

# Hybrid. The way we work now



# We trust we can do this

“We are committed to Hybrid. We believe flexible working provides our people with the best of both worlds to maximise outcomes for our organisation and for people in their personal lives – so its a win-win. We are taking a position to not mandate set days in the office as we do not think that is in line with our hybrid principles, culture and the level of trust that we have in our people.

At the end of the day the most important thing is delivering on the outcomes we are committed to for our customers, community, environment and each other.

Whether we work in the office or hybrid, it has not changed our commitment to those outcomes, and we’ll continue to monitor our results and performance to ensure our new way of working is delivering for our customers and the broader community.

We all have a responsibility for personal productivity no matter where we are. We believe that we can make hybrid work for our business and tailor it so it meets the organisations needs and the individuals needs as well.

It is also about compromise - Hybrid does not mean that you work remotely all the time.

There are naturally certain meetings and occasions where we will require you to come into the office as they require face to face discussions. We also believe in the power of in person collaboration and social connection.

We are excited by this next stage for the organisation.

I think it is a really mature approach that we are taking, placing trust but placing work where it can best done”



**Pat McCafferty**  
Managing Director Yarra Valley Water

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# Hybrid. The way we work now

The purpose of this guide is to clearly articulate what it means to work 'hybrid' at Yarra Valley Water.

Hybrid ways of working now gives our people the flexibility and autonomy to work from all our worksites, the field, our homes and third spaces.

It is guided by our values, enabling us to support our culture to deliver a high performing organisation which ultimately we believe will lead to better outcomes for our customers, community and natural environment

No longer will we be mandating set days in the office for the majority of our employees. There are however, certain roles which require more permanent attendance at our worksites ie our people in treatment plants, reception, mail room, and facilities etc.

Nor are we enabling 100% remote working either.

Instead, you will see our new carefully selected organisational "moments that matter" where we are all expected to come together onsite in person. These moments cover all employees with a few more leader specific moments as well.

Recognising the diverse nature of our people and their roles we encourage further customisation of team working norms and additional in person requirements through local and mature adult agreement making.

Our offices will continue to welcome those of our employees who voluntarily elect to work more regularly onsite as that suits them best, but it is not an expectation of your leaders.

We take a local jobs first approach to recruitment and are proud that our staff base is predominately located in Victoria. In very rare circumstances we may accommodate new starters or existing employees living outside Victoria, however this will not be the norm.

# What is hybrid working at Yarra Valley Water

## Hybrid working

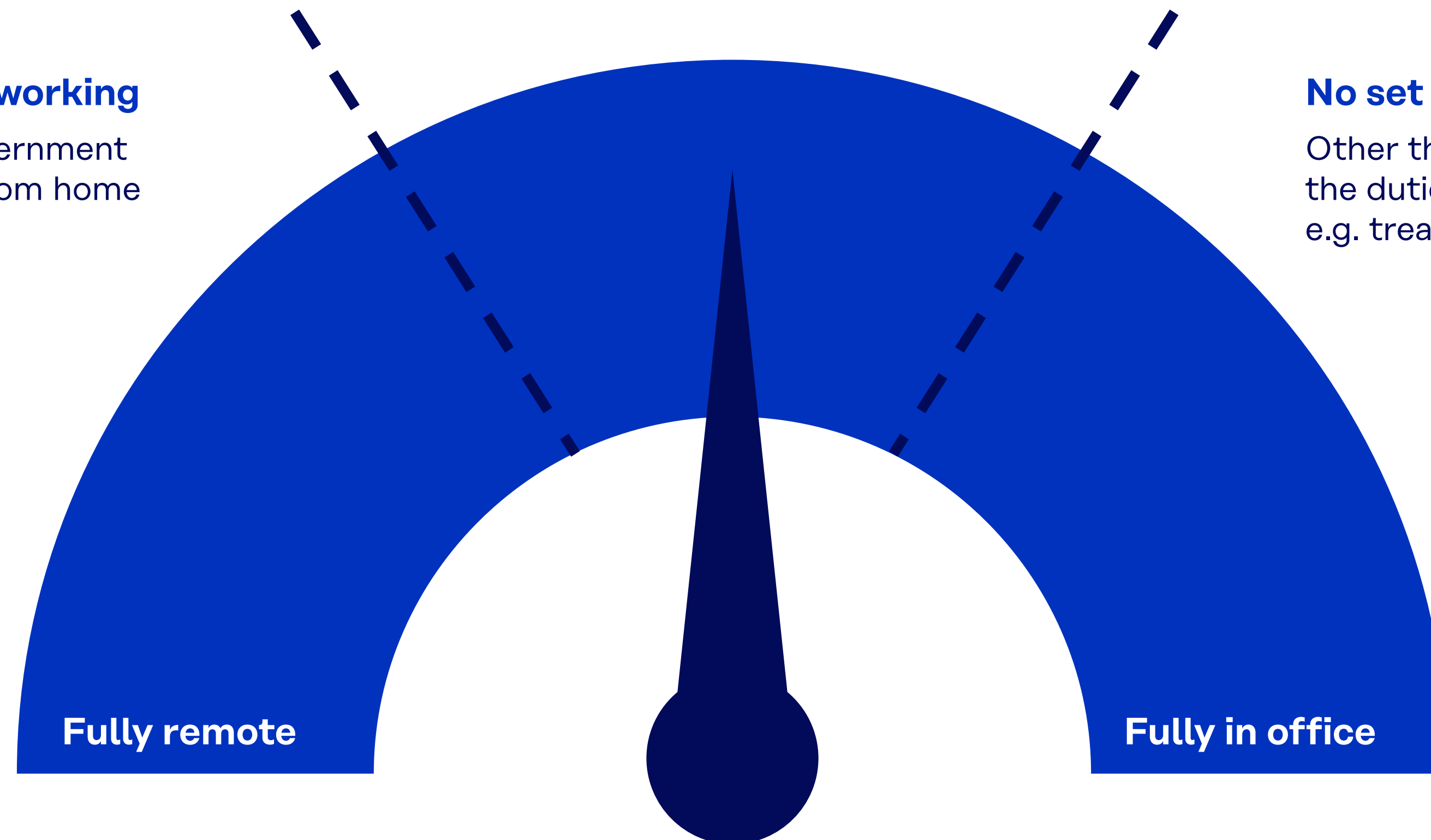
A blended mix of work from various spaces + an organisational wide set of “moments that matter” when onsite attendance is required.

