Introduction

Goal 3 of Plymouth State University’s Strategic Plan is to: create a work environment where faculty thrive in their teaching, service, and scholarly and creative endeavors; staff are supported in their work environments; and all are provided with rich professional development opportunities.

Priority 1 - Be an employer of choice for PSU faculty and staff, who excel in their areas of expertise, are committed to student success, and advance the mission of the University.

Flexible Work Options (FWO) offer a way to provide excellent customer service while managing people, time, space and workload in an effective and efficient manner. Plymouth State University recognizes the importance of flexibility and quality of life to staff and the value that employees provide to the University.

Potential Benefits:

- Increased employee initiative
- Reduced absence and tardiness
- Increased productivity
- Reduced turnover
- Increased loyalty and morale
- Reduced overtime/compensation time
- Increased employee satisfaction
- Decrease in workplace stress
- Expanded number of hours office is open to customers
- Better balance between work and personal responsibilities
- Continuous time for getting work done without impacting customer service
- Greater commitment to the organization

FWO can be used to enhance job satisfaction and quality of life for PSU employees. FWO enable staff and management to serve customers well, meet University goals and balance personal and professional responsibilities. PSU supports flexible work options when they meet the needs of both the department and the individual. FWO are adjustments to an employee’s regular work schedule on a recurring basis. Flexible work options may be revised or revoked by management as needed.

Because of PSU’s diverse work environment, flexible work arrangements may not be available or successful in some departments. Flexible work arrangements will be reviewed and decided upon by the supervisor.

NOTE: Flexible work options are meant to be adjustments to an employee’s regular work schedule on a recurring basis. FWO are not temporary changes in order to adjust for an unplanned, short-notice or sporadic event. If a temporary change is required in an employee’s schedule, it is not subject to these guidelines.
Flexible Work Options Guidelines

Use of these guidelines should be the result of open and ongoing discussions within each department and/or unit and between the supervisor and the employee. The determination of whether a staff member will be allowed to participate in a flexible work option will be made on a case-by-case basis by an employee’s supervisor, and in accordance with the department business needs, requirements, and constraints of both the department and staff member. Final approval and arrangements for situations covered by these guidelines are at the discretion of the Supervisor/Dean/Principal Administrator and are not subject to complaints or grievances. (Note: The criteria for FWO in this document are general guidelines; departments and units may choose to utilize criteria that are more restrictive.) All FWO must conform to overtime, record keeping, and meal break provisions of the Fair Labor Standards Act and New Hampshire labor law for staff covered by those provisions.

Examples of Flexible Work Options:

- An employee who works 8:00 a.m. – 5:00 p.m. carpool with others from a long distance and the other employees must be at work at 7:00 am. The employee requests to work from 7:00 am to 4:00 pm.
- An employee lives quite a distance from the University and would like to reduce the number of trips made to work each week. The employee requests to work from 6:45 am to 5:15 pm four days per week and takes 1/2 hour off for lunch.
- An employee is taking a class that meets once a week at another university that is two hours away. The employee requests to work nine hours per day for four days and one four-hour day.

Typical flexible work options are flextime (flexible start, stop and lunch times), compressed work schedules (compressing standard work week hours into fewer days), and flexplace (work away from the office, typically at home).

Managing Flexible Work Options

Supervisors are responsible for setting work schedules and assignments based on the business needs and resources of the department. Supervisors are encouraged to be as flexible as possible in accommodating flexible work option requests, but the decision to allow and/or adjust changes in work schedules is made by management. Supervisors are encouraged to allow flexible work options when possible and to apply work arrangements fairly and as equitably as possible.

Definitions

Core time — Staff are required to be present or accessible during a certain core period of hours each workday or during peak workload periods; may also require staff to be present during a particular day of the week.
Flexible Work Options Guidelines

**Flextime** — arrangement that allows a full-time exempt or non-exempt staff member to, with his or her supervisor, set the starting and ending times of their work day. A flextime arrangement may require that an employee work core hours identified by the department. For non-exempt employees, this arrangement must include a bona fide meal period. Flextime arrangements do not reduce the number of hours or total effort worked in a given week by an employee.

Examples of flextime arrangements:
- Individualized start and quit times that remain constant each work day (7:30 am to 4:30 pm)
- Individualized start and quit times that vary daily, however, the same number of hours are worked every day (7:00 am to 4:00 pm Monday, Wednesday and Friday and 9:00 am to 6:00 pm Tuesday and Thursday)
- Individualized start and quit 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 (7:30 am to 5:00 pm with 1-1/2 hours off for lunch daily)
- Mandatory core-time with individualized start and end times with varied daily hours but consistency in the total number of hours worked every week

**Compressed work week** – arrangement that enables a full-time employee to complete 40 hours of work in fewer than five full days.

