

Flexible Work Arrangements (FWA) Guidelines and General Information

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I. Types of Flexible Work Arrangements

A supervisor has the discretion to approve various types of Flexible Work Arrangements (FWA) at an employee's request. The University recognizes the following four types of FWAs:

Type:	Definition:
Remote Work	Working from home or other locations, outside of the campus, on a regular or varying basis.
Flex Time	Flexible work hours in which starting and ending times can vary by the day at the employee's choice, with supervisor approval of the arrangement, but with noted core business hours (core hours) of operation during which the employee must be working. Core hours are determined by the department leadership based on operational needs. For example, core hours could be from 10am to 3pm – M - F. The employee still works their regular number of total scheduled hours (full or part time) per week plus any approved overtime. Employees cannot utilize lunch periods and break time to meet their daily/weekly work hour requirements.
Alternative Schedule	A schedule adjustment allowing the employee to change their start and end times, and this becomes their normal work schedule. Applies to full-time schedules 37.5 hours (or 40 hours). Example: A schedule of 7:30 a.m. - 4:00 p.m. as opposed to 8:30 a.m. – 5:00 p.m. (37.5 hours). Once agreed upon the schedule remains consistent. Employees cannot utilize lunch periods and break time to meet their daily/weekly work hour requirements.
Compressed Workweek	A 37.5-hour (or 40-hour) work week compressed into fewer than five work days. This FWA type is usually for department wide usage for a specified period (summer months, as an example) and not generally for individual, one-off, employee usage. Compressed work weeks can be modified or cancelled in whole or in part at management's discretion due to holidays or other operational needs. Employees cannot utilize lunch periods and break time to meet their daily/weekly work hour requirements.

Note: Nothing herein shall restrict or otherwise interfere with an employee's rights under the Family Medical Leave Act (FMLA) or the Americans with Disability Act (ADA). These guidelines do not apply to an employee's request for leave under the FMLA or a request for a reasonable accommodation for a medical condition under the ADA. Requests for FMLA leave must be made through [FMLA Source](#). Requests for a reasonable accommodation for a disability under the ADA must be made through the [Office of Equal Opportunity \(OEO\)](#).

II. About Flexible Work Arrangements

Since its inception, the University has established a deep culture supported by in-person learning and work with robust face-to-face experiences for students and employees. A vibrant physical campus is necessary to learning and creating an engaging and dynamic campus culture. The University also recognizes, however, the benefits of offering Flexible Work Arrangements to its employees under appropriate circumstances and has established these Flexible Workplace Guidelines and General Information policy.

Some Potential Benefits of FWAs When Successful:

- Enhanced candidate recruiting capability
- Increased employee engagement and productivity
- Improved employee retention
- Extended office and service hours
- Savings on office space and equipment
- Opportunity to improve work-life balance and job satisfaction/engagement
- Less interruptions can mean more work accomplishments
- Possible reduction of commuting time and other work-related costs

III. Supervisor's Guide for Considering an FWA Request and Managing Employees on Approved FWAs

Supervisor approval is necessary for all FWA requests. Supervisors must provide, in writing on the [FWA Request Form](#), a business-related, non-discriminatory reason supporting their decision to approve or deny an FWA request. Any such decision should be based on the guidelines set forth below.

It is within management's sole discretion to determine if a job is suitable for an FWA based on the guidelines set forth below. Management also has the authority to modify the manner and/or timing of how/when job duties are performed to accommodate an employee's FWA request, subject to compliance with any applicable collective bargaining agreement (CBA) and university policies, so that employees have the opportunity for an FWA, even if on a periodic basis.

Flexible, alternative and compressed work schedules can be combined with remote work if deemed appropriate by the supervisor.

