

# FLEXIBLE WORK & SCHEDULING

Benefits to Employers	Benefits to Children	Benefits to Employees/Parents
Increases productivity	Improves physical and social emotional health, through parental stress reduction	Improves health
Reduces real estate and overhead costs	Reduces obesity	Increases happiness and job satisfaction
Improves the bottom line	Increased time with parents	Reduces stress and improves overall healthy behaviors
Improves recruitment	Improves education, through increased parental engagement	Supports work life balance
Increases retention, reducing turnover costs	Supports child development	Saves employees' time
Reduces employee absenteeism	Leads to better child development outcomes because of more stability for childcare arrangements, which improves cognitive and behavioral outcomes and language development	Increases job satisfaction
Improves relationships with co-workers		Reduces reports of physical and mental fatigue
Increases morale, loyalty, commitment		Provides more time to meet family needs
Increases overall job satisfaction		Offers large benefits for disabled or temporarily disabled workers
		Allows employees to plan for childcare, transportation, and budgets
		Reduces commuting time and pressures
		Reduces financial burden of childcare expenses

85% of businesses confirm that productivity has increased in their business because of greater flexibility. (International Workplace Group, 2019)

## Flex Time/Compressed Work Schedule

A flexible work schedule allows employees to choose when they work, as long as they put in their hours every week. A compressed work schedule allows employees to work a traditional 35–40-hour work week in less than five workdays. For example, a full-time employee could work four 10-hour days instead of five 8-hour days.

### Sample Policy

Flextime is an arrangement that allows employees to alter the start and end times of their workday around the normal business hours of 8:00am to 5:00pm, Monday through Friday. Flextime does not reduce the total number of hours expected to be worked by an employee, but rather gives the employee more flexibility day-to-day to meet other life demands. The EMPLOYER believes that flexing work hours can increase staff motivation and promote a healthy work-life balance, thereby reducing employee stress and improving performance and productivity. All flextime must be approved by an employee's supervisor in writing. Flextime requests will be denied if there is not appropriate coverage or if the flextime will adversely affect the EMPLOYER. Further, hourly employees are not eligible for flextime if it results in more than 40 hours worked in a week or 12 hours worked in a day.

You must work, at a minimum, an average of your allotted hours of scheduled work each week. A flextime schedule must have no adverse impact on work quality or quantity and should not negatively affect the workload or productivity of coworkers either by shifting burdens or creating delays and additional steps in the workflow.

Flextime must be earned in advance of taking it and must be used within the same week earned. Further, an employee must ensure coverage before they can make a flextime request to their supervisor.

Flextime shall be initiated on a trial basis and may be discontinued at any time. EMPLOYER reserves the right to immediately suspend the arrangement in the event of unanticipated circumstances regarding employee performance or operational needs. If an employee is abusing the flextime policy, it could result in a negative performance review or complete termination of flextime for the EMPLOYEE.

## Work from Home/Telecommute

Telecommuting allows employees to work from home or some other remote site some or all of the time.

### Sample Policy

Working at home is not an employee right or benefit and may be discontinued by EMPLOYER for any business reason, at any time. Employees will be permitted to work at home at the discretion of their supervisor.

To be eligible to work at home, employees must, among other things: have portable job duties, have a safe work site and equipment (telephone, internet, supplies, etc.) suitable for working at home and be able to work independently and productively.

Some positions, responsibilities and projects are more suitable for working from home than others and may be appropriate to maintain business continuity in the event of inclement weather or as part of a flexible work arrangement. Also, responsibilities that do not require face-to-face interaction, require minimal supervision, involve the extensive use of computers and/or telephones, and have clearly defined and easily measurable tasks are more appropriate for a work at home arrangement. Department managers must examine the distinct activities, functions, and tasks to determine whether a work at home arrangement is appropriate.

