



AFP

Better Practice Guide on flexible working arrangements

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Disclosure and classification: This document is classified OFFICIAL and is intended for internal AFP use. Disclosing any content must comply with Commonwealth law and the AFP National Guideline on information management.

Compliance: This instrument provides a role in complying as a people policy and procedure document under the [AFP Enterprise Agreement 2024-2027](#).

This instrument forms part of the AFP Governance Instrument Framework (GIF) as defined in the [AFP Commissioner's Order on governance \(CO1\)](#). The [AFP Commissioner's Order on professional standards \(CO2\)](#) and [AFP Commissioner's Order on security \(CO9\)](#) set the framework for the conduct expected of AFP appointees through obligations and best practice to help maintain the safety and security of AFP information, operations, assets and people. Inappropriate departures from the provisions outlined within AFP governance instruments may constitute a breach and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

Table of contents

1. Introduction	2
2. Scope	2
3. Policy statement	2
4. Principles	2
5. Procedure	3
5.1. Types of flexible working arrangements	3
Informal flexible working arrangements	4
Formal flexible working arrangements	4
Additional considerations for working from home	8
5.2. Requests for flexible working arrangements	9
Eligibility for flexible working arrangements	9
Developing a request for a flexible working arrangement	9
Submitting a formal request for flexible working arrangement	10
5.3. Assessing a formal request for a flexible working arrangement	10
Approval of a formal request for a flexible working arrangement	11
Refusal of a formal request for a flexible working arrangement	11
5.4. Review of a formal flexible working arrangement	12
Short-term amendments or pausing of a formal flexible working arrangement	13
Change of role	14
5.5. Terminating a formal flexible working arrangement	14
Early termination of formal flexible working arrangement	14
5.6. Welfare and support	15
6. Roles and responsibilities	15
7. Review of decisions	17
8. Further information	18
9. Shortened forms	19
10. Definitions	19
11. Version control	20

1. Introduction

The purpose of this Better Practice Guide (BPG) is to outline the policy and procedure for managing flexible work in the workplace, in accordance with the [AFP Enterprise Agreement 2024 - 2027](#) and relevant legislation.

2. Scope

- This BPG is applicable to all AFP Employees covered by the [AFP Enterprise Agreement 2024 - 2027](#) (the EA).
- Although Senior Executive Services (SES) terms and conditions are managed through individual employment contracts, the below principles and procedure are applicable.
- This BPG should be read in conjunction with:
 - [Toolkit on Flexible working \(for Employees and Supervisors\)](#)

3. Policy statement

The AFP recognises the importance of flexible work in attracting and maintaining a diverse and engaged workforce and is committed to creating a positive workplace where Employees are supported in managing their work and personal commitments.

This policy provides guidance for AFP Employees, Supervisors and Delegates about best practice approach to requesting, approving and reviewing flexible working arrangements (FWAs) that support a healthy work-life balance, while still meeting the Operational Requirements of the AFP.

This policy and the principles contained within are designed to shape and support behaviours and decision-making that is consistent with the AFP core values. We are committed to building and valuing a diverse workforce that represents the community we serve and want to ensure that our people governance is fully inclusive of all Employees regardless of gender, age, cultural background, caring responsibilities, disability status, sexual orientation or gender identity.

4. Principles

- 4.1.1. To support behaviours and decision making that is consistent with the AFP core values, it is expected that the following set of guiding principles be adopted which underpins the application of all people policies and procedures:
- The highest level of ethical behaviour and integrity should be modelled by all Employees when requesting, approving or advising on the terms and conditions of the AFP employment framework.
 - Decisions should align to the AFP's commitment to diversity and inclusion, health and wellbeing and the strategic direction of our workforce.
 - Decision makers are accountable for their actions and should ensure they understand their role and responsibilities in consistently applying the terms and conditions of the AFP employment framework.
 - All Employees should be able to have trust and confidence that the terms and conditions of the AFP employment framework are applied in a fair, unbiased and equitable manner.
 - Compassion, empathy, dignity and maintenance of Employee safety and wellbeing underpin the AFPs treatment of Employees at all times.

- 4.1.2. FWAs should be considered and managed under the following set of guiding principles:
- All AFP Employees can request an FWA for any reason.
 - Employees and Supervisors should be realistic but creative in genuinely considering flexible working options that work for the individual, the role and the team.
 - Access to flexible work can support strategies to improve diversity in employment and leadership in the AFP.
 - Requests for FWAs are to be considered on a case-by-case basis, with a bias towards approving requests and only declining requests for flexibility on reasonable business grounds.
 - Flexibility applies to all roles in the AFP, and different types of flexible working arrangements may be suitable for different types of roles and circumstances.
 - FWAs must be mutually beneficial and achieve a balance between Operational Requirements of the team and Employee needs.
 - Employees and Supervisors need to be flexible in their approach to managing FWAs and commit to regularly reviewing and adjusting as required to ensure agreed arrangements continue to work effectively.
 - Access to flexible work supports the AFP capability, and can assist in attracting and retaining the Employees needed to deliver for the Australian Community, including Employees located at a wider range of locations.
 - Consideration should be given to costs associated with the requested FWA. Employees and business areas should have a transparent conversation regarding responsibility for any associated costs prior to approving an FWA.

