

Flexible Work Arrangements Pilot Program

INFO FOR MANAGERS

Flexible

Work Arrangements
Pilot Program



FWA 2020

Roles & Responsibilities

MANAGERS/SUPERVISORS:

- Encourage staff to speak with you if they intend to apply.
- Ensure that requests contain all necessary documents (e.g. union sign-off, health & safety form, etc.).
- Fully familiarize yourself with the pilot guidelines and scenarios.
- Review requests objectively, considering impacts on team, operations and possible mitigation strategies.
- Communicate your decision in person and in a timely manner.
- Be clear about schedule, expectations, deliverables, means of communicating, availability, terms for modifying the agreement, monitoring progress.
- Engage in evaluation, measuring success and reporting.

Managers/Supervisors

- You will be managing an important process and will play a key role in the success of McGill's FWA Pilot.
- This is an opportunity to increase employee engagement (morale, trust, interdependency, creative problem solving, shared responsibility).
- Manage this as a PILOT not a policy – learning, tracking, feedback mechanisms, and reassessment will be critical.
- Use guides, tools and resource people available to support you.
- Consult your HR Advisor as needed.

Tips on Processing a Request

- When reviewing, ensure the dossier is complete and any concerns are addressed with the employee.
- If approved, ensure that the employee understands the terms and that this is a trial subject to review.
- When declining a request, ensure that the employee has a conversation with you to understand the decision.
- If really NOT eligible address ASAP.

NB Approving or declining is NOT contingent on the employee's personal reason for requesting an FWA (e.g. distance from work, children, etc.).

Manager: Is an FWA suitable?

- Are there specific peak or critical periods when a WFH or flex schedule may not be viable?
- Does the situation require that all or most of the work be done on campus (e.g. facilities maintenance, frontline client service, labs)?
- Has the employee demonstrated the need for more coaching, direct support or structure to effectively fulfill their responsibilities more autonomously (e.g. new to role, change in task, performance issue...)?
- Does the position require access to equipment that is only available on campus (e.g. research lab equipment)?

How might you operationalize FWA?

- How could work schedules best address operational needs and ensure office/department coverage?
- How could communications, teamwork and collaboration best be accomplished? How will everyone on your team know each others' schedule and how to contact each other when WFH?
- How could tasks be assigned and support provided to the employee during times when he/she would be working from home?
- Establish clear goals, deliverables and deadlines for which he/she is accountable for whether or not Employees are physically present.
- Establish clear means and methods by which you can supervise and monitor workload and results.