

Flexible Working

Enhancing and Sustaining its Success

Check out our displays
while you have your lunch:



Working From Home Resources

Newly-developed guidance to help individuals, teams and leaders best manage flexible working so they can thrive at work.

SMART Work Design

The SMART work design model, developed by Australian Research Council Professor Sharon Parker, is a framework that can be used when designing meaningful and motivating work.

Working from Home during COVID-19

Insights from our world-leading longitudinal study of people working at home during COVID-19.

Case Study: Western Australia Police Force

We partnered with the WA Police Force to understand how to best design work conducive to working from home.

The Platform

A powerful data analytics platform aligned to the Thrive at Work Framework that supports organisational decision making to ensure employees get well, stay well and be the best they can be.



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Flexible Working

Enhancing and Sustaining its Success

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Flexible Working

Enhancing and Sustaining its Success

ARC Laureate Fellow Sharon K. Parker

Director, Centre for Transformative Work Design
Curtin University



@wetransformwork



transformativeworkdesign.com



sharonkparkers



sharonkparkers.com



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Plan

WA Govt JTSI funded initiatives (Sharon)

- Working From Home During COVID research (also funded by ARC)
- Flexible Working resources

Thrive at Work updates (Karina)

- Flexible working projects
- Update – Thrive at Work Platform

Parker, S. K., Griffin, M. A., Jorritsma, K., and Knight, C. (Chief Investigators).
Supporting healthy and productive flexible working. Project funded by the
Western Australian State Government Department of Jobs, Tourism, Science
and Innovation. 2020. C1128000380.



Flexible Working in Australia

Pre- COVID-19

Relatively low prevalence

- Estimates 9% - 20%

“Chosen few” & usually part-time

During COVID-19

Most people

Not “people working from home” but
“people at home trying to do their work in
a pandemic”

- Less choice
- More people (even unsuitable work)
- Less time to set up eg train managers
- Home schooling/ child care issues
- Other challenges



Work at Home During COVID Research

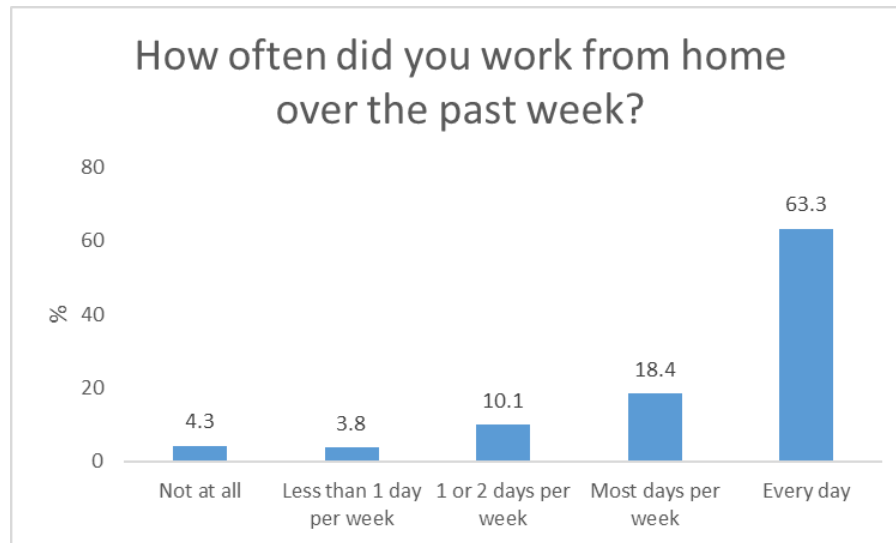
Longitudinal study

Prof Sharon Parker, Dr. Caroline Knight & Dr. Anita Keller

Time 1 (mid April 2020) N = 560

Time 2, 3, 4 (weekly)

Time 5, 6, 7, 8 (monthly)



33% Male

66% Female

Age Range:

20 – 74 years.

This includes:

18%

Aged 20-30 years

34%

Aged 31-40 years

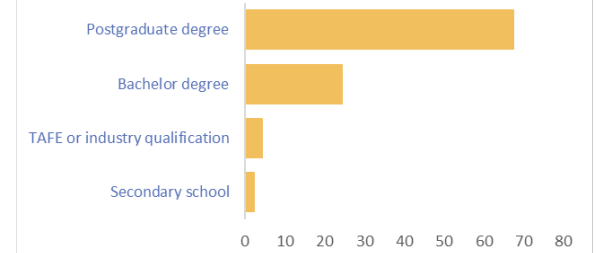
25%

Aged 41-50 years

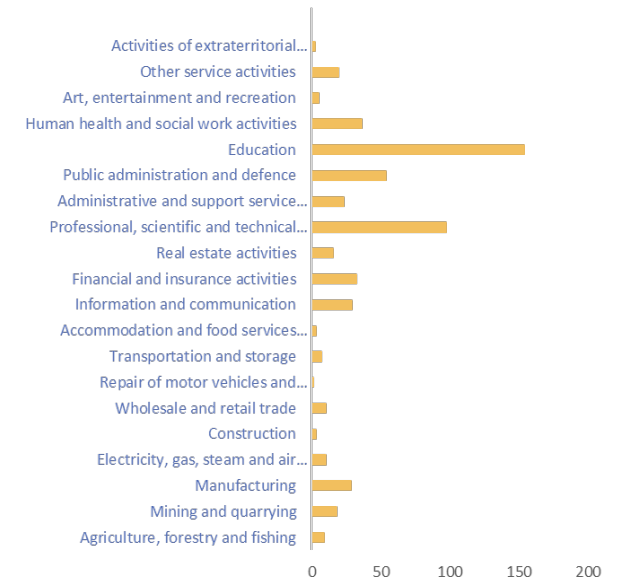
21%

Aged over 51 years

Level of Education as a Percentage



Participant Numbers by Industry



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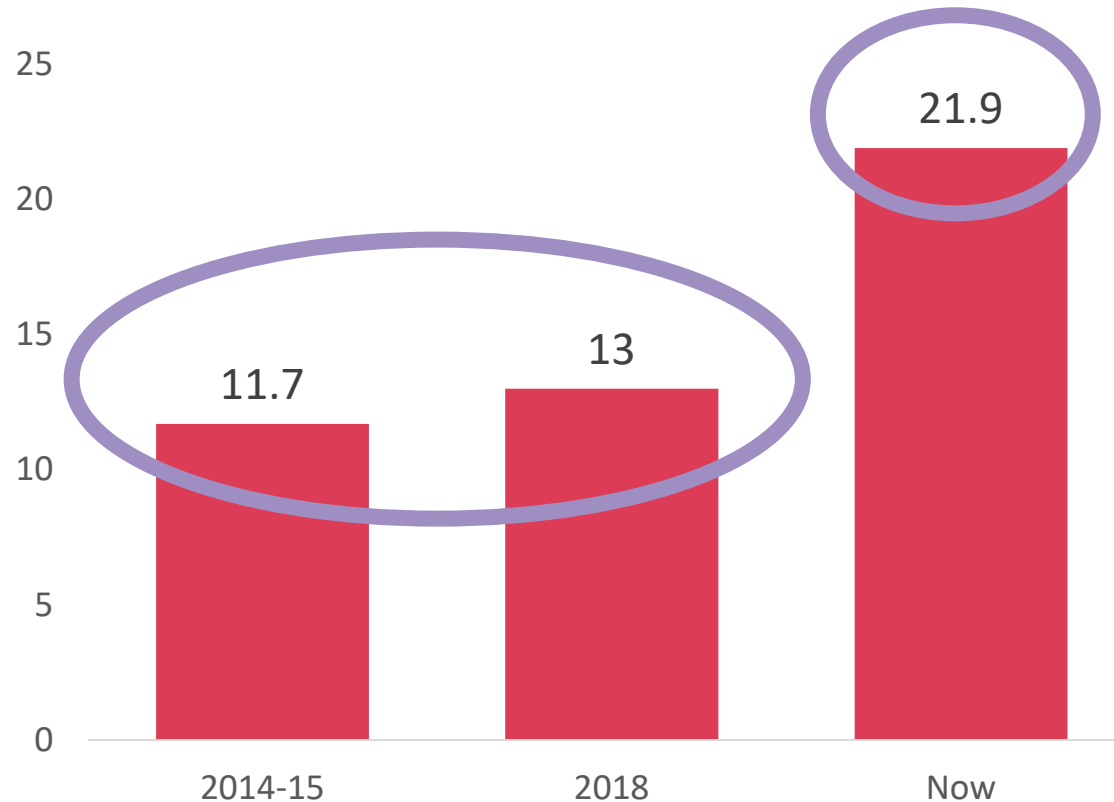


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Psychological distress

Percentage of people experiencing high or very high psychological distress in Australia (using K5/10)



Approaching double the 'usual number' of people with poor mental health in our study

**Is this just
'the pandemic'?**

For more info: Knight, C., Parker, S. K., Keller, A. C (June 4, 2020). *Tripled Levels of Poor Mental Health: But There Is Plenty Managers Can Do*. SIOP newsbriefs. https://siop.inloop.com/en/article/16243?utm_source=ElasticEmail-sb-siop&utm_medium=newsletter&utm_campaign=siop-686-s-en-030620&itd_did=686&itd_uid=11503



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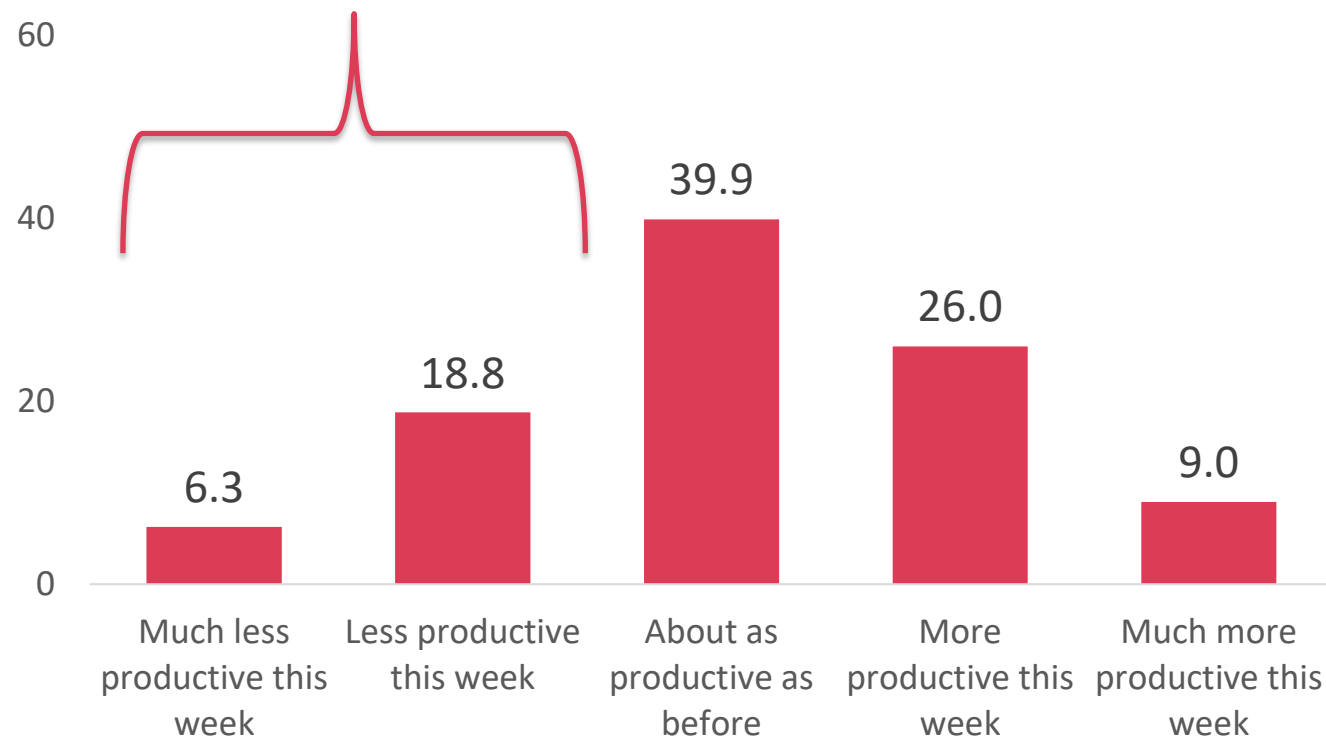
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Productivity

How productive do you think you are compared to 'normal' (before Covid-19)?

Is this just 'ill-suited work'?



