



MANAGING FLEXIBLE WORK ARRANGEMENTS

Supervisors play a critical role in managing the performance of our workforce. Consider the following tips as you lead individuals or teams that may have flexible work arrangements.

SET CLEAR BOUNDARIES

- Establish core hours of availability and acceptable response times for all employees and all locations.
- Remote employees sometimes feel left out or overlooked by those working onsite. Model your support of remote work by working remotely yourself from time to time, as your role permits.
- Honor time away from work by not expecting a response from those who are off.
- Provide [autonomy of work](#) whenever possible to maximize creativity and engagement.

COMMUNICATE EFFECTIVELY

Communication is a key component of any unit, and it becomes even more important when your team is spread out. Explicitly share how you prefer to give and receive information as their supervisor. Devote more time to communicating with each employee and your team to smooth the transition. Encourage your team to collectively decide:

- Frequency and format of all-team meetings
- When and how you will use channels like email, phone, instant message, Microsoft Teams, etc.

EMPHASIZE EQUITY

[Equity and equality](#) sound similar; equality is giving each team member the same thing whereas equity is giving each team member what they need to be successful. You can look at equity through the lens of race, gender, disability status, potential career advancement, pay, etc.

- Emphasize that an equitable work arrangement may be different for each team member and that is OK.
- Learn more: [Office of Institutional Equity, Diversity and Inclusion](#) [Equity and Equality video](#)

ESTABLISH EXPECTATIONS

Communicate the rationale for policies and procedures to all team members at once to reduce confusion and ensure mutual understanding.

- Where appropriate, collaboratively establish team agreements about workflow, decision making strategies, communication, etc. in advance of starting a flexible work arrangement.
- Hold team members accountable to expectations that have been agreed upon.

MANAGE PERFORMANCE

Set S.M.A.R.T. performance and professional development goals and hold employees accountable for achieving results.

- Schedule and conduct regular 1:1 check-ins. Determine frequency, based on location and individual needs. Remote employees may need more frequent interaction.
- Address performance problems promptly and directly to help employees get back on track.

PRIORITIZE EMPLOYEE WELLBEING

[Gallup research](#) indicates that employees whose wellbeing is supported by their supervisors report being more productive and engaged at work.

- Invite regular communication to foster [genuine connection](#), boost positive wellbeing, reduce sick days, and promote better overall [mental health](#) of your team.
- Actively encourage participation in employee programs and services listed at [Working at UD](#).