

## Flexible Work Arrangement Guide

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## **SECTION 1 - PROGRAMS**

***The goals for this guide are to provide:***

- 1) A resource tool and overview of Flexible Work Arrangements
- 2) Benefits and challenges of a Flexible Work Arrangement
- 3) Things to consider before implementing a Flexible Work Arrangement (personal needs, preferences, strengths, work volume and work environment)
- 4) Options for overcoming challenges and guidelines for encouraging success

### ***Current Offerings***

Drexel currently offers the following programs to help Faculty and Professional Staff Members have productive, constructive and enjoyable work lives:

#### **1. Health Promotion**

- Employee Assistance Program (Health Advocate: 1-888-695-8622) - free, confidential counseling services for Faculty, Professional Staff Members and their immediate family members
- A Healthier U
  - Annual Health and Wellness Fair
  - Wellness Credit to promote healthy lifestyles
  - Annual Employee Olympics
  - Health promotion programs: e.g., flu shots, health screenings,
- Annual Blood Drive (sponsored by Athletics and Student Life)
- Charity Walks and Runs (Autism Walk, AIDS Walk, Turkey Trot, etc.)
- Open Enrollment Fairs

#### **2. Annual Appreciation and Recognition Programs**

- Employee Appreciation Fest
- Service Recognition Luncheon
- President's Awards Program

## SECTION 2 – FLEXIBLE WORK ARRANGEMENTS

Flexible Work Arrangements offer creative approaches for completing work while promoting balance between work and personal commitments. These approaches can involve use of non-traditional work hours, locations, and/or job structures. Focus is on achieved outcomes based on the Professional Staff Member's achievement of results and use of competencies critical to achieving those results. Except in the case of conversion from a full-time to a less-than-full time schedule, such as for a part-time assignment or Job Share, the total numbers of hours worked and expected productivity remain the same.

### 1. *Typical Flexible Work Arrangements include:*

- **Compressed Work Schedule:** A traditional 40 hour work week is condensed into fewer than ten days of work over a two-week period. Because of the overtime provisions of the Fair Labor Standards Act, Professional Staff Members should not work for more than forty (40) hours of work in a workweek. Because California overtime laws state that Non-exempt Professional Staff Members are entitled to receive overtime pay for all hours worked over eight (8) in a day; a Compressed Work Schedule would be difficult to administer because of the additional salary cost.
- **Flex Schedule:** The most requested, easiest to manage and most affordable Flexible Work Arrangement, Flex Schedule offers flexibility in arrival, departure and/or lunch times, typically with a designated core-time mid-day during which all Professional Staff Members are present.
- **Job Share:** Allows two Professional Staff Members to share the responsibilities of one full-time position, with a prorated salary and benefits based on the percentage of job split. Each Professional Staff Member shares a specific proportion of a full-time position (e.g., 50/50). Creative and innovative schedules can be designed to meet the needs of the Professional Staff Members and their respective office.
- **Telework:** This arrangement allows for a portion of the job to be performed off-site, on a regular, recurring basis. The majority of work time is spent at the office and the off-site work typically is done at home. It may be the most complicated Flexible Work Arrangement to arrange since it generally requires electronic equipment and technological support.

### 2. *Why are Flexible Work Arrangements important?*

Flexible Work Arrangements are a response to significant changes at work and home during the past few decades. Examples of these changes include:

- Women with young children are the fastest growing segment of the work force.

- Men are becoming more involved in family and home care responsibilities.
- Eighty-five percent (85%) of all workers have some family care responsibilities.
- An aging society - twenty-five percent (25%) of all workers have elder care responsibilities.
- More focus is being placed on balancing work and personal needs and responsibilities.
- Enhanced telecommunications and technology support virtual work.
- FWAs allow for increased customer demand for extended business hours.

Flexible Work Arrangements respond to these changes by supporting efforts to manage the demands of work, personal commitments and individual needs, even within educational and research environments.

### **3. *How do we know Flexible Work Arrangements work?***

National surveys show that workers seek flexibility as the key response to the competing demands of work and personal responsibilities. A recent study found that the number one work factor correlating with workforce commitment and engagement was management's recognition of the importance of personal and family life and support for these obligations. Flexible Work Arrangements provide the support and flexibility workers demand.

Benefits of formal flexible work programs have been reported as:

#### **To the Organization:**

- Reduced tardiness and absenteeism
- Reduced turnover
- Reduced space requirements
- Potential for increased productivity through:
  - improved morale and job satisfaction
  - Greater commitment
  - work organized to respond to individual work styles (ex: early versus late energy)
  - expanded coverage
  - reduced work and/or parking space demands/costs
  - enhanced reputation as an employer of choice

**For the Professional Staff Member:**

- Uninterrupted time for creative, repetitive, or highly detailed work
- Reduced commuting costs and wear and tear
- Reduced stress
- Ability to work in alignment with personal work rhythms/styles
- Improved morale
- Increased quality of work life/balance

**4. *What does a Flexible Work Arrangement look like?***

There have been many journal and newspaper articles written on Flexible Work Arrangements, how they look and how they work. According to a survey of Drexel's HR Advisory Committee, there are already varied Flexible Work Arrangements in place at Drexel. There are individuals informally working flexibly now and many committee members knew of colleagues with flexible working arrangements. Demographically, 51% of the committee members have either pre-school age or school age children, 26% have elder care responsibilities, and 23% are participating in long-term training - some of the drivers for interest in Flexible Work Arrangements.

**Examples of Flexible Work Arrangements committee members expressed interest in:**

- Early or late arrival or departure schedules ( to address dependent care issues)
- Four day (compressed) workweeks (to offset long and arduous commutes, to manage a child care arrangement, etc.)
- Teleworking, either regularly or occasionally (to concentrate on special assignments)
- Some jobs with late night and weekend demands included occasional time away from the job during the week as a compensation for long hours (reserved for exempt professional staff only)
- Full range of Flexible Work Arrangements to support Professional Staff Member needs, encourage productivity and expand service hours and availability

**5. *How do we promote successful outcomes?***

The University is a decentralized workplace with diverse work environments. No one Flexible Work arrangement can apply and no practice can be appropriate for all situations. Many Drexel environments can utilize at least one Flexible Work Arrangement successfully if the job, person, environment, and work situation are appropriate for the arrangement and the recommended protocols are followed. These

protocols are gleaned from best practices in corporate and academic environments where Flexible Work Arrangements have been in operation for some time.