## Not 100% remote working

Except when the Government direction is to work from home to keep you safe.

## No set days in the office

Other than for predefined roles where the duties require onsite attendance e.g. treatment plants, facilities etc.



## Living in Victoria

All staff are expected to be living in Victoria and travel to our sites when required at your own time and expense. \*Rare exceptions apply.

# Our hybrid guiding principles

**It starts with trust**, we trust each other to make effective and safe choices about where work is best done and that strikes the right balance between personal, business and team needs.

We are all different - how we work is based on the needs of our role, team, and each individual.

We enable our people to be the designers of their ways of working.

**We are inclusive**, we include everyone no matter where and how they are working.

We work hard to stay connected, not just within our teams but across the business.

We make choices around our ways of working always within the context of our impact, team and the organisation.

**We care about performance**, impact and outcomes, not just that you are online or how long you are in the office.

We each take personal and collective accountability for our ways of working.

Hybrid ways of working is how we do business - it enables our people to do their best job.

**Our people are 'better for being here'**. Our approach to flexibility is, "yes, unless".

Our strong sense of identity comes from a strong connection to our purpose – we always consider the impact on our communities, customers, partners and our teams when we make choices on how we work.

We support local jobs first, with a strong commitment to supporting the local community we serve.

**We try new things**. Even when we are unsure, we learn and adjust as we go.

Things may be ambiguous and even uncomfortable at first. That is expected and okay.

If it's not working, we have the brave conversations and adjust for an outcome that is mutually beneficial.

# Moments that matter

Throughout the year there will still be times that we physically come together at our Mitcham campus and other worksites for what we call the 'moments that matter'.

These moments that matter have been carefully selected by the Executive team to ensure we have **clarity, connection, collaboration, and keep our culture alive**.

These moments are also to be **inclusive**, where being together in the same space at the same time delivers better outcomes than if we are apart.

Our aim is to provide you with sufficient forward notice (2 weeks minimum) of our organisational events so that you can arrange your diary and life to attend. These events will slide into your calendar like any other invite but will clearly state they are in person events. We won't be doing anything silly like checking the roll, you are an adult after all, but please show up.

Further local moments that matter such as your twice yearly in person check-ins with your leaders can be scheduled by agreement.

Travel to our sites is to be in your own time and at your own expense.

# Our onsite moments

Culture	Clarity	Connection	Collaboration
Annual Kick off	1:1 Check-ins (minimum 2 per year)	Team/Group Meetings (minimum 2 per year)	Planning/Strategy Days
Strategy Updates (minimum 2 per year)	Presenting at Portfolio Control Board Meetings	End of year celebration	Managing Incidents – as needed
Organisational Committee Meetings	Presenting at Board and Committee Meetings	Your first day – welcome	Field site visits – if required
Orientation (New Starters)	<i>Leader Labs</i> (approx. 4 per year)	Meet the team – a welcome event	<i>Reconciliation Leadership Committee Meetings</i>
Development Workshops	<i>Executive Portfolio Control Board Meetings</i>	Your final day at Yarra Valley Water	
	<i>Board and Sub Committee Meetings</i>		



# Why these moments

Culture	Clarity	Connection	Collaboration
<p><b>Annual kick off</b> We celebrate our people and what we've achieved for our customers, environment and community - and we get focussed on the year ahead. It's a significant moment for us as a whole business. We create the space to align on our direction and time to connect, inspire and recognise each other.</p> <p><b>Organisational Committee Meetings</b> Our committees have important work to progress in areas such as Dandl, Safe and Well etc. they come together onsite to connect as colleagues and to connect with our office environment as well given work spans multiple locations now etc.</p> <p><b>Orientation (New Starters)</b> Our Orientation is experiential introducing you to who we are, what we do, how we operate and our "vibe" which is unique to Yarra Valley Water.</p> <p><b>Development Workshops</b> When learning needs to be immersive, we will come together e.g. Culture Programs or where we are stretching ourselves with Brave topics.</p> <p><b>Strategy Updates (minimum two per year)</b> These events allow you to learn about how we're progressing towards our strategic ambitions. They keep us connected to our goals and priorities, how we'll achieve our objectives, and the progress we've made.</p> <p>They're also an opportunity to connect and collaborate with others across the business, including our MD, Exec Team and strategy leads.</p>	<p><b>1:1 Check-ins</b> As a minimum of 2 times a year you will have an in person PEP conversation with your leader. This might be to give and receive feedback, discuss your development or be a formal performance check-in.</p> <p><b>Portfolio Control Board Meetings</b> Our decision-making body keeps our focus on delivering what matters and progressing forward. At times you may be invited to present in person at these monthly meetings.</p> <p><b>Board and Committee Meetings</b> We value the relationship with our Board members and respect the role they play to ensure Yarra Valley Water is delivering on our promises. We come together for our Board meetings to build relationships and it's a great opportunity for our people to be recognised for their work.</p> <p><b>Leader Labs</b> This is an important learning forum for all leaders held approx. 4 times per year. It is our way of investing in our leaders continual growth so they can serve you better. Additional sessions maybe facilitated remotely.</p>	<p><b>Team/Group Meetings (minimum 2 per year)</b> We come together to build strong relationships, align on our work, and agree the direction and focus. We take the time to celebrate each other and have some fun. Our people feel included, know they are important and have the opportunity to contribute.</p> <p><b>End of year celebration</b> Celebrating the year is a special moment for Yarra Valley Water, particularly coming together at Mitcham. A chance to connect, reflect and spend time enjoying each others company.</p> <p><b>Your first day – welcome</b> The warm welcome that helps you hit the ground running, commence your connection with our head office, and know you belong.</p> <p><b>Meet the team - a welcome event</b> Building great relationships and connecting with your immediate team is important right from the start.</p> <p><b>Your final day – thanks and goodbye</b> It's important to close out with your leader, before you start your next adventure. It is also important you are celebrated, supported and know you made a difference.</p>	<p><b>Planning/Strategy Days</b> We come together to establish a direction to meet our 2030 strategy, to sharpen our focus to deliver what matters. In person we connect, we collaborate around solving problems and thinking big. We each contribute and we listen to everyone's voice.</p> <p><b>Managing Incidents – as needed</b> Maintaining core services to customers is key, managing major incidents and impacts to our network is easier and resolutions can be faster when the incident team is all onsite together.</p> <p><b>Site visits – if required</b> There are times when you will be required to attend the Mitcham or other worksites (including field) to learn or to train new members.</p> <p><b>Reconciliation Leadership Committee</b> Reconciliation is important to Yarra Valley Water and our commitment to our Indigenous community, so we come together as a committee to build relationships talk about reconciliation and collaborate on ways to move forward together.</p>

