

Flexible Work Practices Guidelines

A Guide to Ramsay Flexible Work Practices

Providing flexible work options is a valuable way of supporting employee goals to balance the demands of work and personal life.



To all Ramsay Staff.

It is with great pleasure that we introduce these Guidelines for all Ramsay employees!

Promoting and supporting employees to achieve family and work life balance is vital for the health and wellbeing of our workforce, and for the sustainability of our business. As a provider of a 24/7 service, we realise the importance of ensuring employees feel satisfied with their working environment and feel able to manage other responsibilities they may have outside of work.

We acknowledge that the health sector is a dynamic industry which is operating within a period of significant change and uncertainty. Changing social trends, a skills shortage and an aging workforce are the key drivers of change in Australia, making workforce sustainability paramount to our ongoing success as an organisation. We are continually seeking innovative strategies to attract and retain experienced, high calibre staff, and we recognise that it is the exceptionally high level of professionalism and service provided by Ramsay employees that ensures we deliver the highest standards of patient care.

A key approach to increasing the attraction of working in our organisation is to maximise the potential to provide “family and employee friendly” conditions within resource and operational constraints. The rationale behind this is that if a staff member is given the opportunity to improve the balance between their work and family commitments, there will be reduced likelihood of employee burnout, turnover and absenteeism. Given current and estimated future shortages in our industry, it is now more important than ever that current and future staff members are supported via these strategies and retained into the years ahead.

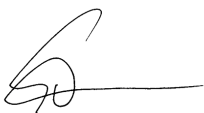
Work life balance initiatives are not a “nice to have” ... they are considered strategically critical to business success. Current and future Ramsay employees will have an expectation that successful, progressive organisations such as Ramsay, will provide enhanced flexibility measures and in order for us to maintain our employer of choice goals, we must be in a position to incorporate these policies into our operational arrangements.

These Guidelines aim to provide practical help and easy to understand information about the range of options available to make our workplaces truly family and employee friendly, and whilst Managers are encouraged to include “family and employee friendly” conditions into our workplaces wherever possible, we acknowledge that there may be operational constraints or impediments to allowing maximum scope in terms of flexibility requests.

There were many people involved in the production of this document and the development of strategies contained within, but I would particularly like to acknowledge the National HR team and the Victorian Directors of Clinical Services, who were involved in the early introduction of Flexible Work Practices into our Victorian Hospitals. After the success of this program in Victoria, we are now pleased to offer these benefits nationally to all Ramsay staff.

I thank you for promoting and supporting the principles and practices mentioned throughout these Guidelines.

Yours sincerely,



Gavin O'Meara
Manager – People and Culture

September 2011



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Flexible Work Practices Policy

People caring for people



Ramsay Health Care is committed to the promotion of a work-life balance for all employees and seeks to provide effective programs and policies which assist to optimise the health, wellbeing and work-life balance goals for all staff. This commitment is in accordance with the philosophy of the Ramsay Way.

Ramsay Health Care is also committed to being a family-friendly employer of choice and values the contribution made by staff to the successful performance of the organisation.

Ramsay Health Care recognises that employees come from different backgrounds and often have different needs at various stages throughout their employment (eg. they may be parents of young children, students, carers for elderly parents, have cultural celebrations that differ to gazetted public holidays or be part of our 50Plus workforce).

Employees may seek to balance their work and outside interests or responsibilities (eg. family, study, community involvement) by utilising flexible work practices. We understand that individual needs will vary over time and we are therefore committed to offering flexibility to all employees and reasonably accommodating employees' needs for flexibility, subject also to meeting the operational needs of the business.

Ramsay Health Care has the following programs and options in place, as part of our commitment to flexible work practices:

Flexible working hours

- Casual work
- Part time work
- Changed hours
- Rostering by request (self rostering)

Flexible work locations

- Working across more than one hospital
- Transfer & secondment opportunities within the Ramsay group of hospitals
- Working remotely from home or elsewhere

Flexible employment arrangements

- Job sharing
- Bankable hours and time in lieu

Flexible Leave provisions

- Flexible Leave program allowing purchase of additional leave
- Options for "cashing out" leave *
- Double leave at half pay OR half leave at double pay * (* only where provided for in relevant industrial instrument)
- Study Leave
- Professional Development Leave
- Community Service Leave
- Leave Without Pay
- Paid Parental Leave

Applications for flexible work arrangements should be made in writing to the relevant manager using the processes set out in the **Ramsay Flexible Work Guidelines** and will be considered according to role suitability and the operational needs of the business.

Prepared by: National Human Resources
Approved by: Ramsay Executive Committee
Reviewed by: National Human Resources
Reviewed by: National Human Resources

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Flexible Work Practices Guidelines

Introduction

Ramsay Health Care recognises the increasing importance of accommodating flexible work options and family friendly work practices in maintaining a diverse, adaptive and high performing workforce able to meet current and future patient/customer needs.

Flexible working arrangements can help employees balance the changing demands of their work roles whilst balancing the needs, desires and responsibilities within their personal life. Flexible work can assist employees to achieve their work life balance goals which could include combinations of more time for exercising, caring for elderly parents, child-rearing, performing community service etc.

Flexible work can also assist in the attraction and retention of valuable employees!

Employee Surveys have shown that Ramsay Health Care compares more favourably than other sectors (particularly the government sector) when it comes to flexible work practices.

In the 2010 Employee Survey, 83.7% of Ramsay employees agreed with the statement '*my workplace provides me with the flexibility to manage my work-life balance*'.