### **Section 3 – GENERAL GUIDELINES**

#### **1. Definitions**

Compressed Work Schedule is defined as an alternate work schedule completed in fewer than five (5) full workdays per week.

Core Business Hours is defined as the fixed block of time during which all Professional Staff Members are expected to be at work. Drexel's Core Business Hours are 10am to 3pm.

Department Head is defined as the highest ranking administrator in a department, center or college/school within the University (e.g., Senior Vice President, Dean, Director or department chair).

Drexel Business Hours is defined as the time of day during which business is transacted on behalf of the University. Drexel's Business Hours are 8am to 5pm.

Exempt Professional Staff Member is defined under the Fair Labor Standards Act (FLSA) as a Professional Staff Member holding a *bona fide* executive, administrative or professional position that is not subject to the overtime provisions of the Act. Exempt Professional Staff Members are considered salaried and cannot be docked for anything less than a full day's work.

Fair Labor Standards Act (FLSA) prescribes standards for the basic minimum wage and overtime pay. It requires employers to pay covered Professional Staff Members who are not otherwise exempt at least the federal minimum wage and overtime pay of one-and-one-half-times the regular rate of pay.

Flex Schedule is defined as an alternate work arrangement outside of the standard 8am to 5pm Workday.

Flexible Work Arrangement is defined as a non-traditional work arrangement with varied start and stop times or locations; and can include 1) Compressed Work Schedule, 2) Flex Schedule, 3) Job Share, or 4) Telework. Except in a Job Share situation, the total numbers of hours worked during a pay period and productivity expected remains the same.

Flexible Work Arrangement Agreement is a written agreement between the Professional Staff Member and the immediate supervisor that details the terms and conditions of the Professional Staff Member's Flexible Work Arrangement.

Full-time Professional Staff Member is a Professional Staff Member who is regularly scheduled to work 40 hours per week.

Hours of Work is defined as a Workday or Workweek during which a Professional Staff Member is engaged in any type of work-related activity that is pursued primarily on behalf of the University, whether or not controlled or required by management.

Job Share is defined as a work arrangement where two Professional Staff Members share the responsibilities of one full-time position, in which each Professional Staff Member works part-time and shares a specific proportion of a full-time position.

Non-exempt Professional Staff Member is defined under the Fair Labor Standards Act (FLSA) as a Professional Staff Member holding a position that is subject to the provisions of the Act.

Overtime is defined as all hours worked in excess of forty (40) in a seven day Workweek for Non-exempt Professional Staff Members. The Non-exempt Professional Staff Member must be paid at a rate of one and one-half times the regular rate of pay for all hours worked above 40. Non-exempt Professional Staff Members who work in California must be paid at a rate of one and one-half times the regular rate of pay for all hours worked above eight (8) in a single day.

Part-time Professional Staff Member is a Professional Staff Member who is regularly scheduled to work at least 20 but fewer than 40 hours per week.

Pay Period is defined as the bi-weekly period for which the work of a Non-exempt Professional Staff Member is compensated and the monthly period for which the work of an Exempt Professional Staff Member is compensated.

Professional Staff Member is defined as an individual employed in any non-faculty category by Drexel University, including an individual who is deemed to be either exempt or non-exempt under the provisions of the FLSA and/or applicable state law.

Telework is defined as a work arrangement where the Professional Staff Member performs a portion of their job off-site (typically in a home office), on a regular, recurring basis.

Workday is defined as the 24-hour period that commences at 12:00 a.m. and concludes at 11:59 p.m.

Workweek is defined as the 168-hour period, encompassing seven (7) consecutive 24-hour periods, that commences on Saturday at 12:00 a.m. and concludes at 11:59 p.m. the following Friday.

**2. *Before implementing a Flexible Work Arrangement, the Professional Staff Member and immediate supervisor should:***

- Review guidelines for success and utilize all that are applicable.
- Discuss possible concerns regarding Flexible Work Arrangements in advance to avoid confusion and misunderstanding, and so that conflicts or problems can be identified and resolved. This may be accomplished through group discussion, with supervisor facilitation.
- Review department Flexible Work Arrangements collectively to assure that adequate coverage is planned for phones and internal and external customer service.

**3. *Professional Staff Members should be advised that:***

- The same standards of performance and attendance apply to both Flexible Work Arrangements.
- There may be times when the Professional Staff Member will need to work traditional hours, (i.e. to attend a meeting or training).
- The immediate supervisor may need to cancel a Flexible Arrangement or switch to a different mutually agreed-upon arrangement in order to meet business needs.

These details should be covered in the Flexible Work Arrangement Agreement.

**4. *Guidelines for Success:***

1. The arrangement must support Drexel's and the department or college's goals, including cost effectiveness and customer service.
2. The required job duties must be appropriate for the Flexible Work Arrangement; and equipment, systems and materials must be available during non-traditional hours or outside of the workplace.
3. The immediate supervisor must approve each arrangement and be prepared to manage the work under the conditions of the arrangement. *Note: Grievance and Complaint Resolutions do not apply to decisions regarding Flexible Work Arrangements.*

4. The Professional Staff Member's work outcomes and performance history must support the demands of the Flexible Work Arrangement.
5. Special arrangements for communication and accountability must be established.
6. An effort should be made to maintain a collegial and collaborative work environment with shared hours and constructive interactions.
7. A written request must be made and agreement must developed for the Flexible Work Arrangement to document the understanding between all involved parties
8. A pilot time frame is often helpful for trying out a Flexible Work Arrangement prior to making a long term commitment by either party (immediate supervisor and Professional Staff Member).
9. The Professional Staff Member must be prepared to return to a traditional work schedule if the situation requires.

