

Implementation guidance for supervisors

This document aims at providing guidance and support for supervisors with regards to implementation of the Flexible Working Arrangements (FWA) policy. Note that in this document, the word “team” could refer generally speaking to a division, a department, a unit or a team.

1. PREPARATION

Prior to discussing FWA requests with the staff members, supervisors should make every effort to:

Understand the policies and read the guidance

- Please read and become familiar with the policy and related documents available on WHO eManual III.6.28 Flexible Working Arrangements.
- Read the FAQs which will be updated on an ongoing basis.
- Discuss any issues you may have with your HR Business Partner/Associate for the Division.

2. RESPONDING TO REQUESTS

On receiving a FWA request from a staff member:

- Discuss the terms including responsibilities and expectations on the delivery of work;
- Focus on how business needs must be met;
- Define outputs within a given timeframe;
- Determine how work will be monitored and measured;
- Stress the importance of two-way communication should any challenge arise;
- Discuss if a trial period would be necessary.

Upon approval

- Ensure GSM or other formalities are completed as required by the policy.

If denial of request

- Ensure denial is written in accordance with the FWA policy.

3. ENSURE REGULAR COMMUNICATION AND A COLLABORATIVE APPROACH WITH THE TEAM

- Communicate to all your staff regarding FWA;
- Make sure you keep an open and regular line of communication with your teams, as a group and individually as necessary with regards to FWA;
- Make sure that in the face of differences of opinion you take the time to reflect upon the different perspectives around an issue, rather than rushing to a decision and acting on impulse;
- If you feel you are experiencing challenges related to FWA with one of your colleagues or team members, try first to engage with that person. If the problem persists, get advice from your next level supervisor;
- If you would like to explore options and get advice on how best to address a situation, do not hesitate to reach out to the Human Resources Business Partner/Associate of your Division.

4. LEARN HOW TO USE THE BEST TOOLS AND SHARE GOOD PRACTICES

- Use the [IT Checklist](#) to select the best tools and refer your staff to this list.
- Ensure you know how to conduct a virtual meeting
- Keep in mind that there are different ways of communicating: via emails, video calls, telephone. Use all of them as they are complementary to each other.