5. Procedure

5.1. Types of flexible working arrangements

- 5.1.1. A FWA is an agreement between a workplace and an Employee to vary how, when and/or where work is conducted by Employees to better accommodate their commitments outside of work.
- 5.1.2. FWAs can be considered informal or formal depending on the nature of the request and the impact on the terms of the EA.
- 5.1.3. Individual Flexibility Arrangements that deal with remuneration, allowances and leave entitlements are not a form of FWA and are managed under the provisions of the Better Practice Guide on remuneration and individual flexibility arrangements.
- 5.1.4. A FWA may be a form of 'reasonable adjustment' to hours and/or places of work, as outlined in the [Better Practice Guide on reasonable adjustment for people with a disability, illness or injury](#).
- 5.1.5. Employees will not be required by the AFP to work from home unless it is lawful and reasonable to do so. This may include where circumstances prevent attendance at an office during a pandemic or natural disaster. In these situations, the AFP will consider the circumstances of the Employees and options to achieve work outcomes safely.
- 5.1.6. A FWA may specifically assist with supporting an Employee's lactation requirements and should be discussed in conjunction with the lactation support provisions within the Better Practice Guide on leave and related entitlements.

Informal flexible working arrangements

- 5.1.7. Informal FWAs are those of an ad hoc or short-term nature which can be managed through working pattern provisions in the EA.
- 5.1.8. Common types of informal FWAs include:
 - ad hoc flexible working hours or days within the bandwidth. Refer to the [Better Practice Guide on working hours](#).
 - flex-time. Refer to the [Better Practice Guide on working hours](#).
 - annual leave, purchased leave and mandatory rest days (structured in a manner that would afford the required flexibility). Refer to the [Better Practice Guide leave and related entitlements](#).
 - ad hoc work from home.
- 5.1.9. Informal FWAs still require discussion, negotiation and agreement between the Employee and Supervisor (as the relevant approver for informal FWAs); however they can be approved via email (where approval is not managed through the [AFP Service Portal](#)).
- 5.1.10. If an Employee requests changes to an existing informal arrangement that would result in a variation to the terms of the EA or are considered regular and/or longer-term changes, the arrangement must be formalised in accordance with this BPG.

Formal flexible working arrangements

- 5.1.11. Formal FWAs are those which vary the terms of the EA that relate to hours of duty; or regular and/or longer-term changes to a working arrangement, including where work is undertaken.
- 5.1.12. Formal FWAs require discussion, negotiation and agreement between the Employee and Supervisor, and relevant Delegate approval. These arrangements must adhere to the requirements outlined in this BPG.
- 5.1.13. Common types of formal FWAs and their specific requirements include:

Part-time work

- 5.1.14. Below is an overview of part-time work arrangements:

Description	An approved regular working pattern of less than 40 hours per week.
Additional considerations	<ul style="list-style-type: none"> • Employees engaged on a full-time basis must not be compelled to convert to part-time employment. • Employees engaged on a part-time basis must not be compelled to convert to full-time employment. • Remuneration and other employment conditions within the EA will be provided on a pro rata basis (unless otherwise specified). • Part-time working arrangements may impact on an Employee’s ability to be eligible for the payment of Core Composite. • Refer to the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	An approved formal written FWA is required. This process is managed through the AFP Service Portal (select either the form to decrease or increase hours)

Compressed working hours

5.1.15. Below is an overview of compressed working hours arrangements:

Description	A regular schedule of an Employee working their Normal Working Hours in fewer days <i>(for example, 40 hours over four days per week or 80 hours over nine days per fortnight).</i>
Additional considerations	<ul style="list-style-type: none"> Refer to the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	An approved formal written FWA is required. This process is managed through the AFP Service Portal .

Job sharing

5.1.16. Below is an overview of job sharing arrangements:

Description	An arrangement whereby two or more Part-Time Employees share one role.
Additional considerations	<ul style="list-style-type: none"> Refer to the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	An approved formal written FWA is required for each Employee undertaking job share/part-time work arrangement. This process is managed the part-time request outlined above.

Flexible working hours or days

5.1.17. Below is an overview of flexible working hours or days arrangements:

Description	A regular and ongoing varying of work days and/or start and finish times outside the terms of the relevant working pattern as stated in the EA.
Additional considerations	<ul style="list-style-type: none"> Employees are not eligible for overtime payments where they work in accordance with amended hours approved through their FWA that fall outside the support working pattern bandwidth. Refer to the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	An approved formal written FWA is required. This process is managed through the AFP Service Portal .