These Guidelines aim to provide you with information about many of the flexible work options offered by Ramsay Health Care and its Hospitals.

Flexible Work and Promoting a Family Friendly Workplace **** FOR MANAGERS**

What are the benefits of offering a flexible and family friendly workplace?

- **Increased productivity**
- **Lower staff turnover**
- **Reduction in absenteeism**
- **Helps to attract and retain high calibre staff**
- **Reduced costs associated with replacing staff (ie. recruitment, training, orientation etc)**
- **Results in a positive organisational image**
- **Improves staff morale and contributes to an superior company culture**
- **Helps foster feelings of engagement and commitment from employees**

****** Managers should review the **FLEXIBLE WORK GUIDELINES FOR MANAGERS** which contain useful information and tools for implementation of flexible work practices into workplaces.



Understanding Flexible Work Options

The information contained in these Guidelines includes the most common flexible working options available at Ramsay Health Care. Employees are encouraged to discuss preferred options with their Manager.

Flexible work options may include:

- Casual or part time work
- Flexible hours
- Working across more than one Ramsay Hospital
- Flexible leave options
- Working from home (only where role realistically permits this)
- Job-sharing
- Rostering by request (self-rostering)



Michael Aged 29
" Ramsay offers me a great range of flexible options for my clinical shifts. I also loved that I could take a travel break to trek India for 6 months and return to my role when I got back"

Mary Aged 36
"I have 2 small children so being able to start my shifts at 9.30 and finish at 3.00 has enabled me to continue working with small children. I can also often pick up extra casual shifts when that suits me! "

Yvonne Aged 54
" I am very grateful that my manager has been able to accomodate my request for every alternative Tuesday off so that I can spend the day looking after my little grandson. Without that option I may have resorted to finding a different job elsewhere"

Who is eligible to request flexible work options?

Under the *Fair Work Act 2009*, an employee is able to request flexibility (ie. a change in working conditions) if:

1. They have been employed with Ramsay for at least 12 months (including casuals who have worked regularly and systematically for 12 months and who have a reasonable expectation of continuing to work with us).

AND

2. They:
 - are parents or carers of a child who is of school age or younger
 - are carers (within the meaning of the [Care Recognition Act 2010](#))
 - have a disability
 - are 55 or older
 - are experiencing family or domestic violence
 - are caring for or supporting an immediate family or household member who requires care or support because of family or domestic violence

Flexible Work Options explained

1. Part Time Work

Part time employees work less than 76 hours per fortnight on average. Part time employment accrues cumulative benefits – such as annual leave, sick leave, paid parental leave and long service leave on a pro-rata basis.

The advantages of part time work are:

- Meets individual needs of employees (assists them to achieve their work life balance goals or manage their family responsibilities)
- Helps to retain and attract staff
- Provides flexibility for graduated change (such as returning from maternity leave or leading up to retirement)

Extra Shifts

Part-time Hospital employees may also be able to “pick up” additional shifts alongside permanent shifts.

Casual Work

Casual employment also provides an excellent flexibility option.

Advantages of casual work are:

- You choose where you want to work
- You choose when you want to work
- You choose how often you want to work
- Shift notification via SMS at some Ramsay Hospitals – how easy is that!



2. Working across multiple Ramsay sites

This is a fantastic opportunity for staff to expand their skills. If you would like to increase your hours of work, or simply incorporate more variety, you may like to consider working at more than one Ramsay Hospital. Staff will be required to have one Hospital as their nominated “home hospital”.

We can also sometimes help arrange city and rural stopovers, whereby if staff are travelling intra or interstate, we may be able to facilitate work in another Ramsay Hospital for a few weeks or months.

For more information and creative options, simply chat to your Manager.

3. Flexible Hours

Flexible attendance arrangements refer to a variation from standard hours. For example this may include working shorter shifts (say in between school hours), working beyond standard hours or even scheduling shifts around work flow (for example a combination of long and short days to meet both operational and personal needs).

Advantages of flexible hours:

- Ability to better match work flow and staffing
- Means of tailoring work hours to meet individual needs

- Retains and attracts staff
- Means of tailoring hours to meet changing or fluctuating needs
- Provides a way in which you might work a full time position while juggling multiple responsibilities!

4. Leave Options

Flexible Leave Program

This program provides for permanent employees to accrue additional leave by reducing their annual pay over 52 weeks to accommodate additional paid leave. It is a system of self funded leave designed to be cost neutral to Ramsay Health Care.

An employee participating in the ***Flexible Leave Program*** effectively has an additional 2, 3 or 4 weeks approved leave without pay. Rather than lose the value of 2, 3, or 4 weeks pay in one period, the employee can spread the salary impact over 26 fortnightly or 12 monthly pay periods.

For example, assume a full time employee has an entitlement to 4 weeks paid annual leave. If the employee participates in the ***Flexible Leave Program*** they will receive up to an additional 4 weeks leave. The combination of their standard leave entitlement and additional flexible leave provides them with access to up to 8 weeks leave over a 12 month period.

For more information about this program, please [click here](#) to access the Group HR Intranet page or contact your Manager or [National HR](#) .



Did you know?

Employees of Ramsay Health Care also have the ability to take Annual Leave, Long Service Leave or Parental Leave at half time for double pay or double time at half pay!

Annual Leave “Cashing Out” Option

Depending on their position, most permanent employees have 4 or 5 weeks entitlement to annual leave per year. There are a number of employees who have worked within the business for many years that may not in the past have taken regular leave, and now have a large entitlement owed to them.

