



## WORK ARRANGEMENTS GUIDING QUESTIONS FOR SUPERVISORS

Consider these questions when deciding on the feasibility of various working arrangements for your team.

### OPERATIONAL NEEDS FOR THE POSITION

Note: A customer may be defined as students, faculty, patients, staff, visitors or members of the UD community.

- What are the essential functions of this position based on the job description and the work performed in the position?
- Do the majority of the job duties for the position or do the essential functions of this position require direct interaction (on-site or face-to-face) with customers?
- Do the majority of job duties for the position or the essential functions require access to on campus facilities?
- Would customer expectations in unit be met if this work for the position were performed remotely?
- Would supervisor expectations in unit be met if this work for the position were performed remotely?
- Are there new opportunities for flexibility that could be appropriate for this position, that were not in place before COVID? If yes, describe at least two options for discussion.
- Are there required core hours in the office for this position? If yes, describe.
- Recognizing that a trend towards FWA is emerging, how would a decision impact the University's ability to retain talent for this position?
- Does allowing this position to be remote create issues in the unit regarding equality or unfairness?

### INDIVIDUAL NEEDS OF THE EMPLOYEE IN THE POSITION

Consider how the individual's expectations for managing their productivity and professional development, their equity concerns and their sense of wellbeing that may inform the FWA decision.

- What are employee's preferences for a flexible work arrangement?
- What are employee's special needs for a flexible work arrangement?
- How would this arrangement
  - optimize employee's professional effectiveness and help them achieve results?
  - affect their sense of belonging to the rest of the team?
  - support their overall wellbeing and work-life integration?
- Would employee expectations be met if employee performed work remotely?
- Beyond our team's core hours, how would employee prefer to schedule the rest of their working hours? What concerns does employee have about this arrangement?

### MANAGING FLEXIBLE WORK ARRANGEMENTS

Establish a plan to regularly monitor the plan during the fall semester's implementation phase. Work arrangements should explicitly define the following key elements.

- Work schedule—time, location (remote and/or campus) and core hours of availability
- Communication channels—use of in-person and virtual communication tools; email, chat, meetings, etc.
  - Agree on expectations for response time to members within the unit, customers as applicable, meeting participation norms, and any required in person participation events, etc.
- Performance and professional development goals—schedule check ins to ensure goal progress
- Define any other expectations that are specific to your team and the employee's role



## WORK ARRANGEMENTS DISCUSSION GUIDE FOR SUPERVISORS

Use this guide to prepare for and to conduct a discussion with each direct report about the suitability of their role and their preferences for a flexible work arrangement.

Name of direct report: \_\_\_\_\_ Date: \_\_\_\_\_

### BEFORE:

- Identify operational needs for work arrangement options for each role.
- Schedule a meeting to discuss and agree to work arrangements with each direct report.
- Review and/or complete the planner below to prepare for the meeting.

### DISCUSSION PLANNER:

- OPEN:** the purpose and importance of the discussion is clearly stated  
*What will I say to begin the discussion engage the team member? What personal needs do I anticipate this employee may have about their future working arrangements?*
  
- CLARIFY:** seek and share relevant information, address any issues and concerns  
*What relevant information will I share flexible work arrangement options for this role? What will I say to seek the direct report's perspective on their preferences?*
  
- DEVELOP:** seek and discuss ideas, explore needed resources and support  
*What can I ask to generate discussion about the available options?*
  
- AGREE:** define what success looks like, track progress  
*What key elements of the work agreement will I emphasize? How will I ensure mutual understanding about the agreement?*
  
- CLOSE:** highlight the value of the goals to individual, team, and unit success.  
*What can I say to confirm my support of and confidence in their ability to implement the agreement?*