# How we will further customise to suit

Here's how we will work together to make decisions on what's best for you, your team and for Yarra Valley Water.

1:1 Decisions	Team decisions	Leadership decisions
<p><b>Between you and your people leader</b> Expectations for your role.</p> <p>Individual working pattern (non rostered staff) or flexible working agreement (for rostered staff).</p> <p>Getting together one on one.</p> <p>Virtual set up and well being support and agreements about any of the flexibility options outlined on slide 11</p>	<p><b>Between you and your team</b> Expectations for your team.</p> <p>Team local agreements on further customisation of hybrid ways of working.</p> <p>Getting your team together i.e. workshops, team meetings.</p> <p>Social time as a team.</p>	<p><b>For Yarra Valley Water, your GM or Divisional Manager will make the call</b></p> <p>Getting our organisation and your division together (e.g. Planning/Strategy/Team days).</p> <p>Social time as an organisation or Division.</p>

# Further flexibility options Leader approvals needed

Flexibility of leave	Flexibility of hours	Flexibility of job
<p><b>48/52 Contract</b> On a 48/52 contract you reduce your annual salary by four weeks in exchange for eight weeks of leave a year.</p> <p><b>Cashing out excess leave</b> Employee's may cash out any unpaid annual leave in excess of 4 weeks to cover times when you need a little extra money.</p> <p><b>Career break – extended leave without pay</b> Extened leave without pay can be taken if an employee meets certain conditions and Yarra Valley Water business needs can continue to be adequately met. General Manager approval is required.</p>	<p><b>Varying hours</b> Where there is an agreed arrangement for an employee to vary their working hours which maybe inside or outside common operating hours.</p> <p><b>Compressed working week</b> When an employee condenses their working hours into fewer days per week.</p> <p><b>Nine-day fortnight</b> When an employee works their full hours over a nine-day period. Having the 10th day off.</p> <p><b>Time in lieu</b> Time given at a leader's discretion to make up for periods of significant additional time or effort.</p> <p><b>Return from parental leave</b> Making sure that returning parents are supported and integrated back into the business after parental leave in a phased approach.</p> <p><b>Transition to retirement</b> Supporting employees looking to retire in a phase way which supports them and also importantly knowledge transfer to other team members at Yarra Valley Water.</p>	<p><b>Permanent Part-time</b> When an employee works less than 38 hours per week. Leave is accrued on a pro rata basis in line with the number of hours worked.</p> <p><b>Job sharing</b> Two or more employees sharing the same role, usually with one day or less of overlap. Leave is accrued on a pro rata basis in line with the number of hours worked.</p>

# Flexibility for everybody

“This way of working is for everybody, it is not just for parents needing to do the school run. It’s for those training for a marathon, caring for their elderly parents, or perhaps taking an extra curricular class.

I believe everybody has things in their life just as important (if not more) than work and if our people are happy with their life in general it will flow into great outcomes for our customers, community and natural environment.”



**Amy Singe**  
General Manager, People, Performance and Culture

# Meetings in hybrid

“Zoom Fatigue” that mental exhaustion that occurs after a day in back-to-back virtual meetings, is real and not fun. To minimise digital fatigue and provide time for deep work we have implemented **meeting free Fridays.**

Hybrid working is much more complex to navigate and requires us to all be more intentional about when we meet. Also if we are stuck in meetings all day that doesn't enable greater flexibility really does it?

Meetings should be organised when an alternate option is not available. They should not be the default (that was so 2019) when a teams chat, or phone call would work. Also consider new asynchronous options such as document shares for inputs or videos or voice texts if you are just providing updates. Then there is good old email as a trusty back up.

The key to effective meetings is to make them purposeful, thoughtful and managed efficiently. **Schedule meetings to start 5mins past the hour to assist with context switching or to take a personal break. Reduce 1hr meetings to 45 or 50mins and 30min meetings to 20-25mins.**

Our leadership meetings have been reviewed and scheduled purposefully to ensure the best flow of information.