**5. *General Advantages to Flexible Work Arrangements:***

- **Enhanced recruitment and retention** – Flexible Work Arrangements are very popular and some individuals will seek positions that allow compressed work weeks, flex schedules, job share or telework to respond to their personal needs and preferences. Applicants may ask if an organization has a Flexible Work Arrangement program and use this as a factor in their decision about a job.
- **Reduced stress through the ability to better balance work and personal responsibilities** - Meeting demands through a minor work schedule adjustment can result in a much less stressful day.
- **Reduced absences and lateness** – Absenteeism and lateness are greatly reduced when Professional Staff Members use their flexible schedules rather than time off to manage personal life demands. For example, late arrival due to commuting problems or unexpected crises, like electrical outages or school closings, can be accommodated by later departures. Doctor appointments, errands and personal tasks can be managed without a loss of productivity. While Telework arrangements are not a substitute for child care, they can increase a Professional Staff Member's ability to manage these responsibilities. Working from home may make it easier to be close to a child care center. Additionally, these arrangements can offer work life balance by reducing commute time.

- **Improved coverage and scheduling** - Varied, individualized schedules can allow for expanded office hours to provide service during a greater number of hours each day. This can be particularly helpful in areas that interface with different time zones or in meeting the needs of individuals who cannot access the service during traditional hours. Extended hours may be implemented for limited time periods to accommodate special work cycle demands.
- **Increased productivity** - By scheduling work at a time that responds to personal work style, when and if work demands allow, Professional Staff Members can contribute their very best to the job. Additionally, extended access to equipment also can increase productivity.
- **Reduced turnover** - Professional Staff Members faced with a recurring, unresolvable conflict between work and a personal responsibility could be forced to resign the position. Flex Work Arrangements may offer a solution that enables the individual to solve the problem at hand. Tight labor markets and the estimated replacement cost of 100%-150% of a Professional Staff Member's salary makes it desirable to retain good human capital when possible.
- **Uninterrupted time for creative, repetitive, or highly detailed work** - Some tasks or projects are managed better in an environment away from busy office activity and frequent interruptions.
- **Greatly improved morale, commitment and productivity** - Telework arrangements may also respond to a Professional Staff Member's preferred work style and demonstrate a supervisor's support for personal preferences. Some Professional Staff Members are more productive in a work environment with fewer distractions.
- **Potential for more office space options** - In areas where office space costs are high, desk sharing can reduce the cost of office space. Professional Staff Members working in the office on different days can share office space, and a number of Professional Staff Members may be able to share a general open area.
- **Improved transportation and parking challenges** - A reduction in commuters can reduce traffic and air pollution.
- **Improved scheduling for peak workloads** - Compressed Work week shifts can be overlapped to relieve peak activity times during part of the day or part of the week.
- **Response to individual work preferences** - Professional Staff Members who like to work on projects with longer-uninterrupted time will do well with concentrated doses of work during fewer, longer work days. It also allows more personal time during the workweek without a reduction in full-time income and benefits.

- **Increased cross training** - If the work unit does not decrease the number of business days, coverage may be lighter. This often encourages cross training and increased job knowledge across more individuals.

#### **SECTION 4 – LEADERSHIP CONTRIBUTION**

**1. *Research has shown that flexible work programs are most successful when leaders exhibit the following:***

- Vocal support for the program.
- Model the new behaviors (e.g., leaving early one day after several days of extra hours for a special project, working at home to focus on a special task).
- A simple, well-communicated sign-off process. Agreements for Flexible Work Arrangements must have leadership sign-off confirming the supervisor's decision to accept a Flexible Work Arrangement proposal.

**2. *The Immediate Supervisor's Role:***

The immediate supervisor is responsible for maximizing resources and utilizing Professional Staff Member talents. They are best positioned to understand the demands of the work and individual capabilities. They must be comfortable with the request and prepared to manage the work under the conditions of the arrangement. The immediate supervisor can improve the chances of a successful Flexible Work Arrangement by:

- Focusing on the organizational benefits derived by supporting flexible work arrangements, including reduced absenteeism and turnover and increased productivity and commitment.
- Supporting the concept verbally and through personal modeling of balanced work practices.
- Making an effort to work through problems and/or obstacles that may arise.
- Communicating effectively defined tasks and expectations.
- Assuring that written documentation of the arrangement is in place with signatures by all involved parties, including the Department Head.
- Measuring performance by results rather than through direct observation.
- Applying management skills that apply to everyday issues, such as assuring resources are available for the tasks at hand, supporting professional development, managing performance issues, and offering clear concise communication of organizational goals and expectations and their relationship to the overall mission of the University.
- Providing regular feedback on performance.
- Reversing a plan if it is not serving the organization's needs.

### 3. ***Working Through Challenges:***

Before approving a flexible work arrangement option, supervisors should take time to think about the challenges that might concern them, or that they believe may arise, and options for working through these issues before they come up. The HR Partner is available for advice and problem solving assistance.

The absence of on-site supervision for home-based Professional Staff Members requires that immediate supervisors clarify and reiterate standards for accomplishing objectives at the beginning of each work-at-home arrangement. The immediate supervisors also must develop a plan to measure productivity and assure it is commensurate with that of other Professional Staff Members working at the office.

The decision to authorize Telework arrangements, either on an individual or a group basis, should be carefully considered in terms of coverage and communication. It is also a good idea to make final approval contingent upon a trial period, after which adjustments can be made to areas that are not functioning smoothly. In addition, the following tips should be considered in order to improve the likelihood of a successful arrangement:

#### ***Typical challenges include:***

- **Supervision** - When Professional Staff Members arrange to be in the workplace for more than eight hours in a day, the immediate supervisor may feel they must put in more hours to monitor them. The immediate supervisor is encouraged to think of themselves as a resource for their Professional Staff Member(s), rather than an overseer, and to delegate or rotate some of the oversight responsibilities. The immediate supervisor should attempt to delegate more responsibility or schedule work in such a way that the work can be done independently. Systems should be in place for obtaining guidance communicate through e-mail or telephone or through other Professional Staff Members identified for providing leadership in the immediate supervisor's absence. The immediate supervisor should be prepared to work on possible glitches in the start-up stages and be willing to attempt to work them through before abandoning the plan.
- **Availability** - There may be fewer Professional Staff Members in the workplace at the same time due to a shorter span of hours when everyone is working. Meeting times and interaction between Professional Staff Members need to take this into account and should be scheduled during Core Business Hours.
- **Coverage** - Thinner coverage may result in some work challenges. Turnaround time may need to be adjusted, or special tasks or projects may need to be distributed differently. This must be a consideration when reviewing requests for adjusted work schedules.

