

# **Voluntary Flexible Work Arrangements for Staff and Administrators Policy**

**June 2021**

# Returning to Campus

- During the pandemic we found ways to successfully deliver the Chapman Experience to a remote customer population of students, faculty, staff, alumni, community members
- Our customers are eager to return to the campus, which is characterized by its sense of community, with excellent, personalized attention to students, faculty, and colleagues.

# The Post–Pandemic Work World

- 72% of executives say that their organizations have started adopting permanent remote-working models.
- 70% of employees say that being able to work from home for at least part of the week is a top criterion in selecting their next job

(Forbes, March 17, 2021)

# **A Video Message From President Struppa**

# Voluntary Flexible Work Arrangements (VFWA)

- Chapman is supportive of flexible work arrangements when they can be implemented while still maintaining excellent service to our community
- Decisions based primarily on operational considerations
- Employee eligibility criteria apply – year of service, rating of “meets expectations” or above , no recent discipline
- Flexible Work arrangements assigned by the University or required as a condition of employment are excluded from this policy.

# Voluntary Flexible Work Options at Chapman

## Telecommuting

- Up to 3 days per week, but not both Monday and Friday

## Flexible work hours

- Adjusting start and end times of normal 8-hour workday from the usual 8-5 (start times as late as 9, end times no earlier than 3)

## Remote work\*

- Work done fully at alternate worksite.

# Additional Information

- For all employees, there may be times when operational considerations require presence on campus, despite the existence of a flexible work arrangement
- For nonexempt (Staff) employees, time must be accurately recorded, employees must take mandated meal periods and breaks, and requests to work overtime must be pre-approved in writing by the employee's supervisor
- For exempt (Administrative) employees, hours of work must be approved by the supervisor
- Participants in telecommuting or remote flexible work arrangements are expected to be as accessible as their on-site counterparts during their agreed upon regular business hours, regardless of work location

# Employee Responsibilities When Telecommuting or Working Remotely

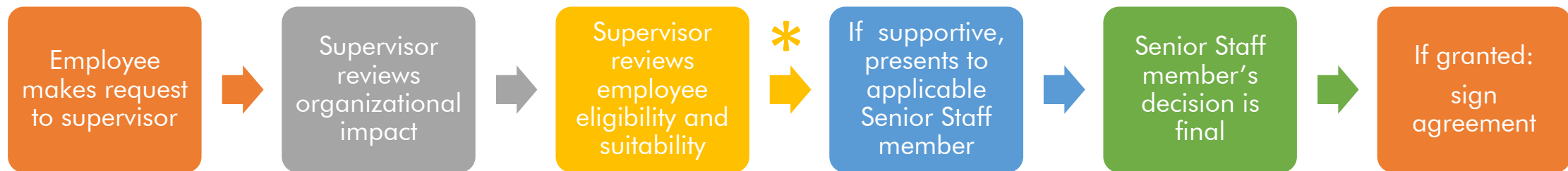
- Maintain a safe work environment
- Maintain a productive work environment
- Consult with supervisor prior to removing equipment
- Protect University equipment and information



# Voluntary Remote Work Outside of California

- *For new or existing employees requesting remote work outside of California, the request will be routed through Human Resources for authorization*
- Generally requires demonstration of a compelling need by the University
- Considered on a case-by-case basis to balance other needs of the University and the required resource allocation

# Voluntary Flexible Work Arrangement Process



\* Requests for work outside California will be routed through HR for authorization.

Voluntary flexible work arrangements are **discretionary** and subject to periodic review. They may be revoked by either party.

# How a Request Is Initiated

- Employee informs and consults with supervisor.
- Employee initiates the request by filling out and submitting online request form.

## Voluntary Flexible Work Arrangement Request Form

Prior to proceeding, please read the [Voluntary Flexible Work Arrangement Policy for Staff and Administrators](#). It is very important that you familiarize yourself with this information as they will help you craft a better-informed request.

Have you discussed your request with your Supervisor?\*

Yes  No

### Employee Information

First Name

Last Name

Chapman Email

Chapman ID # \*

Confirm Chapman ID #\*

Job Title \*

Department \*

Supervisor\*

*Please select your supervisor from the list*

### Request

# Supervisor Email Notification

- Once an employee has submitted their request online, you will receive an email notification
  - **From:** [formstack-notifications@chapman.edu](mailto:formstack-notifications@chapman.edu) OR [noreply@formstack.com](mailto:noreply@formstack.com)
  - **Subject:** Voluntary FWA Request - Action Required

# **Review of Request By Supervisor**



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UNIVERSITY

# Reviewing a Request for VFWA



HR approval is required if out of state work is being contemplated

# Operational Considerations: The Job

- Review the employee's job responsibilities
- Examine the employee's role in meeting the needs of the department, including frequency of meetings, department goals and projects, other departments' schedules, space constraints
- Consider the impact on productivity, cost effectiveness, service to internal and external clients
- Questions to consider:
  - Does the proposal impact normal service hours?
  - Will it incur overtime costs?
  - How will it impact your unit's effectiveness?
  - Will it impact other employees?
  - Does it create any concerns regarding safety, security or supervision?



