

When you receive a proposal for a flexible work arrangement...

- Review [Policy 6.12 Flexible Work](#).
- Respond to each request in a timely manner.
- Consider each request, including any impact to operations, services, and academic commitments.
- Think creatively about flexible work arrangements in your area. Some requests may just impact the person requesting, but others may encourage you to think broadly about the unit overall.
- Determine if the proposal requires your manager to review for a decision.
- Remember that granting a flexible work arrangement may help increase productivity, satisfaction and commitment to the position, as well as reduce absenteeism.
- Consider alternatives if the request is not feasible and/or encourage the staff member to consider alternatives.
- Be transparent about your decision if the request is feasible or not. If the request is not feasible, the reason must be documented and kept in the personnel file. You may decide how to document your decision.
- If there are performance concerns about the staff member, utilize the performance improvement process with the assistance of your human resources professional.

Questions to consider as a manager:

- Am I contributing to a work environment supportive of the university's work-life philosophy, while meeting business needs?
- Am I working with management to help them understand the need for and assess the feasibility of specific flexible work arrangements?
- Am I collecting and sharing best practices and success stories; communicating lessons learned?
- Am I taking an active role in educating and guiding faculty/staff and other managers as they discuss creating more flexibility in their work group?
- Am I providing facilitating brainstorming between managers and teams so they may consider as many options as possible?
- Am I helping define and monitor metrics of success?
- Am I suggesting ways that work processes could be redesigned or streamlined to achieve more flexibility or productivity?

If you approve the flexible work arrangement...

- Direct the staff member to Office of Human Resources, Benefits to determine if the flexible work arrangement has implications regarding benefits.
- Document the arrangement with the [Flexible Work Arrangement Proposal](#), if the flexible work arrangement is to be longer than 2 months.
- Discuss staff members' duties and communicate the expected results, including deadlines to complete tasks, expected quality and other criteria that might affect the successful completion of duties; use the same performance management expectations and process with staff that you would use regardless of the flexible work arrangement.
- Communicate the new arrangement to customers, faculty and staff in the college or department as needed.
- Determine if there are any tools/equipment considerations due to this flexible work arrangement, and then decide if the unit will lend financial support.

- Establish regular intervals (every 90 days, 6 months, annually) to evaluate the effectiveness of the arrangement. Schedule regular meetings to assess needs and discuss concerns.
- Provide effective and supportive feedback to the staff member throughout the flexible work arrangement period.
- Encourage staff members to problem solve and network with others in similar arrangements.
- Reward performance and productivity, not time spent in the office.