Three Phases for Flex in HUIT

Phase 1: Spring / Summer 2019
- Assess
  - Understand what’s happening today by getting forms
  - Identify best practices and gaps that we need to train on
  - Pilot tools and test collateral
  - Pilot space initiative

Phase 2: Fall / Winter 2019
- Standardize
  - Implement standard planning tools
  - Formalize best practices

Phase 3: Winter 2019 and Beyond
- Optimize
  - Assess (survey)
  - Adapt and continuously improve
Agenda

• Arrivals and Polling
• Opening Remarks
• Presentation
• Q&A with Panel
• Closing Remarks
• Networking
What is Flex work?
Workplace arrangements that typically involve flexibility around time and place, that enable work to be done well (or better) and positively impact employee engagement.
Why are we talking about Flex now?

- Increase adoption
- Enhance manager’s comfort with setting and managing flex
- Respond to current and future space demands
Flex Basic Principles

Proposals are Written
Standard form is available on HARVie.

Equitable / Transparent
Factors used to consider, approve, modify proposals should be clear and equitable.

Job-appropriate
Flex may not be suitable for every job.

Dynamic
Arrangements are responsive to changing needs, should not be understood as entitlements.

Reason neutral
Neutral or Positive Effect
Benefits

- Strengthens recruitment and retention
- Supports diversity and inclusion
- Demonstrates commitment to employees
- Increases productivity and efficiency
- Saves space
HUIT Approach to Flex Work

**Telework**
employees work part of the week, *ideally no more than two days*, away from the office on a regular basis

**Flextime**
employees work on a regular schedule outside of the standard work day, for example 8 a.m. – 4 p.m.

* These are the most common and preferred types of flex work.
* Compressed schedules are discouraged.
Challenges

Role of the Reason
Flex arrangements are *ideally* reason neutral

Effects of Working Flex
Working Flex must have a neutral or positive effect
Formal vs. Occasional Flex

Example:
- Telework on Fridays
- Use Webex to join 10am staff meeting

VS.
Responds to ad hoc or intermittent need and does not require a formal proposal.
Flex is not…

✘ **Unpredictable**: define ‘occasional’ when possible.

✘ **Divergence** from unit expectations; especially around core hours, performance, and standards of conduct.

✘ **Unfair shifting** of work onto other colleagues.

✘ Working on **non-Harvard business** or projects is not permitted when teleworking.

✘ **A solution** to an unnamed problem.

✘ **Substandard practices** (for example working improperly with High Risk Confidential Information).

✘ **An isolated Reasonable Accommodation (RA).**

✘ **Dependent care** cannot be provided by the employee when teleworking.
Checklist

✔ Do the **pre-work** by setting and communicating core hours and team expectations

✔ Have employees complete detailed proposal using the **proposal form**

✔ Consider all formal proposals **fairly**; approval is based on your analysis

✔ Touch base with your HR consultant along the way

✔ **Measure** success; make adjustments

✔ Review and **update annually** and also when business needs change

> **By April 12:** Send completed proposal forms to HR for tracking in PeopleSoft
Management Tips for Success

- Ensure employee is set up to work remotely.
  
  *Note: HUIT does not fund*

- Set communication norms
  - At the beginning of a telework arrangement, work summaries can be helpful to stay on track

- Apply the same performance indicators for managing the work.
  - Productivity
  - Relationships
  - Availability

- Allow for shifts and refinements in each flexible work arrangement.

- Occasions may arise requiring face-to-face conversation.
Where can I find more information?

HARVie
hr.harvard.edu/flexwork

Your HR Consultant

More HUIT-only collateral coming soon!
Q&A Panel

Courtney Harwood
Joe Hardin
Michelle Dwyer
Nicole Breen
Thank you!