

CHESTNUT HILL COLLEGE

Subject: Flexible Workplace Policy

Policy: 2.32

Effective: July 2020

Contact: Chief of Staff

The College recognizes that its staff members may be searching for ways to achieve better work/life balance, reduce commuting costs or address other issues that affect their ability to work onsite or work traditional work schedules. As such, College Supervisors and Department Managers have the ability to utilize flexible work arrangements to meet Departmental needs while at the same time providing enhanced flexibility to staff members.

This Policy provides guidance related to flexible work arrangements as established between a staff member and their Supervisor or Department Manager wherein the time or location of work performed is different from the customary schedule or work location. Flexible work arrangements can serve to enhance levels of staff satisfaction, while meeting the needs of the Department and the ongoing operations of the College.

Flexible work arrangements are based on the specific needs of the Department — and the ability of the individual staff member to work effectively in a flexible work arrangement. An approved flexible work arrangement does not reduce expectations regarding a staff member's performance, and does not serve as a precedent for a future arrangement within a Department. Staff requested flexible arrangements are a privilege, are revocable, and should not be an expectation of employment.

The College, as an organization, has work environments that vary widely and require specific staffing to function effectively. Flexible work arrangements are not appropriate for all positions, times of year, or campus settings. Additionally, health, safety, privacy/security, technology concerns and limitations, and other relevant considerations may preclude a flexible work arrangement. Flexible work arrangements that reduce duties or total working hours must follow Human Resources policies and procedures and include a reduction in full-time status. These types of arrangements may impact benefit eligibility and/or tax obligations.

In some circumstances a flexible work arrangement may help expedite a staff member's return to work from a leave of absence. Staff members out on protected leave should not be expected to work, regardless of any flexible work arrangement that may be in place.

Staff members with flexible work arrangements remain subject to applicable College policies and procedures and federal and state laws.

Departments are strongly encouraged to be open to allow for alternative work arrangements with the understanding that this flexibility must still ensure appropriate staff member's accountability and be compatible with the operational needs of the Department.

This policy sets out the three major types of flexible work arrangements: temporary changes in work hours, flexible work schedules and flexible work locations or remote work, and describes the expectations and obligations associated with each one.

TYPES OF FLEXIBLE WORK ARRANGEMENTS:

Types of flexible work arrangements include:

1. Flexible Schedule

Flexible work schedules are adjustments to the staff member's reporting or departure times on a regular or recurring basis to respond to the work/life needs of a staff member. The revised schedule must continue to support the operational needs of the Department and allow for appropriate oversight of the staff member's assignments. Supervisors are advised to be attentive to the need to ensure that adequate supervision is provided for situations where adjusted work schedules fall outside of normal work hours.

2. Temporary Change in Work Hours

Staff members may request and Supervisors may grant a change in a staff member's regular work schedule that is not permanent or ongoing in order to adjust for an unplanned short-notice or sporadic event. This change may include modifying normal work start and end times or allowing work missed on one day to be made up on another.

This flexibility helps the staff member to avoid taking leave or other paid time off that would otherwise have to be accounted for in a given week. Supervisors have the discretion to grant temporary changes in work hours as long as the operational needs of the Department are satisfied and to discontinue such arrangements when deemed necessary.

3. Compressed Work Week

A compressed work week refers to a schedule wherein the total number of hours worked each week are conducted in less than five (5) full workdays. The most common compressed schedule is a four 10-hour workdays per week.

4. Remote Work

Remote work represents an adjustment to an employee's customary worksite, either on a short-term or on an ongoing or recurring basis, in response to the work/life needs of an employee and/or the operational needs of the Department. Typically, these arrangements involve the employee regularly or primarily working from home and are sometimes referred to as virtual work arrangements. The remote work arrangement must continue to support

the operational needs of the Department and also provide for appropriate oversight of the employee's work. Please refer to the [Remote Work Policy 2.31](#) for more details.

Supervisors may revise or revoke flexible work schedules at any time; however, Human Resources advises Supervisors to provide as much reasonable notice as possible in the event of a revision or revocation of a flexible work schedule to permit the staff member to make alternate arrangements. Ten (10) business days of notice in writing is generally expected as a minimum unless a staff member's conduct or safety issues necessitate otherwise at the discretion of management. Supervisors have the discretion to approve a flexible work location for up to 90 calendar days as long as the operational needs of the Department are met.

CONDITIONS OF EMPLOYMENT

Performance expectations do not change as a result of flexible work arrangements. Staff members with flexible work arrangements are generally subject to the same criteria and process for performance evaluations as would apply without the flexible work arrangement. Human Resources and individual Supervisors, however, may implement practices and provide training specific to flexible work arrangements as long as such practices are consistent with College policies and procedures.

MODIFYING FLEXIBLE WORK ARRANGEMENTS

The Supervisor, in consultation with Human Resources, may modify a staff member's flexible work arrangement, up to and including returning to the Department's usual and customary working hours and/or location, without a staff member's consent, where such a change is needed to meet Department operational needs. The reason for the modification should be communicated, in advance, to the staff member and appropriate revisions should be made to the flexible work arrangement agreement. A Supervisor's modification of the arrangement, up to and including defaulting back to the Department's normal working hours and/or location is not considered discipline.

Before modifying or discontinuing a flexible work arrangement that was granted for medical reasons, the Supervisor must consult with Human Resources.

PROCEDURES

1. Requesting a Flexible Work Arrangement

- a. To establish a flexible work arrangement, the staff member must complete the [Flexible Work Arrangement Form 5.1](#) and submit it to their immediate Supervisor.
- b. The staff member and the immediate Supervisor should then discuss the details of the flexible work arrangement request and whether or not the request is feasible.

2. Determining Feasibility of a Flexible Work Arrangement

- a. In considering the request for a flexible work arrangement, the immediate Supervisor should consider the impact on the Department and other Departments; workload and productivity (particularly during traditional College work hours); other staff members, students and customers; and the business needs of the College.
- b. Before granting approval, the immediate Supervisor must review the flexible work arrangement request with the Department Head and Vice President.

3. Establishing and Managing a Flexible Work Arrangement

- a. When a staff member, their immediate Supervisor, Department Head and Vice President all agree that a flexible work arrangement is appropriate, the [Flexible Work Arrangement Form 5.1](#) must be completed setting forth the specifics of the arrangement.
- b. The immediate Supervisor must work with Human Resources to develop the flexible work arrangement. The flexible work arrangement should reflect the singularity of each situation and should be consistent with Departmental and/or College staffing needs.
- c. The immediate Supervisor must manage the flexible work arrangement to assess the continued feasibility of the flexible work arrangement. An initial 30-day trial period is required. In addition the flexible work arrangement should also be reviewed during the annual performance evaluation for continued feasibility.

4. Discontinuing A Flexible Work Arrangement

- a. A flexible work arrangement may be discontinued by the staff member, the immediate Supervisor, or the Vice President, based on the staff member's performance or the changing needs of the Department or the operations of the College.
- b. Ten (10) business days of notice in writing is generally expected as a minimum unless a staff member's conduct or safety issues necessitate otherwise at the discretion of management.

Please contact Human Resources at HROffice@chc.edu if you have questions about a flexible work arrangement that is not addressed by this policy.