One alternative for those with significant annual leave balances is the voluntary option to “cash out” a proportion of annual leave, as long as a balance of 4 weeks still remains after cashing out of leave and as long as the relevant Enterprise Agreement (“EA”) permits this practice. Long Service Leave may also be cashed out where the relevant EA provides for this.

Casual Bank whilst on Leave

Employees on periods of unpaid parental leave or approved leave without pay may (via arrangement with the relevant Manager) be placed on the Hospital Casual Bank and work casual shifts. This may be possible in corporate positions also depending on the role and operational requirements.

Note however that the *Fair Work Act 2009* requires that unpaid parental leave should be taken as a ‘*continuous period*’. Under the *Fair Work Act* certain entitlements attach to the end of a period of parental leave, namely the employee’s right to return to their former position. However, despite this, Ramsay is happy to consider employee requests for casual work whilst on periods of unpaid leave on mutually agreeable terms, including agreement as to the return from leave date.

Please note that whilst Ramsay is happy to consider access to casual shifts whilst on periods of extended leave, the Federal Government's **Paid Parental Leave Scheme** does not support return to normal duties during the period of Parental Leave and will result in cancellation of eligibility for this Scheme. This does not apply to designated 'keeping in touch' days, which are designed to encourage an employee's continued contact with, and engagement to the organisation whilst on extended periods of leave. 'Keeping in touch days' will also assist an employee's transition back into work upon their return.

5. Bankable Hours and Time in Lieu

A bankable hours system is operable in some of our Hospitals which may provide options for Time in Lieu. For more information, discuss with your Manager.

6. Study Leave

Permanent employees may be entitled to paid or unpaid study leave for approved post graduate study for the purposes of attending courses and/or undertaking or preparing for examinations or attending other education events eg. conferences / seminars. Refer to your local Hospital policy for additional information or speak with your Manager.

7. Working from home (Telecommuting)

This involves performance of work related tasks away from the regular workplace using telecommunications technology to communicate with the Hospital or work unit. This is clearly not applicable to all roles, particularly those that require patient contact or use of Hospital systems & processes as part of day-to-day job requirements. However some support and administrative roles may be suitable for telecommuting for negotiated and approved periods. Ramsay IT departments can assist by providing remote access tokens which provide access to Ramsay IT networks / emails.

Advantages of working from home are:

- Meets individual needs
- Productivity improvement
- Better use of time eg. less travel
- Accelerated use of technology in the Hospital environment
- Ability to be at home with a sick child/family member whilst still undertaking duties
- Improved engagement and motivation amongst team

Either the employee or the manager may initiate a proposal for working from home arrangements but both must agree and neither is obliged to enter in to the arrangements. Managers will consider all the information contained within the Flexible Work Guidelines before approving a request.

Arrangements must be put in place by completing the *Flexible Work Arrangements (FWA) Form* Telecommuting section and also completing the Health and Safety checklists (*Home Work Station Checklist* and *Electrical Equipment Visual Inspection Checklist*) which are available on the National HR Intranet [here](#) (also see Appendix).

Ramsay Health Care must ensure that the work site conforms to acceptable Health and Safety standards, and the staff member working from home is aware of the need to maintain a safe

working environment. For this reason employees must not work from home before the Health and Safety Checklists are completed and these have been sent to National HR and approved.

8. Job Sharing

Job sharing involves the voluntary sharing of the duties and responsibilities of one position between more than one employee eg. two people working part time to fulfil a full time role.

Advantages of job sharing:

- Meets individual needs
- Multiple skills and experience can be shared in one role
- Diverse perspectives add value
- Mutual support and access to cover absences
- Mutual review and development
- Helps build high performing teams

9. Rostering by request (self-rostering)

In an endeavour to enhance the work-life balance for Ramsay employees, many of our Hospitals encourage rostering by request. Under this structure, rosters are determined by responding to the needs of the individual. Each month/fortnight, shifts can be requested for the up and coming roster period, and where possible every effort will be made to accommodate employee requests.

Note that self-rostering is not offered in all Ramsay Hospitals due to operational constraints, size, structure and acuity of wards.

10. Ramsay Health Care 50Plus Program

At Ramsay Health Care we value experience. More than a third of our current workforce is aged over 50 years of age. Our 50 plus workforce have a broad range of work and life experiences, and skills that they contribute to our organisation daily.



In recognition of the contribution and commitment of this group of employees, we have established 50Plus program. The 50Plus program was specifically designed to address the changing needs and expectations of employees to provide a working environment and culture that supports changing career and life goals.

The key driver behind the 50Plus program is to keep employees engaged and working through their pre-retirement years and research suggests that for many, the desire is to have the ability to 'down-shift' or reduce hours or work in different ways. Accordingly, the provision of **Flexible Work Practices** underpins this important program and Managers should wherever possible, enable these employees to access part time or casual work where it is requested.

For more information please visit the [50Plus Intranet](#) or feel free to email any questions to 50Plus.RHC@ramsayhealth.com.au.



11. Parental Leave

Ramsay Parental Leave


Parental leave is the term used to describe paid and unpaid leave available for the purpose of caring for a newborn or adopted child. This leave is available to the primary caregiver and their partner.

Eligibility and Entitlements:

- Permanent employees who have completed 1 year of continuous service are entitled to 12 months **unpaid** parental leave as the primary care giver which can be taken in the following manner:
 - An unbroken period of up to 52 weeks, taken during and/or after the pregnancy
 - Employees may also apply for up to an additional 12 months unpaid leave
 - If both parents are Ramsay Health Care employees, the total period of leave will not be greater than the due entitlement for one employee

In addition to unpaid leave provisions, an employee who has at least 12 months of continuous service and who is the primary care giver is also entitled to 8 weeks **paid** leave.

