

## Tips & Tools for Flexible Working Arrangements

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The Global Fund offers a range of flexible working arrangements for staff. Here are some tips for Line Managers and employees on how to best use them:

### **1. Tele-working**

This is a situation in which an employee works at a location (normally home) other than their Global Fund workplace (primary workplace) on specified days (e.g. one or two days a week) on a routine basis and at their primary workplace the remainder of the time. The Head of HR Department may, in exceptional circumstances, authorize tele-working of more than two days a week for a limited period of time.

#### **1.1 Tips for Line Managers to decide if teleworking is the right fit for the position and employee:**

- Understand the employee's motivations.
- Decide whether the role is suitable for tele-working, ask the following questions:
  - Does the role require the following factors?
    - ✓ Face-to-face interaction.
    - ✓ Face-to-face team work.
    - ✓ Face-to-face supervision.
  - What equipment is required for the role?
- Is the employee suitable for tele-working?

With the help of the previous performance evaluations, evaluate if the employee has the personal qualities required, which include:

  - Self-motivation and discipline.
  - Ability to work without direct supervision.
  - Ability to complete work to deadline.

#### **1.2 Tips for Line Managers to make tele-working a success:**

- Communicate clearly your expectations to the employee working from home.
- Agree with the employee how work performance will be supervised and measured.
- Allow a trial period.
- Set up regular review meetings after the trial period to see how it goes.
- Trust your employee to work.
- Decide on one common day for everyone to work in the office. Schedule the staff meeting on that day.
- Establish lines of communication available throughout the day.
- Make use of Skype and BlueJeans to schedule teleconferences and meetings.

### **1.3 Tips for employees to make working from home a success:**

- Understand your manager's expectations. Before you start working from home, clarify with your Line Manager their expectations including if the job requirements and duties will be the same at home as in the office.
- Set aside a specific place exclusively for work. It will help you psychologically and practically.
- Create a work schedule. It will help you be well-organized and to manage your time.
- Make use of online tools. Use Skype to check-in with your co-workers and manager during the day. Use SharePoint to upload document. Use your headset mute button during online meetings to cancel background noise.
- Set boundaries. Don't let friends or family members disturb you.
- Take breaks. Like in the office environment, taking a few breaks during your workday will help your concentration

## **2. Job Sharing**

This is a flexible working arrangement which enables two part-time employees to share the responsibilities of one job. Job sharers may be equally responsible for an entire job, be independently responsible for portions of the job, or have a combination of independent and shared responsibilities.

### **2.1 Tips for Line Managers to decide if job sharing is the right fit for the position and employee:**

- Understand the employee's motivations.
- Consider if the employee is suitable for job sharing. With the help of the previous performance evaluations, evaluate if the employee has the personal qualities required. Personal qualities required are likely to include:
  - ✓ Hard workers with a very strong work ethic.
  - ✓ The ability to effectively communicate.

### **2.2 Tips for Line Managers to make job sharing a success:**

- Take time at the beginning to help the job sharers strategize the method of working together.
- Support the job sharers in developing a system of knowledge sharing for communicating and sharing information with each other and with you.
- Allow a trial period.
- Set up regular review meetings after the trial period to see how it goes.

### **2.3 Tips for employees to make job sharing a success:**

- Take time at the beginning to strategize your method of working together with the other job sharer.
- Develop a system of communicating and knowledge sharing.

### **3. Part-time Work**

This is an arrangement that allows for work of less than 40 hours per week. Unless exceptionally authorized by the Head of HR Department, part-time employment shall not be for less than 20 hours per week.

#### **3.1 Tips for Line Managers to decide if part-time work is the right fit for the position and employee:**

- Understand your employee's motivations.
- Write a proper terms of reference.
- As you write the terms of reference, decide which tasks can be removed so that the workload corresponds to the percentage of work.
- Evaluate your workforce needs.

#### **3.2 Tips for Line Managers to make part-time work a success:**

- Set realistic goals, expectations and time management.
- Cultivate a sense of inclusion.
- Avoid communications break-downs:
  - ✓ Schedule regular meetings to keep part-timers in the loop.
  - ✓ Schedule team meetings when the part-timers are present.
  - ✓ Set up a system to ensure business continuity when the part-timer doesn't work.
- Allow a trial period.
- Set up regular review meetings after the trial period to see how it goes.
- Support growth and development.

#### **3.3 Tips for employees to make part-time work a success:**

- Prioritize projects with deadlines.
- Stay informed of what is happening in your team/department: communicate regularly with your teammates and Line Manager.
- Keep strong communication channels open with your Line Manager and colleagues.
- If in doubt about expectations, talk to your Line Manager.

### **4. Occasional ad hoc flexible working arrangements**

Please note that occasional ad hoc flexible working arrangements, including flexible working hours and working from home, require prior approval from the employee's Line Manager.

### **5. Change of role and/or Line Manager**

A change of Line Manager while still in the same role for which the flexible working arrangement was approved for, will not impact the agreed flexible working arrangement.

Should you change of role, your Line Manager will need to decide whether the new role suits the flexible working arrangement in place. The decision will be based on workforce planning.

## **6. Eligibility and Approval**

Flexible working arrangements may be authorized if the proposed arrangement is compatible with the Organization's needs; if the employee's performance is regarded as satisfactory, and if the employee is not subject to any disciplinary sanctions.

All flexible working arrangements, other than ad hoc arrangements, approved by the employee's Line Manager, require additional approval by the Sr HR Business Partner and are to be requested by the employee's Line Manager. Approval may be given for either a fixed or ongoing duration.

Employees returning to work from parental leave may seek flexible working arrangements.

## **7. How to request**

First, determine the type of flexible working arrangement and talk to your line manager and discuss type of arrangement, start date, impact to work and any other considerations.

Once you have obtained approval from your manager, go to Workday and:

1. Click on the "Time off and Leave" tab, then "Request Time Off". A calendar appears.
2. Select the days you wish to take as flexible working arrangements, and then click on "Request Time Off", on the bottom left of your screen.
3. In "Type", select "Flexible Working Arrangements / Working From Home", and the Daily Quantity (1 for full day and 0.5 for half days).
4. Click submit.

The request then goes for approval to: your manager, and your Sr HR Business Partner.

## **8. Salary and Benefits Allowances**

All employees on flexible working arrangements are entitled to their salary and allowances, as set out in their contracts of employment or in the Employee Handbook. However, any flexible working arrangement involving reduced working hours will result in a reduction in an employee's entitlements (e.g. salary, allowances, annual leave, etc.) on a pro rata basis.

Please note that no additional compensation will be given to employees working from home (for instance for office set up, supply, etc.).

## **9. Salary Changes**

If Human Resources receives the completed / updated form by the payroll cut-off date for the month, appropriate payroll changes will take effect at the end of the month.

Example: If you switch to a part-time work schedule and Human Resources receives your form by the payroll cut-off date of 4 November, changes to your salary will be effective as of the November payroll. If received after cut-off, change will be made the following month, which in this case would be December.

See all payroll cut-off dates by month in the calendar on the Inside.

## **10. Ending Flexible Arrangements**

As set out in the Employee Handbook, the Global Fund may end all types of flexible working arrangements if the conditions for authorizing such arrangement are no longer met. For ongoing arrangements of more than three months' duration, three months' advance notice will be given, unless the interest of the Organization requires otherwise. Employees with ongoing part-time flexible working arrangements wishing to return to full-time work must obtain written/email confirmation from the Department Head and Sr. HR Business Partner.