They are as follows this year:

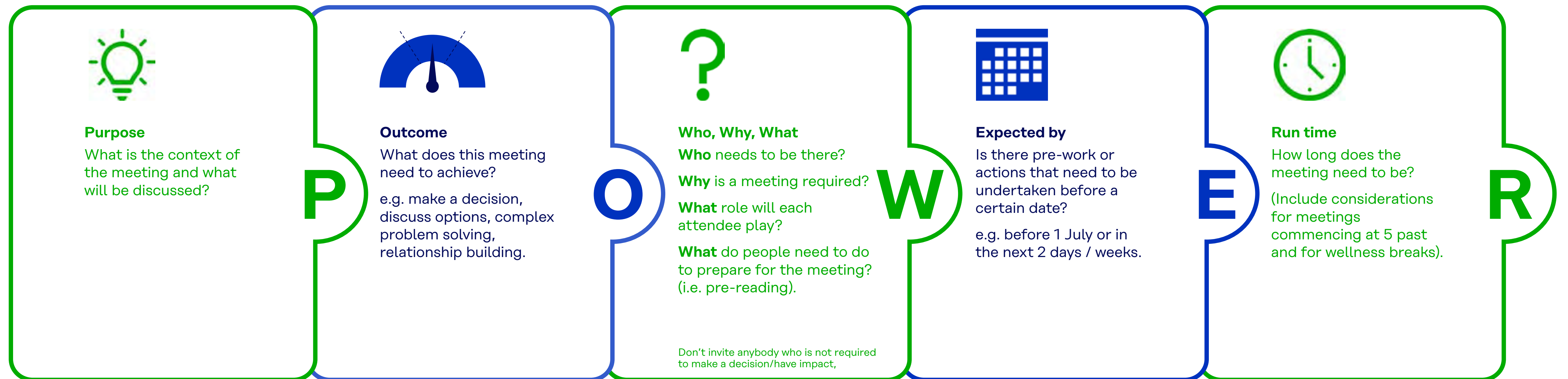
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<b>Exec Meetings</b>	Weekly: Tuesday (1.5 hours) Monthly: Thursday Exec Portfolio Control Board (PCB) Meeting
<b>GM and Divisional Manager Meetings</b>	Wednesday: All GM and Group Divisional Managers meetings From 10:00am

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# How we will ensure POWERful meetings

**Note** if you don't start using this framework don't be offended if people politely decline or gently remind you this is how we do meetings now.



# Enhancing productivity, inclusion & wellbeing in hybrid

“Although we have all been through this pandemic together our experiences have all been individual and unique, and it has required all of us to have an inclusive and compassionate mindset.

We know that flexibility and choice makes for a happier, more productive and healthier workplace.

More than anything we are committed to encouraging our people to show up just as they are and with our culture to support them so they can be at their best that day and every day - regardless of where they are working from.”



**Bridie Fennessy**  
General Manager Distribution Services

# Keeping us all productive

## Intentional set up helps

Here are some best practice tips for making sure you stay productive and maintain your energy at work and outside work.

<b>Daily rhythms</b>	Create intentional daily rhythms that support your unique body clock, and wellbeing. Schedule regular time for important focused work. <b>Shut your computer down at the end of the day.</b> This signals to your brain you are now done and transitioning into personal time for the evening
<b>Use time boxing</b>	Block out periods of time to work on distinct tasks each day - name these in your diary. This helps to reduce the mental load, avoids procrastination, keeps you focused on delivering on priority work each day.
<b>Meeting free Fridays</b>	<b>Use our meeting free Fridays</b> give it a try and see how good it feels. If however on the rare exceptions it doesn't work for your team feel free to customise your own "meeting free times". <b>Respect:</b> avoid booking meetings on Fridays to respect the intent of having a day for deep focused work, learning and growth. If you need to book a meeting on a Friday ensure you seek permission from attendees first and be ok if they decline.
<b>Eat the frog</b>	<b>Pick your hardest, most important task</b> for the day, and do it first thing in the morning. Just one! Enjoy the satisfaction and momentum that comes from getting an important task done early by 'eating the frog'.
<b>Remove distractions</b>	<b>Turn off all notifications</b> to help you stay focused. Our brains are hard-wired for distraction and novelty – this breaks our chain of thought and costs us time. Log a job in employee central if you need help turning off notifications. <b>Avoid multi-tasking</b> e.g. Reading/responding to emails, texting especially in meetings. It doesn't look good and will lead to poor outcomes like input, attention, collaboration etc.
<b>Lunch break</b>	<b>Avoid meetings over lunch.</b> Get moving over lunch, eat a lunch that sustains you for the afternoon. Take regular breaks away from your workspace throughout the day.
<b>Green therapy</b>	<b>Exercise and being in nature support our well being.</b> Take a walk around the block, in the park, feel the grass under your feet, go to the park and work for the afternoon. Buy a plant for your main workspace. Plan and diarise exercise each week.



