

Checklist for FAS Managers for Summer and Fall 2022 Dynamic Work Strategies (DWS) Planning

“Dynamic Work” at Harvard refers to the evolving ways by which employees can deliver their work: on campus, from home, on a hybrid basis, in standard and non-standard hours, aided by technology and workplace practices that prioritize, whenever possible, quality and timeliness of work and interactions.

Managers are responsible for overseeing how to cover the work within their teams and provide their staff with the flexibility they desire. Flexible work at Harvard and FAS is led by seven principles:

1. **Dynamic and evolving workplace** – We take a dynamic view of the workplace and demonstrate our willingness to engage in an ongoing learning process that improves performance and the work experience through iteration and frequent assessment.
2. **Intentional presence** – Leaders conduct a thoughtful analysis of what work is best performed on or off-campus, resulting in meaningful employee engagement. This assessment is grounded in full consideration of the needs of colleagues, students, faculty, researchers, alumni, and visitors for on-premises services and support. Leaders further reinforce that certain aspects of work benefit from and are often amplified by intentional on-campus presence, while other aspects can be conducted off-campus without detriment to the experience of university constituencies.
3. **Outcomes-based performance** – Managers are skilled at and empowered to manage in distributed environments, prioritizing outcomes and trust in employees over control and physical oversight. Within the requirements of each position, the value of an employee’s contributions is not dependent on where the work is performed.
4. **Equity** – We are committed to ensuring equitable access to professional development, career mobility, rewards, and recognition for all employees, and enabling them to be fully seen, heard, and valued regardless of their work location. All employees are afforded a meaningful opportunity to have their requests for dynamic work arrangements considered in light of these principles.
5. **Flexibility** – Both managers and staff demonstrate flexibility in where, when, and how work is performed while ensuring alignment with university, school/unit, or department priorities.
6. **Wellbeing** – We tend to one another's wellbeing in all aspects of our work relationships and acknowledge the connection between employees’ quality of life and their work

performance. We aim to strengthen trust and commitment, build community and camaraderie, and provide a fulfilling employment experience.

- 7. Support the Academic Mission** – the academic mission of the Faculty of Arts and Sciences, dedicated to being at the forefront of teaching and learning and fostering cutting edge research and discovery, will be paramount in how we implement newly defined, and in some cases more flexible work arrangements.

Please speak with your direct reports about flexible work schedules for the fall. While each unit has different needs, we ask that you have a fall schedule confirmed by **August 15** that takes effect no later than **August 31**. We also ask that you review and assess your plans by **December 31st** to decide if any adjustments are needed for the spring semester. Consider the following guidance when discussing and setting flexible work schedules with your direct reports.

Prior to Starting a Flexible Work Schedule

1. Meet individually with each direct report to discuss what is required for them to successfully perform their role and to find out what their needs are for flexibility and what work would benefit from being in person.
2. Collect Flexwork Proposal Forms from all staff who are seeking a flexible schedule or remote work.
3. Assess what a normal week will look like, who will be in person, who will be remote and make everyone's regular weekly schedule available to all. Encourage people to coordinate on campus schedules with those that they work most closely with in order to make in person time worthwhile.
4. Decide if the team should have one or two anchor days when all or most staff will be on campus.
5. Establish what meetings will be in-person, virtual or hybrid. Review the [FAS Guide](#) for Hybrid Meetings.
6. Decide how space will be utilized – will space retain existing workspaces, would hoteling offices or sharing offices work for the team? Establish and publish policies related to office space such as if someone wants a private office they need to work on campus a minimum of four days/week; everyone should have at least a drawer for personal belongings; how to reserve an office if you come in on an off day.
7. What signage is needed in the office to help people know who is where, when, and how to get in touch?
8. Consider including work schedules and locations in email signatures.
9. Determine what technology setup is needed to support the flexible work plan.
10. Meet with the larger team to hear concerns and get feedback.
11. Encourage staff to maintain the same schedule every week and develop an approach to communicating any changes in schedule.

12. If you have concerns about how this will affect your team or individual team members, talk to your [HR Consultant](#).

After implementing flexible work schedules - Check in with direct reports individually and as a team to get a sense of how the flexible plans are working for everyone. These conversations should occur at regular intervals (every 60 or 90 days) and then again during the annual performance management cycle.