About a quarter (25.1%) less productive than usual, but also 35% more productive than usual

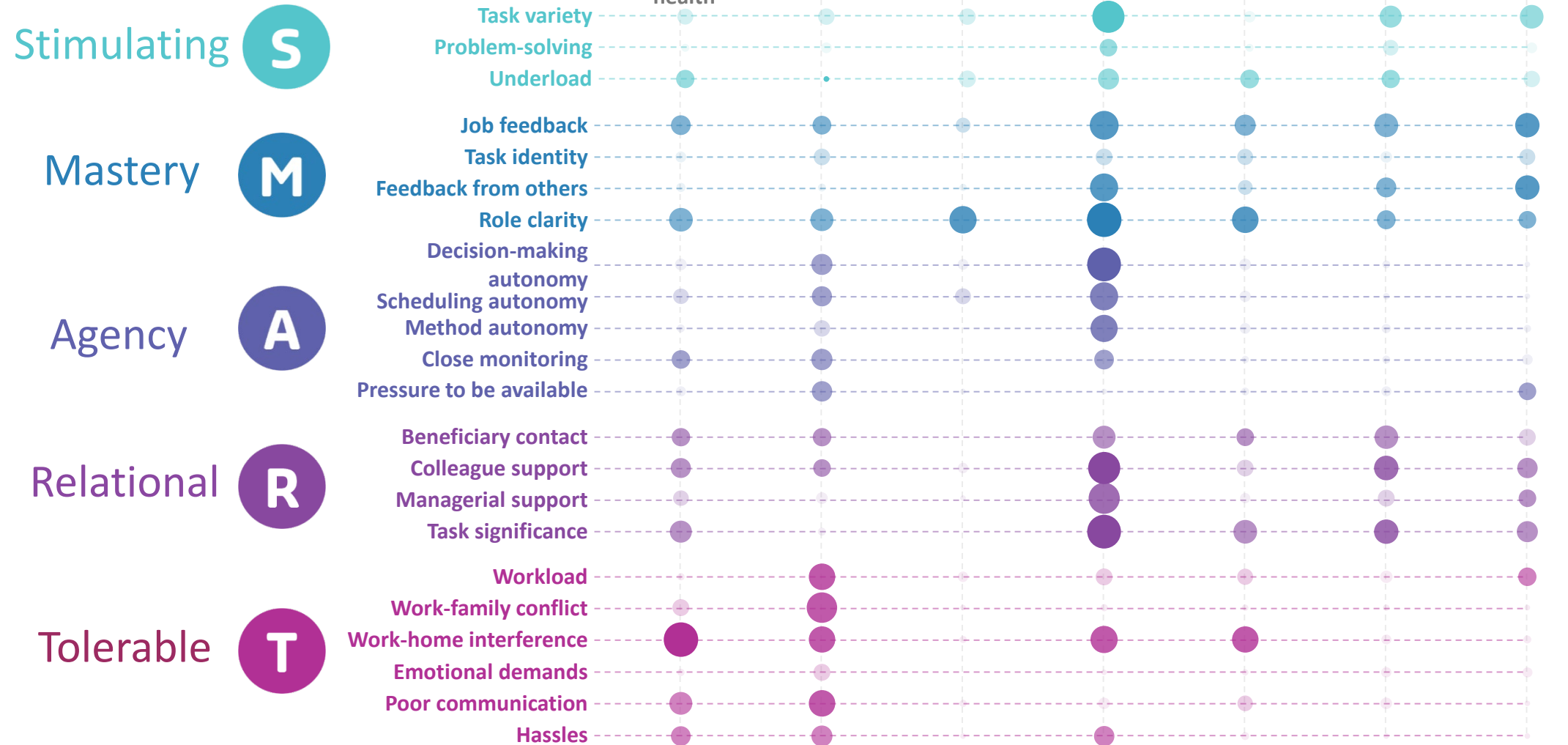
For more info: Keller, A. C, Knight, C., & Parker, S. K. (June 30, 2020). *Boosting job performance when working from home: Four key strategies*. SIOP article https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/4600/Boosting-Job-Performance-When-Working-from-Home-Four-Key-strategies?utm_source=Social&utm_medium=Posts&utm_campaign=RemoteWork



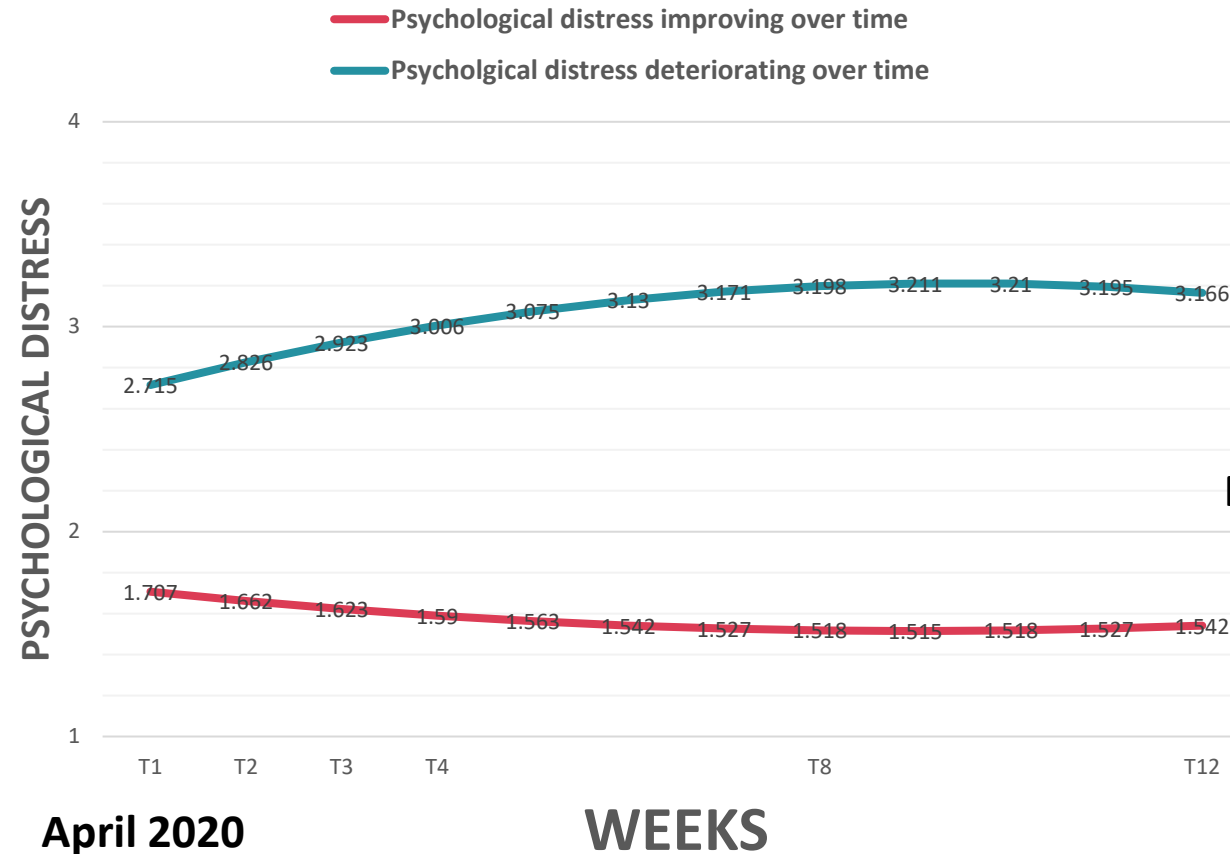
Mental health and well-being

Performance

Mental ill-health Burnout Procrastination Job satisfaction Proficiency Adaptivity Proactivity



