



# AY23 Flexible Work Arrangement (FWA) Program

Manager Session

**Division of Human Resources**

August 2022

# Agenda

- Welcome
- AY23 Flexible Work Arrangement (FWA) Program
- Manager's Role and Expectations
- Employee's Role and Expectations
- Tools Available
- Measuring Results
- Questions
- Poll



# How did we do?

- Surveys of staff, managers, and students show the program worked well in AY22; productivity remained high, and, generally, students continued to receive quality service.
- Program considerations for AY23:
  - Increase interaction with and support of students and faculty.
  - Flexibility is a priority for recruiting and retention of staff, with the market demanding varying levels of flexibility depending on the functional area.
  - Perception of equity across staff.
  - Maintain staff engagement, social connections, and professional development through in-person and virtual interactions.
- The [FWA Program](#) will continue for the 2022-2023 academic year with modifications and leadership focus on unit cohesion.



# Work Status Designations for AY23

- The program will continue with three FWA designations:
  - ***Predominantly remote***: employees are expected to work on campus when necessary (i.e., division meetings, campus events, projects, etc.) This designation is mostly reserved for units.
  - ***Hybrid***: employees may work on campus up to 4 days a week. The schedule is driven by the position's duties and responsibilities and the division's needs.
  - ***On-campus***: employees work on campus 5 days a week and have 20 remote workdays a year.
- The availability of flexible work arrangements will vary by school, unit, and position based on the business and operational needs of the unit and position responsibilities.
- FWA designations will be assigned by the manager and Vice Presidents/Deans.
- If an employee has a medical need for an accommodation, they should contact the Division of Human Resources at [benefits@stevens.edu](mailto:benefits@stevens.edu).