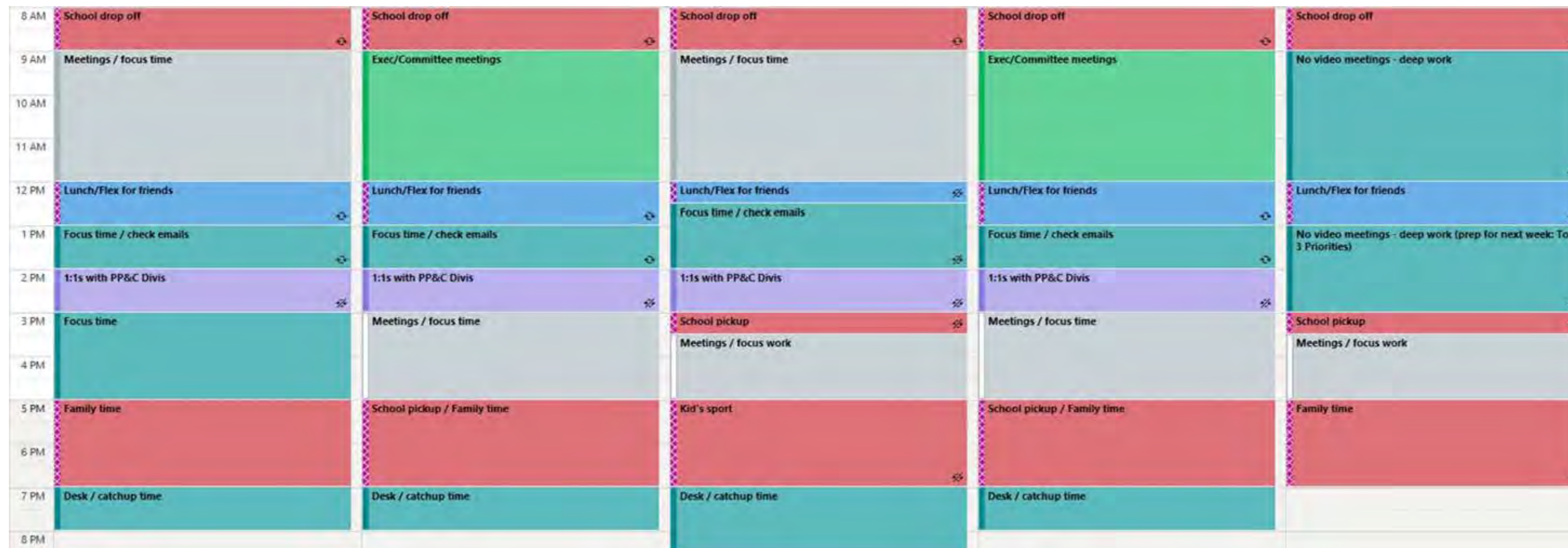
# Behind the scenes. Amy's calendar

This is a snapshot of Amy's calendar as she tries to implement some of these best practices. Note the use of timeboxing, meeting free Fridays and lunch time away from her desk. This is an ideal week and most of the time things come up and out of left field but Amy and Bron (her EA) are working as a team to try to start the week off right.

Obviously when priority meetings (like Board and Exec) come up at different times Amy adjusts her calendar accordingly. Everybody is accountable to somebody right?



**Amy Singe**  
General Manager and mum



- Deep work - could be:  
Upcoming projects  
Drafting papers  
Pre-reading for meetings
- Allocated for meetings, if no meetings defaults to focus time
- Family time / school pickup
- Personal time
- Exec and Committee meetings
- Time with direct report

# Keeping us all inclusive

With hybrid working, there will be some people who prefer more office time, and others who prefer more virtual time. These preferences require maturity and inclusive mindsets and behaviours from teams and leaders to avoid divides.

## Foster Inclusion

**There will be far fewer moments where everyone will be together at the same time, which we know can make things challenging at times. It is essential to:**

Be aware of proximity bias: We all have a role to play to make sure that everyone feels included, whether they are in the office or working virtually.

Get the basics right, such as making sure the technology is working and that everyone can be heard.

Create space for everyone in the team to participate by asking if they have anything further to add to the conversation.

Flexible meeting days/times to accommodate part timers and those with varied schedules – keep team working schedules front of mind to support inclusion

Embrace the asynch! Asynchronous = When we work together just not at the same time. Companies operating in different time zones have done it for years e.g. using digital brainstorming boards rather than a meeting.

### **Some ideas to consider:**

Consider tools that can help ensure everyone is engaged through meetings such as the use of Jira boards, Microsoft teams, having an agenda, sending pre-reading, or recording the meeting for those unable to attend.

## Level the playing field

**Those who spend more time in the office should not have an advantage over those who spend less time in the office. It is essential to:**

Recognise based on outcomes - not presenteeism or long hours

Set really clear commitments at the start of the year

Check in regularly and be proactive in asking for feedback

Quickly address divides/ sub-cultures that may emerge. Focus on the elements that keep you together

Create Rituals: Arrange connection opportunities for your team that are both virtual and face to face.

Recognise virtual working can have a greater impact on those who are early in their career, who haven't yet had the opportunities to build their networks and who benefit greatly from regular coaching and guidance. If you are at this stage, be open with your team about how they can help. If you are further along in your career, reach out to those in your team who might be at this stage, and ask them how you can support their growth.

### **Some ideas to consider.**

Start a conversation with someone who prefers a different work mode to you, take the time to find out why and ask them how you can make sure they feel included.

Be inclusive in the methods of communication to include face to face and virtual options.

Get creative to foster relationships: To keep your team engaged, get creative with your social calls and team bonding.

Better still invite your team to help organise social sessions/calls and rotate the hosting. Team members have creative and inclusive ideas. Some teams have hosted "show and tell," virtual talent shows, a scavenger hunt, Kahoot quizzes, and trivial pursuit.

# Keeping us all safe

Vaccination against COVID-19 is the strongest current control we have available to keep our employees, customers and community healthy and well.

We have introduced a new COVID-19 Vaccination Business Rule for all employees. Each Yarra Valley Water employees must be double vaccinated or have a medical exemption from 1 February 2022.

Vaccination certificate or a medical exemption certificate from Medicare must be provided prior to entry to any of our sites.

COVID-19 leave continues to be available for vaccination appointments, or if you are unwell with COVID etc.

We will communicate and follow the governments directive, if booster vaccinations become a requirement to be considered fully vaccinated. Which will mean that employees will be required to be triple vaccinated or have a medical exemption to be compliant with our COVID-19 Vaccination Business Rule.

Any questions or concerns about our approach can be directed to the [Safe and Well team](#) in PPandC.

[A copy of our business rule is available here.](#)

# Other resources

## **FAQ's**

[Click here to find the most up to date answers on hybrid](#)

## **COVID-19 Hub**

Visit the [COVID-19 Hub](#) for up to date information to keep you safe during the pandemic.

## **Employee Central**

Access [Employee Central](#) to find information and support on how to set up your tech, at home and in the office.

# Putting hybrid to work: Plays for all of us

# Being part of a successful hybrid team

Use our [Employee Toolkit](#)

Being part of a successful hybrid team.