Changes in Psychological Distress Over Time



Predictors of Increased Distress over Time

(Low) stimulating: Underload

(Low) agency: Close monitoring

(Low) tolerable: home work conflict

Predictors of Reduced Distress over Time

(High) relational: Colleague support

Experience working from home
(mastery of worker)

April 2020

WEEKS



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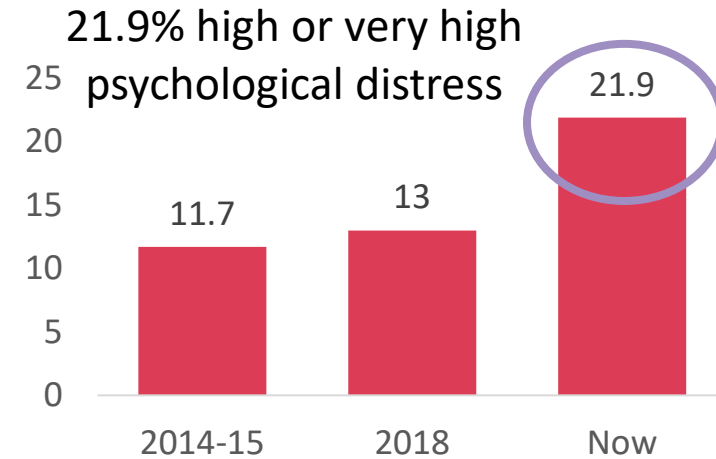
Knight, Keller, Parker, in preparation



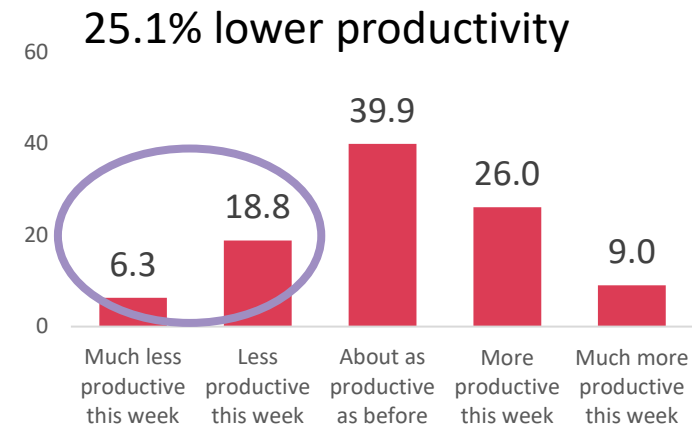
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Key Takeaway



Is this just 'the pandemic'?



Is this just 'ill-suited work'?



Introducing our **NEW** Resources



Evidence-based

Detailed reviews
of the literature



Practical

Examples from
case organisations



Complementary

Thrive at Work from
Home Study

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Guidance for workers



“‘Segmenters’ prefer to keep home and work domains completely separate (or as much as possible)... whereas ‘Integrators’ do not mind blurring home and work.”

Parker, K., Parker, S. K., & Jorritsma, K. (2020). *How to Make My Flexible Work SMART: A Guide for Workers*. Future of Work Institute. November 2020.



Guidance for managers of teams



“Encourage team members to set up and interact on non-work related channels on virtual platforms.”

Adams, K., Parker, S. K., Jorritsma, K., & Griffin, M. A. (2020). *How to lead virtual teams for success: A guide for managers*. Future of Work Institute. November 2020.



Guidance for leaders designing policy & practice



“Avoid micromanaging or excessively monitoring your employees’ inputs. Instead, convey to your workers that you trust them.”

Neumeier, L. M., Parker, S. K., Jorritsma, K., & Knight, C. (2020). *How to Lead Flexible Work: A Guide to Successful Policy and Practice for Managers*. Future of Work Institute. November 2020.



To obtain PDF copies, visit:
bit.ly/ctwd-flexiblework





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Thrive at Work

Overview and Updates

Karina Jorritsma

Professor of Practice | Psychologist

Future of Work Institute | Curtin University

The Thrive at Work initiative

- Thrive at Work is a well-being initiative centred on designing work that helps employees, organisations and industry to thrive.
- Developed with leading mental health bodies – for and with, businesses.
- Based upon an integrated, evidence-based framework and underpinned by decades of research on work design.
- Foundational funding from WA MHC and Australian Research Council.



Thriving employees create thriving organisations.

There are multiple lenses applied to employee mental health...



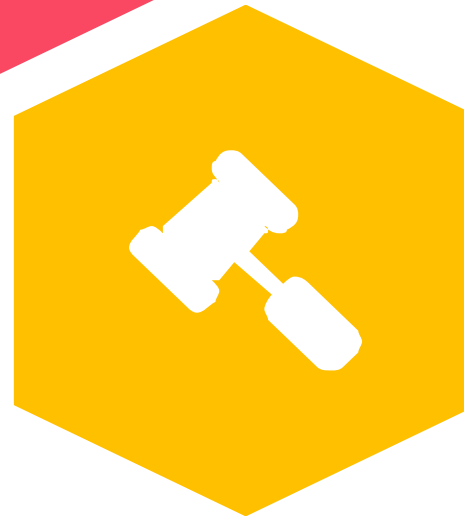
Ill-health

1 in 5 Australian adults experience a mental health condition each year. This costs Australian employers at least \$10-\$18 billion every year due to:

- absenteeism • compensation claims
- presenteeism • plus turnover costs

Future of work

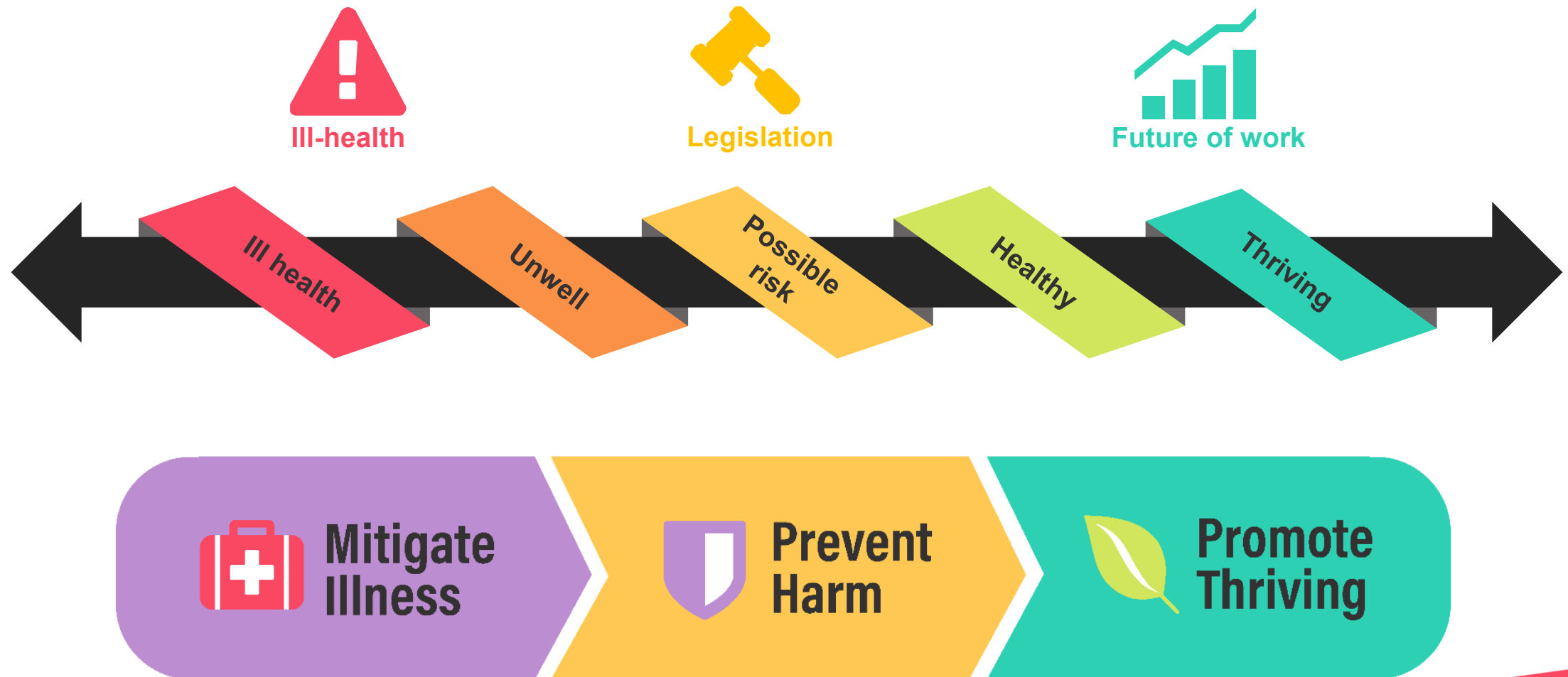
Due to the changing nature of work, organisations need people who are better equipped to learn and adapt.



Legislation

A shifting legislative focus – work health and safety legislation is expanding to include responsibility for protecting employee mental health.

Thrive at Work: An integrative approach



The Initiative to-date

Pillar	Building Block	Key Strategies
 Mitigate Illness Monitor, accommodate, and treat illness, ill-health and injury.	 Detect Illness	 Leader and employee education  Monitor mental health
	 Support Illness	 Leader and employee education  Monitor mental health  Remove barriers to support
	 Accommodate Illness	 Injury management process  Return to Work process
 Prevent Harm Minimise harm and protect against risk.	 Increase Job Resources	 Stimulating job resources  Mastery job resources  Agency job resources  Relational job resources
	 Ensure Tolerable Demands	 Tolerable demands: thinking, organisational, load & time, emotional, relational, activity & physical, time & location, environmental
	 Increase Individual Resources for Preventing Harm	 Job crafting for stress reduction  Resilience and coping
 Promote Thriving Optimise well-being and generate future capabilities.	 Create Conditions for Growth	 Organisational support for growth  Transformational leadership  Strength-based capability development  Continuous learning practices
	 Create Conditions for Connection	 Diversity practices  Opportunities for belonging  Beneficiary contact  Internal knowledge exchange  Community engagement
	 Increase Individual Resources for Thriving	 Job crafting for personal growth  Positive psychology practices

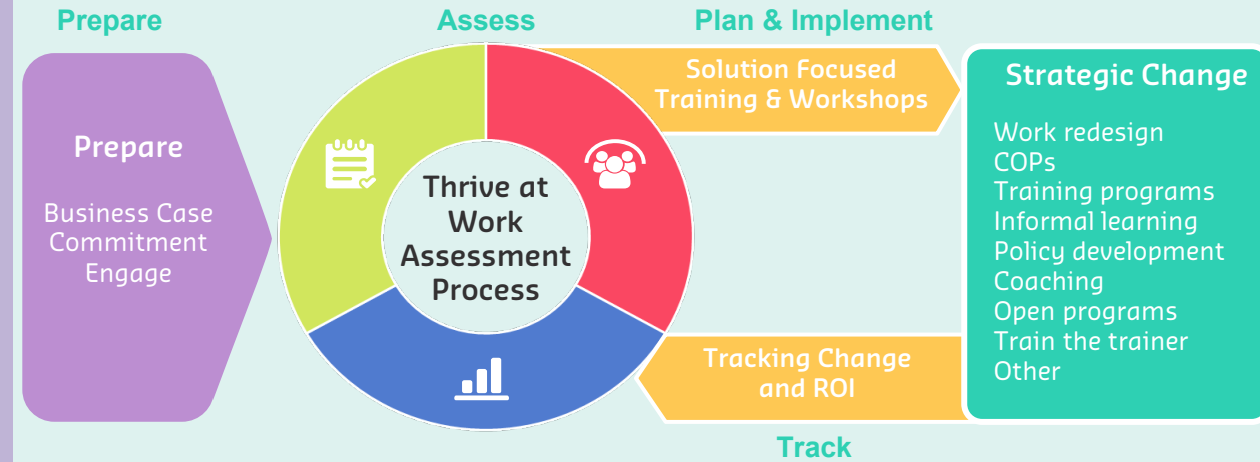
01

The Thrive at Work Framework
evidence-based | integrated | multi-level

02

Thrive at Work Implementation Process

what to do | where to start








































03

Thrive at Work Resources

Case studies, masterclasses, videos, assessment tools, train the trainer, etc.



