2018

Flexwork Tools and Resources

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BUSINESS ADVANTAGES OF FLEXWORK

While flexibility plays a critical role in employee satisfaction and work-life balance, a growing body of research shows that both employees and employers gain from flexwork. By understanding the business advantages, employees are better able to make a solid case in a formal flexwork proposal, and managers can evaluate proposals according to business needs. Considering the range of possible advantages may lead to innovative arrangements. Some of these advantages include the following:

- **Business continuity:** Mastering the principles and practices of flexwork—such as establishing communication norms, use of approved technology, managing to results—can help organizations prepare for disruptions to work caused by weather, construction, and other unexpected occurrences. Harvard's Business Continuity program provides tools, templates, and support to schools and departments for developing unit-specific business continuity plans.
- **Increased coverage hours:** Innovative scheduling may increase hours of coverage or service while reducing overtime costs.
- **Recruitment and retention:** Research shows that flexibility is key to attracting and retaining talent. Many employees—including those with scarce skill sets—rate job satisfaction higher than they do salary, and they favor jobs and employers that provide more flexible work environments.
- **Less unnecessary use of accrued leave:** Staff can more efficiently attend to personal appointments, (e.g., teleworking on the day of a dental appointment might mean the employee takes only two hours of sick leave rather than an entire afternoon) and more easily schedule appointments during non-work hours.
- **Increased focus on managing to results:** Productivity is measured in terms of results and contributions rather than by counting hours of work or hours of sitting in the office.
- **Improved engagement, satisfaction, and performance:** Flexibility is a key element in employee engagement and can lead to greater job satisfaction and enhanced contribution.
- **Sustainability:** More control over where, when, and how work is performed contributes to physical and psychological wellbeing, which is an important component of Harvard's sustainability plan.
- **More efficient use of working space:** Employees on different schedules can use the same desk or equipment at different hours.
- **More efficient use of available time:** Employees in different locations can collaborate more effectively with planned use of available technology. Decreasing travel time to a meeting at another campus frees up time for other work. Using videoconferencing and other collaboration technologies enables employees' full participation.
- **Better commutes:** A nonstandard schedule can allow an employee to travel during off-peak hours, shortening commute times and supporting traffic management efforts for communities.
- **Diversity:** A flexible work environment supports the diverse needs of a diverse community.

COMPENSATION AND BENEFIT GRID

Total Rewards	Flextime	Compressed Work Week	Telework/ Remote Work	Reduced Hours	Job Share
Health and Welfare Benefits (including Medical, Dental, Vision, FSA, and Insurance)	No impact on full-time			Employee must work at least 17.5 hours or earn $15,000 per year to be eligible. Employees not meeting *either* provision lose eligibility (Minimum hours may be less for some unions)	Employee must work at least 17.5 hours or earn $15,000 per year to be eligible. Employees not meeting *either* provision lose eligibility (Minimum hours may be less for some unions) *Harvard may incur additional cost if two employees sharing a job are both working at least half time, each will be benefits eligible, which means twice the fringe benefits expenses*
Retirement Plan Benefits	No impact on full-time			No impact on service accumulation Retirement contribution amount prorated according to pay	
Base Pay	No impact on full-time			**Exempt**: salary reduced to reflect reduced schedule. **Overtime Eligible**: no change in hourly pay rate; pay calculated for weekly hours worked	
Overtime Pay (non-exempt employees only)	**Overtime Eligible** employee: Overtime (OT) hours (i.e., over 40 hours in one week) must be approved prior to being incurred, per normal policy and will be according to law and contract provisions (OT pay law may vary according to work location)				
Variable Pay/Bonuses	No impact on full-time			Bonuses may pro-rated if work less than full time	
Paid Time Off: Vacation, Sick Time, Personal Days	No impact on full-time			Paid time off accrual prorated according to hours worked	Paid time off accrual prorated according to hours worked Job sharers must coordinate vacation to provide adequate coverage
Workers' Comp	No impact		Some additional claims management may be required. Employee must provide proof that injury was incurred in the course of performing job duties	No impact	*No impact on rates unless both employees are injured on the job*

