

FlexWork is an opportunity for government to embrace the future of work



How can government organisations strike a balance between wellbeing for government workers and productivity for economic benefit?

Sector Focus: Government

Introduction and Overview



In January 2022, Deloitte's Workplace Integrity team ("**Deloitte**") and Swinburne University's Centre for the New Workforce ("**Swinburne**") (together, "**We**") worked together to survey and analyse responses from 2,084 Australian workers about hybrid work, their experiences of work during the pandemic and the importance of flexibility.

The sample targeted people aged 18-65+ across all industries. For the purposes of the report, we categorised the industries surveyed into the following sectors: Government, Asset, Service, and Knowledge.

On 22 June 2022 the survey findings were published in the report titled '[Reset, Restore, Reframe – Making Fair Work FlexWork](#)' ("**FlexWork Report**"). Following on from the FlexWork report, Deloitte and Swinburne have worked together to deliver sector-specific deep dives into the survey data.

Government Sector

This Industry Insights briefing is an overview of the key findings arising from the FlexWork Report relating to government workers, i.e., public servants.

Of the 2,084 survey participants, 266* people identified as government workers ("**Government Cohort**"), representing 12.76% of the total survey cohort.

The Government Cohort included:

- Male and female participants;
- *Flexible location workers* (i.e. workers whose work does not require them to be onsite at their employer's workplace or client's site and who can or could work remotely) and *Onsite workers* (workers whose work requires them to be onsite at their employer's workplace or client's site and who cannot work remotely);
- Participants from each state and territory; and
- Organisations ranging in size from 3 to more than 1,000 people with more than half of government participants working in organisations with over 1,000 employees.

*Our observations and insights are based on a limited sample of government workers and may not be representative of all government workers

Key Findings: Government Sector Workers



Wellbeing and Flexibility vs. Pay

- Government workers rate **physical, mental and emotional wellbeing** as the most important work factor, **ahead of pay**.



Preferred Location of Work

- **80% of flexible location workers** chose **hybrid** (a mixture of home, the workplace or third space) or **home** as the ideal location of work.



Hours of Work and Compliance Risks

- **One in three** workers are working more hours since the pandemic and almost **50%** of workers are regularly **working outside their standard hours**.

Key Finding: Government workers value wellbeing ahead of pay

Government

Importance of Work Factors



Importance of work factors

Graph insight

Government workers chose wellbeing as the **most important** work factor, ahead of pay. Compared to workers in other sectors, wellbeing was more important relative to pay for the government sector.

