UC San Diego endorses flexible work arrangements for employees when they are appropriate for the position, person, environment and work situation, and meet business needs and objectives. A flexible work arrangement should sustain or enhance the level of job performance and provide other benefits such as improved employee morale.

Following are some key considerations that supervisors may evaluate depending on the type of flexible work arrangement proposed. When reviewing this list keep in mind the following guiding principles:

- Flexible work arrangements must be job appropriate.
- The review process must be equitable and decisions must be made without bias or favoritism.
- Employees should be able to bring their whole self to work.
- Innovation, collaboration and sustainability are essential to UC San Diego’s goals and values.
- Flexible work arrangements are not set in stone. They can and should be changed as needed to ensure the business needs are met and the employee is supported.

A. **About the Supervisor**

- Have you participated in [supervisor trainings](#), such as Sup Lab, offered by Staff Education and Development?

- Have you participated in trainings to help manage in a flexible work environment, such as, Managing Remote and Hybrid Teams or Collaboration and Communication Tools for Teams?

- Are you familiar with the technology tools provided to assist with remote work, collaboration and communication?
  - How will you communicate your expectations around collaboration and communication with the team?

- Are you familiar with employee support services like Employee Relations; Faculty and Staff Assistance Program; and Disability Counseling and Consulting?

B. **About the Position**

- To what extent can the job be fully and satisfactorily performed during the proposed days and hours or in the proposed location?

- What is the level of supervision required and will this be possible under the flexible work arrangement?

- What is the level of contact required with customers, colleagues, etc. and will this be possible under the flexible work arrangement?

- Can security and privacy concerns be adequately addressed?

- How is the job performance measured? What metrics exist to help evaluate an employee’s performance in this position?

C. **About the Employee**

- Is the employee’s performance level “solid” or above? If not, can you manage their performance and bring it to “solid” while the employee is working the proposed flexible work arrangement?
Does the employee demonstrate the following:
  - strong organizational and time-management skills?
  - ability to set tasks and priorities, and to work independently?
  - self-discipline, self-motivation?
  - dependability and completion of work on time?
  - initiative to seek direction/clarification as needed?
  - understanding of University privacy and security standards?

Is the employee able to attend meetings on site given reasonable notice by you or department?

Is there a satisfactory plan to meet the required hours of work and performance requirements?

Is there a high level of trust and respect between you and the employee? If not, to what extent can this be overcome by setting specific performance expectations and appropriate metrics?

To what extent is the employee capable of working for periods of time without in-person contact with coworkers, customers, etc.?

Is the employee able to document work hours and deliverables as needed?

For telecommuting, are you and the employee able to communicate effectively using telecommunications and electronic systems?

D. About the Business Needs

Will the arrangement sustain productivity, work quality and cost effectiveness?

Will the quality of service to internal and external customers be sustained?

Will the employee’s job satisfaction and morale be sustained?

Will the work unit’s job satisfaction and morale be sustained?
  - How will you ensure equitable treatment between remote, hybrid and in-person employees?
  - How will you ensure equitable opportunities for promotion?
  - How will you ensure the work is equally distributed?
  - How will you leverage technology (Zoom or related platforms) to equalize status of meeting attendees and encourage engagement?

How will schedules and availability be communicated across the work unit so that employees know when and how to contact each other?

Is the department or employee prepared to pay for set-up or ongoing expenses related to the flexible work arrangement?

E. About the Workforce

Will flexible work arrangements benefit retention efforts?

Will flexible work arrangements benefit recruitment efforts?

Will the arrangement help increase workforce diversity by widening the labor pool?