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COMPENSATION AND BENEFIT GRID

Provisions on Paid Holidays

Please refer to Union Contracts and/or Staff Personnel Manual for details

Paid Holidays	Across all arrangements: Flextime, Compressed Work Week, Telework/Remote Work, Part-Time, Job Share
Holiday falls on a regularly scheduled work day - employee does not work	No impact; employee receives regular salary/pay for normally schedule hours for that day
Holiday falls on a regularly scheduled work day - employee is required to work	**Exempt** employees -- no impact; employee receives regular salary/pay for normally schedule hours for that day **Non-Exempt bargaining unit members** are governed by different policies, which may be found in the applicable Union Contract **Non-union, overtime eligible** employees who are required to work on a holiday will be paid for working on the holiday and will be given another day off with pay (based on one-fifth of their normal weekly schedule). This time off may be taken at the convenience of the employee, subject to staffing and workload requirements, and must be taken prior to the beginning of the next fiscal year (July 1).
Holiday falls on a day when the employee is **not** scheduled to work	**Exempt** employees who are not scheduled to work on a holiday will be paid their normal weekly salary for that week and will be allowed to bank a holiday (one-fifth of their regular weekly schedule) for use at another time. This time off may be taken at the convenience of the employee, subject to staffing and workload requirements, and must be taken prior to the beginning of the next fiscal year (July 1). **Non-Exempt bargaining unit members** are governed by different policies, which may be found in the applicable Union Contract. **Non-union, overtime eligible** employees who are not regularly scheduled to work on a holiday will be allowed to bank the holiday time earned and take the appropriate number of hours off with pay from their regular schedules at another time. This time off may be taken at the convenience of the employee, subject to staffing and workload requirements, and must be taken prior to the beginning of the next fiscal year (July 1).

JOB CONSIDERATION GRID

Consideration	Flextime	Reduced Hours	Job Sharing	Compressed Work Week	Telework	Remote Work
Specific Job Characteristics: *The characteristics of the job itself that are conditions for the success of various flexwork arrangements*	• Work can be shifted to earlier or later hours and still meet objectives and customer needs. • Job requires independent, task-focused work.	• Job requirements can be scoped to fit within a shorter workweek. • An appropriate schedule can be set that will serve customer and other stakeholder needs.	• Work can be scoped to fit within a shorter workweek and job-share partners can both still meet collective objectives and customer needs.	• Hours can be increased each day in a reduced workweek and still meet objectives, customer needs and comply with overtime policy. • Job does not require onsite customer or team contact five days a week.	• Job has tasks and responsibilities that can be done away from the primary worksite from one to four days a week.	• All tasks and responsibilities of job can be done remotely, still meeting objectives and customer needs.
					• Job does not require on-site face-to-face customer or team contact five days a week. • Because Harvard is registered to conduct business and have employees only in Massachusetts and California, telework outside those states may only permitted for very short periods.	
Information Security Considerations	Employees are responsible for safeguarding Harvard's information regardless of where, when and how they work. Employees considering telework or remote work must consult Harvard's information security policy for detailed guidance on how information must be protected. See the requirements for data security levels 1-5 in particular, and the information security requirements that apply to everyone. Find more links to information about Harvard-approved communication and collaboration tools to understand the range of options and their respective safeguards when using computers outside of the office setting. Employees proposing to work remotely much review and confirm in the proposal that their work meets Information Security Requirements for Remote Work which specifies a secure computer and secure connection.					
General Considerations Across All Flexible Work Arrangements	Job responsibilities are clearly defined and may be "managed to results", to ensure that the work is getting done in the allocated time for both exempts and overtime eligible, and that necessary resources are available regardless of the arrangement.					
	Employee can: • Provide others with information they need, when they need it. • Obtain the information needed to do job effectively. • Control workflow and deadlines. • Attend all mandatory/regular meetings in person or virtually as required. • Travel as required by the job. • Participate in training as necessary. • Meet occasional critical deadlines requiring significant unanticipated onsite. • Be flexible with their flexibility to meet the dynamic demands of the work.				*Employee must also have:* • Adequate and approved technology/equipment to perform the functions of the job away from the primary worksite. • The training and support needed to perform the job while teleworking or working remotely. • Access to the materials needed while teleworking or working remotely.	