Examples of compressed work week arrangements:
- Four 10-hour days per week
- Four 9-hour days and one 4-hour day per week

The Fair Labor Standards Act requires that non-exempt (hourly) employees receive time and a half for working more than 40 hours in a week.

**Telework** – allows for all or a portion of the job to be performed off-site, on a regular, recurring basis, usually at the worker’s home. Telework arrangements are most appropriate for work that has clearly defined tasks, measurable work activity and does not require the individual’s presence in the workplace. Typically a Telework arrangement will specify the number of hours to be worked at home and the specific time at which this will occur. If granted, the staff member is responsible for home computer security and maintaining confidentiality of data. No reimbursement is provided for the staff member's own computer or internet coverage. Workers' Compensation and professional liability apply.

Telework is not provided to an employee to allow for childcare or dependent care while working at home. In order for an employee with children to work at home, appropriate childcare or dependent care must be arranged so childcare or dependent care does not
Flexible Work Options Guidelines

distract from work duties.

Telework 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.

Prior to approving a Telework option, the supervisor should discuss technology and user support needs/issues with ITS.

Additional requirements for on-going Telework need to be completed prior to finalizing the arrangements. These include equipment arrangements, dedicated space, health and safety liability and data security. Information can be found in the Telework Tool Kit and Telework Agreement Form & Telework Guidelines.

Leave time usage – Non-exempt staff members on a telework or compressed workweek schedule will deduct the number of hours scheduled to work on the day(s) off for Earned Time and/or sick pool. For example, 10 hours of vacation would be deducted if a staff member uses vacation on a day with 10 scheduled work hours. Exempt staff members on a telework schedule will deduct either a ½ day or full day of vacation or sick time. This applies to all paid leave time except for holidays as described below.

Holiday pay – PSU holidays are based on an 7.5- hour or 8-hour day. Any regular employee will receive prorated pay based on regular hours worked during the pay period with the maximum being 8 hours of holiday pay. During weeks where paid holidays occur, the employee’s schedule may need to be adjusted so that holiday pay does not increase or decrease the total hours scheduled in the workweek or result in an overtime situation.

Eligibility for participating in flexible work options

Eligibility depends on an assessment by the department supervisor that the employee’s proposed work schedule will enable the employee to fully meet job responsibilities and performance expectations, along with any collective bargaining agreements and work rules that apply to the employee/position. FWO are to be considered on a case-by-case basis and will be reviewed on the basis of feasibility and assurance that the department’s efficient and effective services will not be interrupted. It is important to understand that not every employee, nor every department, may be able to accommodate this type of scheduling. An employee will not be granted flexibility unless his or her prior performance has demonstrated the skills and qualities necessary to succeed in the proposed flexible work arrangement. Employees eligible for FWO will need to have successfully completed their introductory period and demonstrated satisfactory performance.

Guidelines
• Flexible work options include flextime, compressed work week, part-time and telework.
• May include required core time days or hours during which an employee must be present.
Flexible Work Options Guidelines

- Working hours must be balanced to meet operating needs of the department and, if possible, an employee’s own preference as to hours worked.
- Supervisor has responsibility to establish and adjust work schedules in order to accomplish objectives and requirements of the department or organizational unit. Schedules should not cause a non-exempt employee to work overtime.
- Supervisor must pre-approve a FWO prior to implementation. Final approval and arrangements for situations covered by these guidelines are at the discretion of the Supervisor/Dean/Principal Administrator and are not subject to complaints or grievances. Supervisor is responsible for verifying and overseeing performance of employees with FWO.
- FWO can be altered or terminated at any time according to the business needs of the department or organizational unit.
- All flexible work options are subject to ongoing review and may be terminated at any time, given cause, or when business needs dictate.
- The approval of a FWO does not mean that any employee who later may fill that position would automatically be authorized to have the same arrangement.

Roles and Responsibilities

Human Resources – monitors FWO campus-wide to ensure they are administered in a consistent and equitable manner throughout the University. Human Resources also ensures that flextime schedules conform to appropriate state and federal laws and University policy, but does not approve or deny requests.

Department Management – ensures that FWO are administered in a consistent and equitable manner within the department and that FWO conform to University policy. Also ensures that staffing is available at all times to meet the operational requirements of the department.

Supervisor – maximizes resources and utilizes staff talents and approval of FWO. Supervisors are also responsible for managing the work under the conditions of the arrangement.

Employee – plans and organizes his/her time to meet the job requirements as established by the supervisor.

PSU expects supervisors to make reasonable efforts to accommodate employee requests for FWO. If an employee requests a FWO, supervisors are urged to consider the options and examine the feasibility of implementing a FWO.