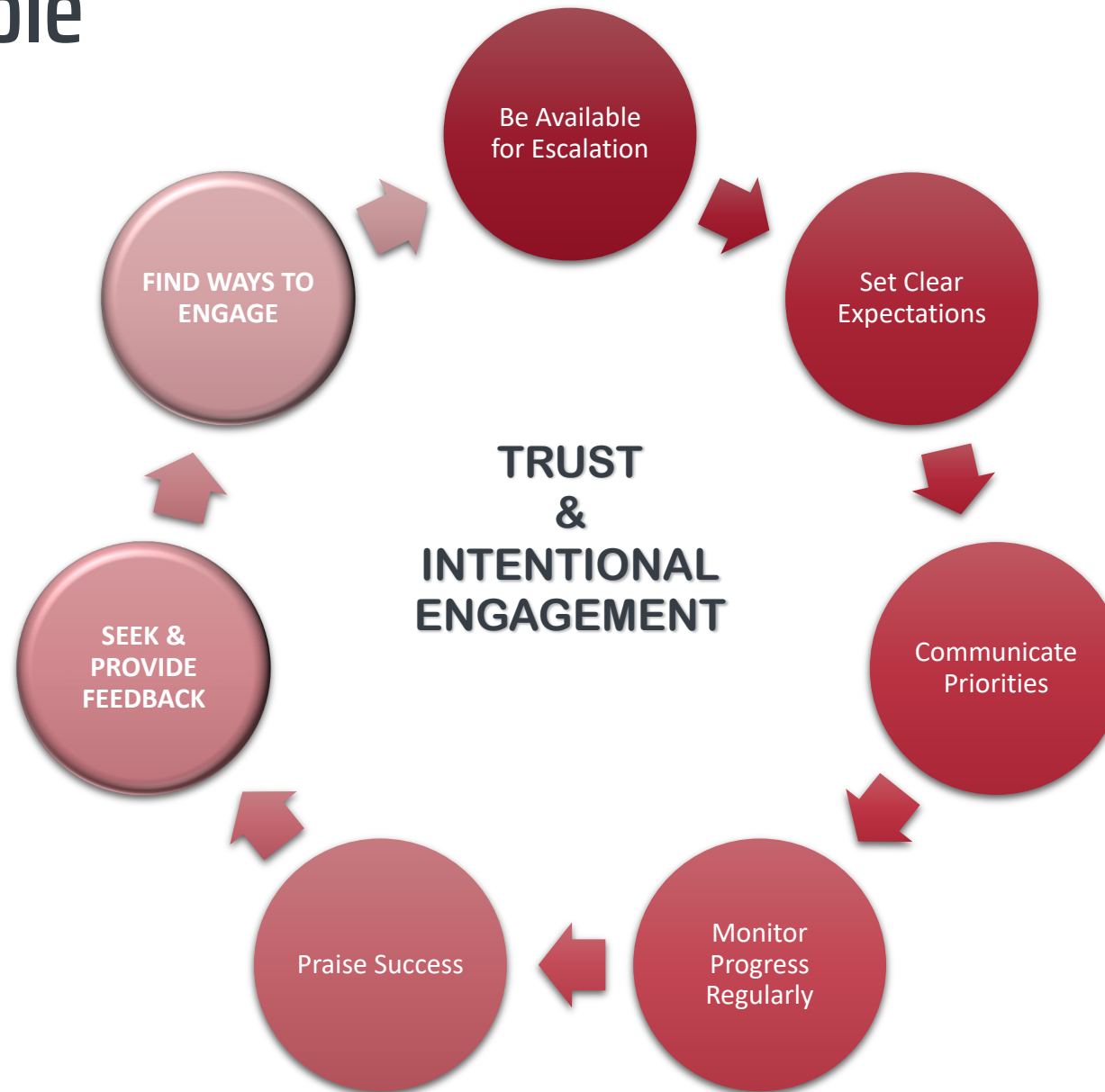
# HYBRID

The staff position works on a campus on a scheduled number of days per week, or the equivalent. The hybrid position is expected to work on campus regularly. Regularly does not mean the employee must work on campus the same days per week but that they have a regular presence on campus.

- The number of days a position works on campus will be determined by the supervisor and approved by the Division Vice President or Dean.
- Administrative positions within non-academic units may be scheduled to work on campus up to four days a week at all times except during periods when classes are not in session and supervisors approve additional flexibility.
- Administrative positions within academic units will be scheduled to work on campus four days a week at all times except during periods when classes are not in session and supervisors approve additional flexibility.
- All administrative positions may be required to work additional days on campus (including days outside of their regular hybrid schedule, evenings and weekends, which will involve overtime pay for non-exempt employees).



# Manager's Role



# Setting Clear Expectations

- Ensure student, faculty and staff experience is maintained.
- Clearly outline objectives and priorities on a regular basis (weekly, monthly, quarterly.)
- Define goals and key metrics.
- Track and measure progress.
- Document escalation procedures.
- Seek and provide constant feedback.
- **Trust** your employees and measure results.



# Promote Team Engagement & Social Cohesion

As a manager, you have a lot of influence over the culture of your team. You can foster a workplace culture that encourages engagement, cohesion, and collegiality **through your actions**.

- Schedule bi-weekly 1:1 check-ins with each team member. Utilize [check-in](#) feature to promote culture of feedback.
- Schedule monthly team meetings with all team members.
  - The meetings can be in-person, even for those in positions designated predominantly remote.
  - If in-person, try to plan for an opportunity to foster casual team interactions, i.e., groups lunch.
  - For virtual meetings, allow 5 to 10 minutes at the beginning for team share or check-in.
- Lead by example - volunteer and attend campus events - encourage the team to volunteer and attend as well. This will increase employee engagement.





# Promote Professional Development

Data shows professional development is a key factor in retaining employees. As a manager, you are responsible for creating, training, and supporting professional development for your team.



**Ask about their professional goals.** As part of the performance review process, ask your direct reports about their career goals and the skills they would like to develop.



**Find opportunities.** When there is an opportunity where the business unit's needs and the employee's goals align, find ways to involve them in the project or task.



