HUIT embraces a culture where flexible work arrangements are standardized and leveraged consistently and equitably across HUIT. Flexible work, when done well, supports employee engagement and productivity.

The *Team Alignment Checklist* is designed to help managers and their teams plan for and set expectations around working flexibly.

1. Review Section I before considering Flex work proposals
2. Use Section II to organize and plan for ways to keep your team aligned
3. Revisit this checklist regularly to test the systems you have put in place and to integrate evolving business needs

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**Section I. Manager pre-work (before reviewing Flex work proposals)**

**A. Self-assessment**

- Assess your management approach. Where do you fall on the Hands on...Hands off continuum, and how might that impact your management of flex workers?

**HANDS-OFF**

| Are your tendencies towards...“you know how to get your job done...check in as you need....” |
| If you are on the hands-off end, you may need to put more structure in place to reduce potential crises. |

| Are you a manager who tends to measure and observe how your staff work? |
| If you are on the hands-on end, ask yourself why. Consider using meetings and written plans to provide the assurance you need. |

**B. Confirm feasibility for Flexwork**

While IT work is often considered highly adaptable to flexible work, not all positions lend themselves to working flexibly. The work itself, current business needs and the individual are central to assessing a flex request.

- Confirm that the team member’s work can be performed remotely and will not affect service delivery
- Identify any special circumstances requiring additional review/attention, which may include:
  - Readiness (e.g. how would Flex work affect training, if applicable)
  - Performance concerns
  - Workplace accommodation
  - Lack of suitable remote work location
  - Unique challenge posed by not having a dedicated desk
  - Dependent care (staff may not provide care while working remotely)
Goals and values

Defining the work and how the team will operate is foundational to gaining alignment. When teams work flexibly, performance can suffer if there is not a strong, common understanding of accountability.

- Clarify team and individual goals. Note any challenges especially for knowledge workers who may not work with immediate deadlines.
- Promote individual ownership and empower team members to hold others accountable. Consider tasks, project and relationship owners.
- Identify how the HUIT values shape you and your team members’ actions. Consider reviewing examples of common circumstances to illustrate how values-based actions are demonstrated.

Establish team productivity/transparency norms

Create enough structure/systems to make work visible and avoid “wondering” what others may be working on. Dispersed teams can more easily lose this bond.

- Set and communicate core hours when all team members are working and reachable, and any all-hands in-office days (e.g. everyone works 10 a.m. - 4 p.m. with flex to start at 7 a.m. /end at 7 p.m.)
- Publish team schedules (use a common calendaring tool) noting who works when and where
- Build understanding of the circumstances that could affect a Flex arrangement (e.g. major incidents, peak periods), and the expectations for communication when this arises.
- Define the mechanisms/forums for sharing updates, reviewing workload, priorities and assessing individual capacity. (e.g. staff meeting roundtables; use of retros, Jira). Clarity in this area counters the natural tendency to assign work to people who you can see, which is at play more so with dispersed teams; and, secondarily ensures fairness around workload.
- Establish local mechanisms to address work/life balance. (e.g. Setting delivery time/dates for non-urgent items.)

Formalize team collaboration tool use

Managers should establish and communicate which collaboration tools the team will rely on. Below are a few items to consider when evaluating tool use:

- Standardize which chat tool, channel/thread the team will use and preferred practices for text messaging (Consider how this may differ during an incident or other emergency type of situation)
- Establish which tool(s) the team will use for document sharing
- Review how the team will use Outlook features to show anticipated work location
- Set team expectations for participation in team meetings (e.g. use of camera)