Reporting hours away from the office is the same for employees working under a FWO as for those working a standard schedule. Normal hours will no longer apply – they will vary depending upon the FWO agreement.
Flexible Work Options Guidelines

These guidelines are not intended to serve as policy, nor is this 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 University expects and requires no reduction in service, loss of customer service, decrease in the quality of work and/or productivity due to implementation of FWO. It is the employee’s responsibility to make the flexible work arrangement a success. If an employee fails to comply with the requirements of the position, he or she will be returned to the standard work schedule and may be subject to disciplinary action. Supervisors may need to make adjustment to an employee’s flexible work schedule. The supervisor should provide the employee with reasonable notice of the change whenever possible.

Work hours, overtime, compensation and vacation schedules will conform to applicable policies and applicable labor agreements. Requests to work overtime, and to use sick time/sick pool, vacation time/earned time or other leave, must be approved by the eligible staff member’s supervisor in the same manner as when working at the primary work site. Requests for changes in the work schedule should be approved by the eligible staff member’s supervisor.

The information contained in this document is based on policies and practices at the University. If there is a conflict between the information presented here and the information contained in Human Resources/Benefits documents and/or University policies, the HR documents and University policies always govern and are the controlling legal documents. Information in this document 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. Positions may qualify for a flexible work arrangement if the proper conditions exist, as described herein, and supervisor/dean/PA approves the arrangement.
Plymouth State University (PSU) recognizes the importance of flexibility in the workplace for staff. FWO offer a way to provide excellent customer service while managing people, time, space, and workload in an effective and efficient manner.

### Potential Benefits of Flexible Work
- Increased employee initiative
- Increased productivity
- Increased loyalty and morale
- Increased employee satisfaction
- Expand number of hours office is open for customers
- Uninterrupted time for getting work done
- Reduced absenteeism
- Reduced turnover
- Reduced overtime/comp time
- Decrease in workplace stress by being able to better balance work and personal responsibilities
- Better balance between work and personal responsibilities
- Greater commitment to the organization
- Continuous time for getting work done without impacting customer service

### Who is eligible?
- Full-time (75% and over), regular exempt (PAT) and non-exempt (OS) staff who have completed their probationary period
- Employee meets or exceeds performance standards
- Employee has successfully completed probationary period
- Supervisor must assess job needs (both department and customer)
- Flexible work is not appropriate/available for all positions or situations
- Employees are not required to participate unless part of the conditions of employment

**NOTE:** The ability/inability to participate in flexible schedules are not subject to complaints and/or grievances. —The grievance procedure shall not be used to review the substantive merits of an administrative judgment, evaluation, or other discretionary act or decision, except as may be necessary when a violation of a nondiscrimination policy is alleged. (see the PSU Employee Relations – Complaint/Grievance policy at: [http://www.usnh.edu/olpm/PSU/V.Pers/D.htm](http://www.usnh.edu/olpm/PSU/V.Pers/D.htm))

### Guidelines for Success
1. Flexible work options should support the department/unit goals, as well as those of the University.
2. Be familiar with FWO. Consider the benefits and drawbacks for your area.
3. Carefully consider each request on its merits, potential organizational benefits, and benefits to the employee.
4. Written plans need to be developed and approved for every employee using FWO to document what is expected by all parties. Arrangements for communication and performance need to be established.
5. Remember that not every job is appropriate for FWO nor is every employee.
6. If you are questioning whether or not flexible work is appropriate, consider proposing a trial period.
7. Establish times for exchanging feedback about employee performance and the operations of the flexible work option.

Evaluating Requests for FWO

- Can flexible work contribute to the overall effectiveness of your department and/or the flow of work? (For example, could your office be open additional hours to accommodate customers?)
- Do FWO make sense for the position?
- What are the operational needs of the department?
- Are there core hours where all employees need to be in the office?
- What are the customer needs of the department?
- Are there work flow considerations within the department? With other departments?
- What arrangements will need to be made if questions arise in the employee’s absence?
- Is the employee part of a team that would require matching schedules for all involved?
- Is the department able to provide coverage for duties handled by the employee without hardship for other employees?
- Will duties need to be covered during the time the person is away from the office? If so, who will cover them? What cross-training might be needed?
- What level supervision is necessary for the employee?
- How will you evaluate performance of the individual? How often will you formally evaluate?
- Has the person’s performance been satisfactory to this point?
- Are extra planning, project coordination, and evaluation necessary to accommodate the request?
- Are there any restrictions on when and where work must be performed?
- How will you deal with multiple requests for the same time off?
- What other FWO requests have been made? How will you evaluate fairness of FWO granted?
- How will you involve other employees in accommodating the work arrangements?
- How will you communicate the flexible work arrangements to others in the department?
- How often will you evaluate the flexible arrangements and make changes if necessary?
- Is a trial period appropriate for the request?
- What are the work/life needs of the employee?
- Could FWO be offered as a management tool to retain a valuable employee?
- Could the work/life balance of individuals be improved through flexible work?
- How will you manage goals and expectations for the employee?
- How will you say ‘no’ if you are unable to honor this request?
- How will you handle the situation if the flexible arrangement doesn’t work out?

