Flexible Work Arrangement Guide and Toolkit

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FAS Commitment to Flexible Work Arrangements

Financial and Administrative Services (FAS) is committed to implementing flexible work arrangements (FWAs) that are integrated throughout the portfolio and managed consistently across employee populations, both horizontally and vertically. An example of horizontal consistency is that of work teams with similar positions and job titles but different supervisors within a given department implementing FWAs consistently. Vertical consistency pertains to how FWAs are implemented for managers, associate directors, directors and assistant and associate vice presidents, which should be consistent with implementation for the front line employee.

Assistant and Associate Vice Presidents (AVPs) and directors should work with their leadership using the tools provided to determine which FWAs are options for their different employee groups. FAS Human Resources Support Services (HRSS) is available to consult with AVPs and directors on the variety of options as well as to provide guidance on approaches to implementation. FWAs should support:

- FAS mission, vision, values and strategic goals;
- A highly engaged work environment where performance is measured based on results;
- Departmental needs and requirements in order to meet service commitments, address reporting standards and compliance concerns, and maintain current levels of service;
- Business continuity in case of disruptions caused by weather, technical outages or disasters; and
- University sustainability goals.

Because of the size of FAS and the diversity of services offered, FAS falls in different areas on the Workplace Flexibility Spectrum; see chart below. This spectrum highlights subsequent phases showing how FAS can improve and reach its goals. As flexibility becomes more common across the portfolio and across the university, FAS will find itself moving across the spectrum with more consistency.
FAS Approach to Flexible Work Arrangements

Flexibility in how employees do their work, the hours they work, or the place they work should be available to all levels of employees. There are many types of FWAs, which are outlined in more detail in the attached “Types of Flexible Work Arrangements” charts found in the Additional Resources section of this document.

In a portfolio as diverse and complex as FAS, FWAs need to be able to meet FAS’ business needs and can be approached in several different ways.

**Regular Flex** - Ongoing, planned flexible arrangements where an employee can flex their start and stop times, and/or work from home on a certain day or days of the week. By arranging a consistent schedule of flexibility, the employee, their team members and their supervisor are able to plan on the employee’s ongoing flexibility and arrange meetings, events, etc., based on a set schedule. A FWA Agreement is required with a set schedule, for example in-office on Monday through Thursday, 7 a.m. to 6 p.m., and telecommute every Friday.

**Occasional Flex** - An agreement between an employee and their supervisor that on occasion the employee has the flexibility to address a situation without having to take time off. The supervisor and employee should discuss the limits of this type of agreement. Occasional flex allows employees to request the ability to use the FWA occasionally without having to use sick time or vacation time. This category of FWA encourages employees to think in advance about “How would I get my work done if I suddenly couldn’t come in to work?” or “Will my boss let me make up time?” without having to fill out a new FWA Agreement on the morning of the emergency, only to have it possibly denied. This category also leads to less unpaid time off and absenteeism, resulting in increased productivity. Supervisors still have the discretion to decline the specific request due to business reasons when it is submitted. This FWA can be an informal agreement, but can also be part of a formalized agreement. Non-exempt employees should always enter time worked accurately at the correct time of day that work was actually accomplished, and add a note regarding approval from supervisor to do so. Exempt employees should enter number of hours worked accurately and also add a note explaining when work was accomplished and approval from supervisor to do so.

**Seasonal Flex** - Flexible work arrangement based on seasonal workload, for example working 6 a.m. to 2 p.m. in the summer to avoid extreme temperatures. Individual FWA Agreements are not required if a revised schedule applies to an entire work unit, but the work unit’s revised schedule should be documented with the director of the department.