JOB CONSIDERATION GRID

Consideration	Flextime	Reduced Hours	Job Sharing	Compressed Work Week	Telework	Remote Work
Role Specific Considerations The specific roles held by employees that, by their nature, may rule out flexwork arrangements or require special adaptations	• Flextime can work for most positions when core hours (ex. 11-2) are established for the work group. • In shift roles, flextime may involve shifting coworker work hours in the prior or following shift.	• Reduced hours may not work for jobs that have critical deadlines requiring additional hours or significant travel.	• Job sharing may not work for jobs that have critical deadlines requiring additional hours, significant travel or job responsibilities that are better performed by one person than shared by two.	• Compressed workweek (CWW) may not work for jobs that can't allow for being away from the workplace one or more days a week. • California state law requires overtime pay for non- exempt employees who work more than 8 hours a day.	• Telework may not work for jobs that require regular in- person contact. • In particular, telework is not feasible for specific on-site positions (e.g., food service, reception). • Telework and remote work may not be feasible for jobs that involve handling highly confidential information, due to information security issues.	• Remote work may not work for jobs unless nearly all the tasks and responsibilities of the job can be done away from the primary worksite.

MANAGING AND MEASURING FLEX

While flexing hours (such as working 7:30 a.m.-3:30 p.m.) is one of the most popular form of flexwork at Harvard, there is continuing and growing interest in telecommuting and remote work, whether occasional or on a formal basis. Managing people with flexwork requires the same skills that all managers must have. But managing telecommuters and remote workers does require some extra insight.

Below are some key principles that can help set you up for success:

Manage to goals and results
- All employees should have clear goals, deliverables, and deadlines for which he or she is accountable, whether or not in your line of sight.
- As someone begins teleworking, it can be useful if the employee sends you scheduled productivity summaries: Even a few lines noting accomplishments and status against targets can help keep you both on track.

Understand unit-specific approaches
- No two units are alike. Labs and libraries have different demands than do office settings. Think about whether and what approach might work for your unit's business needs.
- There are jobs that cannot be performed from an alternate location (e.g., serving meals, parking cars, in-person customer service, counseling, animal care or patient care, work that involves certain kinds of high-risk confidential information).

Make expectations clear
- All arrangements should have a defined trial period – thirty days is common.
- Teleworkers should be flexible with their flexibility, and willing to come on-site for work-related meetings and events that are scheduled on a day that is otherwise designated as a telework day.
- All arrangements should address whether and how communications among team members or with customers and stakeholders might change under the proposed arrangement.
- Costs for home office set-up will generally be the responsibility of the employees, except for situations when working from home is a management request. Employees must provide all suitable work tools for a home office, such as high-speed internet, equipment, furnishings, etc. Employees are expected to ensure their home office set up is ergonomic and they manage to the privacy requirements set forth by their department and the University.

Set the non-negotiable terms of telework
- Employees must engage only in Harvard work; no other substantial work – such as child care or personal projects — should be conducted during agreed-upon work times.
- At a minimum, team members should commit to responding to communications from colleagues and clients within the same timeframe as if they were on-site, unless otherwise agreed.
- Employees who telework—even occasionally–must provide and maintain a physically safe workspace that is reasonably free of disruption.
- Meetings and other in-office activities do not need to be scheduled around a teleworker's scheduled office presence (unless there is a business-related reason for protecting that teleworker's time).

Check in with colleagues and customers (internal and external)
Regular check-ins with colleagues and customers—beginning in the trial period and at a minimum during the annual performance review—provide important information that may lead to tweaks or more alterations in the flexwork arrangement to ensure their success.