Remember – what works for one office/area/department may not work for another.
FLEXIBLE WORK OPTIONS

Flextime

*Start time and end time of an employee’s work day vary or the days of the week an employee works are varied*

- Employee works 8 hours per day.
- Need to make sure that FLSA implications (break times, lunch time and comp time) are addressed for non-exempt (hourly) employees.

**Considerations for Flextime**

- Working outside of normal business hours
- Communication between employee, supervisor, others in the office, customers
- Ability to supervise employee
- Supervisor’s ability to evaluate work of employee
- Application of University policies (holiday, vacation and sick leave)
- Overtime obligations for non-exempt employees (working more than 40 hours in a work week)
- How often will there be a review of the flexplace arrangement?

Compressed Workweek (for Non-Exempt employees)

*Work is completed in fewer than five full work days per week*

- Regular hours worked are extended to allow the employee to have a half-day or full day off
- Employees are allowed 15-minute breaks every half-day of work, along with 30-60 minutes off for a lunch break
- Employees may work more than 8 hours per day as long as they do not work more than 40 hours a week.
- Examples include: four (4) 10-hour work days per week and four (4) 9-hour days with one 4-hour day per week
- Some variations may occur due to established University holidays

**Considerations for Compressed Workweek**

- Working outside of normal business hours
- Communication between employee, supervisor, others in the office, customers
- Supervisor’s ability to evaluate work of employee
- Application of University policies (holiday, vacation and sick leave)
- Overtime obligations for non-exempt employees (working more than 40 hours in a work week)
- Coverage of office/customers when person is out of the office
- How often will there be a review of the flexplace arrangement?
Flexible Work Options (FWO) – Supervisor Tool Kit

Telework

Work arrangement that allows an employee to work from home or another designated site for all or some portion of his or her scheduled work hours

NOTE: This does not apply to situations where an employee may work at home on an occasional basis. These arrangements should be approved on a case-by-case basis and do not require formal authorization.

Prior to approving a Telework option, the supervisor should discuss technology and user support needs/issues with the ITS Support organization.

Questions/Considerations for Telework

☐ Is the employee able to work effectively without direct supervision?
☐ How will communication with co-workers and supervisors be handled?
☐ Is the proposed telecommuting agreement in the best interests of the University/department or is it only being proposed for the convenience of the employee?
☐ Where will the site be located?
☐ Does the setting encourage a safe and effective situation?
☐ What is the anticipated duration of the arrangement?
☐ What is the proposed work schedule at the flexplace site?
☐ When is the employee expected to be in the regular work location?
☐ What agreement has been reached between the employee and supervisor regarding work to be done, assessment, and monitoring of work results and employee performance?
☐ What equipment is required for the employee to effectively perform her/his job?
☐ What equipment will the employee supply? What equipment will the University supply?
☐ What office supplies will the employee need?
☐ Does the department have sufficient budget resources to provide necessary supplies and equipment for an alternate work location?
☐ What additional services will be required – internet, phone, fax, copier? Who will be responsible for providing additional services?
☐ What arrangements need to be made for maintenance and service of any university-owned equipment used at the site?
☐ What methods will be employed to provide remote access? Does the employee already use a University owned laptop?
☐ If the University issued laptop fails or requires attention from IT, how does this impact the telework arrangement?
☐ What level of data security needs to be maintained?
☐ What provisions need to be in place to prevent unauthorized access to confidential or sensitive information or data?
☐ Does the employee understand that care-giving responsibilities are not to be part of the flexplace agreement?
☐ Is the employee hourly or exempt? If hourly, are there issues that need to be considered about overtime?
Flexible Work Options (FWO) – Supervisor Tool Kit

☐ Is the employee familiar with use of vacation/earned time, sick leave/sick pool and holiday policies and how they will be applied to the agreement?
☐ What happens if there is an equipment failure at the telework site? Does the teleworker then need to report to the work location until the equipment is repaired?
☐ How often will there be a review of the flexplace arrangement?