**Multi-Flex** - An employee can have multiple types of FWAs. For example, an employee can have occasional flex to take care of unexpected appointments and also have a flex time arrangement to work outside the 8 a.m. to 5 p.m. business day and also be able to telecommute every other Monday. FWA Agreement should be completed with all options identified.
Implementation Expectations and Guidelines

Each director in FAS is expected to document how FWAs are currently used and how they will be implemented in their units in the future using the FAS Flexible Work Arrangement Inventory survey as indicated under the “Measures of Progress” section below. AVPs with direct reports should also document FWAs and keep track of their Director’s progress each year. Because of the size of FAS and the diversity of services offered, types of FWAs that are appropriate and available and how FWA eligibility is determined at the position level are expected to vary across a director’s work area. These differences should be well documented and clearly connected to the business functions of the work units.

Following are additional expectations for FWAs for directors and supervisors:

• The expectation of implementing FWAs should be set by the director.

• All FAS supervisors with FWA eligible positions are expected to consider formal requests and proposals for FWAs objectively, consistently and fairly to ensure an equitable process across the FAS portfolio. However, supervisors are not obligated to grant approval if the FWA is not supported by the nature of the work, or would interfere with business results or with teamwork.

• The personal circumstances of employees or their reasons for proposing a FWA should not drive the decision to approve or deny the FWA. Supervisors should consider workplace needs and work performance goals. Supervisors should use the manager self-assessment tool provided to ensure they are being fair and consistent with the expectations of the portfolio.

• Management of employees and FWAs within a director’s area should be consistent and equitable.

• FWAs are not considered permanent and may end at any time due to performance concerns, organizational needs or team structural changes. Generally, the supervisor or the employee should give at least 30 days’ notice in advance of ending or changing an arrangement, business needs permitting.

• FWA agreements should be reviewed and updated as needs change, in addition to a regular annual evaluation (see agreement forms and evaluation forms in the “Additional Resources” section of this document).

• Some FWA requests may require assessment under different university policies. For instance, an employee’s request for accommodation based on a disability should not be reviewed as an FWA. Requests for accommodations under the Americans with Disabilities Act must first be reviewed and approved by the Office of Inclusion and Equity. Their office can be reached at 512-471-1849. Supervisors should consult with FAS HR Support Services (HRSS) for further clarification whenever needed.

FAS leadership recognizes a shift in culture in FWA implementation may create new management challenges for supervisors, such as managing many FWA appropriate positions, tracking metrics to determine effectiveness of FWAs across a work unit and accommodating a potential increase in FWA requests. HRSS is available to help train and address these challenges at all levels of the portfolio.
Teleworking Specific Guidelines

Equipment

As outlined in the UT Austin policy on telecommuting (HOP 5-2130), the equipment needed to support an employee in a telework environment should be part of the FWA conversation between supervisor and employee. At a minimum, an employee must have internet access and be able to use an operable telephone, and have access to and be able to use a network capable of reaching the university’s campus network.

FAS departments are not required to provide a laptop and peripherals to employees who are approved to telework, but should evaluate the issuance of laptops to telework-eligible positions during the normal computer replacement cycle for their department.

University equipment, such as a laptop and/or peripherals, located at the remote work site are subject to all policies and restrictions related to use of state owned property. Participating employees are responsible for any equipment and software used at the remote work site and accept financial responsibility for any equipment that is lost, stolen or damaged because of the employee’s negligence, misuse or abuse.

The university will not be liable for damages to employee-owned equipment being used in telework or that may result from teleworking. The university will not be responsible for operating costs, home maintenance, or any other incidental costs (e.g., utilities, telephone, insurance) associated with the use of the employee's residence for teleworking.

The university will not reimburse employees for out-of-pocket expenses for materials and supplies that are reasonably available at the regularly assigned place of employment.

Injury

As outlined in the UT Austin policy on telecommuting (HOP 5-2130), “an injured employee participating in telecommuting must notify his or her supervisor immediately and complete all requested documents. Workers' Compensation benefits will apply to injuries arising out of and in the course and scope of employment.”

Safety and Security

Use of personal computers to host university data is highly discouraged. Any employee using a personal computer to host university data is making their personally owned device subject to subpoena and open records requests. Refer to UT Austin policy on telecommuting (HOP 5-2130).

Supervisors must ensure that all sensitive and confidential information is protected and secured when accessing information from the remote location. Refer to Information Security Office policies for most current guidance: https://security.utexas.edu/policies/irusp.