Supervisors Should Adhere to the Following Guidelines for Eligibility and Suitability When Considering an Employee's Request for an FWA and Managing Employees on an Approved FWA:

Eligibility - FWA's apply to full-time and fractional-time university employees. While most employees would be considered eligible to request an FWA, all positions may not be eligible to participate due to the nature of their positions requiring specific work locations and schedules (e.g., critical infrastructure workers). Under normal circumstances, instructional employees and those with teaching responsibilities will not be eligible for an FWA. Individuals on probation, corrective action, on a performance improvement plan, or with less than satisfactory job performance, may not be eligible for an FWA. Employees who have questions about FWAs or who may need special considerations should contact their [Human Resources Consultant](#) to discuss their needs. Employees who may need an FWA accommodation due to health concerns should contact the [Office of Equal Opportunity \(OEO\)](#).

Suitability Determine an employee's suitability for an FWA based on:

- The nature of the employee's position. Review the employee's job description and contact your HR Consultant if updates are required. Current job descriptions are essential and required for determining a job's suitability for an FWA.
- The likelihood the employee will be able to perform the essential functions of the position while on an FWA at the same or higher level of performance as when not on an FWA.
- The need for face-to-face interaction with students, co-workers, clients/customers or vendors. As stated above, under normal circumstances, instructional employees and those with teaching responsibilities will not be eligible for an FWA.
- The employee's ability to communicate effectively as required while they are on an FWA.
- The employee's performance and disciplinary history. Employees must have a current minimum performance rating of Meets Expectations in order to have an FWA request approved. Employees with current performance or disciplinary concerns may not be eligible for an FWA. Supervisors are advised to contact their HR Consultant to discuss such requests.
- The employee's ability to work independently, with minimal support and supervision.
- If the employee has the appropriate equipment, technology, and systems access for remote connectivity when working remotely. Employees can only use approved University software and networks. Equipment necessary for remote work may be provided by the University for remote work if available, but it is not required to do so. It will become the employee's responsibility to have appropriate equipment if working remotely. If the university does provide any equipment, it is the employee's responsibility to keep the equipment secure and in good condition. An employee may be responsible for loss of or damage to university equipment and must report loss or damage to their supervisor and C&IT immediately.
- The need and frequency for on-site presence based on when and where the job duties are best performed. This may take into account, for example, the need for special equipment, lab work, face to face interaction, or a high level of confidentiality.
- How faculty/student/client interaction may be affected by an employee's FWA.
- Other academic or operational considerations.

Other factors to note:

1. Dependent Care - Remote working cannot be used as an alternative method to provide dependent care. Employees need to ensure that dependent care responsibilities do not interfere with their agreed upon work schedule or completion of work.
2. Flexible Work Arrangement Duration – FWAs must be for a specified duration, even if estimated. As the current FWA offering is a Temporary Pilot program, the initial duration of an FWA cannot exceed the length of the Pilot period. The Pilot period is from September 7, 2021 through March 6, 2022.
3. FWAs are subject to be continued/discontinued, suspended, or modified at any time at the discretion of the supervisor or at the request of the employee. When discontinuing or modifying an FWA, employees and supervisors should provide a reasonable notice period whenever possible. A minimum notice period of ten (10) work days is suggested to be provided by both parties. Shorter or longer notice periods may be appropriate, depending on the needs of the department and employee. Supervisors are encouraged to work with employees to achieve a successful transition when an FWA is discontinued or modified. FWAs can also be discontinued, with or without notice, if the University changes or terminates its policy with regard to FWAs.
4. Changes in Supervision – Current FWAs will not automatically remain in effect when an employee has a change in supervision due to any position change (promotion, transfer, bumping, new supervisor assigned, etc.). A new FWA request will need to be submitted to the new supervisor

for their review and consideration. Supervisors are encouraged to work with the employee to ensure a smooth transition when an FWA is discontinued or modified.