Some employees are entitled to longer period of Paid Parental Leave depending on their occupation type and the relevant Enterprise Agreement they are employed under.



Parental Leave offers flexibility too!

Employees of Ramsay Health Care also have the ability to take Parental Leave at half time for double pay (or double time at half pay where EA permits). For example, an employee who is eligible for 8 weeks paid leave may choose to take 16 weeks paid Parental Leave at half pay.

Federal Government Paid Parental Leave Scheme

In addition to periods of parental leave provided by Ramsay, employees can access up to 18 weeks paid parental leave from the Federal Government. The government Paid Parental Leave scheme can be accessed any time within the first year after birth and is paid at the National Minimum Wage. This leave must be taken in a single block of leave and can be taken at the same time or different time to the Ramsay provision for leave.

For more information about the Government Paid Parental Leave Scheme, please visit the [HR intranet](#) or the [Federal Government website](#).

Common Questions and Answers re: Parental Leave

Q: Can I take other leave during parental leave?

A: You may use accrued annual leave during any period of unpaid parental leave. You may also be able to access *pro rata* long service leave as per the relevant EA provisions.

Q: Can I alter my period of parental leave while on leave?

A: You are entitled to extend or alter your parental leave as long as this does not mean that your leave will exceed the maximum period of leave available to you. That is, you may increase a period of parental leave up to 12 months by providing notice to your Manager, and up to 24 months with written approval from your Manager.

Q: Will my parental leave count as service?

A: Any period of **paid** parental leave will count as qualifying for service. A period of unpaid parental leave will not count as qualifying service but won't be regarded as a break in service.



Q: How will I be paid my Ramsay paid leave?

A: If you are on paid parental leave, you may opt to:

- Continue payments as per normal pay run (eg. fortnightly or monthly)
- Have continuous payments at half pay or double pay
- Receive a lump sum payment at the time of commencing leave

Q: Can I work a few casual shifts whilst on unpaid parental leave?

A: Whilst Ramsay will allow you to do this where your EA permits it, you will no longer be able to receive the 18 week's paid parental leave from the government if you return to usual duties at any time whilst participating in the government's Paid Parental Leave scheme.

Q: Will my current entitlement to Paid Parental Leave from Ramsay be affected by the Government's Paid Parental Leave scheme?

A: If you are currently entitled to Paid Parental Leave, this will not be affected by the government's Paid Parental Leave scheme.

Q: What happens with my superannuation?

A: Unless specified in your EA, you will not receive superannuation for paid parental leave. You will not receive superannuation whilst on any unpaid leave, and you will not receive superannuation for any government paid leave.

Q: Can I apply for another position while I am pregnant?

A: You are entitled to apply for other positions. By law, being pregnant should not be a discriminating factor in your ability to successfully acquire a new position in Ramsay Health Care.

Staying in Touch with Ramsay ...

Prior to commencement of any extended leave, including parental leave, consider the level of contact desired whilst on leave. Managers are encouraged to stay in touch via:



- *email*
- *post newsletters (eg. Hospital newsletter or Ramsay Way magazine)*
- *regular phone conversations*
- *invitation to attend social events or special education opportunities*
- *perhaps even consider inviting them to meetings or any planned morning tea celebrations*

Advise your manager if you desire this level of contact, and remember that all attendance at any work related courses or social events is entirely voluntary and staff cannot be paid for attendance. However, there are options for paid work whilst on leave - see page 7.

Returning to Work after periods of Leave

If an employee has been on a period of *extended* leave (ie. more than 6 weeks), they are encouraged to contact their Manager to discuss returning to work at least 2 weeks prior to their return. This includes employees on extended annual leave, long service leave, parental leave, sick leave, or leave without pay. This does **not** include employees who have workers' compensation claims or who are currently within return to work plans / suitable duties plans.

At the conclusion of any period of extended leave, including parental leave, an employee will normally return to the position they held immediately before taking leave, or to a position equivalent in pay, conditions and status as the original position.

In rare circumstances where the position has changed but essentially continues to exist, an employee would normally return to the changed position and be consulted regarding any redesign of the position whilst on leave.

In circumstances where the position no longer exists, and there are no suitable alternative positions available, the relevant redundancy and redeployment provisions apply. In these

circumstances an employee should always be consulted regarding the intention to declare the position redundant.

Subject to operational requirements an employee may be able to return to the previous or an equivalent position on a part time basis or with a reduction in hours to assist employees to manage new or changed family or personal responsibilities.

12. Lactation breaks and breastfeeding mothers

Ramsay Health Care supports mothers who are breastfeeding by enabling areas in the workplace whereby mothers can comfortably express or feed their baby whilst at work. Ramsay Health Care promotes the following in relation to our breast-feeding employees:

- A positive attitude towards breast-feeding in the workplace
- Flexible working hours
- Flexibility of break times and scheduled lactation breaks as required for breast-feeding and expressing
- A clean private area that is safe from harm and hazardous waste and chemicals with comfortable seating and access to power for breast pumps
- Nearby hand washing facilities
- Facilities for storage of equipment and access to a refrigerator for breast milk

What are *reasonable business grounds* for refusing a request?

The *Fair Work Act 2009* allows an employer to refuse (or decline) a flexible work request, only if there are reasonable business grounds.