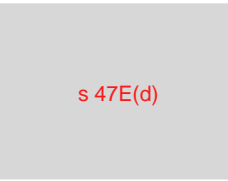
Working from home

5.1.18. Below is an overview of working from home arrangements:

Description	<p>Normal AFP work duties undertaken on a <u>regular</u> basis from home, which is in the same locality as the Employee’s workplace.</p> <p>An Employee working from home is covered by the same employment conditions as an Employee working at an AFP office.</p>
Additional considerations	<ul style="list-style-type: none"> • There is no cap on the number of days each week that may be approved for Employees to work from home with each request to be considered on its merits. • Refer to section 5.1.21 to 5.1.35 of this BPG and the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	<p>An approved formal written <u>FWA</u> is required. This process is managed through the AFP Service Portal.</p> <p><i>If an Employee is seeking working from home arrangements in conjunction with another type of FWA, they should request this through the other FWA request.</i></p>

Remote work - within Australia

5.1.19. Below is an overview of remote working arrangements within Australia:

Description	<p>Normal AFP work duties undertaken on a regular basis from home which is not in the same locality as the Employee’s workplace, or an alternative AFP office.</p>
Additional considerations	<ul style="list-style-type: none"> • There is no cap on the number of days each week that may be approved for Employees to work remotely with each request to be considered on its merits. • Employees working remotely should discuss with their Supervisor the public holiday arrangements that they will observe before submitting a formal FWA. • Employees working remotely must be able to attend an AFP office for the purpose of mandatory drug/alcohol testing. The ‘Building Location’ within an Employee’s SAP record is used to determine the appropriate location for testing. Employees are able to change this location via Insight! • Refer to 5.1.21 to 5.1.35 of this BPG and the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	<p>If seeking to work from an alternate AFP office, written approval is required from the relevant regional Human Resources team.</p> <p> @afp.gov.au afp.gov.au afp.gov.au afp.gov.au</p>

	<p>s 47E(d) @afp.gov.au</p> <p>AND</p> <p>An approved formal written FWA is required. This process is managed through the AFP Service Portal.</p> <p><i>If an Employee is seeking to work remotely within Australia in conjunction with another type of FWA, they should include this in the other FWA request.</i></p>
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Remote work – overseas

5.1.20. Below is an overview of remote working arrangements overseas:

Description	Normal AFP work duties undertaken from an alternate location outside of Australia.
Additional considerations	<ul style="list-style-type: none"> • There is no cap on the number of days each week that may be approved for Employees to work remotely with each request to be considered on its merits. • Appropriate medical clearances must be undertaken prior to the Employee commencing their remote work – overseas arrangement. • Employees working remotely overseas will observe the public holiday arrangements of where their Australian based position is located. • Refer to sections 5.1.21 to 5.1.35 of this BPG and the Toolkit on Flexible working (for Employees and Supervisors) for further guidance.
Approval process	<p>An approved formal written FWA via the service portal is required for the below arrangements, including an Executive Brief approved by the responsible regional commander.</p> <p>For any Employees accompanying a spouse on an Australian Government (DFAT, Home Affairs etc) posting, People Centre will be able to provide further support and advise of any notification requirements. These requests are managed through AFP Service Portal via a General Enquiry form prior to you submitting a formal FWA.</p> <p>For an accompanying spouse of an Employee on an International Command Deployment, the International Deployment Management Team will assist with managing any notification requirements with Department of Foreign Affairs.</p> <p>If an Employee is seeking to work remotely overseas in conjunction with another type of FWA, they should include this in the original FWA request. AFP Service Portal</p>

Additional considerations for working from home

5.1.21. Working from home either within an Employee's normal Work Location or remotely from another location requires additional considerations as outlined below and the [Toolkit on Flexible working \(for Employees and Supervisors\)](#).

Equipment and furniture

- 5.1.22. Employees are able to request an AFP issued laptop and a remote access token through the AFP Service Portal.
- 5.1.23. Employees are responsible for purchasing their non-ergonomical desk and chair which may be claimed through the Employees tax return at the end of the financial year.
- 5.1.24. Where an Employee has undertaken a [workstation assessment](#) through [SHIELD](#) and specific ergonomic equipment has been prescribed, the AFP may cover the purchasing of this equipment.
- 5.1.25. Employees can seek Supervisor approval through the [AFP Service Portal](#) to temporarily remove any of the following items from the workplace for the purpose of working from home:
- monitor/s and stand
 - keyboard
 - mouse
 - docking station
 - USB headset
 - laptop dock.
- 5.1.26. It is the Employee's responsibility to return all AFP items when the approved working from home arrangement ends.

Work, health and safety

- 5.1.27. Employees working from home are still considered to be in the workplace, and will continue to be covered by the [Work Health and Safety Act 2011 \(Cth\)](#) and the [Safety, Rehabilitation and Compensation Act 1988 \(Cth\)](#). Employees must have a suitable workspace at home and comply with all work health and safety reporting obligations in the event of a workplace incident.
- 5.1.28. Employees must report any workplace incidents or hazards through [Insight!](#). Alternatively, Supervisors can complete this on their behalf if they do not have access.

Information Security

- 5.1.29. Employees working from home must ensure they manage information in accordance with the:
- [AFP National Guideline on information management](#)
 - [AFP National Guideline on information security](#)

Attendance and record keeping

- 5.1.30. Employees working from home are subject to the same attendance and record keeping arrangements as those based in the office and must be contactable at all times during their agreed Normal Working Hours.
- 5.1.31. Employees should advise their Supervisor in advance if they are to be absent during their agreed Normal Working Hours, and as soon as practicable regarding any unexpected absences.
- 5.1.32. If an Employee becomes unfit for duty due to an illness or injury on a day they are working from home, the Employee should notify their Supervisor, log off and submit the relevant leave request.