University business conducted using university tools is in compliance with regulations and policy and is protected by contractual and other security measures not available in consumer tools. Employees are responsible for safeguarding information regardless of where, when and how they work. UT Austin IT
Security site offers a wealth of information about the security protocols that must be followed when using either personal or UT Austin computers outside of the office setting.

Employees considering telework or remote work must consult UT Austin policies for detailed guidance on how information must be protected. See the information security standards that apply to everyone. For more information on High Risk Confidential Information, please refer to the IT Security policy.

Threats to information security are always changing. As technology advances, approved tools will change as well. UT Austin IT security site also provides information on regular IT security enhancements. All UT Austin employees are encouraged to visit that site regularly.

**Telework and Dependent Care**

While performing job duties, teleworking employees are expected to arrange for dependent care just as they would if they were working in the office. In the event that a teleworking employee is faced with caring for a dependent, and the level of care needed for a dependent prevents or significantly disrupts work accomplishment, the teleworking employee should notify their supervisor, only record actual hours worked on the timesheet and use leave or other flex work arrangements to account for the other hours.

**Inclement Weather and Main Campus Closures**

When an inclement weather event results in the closure of our main campus, and a teleworking employee is able to work from home with minimal impact to their day-to-day business interactions, they should record regular work hours.

When an inclement weather event results in the closure of our main campus, and a teleworking employee is unable to work from home because the individual’s day-to-day business requires a high level of interaction with employees on main campus, or a campus technology system adversely impacted by the weather renders their work inoperable, they may use emergency leave for that day.

In most circumstances, a teleworking employee has no need to enter both regular work time plus emergency leave. The intent of emergency leave is keep an employee’s salary whole due to unanticipated emergency events, not to accrue extra compensatory time.

**Out-of-State and Out-of-Country Employees**

Before beginning a teleworking arrangement for work performed outside of the state of Texas, consult with central HR Strategic Workforce Solutions as out of state/country teleworking may affect employment law and other specific policies.

**Communication and Collaboration**

It is critical that employees who are working both in and outside the office use appropriate collaboration tools. Managers and employees should use the systems that work best for their business needs.
Teleworking Tools

Virtual Private Networks

A virtual private network (VPN) permits secure access to certain university resources when connecting from off campus or via the wireless network. A VPN establishes a secure connection between devices and university resources by creating an “encrypted tunnel” for the data communication. A VPN connection may be necessary when teleworking.

UT Austin has been using a two-factor authentication process to protect and secure online information. The two-factor authentication tool called Duo provides a more secure online learning and working environment. Current VPN users have been contacted by email with instructions on how to set up their Duo account. Learn more on the [VPN with Two Factor Authentication](#) webpage.

Video Conferencing

Video conferencing uses both audio and video to allow people at different sites to meet together over the Internet. A video conference can be a conversation between just two people (point-to-point) or several people at multiple locations (multipoint). Besides audio and video transmission of the conversation, video conferencing can be used to share documents and display information on your computer. These features allow for improved collaboration, more personal engagement, more content sharing and improved productivity.

Microsoft Teams allows employees to connect with FAS colleagues - as well as colleagues outside FAS and UT Austin - via chat, audio, and video calls. Online meetings enable participants to share a screen or a program, add attachments and create shared notes. It is possible to connect to Teams meetings from anywhere by using a desktop app, a web browser, or a mobile device to chat and join meetings, and audioconferencing is available via telephone. Because Teams is configured with an Office 365 account, colleagues can access features that provide information about others’ calendars, free/busy times, and “do not disturb” periods of concentrated work.

For tools or services that are being considered as a reasonable accommodation, a case-by-case analysis of accessibility features is recommended. For example, Microsoft Teams is an effective tool for direct sign language but does not yet have the ability to provide live captions in all cases.

Cloud-Based Document/File Storage

Using cloud-based storage provides the convenience of having access to your files from nearly any device with an internet connection, and may offer additional features such as real-time document collaboration with colleagues.

