



## How to Manage Flexible Work

(A Supervisor's Guide\*)

*As a supervisor, do you have concerns regarding how to manage staff that you cannot see? As a result, are you hesitant to permit anyone on your team to utilize a flexible work arrangement?*

*If so, please consider:*

- ◆ Setting clear expectations and frequent measurements – this amounts to a shift from “owning the process” which means everyone has to be at the office to “owning the results” whereby your team members can, in many cases, be anywhere because you are getting what you need from them.
- ◆ Using technology to support flexible work including telework and remote work. For information on how Mason can technologically support telework and remote work, please see <http://telecomadmin.gmu.edu/Telework/telework.htm>.
- ◆ Recognizing that flexible work options do not preclude you from having your team members in the office on a regular basis. Working out the schedule, including when the employee is to be in the office, is part of the flexible work agreement process.
- ◆ The possibility that there could be resistance or resentment on the part of those members of your team for whom flexible work may not be an option. The emphasis is on work product, including customer service, flexibility, and retention. It's in everyone's interest to keep good people and to provide superlative departmental performance. Flexible work options can be strategically utilized to deliver both.
- ◆ The beauty of the flexible work agreement. It has a built in trial period and an escape clause. If it's not working well, it can be terminated by either the supervisor or the employee (as long as it wasn't a condition of work).
- ◆ That flexible work options can lead to other benefits as it is an opportunity to “take stock of things”, make improvements in work flow and process, and re-energize your department.

*Telework, job sharing, flextime, remote work, and compressed schedules are management tools that can enhance performance, retention, work/life balance, and productivity. Something this comprehensive with such far reaching potential is a management tool not to be missed.*

*\*From “Out of Office: Advice from CEOs Who Have Embraced Telecommuting,” [Washington SmartCEO](http://www.smartceo.com), January 2008, [www.smartceo.com](http://www.smartceo.com)*