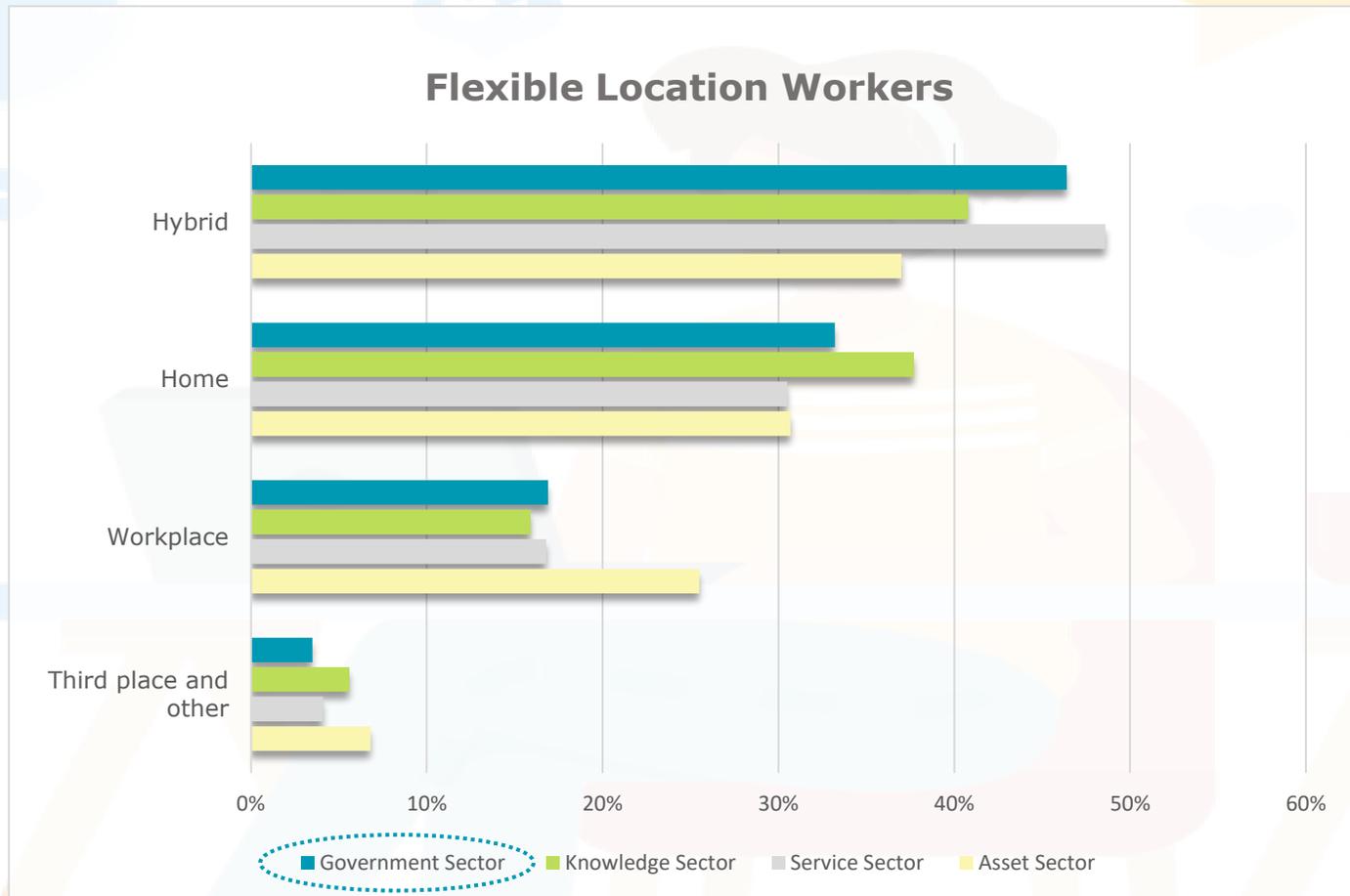
Other insights

3 in 5 workers said that they would be willing to forgo a pay rise to achieve flexibility, with the most common choice being between **1-3%** of their salary.

This indicates government workers see **flexibility** as an **enabler of wellbeing**, presenting an opportunity for government organisations to reframe their employee value proposition to address FlexWork needs in a way that balances team and organisational needs.

Key Finding: Hybrid and home are the ideal main locations of work

Government



Preferred Location of Work

Graph insight

80% of Government flexible location workers chose hybrid or home as their preferred location of work, which puts government in the top two sectors where workers chose hybrid or home.

This is particularly so for women. **88%** of women chose hybrid or home as the ideal location of work, compared with **71%** of men.

Other insights

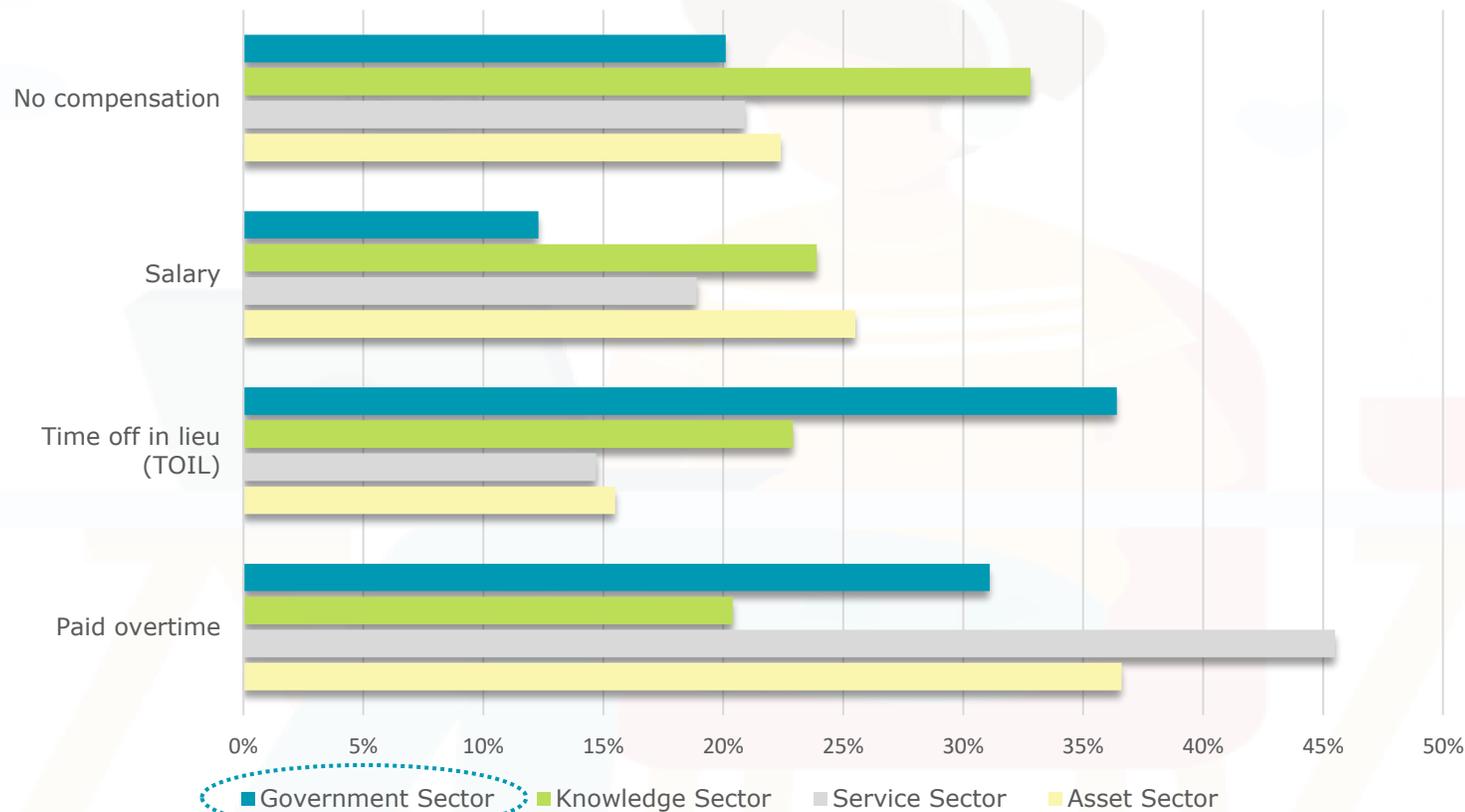
Almost **40%** of Government onsite workers contemplated hybrid or home as their preferred location of work even though their job requires them to be at their workplace.

