

FINANCE & ADMINISTRATIVE AFFAIRS

FLEXIBLE WORK OPTIONS POLICY

UPDATED FEBRUARY 2017

PURPOSE

These guidelines are intended to provide guidance for managers within all units reporting to the Vice Chancellor for Finance & Administrative Affairs in establishing flexible work arrangements for staff whose responsibilities can be accomplished outside of a UWM office and/or traditional work schedule (for part or all of the work week). These guidelines provide standards and tools to facilitate consistent and fair decision-making and documentation of requests and final flexible work arrangements.

These guidelines are NOT intended to limit the flexibility inherent in the day-to-day work of professional (FLSA-exempt) staff and their managers in responding to operational needs and service requirements.

POLICY

A flexible work arrangement can be a valuable tool for an employee's efforts to balance the demands of work and personal life. The Division recognizes there are situations where such arrangements benefit the department and the employee, and encourages the implementation of a flexible work arrangement in those cases. Some potential benefits are:

- improved morale, commitment, and productivity;
- improved coverage and scheduling for the department;
- better utilization of office space; and
- improved work environment for focused and/or highly detailed work.

To ensure that these arrangements are based on consistent standards and considerations, all FAA employees and managers should follow the procedures laid out with this policy.

DEFINITIONS

There are a variety of Flexible Work Options that may be utilized independently or combined with other options to provide the most appropriate arrangement for specific circumstances. They are:

1. **Flextime** – Provides for flexibility in arrival, departure, and/or lunch times, typically with a designated core midday schedule during which staff are consistently present.
2. **Alternate or Compressed Work Schedule** – Establishes a set schedule with start and end times that are different than the standard work hours for the department. This option may include a schedule that enables completion of the full 40-hour work week in fewer than 5 work days.
3. **Remote Work/Telecommuting** – Allows employees to perform job responsibilities away from the campus work site/office, based on an established work schedule that includes a remote work location. Telecommuting is a formal scheduled work location alternative.
4. **Ad hoc Telecommuting** – Allows employees to perform job responsibilities away from the campus work site/office in response to unplanned and/or infrequent events or circumstances. These are very short-term, informally structured arrangements.

GUIDELINES

Any employee who has progressed beyond the probationary period of their appointment may be eligible for flexible work options, with the following considerations:

- Flexible work options are not appropriate for all work units, positions, or employees. Some of the factors may be:
 - Can the manager measure results and productivity effectively?
 - How will the manager communicate assignments to the staff member?
 - How will the arrangement affect cross-training initiatives, team-based approaches, and other organizational/operational strategies?
 - How will the employee be available for standing meetings, special events, and committee work?
 - Will the employee have access to the building, materials, systems, and support necessary?
 - Can the department:
 - Provide accountability and clear performance expectations?
 - Maintain its present level of customer service without under hardship on customers, where “customers” may be internal or external?
 - Establish “core hours” for managing peak periods, coordinating work among staff, scheduling meetings, office events, etc?
 - Apply technology to help facilitate successful outcomes?
- Certain employee attributes help ensure a successful implementation of flexible work options. To be approved for such flexibility, an employee should have excellent time management skills and a history of satisfactory, independent work performance.
- A flexible work option should not negatively affect the workflow, workload, or productivity of co-workers.
- Supervisors will consider requests for flexible work options consistent with these guidelines in ways that are equitable to all employees and in the best interest of the department and division. Measures may be adopted to accommodate multiple staff members with flexible work option requests.
- Supervisory changes within departments may result in changes to existing flexible work option agreements.
- Flexible work schedules that would result in overtime for non-exempt staff will not be approved.
- Supervisors will establish the method for requesting Ad Hoc telecommuting arrangements (i.e. email, mobile phone, etc.), and will consider the unique circumstances of each request in determining the number of telecommuting work hours approved.
- FAA Human Resources will receive copies of each request form (approved, not approved, modified) to ensure consistency and equity throughout the Division.

