

Flexible Work Arrangements

GUIDELINES FOR MANAGERS
AND SUPERVISORS



**WRIGHT STATE
UNIVERSITY**

Overview

- The COVID-19 pandemic created a situation where most employees transitioned to working from home. As things begin to reopen, many employees have expressed interest to continue to do so either permanently or on a hybrid basis.
- Gallup's recent engagement trends indicate that employee engagement is at an all time high since remote options became available. (September 17, 2020)
- Mercer study says 94% of 800 employers surveyed indicated that productivity was the same or higher before the pandemic. (September 16, 2020)
- SHRM research indicates “inflexibility toward continuing to allow remote work could drive employees away. Organizations that embrace remote work may become more popular workplaces for current and potential employees” (June 3, 2020)



Nearly 30% of working professionals would quit if they had to return to office after pandemic

Paul Davidson USA TODAY

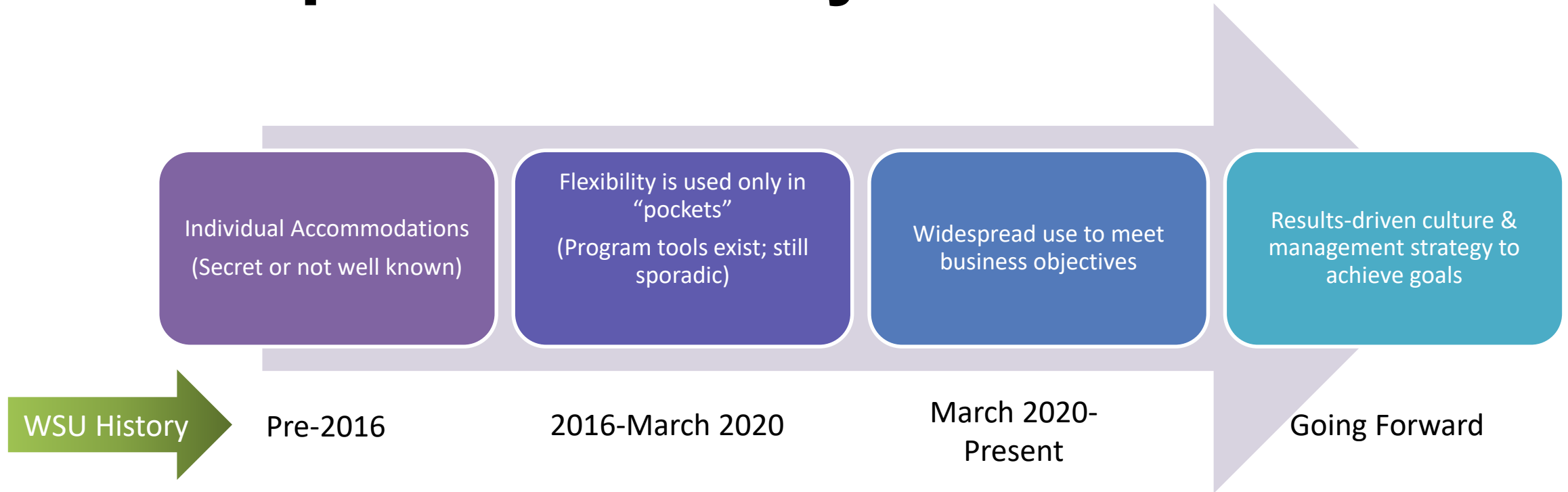
Published 1:25 p.m. ET Jan. 5, 2021 Updated 1:24 p.m. ET Jan. 19, 2021

Many companies plan to ask their employees to return to the office once a COVID-19 vaccine is widely available later this year.

Twenty-nine percent of working professionals say they would quit their jobs if they couldn't continue working remotely, according to an online survey of 1,022 professionals by LiveCareer, an online resume and job search consulting service.

Forty-two percent of the U.S. workforce has been working from home full-time during the pandemic, according to a Stanford University study. Those teleworking are generally white collar office workers who can perform their jobs with a phone and computer.