- **Overtime** - Non-exempt Professional Staff Members must receive prior authorization from their immediate supervisor before arranging for more than forty (40) hours of work in a workweek. California overtime law states that Non-exempt Professional Staff Members are entitled to receive overtime pay for all hours worked over eight (8) in a day; so Flexible Work Arrangements that allow more than eight hours in a day are not feasible for non-exempt Professional Staff Members who work in California.
- **Out of sight does not mean not at work** - One of the most difficult aspects of managing Professional Staff Members' work during non-traditional work hours is maintaining confidence in the Professional Staff Member's commitment to work and productivity even when they cannot be observed doing the work. It can be challenging to overcome the mindset that work is done more effectively during traditional work hours. Professional Staff Members with productive work histories typically will remain productive with a changed schedule, especially one requested to meet a personal need or preference.

#### **4. *Considering a Flexible Work Arrangement Request:***

When considering a Flexible Work Arrangement proposal, it is important to utilize the guidelines for success for reviewing, supporting and implementing these arrangements. To encourage high quality proposals, it may be helpful to coach the Professional Staff Members on how to think through all of the issues and implications of the arrangement they are seeking and convey information that can be applied to the situations that may arise.

The Flexible Work Arrangement Request form should be completed and reviewed by the immediate supervisor and Department Head. If approved, the request form is used to provide detailed information on how the Flexible Work Arrangement will operate and any restrictions or special accommodations. If denied, the form provides an explanation for the denial (e.g., organizational needs, performance issues). Assistance for developing the Agreement or to support the denial of a request for a Flexible Work Arrangement is available through the HR Partner.

#### ***Before starting:***

- Review guidelines for success and utilize all that are applicable.
- To avoid confusion and misunderstanding, discuss and communicate flexible schedules in advance so that conflicts or problems can be identified and resolved.

- Resolve possible conflicts in advance or as they arise. This may be accomplished through group discussion, with or without supervisor facilitation, or by supervisor oversight.
- Review schedules to assure that adequate coverage is planned for phones and internal and external customer service.

***Professional Staff Members should be advised that:***

- The same standards of performance and attendance apply as for traditional work schedules. There may be times when a Professional Staff Member will need to work traditionally (i.e. to attend a meeting or training seminar)
- Supervisors may need to cancel the flexible arrangement or switch to a different mutually agreed-upon arrangement in order to meet business needs.

**5. *Making it work***

Developing trust, encouraging Professional Staff Member responsibility and independence, and managing outcomes are important aspects of successful Flexible Work Arrangement program. Research has found that employees with Flexible Work Arrangements are more inclined to practice self-management, work productively and experience improved morale.

The decision to authorize any Flexible Work Arrangement, either on an individual or a group basis, should be carefully considered in terms of coverage and communication. It is also a good idea to make final approval contingent upon a trial period, after which adjustments can be made to areas that are not functioning smoothly.

**For the Supervisor**

- **Support the Professional Staff Member** - As with other flexible work arrangements, the supervisor's support is critical. Work scheduling and communication problems constitute the major reasons for the failure of Compressed Work schedules. Supervisor contribution to the design of the schedule can help resolve these issues in advance.
- **Consider coverage issues** - Without careful planning, coverage problems can emerge. Assess coverage needs and schedule overlapping teams or a mix of Compressed Work schedules with standard schedules. This can help ensure that sufficient personnel is on hand for critical functions.
- **Communicate** - Communication between teams or between supervisors and Professional Staff Members can be a problem. Formal communication plans can resolve this issue. Co-workers need to be kept informed of their colleagues' typical schedules. This calls for extra attention to communication for the first few weeks.

Co-workers need to be kept informed of their colleagues' typical schedules. This calls for extra attention to communication for the first few weeks. A weekly work schedule should be posted in a prominent visible place. If a Professional Staff Member's schedule changes often, communication about the changes needs to be constant and consistent. A weekly work schedule should be posted in a prominent and visible place.

- **Manage for results** - In order to effectively manage for results, criteria for success should be established at the beginning of the arrangement, as well as prioritization of which tasks are most critical and which can be deferred. By setting outcome goals, milestones and time lines, production can be measured and fears of lost productivity allayed.
- **Pilot Period** – The immediate supervisor must manage the Flexible Work Arrangement to assess the continued feasibility of the Flexible Work Arrangement. An initial thirty (30) day pilot is required. In addition the Flexible Work Arrangement should also be reviewed during the annual performance evaluation for continued feasibility.
- **Establish review periods** - Set intermediate reviews to determine progress on tasks. Intervals can be set based upon completion of certain tasks or on a recurring basis, such as once a week on a particular day.
- **Provide support and guidance to off-site Professional Staff Members** - Both the immediate supervisor and the Professional Staff Member are likely to feel less connected at the beginning of a Telework arrangement. The immediate supervisor can help this situation by making sure that there is regular communication throughout the Telework experience.

#### **For the Professional Staff Member:**

- **Beware of isolation** - Because most people tend to focus on the potential advantages of working at home, they are completely surprised by how isolated a Telework arrangement can feel. Nor have they anticipated how much willpower and self-discipline it takes to be productive when the temptations of home are just a few feet away. The immediate supervisor, too, may find the adjustment difficult; and might be uneasy when their Professional Staff Members are not in sight at all times, even if deadlines are met and productivity is maintained. Some Professional Staff Members feel uneasy being out of their immediate supervisor's line of sight for fear that it removes them from opportunities to stay on the fast track. Many people are reluctant to utilize Flexible Work Arrangements or continue with them if they feel that it will interfere with their career advancement opportunities.

- **Be Accessible** - Off-site Professional Staff Members should be accessible during specified periods or within a reasonable amount of time. Some Professional Staff Members use cell phones to facilitate this, others schedule specific communication times. The immediate supervisor needs to remember, however, that not even on-site Professional Staff Members are accessible at all times.
- **Accommodate changes in circumstances** - When jobs change either in their nature or in their interrelationship with the overall objectives of a department, aspects of the Flexible Work Arrangement may have to be adjusted or it may signal that it is time to return, at least temporarily, to a standard schedule.