PROCEDURES

1. The employee must submit the request for a flexible work option to their supervisor using the appropriate FAA Flexible Work Option Request form (or approved method for Ad Hoc Telecommuting requests). The Associate Vice Chancellor/Director will designate the required approvals, which may include the Department Director and/or Associate Vice Chancellor.
 - a. Options that include Telecommuting are requested using the [Telecommuting/Remote Work Request Form](#). Any requests for full-time or out-of-state telecommuting must be approved by the Vice Chancellor.
 - b. Options that do not include telecommuting are requested using the [Flexible Work Schedule Request Form](#).

- c. A form is not required for Ad-Hoc Telecommuting requests. Each department will determine the method of requesting and documenting ad-hoc arrangements.
2. Employees will:
 - a. Read and understand the Flexible Work Options Policy, Form, and Agreement.
 - b. Think through which flexible work options will meet their needs and those of their unit.
 - c. Discuss their interest in a flexible work arrangement with their supervisor/manager.
 - d. Consider how the arrangement being considered would impact their work and the work of their colleagues.
 - e. Monitor the successes and challenges and evaluate the arrangement periodically with their supervisor.
3. Managers will:
 - a. Consider the potential improvement of business/department needs when assessing flexible schedule proposals from employees.
 - b. Seek input from other employees as appropriate, since a flexible schedule for one employee can affect all team members.
 - c. Consider each proposal on its own merits.
 - d. Seek feedback from colleagues experienced with supporting flexible work options.
 - e. Ask for assistance or guidance from FAA Human Resources and discuss requests with the Department Director.
 - f. Be open to experimenting and considering new ways of doing business.
4. Each agreement will include a specific time period, with a date established for review and reconsideration.
5. The employee will receive approval in advance for work hours that are not designated within the Flexible Work Options agreement. This includes schedule adjustments to accommodate staffing during holiday periods or paid leave time.
6. Any modifications or renewals of the Flexible Work Options shall be documented with an updated Form and Agreement for that specific option.
7. The original Flexible Work Option Agreement will be kept in the departmental personnel file, with copies to the employee and FAA HR office.
8. Flexible work options may be discontinued at any time at the request of the employee or the supervisor. The department reserves the right to immediately suspend the arrangement in response to operational needs or employee performance.
9. Questions or concerns about Flexible Work Option requests or agreements should be discussed with an FAA HR Manager or Director.

EXAMPLES

Remote Work Site/Telecommuting Agreement examples:

- Standard work schedule hours are worked from a home office one day per week.
- Standard work schedule hours are worked entirely from remote location/home office.

Flexible Work Schedule examples:

- Start and end times that are constant each work day, but vary from the standard work day of 7:45 a.m. to 4:30 p.m.
- Start and end times that vary daily with the same number of hours worked each day

- Start and end times with varied hours each day, but consistent number of total hours per week
- Extended or compressed lunch periods offset by adjusted work hours

Ad Hoc Telecommuting examples:

- Standard work schedule hours are worked from home for two days to accommodate home repair services
- Standard work schedule hours are worked from home to avoid hazardous travel due to inclement weather

FAA FORMS AND AGREEMENTS

- Telecommuting Request Form and Agreement
- Flexible Work Schedule Request Form and Agreement

RELATED POLICIES

- State of Wisconsin Telecommuting Guidelines (2000)
[State of WI Telecommuting Guidelines - 2000](#)
- UWM Academic Staff Telecommuting Work Option Policy (2002)
http://www4.uwm.edu/secu/docs/acad_staff/AS_Doc_16_Academ_tion_Policy.pdf
- Wisconsin Administrative Code, Chapter ER 42 - Alternative Work Patterns
http://docs.legis.wisconsin.gov/code/admin_code/er/42
- Wisconsin Statutes, Chapter 230 (35)(5) -- State Employment Relations, State office hours; standard work week; leaves of absence; holidays
<http://docs.legis.wisconsin.gov/statutes/statutes/230/ll/35/5>
- Wisconsin Statutes, Chapter 230 (215) – State Employment Relations, Part-time employment and flexible-time schedules
<http://docs.legis.wisconsin.gov/statutes/statutes/230/ll/215/2>
- 2013-2015 Compensation Plan, Section A - 4.03 – Overtime for Permanent Employees
<http://oser.state.wi.us/docview.asp?docid=7640>
- UWM Alternative Work Patterns Policy
http://www4.uwm.edu/hr/faculty_and_staff/classified/alt_work_pattern_policy.cfm