During these work at home arrangements the employee will document all time worked and account for hours not worked with the appropriate leave designation (vacation, sick, comp time, leave without pay, etc.) and, if eligible for overtime, must receive supervisor authorization prior to working overtime.

Employees shall be entitled to an uninterrupted and duty-free meal period of at least a 30-minute duration when the shift exceeds five consecutive hours of work, and 10-minute rest periods per the following:

Work Hours	Rest Periods
2 or fewer	0
Over 2, and up to 6	1
Over 6, and up to 10	2
Over 10, and up to 14	3
Over 14, and up to 18	4
Over 18, and up to 22	5
Over 22	6

The employee is responsible for operating costs, home maintenance and any other cost associated with the use of the home as an alternate work location. In the event of equipment failure or malfunction, the employee will immediately notify the supervisor. In the event of delay in repair or replacement, or any other circumstance which makes work from the home location impractical, the employee understands that the supervisor may require the employee to report to the regular work site or document the time with the appropriate leave designation (vacation, comp time, leave without pay, etc.)

All EMPLOYER information with regards to security and records management and retention policies that apply at the regular EMPLOYER worksite also apply when the employee works from home.

EMPLOYER is not liable for injuries to third persons, including family members, at the home worksite. Further, EMPLOYER is not liable for damages to the employee's personal or real property.

The employee is covered by workers compensation during the performance of official EMPLOYER business at the home worksite during work hours. The employee must report work-related injuries immediately to the supervisor and will comply with all reporting requirements established for the purpose of reporting such claims.

# Hybrid Telecommuting/Flex Time Sample Policy

## Scope and eligibility

- Only employees who meet or exceed performance standards are eligible for telecommuting/flex time.
- Only employees who have completed their introductory period are eligible.

## Telecommuting:

*Eligibility: only employees who have verifiable work to complete from home are eligible for work from home.*

- Each month, each eligible employee will be given 16 hours/month for telecommuting.
- These hours may not be rolled over to another month. These hours may be broken up and used in no less than 1-hour intervals for a given month.
- Employees must send a request via email to their supervisor requesting the option to telecommute to ensure proper coverage and support for meeting or teaming activities. Ideally, the request is made and scheduled at least 2 weeks in advance. However, we ask that you put the request in as soon as you know telecommuting is a possible need.
- Telecommuting work arrangements are not guaranteed, and the supervisor may decline the request for any reason.
- Telecommuting work arrangements must follow electronic security and data policies, as well as all other policies.
- Supervisor will specify when employees are expected to be present in the office, how they are to be available during their offsite work time and how they are to communicate their specific availability, if the telecommuting work arrangement is approved.
- Telecommuting should occur in 4-hour increments, but if needed, hours may be broken up and used in no less than 1-hour intervals for a given month with a limit of three telecommuting occurrences per month. Example: two 8-hour blocks (reached 16-hour limit) or three 1-hour block occurrences.

## Flex time:

*Eligibility: Flex time is open to all employees pending proper office and work activity coverage (i.e., no temporary worker supervision required that day, duties, and deadlines covered).*

- Twice a month, an employee may have a week in which they flex and work four 10-hour days and have one day off.
- If not utilized, flex day option does not accumulate or roll over to another month or cycle.

## Supervisor/Manager responsibilities

- The supervisor will review the request through the following criteria:
  - Needs of the office
  - Staff eligibility and understanding of the requirements and expectations
  - Workload and scheduling needs
- Supervisor will communicate in writing whether the telecommuting/flex time is approved.
- Supervisor will discuss the telecommuting/flex time arrangement during 1:1's once/month with the employee to make sure expectations are maintained. At any point, a conversation can and should happen if the employee is not meeting expectations.
- Assure operations are effective and efficient.
- Assure performance standards are reviewed and communicated regularly.

