



ALTERNATIVE WORK ARRANGEMENTS GUIDING PRINCIPLES

As the University of Delaware continues to prioritize student success, efficiency and employee engagement, the institution is embracing work arrangements that optimize people, time, and space. The responsibility and authority for establishing alternative work arrangements resides with each administrative leader (e.g., deans, vice presidents), operating within the parameters set by these guiding principles.

Functional and/or departmental duties will impact eligibility for remote work.

Administrative offices and positions that can be regularly performed remotely are those that:

- Do not require a traditional office or clinical space
- Have remote access to required systems, software and files
- Have supervisors who can effectively monitor and assess productivity

Many positions within Budget, HR, Finance, Research, IRE, IT, OCM, DAR, OGC may be suited for telework.

At times, of course, individuals or departments may need to physically report to campus as determined by their supervisor or department leader.

Most positions within the following areas typically require onsite presence to fulfill their job requirements:

- Maintenance and Operations
- Custodial & University Services
- Campus Safety and Security
- Research Facilities
- Offices that are directly student-facing
 - Academic departments and colleges (including core facilities, centers and institutes)
 - Athletics and Recreation
 - Student Life
 - Library, Museums and Press
 - Academic Advising, Student Support (e.g., tutoring, international student services)
 - Academic Enrichment (e.g., undergraduate research)
 - CTAL, CGPS
 - Student Diversity Programs
 - Enrollment Management
 - Certain IT specialty areas

Other alternative work arrangements including flexible start/end times, compressed workweeks, job sharing, etc. may work well in these areas.



OUR NEW WAY OF WORK

Assessment of work responsibilities and expectations will require thoughtful planning and consideration.

- Leaders and their teams will focus on established goals, outcomes, deliverables and work products to ensure expectations are met.
- Consider what type of work is more effective onsite versus remotely, within the function:
 - Are “in person” meetings necessary or are there more efficient project management solutions?
 - What are the key measures of productivity (Are work deliverables clearly articulated? Is the employee accessible at all times within the normal work period? Is attendance at standing meetings an issue?)?

Optimize alternative work arrangements to foster successful recruitment and retention.

Benefits:

- Access to a broader pool of qualified candidates;
- Competitive appeal to meet modern employee demands for flexible work;
- Highly effective remote training *and workforce development opportunities*;

Considerations:

- Ensure effective onboarding and community creation for new employees;
- Technology requirements
 - Offsite: standard telework package, such as computer, printer, scanner, etc.
 - Onsite: conference room(s) with hybrid/Zoom capabilities, hoteling space, scheduling software, closed/private spaces for confidential meetings or telephone calls, etc.
 - On and off-site: embrace enterprise-provided technology tools and services and follow UD's information security policies and practices

Creative considerations about workspace should focus on both efficiency and cultural preservation.

- Decisions* surrounding employee or department unit capacity for remote work may impact spatial and financial savings.
- Flexible planning may enable conversion of traditionally dedicated workspace to more of a “hoteling” model.
- In order to sustain and build a collaborative culture for UD employees, co-location of similar/ complementary functional areas and/or cross-functional teams may be something to consider for optimized use of space.
- Sustainability efficiencies include reduced physical maintenance and utility costs, reduced travel/ carbon footprint and the retiring of inefficient buildings.

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In all instances, leaders will align expectations for departmental outcomes with an equitable and supportive workforce culture to build community, collaboration and growth.

- Decisions should be made based on one's major duties and responsibilities and criteria for telework should be objective, based on legitimate business reasons, and applied consistently to avoid claims of illegal discrimination and/or retaliation.
- All options should be considered: fully remote, fully onsite, hybrid, flexible hours, compressed workweeks, job sharing, etc. based on what is best for the individual and the department to stay productive and connected.
- Similar and complemented functions (e.g., budget, finance) should be treated with parity to avoid real or perceived inequities across units.
- Shared services will require mutual agreement by area leaders surrounding work arrangements.

Staff Member's Role

- Consider organizational need and benefits
- Anticipate challenges and provide solutions to address them
- Be open to feedback and changes to the arrangement
- Be accountable for written agreements
- Communicate with supervisor to ensure you are meeting expectations
- Regularly evaluate arrangement with supervisor and implement agreed upon changes

Supervisor's Role

- Focus on the organizational benefits
- Be accountable for written agreements
- Support concept verbally and through personal modeling of balanced work practices
- Work collaboratively with staff to address problems and/or obstacles
- Clearly communicate defined tasks and expectations
- Measure performance through results, outcomes and behaviors
- Provide regular feedback on performance
- Be willing to modify a plan if it is not meeting operational needs
- Set expectations for procedures and guidelines for flexible work arrangements with all staff

Please visit [UD Human Resources' Future of Working at UD website](#) for additional resources and information, including a decision tree, guidelines for successful flexible work arrangements, and flexible work agreements.