OneDrive is another service available with an Office 365 account to allow you to store and share work related files with colleagues in and outside of UT Austin. Each user has their own OneDrive, which can be used to store all work files that can be accessed on any device that has Internet access. Traditionally, OneDrive is used for personal files and ad hoc collaboration, while SharePoint operates as the backbone
for storage a group's work-related files. Similar to OneDrive, content stored within SharePoint can be accessed by devices that can connect to the Internet.

UTBox is a campus-wide service that allows faculty, staff and students at UT Austin to use Box cloud-based file sharing for business and academic purposes. UTBox can be accessed via [https://utexas.box.com](https://utexas.box.com) or from [https://utbox.utexas.edu](https://utbox.utexas.edu). For more information, see the UTBox wiki and FAQs.

### Summary of Teleworking tools

<table>
<thead>
<tr>
<th>Teleworking tool</th>
<th>BENEFITS AND CONSIDERATIONS</th>
</tr>
</thead>
</table>
| **Calendaring**  | • Can share schedules and other information with co-workers  
|                  | • Can share calendars with others who are external to UT Austin  
|                  | • Is integrated with other Office 365 programs, such as Skype for Business  
|                  | • Can protect private or personal information with general settings and specific restrictions |
| **Telephone**    | • Is familiar, personal  
|                  | • Can be accessed without a computer  
|                  | • Allows calls to be forwarded to alternate locations  
|                  | • Can involve many people  
|                  | • Can be difficult to hear/understand/identify speaker in group conference calls |
| **Video Conferencing** | • Can feel like the person is in the room and is truly participating  
|                  | • Can include several people  
|                  | • Can use considerable bandwidth  
|                  | • Can record the conversation, which becomes part of UT Austin record |
| **Chat**         | • Is less formal than email  
|                  | • Reduces accumulated email  
|                  | • Can be difficult with a group  
|                  | • Requires less bandwidth than email  
|                  | • Records the conversation, which becomes part of UT Austin record |
Measures of Progress

A consistent and broad approach to FWAs can have many benefits for individual employees, teams and work units, and the FAS portfolio and institution as a whole. Realizing these benefits in FAS will require a culture shift across the portfolio. Measuring a shift in culture should draw on both qualitative and quantitative information.

Director Level Inventory

Each director will be asked to annually account for the number and type of FWAs in their departments using the FAS Flexible Work Arrangement Inventory survey. The initial inventory will provide a baseline of FWAs since no central recording of FWAs exists. In addition, the activity of requesting the information from supervisors will reinforce the message that a culture shift toward broader implementation of FWAs is beginning.

Recruitment and Retention

Several technology-focused units in FAS already depend on FWAs as a tool in recruiting and retaining talented employees in a highly competitive, nation-wide market. In addition to the Director Level Inventory, these units could identify specific types of positions where FWA provisions were influential or deciding factors and include the data with their FAS Flexible Work Arrangement Inventory Worksheet.

Complaints

Complaints from employees can provide specific information about where additional training or communication may be needed. This, too, should be taken into consideration when planning for FWA goals and noted on the FAS Flexible Work Arrangement Inventory Worksheet.
Appendixes - Additional Resources

Human Resources has developed detailed tools regarding the types of flexible work arrangements, considerations, communication, and assessments for supervisors and employees. These are available online and are found in the following pages of this document:

- **Types of Flexible Work Arrangements**
- **Job Considerations Chart**
- **Flexible Work Arrangements Self-Assessment for Managers** - checklist to assess whether supervisors are considering and responding to flexible work arrangements in their areas
- **Creating a Flexible Work Arrangement Communication Plan** - plan for supervisors to provide to employees to consider how communication would be handled for all aspects of their job (client, co-worker, team and management communication)
- **Flexible Work Arrangement Evaluation**
- **Guide for Managing the Performance of Employees with a Flexible Work Arrangement**

If you have any questions about implementing FWAs in your department, please contact FAS HR Support Service ([HRSS](#)).
## Types of Flexible Work Arrangement