Factors that may be considered to be reasonable business grounds could include:

- the effect on the workplace of approving the request, including the financial impact of doing so and the impact on efficiency, productivity and customer service
- the effect on Hospital or Ramsay operations, including the financial impact and the impact on efficiency, productivity and customer service
- the inability to re-organise work among existing staff due to roles, workload etc.
- the inability to recruit a replacement employee or the practicality or otherwise of the arrangements that may need to be put in place to accommodate the employee's request, including cost of same

The employer / manager does not have to choose between granting an employee's request in full or refusing the request. Rather, employers and employees are encouraged to discuss their working arrangements and, where possible, reach an agreement that balances both their needs.

If the employer/manager does refuse a flexible work request, the reasons for the refusal must be given to the employee in writing, within 21 days of the request being made.

As well as providing this in writing, many managers will have discussed this with the employee in person.



Steps for Putting Flexible Work Arrangements in to

The following steps should be followed by employees when putting Flexible Work Arrangements in to place.

- Step 1 - Complete the worksheets below to reflect on your own work-life balance and the Flexible Working Arrangements that would suit you and your family.
- Step 2 - Consider the effect of these arrangements on your department or team.
- Step 3 - Decide on the Flexible Work Arrangements which you would like to request and complete the FWA Proposal tool.
- Step 4 - Share your proposal with your manager and discuss the options available; allow your manager time to consider the request and respond.
- Step 5 - Formalise and document the arrangement by completing the Flexible Work Arrangements (FWA) Form and any other checklists or forms that may be required (e.g. Health and Safety Checklists; change of employment contract; payroll forms etc.).



Ramsay Health Care reserves the right to make changes to these Guidelines without notice.

Additional Resource Materials:

- Commonwealth of Australia, Balancing Breastfeeding and Work, Commonwealth of Australia, 2000
<http://health.gov.au>
- Lee, Catherine “Can remodelling improve your work/life balance?” Feb 2005
http://www.remodellingteam.org/submitted_article.php?id=25
- Reilly Peter, Flexibility at Work: Balancing the interests of employees and the employer: Gower Publishing, 2001

Useful Contacts and Resources:

- **National HR** – National HR Services Team: Ph. 07 3394 7624
- **Information on Employee Assistance Program:**
<http://vwidc95/sites/corporate/humanresources/Pages/Employee-Assistance-Program.aspx>
- **Ramsay National HR Intranet:** [Click here](#) (for policies, tools and information relevant to Leave, Enterprise Agreements etc.)
- **National Safety Team Intranet:** [Click here](#)

For any questions about the information contained in these *Guidelines*, or for advice on completion of the *Tools* on the following pages, please contact:

HRenquiries@ramsayhealth.com.au

This page examines the type of tools that Managers will use when they consider requests for introduction of flexible work practices. Whilst Managers will attempt to build culture of support for allowing employees to balance the demands of work and personal life through flexible work options, they also must consider the operational and financial implications of any change in the department.



Manager's Decision-making Model



Implementation Checklist

These are the things a Manager will consider prior to, during & after implementation of new flexible work arrangement:

Job redesign and workload	Balance of workload components Consider impact on workload of others & principles of equity
Performance Measures	Realistic and explicit measures required Attitudes to flexibility on both parts fair & professional Employee is a high performer who exhibits Ramsay Way values
Professional Development	Is relevant professional development available to assist employee if needed? Consider cost-benefit of professional dev. Needs to implement
Technology to Enhance Flexibility	Is the technology required accessible and available? Work health and safety needs considered?
Communication Processes	Do you need to consider facilitating meetings/support for new arrangements? Have all affected parties been informed?
Documentation	Have you ensured the arrangement has documented using the <i>Flexible Work Arrangements Form</i> and the Health and Safety Checklists? Does the employee contract require alteration as a result? Ensure paperwork prepared correctly for pay roll staff if changes needed
Recognition and Reward	Recognition & reward for all staff involved in supporting successful flexible arrangements



The next few pages are for Employees to assist in assessing existing work life balance and establishing whether work, life & wellness goals would be enhanced by the provision of Flexible Work Options.



Personal Worksheets for Ramsay Employees

These next pages are optional for your own personal use and are designed to assist you:

- *Better analyse your own situation and assist you to understand your workplace needs*
- *Test if workplace arrangement changes may assist you to improve the balance between work, life and family needs*
- *Develop a formal proposal for your preferences for flexible working arrangements that considers both work and personal factors. This can then be further discussed in an appointment with your Manager.*



1. Assess your work life balance

If you are contemplating changes at work to better balance life, work and family, it is important to carefully examine the full range of issues. At the outset it is useful to remember:

- That flexible working arrangements relate to balancing the needs of both you and the business
- That the needs of the business may vary over time, as will that of the employee
- That different Hospitals and departments may vary in their ability to offer flexibility at times
- That individual flexibility cannot compromise team capability, work product or realisation of goals
- The factors that Managers need to consider when making decisions about flexible work options
- What factors are influencing you to consider ways of better balancing work and life?
- Other actions you might take to improve that balance?
- That changes to work may not always be the best action, or certainly not the only option you can take to improve your work, life and family balance
- That you have a responsibility to present a well thought out plan for flexibility to your Manager
- That flexible working arrangements must be reviewed regularly and fine-tuned to be successful for both the individual and the workplace
- That if a revised arrangement is not working out, reinstatement of previous arrangements may need to occur





2. Work Life Balance CHECKLIST

1. You are seeking to achieve better work, life and family balance. What changes at work are you considering? *Detail briefly:*
2. What are you hoping to achieve? *Detail briefly:*
3. To get a broader picture, list ten things that you feel currently contribute to work, life and family imbalance, or are stressors in your life then plot them in Table 1 below:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Table 1