Workplace flexibility continuum*

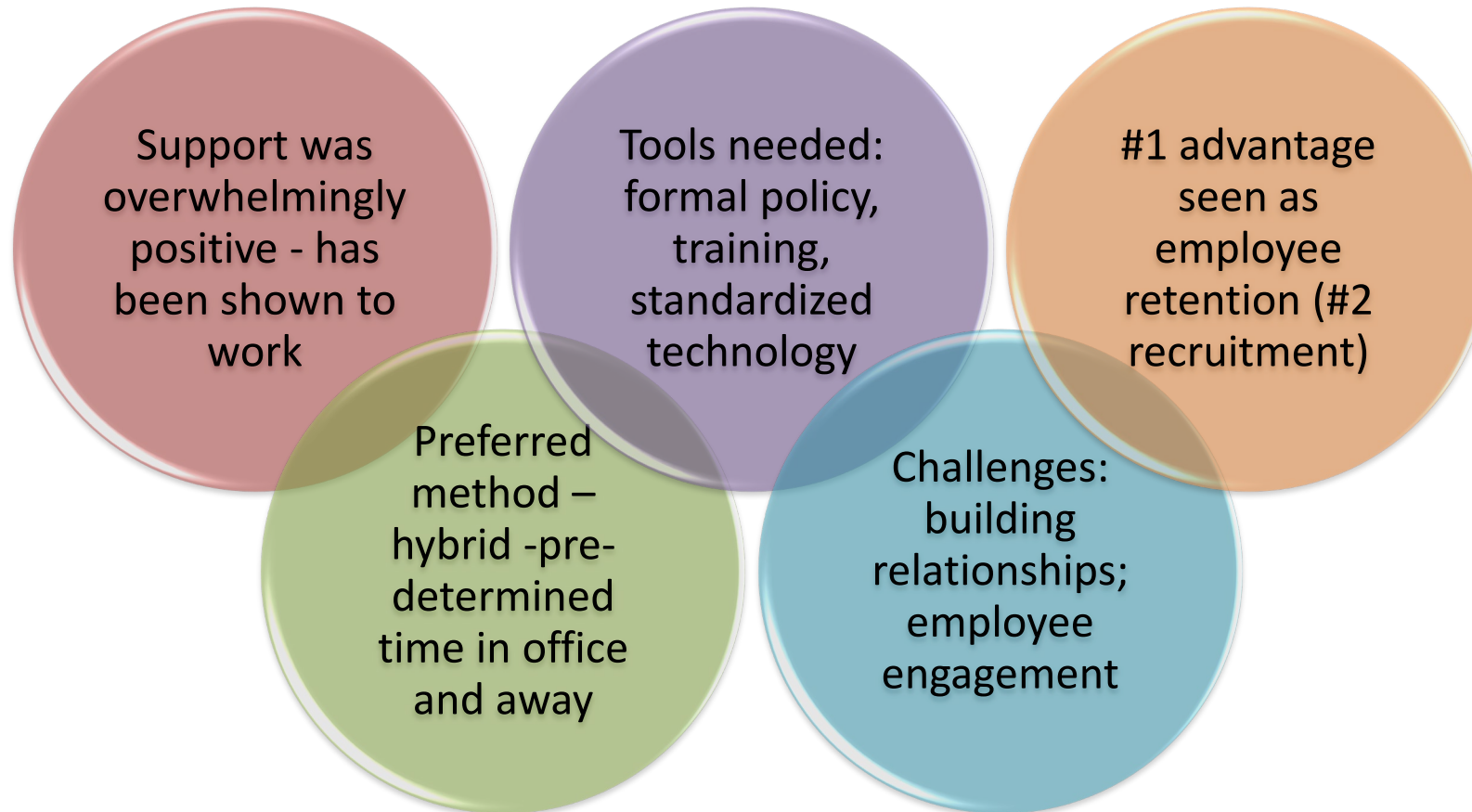


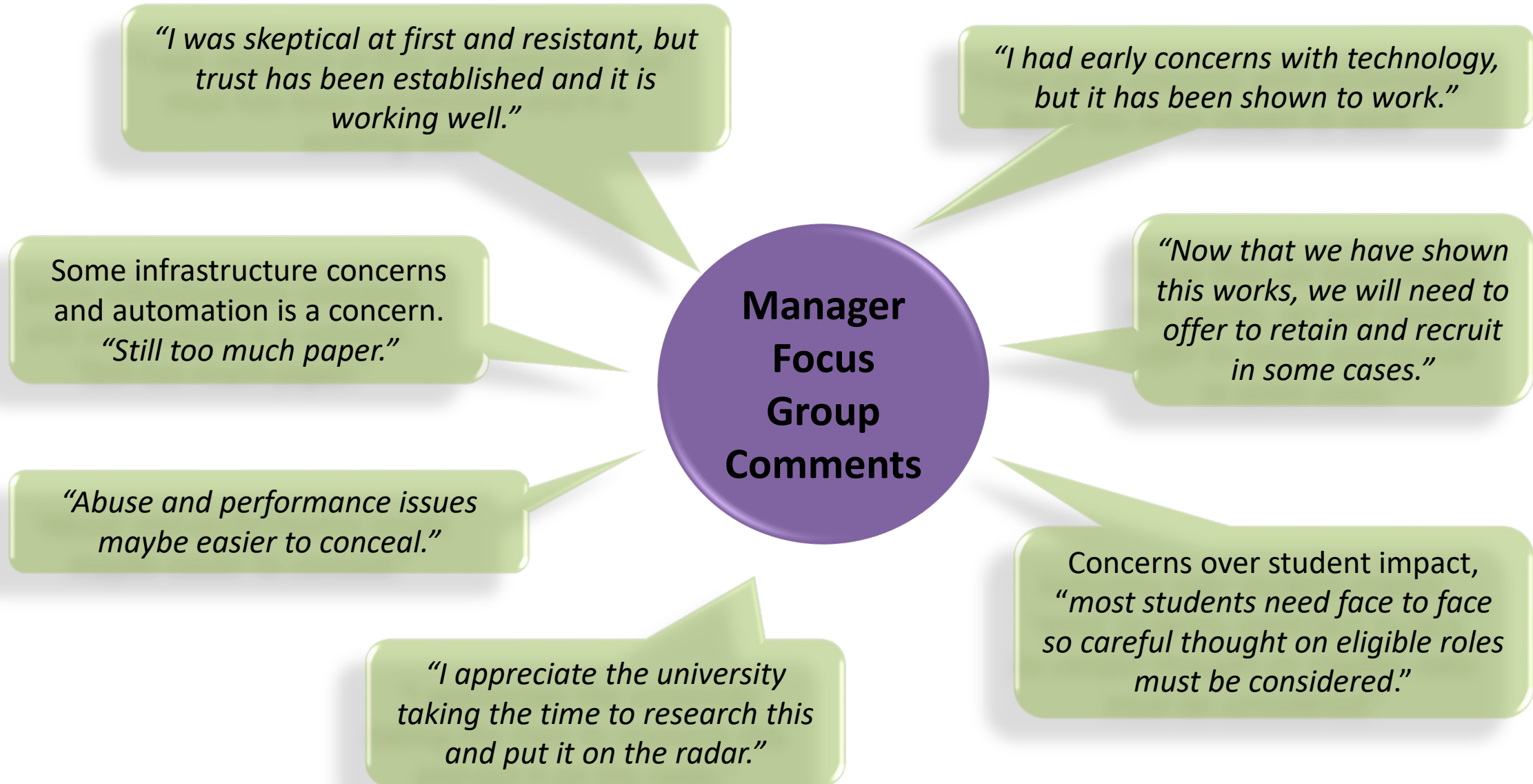
*WFD Consulting from SHRM website article *Leveraging Workplace Flexibility for Engagement & Productivity*

Process and Evaluation at Wright State (Focus Groups)

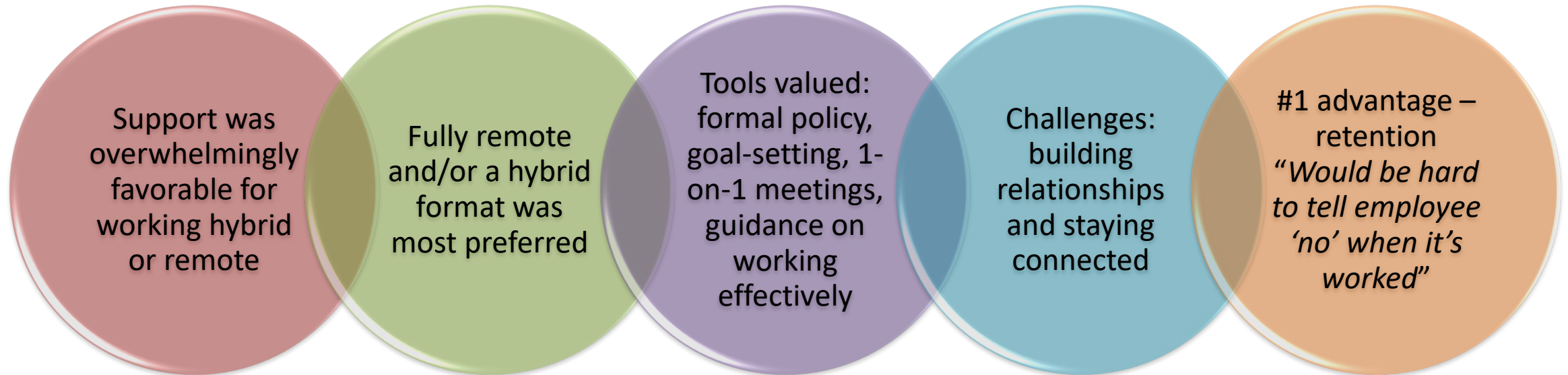
- Leadership supported Human Resources seeking input from managers and employees on remote working, proactively, prior to reopening.
- HR conducted 4 focus group meetings in December and January; 2 with managers and 2 with employees representing multiple levels and a cross section of the university.
 - 16 managers participated from 16 different colleges and administrative units.
 - 13 employees participated from 12 different colleges and administrative units.
- Purpose was to share inputs and use results to consider using flexible work arrangements as an on-going talent strategy and to understand what further tools might be needed for Wright State.