<table>
<thead>
<tr>
<th>Flexible Work Arrangement</th>
<th>Description</th>
<th>Examples</th>
<th>Benefits</th>
<th>What the Employee’s FWA Proposal Should Address</th>
</tr>
</thead>
</table>
| Flextime/Flexible Schedule| Varying an employee’s schedule on a regular or non-regular basis while still completing the required 40 hours per week. | • Rather than working a typical 8:00 a.m. - 5:00 p.m. schedule, an employee works 7:00 a.m. – 4:00 p.m.  
• An employee works 8:00 a.m. – 5:00 p.m. on Monday and Tuesday, and 6:30 a.m. – 3:30 pm. Wednesday to Friday | • Employee retains full pay and benefits  
• Gives employee time for personal interests and/or family obligations  
• Employee works hours that align with personal needs  
• Allows employees to commute outside of peak hours  
• Improves efficiency if employee works the hours they are most productive  
• Provides a low cost employee benefit  
• May facilitate recruiting and retention | • How office coverage will be maintained  
• How hours will be tracked  
• Definition of tasks when supervisor is absent |
## Types of Flexible Work Arrangement

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</table>
| Telework / Flexplace      | Routinely working one or more days per week at a location that is not the regularly assigned place of employment | • An employee works every Tuesday from home  
• An employee permanently works from home in another city | • Employee retains full pay and benefits  
• Reduces or eliminates commute  
• Limits office-based distractions  
• Can enhance productivity  
• Provides a low cost employee benefit  
• May facilitate recruiting and retention | • How communication with coworkers and supervisor will continue  
• How much time will be spent in the office and when  
• What equipment is needed and who will provide it  
• Elements of the job that cannot be completed off-site and how they will be handled?  
• How security and privacy requirements will be met |
### Types of Flexible Work Arrangement

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</table>
| **Compressed Work Week**  | Working more hours on some days of the week to complete the required 40 hours per week in fewer than five 8-hour days | • An employee works 10 hours per day Monday – Thursday  
• An employee works 9-hour days for 9 workdays and takes every other Monday off | • Employee retains full pay and benefits  
• May reduce commuting time and costs  
• May reduce vacation time or sick time use due to having time off to take care of personal business  
• Can enhance productivity  
• Provides a low cost employee benefit  
• May facilitate recruiting and retention | • How the office will maintain coverage  
• Definition of tasks when supervisor is absent  
• How to coordinate schedules and communication |
## Types of Flexible Work Arrangement

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</table>
| Reduced Hours / Part Time | Decreasing the number of regular hours worked to less than a full-time position | ● An employee works 30 hours per week instead of 40  
● An employee works 20 hours one week and 30 hours the next week | ● Gives employee time for personal interests and/or family obligations  
● Allows employees to contribute to the university, but also gives flexibility in work hours  
● May reduce absenteeism and tardiness  
● Retains employees who need to scale back hours to manage personal needs or family situations  
● Can expand department’s labor pool  
● May facilitate recruiting and retention | ● Work that will be accomplished in the employee’s reduced hours  
● How the rest of the employee’s work will be handled  
● How and when the employee can be reached |
<table>
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</thead>
</table>
| **Job Sharing**                   | Sharing a full-time position by two part-time employees | • Two employees each work 20 hours a week as the department’s office administrative assistant  
• Two employees trade off working every other workday as a departmental recruiter | • Gives employee time for personal interests and/or family obligations  
• Creates part-time opportunities in a full-time position  
• Brings broader experience and skills to the position  
• Can expand department’s labor pool  
• May facilitate recruiting and retention | • How to coordinate schedules and communication  
• Division of responsibilities between partners  
• Hours of work for each partner  
• How and when the employees can be reached |
### Types of Flexible Work Arrangement