## EMPLOYEE TOOLKIT

Being part of a  
successful hybrid team

### CONTENTS

1. CONTEXT / OUR COMMITMENT & OUR PRINCIPLES
2. APPROACH / CONSIDERATIONS & PROCESS
3. PREPARATION / SELF REFLECTION
4. TEAM SESSION / TEAM ENGAGEMENT ACTIVITY

# Exploring further flexibility options

**If you would like to explore one of the additional flexibility options in this book please chat with your leader**

Here are some steps to help you prepare.

- Read the flexible work options and familiarise yourself with the relevant processes.
- Be aware of the business needs and unique requirements of your role.
- Be prepared to discuss with your leader how flexibility could support you and why you're seeking it.
- Meet with your people leader to discuss possible options of how flexibility could be implemented.
- Be prepared to consider various alternatives and how it may impact your immediate team.
- If agreed be open minded and transparent with your leader as to the progress and effectiveness of the arrangement.
- Follow through on expectations and deliverables to build trust in the arrangement and deliver on your promises and role requirements.
- If it works it should work for all parties, if it doesn't work consider making adjustments.

# Running and showing up in meetings

## Clarity

**Provide Context:** Use the POWER Framework to ensure attendees are provided with all necessary context

**Pre-read to prepare:** Circulate pre-reading no less than two days prior to all meetings. Others may push back if sufficient time to prepare is not provided

**Record decisions:** If people are expected to take action after the meeting, document the action(s) and circulate these after the meeting, together with decisions that have been made.

## Connection

**Prepare meeting agendas:** Circulate an agenda to attendees at least 2 days prior to the meeting, so that they come to meetings prepared

**Hybrid Meetings:** Set the remote participants up on the main screen in the centre – make them visible, include them in the conversation. Make sure everyone feels valued, engaged and equal

**Respect:** Start on time, be on time, be clear on the meetings purpose and the outcome right out the gate. Do not restart the meeting for late attendees, they will be on time next time

**Be present:** Do not multi-task, its just not cool!

## Collaboration

**Listen:** Create a safe space for everyone to contribute either before or during the meeting

**Record important meetings:** This increases transparency and minimises misinterpretations. Use the notes function in MS teams to collaborate, capture minutes or actions.

**Participate:** Be prepared to contribute. You have been invited to contribute, make your time count

**Collaborate effectively:** Word, MS Teams or Jiro can provide whiteboards, note taking or post-it notes abilities, just like in the physical world.

**Redirect politely:** If after attending you don't think you need to be at recurring meetings then raise this - delegate to somebody else or ask to attend on an as-needed based on agenda.

## Care

**Leave time to transition:** Start the meeting at 5 minutes past the hour to allow time in between meetings to switch context or take a personal break.

**Reduce meeting times:** Win back time by making 30min meetings 25 mins; reduce 1-hour meetings to 45/50 mins. Don't request more time than you need. Consider asking for pre-work to be completed and then use meetings for quick debate and reaching a decision.

**Don't schedule meetings on Fridays**



# Managing your own wellbeing

The best person to manage your own personal wellbeing in hybrid is yourself. Establish suitable boundaries between work and personal time.

Set aside time to work through the tips provided on the Keeping us productive page.

Ask for what you need to do your best work - e.g. walking meetings, time at the end of the day free of meetings to set yourself up for tomorrow, flexibility to manage personal commitments etc.

Your leader can't read your mind so be explicit. They can't support you until you speak up.

If you're not feeling yourself at work, make sure you raise it with your leader, Safe and Well business partner or HR Business Partner sooner rather than later so that support can be provided.

You can also use the [Employee Assistance Program \(EAP\)](#). It is a confidential service and is there to be used for tune-ups as well as providing more comprehensive support.

# How to grow with us. Use our learning framework

Enabled to Perform	Learning Everyday Every way	Adaptable and Resilient	Governance and Community of Practice
<p><b>We grow ourselves by</b></p> <ul style="list-style-type: none"> <li>• Taking charge of our careers: Seeking opportunities to develop ourself continually and purposefully.</li> <li>• Making ourself visible: Being more intentional about putting ourself out there, promoting our achievements, and sharing what our team is doing with the rest of the company.</li> <li>• Scheduling more cross-departmental meetings.</li> <li>• Volunteering to sit-in on meetings.</li> <li>• Making our accomplishments visible discussing with our managers how they want to be informed.</li> <li>• Recognising someone by using our badges in PEEPS or nominating them through our <a href="#">formal reward and recognition process</a>.</li> </ul>	<p><b>We grow ourselves by</b></p> <ul style="list-style-type: none"> <li>• Seeking out mentors and coaches to help us navigate our new role or build out our career in general; a mentor can clarify our priorities, provide constructive feedback, and offer new knowledge and perspectives.</li> <li>• Think of curiosity as your superpower. Curiosity is key to learning when we're curious and seeking to understand, we are much more likely to remember information we learned. Curiosity can lead to new learning experiences.</li> <li>• Recognising that learning is more than a scheduled event.</li> </ul>	<p><b>We grow ourselves by</b></p> <ul style="list-style-type: none"> <li>• Being Brave! Seeking out stretch assignments.</li> <li>• Plant the Seed: Initiating a new conversation.</li> <li>• Resisting the urge to hang back: You were hired for your unique talents so use them to your advantage. Don't hoard your new knowledge- share it with your co-workers!</li> <li>• Keep learning: Keeping your skills up-to-date within your field of expertise and stretch yourself to learn.</li> <li>• Adopting a growth mindset, taking risks and learning from mistakes and creating opportunities for others to learn what we've learnt.</li> </ul>	<p><b>We grow ourselves by</b></p> <ul style="list-style-type: none"> <li>• Collaborating and connecting with our networks.</li> <li>• Using remote team meetings as networking opportunities.</li> <li>• Joining a meeting a few minutes early - the first step towards making new connections. Once the meeting starts, listen intently to show people that you're engaged.</li> <li>• Seeking out an advocate or someone in the business as a sponsor.</li> </ul>

# Putting hybrid to work for your team. Extra plays for leaders

# Setting your hybrid team up for success

Use our [People Leader Toolkit](#) to help with setting your hybrid team up for success



# Considering individual requests for further flexibility

When considering an employees request for additional flexibility first reflect on yourself to understand any personal biases/ preferences you may have, and instead try to be open minded and ultimately decide on what is best balancing the needs of the employee, the needs of the team and the needs of the business.