## Section 5 – FLEXIBLE WORK ARRANGEMENTS: A More Detailed Look

### I COMPRESSED WORK SCHEDULE

A **Compressed Work Schedule** is arranged so that a traditional work schedule is condensed into fewer days, typically compressing 40 hours of work into less than five week days. Non-exempt Professional Staff Members will be paid their regular hourly rate for hours worked above their regular schedule up to 40 hours in a work week. The Fair Labor Standards Act requires Non-exempt Professional Staff Members to be paid time and a half for work over 40 hours in a work week. California overtime law states that Non-exempt Professional Staff Members are entitled to receive overtime pay for all hours worked over 8 hours in a day or 40 hours in a workweek; so a compressed work schedule for California Professional Staff Members is not feasible due to budget constraints.

#### 1. *What are some examples of a Compressed Work Schedule?*

- A non-exempt Professional Staff Member is interested in working four nine-hour days and one 4-hour day (e.g., half day on Friday) in order to leave early for the weekend.
- An exempt Professional Staff Member would like to work four 10-hour days (off on Friday) in order to attend an executive MBA program that runs Friday and Saturday.
- An exempt Professional Staff Member requests to work eight nine-hour days (72 hours), and one eight-hour day (80 hours total in nine days) and have every tenth day off in a two week period.

#### 2. *What are some specific advantages of Compressed Work Schedules?*

Compressed Work schedules have been promoted as a way to extend service hours, reduce shift turnover, or maximize an investment in expensive equipment or high-priced office space. Additionally, these arrangements have supported

time off during summer months in order to offer Professional Staff Members more week-end leisure time. More recently, these arrangements have been seen as a way to comply with corporate support for reduced traffic and pollution.

**3. *Is the arrangement right for the office/job?***

Before a Compressed Work Schedule can be implemented, the following must be considered:

- Can the job be done over four or four and one-half days rather than the traditional five day week and/or outside the range of traditional work week hours?
- Will the organization's overall mission be met with this adjustment?
- Is it necessary for all Professional Staff Members in a similar job or in a unit to work the exact same schedule?
- Will customers' needs be met?
- Is full-time Professional Staff Member interaction an important component of the work?
- Can Professional Staff Members cover for each other on days off?
- Will there be a common time for Professional Staff Member meetings?
- How will issues of accountability be addressed?
- Will the extended schedules create issues regarding supervision, including time of arrival and departure?
- Is the arrangement right for this particular individual?
  - Does the Professional Staff Member require supervision or access to a supervisor at all times?
  - Will it be necessary to monitor arrivals and departure times?

**II FLEX SCHEDULE**

A **Flex Schedule** is the most requested, easiest to manage and the most affordable Flexible Work Arrangement. A Flex Schedule offers flexibility in arrival, departure and/or lunch times and usually requires the Professional Staff Member to work during identified Core Business Hours (10 a.m. to 3 p.m.).

**1. *What are some examples of a Flex Schedule?***

- A Professional Staff Member works 8:30 am to 5:00 pm each day with a 30 minute break for lunch.
- A Professional Staff Member works 7:00 am to 4:00 pm each day with a one-hour break for lunch.
- A Professional Staff Member works 8:00 am to 6:00 pm each day with a two-hour break lunch.

- A Professional Staff Member works 10:00 am to 7:00 pm each day with a one-hour break for lunch.

In each example the Professional Staff Member worked a full eight hour day and was available during the Core Business Hours. An alternative to the above is that the start and stop times could vary from day to day, with prior approval.

**2. *What are some specific advantages to Flex Schedule?***

Flex Schedules have proven to enhance an organization's ability to attract and retain quality Professional Staff Members. It is popular with Professional Staff Members dealing with family responsibilities, as well as for Professional Staff Members with extensive commutes or professional development, community service and avocation responsibilities.

**3. *Is the arrangement right for the office/job?***

Before a Flex Schedule is implemented, the following should be considered:

- Can the job be done at hours outside the range of the traditional work week hours?
- Will customers' needs be met?
- Is the Professional Staff Member's face-to-face interaction an important component of the job duties?
- Does the Professional Staff Member require supervision or access to an immediate supervisor at all times?
- Will it be necessary to monitor arrivals and departures?

**III JOB SHARE**

**Job Share** allows two Professional Staff Members to share the responsibilities of one full-time position, typically with a prorated salary and benefits based on the number of hours each Professional Staff Member works.

A Job Share arrangement is different from a part-time position which has a workload that can be managed in less than 40 hours a week. Working in a Job Share position also differs from a part-time arrangement in the following ways:

- It requires a team approach to performing job responsibilities - potential sharers must be cooperative and have good communication skills.
- If partners are allowed to trade time, it can shift the responsibility for daily scheduling from the supervisor to the sharers.
- If partners have significantly different skills and experience it can provide cross training and lead to skills expansion.

- Job Sharers tend to monitor one another's work and reduce errors; this provides a built-in form of quality assurance and encourages self-supervision.

**1. What are some specific examples of a Job Share?**

Situations that may encourage a request for Job Sharing are:

- A Professional Staff Member left a position after several years in the job to start a family. After being home for two years, she is ready to return, but would prefer a part-time schedule. The individual who had taken over the position is pregnant and would like to return to a part-time position after maternity leave. Since they both know the job and were well-respected by the supervisor, they were an ideal match for a Job Share arrangement. They split the job, and they each work 24 hours a week.
- Two members of an organization have taken on demanding community service commitments. The first individual would prefer to reduce to a half time position working mornings. The other individual would like to reduce his hours and work afternoons. They discussed their goals and went to their supervisor to request a shared position. They each had experience with the work and would be able to take a hiatus from the community service obligations when the other is on vacation

Responsibilities and time can be split evenly or unevenly depending upon the demands of the job or the needs of the sharing team. Innovative schedules can be designed to meet the needs of the Job Sharers and the office. Some common variations include:

**Evenly Split days:** *Overlap of 30 minutes per day (for transition and communication)*

Worker 1: 9:00 a.m. - 1:15 p.m., M-F

Worker 2: 12:45 p.m. - 5:00 p.m., M-F

**Unevenly Split Alternating Days:** *Methods of communication outside of the work site must be established (to enable smooth transitions)*

Worker 1: 9:00 a.m. - 5:00 p.m., Monday, Wednesday, Friday

Worker 2: 9:00 a.m. - 5:00 p.m., Tuesday, Thursday

In addition to split time, other Job Share variations include split skills and split responsibilities.

