

Employee and Manager: Setting Up and Ongoing Review of Flexible Work Arrangements (FWA)

Each school/division at Emory University has its own policy for flexible work arrangements (FWA). As an Emory employee, you should be familiar with your division/school's policy as it will provide the specific parameters and guidance related to flexible work for your division/school.

If you have questions about your division's flexible work arrangements policy, contact your local HR leader. Additional support is available through Central Human Resources if you have questions about workplace flexibility (contact Audrey Adelson at audrey.adelson@emory.edu).

Below are steps for staff and supervisors/managers who are interested in setting up and providing an ongoing review of flexible work arrangements.

| Establishing Flexible Work Arrangements (FWA) | |
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| Employee seeking a Flexible FWA | Manager review of a Flexible Work Request |
| Staff who are interested in working a Flexible Work Arrangement (FWA) should complete the course: <i>Understanding Flexible Work Arrangements</i> . This 30-minute training course is located in Brainier (Emory's Learning Management System). Click here for more details. | Most supervisors at Emory have staff who work flexibly today. If you are a supervisor, you should complete the course: <i>Understanding & Managing Flexible Work Arrangements</i> . This 30-minute training course is located in Brainier (Emory's Learning Management System). Click here for more details. |
| Start with a conversation with your manager to determine if they are supportive of flexible work arrangements. | You are encouraged to start conversations with your team about flexibility which demonstrates your support, but you may also be approached by a staff member who is interested in pursuing a flexible work arrangement. |
| If you need help, seek guidance from your local HR (and Central HR, if needed). Training and coaching are available. | Share your support and encourage your staff to draft a proposal based on job suitability and work performance. This should explain how their plan will work, how business needs will continue to be met, and how work performance will be evaluated. |
| Draft a proposal and seek input from others who will be impacted by your arrangement, and then make any necessary revisions. Include how you plan to meet work expectations and ensure strong communication, accountability, and transparency. Determine how your work performance will be evaluated. | When a staff member approaches you to discuss a flexible work arrangement, try to be timely in meeting with them. Keep an open mind and base your decision on job suitability and work performance. Provide them with feedback and suggestions. For tips, review the document Assessing Job Suitability for Flexible Work Arrangements . If you need help, seek guidance from HR (your local HR leader or Central HR). Training and coaching are also available for both managers and staff. |
| Discuss your proposal with your manager. Work through any concerns either of you may have and make sure you are clear about work expectations. | Most divisions now require employees to submit their work arrangements using the Work Arrangement Tool in PeopleSoft/Self-Service. However, some divisions have not yet implemented this process. If your division is utilizing the Work Arrangement Tool, your employee's work arrangement request will be routed to you for approval. Some divisions also require a second level approval by local HR. Be sure you know what is required by your division. Note that all new hires working in divisions which utilize the tool will be sent an automatic email asking them to complete and submit a work arrangement request. The email will be sent at 30 days from hire if they have not yet submitted a work arrangement request. |

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| | <p>Be sure to review any flexible work requests in a timely manner and respond within 30 days of receipt. You will receive automatic email reminders until action is taken.</p> <p>Approved requests should include a pilot period and several check-ins to see how the new arrangement is going. A 90-day pilot is recommended. Be clear about work expectations and how you will evaluate performance, including any reports/updates on work status.</p> |
| <p>Once you and your manager are on the same page about your flexible work arrangement, you need to formally submit your request. Most divisions now require employees to submit their work arrangements using the Work Arrangement Tool in PeopleSoft/Self-Service. However, some divisions have not yet implemented this process. Check with local HR to see what your division's process requires. If your division doesn't utilize the Work Arrangement Tool, you should submit your request in writing to your manager.</p> | <p>If you decline a FWA request, provide a detailed business reason which includes job suitability, work performance, or a business conflict which explains why the work cannot be completed to your satisfaction. Help come up with alternative solutions that may be more suitable.</p> |
| <p>Whether you submit your request through the Work Arrangement Tool or in writing, your supervisor should approve or deny your request within 30 days. Allow your manager time to review your work request. If your request is denied, make any necessary revisions and resubmit.</p> <p>Once approved, set up and test any technology changes that will be needed to enable your success.</p> <p>Determine a pilot period with your manager and include several check-ins with them to see how it is going.</p> <p>Begin new work arrangement.</p> <p>Make necessary revisions uncovered during check-ins.</p> | <p>Begin new work arrangement and keep up with check-ins as scheduled with your staff.</p> |

| Reviewing Flexible Work Arrangements (FWA) | |
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| Employee Reviewing Established FWA | Manager Reviewing Established FWA |
| Review of flexible work arrangements should be ongoing. Flexibility within arrangements is essential to success. | |
| Seek periodic feedback from team members and your supervisor to see how well you are meeting their expectations. | Keep up with regularly scheduled meetings with your employee and include a discussion of the work they are doing (assignments, accountability, timeliness of work, communication, initiative, etc.). |
| Meet with your manager regularly to discuss work performance and how the FWA is working out. | Ask staff how they feel the FWA is working for them and the team. Provide feedback 1x1 and with the team. |
| Remain flexible with your arrangement. | Recognize where flex is successful in presence of team and why. |
| Update your work arrangement in PeopleSoft/Self-Service annually. You will be sent an automatic email reminder. | Be sure to review all FWAs with your staff annually and approve work requests in a timely manner in PeopleSoft/Self-Service. You will be sent email reminders to do this annually. |

Questions about job suitability and work performance as it relates to flexible work arrangements should be referred to local HR support. Additional resources are available to help you through Central Human Resources. [Learn more.](#)