Manager Focus Group Results





Employee Focus Group Results

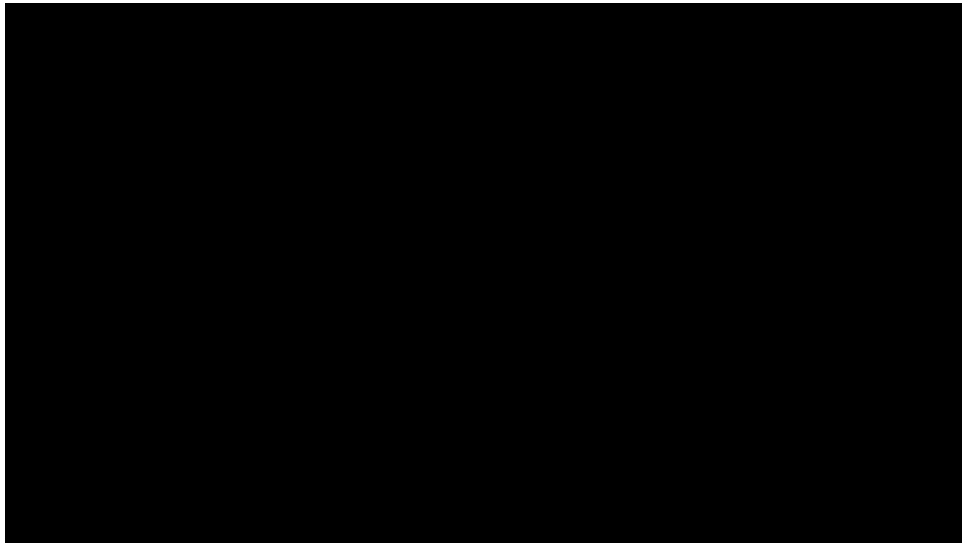




Establishing Trust*

- Managers may struggle with the idea that people are actually getting their work done when offsite. Leaders must address the issues to build a sustainable model of trust. Two types of trust are needed to work effectively:
 - Competence – belief that others will deliver and be high quality.
 - Interpersonal – people have good intentions and high integrity.
- Lack of information undermines trust.
 - Lack of physical contact can be an unconscious interpretation of lack of trust.
 - Misunderstandings and miscommunications occur.
- Steps to bring trust into relationships.
 - Increased feeling of trust in managers will create a reciprocal response from employees.
 - Find ways to work together on low risk tasks to demonstrate competence and integrity.
 - Engage in status quo communication- let employees know what's not changing.
 - Recognize that trust building differs from person to person
 - Usually counterproductive to monitor (through technology or daily check-ins).

