



FLEXIBLE WORK OPTIONS GUIDE
For Staff Non-Union Employees



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Introduction

National surveys repeatedly show that workers seek flexibility as the key response to the competing demands of work and personal responsibilities. Many corporations with formal flexible work programs have reported positive results, including increased productivity, reduced absenteeism, and turnover. A recent study found that the number one work factor correlating with workforce commitment was management's recognition of the importance of personal and family life and support for these obligations. This commitment directly affected productivity and retention.

Typical benefits of flexible work options include:

- Uninterrupted time for creative, repetitive, or highly detailed work.
- Reduced commuting costs and use of parking space.
- Reduced work space costs.
- Reduced stress.
- Reduced tardiness and absence due to personal commitments.
- A correlation between work schedules and work styles (early versus late energy).
- Expanded coverage.

What Are Flexible Work Options and Why Are They Important?

Flexible work options (FWO) offer alternative approaches to getting work done through non-traditional work hours, locations, and/or job structures. They offer creative approaches for completing work while promoting balance between work and personal commitments. They do not reduce work hours or output. They cannot overcome an unmanageable assignment or difficult work relationship.

Typical flexible work options are:

1. Flextime (flexible start, stop and lunch times)
2. Flexplace/telecommuting (work away from the office, typically at home)
3. Compressed work schedules (compressing standard work week hours into fewer days), and
4. Part-time and job sharing assignments (less than full-time work, either for a reduced assignment, or a shared one).

Flexible work options respond to significant changes at work and home. Examples of these changes are:

- Women with young children are the fastest growing segment of the work force. Men are more involved in family and home care responsibilities. Eighty-five percent (85%) of all workers have family care responsibilities.
- Our society is aging. Twenty-five percent (25%) of all workers have elder care responsibilities.
- More focus is being placed on work and personal goals and responsibilities.

Educational and research environments have not been immune to these changes. We acknowledge their influence at the University. Flexible work arrangements respond to these issues by supporting efforts to manage the demands of work, personal commitments, and individual needs.

Types of Flexible Work Options

Flexible work options can be organized in a variety of ways. The most common FWO's are flexible work hours (flextime), flexible work location (flexplace), compressed work schedules, and alternative work assignments such as job sharing and part-time work, described below.

Note: Maintenance of vacation, sick and holiday time off is complicated by part-time, job share and compressed work arrangements.

1. Flextime

Flextime is the most commonly used FWO. It is easiest to justify, easiest to manage, and the least costly traditional FWO. While there are no strict rules governing Flextime, time flexibility usually is built into the beginning, middle or end of the day. These arrangements often include a designated time through the central portion of the day during which all staff are present, referred to as "the core work time" or "core hours." Core hours encourage continued connection between staff members and offer opportunities for group meetings and communications.

Examples of some flextime arrangements:

- Individualized start and end times that remain constant each work day.
- Individualized start and end times that vary daily, however, the same number of hours are worked every day.
- Individualized start and end times with varied daily hours but consistency in the total number of hours worked every week.
- Extended lunch times offset by additional hours at the beginning and end of the day.

2. Flexplace or Telecommuting

Flexplace allows for a portion of the job to be performed off-site, usually at the worker's home, on a regular, recurring basis. Flexplace arrangements are most appropriate for work that has clearly defined tasks, measurable work activity and does not require the individual's presence in the work place. Many assignments are not suitable for a Flexplace 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 for a presence in the office. In addition, studies have found that some individuals do not like the isolation of a Flexplace arrangement.

Typically, a Flexplace arrangement will specify the number of hours to be worked at home and the specific time in which this will occur (e.g., every Tuesday, the first Monday of the month, etc.). In cases where the University agrees to support some or all of the costs of an off-site office, management and staff should discuss all applicable costs, including that of additional telephone lines, telephone use charges and Internet Service Provider (ISP) charges, as appropriate.

The staff member may continue to work on-site, for a portion of the work schedule. At the very least, individuals working under a Flexplace arrangement will come on-site for periodic meetings and interactions with the supervisor. Flexplace does not mean the professional or management practice of working at home after hours to work on reports or presentations or to catch up on reading.

