



A Guide to Developing a Flexible Work Arrangement

A flexible work arrangement may include flexible hours, a compressed work week, or flexibility about where work is done. Before implementing, the supervisor and employee should have a discussion about the specifics and feasibility of the arrangement.

Department needs may require that staff be present or accessible during a defined core period of time (e.g., hours during a day, peak workload period, particular day of the week or portion of the month or year).

Some things to consider when exploring a flexible work arrangement:

- Goals of the role, department and university; individual work assignments; current performance standards; and any potential concerns that you may have
- Needs of the department, unit, or organization
- Impact on colleagues' and customers' needs
- Elements of the job that can be performed off-site
- Ability to return to the office to address urgent business needs, if necessary
- Tools, equipment and technology needed
- Confidentiality and security requirements for working off-site

Both supervisor and employee should maintain open lines of communication about the flexible work arrangement. If concerns arise or needs change, the supervisor and employee should discuss possible solutions. The flexible work arrangement may be discontinued by either the employee or the supervisor, with reasonable notice.

Leave Time and Holiday Pay

Paid time off (such as vacation, personal or sick) will be reported in the University's time reporting system for the number of hours scheduled to work on the day(s) off. For example, 10 hours of vacation would be reported if a staff member uses vacation on a day with 10 scheduled work hours.

All regular staff members receive paid time off for designated University Holidays in proportion to their FTE, up to a maximum of eight (8) hours. During weeks where paid holidays occur, the work schedule must be adjusted so the eight (8) hours of holiday pay does not result in hours outside of an employee's standard hours.

Tips for Supervisors

- Consider department needs when assessing flexible work arrangement proposals from employees. Develop systems and structures that allow employees to respond to work demands, such as having a back-up plan for coverage and communication.
- Communicate consistently about standards for accountability, quality, and timeliness.
- Make sure to include employees in the development and improvement of the department's flexibility offerings. When arrangements are made, clearly communicate them with all employees, so that they fully understand their role and how their work lives will be impacted, as well as the flexible work options available.

- Strongly consider employee's ability to achieve required business outcomes in the context of the team and ongoing business requirements.
- Supervisors should measure the success of a flex arrangement based on an employee's performance. Hours, visibility (face-time), process, and location are not always measures of success. Business outcomes, employee productivity and engagement are what matter.
- Supervisors should promote an environment in which all employee requests for flexible work arrangements are considered.
- When granting flexible work arrangements, focus on objective eligibility criteria (e.g., position, seniority, discipline history, performance record), rather than the reason for the request.
- Beware of sending mixed signals. Have you established flexible hours, but then criticize employees for not working 8 to 5?