



THE UNIVERSITY  
OF ARIZONA

# FLEXIBLE WORK INITIATIVE

Staff & Supervisor Survey Data  
*Administered Spring 2022*





# SURVEY RESPONSE RATES

Supervisor Survey:

40%

Staff Survey:

21%





# SURVEY RESULTS: STAFF

Type of Flexible Work	% Staff Who Currently Have this Arrangement	% Staff Who stated this Arrangement would be Somewhat or Very Beneficial
Flexible Scheduling	42%	88%
Hybrid Work Week	44%	80%
Core Business Hours	13%	72%
Summer Remote Periods	3%	72%
Compressed Work Week (Year-round)	4%	71%
Fully Remote Work	26%	69%

# SURVEY RESULTS: STAFF



**92%**

Of staff respondents who have experienced flexible work arrangements **agree or strongly agreed** that **flexible work increases** their **productivity**.



**92%**

Of staff respondents who have experienced flexible work arrangements **agree or strongly agreed** that **flexible work increases** their **morale/job satisfaction**.



**94%**

Of staff respondents who have experienced flexible work arrangements **agree or strongly agreed** that **flexible work benefits** their **wellbeing**.

# SURVEY RESULTS: STAFF



40%

Of staff respondents stated that **50-75% of their job duties could be completed remotely** while **48%** of staff respondents stated that **100% of their job duties could be completed remotely**.



20%

Of staff respondents stated that **flexible work schedules have not been applied fairly or consistently in their units**.



20%

Of staff respondents indicated that they are **currently seeking employment outside of UA that offers more flexibility** while **14%** of staff respondents indicated that they are **currently seeking other employment at UA that offers more flexibility**.







# SURVEY RESULTS: STAFF AGE

## **Staff over the age of 55 are:**

- Less likely to have a flexible work arrangement in place.
- More likely to state that flexible work makes them feel disconnected from co-workers.

## **Staff under the age of 55 are:**

- More likely to state that flexible work arrangements increase their productivity, morale/job satisfaction, personal wellbeing, and financial wellbeing.

## **Staff under the age of 35 are:**

- More likely to have a flexible work arrangement in place.

**Younger staff are more likely to be searching for employment with more flexibility.**





# SURVEY RESULTS: STAFF SEX

**Female staff are significantly more likely than male staff to:**

- Have flexible work arrangements in place.
- Say that flexible work arrangements increase their productivity, morale/job satisfaction, personal wellbeing, and financial wellbeing.
- Say that their health, wellness, and finances contribute to their need for flexible work.
- Be seeking employment that offers more flexibility than their current position<sup>^</sup>.





# SURVEY RESULTS: STAFF COMPENSATION

- Salary employees are more likely than hourly employees to have a flexible work arrangement in place.
- The higher the compensation rate, the more likely a staff member is to have a flexible work arrangement in place.
- Hourly employees are more likely to say that flexible work options tailored to employee needs are not available in their unit and that flexible work schedules have not been applied fairly or consistently in their units.





# IN THEIR OWN WORDS:

*“I have thought about leaving the UA but because I have a flexible work arrangement to pick up my child from school is one of the main reasons I stay.”*

*“Many supervisors are worried about whether their staff are working if they are not present and visible. I am concerned this will limit retention and attracting new candidates as Gen X, Millennials, and now Gen Z are all looking for work-life balance and flexibility. Old styles of working are going to make us irrelevant.”*

*“Times have changed and many employees no longer want to work 100% in the office. To be a top employer of choice, offering remote work, flexible work arrangements will support employee needs.”*



# SURVEY RESULTS: SUPERVISORS



92%

Of supervisor respondents stated that they **currently offer** their employees some form of **flexible work** while **8%** stated they **did not offer** any **flexible work** arrangements.



93%

Of supervisor respondents stated that some or all of their employees could successfully complete their work duties if they were permitted to work remotely **1 day per week**.



90%

Of supervisor respondents stated that some or all of their employees could successfully complete their work duties if they were permitted to work remotely **2 days per week**.





# SURVEY RESULTS: SUPERVISORS



## BENEFITS

The two most commonly reported benefits of offering flexible work are **increased employee morale/job satisfaction** and **increased employee wellbeing**.



## CHALLENGES

Nearly half of all supervisors who currently offer hybrid work, fully remote work, or flexible schedules reported experiencing no challenges.

For supervisors who did report challenges, the most frequently cited challenge for these flexible work arrangements was **decreased employee engagement**.



## CONCERNS

For supervisors who do not currently offer hybrid work, fully remote work, or flexible scheduling, the top 3 concerns were:

1. **Decreased availability to staff**
2. **Decreased employee collaboration**
3. **Decreased employee engagement**



# SURVEY RESULTS: SUPERVISORS



**78%**

Of supervisor respondents stated that their employees are **somewhat satisfied or very satisfied** with the flexible arrangements currently offered to them while **9% are somewhat dissatisfied or very dissatisfied**.



**50%**

Of supervisor respondents feel they **do not have support** or are **unsure** if there is support for flexible work from university leadership.



**53%**

Of supervisor respondents stated they **need support from University leadership** to be successful in offering flexible work to their staff.





# SURVEY RESULTS: SUPERVISOR AGE

**100% of supervisors under the age of 35** offer some kind of flexible work to their employees.

**Younger supervisors are more likely to:**

- Be open to offering flexible work arrangements.
- Offer flexible work arrangements.
- Cite employee productivity, engagement, morale/job satisfaction, wellbeing, recruitment, retention, and cost savings as benefits of offering hybrid work.

**Younger supervisors are less likely to:**

- Cite decreased employee productivity and engagement as challenges of offering hybrid work.





# SURVEY RESULTS: SUPERVISOR SEX

## **Female supervisors were significantly more likely than male supervisors to:**

- Offer hybrid work.
- Be open to offering compressed work weeks, core business hours, and summer remote periods.
- Cite increased employee productivity as a benefit of offering hybrid work and flexible schedules.

## **Male supervisors were significantly more likely than female supervisors to:**

- Cite decreased employee productivity and decreased employee engagement as challenges to offering hybrid work.
- Cite decreased employee productivity as a challenge to offering flexible schedules.





# IN THEIR OWN WORDS:

*“I love flexible work arrangements and allowing employees to work remotely. As long as you have clear expectations as a supervisor, employees get the flexibility they need while the University is able to meet its business needs.”*

*“As a Department Head, I think it is outstanding that UArizona is embracing the posture of offering flexibility and allowing employees to have greater levels of input and agency over their schedules. I believe the evidence is clear that employees are productive in these settings and that they very much appreciate the flexibility. I am humbled by how our staff has worked tirelessly through the pandemic and many have embraced additional workloads without complaining. Most people I know both within my department and elsewhere throughout the University are carrying heavy workloads and doing an incredible job. The least we can do is give our people a sense of agency over when and where they do their work. I honestly believe that this posture will lead to greater levels of employee engagement and loyalty to the UArizona and our mission. Thank you for allowing me to offer input on this topic.”*

*“Thank you for offering these opportunities, it is what makes UA a great place to work.”*