Supervisor Responsibilities for Successful Flexible Work

• Consider potential benefits to the department when assessing flexible work requests from employees.
• Make sure that clear expectations are set and measurements are defined.
• Define how the work flow will be accomplished – have the team work on this together.
• Define how technology supports flexible work, including flexplace and telecommuting.
• If there are core hours when everyone needs to be available in the workplace, make certain they are defined and everyone knows them.
• Determine how you will communicate with those who are not utilizing flexible work options. It’s critical that everyone is on board and understands what will be happening.
• Use a trial period to see if this really will work for your area. As long as it is not a condition of the job, a flexible work arrangement can be canceled at any time by either the employee or the supervisor.
• Look at flexible work as an opportunity to examine workflows and processes within the office.
• Understand the benefits, both to the employee and the employer, of flexible work and share successes with others.
• Set regular meeting times with the employee(s) to ensure success.
• Be open to flexible work options for your employees where possible.
• Continuously evaluate effectiveness of the flexible work arrangement.
• Be prepared to communicate your decisions, both to the employee and to others in the office.
• Set clear expectations for the employee.
• Be willing to make an effort to work through problems that may arise.
Flexible Work Options (FWO) – Employee Tool Kit

Plymouth State University recognizes the importance of flexibility in the workplace for staff. Flexible work options (FWO) offer a way to provide excellent customer service while managing people, time, space, and workload in an effective and efficient manner.

**Potential Benefits of Flexible Work**
- Increased employee initiative
- Increased productivity
- Increased loyalty and morale
- Increased employee satisfaction
- Expand number of hours office is open for customers
- Uninterrupted time for getting work done
- Reduced absenteeism
- Reduced turnover
- Reduced overtime/comp time
- Decrease in workplace stress by being able to better balance work and personal responsibilities
- Continuous time for getting work done without impacting customer service
- Greater commitment to the organization

**Eligibility**
- Full-time, regular exempt and non-exempt staff who have successfully completed their probationary period
- Employees that meets or exceeds performance standards: most recent review must be Fully Satisfactory or above.
- Supervisor assesses job needs (both department and customer) and makes final decision regarding approval
- Flexible work is not appropriate/available for all positions or situations
- Employees are not required to participate unless part of the conditions of employment

The grievance procedure shall not be used to review the substantive merits of an administrative judgment, evaluation, or other discretionary act or decision, except as may be necessary when a violation of a nondiscrimination policy is alleged. (see the PSU Employee Relations – Complaint/Grievance policy at: http://www.usnh.edu/olpm/PSU/V.Pers/D.htm.)

**Guidelines for Success**
1. FWO should support the department/unit goals, as well as those of the University.
2. Understand that not every job is appropriate for a flexible work arrangement nor is every employee.
3. Talk with your supervisor about your potential request.

**Your Flexible Work Proposal Should Address:**
- How flexible work can contribute to the overall effectiveness of the department and/or the flow of work
- Why FWO make sense for your position
- A photo of your intended work space
Flexible Work Options (FWO) – Employee Tool Kit

☐ Documentation of Internet Access, at (XXX) speed or higher.
☐ If using a non-PSU-provided computer, current virus protection and security must be documented.
☐ Challenges that you could foresee from a flexible work arrangement and suggestions you have to deal with those challenges
☐ Concerns your supervisor might have with your proposal and suggestions you have to deal with those concerns
☐ How your key responsibilities and tasks lend themselves to a flexible work arrangement: attach a copy of your current PDQ, highlighting the duties to be completed remotely: the percentages should align with the number of days intended for flexible work
☐ How your customers would be impacted by a change in your schedule and how you will make sure that customer service needs are met
☐ If you are a supervisor – describe how you will take care of those duties if you have a flexible work arrangement
☐ Could your work/life balance be improved through flexible work? How will a flexible work arrangement enhance your ability to get your work done?
☐ What type of flexible work arrangement would meet these needs? Why?

Additional Questions to Discuss with Your Supervisor
☐ How will a flexible work arrangement impact others in your area, including your supervisor?
☐ Are there busy times or projects in your area that may be impacted by your arrangement? What changes would you need to make during busy times to help with workflow?
☐ Do you understand that departmental needs may require you to be in the office when you are scheduled to work from home?
☐ Will there be an impact on coverage when others are out of the office for sickness, leaves or vacation? What will you need to do to help with coverage?
☐ How should others in your area be involved in determining out how the workflow might need to change?
☐ What arrangements need to be made if questions arise in your absence?
☐ Are there core hours where everyone needs to be in the office?
☐ Are you part of a team that would require matching schedules for all involved?
☐ How can you be sure that you are reachable when you are not scheduled to work or if you are working from home?
☐ Are you able to work without direct supervision as needed?
☐ Are you organized, self-motivated and flexible enough to work by yourself or non-traditional hours?
☐ How will you communicate with your supervisor?
☐ How will you talk with your supervisor about issues that arise about your work or the flexible work arrangement?
☐ Do you understand that dependent care responsibilities are not to interfere with regular work duties?
☐ If switching back to a traditional work schedule what is the time frame for transition? Employee has up to two weeks to transition from teleworking to on site work.
Flexible Work Options (FWO) – Employee Tool Kit

FLEXIBLE WORK OPTIONS

Flextime

*Start time and end time of an employee’s work day vary or the days of the week an employee works are varied*

- Employee works 7.5/8 hours per day.
- Need to make sure that FLSA implications (break times, lunch time and comp time) are addressed for non-exempt (hourly) employees.