Public holiday arrangements

- 5.1.33. Where an Employees FWA changes their work location to another State or Territory, the Employee and Supervisor must discuss and agree on which public holiday arrangements the Employee will observe, prior to submitting their FWA.
- 5.1.34. The FWA form within the [AFP Service Portal](#) must reflect the Employee and Supervisor discussion and agreement of the Employees public holiday arrangement.

Mandatory drug and alcohol testing

- 5.1.35. Employees who are working from home is considered on duty, and therefore must comply with a direction under section 40M of the [Australian Federal Police Act 1979 \(Cth\)](#) to attend a mandatory drug and/or alcohol test when directed.

5.2. Requests for flexible working arrangements

Eligibility for flexible working arrangements

- 5.2.1. Business areas are encouraged to consider all requests for FWAs in accordance with the principles set out in section 4 of this BPG.
- 5.2.2. While any Employee can request flexibility, certain Employees have a legal entitlement to request FWAs under the [Fair Work Act 2009 \(Cth\)](#). This includes Employees who have worked for the AFP for at least 12 months and are requesting to change their working arrangements because the Employee:
- is a parent, or has responsibility for the care, of a child who is school age or younger;
 - is pregnant;
 - is a carer (within the meaning of the [Carer Recognition Act 2010 \(Cth\)](#));
 - has a disability;
 - is aged 55 or older;
 - is experiencing Family and Domestic Violence; or
 - provides care or support to a member of their immediate family or household; because the member is experiencing Family and Domestic Violence.
- 5.2.3. If an Employee has a pre-existing condition that requires special equipment, they should contact Work Health and Safety on 02 [s 47E\(d\)](#) or alternatively email [s 47E\(d\)](#) @afp.gov.au to discuss their requirements.

Developing a request for a flexible working arrangement

- 5.2.4. Employees should review this BPG and supporting material, prior to making a request for flexible work.
- 5.2.5. Employees should meet with their Supervisor to discuss their intention to submit a request for flexible work prior to submitting a formal request.
- 5.2.6. Employees assigned to a rostered operations working pattern within ACT Policing must engage with [ACT Policing Human Resources team](#) prior to submitting a request for flexible work.
- 5.2.7. Consideration should be given by the Employee and Supervisor to all potential options to enable negotiation of an arrangement that balances both the needs of the Employee and Operational Requirements.

- 5.2.8. An Employee must give consideration to any security and work, health and safety requirements relevant to their flexible working circumstances.
- 5.2.9. When negotiating arrangements, Employees and Supervisors should consider the length of the Working Days against Operational Requirements to ensure that the Employee can perform meaningful work in the hours they propose to attend.
- 5.2.10. Although working from home can assist Employees with family responsibilities by providing greater flexibility, it is not to be used as a substitute for the care of a child or other dependants. Employees must have in place caring arrangements for any child or other dependants requiring care during the Employee's nominated Normal Working Hours.
- 5.2.11. If the FWA can be managed informally in accordance with the sections 5.1.7 to 5.1.10 of this procedure, no further approval is required and can commence as agreed.

Submitting a formal request for flexible working arrangement

- 5.2.12. In accordance with 89(6) of the EA, requests from Employees for FWAs must be in writing and include:
- the details of the change/s sought (including the type of arrangement sought and the proposed period the arrangement will operate for; and
 - the reasons for the change/s, noting relevant circumstances outlined in section 5.2.2 of this BPG.
- 5.2.13. Employees must submit new formal FWA requests through the [AFP Service Portal](#) to seek Supervisor endorsement and Delegate approval.
- 5.2.14. Employees should submit formal requests at least five (5) weeks prior to the requested commencement date of the flexible working arrangement to ensure the relevant system and salary adjustments can be made in time.
- 5.2.15. Where an Employee submits a request less than five (5) weeks prior to the requested commencement date of the FWA, they should acknowledge that this will be treated as an Employee-initiated adjustment for the purposes of section 97(2) of the EA and may result in an automatic salary adjustment to their next pay
- 5.2.16. Where there are FWA or roster changes commencing on any day other than a pay day Thursday (i.e. mid-pay cycle), then an automatic salary adjustment may be made.

5.3. Assessing a formal request for a flexible working arrangement

- 5.3.1. Upon receipt of the FWA request through the [AFP Service Portal](#), the Supervisor should undertake an assessment and make a recommendation in writing to the Delegate.
- 5.3.2. When assessing FWA requests, Supervisors should consider the principles outlined in section 4, and:
- personal requirements and capabilities of the Employee;
 - Operational Requirements of the team;
 - impact on efficiency and productivity or team deliverables;
 - requirements of the relevant working pattern;
 - impact on other business areas (i.e. regional moves);
 - additional costs (remote work/working from home);
 - existing concerns with Employee performance;