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</tr>
</thead>
</table>
| Occasional Flex           | Ability to flex hours occasionally as needed and make time up during the week | • An employee comes into the office early or stays late due to an appointment  
|                           |             | • An employee changes their schedule on short notice due to a personal need | • Employee retains full pay and benefits  
|                           |             |          | • Gives employee time for personal interests or family obligations | • How office coverage will be maintained  
|                           |             |          | • May reduce vacation time or sick time use due to having time off to take care of personal business | • How hours will be tracked  
|                           |             |          | • Reduces use of leave time or exchanging sick time for comp time | • How others who depend on the employee will receive what they need to accomplish their work  
|                           |             |          | • Gives employees more control over their time | • How and when the employee can be reached  
|                           |             |          | • Provides a low-cost employee benefit | |
### Types of Flexible Work Arrangement

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</tr>
</thead>
</table>
| **Shift Flexibility**     | Allows employees to work with co-workers to adjust their schedules | • An employee swaps a shift with a coworker | • Gives employee time for personal interests or family obligations  
• Gives employees more control over their time  
• Builds team morale  
• Provides a low-cost employee benefit  
• May facilitate recruiting and retention | • How the frequency of swaps will be tracked  
• Who will approve the swaps  
• How duties will be handed off when swap happens |
### Types of Flexible Work Arrangement

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<tr>
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</tr>
</thead>
</table>
| **Gradual Return to Work** | Working less than a full-time schedule following a leave | • An employee works fewer days after a leave and gradually returns to a full-time schedule  
• An employee returns to work at 20 hours/week for two weeks, then 25 hours for two weeks, then 30 hours for 6 months | • Allows employee to transition slowly back to full-time work  
• May facilitate recruiting and retention | • Work that will be accomplished in the employee’s reduced hours  
• How the rest of the employee’s work will be handled |
## Consideration Chart

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Flextime</th>
<th>Reduced Hours</th>
<th>Job Sharing</th>
<th>Compressed Work Week</th>
<th>Telework</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Considerations Across All Flexible Work Arrangements (FWAs)</strong></td>
<td>Employee must be able to:</td>
<td>Employee must have:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Maintain the safety and security of university data.</td>
<td>• Adequate technology to perform the functions of the job away from the primary worksite.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Access information and tools needed to do job effectively.</td>
<td>• The ability to access materials and tools needed while working remotely.</td>
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<tr>
<td></td>
<td>• Control workflow and meet business deadlines.</td>
<td>• Training and support needed to perform the job while working remotely.</td>
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<tr>
<td></td>
<td>• Attend meetings in person or virtually as required.</td>
<td>• Appropriate caregiver arrangements during work time (e.g., child care, elder care).</td>
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</tr>
<tr>
<td></td>
<td>• Travel to the primary worksite as needed.</td>
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<tr>
<td><strong>Considerations for Successful FWAs</strong></td>
<td>• Work can be shifted to earlier or later hours and still meet objectives and customer needs.</td>
<td>• Job requirements can be scoped to fit within a shorter work week.</td>
<td>• Work can be scoped to fit within a shorter workweek and job share partners can still meet business objectives and customer needs.</td>
<td>• Hours can be increased each day in a reduced work week and still meet objectives and customer needs while complying with overtime policies and law.</td>
<td>• Job has tasks and responsibilities that can be done away from the primary worksite one to four days a week, e.g., speaking on telephone, reading reports, analyzing documents, preparing letters, memos, and reports, setting conference calls, research.</td>
</tr>
<tr>
<td></td>
<td>• Job requirements involve independent, task-focused work.</td>
<td>• An appropriate schedule can be set that will serve customer and other stakeholder needs.</td>
<td></td>
<td>• Job does not require onsite customer or team contact five days a week.</td>
<td></td>
</tr>
<tr>
<td><strong>Considerations that May Rule out FWAs or Require Adaptations</strong></td>
<td>• Flextime may not work for most positions when core hours are established for the entire team.</td>
<td>• Reduced hours may not work for jobs that have frequent critical deadlines requiring additional work hours or significant travel.</td>
<td>• Job sharing may not work for jobs that have critical deadlines requiring additional work hours, significant travel, or job responsibilities that cannot be shared by two people.</td>
<td>• A compressed workweek may not work for jobs that cannot allow for being away from work one or more days a week.</td>
<td>• Telework is not feasible for specific on-site positions (e.g., reception, food service).</td>
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<tr>
<td></td>
<td>• In shift roles, flextime may involve shifting coworkers’ work hours to the prior or following shift.</td>
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</table>