Considerations for Flextime

- Working outside of normal business hours
- Communication between employee, supervisor, others in the office, customers
- Ability to supervise employee
- Supervisor’s ability to evaluate work of employee
- Application of University policies (holiday, vacation and sick leave; curtailed operations)
- Overtime obligations for non-exempt employees (working more than 40 hours in a work week)
- How often will there be a review of the flexplace arrangement?

Compressed Workweek (for Non-Exempt Employees)

*Work is completed in fewer than five full work days per week*

- Regular hours worked are extended to allow the employee to have a half-day or full day off
- 15-minute breaks are allowed every half-day of work, along with 30-60 minutes off for a lunch break
- Employees may work more than 8 hours per day as long as they do not work more than 40 hours a week.
- Payment for University holidays is 8 hours; some variations in compressed workweek schedules may occur due to holidays
- If an employee works 10-hour days and needs to take sick and/or vacation time, 10 hours of leave time must be used
- Examples include: four (4) 10-hour work days per week and four (4) 9-hour days with one 4-hour day per week

Considerations for Compressed Workweek

- Working outside of normal business hours
- Communication between employee, supervisor, others in the office, customers
- Supervision of employee
- Supervisor’s ability to evaluate work of employee
- Application of University policies (holiday, earned time and sick pool; curtailed operations)
- Overtime obligations for employees (working more than 40 hours in a work week)
- Coverage of office/customers when person is out of the office
- How often will there be a review of the telework arrangement?
Flexible Work Options (FWO) – Employee Tool Kit

Telework
Work arrangement that allows an employee to work from home or another designated site for all or some portion of his or her scheduled work hours
NOTE: This does not apply to situations where an employee may work at home on an occasional basis. Those arrangements should be approved on a case-by-case basis and do not require formal authorization.

Questions/Considerations for Telework
☐ Are you able to work effectively without direct supervision?
☐ How will communication with co-workers and supervisors be handled? Phone/email/chat etc.?
☐ Is the proposed telecommuting agreement in the best interests of the University/department or is it only being proposed for your convenience?
☐ Where will you be working? Be prepared to provide a photo of your work space.
☐ Does the setting encourage a safe and effective situation?
☐ What is the anticipated duration of the arrangement?
☐ What is the proposed work schedule at the telework site?
☐ How often will you be expected to return to the regular work location?
☐ What agreement needs to be made between you and your supervisor regarding work to be done, assessment and monitoring of work results and employee performance?
☐ What equipment is required for you to effectively perform your job?
☐ What equipment will you supply? What are you expecting the University to supply?
☐ What office supplies will you need?
☐ What additional services will be required – internet, phone, fax, copier? You will be responsible for paying for additional services.
☐ What arrangements need to be made for maintenance and service of any university-owned equipment used at the site?
☐ Do you have remote access to your workplace computer?
☐ If you work with sensitive or confidential information, how will you ensure the security of the data?
☐ What provisions need to be in place to prevent unauthorized access to confidential or sensitive information or data?
☐ Do you understand that care-giving responsibilities are not to be part of the telework agreement?
☐ Are you non-exempt or exempt? If non-exempt, are there issues that need to be considered about overtime.
☐ Are you familiar with use of vacation, earned time, sick pool, sick leave and holiday policies and how they will be applied to the agreement?
☐ How often will there be a review of the telework arrangement?
☐ What cost savings might there be for you or Plymouth State as a result of your flexible work arrangement?
Flexible Work Options (FWO) – Employee Tool Kit

Sample Flexible Work Options Proposal
A well-composed proposal should include a plan that will be acceptable to all in the department and customers.

TO: Supervisor
FROM: Your Name
SUBJECT: Flexible Work Arrangements Proposal
DATE:

I am proposing adjusting my work schedule using the following flexible work option (please circle)
FLEXTIME  COMPRESSED WORKWEEK  TELEWORK.

Below are the potential benefits I have identified for all involved. (You may choose to include opportunities for improved cost effectiveness, process improvement, customer service, etc.)

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List reasons why you believe the arrangement will be successful.

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•
•

Challenges you think may arise and how you propose dealing with them.