Note: When Flexplace and telecommuting arrangements require use of computing technology from an off-site office, it will be necessary to arrange through the unit specific and detailed arrangements for support of the technology, as well as appropriate access to computer networks. In determining work schedules, consideration should also be given to availability of various administrative systems. Additionally, it is important for managers and staff to assess the costs and determine who will cover the costs that will be incurred for:

- establishing appropriate hardware, software, and connectivity
- operating and maintaining that setup
- providing support for that setup

Use of University equipment, products and materials involves responsibility for University property. Refer to the sample **Flexible Work Options Arrangement Agreement, items 11 and 12 (Appendix B)**.

3. Compressed Work Schedules

A Compressed Work Schedule is a traditional 35-40 hour work week condensed into fewer than five work days. While this option is more easily applied to non-exempt (hourly-paid) staff for whom work hours are formally recorded, exempt staff (whose work hours are not formally recorded) are also eligible. With a compressed work schedule, the focus is on outcomes and managing the appropriate workload in a condensed version of the work week.

Common examples of Compressed Work Schedules for traditional 35-40 hour work weeks are:

- Four 8.75-hour days (35 hours)
- Four 10-hour days (40 hours)
- Four varied days; Three 10-hour days, and one 7.5-hour day (37.5 hours)

4. Part-Time Work Arrangements

At the University, for benefits purposes, full-time benefits eligibility is defined with a work week schedule of 35 hours or more. Part-time benefits eligibility is defined with a work week schedule between 20 and 34.5 hours per week. Employees working schedules of 19.5 hours per week or less are not eligible for employment benefits. So, to maintain benefits eligibility, work schedules must be at least 20 hours per week.

A regular, part-time worker accrues prorated vacation, sick and holiday time in proportion to the percentage of the full time schedule the individual is working.

For information about time-off accruals for these arrangements, contact the Records Office.

Part-time workers are differentiated from temporary workers, who are employed with an expectation of a short-term relationship with the University. (The time period depends on the type of work performed and applicable bargaining unit agreements.)

5. Job Sharing

Job sharing is a program that allows two staff members to share the responsibilities of one full-time position, typically with a prorated salary and vacation, sick and holiday accruals. A job share assignment is a full-time job split between two individuals, each with responsibility for the success of the total job.

In a job share arrangement, each staff member shares a specific proportion of the full-time position through part-time scheduling, often with overlapping time in the office. Schedules can be designed to meet the needs of the job sharers and the office. Commitment can be 50/50, 60/40, or any variation thereof. The schedules may also overlap as needed, or desired.

Example of a job share arrangement:

Person 1: M,T,W = 20 hours

Person 2: W,Th,F = 20 hours

(Employees overlap for some number of hours on Wednesday)

When supervisors have responsibility for keeping the job share arrangement functioning, they may become concerned about the challenges involved. Successful job sharing arrangements usually place responsibility for a functional arrangement on the individuals sharing the job (job partners). By shifting the burden to the job partners, supervisors may be more comfortable approving a proposal for this type of arrangement. Both job partners agree up front that if one of the job partners is not meeting the needs of the organization or decides to leave the job, the other will revert to a full-time schedule, permanently or until a replacement job partner is found within a reasonable time frame. If a new job partner cannot be found and the remaining job partner does not want a full-time job, he/she will agree to resign from the job to be replaced by a full-time worker. This is considered a voluntary resignation and does not qualify the individual for layoff benefits.

Flexible Work Option Guidelines

- The arrangement must support the organization's goals, including cost-effectiveness and customer service.
- The assignment must be appropriate for the flexible work arrangement. Equipment, systems or materials should be available during non-traditional hours or outside of the workplace as appropriate.
- The supervisor and unit leadership must approve the plan and be prepared to manage the work under the conditions of the arrangement.
- The individual's work style and history must support the demands of the arrangement. Arrangements for communication and accountability must be established.
- An effort should be made to maintain a collegial environment, through opportunities for unit members to have shared hours and constructive interactions.
- Written plans must be developed for the flexible work arrangement to document the understanding among all involved parties.
- A pilot time frame is often helpful for trying out a flexible work arrangement before making a long-term commitment to it by either party (management or staff member).
- All individuals must be prepared to return to pre-flexibility arrangements if the situation requires.