5. New Hires and Transfers – To support effective employee on-boarding and orientation efforts, and to better allow supervisors to observe and evaluate the performance of new employees, remote work is not permitted for more than one day per week for the first 180 days of a new assignment.
6. Supervisors should be careful to avoid unfairly distributing work to other employees in order to accommodate another employee's FWA. Also, be careful not to unfairly impact employees working on campus due to other employees working remotely. An employee on an FWA is responsible for performing all of their own job duties.
7. Communicate clear expectations on assignments, deliverables, deadlines, response times, methods of communication, and work hours/schedules. Non-exempt employee overtime must still be pre-approved while on an FWA or working remotely. Unapproved overtime may result in disciplinary action.
8. If performance expectations are not met, discuss the concerns with the employee and work to develop a plan to resolve the concerns to promote accountability and improvement. Less than satisfactory performance may result in the suspension or discontinuance of the FWA.
9. Temporary FWAs should be documented by the supervisor so as to not create confusion about the terms and/or duration of the FWA. There should be a clear end date even if estimated at the time of the request.
10. For additional guidance, please refer to the remainder of these FWA Guidelines and General Information and/or contact your [Human Resources Consultant](#)

** The employee and supervisor are expected to discuss the details and rationale for the FWA request prior to the supervisor's final determination. Supervisors are required to communicate to the employee their decision to approve or deny the FWA request and the rationale for their decision. This decision should be made and communicated within a reasonable period of time. Supervisors can consider an employee's FWA request at a later date if the current timing and/or circumstances do not allow for approval of the original request.

Employees who disagree with their supervisor's decision should contact their [Human Resources Consultant](#). The Human Resource Consultant's role is not as a decision maker in the process, but it is to advise and facilitate a potential solution. If the concern is unresolved at the first level, it will be escalated to the next level of supervision—if any—up to and including the highest level of supervision in the School/College/Division.

** Supervisors will provide a copy of the completed request form, approved or denied, to the employee and Human Resources for inclusion in the employee's personnel file.

Supervisors are Encouraged to Take the Following Actions in Managing Employees on Approved FWAs:

1. Conduct regular check-ins. Continue normally scheduled meetings with employees and instruct they are expected to do the same; keep an inclusive mindset and avoid out of sight, out of mind perspectives.
2. Be sensitive and supportive to the challenges and perceptions which can arise from flexible schedules and remote work arrangements. Employees on an approved FWA, may not be in the office some days and/or may have differing work schedules. This should not be viewed as a negative reflection on an employee by co-workers.
3. Stay connected with employees working remotely to promote interaction and collaboration with the team. Consistent, frequent communication is one of the keys for a successful FWA.

4. Acknowledge successes with FWAs to encourage employee adaptability and continued success.
5. Assess the FWA periodically to determine if adjustments need to be made. Check in with the employee; specifically, about how both of you believe the FWA is working. Document significant issues that arise due to an employee being on an FWA, including, for example, a decrease in employee performance.
6. Attend the learning opportunities available through [Organizational and Employee Development](#) and Accelerate to help with managing employees on FWAs, when they become available.

IV. Employee Requirements for Requesting and Working on an FWA

All employees should discuss their potential eligibility for an FWA with their supervisor. Eligible employees are required to submit the [Flexible Work Arrangement Request Form](#) to their supervisor for consideration. Please complete all required information.

1. Review these FWA Guidelines and General Information.
2. Have a clear understanding of your job duties (based largely on your job description), goals and supervisor expectations.
3. Fully comply with any approved FWA request and all applicable policies and guidelines.
4. If working remotely, understand the expectations to perform your job duties remain the same as if you are working from your office (e.g., attend meetings remotely, interface with your co-workers as required, be responsive during established work hours, and complete assigned work timely).
5. Be available to work in person on campus if requested. Please note that you will not be reimbursed for mileage if you are required to come to work on campus.
6. Choosing your workspace is important. Privacy and ergonomic considerations are critical to comfort, safety, and success. Employees are responsible for establishing a safe and secure workspace when working remotely. (Include link to Remote Work Safety Checklist).
7. Employees accept responsibility for maintaining the security, condition, and confidentiality, if required, of all work-related information, data, documents, and other materials kept at their remote workplace or stored on personal electronic equipment. In the event of a breach of security or if University information is lost or stolen, the employee will immediately report the incident to their supervisor.
8. Employees agree to take reasonable measures to secure and protect University equipment from damage and loss. Damage and loss to such equipment must be reported immediately to their supervisor.
9. Employees will perform work only on University networks with University software. Employees will only access University networks through secure VPN access software.
10. Employees will be responsible for having any necessary equipment or technology while working remotely if such is not provided by the University.
11. Keep your supervisor informed of any challenges you may have working with your FWA or if you require a different schedule or are working from a different remote location. When beginning any new FWA, there will be challenges and adjustments, so please keep your supervisor informed so they may help resolve issues and ensure that the FWA experience is successful to the extent possible. Employees who need to request a change to or end their FWA, even if temporarily, should provide, at minimum, a 10 work day notice to their supervisor.
12. For remote work, familiarize yourself with remote access, forward your office phone to your cell/home phone, and obtain key IT contact information. For C&IT assistance with remote login to University systems contact C&IT via helpdesk@wayne.edu or call 313-577-HELP.
13. For Flexible, Alternative and Compressed Work schedules, employees are accountable to meet the agreed upon schedule. Desired changes must be discussed and approved by the supervisor.
14. Ensure you have a copy of the written FWA Request and be willing to discuss any necessary adjustments as needed with your supervisor to help promote effective and efficient operations.