Enhancing Empathy



- To view video from .pdf slide deck, click here:
https://youtu.be/J_4JJjeSc2w

Advancing The Investment In A Hybrid Workplace

Investment

Establish the benefit of a hybrid workforce

Define the strategy and clarify the outcomes

Educate supervision to manage differently

Implementation

Design structures, roles, and department goals

Identify the technology and tools needed to support

Adapt learning strategies to develop talent pipeline

Employee Experience

Use alternative work arrangements as hiring strategy

Monitor current strategies and analyze well being

Ensure Employee Engagement

Wright State Policy 8450

Effective 4/1/2021

- Managers should ensure that they, and their employees, have read and understood the policies. Review the policy and forms for flexible work arrangements linked below:
 - [Flexible Work Arrangement | policy.wright.edu | Wright State University](#)
 - [8450 Flexible Work Arrangement Agreement Form.pdf \(wright.edu\)](#)

Flexible Work Arrangement Type – Flex Hours

Definition

- Flex hours permits variations in start/end times; does not alter the total number of hours worked
 - Expanded work hours: extended hours of operation, allowing for early or later shifts
 - Alternating schedules: daily or periodic
 - Seasonal flexibility: coordinated with rhythms of institution and families

Benefits

- Improved efficiency matching most productive hours
- More control in scheduling personal responsibilities to not interfere with work responsibilities
- Fewer unscheduled absences
- Improved work-life balance
- Commute can be outside peak hours

Flex Work Arrangement Type - Compressed Work Week

Definition

- Compressed Work Week allows a traditional workweek in less than the traditional number of workdays
- Length of the workday can vary, but majority of hours must remain within the core operational hours
- Should not result in a schedule that is in excess of the normal workweek or require the use of overtime

Benefits

- Improved productivity from longer periods of devoted time
- Provides more days off
- Fewer unscheduled absences
- Improved work-life balance
- Decreases the workday commutes
- Commuting outside of peak hours

Flexible Work Arrangement Type – Flexplace

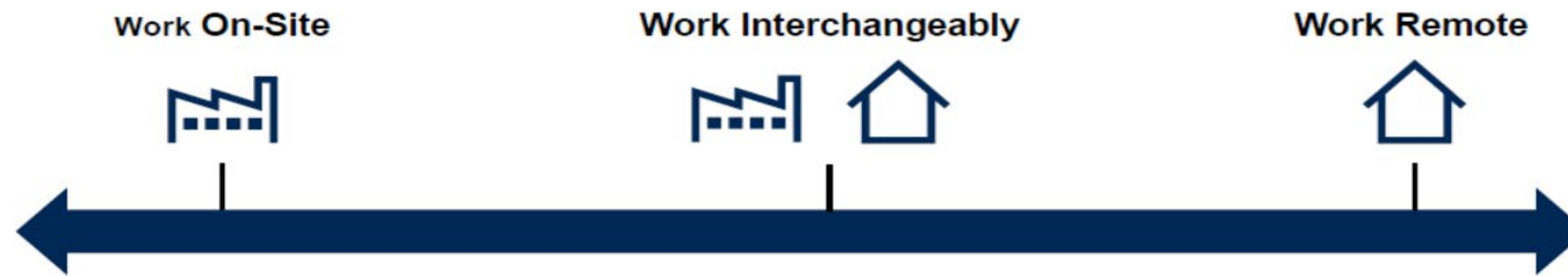
Definition

- Flexplace allows staff members to work remotely, allowing for flexibility in the location of where work is performed

Benefits

- Improved productivity from longer periods of devoted time
- More control in scheduling personal responsibilities to not interfere with work responsibilities
- Fewer unscheduled absences
- Improved work-life balance
- Decreases the workday commutes
- Productivity during inclement weather

The Hybrid Model: Adaptive and Interchangeable



Ability to “Flow Through:” Employees and managers have the expectation to be able to switch locations and schedules dynamically where it makes the most sense to drive both productivity and engagement.

Shared Ownership: Organizations need to break down long held beliefs and potential myths about where and how work gets done most effectively. Managers must trust employees to be effective and productive while employees need to be flexible and comfortable being mobile.



Work Planning and Setting Expectations



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Remote Work Lessons Learned

- What routine functions cannot be fulfilled while working remotely? How will it impact the operations or other people? What can be done to reduce the impacts?
- What responsibilities/tasks require regular communication and collaboration with others? Assure each partner knows how communications will work while working remotely.
- Are there any special projects or tasks that can be advanced while working remotely? Employees often experience minimal interruptions while working remotely.
- What events or meetings are scheduled during the time in which the remote work arrangement is in place? Will they take place using technology? What needs to occur due to postponements or cancellations?