Flexible Work Option Procedures

- Since unit leadership has ultimate responsibility for the success of the organization, they must be comfortable with the arrangement as well.
- Each unit will determine the appropriate individual(s) to approve these arrangements in addition to the immediate supervisor.
- Completed agreements should be submitted to Compensation for review and to assess program participation and effectiveness.
- A copy of the agreement will be placed in the employee's file in Human Resource Services.

The Supervisor's Role

Supervisors are responsible for maximizing resources and utilizing staff talents. They are best positioned to understand the demands of the work and the capacity of individual staff members to succeed in flexible work arrangements. Therefore, the decision to implement a flexible work arrangement belongs to the supervisor. Supervisors must be prepared to manage the work under the conditions of the arrangement. Flexible work arrangements succeed when supervisors:

- assess the organizational benefits derived by supporting flexible work arrangements, including reduced absenteeism and turnover and increased productivity and commitment;
- focus on the individual's suitability to work in a flexible work arrangement;
- support the concept through personal modeling of balanced work practices; communicate clearly defined tasks and expectations;
- work through problems and/or obstacles that may arise; measure performance by results rather than through direct observation;
- apply everyday management skills, 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;
- provide regular feedback on performance;
- are willing to change a plan if it is not serving the unit's needs;
- assess any overtime implications of arranging flexible work options for hourly-paid staff;
- provide the flexible work schedule to the person in the unit who tracks accruals so that accruals will be deducted to correspond to the work schedule.

Implementing Flexible Work Options

FWO's are generally introduced in a work environment in one of two ways:

- A staff member determines that he/she would like to have a flexible work arrangement and proposes this arrangement to his/her supervisor. This is the most common approach for introducing a FWO.
- A supervisor suggests flexible work arrangements for one, some, or all workers to support efforts to balance work and personal commitments, to derive the benefits from a flexible work environment, or to accommodate a business need, such as extended coverage or reduced space costs.

Staff Member Proposal

If the staff member would like to propose a flexible work arrangement, these steps are recommended:

1. Review all of the flexible work options and determine which would be most desirable and appropriate for:
 - Personal needs and preferences,
 - Personal work style and capabilities,
 - The demands of the job, and
 - The office situation and organizational needs, with particular focus given to opportunities for improved accountability, cost effectiveness and customer satisfaction.

2. Prepare a written proposal to the supervisor requesting the flexible work arrangement. See sample proposal.

Note: A FWO necessitated by a serious health condition or disability which is covered by FMLA or ADA, may require further review. Please contact Human Resource Services for more information.

For a sample proposal format, see Appendix A.

3. If the supervisor determines that the proposal is satisfactory, the arrangement must be formalized with a written agreement. For a sample agreement format, see Appendix B. The arrangement will be most comfortable for all parties if a collaborative effort contributed to the final plan.
4. Next, the arrangement should be "piloted." During the pilot experience, the supervisor and staff member should meet regularly, to discuss how the arrangement is going. The following questions can be reviewed:
 - a. Are expectations clearly understood?
 - b. Is productivity being maintained?
 - c. Are the unit's needs still being met?
 - d. Are there benefits that can be identified?
 - e. Are there adjustments to the arrangement that might be desired by either party?
 - f. Should the arrangement be maintained?

Note: At the end of the pilot period, the arrangement should be evaluated. It should be understood from the start that either party may end the arrangement if it does not meet organizational and/or personal needs.

The staff member's ability to end the FWO distinguishes a flexible work arrangement from a non-traditional work schedule implemented by the unit to accommodate its goals. For example, if extended hours or weekend coverage necessitates changing staff to different hours of work, this becomes a job requirement. If the staff member does not like the arrangement, he/she may not have the ability to convert the position back to the original schedule but will have the option of leaving the position. Leaving the position under these circumstances does not qualify the individual for layoff benefits.

Supervisor Proposal

If the supervisor would like to introduce a FWO Program, the following steps are recommended:

1. Analyze office work demands, work flow and staffing to determine the critical factors that will affect introduction of flexible work options in the work environment.

During this analysis, the supervisor is likely to consider:

- Peak service or demand times:
Daily AM/ PM
Weekly
Monthly
Quarterly
 - Regularly scheduled meeting times
 - Current standard work day
 - Ideal work schedule coverage (extended hours with gap period; overlapping or any other daily, weekly or quarterly configuration that would improve the match between labor force availability and work flow demand)
 - Job demands that may make it necessary for specific workers to be in the workplace at certain times, for certain tasks/projects
 - Issues that may affect comfort in the workplace or ability to do the work off-site, such as access to necessary information or support for work tasks (e.g., technology support)
 - Coverage plans if scheduling changes are approved as requested
 - Which staff members have work histories that confirm the ability to work independently and be self-motivated to meet deadlines and other work goals
 - Which work assignments can be managed by considering outcomes
 - What special technology or technological support might be needed for work during non-traditional hours or off-site
2. Once the above conditions and factors have been identified, hold meetings with staff members to introduce the idea of FWOs, to answer questions, address concerns, identify possible solutions for obstacles that may exist for some or all of the options, and to get input on procedures and scheduling approaches.
 3. Establish guidelines for the department, such as a description of how flexible work requests should be proposed, the approval process, how competing requests will be resolved, and how the success of the arrangements will be reviewed. It is important to clarify up front that flexible work arrangements may be discontinued within the unit or for select individuals.
 4. Meet with interested staff members to review and finalize the guidelines.
 5. Review proposals and pilot approved arrangements.
 6. Review the pilot experience in three (3) to six (6) months and gather other staff feedback on the experience.
 7. Make appropriate adjustments and consider this an evolving process with opportunities for on-going improvement.

Frequently Asked Questions

Q1. What if it appears to be appropriate to approve one person's request for flexibility and, based on other factors, deny the request of another. How should a supervisor handle this situation? Can a supervisor's denial to grant an FWO be grieved?

- A. 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 Employee/Labor Relations Office can help you develop objective criteria to use and a strategy for communicating your decision. Employees may consider the Employee Complaint Resolution Procedure to resolve the situation.

Q2. What if all the staff in the office want to work compressed work weeks with Friday's off. No one will be there on Friday and we need to staff the office every day of the work week. I do not want to get anyone upset and I also am not sure how to rate the needs of the requesters to decide who deserves this more and who less. Help?

- A. Other organizations with experience with flexible work options have reported that this problem has rarely arisen, even though it is assumed that it will be a serious problem. Decisions for approving flexible work requests should not be based on personal need but rather on organizational needs. However, if similar proposals are presented, objective criteria, such as seniority, special skills or specific office needs, may serve to resolve these conflicts. Sometimes personal issues are factored in. Often, a group discussion and team approach helps.

Q3. Most of the staff in the office can utilize and perhaps benefit from flextime, flexplace and compressed work week arrangements. However, two support staff are key to the work done by the rest of us and when they are not there to take care of everyone's immediate needs, the flow in the office is affected. It seems unfair to let everyone else benefit from these arrangements and deny the two support staff this option, but I do not know what else to do. Any suggestions?

- A. Often practices already exist for managing workflow when support staff are not available. These practices evolve when support staff are out on sick leave or vacation, or on special training or task assignments. Using these practices on a regular, recurring basis rather than on occasion for the above listed situations, can allow support staff to enjoy some flexibility in their work. This may not have to be for large amounts of time. Often a fifteen or thirty minute adjustment in arrival, lunch or departure time can provide meaningful flexibility. Work at home once a month may allow for concentrated time on special projects, and this absence may cause less disruption in the workplace than may have been anticipated. However, if none of these arrangements are feasible, an objective explanation often will suffice.

Q4 . My friend and I work for different departments of the same Division. She was recently changed to a compressed workweek, working four days instead of five. I brought up the subject with my supervisor about a similar arrangement for myself, but was turned down. Is this fair?

- A. Alternative work schedules, including compressed workweeks, are not an across-the-board benefit for employees. Managers and supervisors know the operations of their unit(s) best and are responsible for final decisions on how to get the work accomplished. Using the materials in the Flexible Work Options Guide may help you communicate more effectively your reasons for believing that this would be a sound organizational decision. But keep in mind that supervisors and managers have the authority to say yes or no to a flexible arrangement, or to postpone consideration of flexible options to another time. Since every job, worker and

situation are different, it cannot be assumed that the same decision is appropriate for two similar positions. Employee/Labor Relations is available to discuss your concerns regarding this matter.

Q5. How can flexibility apply to me considering the fact that I have trouble keeping up with my workload now and I work over fifty (50) hours a week?

- A. While some flexible work arrangements, such as compressed work week, may not be feasible for your situation, other flexible work options may work well. For example, your work may be appropriate for a flexplace arrangement and you would benefit from saved commuting time or an opportunity to focus on a special project. This may not reduce your time worked, merely where the work is done. Adjusting your arrival and/or departure time occasionally may provide a break from the routine and enable you to start fresh the next day. Other than job share or part-time arrangements, flexible work options are not designed to impact the amount of time worked, although productivity often increases, according to research on the subject. With supervisory and unit leadership approval, you may want to experiment with a few options to see if any help you to balance better your work and personal responsibilities. Keep in mind that a flexplace arrangement may be difficult to pilot if your work requires use of technological systems. It may be costly and complicated to set up an appropriate work environment at home. The information technology staff in your unit can assist you with these deliberations.

Q6. Can a supervisor mandate a flexible work arrangement? If I like my 9:00 a.m. to 5:00 p.m. job, can management require me to work a different time schedule?

- A. It is in the supervisor's interest to consider individual scheduling preferences and to make the best effort to respond to these in order to avoid reduced productivity or the challenges and costs of turnover. However, management may make arrangements to accommodate individual and organizational needs at any time.

Q7. Can a supervisor implement flexible work options to be used for a limited time to meet fluctuating work demands, such as the need for expanded hour coverage at the beginning of a semester or at the end of the fiscal year, or to allow for more flexibility when work demand is less, such as during the summer?

- A. Yes. For example, if it would be useful for an office to have extended hours during the beginning of a semester to accommodate special demands, flextime could be implemented. Some staff could have the opportunity to work an early schedule (such as 7 a.m. to 3 p.m. or 8 a.m. to 4 p.m.), while others would work a late schedule (such as 11 a.m. to 7 p.m.). At the end of the specified time frame, traditional hours may be resumed. Likewise 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 this arrangement before it begins. Note: Non-exempt staff should maintain the same number of hours worked weekly during the revised schedule as well as when more traditional hours are worked. Overtime pay is required for non-exempt staff who work in excess of forty hours a week.

Q8. How are vacation, sick and holiday time off maintained with a flexible work arrangement?

- A. Flexible work arrangements do not necessarily change the rate at which time off is accrued. Only if the work week schedule changes (e.g., from 37.5 to 20 hours) are the accrual rates reduced. Maintaining time off accruals is complicated by part-time, job share and compressed work arrangements.

Q9. I work four days a week at 8.5 hours and 1 day at 6 hours. If I take a day off on the day I work 6 hours, how will I be paid? What if I take off the day I'm scheduled to work 8.5 hours?

-
- A. Vacation, sick and personal holiday usage is based on the employee's average scheduled work week. Employees will have accruals deducted at a rate of one-fifth the average weekly schedule of hours (7.5 hours pay for a 37.5 hour workweek and 8 hours pay for a 40 hour workweek) for each day taken. While on the flex-time schedule, hourly employees may have to supplement their average daily accruals with additional vacation or personal holiday time to receive their regular biweekly pay.

Q10. I work four days a week at 8.5 hours and 1 day at 6 hours. If a holiday falls on the day I work 6 hours, how will I be paid? What if the holiday falls on the day I'm scheduled to work 8.5 hours?

- A. Holiday pay is based on average scheduled work week. For regular University holidays, the employee will receive holiday pay at a rate of one-fifth the average weekly schedule of hours (7.5 hours pay for a 37.5 hour workweek and 8 hours pay for a 40 hour workweek). While on the flex-time schedule, hourly employees may have to supplement their holiday pay with vacation or personal holiday time to receive their regular biweekly pay.

Q11. Even after I submitted a proposal and discussed it with my supervisor, my supervisor refuses to agree to implement a flexible work arrangement for me or my colleagues. What can we do to change this?

- A. Flexible work arrangements must be agreed to by the supervisor. They are not an automatic arrangement upon employment in the University. Circumstances may exist where the work is not suitable for flexible work arrangements. In addition, circumstances may change in a work unit causing a flexible work arrangement to change or be discontinued.

Q12. The doctor says that I need an accommodation to do my job and I can only work three days per week. Do I qualify for flex-time?

- A. This sounds like a situation which would qualify you for partial leave under the Family/Medical Leave Act (FMLA), or a reasonable accommodation under the Americans with Disabilities Act (ADA) or perhaps partial long-term disability (LTD) insurance. Please contact Human Resource Services for more information.

Q13. I just had a baby and could work from home during the post-partum period. Do I qualify for telecommuting?

- A. This sounds like a situation which would qualify you for partial leave under the Family/Medical Leave Act (FMLA). Please contact Human Resource Services for more information.

Q14. Whom should I contact if I have questions about this program?

- A. You may talk with your departmental administrator, or you can contact Compensation for more information.

Disclaimer

These guidelines are not intended to serve as policy, nor as a legal document. The University reserves the right to change, amend or terminate any or all of these guidelines at any time for any reason. The information in this document is based on policies and practices for University staff. If there is a conflict between the information presented here and the information contained in Benefit plan documents and/or University policies, the plan documents and University policies always govern and are the controlling legal documents. Full policy descriptions are in the Human Resource Services Personnel Policies section of our website or in the Benefit plan documents available for review in the Benefits Office. Information in this guide does not represent terms or conditions of employment, nor is the language intended to establish a contract between the University and its faculty and staff members. Staff members covered in collective bargaining units are governed by the terms and conditions of the respective collective bargaining agreements. All other positions may qualify for a flexible work arrangement if the proper conditions exist, as described herein, and management approves the arrangement.

Appendix A - Sample Flexible Work Options Proposal

A well written proposal lays out a plan for implementation that should be acceptable to all affected parties (supervisor, staff member and colleagues).

To: Supervisor's name

From: Your name

Re: Proposal for (FWO) arrangement

Date: Date

As a staff member of (name of division or department) for (X) years, I propose adjusting my work plan to incorporate (X option) into my work assignment. I have considered the needs of our (department/office/unit/etc.) and the expectations of my position and have identified several potential benefits to this arrangement:

- Highlight opportunities for improved productivity, cost effectiveness and/or customer satisfaction, where possible.

I believe that this will be a successful arrangement because:

- Describe aspects of the job that make this option feasible.
- Describe the way this arrangement will meet the needs of the organization, supervisor, colleagues, and customers.

This arrangement will be most successful if we:

- List opportunities for enhanced communication and management of work.

I feel that my work record as a (personal characteristic(s)* needed to implement arrangement) will support this arrangement. To further ensure success, I plan to:

- Discuss specific plans for implementation.

(*i.e.: self-directed, goal oriented, self-disciplined, reliable, independent, etc.)

I would like to discuss this proposal with you further and address any concerns that you may have. I understand that you are responsible for the success of this organization and must determine whether or not this plan fits appropriately within the goals for the office. I also understand that approval of this proposal means that we will pilot the arrangement and that we may need to make adjustments to this plan or I may need to return to my original work schedule/arrangement if this is not going well or the needs of the organization require this.