**2. What are some specific advantages to Job Share?**

**Retaining quality people** - There are a growing number of instances where Professional Staff Members have requested a reduction in work hours but the requests must be denied because of lack of part-time opportunities at specific levels of responsibility. Job Share offers opportunities for expanded availability of part-time employment to all levels.

**Better coverage and continuity** - Job Share can be arranged so that sharers trade time, covering each other's absences and vacation time. This affords an unusual amount of coverage. In addition, Job Share can help reduce training time for a new Professional Staff Member if a replacement is hired for one of the positions. S/he can be trained by the remaining partner.

**More efficient scheduling** - Many jobs have peaks and valleys of activity or require extended service hours. Sharer's schedules can be designed to overlap when demand is heavy or provide a gap period which expands the work day and takes the work flow into account. This allows supervisors to improve service and to eliminate downtime periods.

**Increased productivity** - Increased productivity often is associated with part-time assignments (whether for traditional part-time jobs or Job Share arrangements) because time is used more efficiently and absenteeism is low.

**Broader range of skills and experience** - Some jobs require a broader range of skills than one full-time Professional Staff Member generally has. Pairing two people with complementary skills and experience is possible with Job Sharing.

**Expanded possibilities** - With Job Sharing, the Professional Staff Member gains a partner not only to share responsibilities, but also to share thoughts and ideas with. The possibilities for creative and innovative results are therefore expanded. In this case, two heads are definitely better than one.

### **3. *Is this arrangement right for the office/job?***

When a Professional Staff Member requests a Job Share, supervisors will need to consider the following issues:

- Can the job be logically split on a time, task, or customer basis?
- Can customer and peer contact be handled effectively if the job is shared?
- What skills and experience are needed for the job and is it possible to find two partners who can complement each other?
- Are the potential sharers willing and able to be flexible in terms of the demands of the job to ensure and enhance continuity?
- Do the Professional Staff Member's previous work records indicate that they will be able to handle their Job Share responsibilities?

- If the job is a supervisory position, can the sharers project their authority as a single unit?

#### **4. Creating a Job Share arrangement**

If a Professional Staff Member requests a Job Share arrangement, it is more effective if that individual identifies a Job Share partner. The supervisor can support this effort by consulting with their HR Partner.

**Structuring the position** - It is highly recommended that both Job Sharers be involved in structuring the Job Share from the very beginning. The first step is to analyze the job to be shared and the responsibilities of the job as well as the skills and experience required to do the job. Then, a decision must be made as to how best to split the job.

**Reviewing tasks** - Once the two job sharers have been identified, the following should be reviewed:

- Responsibilities of each partner
- Coverage for each other
- Communication with co-workers and customers
- Means of communication with each other on a daily basis, whether via phone, voice mail, written notes, etc.

**Individual consultation** - Supervisors should meet with each sharer individually to discuss performance expectations and the effect of Job Share on salary, benefits, performance appraisal, promotional opportunity, communication and notification requirements as well as the various circumstances under which the Job Sharing arrangement might end.

**Responsibility if one of the Job Sharers leaves** - The supervisor may require Job Sharers to commit to return to a full-time schedule or depart the job voluntarily if one of the Job Sharers is not working out from a performance standpoint, or decides to leave for other reasons. Individuals who voluntarily leave a Job Share situation will not be qualified for benefits under the Position Discontinuation and Severance Policy.

## **IV TELEWORK**

**Telework** allows for a portion of the job to be performed off-site, on a regular, recurring basis, usually at the worker's home. The majority of work time is spent at the office and the off-site work typically is done at home. It may be the most complicated Flexible Work Arrangement to arrange since it may require electronic equipment and technological support.

Based on operational needs, a Telework arrangement is most appropriate for work with clearly defined tasks, measurable work activity, and the Professional Staff Member's presence is not required in the work place. Conversely, many assignments are not suitable for a Telework arrangement, either because of the type of work to be done, the need for frequent supervision, the lack of necessary technology at home, or the need to be present in the office. Examples of positions typically unsuited for Telework assignments are receptionists, counselors, and Professional Staff Members whose work materials are on-site, such as researchers and clinicians. In addition, it should be kept in mind that some Professional Staff Members do not like the isolation of a Telework arrangement.

**1. *What are some specific examples of Telework?***

The following example represents a common situation that could initiate the request for a Telework arrangement:

- A Professional Staff Member would like to work at home one day a month to focus on a special report due at the end of the month. Without this time away from the distractions of the office, it is very difficult to complete this report within the required time line.

In a Telework arrangement, workers are given the option of spending all or part of a day or week working at home or at an alternate work location. As in any Flexible Work Arrangement, individuals working under a Telework arrangement are still expected to manage their workload. There could be a requirement that a Professional Staff Member has to be at the office at specified times or on specified days, for communication and integration of work. At other times, if the type of work permits, the Professional Staff Member is able to work from a pre-approved location, typically a home office, communicating with his or her immediate supervisor or other staff by telephone or by e-mail.

With Telework, as with other Flexible Work Arrangements, time worked does not equate to achieve outcomes. Outcomes are based on the Professional Staff Member's achievement of results and use of competencies critical to achieving those results.

When Telework arrangements require the use of computing technology for an off-site office, it will be necessary to coordinate detailed arrangements for support of the technology, as well as appropriate access to shared folders and servers. Consideration should also be given to possible working hours and the comparable availability of various administrative systems. Additionally, it is important for the immediate supervisor and Professional Staff Member to be aware of the costs that will be incurred for establishing appropriate hardware,

software, and connectivity; costs that will be incurred operating and maintaining that setup; and costs of providing support for that setup.