Pay attention to team success
- Ensure transparency about arrangements to protect against misunderstandings or the impression of favoritism or unfair treatment.
- Strive to maintain the social nuances and spontaneity (sometimes called the "water cooler effect") that are key to engaged teams. Managers might consider inexpensive webcams for all office-based employees to enable geographically separated employees to collaborate more easily via Skype, Facetime, Zoom or other approved technologies—regardless of their own flexwork arrangements.
- Innovation does not emerge just because of physical presence

Maintain both formal and informal check-ins and communications
- Make sure you have formal check-in times by scheduling the time.
- If informal, spontaneous check-ins are a part of your office's culture, such as saying good morning or stopping by a cubicle to ask how a project is going, those can be translated to IMs, which are typically part of videoconferencing software like Skype.
- Never succumb to the idea that a colleague shouldn't be "bothered unnecessarily" when teleworking, unless that time is explicitly designated as do not disturbed for concentrated work.

Develop communication norms
- Agree upon one or more approved communication tools for use amongst colleagues (e.g., cell phone, forwarding office line to home telephone, Skype for Business, Harvard email, etc.). Learn more about Harvard's collaboration tools here.
- Examine your own behavior and what it signals to your teams. Do you send emails at late hours? Be clear about your expectations for when both exempt and overtime-eligible employees respond to you—they may feel obligated to check emails regularly when they are not working *just in case*. You may prefer to have an after-hours policy that requires a telephone call for something that is time-sensitive, thereby freeing everyone from the "sleeping with your smartphone" phenomenon. Try email tools to schedule a delayed and more normative morning message delivery.

Even with telework, there are times when face-to-face has its place
- Meetings that require many participants.
- Meetings that require shared visual focus that can't easily be translated to telephone or web conferencing.
- Difficult or complex conversations that would benefit by minimizing the relational gap by closing the physical gap.
- Collective schedule planning around foreseeable changes (vacations, parental leaves, a partner's surgery).
- Team celebrations.

Additional Considerations for Remote Workers

If your unit deals with or is considering establishing work outside of Massachusetts, please refer to the job considerations grid which provides an overview of factors to consider when evaluating a specific position's suitability for a FWA.

Policies on Remote Location Establishment and Eligibility for Harvard Payroll and Outsourced Payrolls may also be relevant to your consideration of remote work proposals.

Measuring Success, Making Adjustments

Flexwork is successful when employers manage productivity by setting goals and timetables and defining deliverables clearly. New arrangements should begin with a trial period and reviewed in 30 days to ensure they are meeting business needs. Trial periods can be extended and adjustments made as needed. They should be revisited at regular intervals thereafter (e.g., during annual performance reviews) and modified as necessary.

When measuring the success of a flexwork arrangement, managers and employees should consider whether:

- The quantity, quality and timeliness of work has been maintained, enhanced or diminished.
- The work arrangement has met the expectations laid out in the original proposal.
- The work arrangement has affected, either positively or adversely, relations with the employee's colleagues, stakeholders, students and/or customers.
- The work arrangement has created a need for additional staff, or caused a unit's other employees to assume more work.
- An employee has continued to comply with all University and department rules, policies and practices.

Following a review, a manager and employee may decide to extend the arrangement, make adjustments or end it. If a manager determines that an employee should end an agreement, that manager should provide as much notice as is practicable before implementing the change.

- Remember that while flexwork is not an entitlement, many employees will make certain personal decisions based on the structure of their work responsibilities. Conversations about possible changes will help employees prepare and plan accordingly.

Valuable insights into opportunities for larger process improvements often emerge during the assessment of a flexwork arrangement.

FREQUENTLY ASKED QUESTIONS

I have assumed supervision of a group of employees who currently have a diverse range of flexible work arrangements. I may need to change these or I may not – but first I need to get handle on them. Where do I begin?

Refer to Evaluating, Managing and Measuring Flexible Work Arrangements for general practices and guidelines. You will want to start by documenting what work arrangements are currently in place – a chart or spreadsheet showing each person's schedule can help you see where there may be gaps as well as logical parameters for core hours, staff meetings, and so on. Compare what's in place to your operational principles and current and projected business needs. Is there any overlap in the current set of work arrangements? Are there significant gaps?

You will also have to assess performance. If the work isn't getting done to a satisfactory degree, you should revisit whether alternative work arrangements are the cause – or could be part of the solution. If you need to make changes to an employee's schedule, you should, where possible, provide reasonable notice before altering the current arrangement.