•
•
•

List reasons why a flexible work arrangement is important for your work/life balance.

•
•
•

I would like to discuss this proposal with you and address any concerns you have. I understand that the success of the department/area/office needs to come first and that you will determine whether or not this fits into the attainment of our goals. I also understand that the arrangement will likely undergo a trial period and adjustments may need to be made. There may also be times when the arrangement may need to be suspended due to needs of others in the office or our customers. If this arrangement is accepted, a FWO form needs to be completed and returned to the Human Resources office.
TELEWORKING AGREEMENT FORM

Employee Name: USNH ID: 
Full Name Can Be Found On the Services Tab of myPlymouth (NOT PSU ID)

Department: Supervisor Name: 
Full Name

Agreement Dates: Begin Date End Date
1T to 1T

The following conditions for teleworking are agreed upon by the employee and supervisor in consultation with Human Resources:

1. The employee will work at: 1T
   Street Address, City & State

2. The employee’s designated remote work location (ie: home office, etc.) will include the following:
   1T

3. Exempt Employees, if you are subject to a structured work schedule please fill in all of the information for question 3. If you are not subject to a structured work schedule please only complete the Total Teleworking Hours Per Day section.

   Non-Exempt Employees, please complete all of question 3. Advance supervisory approval is required to vary from the stated times.

   The employee’s teleworking schedule will be as follows:
   Teleworking Days (Choose only as many days as apply): 1T And 1T And 1T
   Teleworking Time: 1T 1T
   Start Time End Time
   Breaks (if applicable): 1T
   Total Teleworking Hours Per Day: 1T

4. The position description outlines job duties the employee will perform at the remote work location and at the university job site. Please attach an updated position description that clearly delineates where each job duty will be performed and the percentage of time it will be performed.

5. Equipment Usage:

6. Communication between employee and their office (ie: e-mail, voicemail, etc.) will be handled as follows:
   1T
TELEWORKING AGREEMENT FORM

7. The employee’s designated work station will be inspected by a representative of Plymouth State University at mutually agreed upon times to ensure that safe working conditions exist.

8. Additional conditions agreed upon by the teleworking employee and the supervisor are as follows:

This agreement is subject to the terms and conditions stated in the PSU Teleworking Policy, a copy of which is attached. I have read and understand both the PSU Teleworking policy and this agreement. I agree to abide by and operate in accordance with the terms and conditions outlined in both documents. I agree that the sole purpose of this agreement is to regulate teleworking and it neither constitutes an employment contract nor an amendment to any existing contract. I understand that this agreement may be terminated at anytime by either me or the University.

_____________________________________   _____________________________________
Employee Signature   Date   Supervisor Signature   Date

_____________________________________
Dean/VP Signature   Date

For Human Resources Only

Approved By:______________________________  Date:_____________
TELEWORKING POLICY

INTRODUCTION

Plymouth State University (PSU) supports teleworking where there is an operational need, or there is potential for University savings. This policy applies to all PSU employees. Academic and research faculty are not required to have a Teleworking Agreement on file with the office of Human Resources (HR). All other employees who telecommute must have an approved Teleworking Agreement on file with HR.

DEFINITIONS

Teleworking is defined as work and transportation alternatives that substitute home-to-work commuting with the option of working at a home work site or a satellite work location while meeting the business needs of the University. Employees are considered to be teleworking anytime they are not working at a University provided work site or location.

Home work site is defined as the employee's home, utilizing furniture and equipment normally provided by the teleworker.

Satellite work location is defined as a work site that is not located at a University operational facility.

Teleworking is not intended for temporary work at home due to special conditions such as providing dependent care, recovering from an illness, or caring for an ill family member.

This policy complies with all applicable provisions of the Americans with Disabilities Act.

To ensure an effective, productive teleworking program, PSU establishes the following policies:

A. General

1. Professionalism in terms of job responsibilities, work products, and customer or public contact will continue to follow the same high standards as are currently being met by PSU employees at their onsite work locations. Business visits, meetings with customers, or regularly scheduled meetings with co-workers shall not be held at the home worksite nor will normally scheduled meetings be changed to accommodate the teleworker.

2. The employee’s duties, obligations, and responsibilities remain unchanged under a Teleworking Agreement. The employee will meet or communicate with his/her supervisor to receive assignments, review work progress, and complete work as often as the supervisor determines to be necessary.

3. A current and updated position description that delineates duties to be performed at the employee’s on-campus location and at the home or satellite location is to be attached to the Teleworking Agreement upon submission.

4. In order to be approved for teleworking, an employee must be self-motivated, have minimal requirements for face-to-face daily supervision, and have demonstrated appropriate productivity and use of work time.
5. An employee’s work schedule may include teleworking on either a part-time or full-time basis. The work of the telecommuter must be of a nature in which face-to-face interaction is minimal or may be scheduled to permit teleworking.

