

## BACKGROUND

### Unit Description

- Over 300 Staff
- UITS provides technologies and IT support services through partnerships across campus

### Types of Flexible Work Offered

- ✓ Fully Remote
- ✓ Hybrid Work Week

### Overview of Flexible Work in University Information Technology Services (UITS)

UITS has offered flexible work arrangements on a case-by-case basis for years. In July 2021, UITS implemented a service-first based approach for central IT, supporting a combination of in-person, hybrid, and remote work modalities. The service-first approach focuses on the job role specifically and is not based on individual employee/personal preference.

## PLANNING FOR FLEXIBLE WORK

In preparation for returning to in-person operations, a subcommittee of the UITS Senior Leadership Team evaluated the 152 IT services offered to campus and determined the best modality for each of them. Below is a summary of their service-first plan for FY23.

# FLEXIBLE WORK CASE STUDY: UNIVERSITY INFORMATION TECHNOLOGY SERVICES

MODALITY	# OF IT SERVICES	% OF EMPLOYEES
In-Person	13	9%
Hybrid	42	28%
Remote First	97	63%
Total	152	100%

In-person = 100% on campus, Hybrid = combination of in-person and remote, and Remote First = 100% remote with ad hoc in person as needed based on work activity.

## IMPLEMENTING FLEXIBLE WORK

### How were flexible work options communicated in UITs?

Proactive communication was key to UITs' success in implementing their service-first approach. Leadership clearly communicated to staff that the service-first approach evaluated job roles and determined the service delivery modality for specific job roles based on productivity and output, not personal preferences. There were opportunities for staff to ask questions during unit forums. Information was sent out in unit quarterly communications, discussed in leadership and staff meetings, and detailed in a UITs-wide memo.

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## **How often are flexible work arrangements revisited?**

UITS evaluates their service-first approach annually.

## **How do you communicate flexible work arrangements when recruiting new staff?**

A job role's assigned work modality is included as part of the job description in UA Talent.

## **How do you encourage employee engagement and team collaboration with your flexible work arrangements?**

Finding ways for employees to remain connected and engaged is the focus of the UITS Employee Engagement Committee. Quarterly social events, such as holiday parties, building tours, garden parties, are planned with a hybrid approach (e.g., remote participants paired with a physically present person) to allow for meaningful connection across staff working in different service delivery modalities.

Slack is used as the primary messaging platform and includes channels to support interpersonal engagement with topics, such as Kudos, Watercooler, Pets and General channel used for personal questions. Participants on the A Donut channel are regularly paired with someone else to schedule a half hour to eat and talk with the intention of getting to know each other.

## **MONITORING SUCCESS & ENSURING SUSTAINABILITY**

### **How do you monitor productivity in a flexible work environment?**

UITS has implemented an extensive performance management process and goal setting models (objectives and key results) to measure employee performance and set clear and consistent expectations. Work is tracked electronically through service management tools, ServiceNow and JIRA.

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## **What challenges has UITS faced while implementing flexible work?**

Challenges have been minimal given the unit's long history of remote work and robust evaluation of IT services and associated work modalities, transition planning, and implementation of the service-first approach. Initially, work-life balance was the main challenge reported by some individual employees.

## **What solutions has UITS implemented to respond to these challenges?**

Communicating clear and consistent expectations and providing quality equipment and tools to support success in a hybrid or remote work environment.

## **What resources or support have you found to be helpful while implementing flexible work?**

More reliance on Slack, Teams, and JIRA, a ticket/service management tool, as well as the use of online collaborative whiteboard platforms like MIRO, have helped to support employees with communication, workload management, and group facilitation in an environment that supports ideation and creativity.

## **What benefits have you observed from offering flexible work?**

Offering flexible work is a retention strategy for our very talented staff who are in demand across the country – it's essential. The service-first approach ensures that our staff are highly productive, while also allowing for the balance of personal work life needs.

## **Who to contact with more questions?**

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## **For official UArizona Guidelines, visit**

Human Resources | [Flexible Work Guidelines and Resources](#)  
Office of University Initiatives | [2022 Flexible Work Initiative](#)