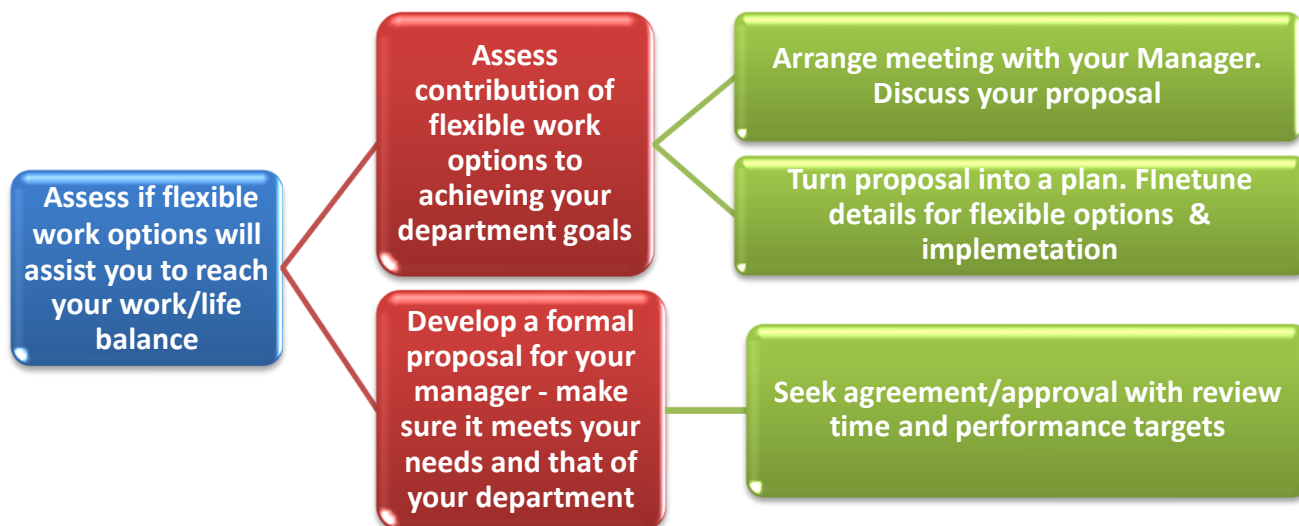
	Work	Life	Family
In my control			
Not in my control			
Can take action			
Cannot take action			





3. Employee Decision-making Model

This uses a similar approach to decision making approach to that of your Manager:



4. Dealing with other stressors

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Ramsay Health Care Employee Assistance Program is an initiative to provide staff with confidential counselling and support for either work related or personal issues.

WHY TALK TO A COUNSELLOR?

Talking to a counsellor can help you identify and resolve issues that may be causing you difficulty or stress. It is possible you may be feeling overwhelmed with work or personal situations and sometimes it is hard to know what to do or whom to talk to, particularly about concerns you would like to keep private. The Counsellors used in all Ramsay EAPs are qualified professionals with many years' experience.

IS COUNSELLING CONFIDENTIAL?

Yes! When you see a Counsellor, no details of your session will be discussed with anyone at Ramsay. The Counsellors do not provide reports or information to Ramsay about any issues that are discussed with them.

WHO PAYS?

Ramsay will pay for up to three visits per calendar year, per employee. If an employee feels additional visits are required a request may be made for additional sessions with the Counsellor.

HOW DO YOU MAKE AN APPOINTMENT?

Please refer to the National HR Intranet site for information.



5. Flexible Work Arrangements (FWA) Proposal

Utilise this tool to assist you to put together your proposal for Flexible Working Arrangement options. This will ensure that your plans are well considered and communicated clearly. Provide your Manager with a copy of this tool or take it with you to a meeting with your manager to seek discussion around your flexibility needs.

Your NAME: _____

Position and Department: _____

Date: _____

Flexible Work Option/s proposed:

- Reduction to hours - part time work
- Flexible attendance arrangements (flexible hours or changes to hours)
- Flexible use of ADOs/RDOs, TOIL, Banking of Hours
- Casual opportunities
- Other Ramsay Hospital opportunities
- Telecommuting (working from home)
- Job Sharing
- Flexible Annual Leave Options (purchase more leave, taking double leave at half pay, cashing out leave)
- Other: _____

Schedule proposed:

	Hours/Times	On site (at Hospital/in office)	At home / elsewhere (if appropriate)
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			
Sunday			

How will the proposed schedule contribute to meeting the department, Hospital or team goals?

Who will be affected and how?



Flexible Work Practices- Tools

What are your suggestions regarding this (and how it may work best?)

What additional resources/equipment/considerations will you require?

What additional review criteria would you suggest for yourself and your Manager to assess how your performance is meeting expectations?

How frequently do you propose the arrangement be reviewed?



Appendices

Appendix A – Flexible Work Arrangements Form - available on HR Intranet

Flexible Work Arrangements (FWA) Form

INSTRUCTIONS: Please complete all information in the fields below, sign this form and obtain approval by a member of the Hospital Executive (or Senior Ramsay Manager for corporate staff).

If the FWA involves **Telecommuting** (ie. working from home) please complete all 3 pages and forward the completed form to [Group HR](#) for confirmation that all conditions have been met and a safety self-assessment can be arranged. Until final approval has been provided by Group HR and the Ramsay Safety team, a FWA involving Telecommuting will not be regarded as approved.