Even if you ultimately determine that you are comfortable with the current arrangements, keep in mind that FWAs should be reviewed at least annually. Yearly performance conversations are a good time to discuss flex.

What role should an employee's reason for proposing a flexible work arrangement play in whether or not I grant a proposal?

Employees are not required to give a reason when submitting flexible work arrangement proposals. A supervisor should evaluate each proposal on the business case, and should not deny a proposal based on an employee's reason (or perceived lack of reason). Sometimes an employee may not wish to do so, especially if private family issues are the reason.

If issues of health, disability or family caregiving are directly stated or appear to emerge during conversations with an employee about flexibility, you must pause the flexwork process and consult with HR to determine if the employee's proposal for a flexwork arrangement should now be considered under the Family and Medical Leave Act (FMLA) or should be explored as a reasonable accommodation under the Americans with Disabilities Act (ADA). Employees and managers are encouraged to visit the University Disability Services (UDS) website to learn more about reasonable accommodations.

However, many employees will volunteer the reason why they are proposing a flexible work arrangement. Knowing the reason for an employee's proposal may help a manager, especially when evaluating multiple proposals. It can be useful to know the parameters of each employee's proposal, so that if their proposals don't mesh, you can work together to generate alternative solutions. For example, if two employees propose a compressed work week with Fridays off, it can help to know that one person is hoping to attend a class at a specific time and the other wants one day to do volunteer work, but doesn't care which day it is. Managers should let their employees know that they do not need to know about the reason.

FREQUENTLY ASKED QUESTIONS

Can my supervisor change my flexible schedule back to a regular schedule at any time?

Your work schedule is subject to change based on business needs. Your manager will try to provide you with reasonable notice before altering the current arrangement.

Can I change my FWA if it's not working out for me?

A new FWA should be reviewed in the first 30 days to ensure it is effectively meeting the needs of the employee and the business. To propose a different flexible work arrangement at any time (e.g., change from compressed work week to job sharing), a new written proposal should be submitted to your manager for consideration. A written proposal should also be given to your manager if you would like a return to your previous work schedule—but remember that this is not always possible. For example, in some cases budgetary limitations may preclude increasing hours (e.g., if you have been part-time and want to return to full-time, your hours may have been reassigned).

Is there a limit to the number of people in one area who can submit proposals?

While each FWA proposal should be reviewed on its own merits, a manager should first assess the overall needs of the department or unit as the foundation for approving a flexible work arrangement. Since it is important to provide coverage to meet the demands of the office, it may be useful to establish a process for handling multiple proposals before any FWA is implemented. Often teams can work together to find alternatives that will work for the whole group.

Rather than determining an arbitrary limit to the number of FWAs in any department, each FWA proposal should be reviewed on its own merits. However, a manager should first assess the overall needs of the department or unit as the foundation for approving a flexible work arrangement. Proposals that are submitted after other FWAs have been in place for some time may be difficult to approve as they may conflict with pre-existing arrangements. It can be useful to establish a process for handling multiple proposals, and approved arrangements should be transparent to all. Over time, as business and personal needs change, teams can work together to find new alternatives that work for the whole group.

What if my supervisor says "no" to my proposal?

The University is not obligated to approve flexible work arrangements for any employee (setting aside any obligations under the ADA or FMLA). Each proposal should be considered on its own merits. Make sure you clearly understand the reason(s) your manager gave for not approving your proposal. In some cases, it may be useful to work with one of the University's resources to help managers and employees refine flexible work arrangements for their mutual benefit.

These include:

- Local HR offices;
- Office of Work/Life, whose staff coach both employees and managers
- Your union representative if you are covered by a union contract; HUCTW members may note that if a proposed FWA is not approved, the proposal may be explored further in consultation with the human resources department and HUCTW
- University Ombudsman Office
- Harvard Medical School Ombudsman's Office (serving Longwood Medical Area)
- University Disability Services, which works with HR, managers and employees regarding the reasonable accommodation process under the Americans with Disabilities Act (ADA) and Family and Medical Leave Act (FMLA)
- Office of Labor and Employee Relations, which works with HR, managers, employees and union representatives

Do I have to give a reason for wanting a flexible work arrangement?

