



THE UNIVERSITY  
OF ARIZONA

# FLEXIBLE WORK INITIATIVE

Cooperative Extension  
Key Survey Results

# COOPERATIVE EXTENSION SURVEY RESPONSE RATES

Supervisor Survey:

**41%**

**N = 39**

(Campus-wide supervisor response: 40%)

Staff Survey:

**15%**

**N = 58**

(Campus-wide staff response: 21%)

# SURVEY RESULTS: COOPERATIVE EXTENSION STAFF



14%

Of staff respondents indicated that they are **currently seeking employment outside of UA that offers more flexibility.**

This compares to **20%** of all UArizona staff respondents.



9%

Of staff respondents indicated that they are **currently seeking other employment at UA that offers more flexibility.**

This compares to **14%** of all UArizona staff respondents.



16%

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

This compares to **20%** of all UArizona staff respondents.

# SURVEY RESULTS: COOPERATIVE EXTENSION STAFF

Type of Flexible Work	% Staff Who Currently Have this Arrangement	% Staff Who stated this Arrangement would be Somewhat or Very Beneficial
Flexible Scheduling	62% (UA 42%)	91% (UA 88%)
Hybrid Work Week	43% (UA 44%)	79% (UA 80%)
Core Business Hours	14% (UA 13%)	67% (UA 72%)
Summer Remote Periods	0% (UA 3%)	66% (UA 72%)
Compressed Work Week (Year-round)	7% (UA 4%)	64% (UA 71%)
Compressed Work Week (Summer-only)	0% (UA 1%)	59% (UA 68%)
Fully Remote Work	28% (UA 26%)	71% (UA 69%)

95% of Cooperative Extension staff reported having at least one type of flexible work arrangement in place (UA 82%)  
 5% of Cooperative Extension staff reported not having any flexible work arrangement in place (UA 17%)  
 0% did not respond to this question (UA <1%)

# SURVEY RESULTS: COOPERATIVE EXTENSION SUPERVISORS

Cooperative Extension supervisors who offer each of the following flexible work arrangements, observed these benefits.

BENEFITS	Hybrid Work Week	Compressed Work Week (Year-round)	Flexible Schedule	Fully Remote Work	Core Business Hours
<b>N</b>	<b>26</b>	<b>5</b>	<b>29</b>	<b>8</b>	<b>10</b>
Increased Employee Productivity	62 %	80 %	72 %	100 %	70 %
Increased Employee Engagement	50 %	40 %	66 %	75 %	80 %
Increased Employee Morale/Job Satisfaction	88 %	80 %	90 %	100 %	40 %
Increased Employee Wellbeing	81 %	80 %	83 %	100 %	40 %
Increased Employee Recruitment	46 %	40 %	45 %	88 %	30 %
Increased Employee Retention	69 %	80 %	66 %	100 %	40 %
Cost Savings	19 %	40 %	17 %	25 %	0 %
No benefits	4 %	0 %	0 %	0 %	0 %

# SURVEY RESULTS: COOPERATIVE EXTENSION SUPERVISORS

Cooperative Extension supervisors who offer each of the following flexible work arrangements, observed these challenges.

CHALLENGES	Hybrid Work Week	Compressed Work Week (Year-round)	Flexible Schedule	Fully Remote Work	Core Business Hours
<b>N</b>	<b>26</b>	<b>5</b>	<b>29</b>	<b>8</b>	<b>10</b>
Decreased Employee Productivity	15 %	0 %	14 %	13 %	0 %
Decreased Employee Engagement	31 %	0 %	28 %	25 %	0 %
Decreased Employee Morale/Job Satisfaction	0 %	0 %	7 %	0 %	0 %
Decreased Employee Wellbeing	0 %	0 %	3 %	0 %	0 %
Hindered Employee Recruitment	0 %	0 %	0 %	0 %	10 %
Decreased Employee Retention	4 %	0 %	0 %	0 %	0 %
Unanticipated Expenses	8 %	0 %	3 %	0 %	10 %
<b>No challenges</b>	<b>35 %</b>	<b>100 %</b>	<b>41 %</b>	<b>50 %</b>	<b>60 %</b>

# SURVEY RESULTS: COOPERATIVE EXTENSION SUPERVISORS

Cooperative Extension supervisors who do NOT offer each of the following flexible work arrangements, cited these concerns.