Telework arrangements involve special issues, such as worker's compensation considerations and purchase and/or management of equipment and systems away from the workplace. The use of University equipment, products and materials involves responsibility for University property, guided by the following policies:

[Acceptable Use Policy – IT -1](#)

[Email Policy – IT-7](#)

[Removal of Property from the University Policy – SVP-SLAS-1](#)

**2. *What are some specific Advantages of Telework?***

As workdays and commutes lengthen, Professional Staff Members are coming to value the option to work at home on occasion as a way to offset these changes. When the nature of the work allows, this arrangement can respond to a range of personal needs and preferences.

**3. *Is this arrangement right for the office/job?***

Not all jobs are appropriate for Telework. In general, jobs that are appropriate are those that:

- **Can be measured** - The immediate supervisor and the Professional Staff Member must be able to identify specific objectives and performance standards.
- **Require relatively little face-to-face communication (at least for part of the time)** - The job must permit the substitution of telephonic and/or electronic communication for face-to-face contact on days when the work is conducted from home.
- **Are truly portable** - They allow access to off-line equipment or files.
- **Involve thinking tasks** - Requires writing, researching, programming and data analysis.
- They generally **do not require managing people**.

Also, the following should be considered:

- Can the job be done at a location outside of the office?
- How will peers, other units, or customers be affected by home-based work?
- What is the maximum number of Professional Staff Members in the unit who can work at home at any one point before work flow or productivity could potentially suffer?
- Is this arrangement right for the Professional Staff Member?
- Is the Professional Staff Member highly motivated and a self-starter who can work independently without on-site supervision and physical proximity to co-workers and others with whom the Professional Staff Member interacts?
- Are the plans adequately worked out to assure that necessary equipment and systems are in place for home-based work, and is there an understanding of how the costs associated with these arrangements will be covered?

**4. Before starting:**

- Consider which aspects of the job will be best done at home and which need to be done at the office. As a rule, independent projects are good choices for home-based work arrangements. However, work requiring significant face-to-face interaction is best done at the office.
- Develop a workable plan to handle the flow of assignments and final products between the office and the home-based Professional Staff Members.
- The home-based Professional Staff Member must be equipped to communicate with their immediate supervisor, co-workers and customers. Consideration should be given to whether installation of a telephone line, fax machine and/or high speed internet connection in the home is needed, if there will be designated hours when external customers can reach the home-based Professional Staff Member, and how mail will be reviewed when received in the workplace on days when the Professional Staff Member is working from home?
- The immediate supervisors should determine what, if any costs for equipment or supplies will be covered by the department, center, college or school.

- A contact person for the home-based Professional Staff Member should be identified when special communications are required, such as notification of a change in meeting plans or to help with requests for files, information and/or supplies.
- Professional Staff Members that are home-based are expected to set up a space conducive to work which is well lit, safe, secure and provides protection to work materials and equipment.

## **ADDENDUM #1**

### **Frequently Asked Questions**

#### ***Compensation, Benefits & Worker's Compensation***

##### **1. How will this affect benefits and compensation?**

Professional Staff Members on Flextime earn the same rate of pay and are eligible for the same benefit programs as those working on a traditional schedule. Overtime and bonus eligibility are on the same basis as for traditional schedule workers as well.

Unless there is a change in the number of work hours during a pay period, compensation and benefits should not be affected. Any questions regarding benefits should be directed to the respective HR Partner.

Individuals in weekly paid positions (those that are not exempt from the Fair Labor Standards Act) can work more than eight hours in a day without having their pay affected as long as they do not work more than forty hours a week. Individuals in FLSA exempt positions can work as many hours a day or week as necessary to complete the job without impact on their salary. California overtime law states that Non-exempt Professional Staff Members are entitled to receive overtime pay for all hours worked over 8 hours in a day. Therefore a Compressed Work Schedule would be difficult to administer because of the additional salary cost and is therefore not recommended. Refer to page 3, section #1.

##### **2. Do Professional Staff Members who work a 10-hour work day receive additional holiday time (e.g., 10 hours for an 8 hour holiday) for regular and floating holidays?**

All Professional Staff Members receive the same number of holiday hours – eight hours for full-time and pro-rated for part-time. Professional Staff Members are only paid eight

hours for observed holidays and must make up the additional two hours during the pay-period in which the holidays falls. Sixteen floating holiday hours are provided each year to all full-time benefit-eligible Professional Staff Members (pro-rated for part-time) and can be taken in partial hours. Professional Staff Members who work a 10-hour day and use a full-day for a floating holiday should use 10 hours of their floating holiday pool.

**3. How should a Professional Staff Member record their time off for vacation or sick leave?**

Professional Staff Members on a Compressed Workweek should use the number of hours normally scheduled to work when recording time off for vacation or sick leave. For example, if a Professional Staff Member regularly works nine hours per day and a holiday falls on a day the Professional Staff Member is regularly scheduled to work nine hours, they should record nine hours on the time sheet or leave report.

**4. Whose insurance covers an accident if a Professional Staff Member is working at home?**

An accident may be covered by worker's compensation if it occurred in the dedicated work space of the home work site during the identified regularly scheduled hours. Professional Staff Members should specify the work conditions in advance, and commit to setting up a safe and appropriate work space. This will encourage observation of safety rules and provide a basis for differentiating between a work-related accident and one that is non-work related.

***Considering a Request***

**1. Why might a Flexible Work Arrangement be requested?**

The following are examples of situations that spur requests for Flexible Work Arrangements:

- A Professional Staff Member would like to start and leave thirty minutes earlier than the traditional office hours in order to retrieve his preschooler from day care and avoid late penalties.
- A Professional Staff Member would like to arrive fifteen minutes earlier than others in the office and leave thirty minutes later in order to have an extra forty-five minutes during lunch to exercise in the Drexel Recreation Center.

**2. Who is responsible for establishing a Flexible Work Arrangement?"**

Both Professional Staff Members and supervisors can propose implementing flexible scheduling. However, supervisors should have the final say when implementing Flextime

on either a case-by-case basis, or as a program within their departments. Because Flextime is so popular, however, they are encouraged to experiment with a program approach.