No. Proposals for flexible work arrangements should be evaluated on how business needs will be met and how the work will get done, as well as on an employee's likelihood of success with the arrangement, based on his or her recent past performance. Managers should not evaluate a flexible work arrangement based on an employee's reason for proposing it. In fact, employees can let their managers know that they have omitted the reason and ask that the proposal be considered on the business merits.

If you are seeking a flexible work arrangement to manage a health or caregiving-related situation for yourself or a family member, you should present the proposal without reason and have it initially be reviewed on its business merits. If it is denied, you should then consult with HR to determine if your situation would be more appropriately considered under the Family and Medical Leave Act (FMLA) or should be explored as a reasonable accommodation under the Americans with Disabilities Act (ADA). Employees and managers are encouraged to visit the University Disability Services (UDS) website to learn more about reasonable accommodations.

I proposed a flexible schedule previously and was turned down. May I try again?

First consider why your proposal was denied. If you don't fully understand the reason your proposal was denied, ask your manager to clarify the business or performance reasons. Then do some research and determine if you can build a case for an alternative that might work for your particular situation. If at this point you believe that your proposal or circumstances are different enough, then you might ask your supervisor/manager to consider your new proposal and to discuss other alternatives.

FREQUENTLY ASKED QUESTIONS

Can any employee propose a flexible work arrangement?

Any employee may submit a proposal for a flexible work arrangement (FWA) to his or her manager.

Under Harvard's guidelines, managers should give consideration to all proposals to ensure a fair process for all employees. Remember—"fair" does not equal "same". The process should be consistent to ensure equity between employees, but each outcome will be based on the particular circumstances of the proposal, the job and the person, with approval based on a proposal that supports the needs of both the University and the individual.

Keeping this in mind, however, not all jobs are suitable for such an arrangement, and managers are not required to approve proposals for flexible work arrangements. Depending on the nature or location of a particular job, some types of alternative work arrangement may not be appropriate.

A history of poor performance might also be a reason for the denial of a proposal. In some cases, it may be that a flexible schedule might alleviate the root causes of problems like tardiness and result in improved performance. In these situations, piloting the flexible work arrangement for 30 days could help in determining the viability of an FWA.

TIPS ON LEADING A MEETING WITH REMOTE PARTICIPANTS

Agenda:

Make sure every meeting has an agenda and it and all items to be reviewed are distributed to all participants prior to the meeting. Nothing should be shared and discussed at a meeting unless everyone participating has a copy. (No - we'll send you a copy after the meeting...)

Introduce yourself and take a roll call:

Begin the meeting by introducing yourself and your location, stating the objective of the meeting, and giving instructions for audience involvement. (See - *Set the rules*)Take a roll call. This will give attendees an opportunity to let you know they have joined the meeting and avoid folks talking over each other while trying to let you know they are on the call. It will also help those on the phone know who is at the meeting and who is not.

Meeting helper:

For large meetings, ask someone in the meeting with you to act in the role as interpreter for those on the phone regarding non-verbal communication. ("She is pointing to the red circle", "We are laughing because...") They can also help with repeating a question or ensuring participation from those on the phone if the meeting leader is busy with facilitation.

List all on phone:

Keep a list (on a table tent) next to the phone identifying those who are on the call. This will remind those at the meeting who is on the phone and to include them in the conversation. Call on people you have not heard from during the meeting to give them an opportunity to participate.

If you are the leader:

Stick to the agenda, control interruptions, anticipate problems and be prepared with solutions and make frequent changes in speakers by calling on specific participants for their input or questions.

Set the rules:

Before the meeting begins, remind every one of the ground rules during a meeting with a teleconference:

- State one's name before speaking
- Keep background noise to a minimum; use the **mute** button when not speaking
- Keep comments concise and focused on the topic
- Speak loud and clear enough for all to hear
- Callers should use handsets rather than speaker phone whenever possible
- Those using conference phones in the meeting room should move to a speaker before speaking
- Those in the meeting room should remember the speakers can pick up sidebar conversations and paper shuffling which can be distracting and confusing for those on the phone.