CONCERNS	Hybrid Work Week	Compressed Work Week (Year-round)	Compressed Work Week (Summer)	Flexible Schedule	Fully Remote Work	Core Business Hours	Summer Remote Period(s)
<b>N</b>	<b>5</b>	<b>15</b>	<b>24</b>	<b>5</b>	<b>28</b>	<b>23</b>	<b>25</b>
Decreased Employee Productivity	20 %	27 %	33 %	40 %	43 %	22 %	28 %
Decreased Employee Engagement	40 %	33 %	21 %	40 %	54 %	22 %	32 %
Decreased employee collaboration	40 %	47 %	17 %	40 %	61 %	22 %	32 %
Decreased availability to students	0 %	7 %	4 %	40 %	14 %	13 %	8 %
Decreased availability to faculty	20 %	13 %	8 %	20 %	29 %	0 %	12 %
Decreased availability to staff	20 %	13 %	21 %	20 %	39 %	4 %	20 %
Increased expenses	0 %	0 %	0 %	0 %	4 %	4 %	0 %

# SURVEY RESULTS: COOPERATIVE EXTENSION SUPERVISORS



**85%**

Of supervisor respondents stated that their employees are **somewhat satisfied or very satisfied** with the flexible arrangements currently offered to them while **8%** are **somewhat dissatisfied or very dissatisfied**.



**36%**

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



**23%**

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



# NEXT STEPS FOR CONSIDERATION

- Discuss flexible work options with your leadership team and staff
- Evaluate positions/job duties to determine to what extent “traditional” work hours and locations are required to achieve your college’s mission and goals
- Contact your HR Partner for any questions you may have about implementing flexible work, including supporting employee engagement and collaboration
- Reflect on how various identities may impact views of flexible work
- Consider the impact a lack of flexibility may have on the retention of particular staff populations (e.g. women, younger staff)
- Pilot flexible work options (e.g. commit to a 6-week trial period)



# APPENDICES



# THE EVOLVING WORKPLACE

## *National Workplace Trends*

- [Boston Consulting Group](#) surveyed more than 12,000 employees and 75% of respondents reported being able to maintain or improve productivity with a shift to flexible work.
- [Gallup research](#) shows that the highest level of employee engagement comes with a hybrid schedule of partial remote work.
- [Harvard Business Review](#) found that 60% of employees surveyed reported that flexibility is more important to them than salary or other benefits.
- [Pew Research Center](#) found that in 2021, for 45% of employees, not having enough flexibility was a major or minor reason they left their jobs.



# THE EVOLVING WORKPLACE

## *UArizona Workplace Trends*

- UArizona job applications are down by 50% compared to pre-pandemic applicant pools.
- Applicants are frequently inquiring about flexible work options during the recruitment/interview process.
- Parents continue to experience childcare barriers for which flexibility is needed, such as lack of early and after care due to teacher shortages and challenging transportation issues due to bus driver shortages.
- Employees appear to be experiencing high levels of late-pandemic burnout, for which flexibility can be helpful.
- Many other PAC-12 peers are embracing flexible work (Colorado, Utah, Oregon), putting pressure on our recruitment and retention strategies

# FLEXIBLE WORK OPTIONS

## HYBRID WORK WEEK

An employee completes some, but not all, of their scheduled hours from home or another off-site location.

Flexible Space

## SUMMER REMOTE PERIODS

Refers to 1-4 weeks during the summer when an employee completes all work from home or another off-site location.

Flexible Space

## FULLY REMOTE WORK

An employee completes all of their scheduled hours from home or another off-site location.

Flexible Space

## FLEXIBLE SCHEDULE

An employee is allowed variations in start and end times, but does not change the total number of hours worked in a work week.

Flexible Schedule

## COMPRESSED WORK WEEK

An employee completes their scheduled hours each week in less than five full work days (e.g. 4/10s, 9/80s, or four 9-hour days with one half day).

Flexible Schedule

## CORE BUSINESS HOURS

Refers to set times (e.g. 10am-3pm) when all employees within an area, unit, or team must be working. Time outside of core business hours are flexible.

Flexible Schedule



# FLEXIBLE WORK FAQs

## **Can hourly employees work a 9/80 schedule?**

No. If you have non-exempt (hourly) employees, the 9/80 schedule will not be an option for them due to payroll regulations. Please consult with your Sr. HR. Partner for guidance.

## **Can out-of-state employees work compressed work weeks?**

Maybe. Regulations may exist that complicate compressed work weeks for out-of-state employees who are non-exempt (hourly). Please consult with your Sr. HR. Partner for guidance.

## **Is an out-of-state work arrangement one of the types of flexible work that can be offered?**

Out-of-state work is not within the scope of the flexible work arrangements. To account for the complexities and costs of complying with state and local laws and tax requirements, and to ensure we remain committed to our Arizona community and land-grant mission, requests for out-of-state work arrangements require leadership review and approval and must meet specific institutional guidelines.

Please [view the Out-of-State Domestic Work Arrangement Guidelines for Supervisors page](#) for more information.