Guidelines for Success

The University of Richmond is a complex organization with diverse work environments. Flexible Work Arrangements may help to optimally balance the needs of the University and an individual staff member and/or work team. Flexible work options may not be suitable for all positions. The following guidelines will help supervisors and employees think more carefully and creatively about how a flexible work arrangement may work.

1. Flexible work options must support the University’s goals, including cost-effectiveness and customer service.
2. Jobs must be appropriate for the flexible work option and equipment, systems or materials must be available during non-traditional hours or outside of the workplace to support arrangement, if necessary. New funds will not be added to accommodate a flexible work option, whether through additional hours or new equipment.
3. The employee's work style and performance history must support the requirements of the option (e.g., ability to work independently without direct supervision and past/current performance reviews with at least a meets expectations rating).
4. Written plans must be developed and approved for the flexible work arrangement to document the understanding between all involved parties.
5. Division and department leadership must approve the plan and be prepared to manage the work under the conditions of the arrangement. The President’s Cabinet member must approve each request or determine the appropriate individual(s) to approve these arrangements in addition to the immediate supervisor. Department leadership has sole responsibility for determining all work schedules.
6. Special arrangements for communication and accountability should be established.
7. An effort should be made to maintain a collaborative environment, through special opportunities for employees to have constructive interactions with the rest of the department.
8. The pilot period should be used to evaluate an arrangement and resolve any issues prior to making a longer term commitment by either the supervisor or staff member.
9. All parties must be prepared to return to pre-flexibility arrangements if the goals of the arrangement are not being met.

Employee's Role

• Consider need, work conditions, type of flexible work arrangement that would meet this need and why
• Describe the benefits supervisor/customers/co-workers would experience based on the option
• Anticipate challenges, provide suggestions to address
• Prepare written request
• Be open to feedback and changes to the proposal
• 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 potential organizational benefits
- Consider each request on its own merits
- Work collaboratively with staff to address problems and/or obstacles
- Clearly communicate defined tasks and expectations
- Measure performance through results and behaviors
- Provide regular feedback on performance
- Be willing to reverse a plan if it is not serving the department's or individual's needs
- Set expectations for procedures and guidelines for flexible work arrangements with all staff
- Gain approval from divisional leadership