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Key Features of Model

Integrative

All strategies (primary, secondary, tertiary)
 Multiple disciplines & perspectives
 Shared responsibilities

Flexible

(e.g., key strategies can be customised;
 hierarchical)

Evidence-based & industry-grounded

‘Good health is good business’

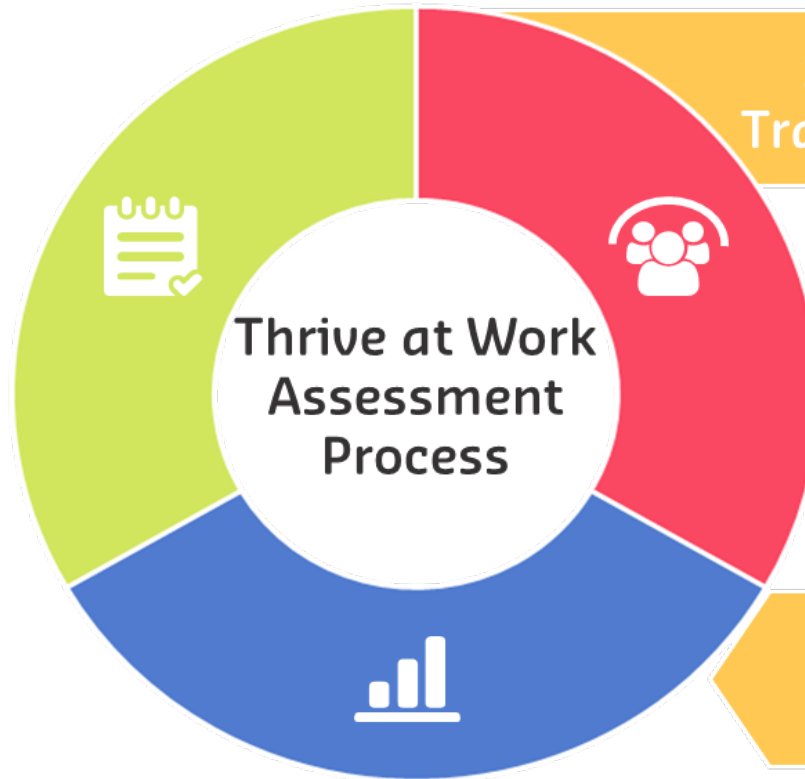
Thrive Implementation Process

What to do / where to start

Prepare



Assess



Plan & Implement

Solution Focused
Training & Workshops

Tracking Change
and ROI

Track

Strategic Change

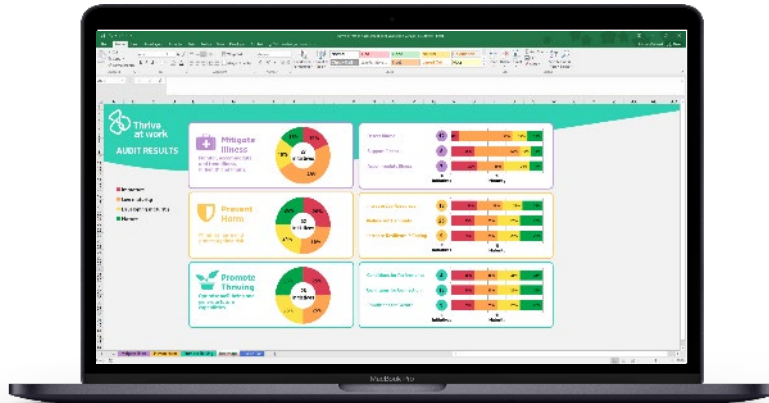
- Work redesign
- COPs
- Training programs
- Informal learning
- Policy development
- Coaching
- Open programs
- Train the trainer
- Other

Worker participation is key in all aspects of the process

Thrive at Work Assessment Process

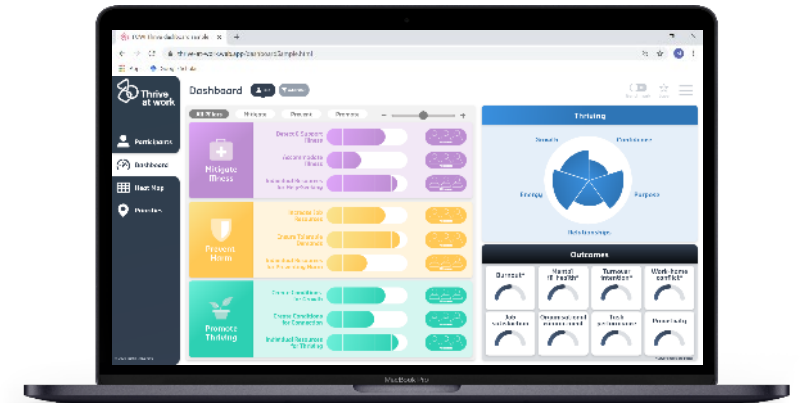
Policies & Practices (Audit)

Strategically assess the full range of policies & practices currently in place that potentially affect mental health & well-being



Worker Experience (Survey &/or Focus Groups)

Understand how employees feel about key components of work that are known to impact on employee well-being.



Strategic Data

Collect, analyse & link relevant strategic HR & business data

Thrive at Work Assessment Process

Worker Experience

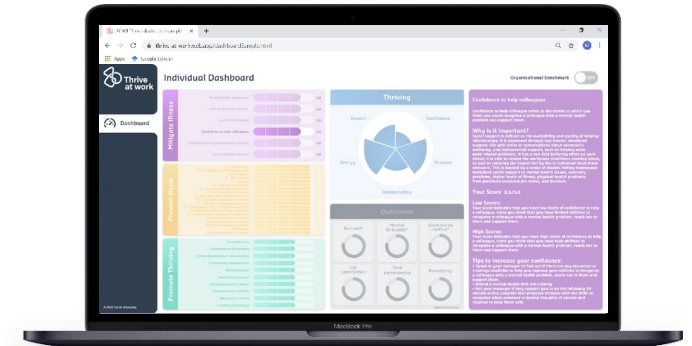
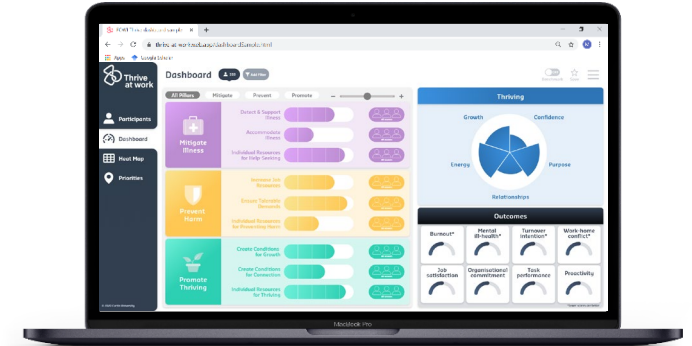
Understand how employees feel about key components of work that are known to impact on employee well-being.

