Guide for Managing the Performance of Employees with a Flexible Work Arrangement

Set Expectations

Follow the same approach you would in managing in-office employees. Define clear expectations and communicate expected results, quality of work, deadlines and any other criteria that might affect the successful completion of duties. Link outcomes and deliverables to organizational goals. Communicate the flexible work arrangement to customers, coworkers and management who may be affected by the new schedule.

Promote Collaboration

Actively foster a sense of cohesiveness among your team, including those with flexible work arrangements. Cultivate a sense of teamwork by setting goals for everyone to strive for and meet virtually together, and recognize everyone together when those benchmarks are reached. Work to make sure your employees with flexible arrangements feel they are a vital part of your team.

Check in Regularly

When possible, schedule frequent (daily, several times a week, or weekly) video or phone meetings to stay connected. During these meetings, discuss work items to assess progress. By meeting on a regular basis, your workers can plan tasks accordingly and you will stay informed. Productivity increases because regular check-ins come with built-in consequences for failure to execute on expectations. Utilize approved teleworking and flexible work tools for collaboration. [https://it.utexas.edu/telework-and-flexible-work-tools](https://it.utexas.edu/telework-and-flexible-work-tools)

Monitor Effectiveness

If something is not working, adjust the details of the work structure. In a remote work arrangement, as in any work situation, measuring employee results rather than their activities is more efficient and effective. One example of a way to measure an employee’s effectiveness is to have the employee turn in a weekly or monthly “Outcomes Report” documenting the work completed or goals accomplished.

Provide Feedback

Regular feedback is vital to the success of the flexible arrangement. Give feedback just as you would with any employee. It should be direct and offer examples of where the employee is meeting, or failing to meet, expectations. Good communication between supervisors and employees is essential for successfully completing work and is especially necessary in a flexible work environment. In addition to feedback at regular intervals, supervisors should continue to carry out annual performance appraisals that fall during the flexible work timeframe. Consider using approved university tools such as Microsoft Teams or Skype to create a “face-to-face” feedback experience versus relying on email-only feedback.
Teleworking Policy Considerations for Managers

Injury Reporting

As outlined in the UT Austin policy on telecommuting (HOP 5-2130), “an injured employee participating in telecommuting must notify his or her supervisor immediately and complete all requested documents. Workers’ Compensation benefits will apply to injuries arising out of and in the course and scope of employment.”

Information Security

Use of personal computers to host university data is highly discouraged. Supervisors must ensure that all sensitive and confidential information is protected and secured when accessing information from a remote location. Refer to Information Security Office policies for the most current guidance on working remotely: https://security.utexas.edu/working-remotely

University business conducted using university approved tools is in compliance with regulations and policy and is protected by contractual and other security measures not available in consumer tools. Employees are responsible for safeguarding information regardless of where, when and how they work. The UT Austin Information Security site offers a wealth of information about the security protocols that must be followed when using either personal or UT Austin computers outside of the office setting.

Out-of-State and Out-of-Country Employees

Before beginning a teleworking arrangement for work performed outside of the state of Texas, consult with central HR Strategic Workforce Solutions as out of state/country teleworking may affect employment laws and other specific policies.

For additional information on flexible work arrangements, visit:

- Flexible Work Arrangements – For Managers: https://hr.utexas.edu/manager/fwa
- Flexible Work Arrangements – For Employees: https://hr.utexas.edu/current/fwa