## Employee responsibilities

- When working from home, employee must clock in and out per EMPLOYER app/tech.
- Request telecommuting work arrangements at least 2 weeks in advance (or more when possible, to support scheduling).
- Understand and adapt to colleagues' various work schedules and locations.
- Maintain safe computing procedures including following all required policy and best practices for security.
- Come into the office when the supervisor requests it.
- Maintain performance standards.
- Be online and available for any calls or emails that need your attention. Complete all work as you would as if you were at the office.
- Put telecommuting and flex days on your calendar.
- Drive time is on your own time

This policy has been created to ensure equity and fairness throughout the organization and it is required that employees abide by the parameters in the policy. If an employee does not request to use the available allotted remote hours during an eligible month

there is no rollover of hours, and they are not entitled to these hours in a future month. While telecommuting, it is expected that the employee's workday hours remain the same as when in the office, within 1-2 hours on either end if pre-arranged with supervisor. This is to support other employees in case they need to reach you. If alternative arrangements can be worked out with your supervisor and team, that is allowed. Where meetings are scheduled when employee wishes to work remotely; employee is expected to contact meeting organizer and request remote attendance.

It is up to the employee who is requesting remote attendance to set up the technology/structure to call in, etc. If organizer requests in-person attendance, employee is expected to respond professionally and join in-person. If a meeting is scheduled during a flex day, the employee is expected to proactively alert organizer of the conflict and work with them to make alternate arrangements, ensure coverage, or reschedule the flex day. The supervisor should also check the calendar of those who need to be in attendance of the meeting for who is flexing, telecommuting, etc. to accommodate scheduling the meeting. There may be events and meetings that aren't moveable and are mandatory or critical. Further, there will often be important and necessary meetings that may be scheduled last minute for various reasons. This will be worked out on a case-by-case basis and up to supervisor discretion. Note: \_\_\_\_\_ are mandatory and must be attended in person.

Employees should work closely with their supervisors to plan properly and proactively to use this benefit (i.e., minimizing meeting disruption or creating a backlog for others). To support team planning, employees are expected to reflect remote and/or flex plans in their calendar and work with their supervisor.

If the employee is not meeting expectations of this policy or of their job, the supervisor may revoke this benefit. This policy may be adjusted at any time to support EMPLOYER needs.

## Job Share/Part-Time Work

In a job share, two or more employees share a single position, each working a fraction of the necessary time. Job sharing allows employees to hold a position and still have time to spend with children or take care of other family responsibilities. A full-time employee might be allowed to shift to part-time (temporarily or permanently)—either as part of a job share, or simply as a reduction in working hours—and continue in the same position.

### Sample Policy

#### Employee Requests

The policy of EMPLOYER is to allow employees to job share or work part-time where operationally feasible, and subject to the approval of your supervisor. EMPLOYER recognizes that job sharing, and other part-time work arrangements permit employees to better balance their work and personal lives. Employees may wish to reduce their work hours to:

- Devote more time to family responsibilities
- Pursue community work, hobbies, or further education
- Deal with health problems, stress, burn-out, or aging.

Job sharing or part-time work requests will not be granted for any purpose which could lead to or be perceived as a conflict of interest with the employee's position of employment. Job sharing and part-time work may be a permanent arrangement, or for a specifically agreed upon time. There are no restrictions with respect to employee type, classification, or supervisory responsibilities.

#### Management Requests

Managers may elect to allocate vacant positions specifically for job sharing or alternative work arrangements. These arrangements can assist work units in meeting operational requirements by addressing workload or extended hours for public service requirements. Managers will not change the status of an employee without the agreement of the affected employee. The number of jobs shared, or part-time positions approved per unit is at the discretion of the head of the department.

#### Job Share Proposal

Your proposal should outline the operational feasibility of your request and indicate how you intend to share your job. A suggested outline is as follows.

- Begin with your statement of purpose, e.g., this proposal is a request to share the position of (position title) currently held by (your name) on a permanent basis.