**Give them the time.** Encourage employees to participate in professional development training offered by the Division of Human Resources with Academic Impressions or LinkedIn Learning or take advantage of Stevens [tuition programs](#). Encourage them to take the initiative to continue their professional development. **Give them the time to attend the training.**



**Serve as a mentor.** As a manager you can share your experiences and learnings and set the example for the excellence and professionalism expected at Stevens. Encourage your staff to join professional organizations that align with their career for additional mentorship opportunities.



# Academic Impressions, LinkedIn Learning & Tuition Assistance Programs

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Staying Safe Online

DuckCard Office (DuckBills)

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Announcements

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Report a Concern

People Finder

Office 365 Apps

OneDrive

Box

Google Drive

Google Calendar

SAP Concur

Concur

Academic Impressions

LinkedIn Learning

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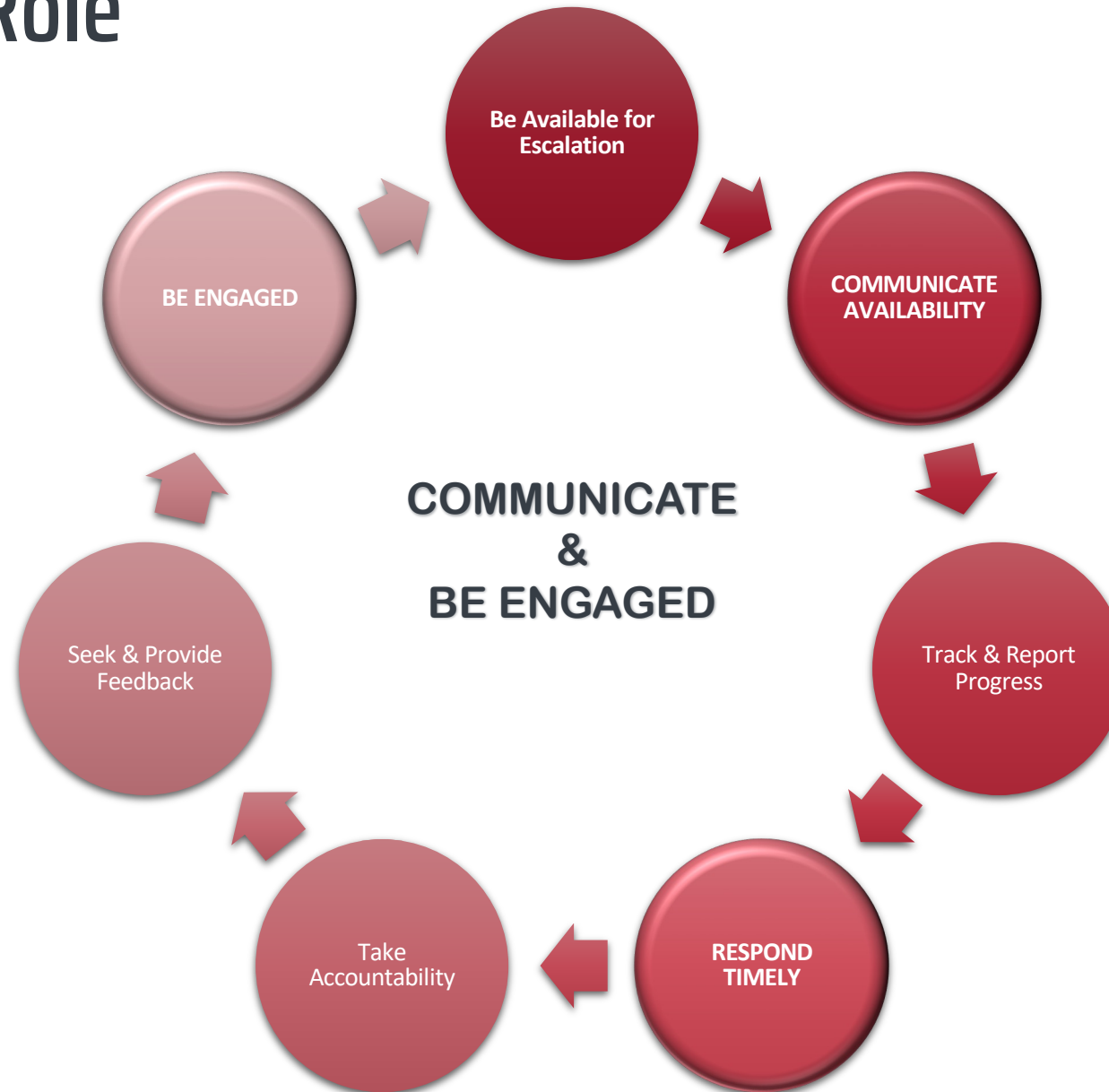
Academic Calendar