How?

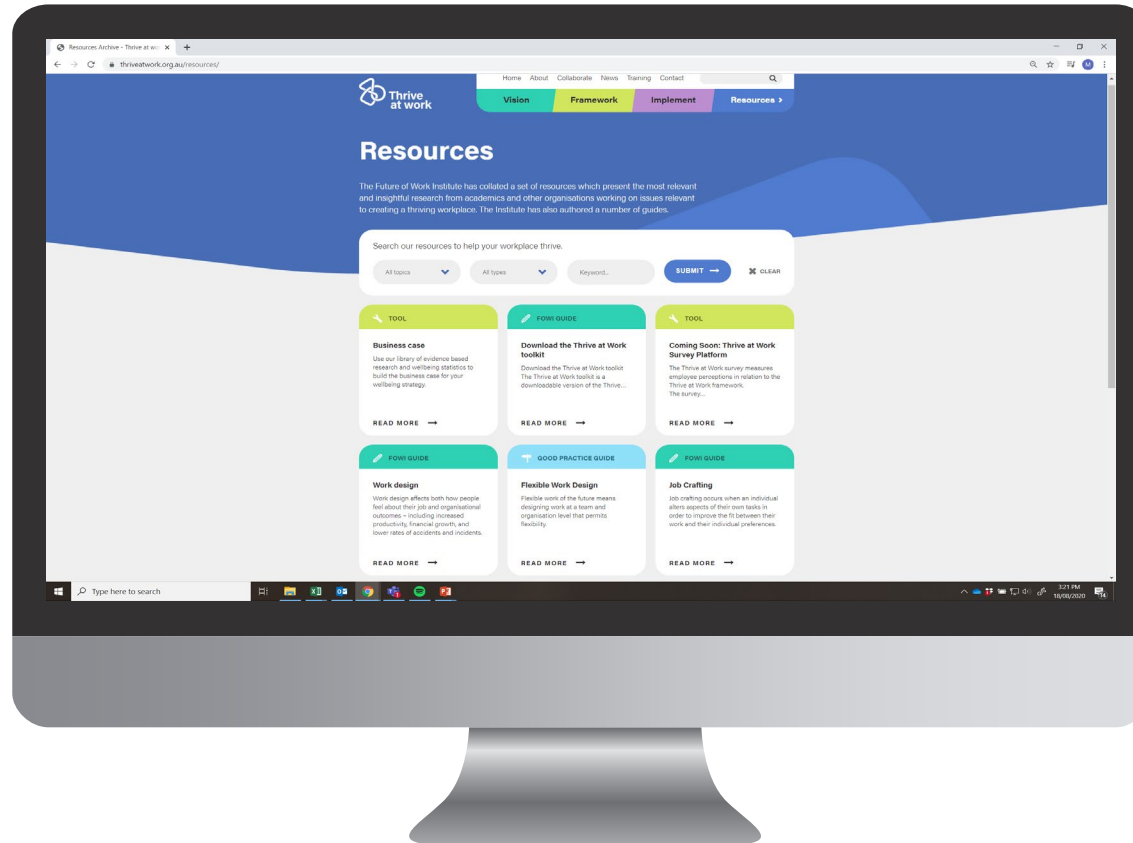
The Thrive at Work Survey | *SMART Focus Groups*

Benefits:

- Quantitatively and qualitatively assess worker experiences & psychosocial risks
- Obtain systematic data on worker mental health & well-being
- Evaluate differences across key groups (e.g., age groups, business units, occupations)
- Model key drivers of mental health & well-being
- Build rigorous foundation for evaluating interventions



Freely Available Resources



- Case Studies
- FOWI guides
- Best practice guides
- Tools

Resources & Research



Learn more about Thrive at Work and gain access to additional resources at **thriveatwork.org.au**



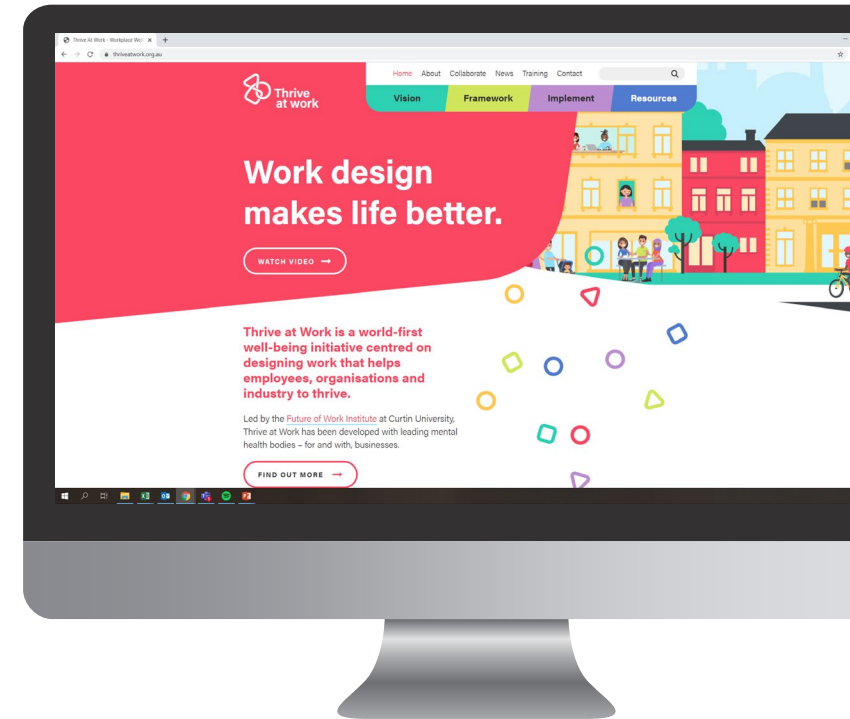
Gain more in-depth knowledge on SMART work design at **smartworkdesign.com.au**