- Using your position description as the basis, indicate how your job duties should be shared and why. If you or your partner should have overall responsibility for a particular project or section of work, state this. If you supervise staff, how would you divide or share this responsibility?
- Outline a proposed time schedule, indicating where any overlap would occur. Indicate what alternatives you would be willing to consider. Do you want to be able to switch time with your partner? Indicate whether you would be willing to cover for vacation, sick leave, etc.
- Indicate how communications with your partner will be handled, as well as with others that your position interacts with, such as clients, your supervisor, and other staff. Indicate what communication mechanisms could be used to overcome problems. How would staff meetings be handled? What requirement is there for both partners to attend other meetings or training? How would unfinished work be handed over to your partner? How would crisis calls be handled?
- Indicate what extra space or equipment may be required for a partner, or what other arrangements could be considered.
- List any advantages that may benefit the organization from your job sharing, such as coverage for vacations and illness, lunch hour coverage, or better coverage for peak periods. Is there any other way that two employees may be better than one? After listing the advantages, briefly list any potential disadvantages and how they could be lessened or avoided.
- If you have identified potential partners, indicate this in your proposal. In any event, indicate what experience and skills should be sought for your partner, and how these skills would complement yours.
- It may be helpful to list other examples of job sharing in your field, and how specific concerns were addressed.
- Indicate a preferred implementation date.

Present the proposal for discussion with your supervisor and negotiate any areas of disagreement. Where your supervisor has significant concerns regarding the operational impact of a job share, a trial may be considered.

### **Recruitment**

Your supervisor, in conjunction with human resources, will determine the most appropriate recruitment method for obtaining your partner. Your supervisor may request your participation on the selection board, to ensure congruence of work habits, etc. Each employee's classification, salary, and benefits are determined separately.

### **Terms and Conditions**

Once the terms and conditions relating to the job share or part-time work arrangement have been negotiated and agreed upon by the manager and employee(s), your manager will provide you with written confirmation of the agreed-upon terms, either through a memo, letter of offer or a separate agreement.

### **Termination of Arrangements**

When you accept a job share on a permanent basis, you relinquish all rights to your former full-time position. Should you wish to revert to full-time, and the other portion of the position is not vacant, or management wants to continue the job share arrangement, you would have to compete through the regular process for a full-time position. If you entered a job share or part-time arrangement on a trial or time-bound basis at the outset, then you would retain the right to return to full-time status at the end of the agreed-upon time. Upon termination of one of the parties, depending upon the arrangements made, the job share agreement may be terminated. Management will evaluate at that time if the job share arrangement can be continued with a new partner or if the position will revert to full-time. If it is not operationally feasible to continue the arrangement, then the remaining partner will either convert to full-time or be required to obtain an alternative position. Managers may also terminate job share or part-time work arrangements for bona-fide operational reasons.

### **Impact on Benefits**

Job share employees are entitled to the same benefits as other part-time employees. Refer to the most recent applicable benefits with Human Resources.

69% of women with advanced degrees or high-honors undergraduate degrees that left work would not have done so had their workplace offered more flexible arrangements. (Krentz, Garcia-Alonso, & Hoteit, 2019)

# Predictable Scheduling

Predictable scheduling involves ensuring that employees have some control over their scheduled work hours, not changing work schedules without employees' consent, and/or giving employees advanced warning about changes to their work schedules.

## Sample Policy

Scheduling must take an individual approach, allowing for both the consistency and flexibility that are important to each of our employees. In the event of unforeseen or emergency circumstances, employee may be subject to a change in their work schedule.

Our established scheduling principles include:

- All employees are asked to provide their availability and preferred schedules when they are hired.
- All employees are provided a good faith estimate of the hours they will receive.
- We do our best to provide stability and consistency in schedules.
- Schedules are posted at least x days in advance, posting current week plus x weeks.
- We do not, nor have we ever, had on-call scheduling.
- Managers are required to schedule employees with at least eight hours between closing and opening shifts.
- We have a dedicated support team for partners to ask questions or share concerns about scheduling and other policies.