Arrangements may be initiated by either interested Professional Staff Members or their supervisors. If a Telework schedule is agreed upon, supervisors will need to monitor the arrangement, assess how it is working and provide support to the Professional Staff Member so that s/he will not feel isolated and disconnected from the organization.

**3. If I let one person do it, won't everyone want to?**

In reality, most people either prefer a full-time job and regular schedule or are not interested in the coordination necessary to maintain a Flexible Work Arrangement. However, when the right conditions exist, these arrangements can be very successful.

**4. What if it is appropriate to approve one person's request for flexibility and, based on other factors, deny the request of another. How should this be handled? Can it be filed as a grievance?**

All decisions should be focused on organizational needs and objective criteria related to work performance and job demands. A consistent approach to analyzing the situation should be applied. Then, it is important to communicate to each requestor the decision and its rationale. Documenting the basis for these decisions is always a good idea in case questions arise later. The HR Partner can help develop objective criteria to use and a strategy for communicating decisions. HR's grievance process (HR Policy #14) does not apply to decisions regarding flexible work option requests.

**5. Can Flexible Work Arrangements be used for a limited time to meet fluctuating work demands?**

Yes, for example, if an office needs to have extended hours during the beginning of a term to accommodate special demands, flextime could be implemented for a specified period of time. Some Professional Staff Members could have the opportunity to work an early schedule (such as 7 a.m. to 4 p.m. or 8 a.m. to 5 p.m.), while others could work a late schedule (such as 11 a.m. to 8 p.m.). At the end of the specified time frame, traditional hours may be resumed. Some offices may choose to offer compressed work schedules during slower summer months, with longer mid-week hours and early departure on Fridays or late arrivals Monday. In the fall, this revision may no longer be appropriate for the demands of the office and traditional work hours could be resumed. It is very important for the supervisor to establish clear expectations on the time frame limits of any arrangement before it begins.

## ***Coverage, Scheduling and Work Division***

### **1. Everyone will be coming and going when they please. How will we get the work done?**

The business needs of the work unit remain the primary issue. Most Professional Staff Members understand and support this priority. In practice, most Professional Staff Members do not vary their schedules much when offered the opportunity to do so.

### **2. What if no one is here to answer the phone?"**

If everyone appears to want to 'flex' at the same time, the schedules must be revised in order to assure coverage.

### **3. I need five-day a week coverage, how can I authorize a four-day work week?"**

Compressed Work weeks are often used in conjunction with other scheduling arrangements. There may be some Professional Staff Members who prefer a standard work week; or you may have two overlapping shifts--one Monday through Thursday, the other Tuesday through Friday or Wednesday through Saturday. In some instances, Professional Staff Members might design a rotating coverage system.

### **4. How is the work divided?**

Professional Staff Members may be jointly responsible for all aspects of the job, assigned specific areas of the position with expected ability to fill in for each other, or have a mixture of some joint and some specific responsibilities. The key to success is the team's ability to fulfill the responsibilities of the job.

## **Problem Resolution**

### **1. What do I do if Professional Staff Members come in late or leave early without making up time?**

- Flextime is a privilege, not a right. If a Professional Staff Member abuses the system they can be required to return to a standard schedule.

### **2. Some Professional Staff Members are worried about fatigue or getting home too late. What can be done for them?**

- Piloting an arrangement can allow for the quickest assessment of where problems may lie. Adjustments can be made to the arrangements to overcome these concerns. If a Compressed Work schedule is not working, the individual can return to the former traditional schedule.

## Sample Schedules

### 1. How does flextime work?

Flextime scheduling options include:

- Individualized starting and quitting times that remain constant with the same number of total hours worked each day. For example, one Professional Staff member may work 8:00 a.m. to 5:00 p.m. daily; and another Professional Staff Member may work 9:00 a.m. to 6:00 p.m. daily.
- Individualized starting and quitting times that vary from one day to another. For example, a Professional Staff Member may work 9:30 a.m. to 6:30 p.m. Monday, Wednesday, and Friday and 9:00 a.m. through 6:00 p.m. Tuesday and Thursday.
- Reduced or extended lunch times offset by adjusted start or quit time. For example, a Professional Staff Member may work 8:00 to 4:30 with a thirty-minute instead of an hour lunch break. Another Professional Staff Member may work 8:00 a.m. to 6:00 p.m. daily, with a two-hour lunch break from 11:30 am to 1:30 p.m.

## Supervision and Communication

### 1. Won't I have to work longer hours in order to supervise everyone on Flextime?"

Some supervisors feel that they must be on site during the entire period. This is clearly not the way to manage flexible schedules. Additional benefits of Flextime work is that Professional Staff Members can be encouraged to self-monitor and supervisors can be a resource for Professional Staff Members rather than overseers.

### 2. How can I evaluate how well a Professional Staff Member is working if they are off-site several days a week?"

Whether managing Professional Staff Members on-site or off-site, supervisors must specify job responsibilities, tasks and objectives as clearly as possible. Emphasis should be placed on quantity and quality of results achieved rather than on the number of hours worked. This will provide the basis for evaluation.

### 3. How can I keep an off-site Professional Staff Member in the loop?

Most Professional Staff Members who work at home do so only part of the time—one or two days a week. This allows Professional Staff Members to attend meetings and to maintain their office relationships, although on an altered basis. Communication is the key to staying in the loop. To ensure effective communication with off-site Professional Staff Members, regular contact, whether by phone or during scheduled office workdays,

should be maintained. Periodic work review meetings with Professional Staff Members can add to essential contact.

**4. Will Job Sharing require more supervision?**

When asked, most supervisors of sharers say that, after initial training and coordination, there is less need for close supervision, particularly if emphasis is placed on the job sharers' responsibility to make the arrangement work.

**5. Can a supervisor mandate a Flexible Work Arrangement to accommodate others who want to work flexibly or a business need?**

It is in the supervisor's best interest to consider individual scheduling preferences and to make the best effort to respond as feasible to avoid reduced productivity or the challenges and costs of turnover. However, management may change work schedules and arrangements to accommodate organizational needs at any time. If a Professional Staff Member is not comfortable with their work schedule, s/he may choose to leave the position. However, this does not qualify the individual for position discontinuation.