Bookstore

Brand and Graphic Standards

Graduate DuckLink

# Employee's Role



# While Employees Are Working Remotely

- Employees working remotely are required to be available during their working hours.
- Employees should be focused on work
  - Ensure there is childcare, elder care, or pet care to reduce the stress of competing priorities of work and caring for loved ones.
- Employees should be actively attending to work responsibilities throughout the agreed-upon workday and should be reachable by e-mail, Microsoft Teams, and office phone during their scheduled working hours.
- Employees must continue to be responsive to internal stakeholders, coworkers, and managers and maintain the student experience.
- Employees working remotely understand that all equipment, if any, records and materials provided by Stevens shall remain the property of Stevens.
  - Employees agree to use reasonable care to protect Stevens-owned equipment, records, and materials from unauthorized or accidental access, use, modification, or damage. Employees agree to promptly report any incidents of loss, damage, or unauthorized access to their manager.



# Workspace

- Depending on the division's available space and the employee's hybrid schedule, some employees who are designated hybrid may continue to have a workspace, whereas others may use "hoteling" workstations.
  - Under hoteling, when employees are on campus, they will find an available workstation within their division space to work from.
- While working remotely, employees should have an organized, dedicated space to maximize productivity. Some things to consider:
  - ✓ Natural light – It can affect mood and alertness and can be a great motivator
  - ✓ Noise control – Decide what type of noise environment you require to work effectively. This could mean allowing for some background noise, whether that be music or natural noises from outside, or it could mean complete silence.
  - ✓ Comfortable temperature
  - ✓ Essential office elements – Fill your space a chair, desk, storage, computer and smartphone
  - ✓ Be able to focus on work – Ensure this childcare, elder care, or pet care to reduce the stress of competing priorities of work and caring for loved ones
  - ✓ Dress comfortable but professionally – Getting dressed helps you feel more productive because it signals to you that you are in work mode





## Encourage Well-Being

- Are you using your vacation days and time off to recharge?
- Are your staff using vacation days and time off to recharge?
- Reserve reaching out to staff outside of normal working hours for urgent situations only.
- Use the “Delay Delivery” feature in Outlook
- To the extent that the nature of the work allows, offer flexibility (remember **TRUST**).
- Make sure your team members have the tools they need to work efficiently.
- To avoid burnout, discuss ways to build in breaks and “work time”.
- Encourage use of Stevens provided resources, Sukhi, Cigna Healthy Rewards Program, Employee Assistance Program (EAP)

# TOOLS



## Office Schedule

Shared Division/Team Calendar

**E-mail signature contain days in the office**



## Meeting Scheduling

Block out your calendar for no meetings or for "work"

**Smart calendar 45-minute meetings**

Keep calendars up to date to allow easy meeting scheduling

All Teams/ Zoom or in-person meetings to promote inclusivity.

Use availability function when scheduling a meeting



## Accessibility

**MSFT Teams for quick questions or chats**

Jabber for your cell phone/call forward

Add location of where you are working

Utilize MSFT Bookings

Not all meetings need to be on video

Live office hours via Zoom

Teams chat before calling or visiting



# Measuring Results



Set goals and objectives



Set clear expectations and communicate priorities



Monitor progress regularly



If your employee isn't meeting expectations, provide timely feedback



Hold regular performance check-ins with your employees



Continue to hold team meetings and ensure inclusivity for the entire team regardless of work location.



Contact your HR Business Partner for performance issues that require escalation.







# Questions

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# THANK YOU

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