



# FLEXIBLE employment

## A GUIDE FOR EMPLOYERS

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## executive summary

The current labour shortage crisis and its impact on the employment market and economy is a growing concern, particularly in Western Australia. Many employers are facing the problem of staff shortages and are finding that their current approach to human resources management is no longer the solution.

Employers can improve their staffing situation and secure their future growth through flexible work arrangements.

## FAST FACTS

- Australia faces a potential shortfall of 195,000 workers by 2011<sup>1</sup>.
- Currently the Australian workforce increases by 170,000 per annum but economists predict that the workforce will increase by only 125,000 for the whole decade 2010–2020<sup>1</sup>.
- Between 2002 and 2012, 85% of the projected labour growth will come from workers aged 45 and over<sup>2</sup>.

### References:

<sup>1</sup> Diversity Council and *The Weekend Australian* (June 2 – 3, 2007)

<sup>2</sup> Simon Moylan, Hudson's National Practice Leader of Assessment and Development - Employment and HR Trends (October – December, 2007).

Next Phase Recruitment has developed this guide as a way to empower employers to:

- adopt alternative workplace structures and
- embrace innovative ways to attract employees.

This guide is aimed at employers across business, government and not-for-profit sectors.

Flexible work arrangements (FWAs) are a viable way to combat the increasing burden of staff recruitment and retention. We have provided a framework for success in the **4 Steps to Flexible Employment** (see diagram on page 10).

Current labour shortages are driven by many factors and three of the key contributors are:

1. a disproportionate size of the baby boom generation,
2. increased longevity and
3. declining birth rates.

The result is an increasing gap between labour supply and demand (see graph on page 4).

Not only do businesses have to contend with labour shortages but also the continuing change in the profile of the workforce. With the participation of more women, a larger number of two income families and the aging profile of the workforce, businesses need to assess and change their current employment practices.

Next Phase Recruitment saw that there was a huge untapped market of potential employees, in the form of **mums and retirees**, who are ideally suited to flexible work arrangements ie part time, job share, phased retirement. Most clients are very supportive of flexible employment and are aware that it broadens their options but some need assistance in preparing for the successful implementation of FWAs.

In response to this, we seized the opportunity to educate employers and employees about the benefits of FWAs. Based on extensive research and drawing from our own experience as professionals and working parents, we have produced this guide to: **the successful employment, ongoing engagement and retention of staff on flexible work arrangements.**

### Value added proposition

We recognise that businesses and workplaces have different cultures and require different approaches to adopting FWAs. We can tailor standard HR policies and procedures to specific environments and provide facilitation and training to ensure successful implementation.

If you want to learn more about how flexible employment could apply to your business and the tools and services available to you, please contact:

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# FWAs FRAMEWORK FOR SUCCESS

## The Guiding Principles

BE REASONABLE BE FLEXIBLE BE OPEN

# 4 STEPS TO FLEXIBLE EMPLOYMENT

Things to consider when shaping your flexible workplace environment:

- HR Policy
- Employee commitment
- Management commitment
- Workforce planning
- Technology
- Training & orientation
- Teamwork
- Performance management
- Decision making
- Communication & information