**Additional Resources**

Flexible Work Arrangements Guide and Toolkit for Directors and Supervisors
FWAs are a business strategy that can help employers recruit and retain talented employees. Flexible work arrangements can lead to greater work-life balance, which in turn may lead to greater employee satisfaction, fewer unscheduled absences, increased retention, enhanced individual performance and increased business productivity. Use these checklists to assess whether you are promoting an environment that embraces FWAs and whether specific types of positions would be a good fit for a flexible work arrangement.

**Assessing Support of Flexible Work Arrangements**

<table>
<thead>
<tr>
<th>Organizational Climate</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am I contributing to a work environment supportive of the university’s work-life balance philosophy while meeting business needs?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managerial Support</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am I fairly and objectively considering the employee proposal prior to saying no? Is there a business reason for saying no?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I reviewing employees’ FWA proposals equitably and consistently across my entire team?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I working with supervisors to help them understand the need for and assess the feasibility of FWAs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I making suggestions to leadership for the development of new guidelines, policies and practices that support flexibility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I sharing best practices and success stories and communicating lessons learned?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I helping define and monitor metrics of success for FWAs?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Support</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am I counseling employees on the logistics and practicalities of specific work options, helping to ensure their FWA proposals are reasonable and workable?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I answering employee questions about potential impact on pay or benefits associated with FWAs or referring to the appropriate resources?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I serving as a resource for employees on eligibility issues and the practical application of FWAs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I helping employees think through potential impacts an FWA may have on their career development goals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I facilitating the implementation of FWAs once an employee’s proposal is accepted?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If an employee’s proposal is declined due to performance concerns, am I coaching the employee on how to meet and exceed expectations?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Assessing Positions for Flexible Work Arrangements

Use this chart to help assess whether a flexible work arrangement would be a good fit for a specific position. If any of the answers are "yes," can a solution be worked out? If so, describe the possible solution(s).

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do the job tasks require the employee to be at the workplace during regular work hours?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would the proposed work schedule changes negatively affect our team?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would the proposed work schedule changes negatively affect our department’s productivity?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would the proposed work schedule changes negatively affect customer service?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would the proposed work schedule changes negatively affect employee’s communication with me or our team?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would the proposed work schedule changes affect the job responsibilities or tasks?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would these proposed changes make it more difficult for me to supervise the employee and their work?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Optional Flexible Work Arrangement Communication Plan
**Between Manager and Employee**

<table>
<thead>
<tr>
<th>How and When to Reach You</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decide how you will be accessible when you are not in the office (e.g., cell phone, home phone, email, instant messenger).</td>
<td></td>
</tr>
<tr>
<td>Decide when you will be available for calls – on which days and at what hours. Are there specific hours when you are required to be available? How will you ensure others can reach you?</td>
<td></td>
</tr>
<tr>
<td>Inform others how and when you can be reached (e.g., cell phone, home phone, email, instant messenger).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree on when staff meetings will be scheduled.</td>
<td></td>
</tr>
<tr>
<td>Identify contingency plans in the event a meeting is called on short notice.</td>
<td></td>
</tr>
<tr>
<td>Decide if and how you will be available for meetings on days you are not in the office or scheduled to work (e.g., in person, via phone or video conference).</td>
<td></td>
</tr>
<tr>
<td>Agree with your supervisor how you will participate in training activities and opportunities expected of employees in your unit.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customers</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discuss the potential impact on your customers and decide how to notify them of your flexible work arrangement.</td>
<td></td>
</tr>
<tr>
<td>Determine the best way to communicate with customers about when, where, and how you can be reached and who can assist them in your absence.</td>
<td></td>
</tr>
<tr>
<td>If there are new or additional people with whom the customer will be working, set up a meeting to make introductions.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform your team members where your critical work information is kept (e.g., network drive, addresses and contact information, your calendar).</td>
<td></td>
</tr>
<tr>
<td>Make sure necessary computer files are shared with others who might need access to them.</td>
<td></td>
</tr>
<tr>
<td>If you are working away from your worksite, determine how you will access information you might need.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Feedback</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish regular check-in meetings — either face-to-face or through phone or video conferences – to talk about what’s working, what’s causing challenges and how to resolve them.</td>
<td></td>
</tr>
<tr>
<td>Encourage feedback from coworkers, customers and others on how the new work arrangement is working for them.</td>
<td></td>
</tr>
</tbody>
</table>
Optional Flexible Work Arrangement Evaluation