15. An FWA should not cause additional work for co-workers or your supervisor.

****Failure to comply with these guidelines may result in suspension or termination of your Flexible Work Arrangement.**

Additional Considerations:

For Flex Time and Alternative Schedule Requests

1. If you are requesting a change to your current work schedule, consider how an FWA would affect you personally, how it would affect your ability to do your job, and the impact it would have on your work group.
2. Consider how an FWA might enable you to better manage other personal responsibilities.
3. Determine if your personal productivity would improve if you adjust your current work schedule or if your proposed schedule creates additional challenges.
4. Consider the reasons and ramifications of changing your schedule. Feel free to talk with your co-workers and/or customers. If they have concerns about your proposed schedule, discuss these with your supervisor so you can address them together.
5. Include suggestions about how you would be flexible to cover peak time coverage, meeting times, special events, communication with clients, co-workers, your supervisor, etc.
6. Identify additional changes that may need to take place in order for you to meet your job specific performance goals and objectives.
7. FWAs must be for a specified period of time. Consider offering to make your proposed FWA a shorter duration of 1-3 months with regular “check-ins” during these months to assess how things are going and discuss adjustments as needed.
8. Aim to be flexible and have a back-up plan in case you need to alter your FWA goal. A supervisor’s ability to offer FWA options by department and employee job role, and operational limitations may be needed to meet your department's operating needs.

For a Compressed Workweek (If offered)

1. Will my energy be “zapped” by longer days?
2. Do I have enough work flow to fill the longer days?
3. Can I opt out if the longer hours are not suitable for me?

For Remote Work

1. Do I have an appropriate space, equipment and technology to work at home? Consider safety and ergonomics too.
2. Will I miss the camaraderie of the office? How can I effectively communicate and connect with others?
3. How often can I realistically work remotely?
4. Will I be able to manage through the interruptions effectively (these *are* a part of a remote workplace), when physically at home such that my remote work does not negatively impact my work or my co-workers?
5. How will remote working affect my work-life balance? (It can improve it or create more challenges).

Additional questions to consider as you plan a proposal

1. What type of flexibility would I like? Flex time, alternative schedule, remote work, or a combination?
2. What type of flexibility would work best in my position/department/School/College/Division?
3. How will my FWA affect my work? Customers? Co-Workers? Supervisor?

4. How can I not create additional challenges for others?

V. Procedure for Requesting an FWA and Additional Considerations

For Flex Time and Alternative Schedule Requests

1. If you are requesting a change to your current work schedule, consider how an FWA would affect you personally, how it would affect your ability to do your job, and the impact it would have on your work group.
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VI. Extreme Winter Weather and Other Emergency Closures

In the event of a campus closure due to severe weather or other emergencies, the process for an employee working under an FWA is the same as it is with employees under a non-FWA. If the campus is closed, employees are not expected to work unless they have been identified by their supervisor as a critical infrastructure worker.

VII. Additional FWA Resources

Training - [Organizational and Employee Development](#)

Employee Assistance Program - [Ulliance Life Advisors](#)

Benefits & Wellness Programs - [Total Rewards](#)