- existing concerns with Employee health/wellbeing; and
 - security and work, health and safety requirements.
- 5.3.3. Each FWA request should be considered on its own merit and genuine consideration given to all requests, regardless of working pattern, if the Employee is still able to meet all relevant requirements.
- 5.3.4. If there are concerns about the Employee's health or the Employee has an identified injury/illness, advice on possible work restrictions should be sought from [SHIELD Triage](#) or directly with the Employee's rehabilitation case manager to allow the Supervisor to determine whether the FWA under consideration is suitable for the Employee's circumstances.
- 5.3.5. If there are concerns about the Employee's performance, advice should be sought from the [People Services Performance Management team](#) to determine if the FWA under consideration is suitable to the Employee's circumstances.
- 5.3.6. In accordance with the [Fair Work Act 2009 \(Cth\)](#) the Delegate must provide the Employee with a written response within a maximum of 21 days of the initial request being lodged through the AFP Service Portal, indicating the request is granted or refused. This process is facilitated through the AFP Service Portal workflow of the original request.
- 5.3.7. The Delegate should consider all relevant factors including the Employee's needs, the Supervisor's recommendations and reasonable business grounds prior to making a decision.
- 5.3.8. A trial period with defined parameters may be implemented to assist in determining the longer-term sustainability of the proposed arrangements.

Approval of a formal request for a flexible working arrangement

- 5.3.9. The approved arrangement must be agreed to in writing by the Employee, Supervisor and/or Delegate to be effective, and include any security and work, health and safety requirements, a review date and the cost of establishment (if any). This process is facilitated through the AFP Service Portal workflow of the original request.
- 5.3.10. The Delegate may grant an alternative flexible working arrangement to what was initially requested by the Employee, provided the Delegate/Supervisor and Employee have discussed the request and agree to the change to the Employee's working arrangements.
- 5.3.11. To ensure FWAs remain sustainable to both the Employee and the AFP, approval of arrangements can be for a period of no more than 12 months for each application.
- 5.3.12. Once an FWA is approved, the Supervisor should meet with the Employee to advise them of the outcome and discuss the details for implementation of the arrangement.
- 5.3.13. Until such time as a flexible working arrangement or any other arrangement is approved, the Employee must continue to work in accordance with their existing working arrangements.

Refusal of a formal request for a flexible working arrangement

- 5.3.14. In accordance with the [Fair Work Act 2009 \(Cth\)](#), requests for FWAs can only be refused if:
- the Supervisor/Delegate has:
 - discussed the request with the Employee and genuinely tried to reach an agreement with the Employee about making changes to their working arrangements that would accommodate the Employee's circumstances;
 - been unable to reach an agreement with the Employee;
 - had regard to the consequence of the refusal for the Employee; and

- the refusal is based on reasonable business grounds which includes, but is not limited to:
 - the requested working arrangements are too costly for the AFP;
 - there is no capacity, or it would be impractical to change the working arrangements of other Employees or recruit new Employees to accommodate the requested working arrangements;
 - the requested working arrangements would be likely to result in a significant loss in efficiency and productivity;
 - the requested working arrangements would be likely to have a significant negative impact on customer service;
 - the inherent requirements of the Employee's position;
 - the genuine Operational Requirements of the AFP (including administrative, security and safety arrangements);
 - it would not be possible to accommodate the working arrangements without significant changes to security requirements, or where work health and safety risks cannot be mitigated; and
 - an inability for a requested alternate AFP Work Location to accommodate or provide support to the Employee.
- 5.3.15. Where an Employee's request cannot be accommodated on reasonable business grounds, genuine efforts must be made by the Supervisor to identify alternative arrangements.
- 5.3.16. In accordance with 89(8)(c) of the EA, if the Delegate refuses the request for a FWA, they must provide the Employee with a written response that outlines the following:
- the details of the reasons for the refusal, including reasonable business grounds and an explanation of how the grounds apply; and
 - any alternative changes to the Employee's working arrangements that may accommodate their personal circumstances whilst still meeting Operational requirements; or
 - that there are no such changes that can be made to support the Employee's request and provide information to the Employee on the relevant dispute resolution provisions (section 99 of the EA).
- 5.3.17. If an Employee is not satisfied with the reasons for refusal provided by the Delegate or the Delegate has not provided a written response to their FWA request within 21 days, they should initially discuss the matter with their Supervisor and/or management to attempt to seek a resolution at the workplace level. Where agreement cannot be reached within the business area, Employees should then refer to section 7 of this procedure.

5.4. Review of a formal flexible working arrangement

- 5.4.1. All FWAs should be formally reviewed every 12 months or sooner in line with the end date.
- 5.4.2. An Employee can amend or pause a formal FWA at any time, in agreement with their Supervisor.
- 5.4.3. The aim of the review is to ensure the arrangement still meets the needs of the Employee and the Operational Requirements of the AFP and to make adjustments where necessary.
- 5.4.4. Reasons to formally review an arrangement prior to the end date may include, but are not limited to:
- the Employee or Supervisor identifies issues with managing or fulfilling the arrangement
 - there are changes to the business needs of the area in which the Employee is working
 - the Employee's personal situation changes

- the Employee changes roles/teams and the existing arrangement is not feasible in the new role/team
- conduct or performance issues are identified and the Employee cannot be appropriately managed while on the agreed arrangement or
- the existing arrangement is impacting the ability to accommodate other team members' flexible work requests.