## Here are some steps to help when you receive an employee request

- Read the flexible work options and become familiar with the relevant processes.
- Speak to a member of the PPC team for further clarification
- Be very clear on the unique requirements and business needs of your team
- Be prepared to discuss with your direct reports how flexibility could support them if requested
- Meet with your direct report to discuss possible options of how flexibility could be implemented
- Consider the whole person and their individual needs when considering flexibility requests
- Be open-minded and transparent with your direct report as to how you have made your decision
- Perhaps if you are unsure be open to a trial period
- Once you reach an agreement carefully and regularly monitor the progress and effectiveness of the arrangement and don't be afraid to speak up if things aren't working – clear communication and expectations are key

# Ensuring your team members are well

When you don't see people face to face as often, it can be more difficult to pick up on the cues when someone isn't feeling their best.

## Here are some tips for leading in hybrid

- Regularly Check-in on how your employees are feeling.
- Consider asking 'are you OK?' or start each meeting with asking people in the chat how they are feeling on a scale of 1-10 without using 7! Check in at 1:1s, team meetings or casual coffee catch ups.
- Consider adding a safe and well moment to team meeting agendas (keep it authentic by actively listening). Remember you are not a counsellor so tap into your support resources Managers Assist through our Employee Assistance Programme (EAP) for expert advice.
- Set-up regular 1:1's, ask open ended questions and just really listen.
- Set a good example: Role-model good wellbeing practices such as lunch breaks, hard stops, oh and tell your team about them as you implement them.
- Proactively manage the workloads of your team members. If you anticipate heavy workload periods be upfront with your team and keep your leader in the loop.
- If you work flexible hours, mention upfront that you don't expect answers after hours. Even better, save your emails as a draft to send the next day, or set a delayed delivery so your email to schedule delivered during business hours.

# Staying informed

To help your team stay connected and ensure you are all crystal clear how best to communicate try setting up a Team channel map – see example below:

Channel	Primary Use	Norm
Email	For formal requests	Response needed within XXX
Phone	For urgent requests and emergencies	Use in emergencies
Microsoft Teams	Quick daily update, informal requests Use your team channel to share team updates	Used regularly for updates linked to team meetings
SMS, messages	Use in emergencies	Use in emergencies

- Create a Team channel map, showing the teams preferred communications channel for different types of communication.
- Store the Team channel map in a central location that is visible to the team.
- The table above is an example of what it might look like, however it will vary across teams.
- Review and adjust the channel map every quarter if needed.

# Keeping your team on track

To keep us on track, we as leaders need to regularly assess how our team is tracking. Here are some key questions to answer as a team. Use this tool in a team meeting each quarter or use polls in MS teams.

Team Healthy Category	Employee Diagnostic Questions
<b>Clarity</b>	<p>Do we understand how we contribute to Yarra Valley Water’s strategic direction?</p> <p>Are we laser sharp on priorities and accountabilities – so everyone knows who is accountable for what, and what is most important?</p> <p>Are we crystal clear on our outcomes to measure success and allow people the flexibility in how they go about achieving them?</p> <p>Do we understand how the Yarra Valley Water Values relate to our work and our team?</p>
<b>Connection</b>	<p>Do we actively listen to one another and create space for all perspectives to be heard?</p> <p>Do we value the moments that matter as a team to connect in person?</p> <p>Are we focused on inclusion, leaving no-one behind?</p>
<b>Collaboration and Learning</b>	<p>Do we share learnings with each other?</p> <p>Do we reflect on what is working well, our learnings and how we improve as a team?</p> <p>Do we effectively work through complex issues using agreed practices and/or collaborative tools?</p>
<b>Care and Wellbeing</b>	<p>Do we plan for and respect deep thinking focus time?</p> <p>Do we proactively manage workloads?</p> <p>Do we take time off to recharge?</p>

**Diagnostic Tool to help monitor your teams health**

- Use the employee diagnostic questions to diagnose and monitor your team’s health
- Ask each team member to anonymously rate each statement on a scale of 1 (never) to 5 (always) based on how frequently they observe each behaviour
- Aggregate and discuss team results to identify 2-3 improvement areas