EMPLOYEE NAME: _____ EMPLOYEE NO. _____

Position and Department: _____

Commencement Date of FWA: _____

Flexible Work Arrangement details:

- Reduction to hours - part time work
- Flexible attendance arrangements (flexible hours or changes to hours)
- Flexible use of ADOs/RDOs, TOIL, Banking of Hours
- Casual work
- Telecommuting (working from home or other location) – contact [Group HR](#) for final approval
- Job Sharing
- Study Leave (specify approved hours below)

Other: _____

Use the schedule below or blank space to specify changed working hours and/or location of the FWA:

	Hours/Times	On site (at Hospital/in office)	At home / elsewhere (if appropriate)
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			
Sunday			

Confirm any other FWA details:

Review Date for FWA: _____ (review should occur annually)

Signed by Employee: _____ Date: _____

Approved by Manager: _____ Print Name: _____

Use next pages if arrangement involves Telecommuting (ie. working from another location)

Flexible Work Arrangements (FWA) Form

Telecommuting Checklist

- Group HR notified of proposed Telecommuting FWA
- Home Workstation Safety Checklist completed attached to this FWA Form
- Electrical Equipment Visual Inspection form completed attached to this FWA Form

Telecommuting Agreement

I confirm I have read and understood the terms and conditions associated with this FWA and will comply with requirements set out in this form, the Ramsay Health Care Flexible Work [Policy](#) and [Guidelines](#).

I have made arrangements with the company for that the costs of maintenance of equipment owned by myself and the supply of consumables, as detailed above.

I agree that equipment owned or leased by Ramsay Health Care remains the property of the company and will be used solely for the purposes of company work. I agree to notify the company if any problems or difficulties arise with the operation of company owned equipment and that the company may have access to the home based work site during hours of work or after provision of 24 hours notice for the removal of the equipment. I acknowledge that there may be a requirement to return the equipment to head office for repair if required.

SIGNED by

[name of Employee] [signature]
Date _____

SIGNED by

[name of Supervisor] [signature]
Date _____

APPROVED by

[Group HR signature] [signature]
Date _____


RHC Forms – Flexible Work Arrangements (FWA) Form V.3, November 2012

PLEASE NOTE THAT ANY MATERIAL PRINTED IS REGARDED AS AN UNCONTROLLED COPY. IT IS THE RESPONSIBILITY OF THE PERSON PRINTING THE DOCUMENT TO REFER TO THE RAMSAY HEALTH CARE HR INTRANET SITE FOR UPDATES.

3



Appendix B – Home Work Station Checklist - available on HR Intranet



FLEXIBLE WORK PRACTICES WORKING FROM HOME SELF ASSESSMENT CHECKLIST

<Insert Hospital Name>

This checklist is to be completed by staff members intending to work from home. This checklist should be completed by the staff member applying to work from home and should be reviewed by the supervisor prior to the staff member commencing a working from home arrangement to determine if the home work area is appropriate and or if any equipment or furniture is required.

Employee Details:	
Employee Name:	
Facility / Department:	
Phone:	

Supervisor / Manager Details:	
Supervisor Name:	
Facility / Department:	
Phone:	

Checklist:	
CHAIR	
The chair to be used is easily adjusted from a seated position (back height & angle etc)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
The seat back is adjusted so the lumbar support of the chair supports the lower back	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
The forearms and wrists are parallel to the floor or angled down slightly	<input type="checkbox"/> Yes <input type="checkbox"/> No
When chair height is adjusted appropriately, the feet are positioned on the ground	<input type="checkbox"/> Yes <input type="checkbox"/> No
If feet are not positioned on the ground, a foot rest or support is provided	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Seat back angle is adjusted so user is in an upright position when using keyboard	<input type="checkbox"/> Yes <input type="checkbox"/> No
WORKSTATION DESK	
Desk is large enough for the completion of mixed tasks (computer and reading / writing) (Australian Standard 4442:1997 advises this should be at least 1600mm x 800mm)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Desk is between 680mm and 735 mm high	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
If desk is height adjustable - is this easily adjusted? Adjusted so forearms are parallel to floor or angled down slightly?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Desk is designed so frequent trunk twisting / rotation is not required	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
User is able to sit close to workstation without any impediment (Check that the desktop is thin, chair arms are not in the way, clear leg room)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Approved By:	National Safety Manager Group HR	Implemented:	December 2011	Page 1 of 3
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FLEXIBLE WORK PRACTICES WORKING FROM HOME SELF ASSESSMENT CHECKLIST

<Insert Hospital Name>

If documents are regularly referred to, they can be positioned & supported (i.e. use of document holder, or desk slope) to avoid unnecessary neck movement (looking sideways / downwards).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
MONITOR	
Is positioned at approximately an arms distance when in an upright seated position	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Is positioned at an appropriate height (neck remains in a neutral position - not required to look upwards or downwards to view monitor)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
If using a laptop, this is either raised, or this is positioned on a docking station	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
KEYBOARD AND MOUSE	
Elbows remain close to side of body when keyboard and mouse are utilised	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Mouse is at the same level as the keyboard	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Separate keyboard and mouse is used if utilising laptop compute for extended periods	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
WORK ENVIRONMENT	
Lighting is adequate (able to read without eye strain) - Natural light / glare controlled	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Noise levels are not distracting from task concentration	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Ventilation (natural or artificial) is adequate	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
ALL ELECTRICAL EQUIPMENT is in good working order and cords / plugs have been visually inspected for soundness with no obvious faults. Use Electrical Equipment Visual Checklist if required.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
DATE COMPLETED:	



Please attach PHOTOGRAPHS of the workstation following set up and at the completion of this assessment (and following any necessary adjustments). This form will not be accepted without supporting photographs.