5.4.5. Following a review, the Employee and Supervisor may agree to proceed with one of the following options:

Option	Action required
Amend or pause an existing arrangement	The Employee must submit a Flexible Work Arrangement request through the AFP Service Portal to seek Supervisor and Delegate approval. (Select relevant FWA type you are seeking to change)
Renew the existing arrangement with no changes	The Employee must submit a Flexible Work Arrangement – Extension Nil Changes to existing FWA request through the AFP Service Portal to seek Supervisor and Delegate approval.
Terminate the arrangement and return to the previous working arrangements applicable to the Employee's role and relevant working pattern as described in the EA.	The Employee must submit a Flexible Work Arrangement – Termination of existing FWA request through the AFP Service Portal.

- 5.4.6. To ensure the relevant system and salary adjustments can be made, Employees should submit any new or changes to existing formal requests at least five (5) weeks prior to the requested commencement date of the FWA.
- 5.4.7. Where an Employee submits a request less than five (5) weeks prior to the requested commencement date of the FWA, they should acknowledge that this will be treated as an Employee-initiated adjustment for the purposes of section 97(2) of the EA and may result in an automatic salary adjustment to their next pay.

Short-term amendments or pausing of a formal flexible working arrangement

- 5.4.8. Where there is a personal or Operational Requirement, and a Supervisor and an Employee agree, short-term variations may be made to amend or pause an FWA (up to a maximum of three (3) months) without altering the overall formal agreement.
- 5.4.9. An Employee may wish to make short-term variations to amend or pause their FWA at any time for a number of reasons, including but not limited to:
- an Employee wishing to undertake a higher duties opportunity and return additional days to support this opportunity; and
 - an Employee having additional caring arrangements in place for the school holiday period and would like to amend/pause their FWA during this time.
- 5.4.10. Where amending or pausing an FWA, the following should be considered:

- discussed (in person, via email or otherwise in writing) with the Employee their intention to vary or pause the arrangement with the Employee;
 - genuinely tried to reach an agreement with the Employee about making changes to the Employee's working arrangements to accommodate the Employee's circumstances (subject to any reasonable business grounds for alteration);
 - had regard to the consequences of the variation or pause for the Employee;
 - ensured the variation or pause is on reasonable business grounds; and
 - informed the Employee in writing of the variation or pause to the approved flexible working arrangement, including details in section 5.3.16 of this BPG.
- 5.4.11. Where the amending or pausing of an FWA is up to a maximum of three (3) months the Employee must submit a [Flexible Work Arrangement – Short Term Variation](#) request through the AFP Service Portal to seek formal Supervisor and Delegate approval.
- 5.4.12. For short-term variations that vary only where the hours are to be worked (i.e. change to working from home day), the Employee must seek Supervisor approval (via email), however there is no requirement to notify Payroll Services.
- 5.4.13. If the short-term variation to amend or pause exceeds three (3) months, the current FWA should be terminated and a new formal FWA request be submitted for the amended arrangements as required.
- 5.4.14. Employees and Supervisors should not make short term variations to an FWA in order to obtain an additional benefit (e.g. payment of a public holiday or to increase to full-time hours over a birthday for superannuation purposes) or to avoid payment of entitlements (e.g. overtime).

Change of role

- 5.4.15. When commencing in a new role, there is no entitlement to continue an existing FWA. The Employee must terminate any existing approved FWAs and submit a new request in accordance with section 5.2.12.

5.5. Terminating a formal flexible working arrangement

- 5.5.1. An FWA may be terminated either by request from the Employee or by the Delegate following a formal review by the Supervisor.
- 5.5.2. Where Operational Requirements drive the reason for the termination of an arrangement, alternative attendance times or duties are to be discussed with the Employee in the first instance.
- 5.5.3. The Delegate should consider the effect on the Employee's entitlements when approving the termination of an agreement prior to a period of leave as any leave taken is based on the working hours scheduled at that time.
- 5.5.4. Where an Employee terminates a FWA request with limited notice, they should acknowledge that this may result in an automatic salary adjustment to their next pay.
- 5.5.5. Where there is agreement between the Employee and Supervisor to terminate an FWA, for example, when an employee wishes to revert back to their original working arrangement, the FWA should be formally terminated via a [AFP Service Portal](#) request.

Early termination of formal flexible working arrangement

- 5.5.6. Where the Employee or Supervisor are seeking to cease the FWA, a minimum notice period of four (4) weeks applies, unless both parties agree to a shorter notice period.

- 5.5.7. Both parties must first discuss the early termination of the FWA and then the Employee must submit a [Flexible Work Arrangement – Termination of existing FWA request](#) through the AFP Service Portal to seek formal Supervisor and Delegate approval.
- 5.5.8. Prior to terminating an FWA, the following should be taken into consideration:
 - a discussion (in person, via email or otherwise in writing) with the Employee their intention to terminate the arrangement with the Employee;
 - genuinely tried to reach an agreement with the Employee about making changes to the Employee’s working arrangements to accommodate the Employee’s circumstances (subject to any reasonable business grounds for alteration);
 - had regard to the consequences of the termination for the Employee;
 - ensured the termination is on reasonable business grounds;
 - informed the Employee in writing of the termination to the approved flexible working arrangement, including details in section 5.3.16;
 - there are no negative effects on other staff, particularly in job share arrangements;
 - there is sufficient work available at the Employee’s classification; and
 - the requested change can be supported within existing budget and staffing allocations.