Never	Rarely	Sometimes	Often	Always
1	2	3	4	5



# How to lead consistently

**Our New Leadership Framework:** helps guide you to all show up to deliver a consistent experience for our employees

Create Clarity	Focus on the Customer	Coach for performance	Connect across and outside Yarra
<p>Create clarity of what results are expected and what's most important to drive performance and wellbeing.</p> <ul style="list-style-type: none"> <li>• Focus on the What (outcomes and results) and How (our values) – not where and when.</li> <li>• Be crystal clear on outcomes to measure success and allow people the flexibility in how they go about achieving them.</li> <li>• Get laser sharp on priorities and accountabilities – so everyone knows who is accountable for what, and what is most important.</li> <li>• Frequently check in on priorities to ensure your team are delivering what really matters.</li> <li>• Drive transparent decision-making so people understand who and why key decisions are made.</li> </ul>	<p>Help people see the impact of their work on who we serve to drive focus and a sense of purpose and meaning.</p> <ul style="list-style-type: none"> <li>• Connect to the bigger picture– share what is happening across the business to help teams to see where their work contributes to delivering our strategy and feel connected to Yarra.</li> <li>• Impact - help people see how the work they deliver is impacting on the people we serve; to give a sense of purpose and meaning to their work.</li> <li>• One Team – connect for your people how work in one team joins up with another to deliver positive impact and create a sense of One Team.</li> </ul>	<p>Focus on enabling employee performance and growth, ensuring connection, fairness and feedback.</p> <ul style="list-style-type: none"> <li>• Stay connected - short catch ups to make your people feel connected and make them feel 'seen'.</li> <li>• Make it fair – ensure equitable access to you, your time and the work, irrespective of individuals location.</li> <li>• Frequent feedback is even more important in hybrid so people have a sense of how they are doing.</li> <li>• Celebrate wins to provide a sense of progress and achievement.</li> <li>• Gain multiple data points to assess performance (from other people, teams and data) to help reduce proximity and other biases.</li> <li>• Empower and delegate for development, in a way that sets others up for success.</li> </ul>	<p>Create trust and connection in a dispersed team both locally and across Yarra Valley Water.</p> <ul style="list-style-type: none"> <li>• Be Present - show up in active and visible ways, virtually and in person, so that your presence is felt across various platforms.</li> <li>• Connect outside your team - find opportunities to help your teams build visibility and connections across Yarra Valley Water.</li> <li>• Champion your people – build the visibility of your team outside your immediate team, to connect to broader Yarra Valley Water and build their presence.</li> </ul>

# How to demonstrate leadership

Create Clarity	Focus on the Customer	Coach for performance	Connect across and outside Yarra
<p><b>Create Clear Rhythms</b></p> <ul style="list-style-type: none"> <li>• Work with your team to define individual and team working rhythms.</li> <li>• Model the behaviours and practices, and experiment with new ways of working.</li> <li>• Provide empathy and support as your team adapts to changing ways of working.</li> <li>• Create strong meeting protocols and routines to ensure they deliver positive outcomes.</li> </ul> <p><b>Drive Focus</b></p> <ul style="list-style-type: none"> <li>• Get laser sharp on priorities and accountabilities, and frequently revisit to ensure your team are delivering what really matters.</li> <li>• Find opportunities to simplify work and park projects that no longer align to goals.</li> <li>• Drive transparent decision-making so people understand who and why key decisions are made.</li> <li>• Put systems in place to maintain an overview of team capacity and workloads.</li> <li>• Focus less on how people get their work done and more on if they are achieving the outcome or results.</li> </ul>	<p><b>Articulate Positive Impact</b></p> <ul style="list-style-type: none"> <li>• Help teams see how the work they deliver is impacting on the people we serve.</li> <li>• Articulate how work in one team joins up with another to deliver impact.</li> <li>• Share what is happening across the business to help teams see the bigger picture and where their work contributes.</li> </ul> <p><b>Balance delivering for Today and Tomorrow</b></p> <ul style="list-style-type: none"> <li>• Create the time and space to step back and look at ways things could be done better.</li> <li>• Carve out time to look and plan for tomorrow – get your team involved and get them excited about the future.</li> </ul>	<p><b>Create a strong team culture</b></p> <ul style="list-style-type: none"> <li>• Build trust and inclusion with psychological safety.</li> <li>• Purposefully create ways for your team to connect socially and informally through virtual mediums.</li> <li>• Celebrate work and personal milestones.</li> <li>• Create effective meeting habits and rituals.</li> <li>• Create a shared mindset with a team charter that to capture shared purpose, accountabilities, goals, and measures.</li> </ul> <p><b>Engage and Connect</b></p> <ul style="list-style-type: none"> <li>• Dedicate time to catching up with people and ensure equitable access to you and your time, irrespective of team member location.</li> <li>• Celebrate wins and give frequent feedback so people know how they are doing.</li> <li>• Find coaching moments to help people reflect and learn and find opportunities for in the moment feedback.</li> <li>• Empower and delegate for development, in a way that sets others up for success.</li> </ul>	<p><b>Engage across Yarra</b></p> <ul style="list-style-type: none"> <li>• Show up in active and visible ways, virtually and in person, so that your presence is felt.</li> <li>• Find opportunities to help your teams build their visibility and connections outside your immediate team.</li> </ul> <p><b>Engage outside Yarra</b></p> <ul style="list-style-type: none"> <li>• Keep yourself and your team connected on what is happening outside Yarra Valley Water through virtual and in person events.</li> </ul>

# How to grow our people use our learning framework

Enabled to perform	Learning everyday everyway	Adaptable and resilient	Governance and community of practice
<p><b>Our leaders help their people grow by</b></p> <ul style="list-style-type: none"> <li>• Setting meaningful learning plans that are more than a once a year event, it is reviewed, refreshed, revisited regularly – using peeps to record.</li> <li>• Recognising our people using our badges in peeps or nominating them through our formal reward and recognition process.</li> </ul>	<p><b>Our leaders help their people grow by</b></p> <ul style="list-style-type: none"> <li>• Coaching and motivating team members towards a shared vision and fostering an environment of learning.</li> <li>• Empowering our people to learn by providing them access to various learning opportunities. Recognising that learning is more than a scheduled event and we design learning into everyday work so our people are better for being here.</li> </ul>	<p><b>Our leaders help their people grow by</b></p> <ul style="list-style-type: none"> <li>• Promoting opportunities: making sure that projects, roles, volunteering, and other contribution opportunities are accessible to all employees.</li> <li>• Creating a safe space and time for our teams and individuals to learn new skills.</li> <li>• Supporting a growth mindset creating an environment where mistakes are not failures but celebrated as an opportunity to learn and grow.</li> </ul>	<p><b>Our leaders help their people grown by</b></p> <ul style="list-style-type: none"> <li>• Collaborating and connecting team members with others in your network and outside your network.</li> <li>• Sharing your teams talents with others and offering their help for key projects expecting nothing in return.</li> </ul>