Hybrid Work Lessons Anticipated

- What job duties are best performed in person? How will a hybrid employee experience impact the operations or other people? What can be done to reduce the impacts?
- If hybrid work schedules are approved, what is the best way to communicate and collaborate with others? Ensure each team member knows what to expect and how communications will work with other work schedules/locations.
- What is the best way to keep home and work life in balance while fulfilling both employee and university needs? What is the best way to judge deliverables and communicate expectations?
- How will meetings be handled when part of the team is 'in-person' and some are remote on a given day? What technology/format will be used?

Setting Management Expectations

Share
timing and
style of
updates

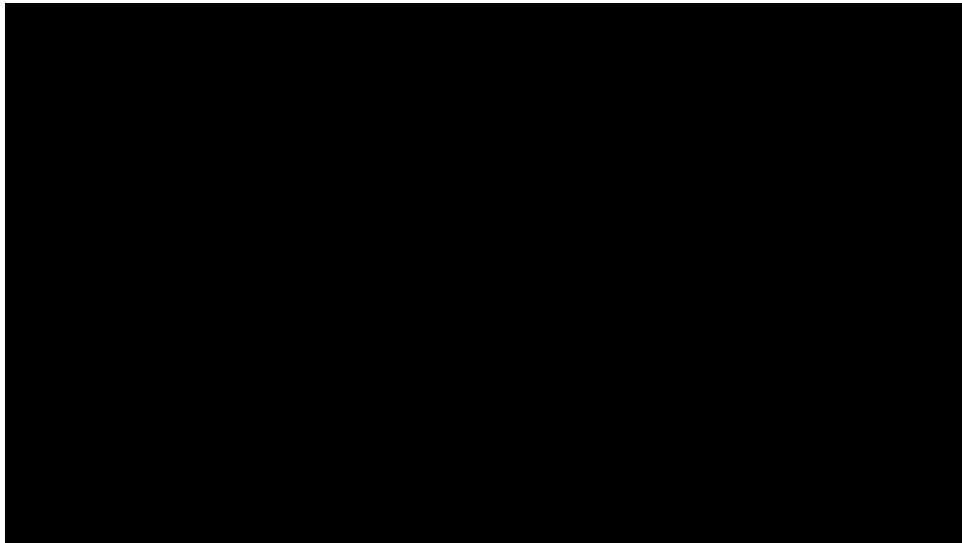
Set hours
and
methods of
availability

Maintain
team
meetings

Conduct
regular
check-ins

Remote and/or hybrid work does not mean micromanagement!

Avoiding micromanagement



- To view video from .pdf slide deck, click here:
https://youtu.be/I9EXhR_2GM4

Flexplace Environment Tools and Resources

- As a manager, you should be familiar with the technology tools available at Wright State and make arrangements for staff to use these resources when working from home.
- The technology should be tested to ensure it functions properly. Our employees can access the CaTS website should they need technical assistance.

[Remote Environment Tools and Resources | CaTS | Information Technology](#)

Flexplace Equipment Needs

- Provide the employee with a laptop or desktop PC.
 - The university will not provide internet or phones. It will be the requirement of the employee.
 - The university will not furnish printers or ink cartridges.
- Review need for office supplies and/or any special requirements.
 - The university may be flexible in providing letterhead, envelopes or excessive paper if needed.



Photo by [Alejandro Escamilla](#) on [Unsplash](#)

Flexplace Pay Considerations – Hourly Employees

- Capturing time worked is essential for hourly employees. **All hours worked must be recorded for all hourly, non-exempt employees.**
- Ensure a plan for lunch and/or breaks throughout the workday. Non-exempt employees who work remotely should follow all rules related to breaks, meal periods and overtime.
- Approval is required for time worked beyond the normal schedule; any hourly, non-exempt employee **MUST** receive pre-approval for overtime. Unauthorized overtime must be paid. However, employees face disciplinary action should they not comply with policy.

Flexplace Pay Considerations – Salaried Employees

- Monthly leave reporting should continue regardless of whether time was taken or not. This develops a habit of reflection of time off and leave that should be reported.
- Any time away from work should continue to be reported and communicated to supervision.
- Exempt (salaried) employees should still be expected to work a normal schedule.

Flexplace Safety

- Workplace injuries should be avoided whether in-person or working in a different location. Discuss with your employees the protocols for minimizing any workplace injuries.
- Worker's Compensation should be filed if an injury occurs on the job. This is the same for a flexplace employee as it is for an onsite employee.
- Safety review. Review safety on an annual basis for any flexplace/remote employee.



Photo by [Troy Bridges](#) on [Unsplash](#)

Resources:

