

Screen 1: Alternative Work Arrangements for Staff Employees

Topics:

- Definition and Eligibility
- Types
- Regulations and Procedures
- Development and Implementation
- How to Apply
- Guide and Forms

Screen 2: Definition and Eligibility

Screen 3: What are Alternative Work Arrangements?

Alternative work arrangements are when an employee is approved to work hours other than 8:00 to 5:00, on days other than Monday through Friday, or from a location other than the employee's regularly assigned place of employment at the University.

Alternative work arrangements are designed to meet the operational and customer service needs of the university to ensure that business needs are met.

Screen 4: Eligibility

Position Eligibility: The Chancellor and President, Executive Vice Provost, and Vice Presidents will have the option of establishing an alternative work arrangement for staff positions designated as eligible to perform work at an alternative worksite other than on the University's main or branch campuses or work a flexible schedule.

Not all positions are eligible for an alternative work arrangement, and an alternative work arrangement is not a right and does not change the nature of the employment relationship or the terms and conditions of employment.

Employee Eligibility: Employees must be in a regular non-temporary status and the position must be designated as a position eligible to participate in an alternative work arrangement.

Employees must have a performance evaluation rating of at least "proficient" with the exception of a new employee that has not participated in an evaluation cycle or if a division necessitates an employee to work an alternative work arrangement when required by the job duties.

Screen 5: Types of Alternative Work Arrangements

- Flexible Schedules
- Telecommuting
- Combined Flexible Schedules and Telecommuting

Screen 6: Flexible Schedules

- Flexible Schedules are an alternative work arrangement with flexible arrival, departure and/or lunch times.
- Flexible schedules do not alter the total number of hours worked in a week.

Screen 7: Examples of Flexible Schedules

Employee has approval to work an alternative arrival and departure time, for a total of eight hours of work per day.

Examples:

- 9:00 a.m. to 6:00 p.m. Monday-Friday (with an hour lunch), or
- 7:00 a.m. to 4:00 p.m. (with an hour lunch)

Employee has approval to work extended daily hours in order to take portion of a day or a full day off during the work week period.

For example:

- The “4-10” (or “4-40”) work week (4 days at 10 hours per day)
 - 8:00 a.m. to 7:00 p.m. or
 - 7:00 a.m. to 6:00 p.m.
- The “4-9-4” work week (4 days at 9 hours per day, and one 4-hour day)
 - 8:00 a.m. to 6:00 p.m. and 4 hours on Friday
 - 7:00 a.m. to 5:00 p.m. and 4 hours on Friday

Lunch hours will remain 1 hour unless preauthorized by the supervisor.

Screen 8: Telecommuting

- Telecommuting allows employees to work at a location other than the employee’s regularly assigned place of employment at the University.
- In general, telecommuting is on a part-time basis (1–3 days per week). Full-time arrangements may be approved in limited circumstances.

Screen 9: Combined Flexible Schedules and Telecommuting

- When an employee is approved to work hours other than 8:00 to 5:00, Monday through Friday,
and
- A portion or all of the hours is worked from a location other than the employee’s regularly assigned place of employment at the University.

Example:

Employee works 7:00 a.m. to 5:00 p.m. Monday through Friday in the Office and 4 hours on Friday at home telecommuting.

- The 7:00 a.m. to 5:00 p.m. Monday through Friday in the Office and 4 hours on Friday is a flexible schedule.
- Working 4 hours on Friday at home is telecommuting.

Screen 10: Regulations and Procedures

General Responsibility

Office Hours and Work Schedules

Timekeeping

Equipment and Supplies

Workplace Injury and Property Damage

Department and Employee Responsibilities

Screen 11: General Responsibility

Alternative work arrangements:

- will be agreed upon by the employee and supervisor
- must be predetermined and preapproved before implementation
- may remain in effect for a maximum of twelve months and the alternative work agreements must be renewed annually
- do not constitute an employment contract
- must comply with the Alternative Work Arrangement policy and the guide

Screen 12: Office Hours and Work Schedules

- University operational needs take precedence alternative work arrangements
- University hours and the department's regular hours of operation must be maintained
- Work schedules must be defined in the alternative work arrangement agreement
- Adequate staff coverage and supervision must meet operating requirements and ensure quality services
- State law requires a minimum workweek for regular full-time employees at 40 hours. Alternative work arrangements do not limit the hours exempt employees must work to complete job requirements.
- Telecommuting employees must perform the work in the State of Texas unless approved by the Division Vice President.
- Alternative work arrangements do not alter employee work relationship with the University. Employees must adhere to all applicable University rules, policies and procedures.

Screen 13: Timekeeping

- Employees must maintain accurate documentation to support hours worked and must submit regular timesheets.
- Supervisors are required to ensure employees work agreed upon hours and submit timely and accurate timesheets.

- Supervisors must preapprove all overtime for non-exempt employees.
- Employee must apply paid and/or unpaid leave to their timesheet as appropriate.

Screen 14: Equipment and Supplies

In general, Information Technology Solutions will provide a primary work computer to employees requiring access to information resources in order to perform their job duties. Information Technology Solutions has developed a standard specification for computers which will meet the needs of the vast majority of employees requiring a computer. Optionally, university departments may choose to provide additional equipment, funded by the department, to facilitate alternative work arrangements. Employees and supervisors will collectively work together to develop the alternative work agreement, which includes the identification of any equipment requirements above the standard specification for the university and will work with Information Technology Solutions on how best to meet these equipment requirements. Any additional equipment requirements will be reviewed and approved by the supervisor and Information Technology Solutions prior to purchase. Purchases will be provided in accordance with applicable University policies.

Refer to the Alternative Work Arrangement Policy or Guide for additional requirements.

Screen 15: Workplace Injury and Property Damage

- Employees must maintain the same standards of health and safety at their remote workplace.
- The University assumes no liability for injury to any person who would not typically be in the work area at the regularly assigned place of employment.
- University retains the right to pre-arranged on-site inspections of the remote work area during work hours.
- An employee who sustains a work-related injury must notify the supervisor immediately and complete all requested documents regarding the injury.
- The University will not be liable for damages to employee-owned equipment being used in telecommuting.
- The University will not be responsible for operating costs, home maintenance, or any other incidental costs (e.g. utilities, telephone, insurance, etc.) at the employee's residence or alternative work location.
- The University will not be responsible for cost, damages or losses associated with transporting University property.

Screen 16: Department and Employee Responsibilities

Department/Supervisor

Consult with the Division Vice President to discuss alternative work arrangements and what positions or employees may be eligible for alternative work arrangements.

Ensure alternative work arrangements are approved and administered consistently and equitably. See the How to Apply Section for planning and approval steps.

Ensure that the regulations, procedures and coverage requirements are understood and adhered to.

Manage employees' schedules resulting from alternative work arrangements.

Plan and schedule job assignments, ensuring that sufficient staff are available to meet the operating requirements of the university.

Employee

Alternative work arrangements must be discussed with the supervisor PRIOR to submitting an Alternative Work Arrangement form.

Complete the Alternative Work Arrangement form. See the How to Apply section for planning and approval steps.

Follow schedules approved by the supervisor. Employees may not set their own random schedule to accomplish their required amount of hours worked.

Adhere to any meeting requirements established by the supervisor. The attendance requirements may be via video conference, phone or face-to-face at the regularly assigned place of employment or alternate work location.

Alternative work arrangements will not serve as a substitute for child day care or adult care.

Secure all information and materials related to university business from unauthorized access and disclosure regardless of the employee's work location.

Screen 17: Development and Implementation

Supervisors and department heads should develop and implement a plan for alternative work arrangements and communicate the plan and expectations to employees.

Screen 18: Development and Implementation

Flexible Schedules

Telecommuting

Combined Flexible Schedules and Telecommuting

Screen 19: Flexible Schedules

Step 1: Consider which employees and positions are suitable for flexible schedules.

Step 2: Review with the division vice president.

Step 3: Ensure the following are addressed when implementing flexible schedules:

- Methods to track and monitor schedules.
- Workloads are appropriately managed and covered.

- Staff are available to assist walk-ins, telephone calls and timely responses.
- Flexibility and fairness regarding office presence/coverage.
- Flexible schedules are based on business necessity and is fair and equitable to all employees.
- Work can be effectively performed outside the range of the traditional work hours.
- Customers' needs are met.
- Supervision is available to employees at all times.

Step 4: Employee applies. See How to Apply section.

Screen 20: Examples of Flexible Schedules

Employee has approval to work an alternate arrival and departure time, for a total of eight hours of work per day. Examples:

- 9:00 a.m. to 6:00 p.m. Monday-Friday (with an hour lunch), or
- 7:00 a.m. to 4:00 p.m. (with an hour lunch)

Employee has approval to work extended daily hours in order to take a portion of a day or a full day off during the work period. For example:

- The "4-10" ("4-40") work week (4 days at 10 hours per day)
 - 8:00 a.m. to 7:00 p.m. or
 - 7:00 a.m. to 6:00 p.m.
- The "4-9-4" work week (4 days at 9 hours per day, and one 4-hour day)
 - 8:00 a.m. to 6:00 p.m. and 4 hours on Friday
 - 7:00 a.m. to 5:00 p.m. and 4 hours on Friday

Lunch hours will remain 1 hour unless preauthorized by the supervisor.

Screen 21: Telecommuting: Development and Implementation

Characteristics of Successful Telecommuting

Worksite Requirements

Work Schedules

Formulate a Telecommuting Plan

Screen 22: Characteristics of Successful Telecommuting

Position Characteristics

Employee Characteristics

Supervisor Characteristics

Screen 23: Position Characteristics

Characteristics of positions that may be suitable:

- functions can be performed at a remote site
- presence on-site not required daily
- supervision can be effectively performed remotely
- minimal need for materials or equipment that are available only at work site

Characteristics of positions not suitable:

- require regular in person interactions
- temporary positions; or
- require access to information, materials or equipment that are available only on-site

Screen 24: Employee Characteristics

Employees with characteristics that may be suitable for telecommuting:

- demonstrated knowledge and understanding of the job duties;
- demonstrates the ability to work under minimal supervision;
- self-motivated;
- demonstrates high rate of productivity;
- reliable work history;
- demonstrated ability to establish priorities and manage time;
- strong organizational and time management skills;
- access to a remote work site that is safe and free from interruptions;
- able to provide the security to protect any University equipment; and
- current performance evaluation rating of at least “proficient” (except a new employee with no performance rating).

Screen 25: Supervisor Characteristics

Supervisors with characteristics that may be suitable for telecommuting:

- positive attitude about telecommuting;
- well organized;
- flexible management style;
- skilled at supervision and communication;
- trust the integrity and professionalism of their employees;
- evaluates performance by results; and
- supports work-life balance.

Screen 26: Worksite Requirements

- Must maintain a healthy and safe environment at the remote worksite
- Must submit a picture or floor plan of worksite area
- Proposed remote worksites may be visited and approved
- Protected software and firewall technology must be installed. All sensitive and confidential information must be protected and secured.

Screen 27: Work Schedules

- Employees will perform telecommuting work at the approved remote worksite.
- Employees will be available for contact at the discretion of the supervisor (phone, email, electronic messaging such as Skype, Teams, Ring Central or video conferencing such as Ring Central, Zoom, Google Meet, etc. or other electronic messaging as determined by the supervisor).
- Supervisors may require employees to report as needed to the regular place of employment or alternate work locations.

Screen 28: Formulate a Telecommuting Plan

Screen 29: Plan, Check-Ins and Assessments

Tools to assist with telecommuting plan development, managing the plan and plan assessments (overall plan, employees and supervisors).

