

Emory University's Parameters of Flexible Work

1. Due to different business requirements of departments and positions, Flexible Work Arrangements (FWA) are not "one-size fits all" across the Emory campus; it is understood that not all flexible work arrangements will be suitable for every job. FWA may not meet the needs of every employee; he/she should be able to opt-out of an arrangement.
2. Approval of FWA should be based on job suitability and work performance, thus viewed as "reason neutral." FWA require an acceptable level of performance and the ability to work independently, with minimal supervision.
3. FWA should be mutually beneficial to the employee and Emory. FWA should be determined by managers and employees within the confines of divisional leadership.
4. Work performance should be measured based on work results, timeliness, quality, demonstrated accountability, and communication.
5. When working flexibly, employees will maintain the same level of service excellence as when working traditionally. All employees are expected to maintain all functions of their job requirements, maintaining the same or higher level of professionalism, productivity and customer service, without adversely impacting another staff member's workload.
6. Managers, employees and teams should maintain clear and effective communication with each other. The Office of Information Technology (OIT) offers tools to enhance the productivity levels of a flexible workforce. All faculty and staff are encouraged to take advantage of such offerings.
7. Work schedules must address required staffing levels to meet operational needs and work demands. FWA are not a guarantee and the employee is expected to arrange the work schedule to meet work obligations where his/her presence is needed.
8. Managers and their employees should meet at least once per month/quarter to evaluate the effectiveness of the FWA for both the employee and Emory. This is a time to work through any performance related concerns and/or necessary changes to the job arrangement.
9. FWA should not cause an increase in labor expense.
10. Written agreements between employees and work units clarify expectations around FWA, and are required for all FWA. Written agreements should include the specifics of FWA (such as work hours and location), measures under which success will be assessed, and clear expectations of work performance. [View sample proposed work agreement.](#)

Emory encourages those working flexibly to seek out flexibility training from either their local Human Resources or the Emory WorkLife Resource Center to ensure managers and staff have the skills to work flexibly so that FWA can be successful.

[WorkLife staff](#) are available to consult with divisions/departments as well as staff and managers as they consider, design and implement FWA. WorkLife staff can be reached at 404-727-7613.