


INTRODUCTION

Part-time work provides employees with the flexibility to participate in the workforce as well as fulfilling their family and lifestyle commitments and desires. In the current labour market it is essential for agencies across the public sector to show a level of flexibility so that the expertise and knowledge of their employees is retained.

An essential component of any part-time arrangement being considered is that it will require a level of willingness for agencies to learn from their experiences, similar to any other employment arrangement, and that each party must be willing and committed to making the arrangement work.

What are the reported benefits of supporting part-time arrangements for Managers?

- Retain corporate knowledge, experience and wisdom.
 - Increase rate of return from parental leave.
 - Can provide a broader mix of skills for the same FTE.
 - Enrichment of the individual, allowing people to make choices regarding their career and family.
 - Allowing the combination of study, family and work commitments.
 - Offers flexibility – allowing managers to reduce hours as a progression to retirement eg. Phased Retirement Policy – WA Health.
 - Provides opportunities for older workers who may otherwise retire.
 - Enables managers to care for children whilst maintaining and progressing their career. Initially this is directed at female managers, however, the presence of part-time managers in the organisation may increase the confidence of male managers to also request for part-time arrangements. The flow-on effects here are that the partner works part-time and possibly allows for the male/female to enter the workforce on a full-time basis.
 - Enables single parents to work and care for their children.
 - Cost of replacing the employee will far outweigh any cost incurred in enabling quality part-time work.
 - Cost effective arrangement where skills are provided at half the cost, eg. 0.5 FTE.
 - Provides the opportunity to utilise resources in other areas of the business.
 - Become an employer of choice – building a level of brand recognition.
 - Opportunity to provide a job-share arrangement, allowing internal talent the opportunity to step up to the role.
 - Improves organisational skills of employees.
 - Provides opportunities to recruit a more diverse workforce.
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What elements are crucial in working part-time as a manager?

- Senior management support and commitment.
- Good communication, particularly with staff and the CEO.
- Fairness, transparency, consistency.
- Commitment from other team members.
- Clear expectations.
- Set clear boundaries regarding whether the part-time manager is available outside working hours.
- Inclusive culture.
- Risk management component.
- Monitoring, evaluating performance.
- Identify whether the part-time position is either a long or short-term strategy.
- Applying innovative technology appropriately and managing it accordingly.
- Willingness to demonstrate flexibility around meeting times/appointments.
- Smooth transitioning for job-share partners.
- Communication between job-share partners.



What are the drawbacks to part-time managers?

- Barriers could be presented regarding the old-school mind set where part-time workers are never available and less committed to the job.
- Information flow – internal rumblings of the office may be lost.
- Part-timers could be overlooked for promotion, even to a full-time position.
- Part-timers could be overlooked for developmental opportunities, eg. training.
- Ensuring a smooth transition.
- Issues arising from the sharing of resources, eg. car, laptop.
- Ensuring other staff are not expected to take on additional work to cover absences.



Where can I source additional information?

Health Website - Worklife Balance

<http://www.health.wa.gov.au/worklifebalance/training/index.cfm>

DOCEP Website – Worklife Balance

<http://www.docep.wa.gov.au/LabourRelations/Content/Work%20Life%20Balance/index.htm>