Appendix B - Sample Flexible Work Arrangement Agreement

Once a proposal is approved, an agreement such as the one below is required to help clarify for all involved parties the specifics and expectations of the arrangement.

From: Supervisor
To: Requestor
Subject: Agreement for (pilot?) Flexible Work Arrangement
Date:

The following details the specifics and expectations of the flexible work arrangement which you will assume as of (date):

1. The details of your (FWO) arrangement are as follows:
2. The following changes in my approach to communicating work expectations and/or office policy and practices will be implemented to accommodate this change:
3. The following changes will be made in the way you communicate your questions about work, provide finalized work and maintain connections with this office to accommodate this change:
4. We will meet every _____ (period) to discuss how this arrangement is going and to make adjustments as needed.
5. (If piloted) This arrangement will be piloted for _____ amount of time, at the end of which time, we will review the arrangement and determine whether or not it will continue.
6. If at any time this arrangement no longer serves your purposes or the needs of the organization, the arrangement may be discontinued.
7. If, for any reason, the arrangement is terminated during the pilot period or at the end of this period, or at some future point in time, you will return to your former traditional work schedule/arrangement. Every effort will be made to give you at least two weeks' notice before this change goes into effect. This document is not, and in no way is to be construed as, an employment contract. If you refuse to return to your former work schedule, the department has the ability to terminate your employment without layoff benefits. In Illinois, an employee is considered to be employed *at-will*, meaning he/she or the University can terminate employment at any time and for any reason, with or without advance notice.
8. This work arrangement (will/will not) have an effect on your salary, or job responsibilities. Please contact the Human Resource Services to determine if any changes to benefits apply to this new arrangement.
9. It is expected that this work arrangement will not reduce your productivity.
10. If unit needs require, there may be times when it will be necessary for you to forgo your flexible work arrangement to support unusual projects or conditions in the office. It is expected that you will make every

attempt to adjust your schedule accordingly. Similarly, I will take into consideration your flexible work arrangement when scheduling meetings or gatherings that require all staff to be in attendance or when distributing workload.

11. The following equipment will be necessary for this flexible work arrangement. It (will, will not) be provided by the University for your use:

12. You will have the following responsibility regarding equipment provided by the University for this flexible work arrangement:

- Maintenance costs
- Replacement costs in case of loss or theft
- Insurance deductible costs in the amount of \$_____ in case of loss or theft
- Return of this equipment to the University in the condition in which it was received, except for normal wear and tear, at the end of this flexible work arrangement or the end of employment by the University
- Other

13. Any information technology used through a flexible work arrangement is subject to University information-technology policies, no matter who owns the equipment. Please refer to the Eligibility and Acceptable Use Policy for Information Technology.

14. If on a compressed work week, accruals will be maintained based on the employee's average scheduled work week. For a full-day absence, employees will have accruals deducted at a rate of one-fifth the average weekly schedule of hours (e.g., 7.5 hours for a 37.5 hour workweek and 8 hours for a 40 hour workweek) for each day taken. While on a flex-time schedule, biweekly employees may have to supplement their average daily accruals with additional vacation or personal holiday time to receive their regular biweekly pay.

15. Overtime work for hourly-paid staff must be authorized in advance by the supervisor.

16. Additional provisions for this arrangement include: (please list)

17. Refer to Personnel Policy Guidelines: U304 Compensable Time and Compliance with the Fair Labor Standards Act, U305 Employee Workweek, U306 Base Pay Administration, U509 Vacation, U510 University Holidays, U512 Sick Leave, U511 Personal Holidays, and U310 Flexible Work Arrangements.

I have read the above and discussed the terms and conditions with the undersigned supervisor and agree to all aspects of this agreement.

REQUESTOR _____ DATE _____

SUPERVISOR _____ DATE _____

UNIT APPROVAL _____ DATE _____

*Please send a copy of this completed agreement to
Compensation, 6054 S Drexel.*