new program to ensure that it implemented effectively.</p>

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<p><b>Effect of the proposed changes on other AWH services, employees, Departments or locations?</b></p>	<p>N/A</p>															
<p><b>Timeframes and dates for proposed changes</b></p> <p>In line with the relevant EBA /Award Clause around consultation design a communication timetable not exclusive to:</p> <ol style="list-style-type: none"> <li>1. Steps</li> <li>2. Phase</li> <li>3. Action</li> <li>4. Timeframe (dates)</li> </ol> <p><i>Include any details of staff / union consultation conducted to this date.</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Detail</th> <th style="text-align: left;">Date</th> </tr> </thead> <tbody> <tr> <td>1.(a) Relevant unions forwarded a copy of the Change Impact Statement</td> <td>7<sup>th</sup> August 2023</td> </tr> <tr> <td style="padding-left: 20px;">(b) Communicate the changes to staff</td> <td>11<sup>th</sup> August 2023</td> </tr> <tr> <td>2. Written response from employees and/or union</td> <td>21<sup>st</sup> August 2023</td> </tr> <tr> <td>3. Employee consultation period</td> <td>11<sup>th</sup> August 2023 – 1<sup>st</sup> September 2023</td> </tr> <tr> <td>4. Further employer response (including consideration of alternative proposal from Employees or union where relevant)</td> <td>4<sup>th</sup> September 2023</td> </tr> <tr> <td>5. Follow up communications with employees                             <ul style="list-style-type: none"> <li>• Present employee consultation feedback</li> <li>• Confirm any changes to the proposal.</li> <li>• Confirm implementation date or further employee consultation period in required.</li> </ul> </td> <td>8<sup>th</sup> September 2023</td> </tr> </tbody> </table>	Detail	Date	1.(a) Relevant unions forwarded a copy of the Change Impact Statement	7 <sup>th</sup> August 2023	(b) Communicate the changes to staff	11 <sup>th</sup> August 2023	2. Written response from employees and/or union	21 <sup>st</sup> August 2023	3. Employee consultation period	11 <sup>th</sup> August 2023 – 1 <sup>st</sup> September 2023	4. Further employer response (including consideration of alternative proposal from Employees or union where relevant)	4 <sup>th</sup> September 2023	5. Follow up communications with employees <ul style="list-style-type: none"> <li>• Present employee consultation feedback</li> <li>• Confirm any changes to the proposal.</li> <li>• Confirm implementation date or further employee consultation period in required.</li> </ul>	8 <sup>th</sup> September 2023	
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<b>Attachments</b>  Include any other written material relevant to the reasons for the proposed change (such as consultants reports), excluding material that is Commercial in Confidence or cannot be discussed under privacy legislation.	The Way We Work Guidelines
<b>Prepared by:</b>	Bec Jhonston
<b>Position:</b>	Chief of People & Culture
<b>Date:</b>	1/08/2023
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