

# Employee and Manager: Setting Up and Ongoing Review of Flexible Work Arrangements

---

All Emory employees should familiarize themselves with their division's policy on flexible work arrangements. This policy will provide parameters and guidance on flexible work arrangements specific to their work areas. Contact your local HR leaders should you have questions about this policy. The Emory Work-Life Resource Center is also available to assist you with questions you may have related to workplace flexibility.

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

Establishing flexible work arrangements	
Employee seeking a flexible work arrangement	Manager reviewing a new flexible work arrangement request
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 trying to gauge your support.
Seek guidance from Emory's WorkLife Resource Center if you are looking for help. Training and coaching is 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. Make 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.	Once proposal has been received, review it in a timely manner and set up a meeting to discuss it with the employee. Provide feedback and any suggested revisions.  Seek guidance of Emory's WorkLife Resource Center if you are looking for help. Training and coaching is available for managers and staff.
Submit proposal to your manager. Allow your manager time to review it and schedule a time to meet with him/her to discuss how your plan will work. Make any necessary revisions.	If you approve the request, determine a pilot period and include several check-ins to see how the new arrangement is working. A 90-day pilot is recommended.  Be clear about work expectations and how you will evaluate performance, including any reports/updates on work status.
Set up and test any technology changes that will be needed to enable your success.	If you decline the request, provide a detailed business reason which should relate to job suitability, work performance or a business conflict in which work cannot be completed to your satisfaction.
Determine a pilot period with your manager and include several check- ins with them to see how it is working. Make necessary revisions.	
Begin new work arrangement	Begin new work arrangement

Reviewing flexible work arrangements	
Employee participating in a review of established flexible work arrangements	Manager reviewing established flexible work arrangements
Review of flexible work arrangements should be ongoing. Flexibility within arrangements are essential to success.	
Seek periodic feedback from team members and supervisor to see how well you are meeting their expectations.	Keep up with regularly scheduled meetings with your team and include discussion of work they are doing (assignments, accountability, timeliness of work, communication, initiative, etc.).
Determine if changes are needed and make necessary revisions.	Ask staff how they feel the FWA are working for them/team? Provide feedback 1x1 and with team.
Meet with your manager regularly to discuss work performance and how the FWA is working out.	Recognize where flex is successful in presence of team and why.
Remain flexible with your arrangement.	

Questions about job suitability and work performance as it relates to flexible work arrangements should be referred to local HR support or the [Emory WorkLife Resource Center](#).