Photographs Attached	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Actions or equipment required:

GROUP HR / FACILITY / NST USE ONLY: List any actions or equipment (e.g. document holder, monitor stand) or modifications (e.g. workstation adjustments) required:

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FLEXIBLE WORK PRACTICES WORKING FROM HOME SELF ASSESSMENT CHECKLIST

<Insert Hospital Name>

Acknowledgement / Undertaking:

The employee represents and warrants that to the best of their knowledge the information in this assessment is accurate and complete.

The employee acknowledges and agrees by signing the Declaration below that:

- Ramsay Health Care and **INSERT FACILITY NAME** are relying, and are entitled to rely, on the information provided by the individual employee in this assessment.
- Whilst all reasonable effort is made to ensure a safe working environment Ramsay Health Care and **INSERT FACILITY NAME** cannot be aware of or responsible for all potential risks to health and safety in the employee's home.
- Ramsay Health Care and **INSERT FACILITY NAME** do not accept responsibility and will not be liable for any incidents or injuries arising from matters outside their knowledge or control, or caused or contributed to by activities unrelated to the work being undertaken within the flexible work practices agreement.

In consideration of Ramsay Health Care and **INSERT FACILITY NAME** entering into this flexible work practices arrangement, the employee agrees and undertakes to take all reasonable steps to ensure their own health and safety and that of other people in the home work environment, and to notify their manager immediately of any risks to health or safety of which they become aware and of any changes to the information provided in this assessment.

Declaration:

I have read and understood the conditions set out in this Flexible Work Practices Home Work Station Checklist. I indicate my acceptance of the terms of this document by signing below.

Employee:	Signature:	Date:
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NST / Safety Review:

Date Received:		
Comments:		
Safety Professional:	Signature:	Date:

Approved:

Human Resources:	Signature:	Date:
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Reference List:


Australian/New Zealand Standard: 4442:1997 Office Desks. Standards Australia
 Australian Standard 3590.2-1990. Screen Based Workstations - Part 2. Workstation Furniture. Standards Australia
 Health Safety in the Office, NSW WorkCover Authority, 1993.
 Keyboard Workstation Assessment Inspection Checklist, University of Melbourne.
 Keyboard Workstation Assessment Inspection Checklist, WorkSafe Australia.

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Flexible Work Practices- Tools

Appendix C – Electrical Equipment Visual Inspection Checklist - available on HR Intranet

 <p>NATIONAL SAFETY TEAM People caring for people & their safety</p>	<p>HOME BASED WORK ELECTRICAL VISUAL SELF ASSESSED INSPECTION CHECKLIST</p>
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Name:	[REDACTED]	
Address:	[REDACTED]	
Equipment Ownership:	<input type="checkbox"/> Self <input type="checkbox"/> Hospital	
Details of Equipment:	[REDACTED]	
Inspected By:	Name: [REDACTED]	
	Designation: [REDACTED]	Department: [REDACTED]

IMPORTANT: Prior to commencing any visual inspection – disconnect all equipment and connections from power source.

ITEM		A	P
A = Action Required		P = Pass (no action required)	
1	Visually check the cords, plugs, outlet sockets and other accessories for obvious damage. Look for: <ul style="list-style-type: none"> Discolouration (may indicate heat, chemical or moisture exposure) Cuts, abrasions, twists in the outer sheath of the cord (these may be deep cuts such that the inner cores are visible) Electrical tape or other foreign objects attached to the cord (may indicate a break or cut underneath) Damage to the insulation on the pin plugs 	<input type="checkbox"/>	<input type="checkbox"/>
2	Physically Check: <ul style="list-style-type: none"> Flexible cords by running the cord through the hand to detect any twisting of the inner cores or damage to the outer sheath. Pin plugs and other connections to ensure they are not loose by lightly wiggling them 	<input type="checkbox"/>	<input type="checkbox"/>
3	Check that flexible cords are effectively anchored to equipment, plugs and cord extensions extension sockets.	<input type="checkbox"/>	<input type="checkbox"/>
4	For power boards, check the maximum load warning is intact and easy to identify and read.	<input type="checkbox"/>	<input type="checkbox"/>
5	Check that any operating controls are in good working order ie: that they are secured, aligned and in appropriately identified.	<input type="checkbox"/>	<input type="checkbox"/>
6	Check that covers, guards and the like are secured in the manner intended by the manufacturer or supplier. If you are unsure contact (where possible) the manufacturer/supplier, or mark the item as not for use until able to do so.	<input type="checkbox"/>	<input type="checkbox"/>
7	Check that ventilation inlets and exhausts on electrical equipment are unobstructed.	<input type="checkbox"/>	<input type="checkbox"/>
8	Controls or alarms on the device are in working order	<input type="checkbox"/>	<input type="checkbox"/>
9	Is the environment detrimental to the safe use of electrical equipment? Eg: wet areas,	<input type="checkbox"/>	<input type="checkbox"/>

Corrective Actions:				
Item	Deficit	Requirements for Improvement	Responsibility Referral	Due Date
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

- If a deficit is identified by any of the criteria above then the item is NOT to be connected to any power point.
- Remove from service, (ensure Tag Out is placed on item) and the item needs to undergo an electrical 'Test and Tag' program

Approved By:	SAMPLE ONLY printable document on intranet	Implemented:	July 2008	Page 1 of 1
Review Due:	3 Yearly or Legislative Change	Reviewed On:		
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