Developing the Plan

Regular Check-ins

Telecommuting Assessments

Tips

Screen 30: Developing the Plan

Developing the plan is the most important step for successful telecommuting.

Supervisors will work through the questions and document responses to develop a telecommuting plan for their department. Refer to the Developing a Telecommuting Plan form in the appendix.

Link to Developing a Telecommuting Plan Form:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?!ID=132798>

Screen 31: Regular Check-ins

Daily Check-in

- Establish predetermined or random times for check-ins
- Determine method of check-ins (i.e. Skype, Ring Central, Teams, Text, Email, Phone Call, Zoom, Google Meet, etc.)
- Define expectations of check-ins
- Example: Status updates and challenges
- Utilize the time to foster the supervisor/employee relationship by connecting
- Make time to connect and foster belonging by encouraging individuals to share

Weekly Check-in

- Communication about what is going on with the University
- Discuss department goals, challenges and news

- Review project updates and challenges
- Utilize the time to connect and foster belonging by encouraging individuals to share

Monthly Check-in

- Discuss status of projects/tasks
- Review next steps/barriers to be removed
- Identify completion dates
- Establish next month's goal

Consider utilizing the One-on-One form for daily, weekly, and monthly check-ins to track tasks, projects, obstacles, next steps and completion timelines. Refer to the One-on-One form at <https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?ID=132797>

Screen 32: Telecommuting Assessments

Department Assessment

Supervisors/department heads will conduct an overall assessment of the telecommuting plan's impact every six months.

Department Telecommuting Assessment Form:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?ID=132798>

Individual Self-Assessment

Employees will conduct an individual self-assessment every six months.

Individual Telecommuting Self-Assessment Form:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?ID=132799>

Employee Assessment

Supervisors will conduct an evaluation of each individual employee participating in a telecommuting plan every six months.

Supervisor's Telecommuting Employee Assessment Form:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?ID=132801>

Completed assessment forms will be retained in the department. Refer to the Alternative Work Arrangement Guide for additional details.

Screen 33: Tips

Screen 34: Telecommuting Tips

It requires careful planning and discipline to be a successful telecommuter. Employees who telecommute often learn that working remotely is different from expected, requiring specific skills and habits.

Refer to the appendix of the Alternative Work Arrangement Guide for Employee Telecommuting Tips.

Screen 35: Combined Flexible Schedules and Telecommuting

When developing a combined flexible schedule and telecommuting arrangement, ensure the information in the flexible schedule and telecommuting sections are reviewed and adhered to in this training and in the Alternative Work Arrangement Guide.

Example:

Employee works 7:00 a.m. to 5:00 p.m. Monday through Friday in the Office and 4 hours on Friday at home telecommuting.

- The 7:00 a.m. to 5:00 p.m. Monday through Friday in the Office and 4 hours on Friday is a flexible schedule.
- Working 4 hours on Friday at home is telecommuting.

Screen 36: How to Apply

Department heads who want to consider flexible schedules, telecommuting or combined flexible schedules and telecommuting should discuss the proposal with the Division Vice President prior to initiating or approving an alternative work arrangement.

Screen 37: How to Apply

Employees must discuss alternative work arrangements with the supervisor/department head prior to submitting an Alternative Work Arrangement form in SharePoint.

Flexible Schedules

1. Complete the Alternative Work Arrangement form
2. Route the form through the department for review and approval/denial
3. Does not require VP approval

Telecommuting

1. Complete the Alternative Work Arrangement form
2. Route the form for review and approval/denial through the department up to the VP
3. Requires VP approval

Combined Flexible Schedule and Telecommuting

1. Complete the Alternative Work Arrangement form
2. Route the form for review and approval/denial through the department up to the VP
3. Requires VP approval

Click on the following link for the Alternative Work Arrangement Form:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/ArticleDet?ID=133350>

Screen 38: Guide and Forms

Screen 39: Alternative Arrangement Guide and Forms

The Alternative arrangement guide and forms are available at:

<https://servicecenter.twu.edu/TDClient/1956/Portal/KB/?CategoryID=21801>