Get involved in current research which investigates the experience of mature workers and the organisations that employ them during COVID-19 at **transformativeworkdesign.com/mwos-covid-survey**



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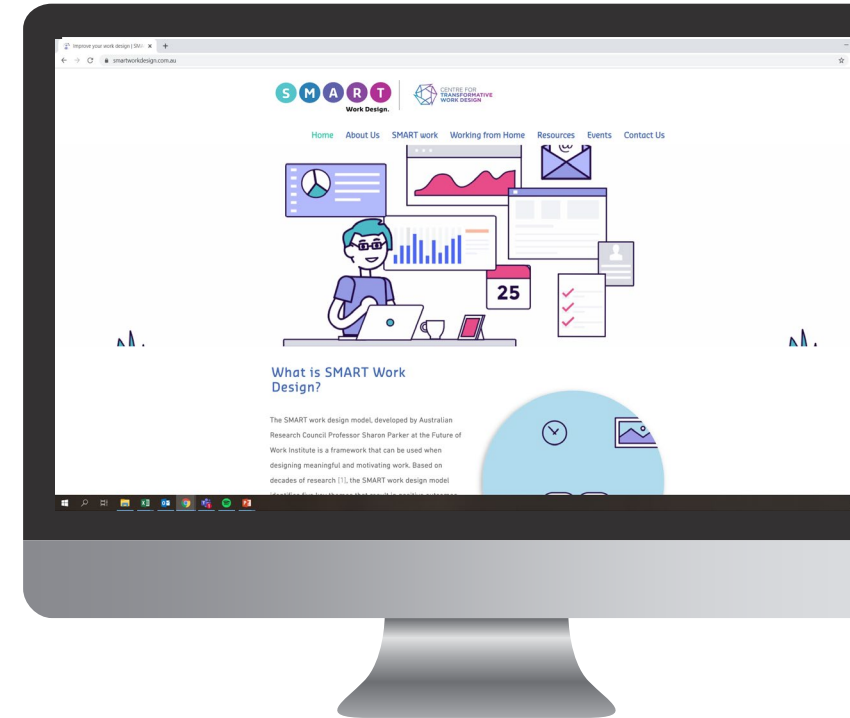
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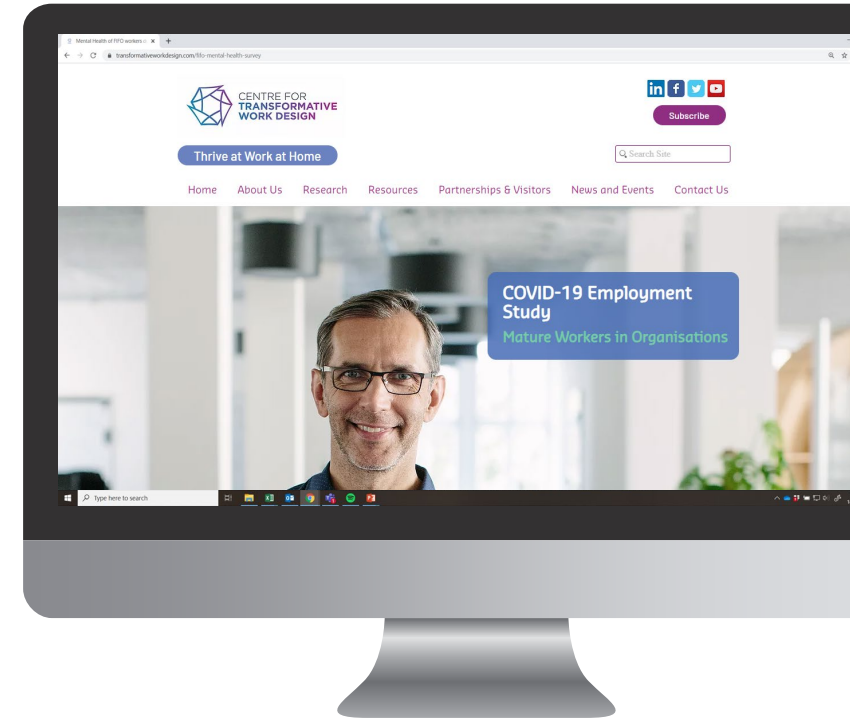


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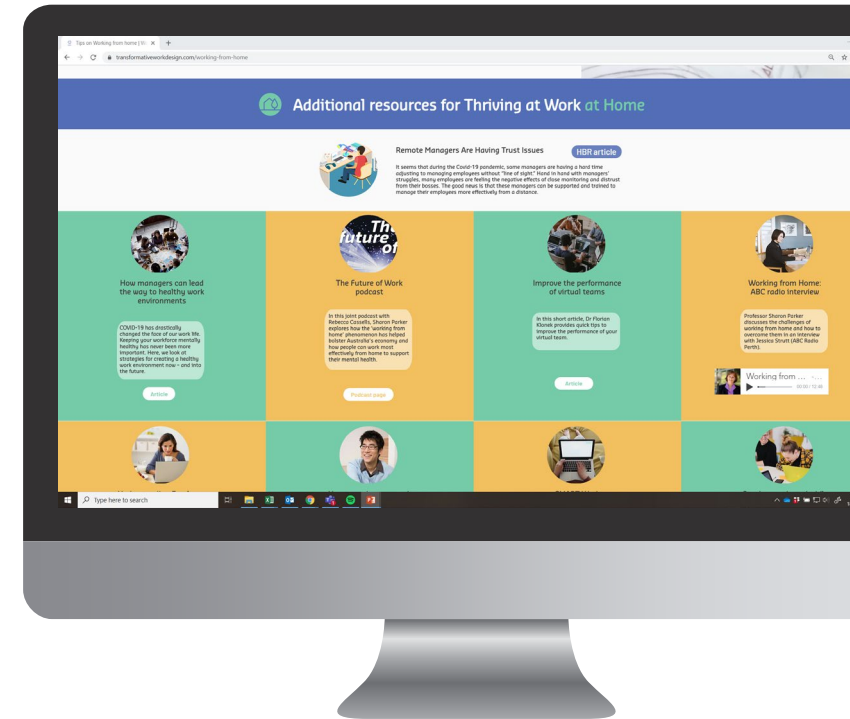
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You're welcome to stay
and look at our displays.



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