Remember this simple, 3-step rule:

- Review the agenda
- Summarize decisions and action items
- Don't Be Afraid to Pause (to give those on the phone an opportunity to speak)

TIPS ON LEADING A MEETING WITH REMOTE PARTICIPANTS

Be direct:

"Please look on page 7 and we'll discuss the diagram..." is more direct and effective than, "The next diagram we'll discuss is found on the next page..." Using active, direct language will stimulate and hold your audience's interest.

Name names:

Call on people by name and location ("Chris at Longwood, what do you think...?") when asking questions or soliciting their reactions. With large audiences, call on groups of people by their site ("Let's hear from HBS on this one...") or university role ("How does the Office of Work/Life feel about that...?").

Stay on schedule:

Be respectful of everyone's time and start and end on schedule. It is wise to start meetings at 5 minutes past the hour (10:05 AM) to allow time for participants to end one meeting and arrive to the other. Remember not all discussions have to take place during the meeting. You can agree to call someone after the meeting for a more in-depth conversation.

Check in:

Periodically throughout the meeting check in with those joining remotely to ensure the technology is working correctly, they can hear, see slides, etc.

Reach closure:

When preparing to close, do the following:

- Ask for summary statements
- Recap action items
- Thank everyone for their participation
- Use a formal sign-off to end the conference ensuring to say good-bye to the callers on the phone and close conference call line

After the meeting:

Maximize productivity by forwarding the minutes of the meeting and any other pertinent material to all participants within a reasonable timeframe. Obtain feedback from the participants regarding the effectiveness if the meeting.

TIPS FOR PARTICIPATING REMOTELY IN A CALL OR WEB MEETING

Ten Tips for Participants:

1. Dial or log in a few minutes before the start of the meeting.
   Avoid interrupting the start of the meeting

2. Make sure there are no background noises/distractions prior to your call or logging in.
   Barking dogs, TV, radio

3. Put your phone or speaker on mute right away.
   Typing, coughing, whispering, etc. can be heard

4. Never put the conference call on hold!
   In many cases music plays

5. Always identify yourself prior to speaking.
   "This is…"

6. Use a handset not the speaker phone when available.
   Your voice comes in louder and clearer

7. Speak loud and clear so everyone can hear you.
   See #6

8. Stay concise and on topic.
   Follow the agenda/slides

9. Unless otherwise instructed, hold questions until the end.
   Write them down

10. Keep personal issues and questions for follow up after the meeting.
    Keep the agenda timing on track. (See #8 & #9)

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OTHER FLEXWORK TOOLS AND RESOURCES

Advantages to the organization: Identify common benefits such as productivity, efficiency, customer service, business continuity, space constraints, etc.

Communication and Collaboration Tools and Harvard IT Security: Teleworking or off-hours work will require special attention to communication and collaboration. Harvard's tools are designed to meet IT Security standards.

Ergonomics FAQ and self-assessment: Employees who telework or work remotely should assess the ergonomic suitability of their work setting.

Information safety and security: Employees are responsible for safeguarding Harvard's information regardless of where, when and how they work. Employees considering telework or remote work must consult Harvard's information security policy for detailed guidance on how information must be protected. See the requirements for data security levels 1-5 in particular, and the information security requirements that apply to everyone. Download and review the Information Quick Reference Guide. Find more links to information about Harvard-approved collaboration tools to understand the range of options and their respective safeguards when using computers outside of the office setting. Employees proposing to work remotely must review and confirm in their proposal that their work meets Information Security Requirements for Remote Work which specifies a secure computer and a secure connection.

Training materials: are currently available to managers who have completed the Universal Manager Training. Other managers should talk to their own managers or local HR about registering for the Universal Manager Training. See Harvard's training portal for open and upcoming manager and employee Flexible Work seminars. New FWA content for all managers and employees will be developed throughout the year and periodically used to update these guidelines.

Workplace Flexibility Research There has been a number of studies and articles written on workplace flexibility.