5.6. Welfare and support

- 5.6.1. If an Employee and/or Supervisor requires additional support and/or health and wellbeing advice during this process, they should engage with [SHIELD Triage](#).

6. Roles and responsibilities

Role	Description
Employees	<ul style="list-style-type: none"> • Familiarising themselves with this BPG and ensuring they understand the process to request and manage flexible working arrangements in accordance with this policy and procedure. • Discussing a proposal for an FWA with their Supervisor prior to submitting an application. • Working with their Supervisor to explore alternative options if the initial proposal is not feasible. • Considering, and including in their application, details of how the proposed FWA can be reasonably accommodated and the effect it may have on their team. • Providing relevant notice of their requirements for changes in working arrangements to be implemented. • Understanding the impact of the arrangement on their pay, taxation, superannuation, leave provisions and other entitlements when deciding on suitable flexible working options.

	<ul style="list-style-type: none"> • Working with their Supervisor to develop strategies to ensure effective implementation and ongoing management of the arrangement. • Maintaining an appropriate communication link with their Supervisor and team members and addressing any issues openly and transparently. • Being aware of, and adhering, to relevant policies and guidance including use of information technology, information privacy and security as relevant to their FWA. • Engaging in regular informal and formal reviews with their Supervisor to ensure the FWA remains sustainable to Operational Requirements. • Reasonably adjusting their arrangement in response to changes in Operational Requirements. • Working with their Supervisor to ensure the arrangement does not breach safety net provisions or rostering principles as per the EA • Ensuring they are contactable at all times during their agreed Normal Working Hours and notifying their Supervisor, in advance, if they are to be absent from their home-based Work Location during their agreed Normal Working Hours. • Having consideration of any additional costs associated with the FWA, and feasibility of these costs, noting that the Employee may need to cover some or all costs that arise as a result of the arrangement.
Supervisors	<ul style="list-style-type: none"> • Familiarising themselves with this BPG and ensuring they understand the process to request and manage flexible working arrangements in accordance with this policy and procedure ad legislation, and ensuring Employees do the same. • Adopting an 'if not why not' approach to assessing FWA requests. • Ensuring Employees are aware of their rights and responsibilities around flexible work. • Embracing a commitment to work and life balance and promoting and facilitating FWAs within the parameters of this BPG. • Giving due consideration to FWA requests, taking into account both the Operational Requirements, and the Employee's personal circumstances, and remaining open to exploring alternative proposals. • Enabling fair and equitable FWAs as appropriate for all Employees in accordance with relevant legislation. • Ensuring consideration is given to connection to country and cultural obligation in responding to requests for altering the location of work for First Nations Employees.

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	<ul style="list-style-type: none"> • Embracing technology, where appropriate, to facilitate FWAs. • Establishing clear performance expectations with agreed outcomes and effective communication strategies, including team communication, to support a FWA. • Engaging in regular informal and formal reviews with the Employee to ensure the FWA remains sustainable to Operational Requirements and any concerns are addressed as they arise. • Taking into account any performance, safety, health and wellbeing risks and benefits in approving an FWA. • Embedding FWAs into the design and structure of their workforce, including thinking innovatively around whether teams need to be physically located together and/or when teams may need to be in the workplace at certain times together to achieve outcomes and to build team cohesion. • Ensuring Employees working from home or remotely are aware of their additional responsibilities and any costs associated with the arrangement (e.g. costs to attend the office or proposal for travel time). • Ensuring Employees are aware that entering into a FWA that varies their hours of work or pattern of attendance does not entitle them to additional benefits as a result of the arrangement (e.g. overtime).
Delegates	<ul style="list-style-type: none"> • Familiarising themselves with this BPG and ensuring they understand the AFPs obligation in managing flexible working arrangements requests. • Embracing a commitment to work and life balance and promoting and facilitating FWAs within the parameters of this policy. • Giving due consideration to FWA requests, taking into account both the Operational Requirements, and the Employee’s personal circumstances, and remaining open to exploring alternative proposals. • Enabling fair and equitable FWAs as appropriate for all Employees in accordance with relevant legislation. • Reviewing FWAs where Supervisors and/or Employees identify issues that cannot be resolved.

7. Review of decisions

7.1.1. If an Employee is not satisfied with the outcome of a decision, they should refer to section 99 of the EA which outlines the dispute resolution process. For further information, please refer to the Better Practice Guide on dispute resolution.