Government workers said that **flexible working** offers a number of **life benefits**, including: better work life-balance, less time commuting, improved mental health, more physical activity and greater contribution to domestic duties.

Key Finding: Government workers are working more hours since the pandemic, often without compensation

Government

Compensation for Working Outside Standard Hours



Work Outside Standard Hours

General insight

Similar to other sectors, **1 in 3** government workers are working more hours since the pandemic. **Almost 50%** of government workers are regularly working outside their standard hours.

Graph insights

Government workers generally take **time off in lieu** or are **paid overtime** as compensation for working outside standard hours.

However, **20%** of government workers said they are **not compensated** for time worked outside their standard hours.

While this is the lowest of all sectors, compliance risks remain. Government workers are generally covered by an industrial instrument which provides compensation for time worked outside standard hours.

Practical Insights: How can government organisations make FlexWork a reality?

Government



Understand workers' current work patterns and FlexWork needs

- Government organisations could work more closely with their workers to gain a clearer understanding of their employees' work patterns and the forms of flexibility which they value the most.



Evolve framework to meet FlexWork needs

- Relevant flexible work policies, industrial instruments and record-keeping systems could be reviewed, acknowledging recent changes in the ways people work and moving towards more flexible work practices for government workers in the future.



Evolve culture to meet FlexWork and wellbeing needs

- Review cultural practices to encourage flexible work, track employee wellbeing, and provide an environment where employees feel more comfortable requesting flexible arrangements.

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About Deloitte and Swinburne

In 2022, Deloitte and Swinburne worked together to conduct a survey of 2,084 Australian workers, to understand the experience, expectations and motivations of workers whose work is not location dependent and published the ['Making Fair Work FlexWork'](#) Report.

Since publishing the report, Deloitte and Swinburne have been working directly with clients to assist them understand the findings, risks and implications arising from the FlexWork Report.

Over the next few months, Deloitte and Swinburne will be working together to deliver sector specific briefings, highlighting key findings from the FlexWork Report through analysis of data and key insights on relevant topics.

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Swinburne Edge believes the nature of work has fundamentally changed and that we are the workforce strategy partner you need to help navigate this shift. The engine room powering Swinburne Edge: Centre for the New Workforce(CNeW), is a dedicated research facility focused on the latest and best workforce innovation practice – the only centre of its kind nationally. CNeW drives innovation in, and across, learning and workplace wellbeing with evidence-based approaches to enable organisations to thrive. In partnership with Swinburne Edge, CNeW super-charges leaders to transform their business by building sustainable workforces for their organisations and meaningful careers for their workers. Map the path to your future workforce, today, with Swinburne Edge.

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