# Employee Considerations: Eligibility Criteria

- One year of continuous service
- Rating of at least “meets expectations” on most recent performance evaluation
- No disciplinary actions in the previous year

# Additional Employee Considerations

- Review the employee's approach to work – do they demonstrate work habits such as reliability, responsiveness, and the ability to work independently?
- Do they have a plan to appropriately safeguard confidential information?
- Have they made arrangements for a safe and productive work environment , including dependent care?

# Additional Considerations For Multiple Requests Within Same Unit

- Consider overall effect of various requests on operation and plan accordingly.
- For example, is there continuous in-person coverage of the operation during normal business hours in a way that meets in-person “customer” needs?

# **Next Steps After Supervisor Review**

# If You Are NOT Supportive of Request: Communicate

If supervisor not supportive, the process ends. There are no appeal rights to the respective Senior Staff Member.

This policy is discretionary in nature and not an entitlement.

Nonetheless, it is best to:

- Communicate the decision respectfully and kindly;
- Root the reason(s) for denial in the policy – articulate either the operational reason, or the employee-related basis for the decision.

# If You ARE Supportive of Request: Senior Staff Review

If after completing your review, you are in support of the proposed VFWA:

- Do **not** communicate your support until the Senior Staff Member has agreed to the arrangement
- Forward the request form to the relevant Senior Staff Member for review and approval\*

\*If work outside California is requested, the request will be first routed through HR who will then work with the relevant Senior Staff Member in the next steps of the process.

# If Request **DENIED** by Senior Staff: Communicate

If Senior Staff Member does not approve, the process ends. There are no appeal rights to HR or elsewhere.

This policy is discretionary in nature and not an entitlement.

Nonetheless, it is best to:

- Communicate the decision respectfully and kindly;
- Root the reason(s) for denial in the policy – articulate either the operational reason, or the employee-related basis for the decision.

# Next steps — If Request Is APPROVED By Senior Staff

- Employee, supervisor and Senior Staff Member electronically sign agreement.



# **Next Steps AFTER Senior Staff Approval**

# Meet and Discuss

- Meet with the employee to go over the agreement and discuss how each element will be implemented
- Set expectations regarding work schedule, type and frequency of communication, and employee's responsibilities
- Set and communicate cadence for review of flexible work arrangement to ensure continued alignment with department needs
- Develop a plan for clear, regular, and frequent two-way communication

# Topics to Discuss With the Employee

- What routine responsibilities/tasks will be impacted by the change? What are ways to reduce the impacts?
- What routine responsibilities/tasks require regular communication and collaboration with others? How will that change?
- Are there special projects that will be impacted?
- What are the expectations for attendance at scheduled meetings or events?
- How quickly do you expect the employee to respond and how they should contact you while working remotely?
- How often should the employee provide updates on work progress. What should those updates include?

# Additional Topics If Telecommuting Or Remote Work Is Approved

- How will the employee provide a safe work environment at their alternate work location?
- How will the employee safeguard University information at their alternate work location?
- What steps will the employee take to maintain a productive work environment free from distractions?

# Best Practices for Managing Successful Voluntary Flexible Work Arrangements

- Ensure that every request is considered – not all will be granted, but a consistent review process which is centered on the position, and secondarily on the employee's eligibility and suitability, communicates **fairness**
- **Be flexible** –consider implementing requests on a pilot basis, build in a timeline for revisiting
- **Communicate** consistently about expectations for accountability, quality, and timeliness.
- Maintain team meetings and one-to-one check-ins, altering the schedule if needed to accommodate any alternative schedules that have been approved.
- In evaluating a new schedule, focus on results, productivity and engagement.

# Questions?

# More Information To Come...

- HR Forum for All Staff and Administrators, tomorrow at 9am
- Online request form and additional information will be available on:  
<https://www.chapman.edu/faculty-staff/human-resources/staff-admin-flexible-work/index.aspx>
- An announcement will be made on the Working @ Chapman email newsletter once the site is live.