Supervisor: ________________________________

Employee: ________________________________

Date: ________________________________

Check the type of Flexible Work Arrangement being addressed:

☐ Flextime/Flex Schedule
☐ Telework/Flex place
☐ Compressed Work Week
☐ Reduced Hours/Part-Time
☐ Job Sharing
☐ Occasional Flex
☐ Shift Flexibility
☐ Other: (i.e., Gradual return to work, Meeting free flexibility, Quiet time, No early/late meetings)

Check the column that best reflects your opinion.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with coworkers and supervisor has been effective.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer service has been effective.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Other employees have not been adversely affected.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work assignments have been completed successfully.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety and security of employee and company equipment has been maintained.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any concerns and problems have been resolved in a timely manner.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>The arrangement has been beneficial for our workplace.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Comments: ________________________________________________

________________________________________________________
Optional Flexible Work Arrangement Evaluation

Would you recommend any changes take place with this flexible work arrangement?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Will this Flexible Work Arrangement continue?

☐ Yes

☐ No

If not, please explain the adjustments that will take place to the employee’s schedule and the reasons for the change.

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

The next evaluation will occur on: ____________________________

Employee ___________________________________________ Date ___________________________

Supervisor ___________________________________________ Date ___________________________
Guide for Managing the Performance of Employees with a Flexible Work Arrangement

Set Expectations

Follow the same approach you would in managing in-office employees. Define clear expectations and communicate expected results, quality of work, deadlines and any other criteria that might affect the successful completion of duties. Link outcomes and deliverables to organizational goals. Use the Flexible Work Arrangement Communication Plan to formalize expectations. Review the employee’s job functions and determine if any should be updated to better fit the flexible work arrangement. Communicate the flexible work arrangement to customers, coworkers and management who may be affected by the new schedule.

Promote Collaboration

Actively foster a sense of cohesiveness among your team, including those with flexible work arrangements. Cultivate a sense of teamwork by setting goals for everyone to strive for and meet together, and recognize everyone together when those benchmarks are reached. Work to make sure your employees with flexible arrangements feel they are a vital part of your team.

Check in Regularly

When possible, schedule weekly in-person meetings to stay connected. If you cannot meet weekly in person, set up a phone or virtual meeting. During these meetings, discuss work items to assess progress. By meeting on a regular basis, your workers can plan tasks accordingly and you will stay informed. Productivity increases because regular check-ins come with built-in consequences for failure to execute on expectations.

Monitor Effectiveness

Establish regular intervals (e.g., every 90 days, 6 months, annually) to evaluate the effectiveness of the flexible work arrangement, assess needs of the business and discuss potential concerns. Use the Flexible Work Arrangement Evaluation tool to assist you. If something is not working, adjust the details of the arrangement. In a flexible work arrangement, as in any work situation, measuring employee results rather than their activities is more efficient and effective. One way to measure an employee’s effectives is to have the employee turn in a work log documenting the work completed on days the employee is telecommuting.

Provide Feedback

Regular feedback is vital to the success of the flexible arrangement. Give feedback just as you would with any employee. It should be direct and offer examples of where the employee is meeting, or failing to meet, expectations. Good communication between supervisors and employees is essential for successfully completing work and is especially necessary in a flexible work environment. In addition to feedback at regular intervals, supervisors should continue to carry out annual performance appraisals that fall during the flexible work timeframe.