8. Further information

Legislation	<p><u>Australian Federal Police Act 1979 (Cth)</u></p> <p><u>Fair Work Act 2009 (Cth)</u></p> <p><u>Carer Recognition Act 2010 (Cth)</u></p> <p><u>Work Health and Safety Act 2011 (Cth)</u></p> <p><u>Safety, Rehabilitation and Compensation Act 1988 (Cth)</u></p>
Related Governance	<p>Enterprise Agreement</p> <p><u>AFP Enterprise Agreement 2024 - 2027</u></p> <p>National Guidelines</p> <p><u>AFP National Guideline on information management</u></p> <p><u>AFP National Guideline on information security</u></p> <p><u>AFP National Guideline on work, health and safety management arrangements</u></p> <p><u>AFP National Guideline on workplace rehabilitation and return to work</u></p> <p><u>AFP National Guideline on prohibited drugs, pharmaceutical products and alcohol</u></p> <p>Better Practice Guides</p> <p><u>Better Practice Guide on Reasonable Adjustment for People with a Disability, Illness or Injury</u></p> <p><u>Better Practice Guide on remuneration and individual flexibility arrangements</u></p> <p><u>Better Practice Guide on working hours</u></p> <p><u>Better Practice Guide on leave and related entitlements</u></p> <p><u>Better Practice Guide on dispute resolution</u></p>
Delegations	<p><u>Instrument of Sub-Delegation and Sub-Authorisation - DAC143 and section 4 of the Australian Federal Police Enterprise Agreement 2024-2027</u></p>
Supporting Material	<p><u>Flexible Working Toolkit</u></p>
Further Support	<ul style="list-style-type: none"> • For enquires regarding the application of this Better Practice Guide, please contact the relevant HR/CCSU team: <ul style="list-style-type: none"> • <u>CCSU Southern HR</u> • <u>CCSU Central HR</u> • <u>CCSU Eastern HR</u> • <u>CCSU Northern HR</u> • <u>CCSU Western HR</u> • <u>ACT Policing HR</u> • <u>People Centre</u>

• For general enquiries, please submit a general enquiry through the Service Portal or contact the [People Centre](#).

9. Shortened forms

Shortened form	Full form
AFP	Australian Federal Police
BPG	Better Practice Guide
CCSU	Command Corporate Support Unit
DFAT	Department of Foreign Affairs and Trade
EA	Enterprise Agreement
FWA	Flexible Working Arrangement
SES	Senior Executive Service

10. Definitions

Term	Definition
AFP Employee/s	a person (or persons) engaged under section 24 of the Australian Federal Police Act 1979 (Cth) (excludes deputy commissioners, special members, special protective service officers, persons engaged overseas, secondees, consultants and contractors)
AFP Service Portal	the electronic system for AFP Employees to request a Human Resources, payroll, information and communications technology or access control service and report workplace related incidents.
Delegate	an official who has been given statutory authority by an instrument of delegation to make particular decisions or perform particular functions.
Supervisor	a person who carries the responsibility for the supervision of one or more Employees, including the monitoring of attendance and performance.
Family and Domestic Violence	<p>violent, threatening or other abusive behaviour by a close relative of an Employee, a current or former intimate partner, or a member of the Employee’s household that that seeks to coerce or control the Employee and that causes them harm or to be fearful.</p> <p>This can include, but is not limited to:</p> <ul style="list-style-type: none"> • physical violence • sexual assault or other sexually abusive behaviour • emotional or psychological abuse • verbal abuse • spiritual or cultural abuse • economic or financial abuse • coercive control.

Immediate Family Member	<ul style="list-style-type: none"> a) A spouse, a former spouse, de facto partner (irrespective of gender) or former de facto partner, child, parent, grandparent, grandchild or sibling of the Employee; or b) A child, parent, grandparent, grandchild or sibling of a spouse or de facto partner of the Employee; or c) A person with whom the Employee has a traditional kinship where there is a relationship or obligation, under the customs and traditions of the community or group to which the Employee belongs.
Individual Flexibility Arrangement	an agreement made in accordance with section 86 of the AFP Enterprise Agreement 2024-2027.
Normal Working Hours	as defined in section 35 of the AFP Enterprise Agreement 2024–2027, an average of 40 hours per week, being 38 ordinary hours of work plus two additional hours which comprise a daily paid meal break of 24 minutes.
Operational Requirements	refers to the requirements of the role of an AFP Employee and any direction to perform other duties.
Part-Time Employee	an Employee who is not a casual Employee and who has an approved regular working pattern of less than 40 hours per week.
SAP	the AFP’s enterprise resource planning software that contains HR information about our people, positions, pay and locations.
Supervisor	a person who carries the responsibility for the supervision of one or more Employees, including the monitoring of attendance and performance.
Working Day	<ul style="list-style-type: none"> • for the support working pattern – Monday to Friday, unless there is an agreed Individual Flexibility Arrangement that varies the expected pattern of attendance, inclusive of designated public holidays and any approved leave. • for the operations and rostered operations working pattern – unless there is an agreed Individual Flexibility Arrangement, any day an Employee is scheduled to work Normal Working Hours inclusive of designated public holidays and any approved leave. • for Executive Level Employees – a day on which the Employee is ordinarily expected to perform work.
Work Location	the Employee’s ordinary place of work, which is the default location of the position or the organisation unit that the position sits under as defined in SAP.

11. Version control

Version Number	Date of Issue	Author/s	Delegate	Brief description of change/s
0.1	19.11.2024	People Services People Policy team	Manager People Services	Implementation of new Better Practice Guide to support the AFP Enterprise Agreement 2024 – 2027
0.2	12.02.2025	People Services People Policy team	Manager People Services	Updating the application process for the remote work – overseas table
0.3	01.12.2025	People Services People Policy team	A/Manager People Services	Key changes following stakeholder and workforce consultation in September 2025:

				<ul style="list-style-type: none">• Clarification that an employee can update their building location in Insight• Length of time for FWA to include per days each week• Updated hyperlinks to new hub site
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