6. Teleworking is not suitable for all employees and/or positions. Any employee that would like to telework must discuss the request with their supervisor. The employee’s supervisor will make the final decision in consultation with the Dean/VP and Human Resources, as to whether the employee and/or their position is suitable for teleworking. If the request to telework is denied the employee may appeal to HR for further review.

7. Participation in PSU’s teleworking program is entirely voluntary. A supervisor may not require an employee to telework. No employee has the right to telework. The employee, supervisor, or Dean/VP may terminate the telework arrangement at any time.

8. The employee’s salary, benefits, workers’ compensation, and other employer insurance shall not change due to teleworking. An employee who is teleworking is not entitled to reimbursement for travel mileage to attend work unit meetings.

9. The employee must obtain supervisory approval before taking leave in accordance with University policy.

10. The supervisor and employee will formulate objectives, expected results, and evaluation procedures for work completed while the employee is teleworking. The supervisor and employee will meet at pre-determined intervals to review the employee’s work performance.

11. Teleworking is not a substitute for dependent care. Teleworkers are required to make arrangement for dependent care during the agreed-upon work hours. The employee may be asked to provide information regarding dependent care arrangements by their supervisor.

12. Teleworking employees shall not perform personal business or activities during agreed-upon work hours.

13. While teleworking the employees must be reachable via telephone, network access (Skype, IM, or other similar tools), or e-mail during agreed-upon work hours. The employee and supervisor will agree on how to handle work-related telephone messages.

14. All teleworkers and their supervisors must comply with PSU teleworking policies. A copy of the Teleworking Agreement Form will be retained in the employee’s official personnel file.

15. Specific conditions relating to the employee’s telework site are detailed in the Teleworking Agreement Form. The Teleworking Agreement Form must be completed by the employee, their supervisor, and approved the Dean/VP in consultation with HR prior to the effective date of the Agreement.

16. Teleworkers are advised to contact their insurance agent and tax consultant for information regarding the telework site and coverage for equipment that is damaged, destroyed, or stolen.

17. The University or the employee may discontinue the Teleworking Agreement at any time.
B. Work Site

1. Any work site that is not a part of an established PSU location or facility is considered a satellite work location and requires an approved Teleworking Agreement.

2. A designated workspace shall be maintained by the employee that is quiet, free of distractions, and kept in a clean, professional, and safe condition, with adequate lighting and ventilation.

3. The employee’s teleworking site is an extension of the University workspace therefore the University’s liability for job-related accidents will continue to exist during the approved work schedule and in the employee’s designated work location. The employee must provide documentation of the work environment and path to appropriate restroom/break facilities. In an effort to ensure that safe working conditions exist the University retains the right to make on-site inspections of the workspace at mutually agreed upon times. In the case of injury occurring during teleworking hours the employee shall immediately report the injury to their supervisor and Human Resources.

4. The University will not be responsible for operating costs, home maintenance, property or liability insurance, or other incidental expenses (utilities, cleaning services, etc.) associated with the use of the employee’s residence.

5. The University is not liable for damages to the employee’s property that may result from participating in the teleworking program.

6. A consistent schedule of teleworking days and hours is desirable to ensure regular and predictable contact with PSU staff and others; for some positions, more flexibility in work hours and days is feasible. A specific work schedule will be state din the Teleworking Agreement. Exceptions will be made when an employee’s presence is required for a function or activity that cannot reasonable be re-scheduled.

7. A non-exempt employee shall not work overtime without prior supervisory approval. If the employee works overtime that has been approved in advance compensation or compensatory time off will be provided in accordance with eligibility guidelines and applicable laws and policies. The employee understands that failure to obtain prior approval for overtime work may result in discontinuance of teleworking and other appropriate disciplinary action.

C. Supplies, Equipment, and Software Usage

1. Supply needs must be authorized by employee’s supervisor. Out of pocket expenses for supplies will be reimbursed, if authorized, prior to purchase. PSU will not provide worksite furniture.

2. The need for specialized material or equipment must be either minimal or flexible.

3. The teleworker will utilize their university owned laptop and software. If a university owned laptop is not available the workstation they intend to use must be certified by ITS and must meet all data security standards in place for university owned equipment.

4. The teleworker will provide internet access and use the VPN to access the PSU network.

5. University owned equipment or software may not be used for personal purposes.

6. Employee agrees to not duplicate University owned software and abide by licensing regulations and restrictions for all software under license to PSU.
7. A computer used for University business must be plugged into a surge protector.

8. Restricted access materials shall not be removed from the PSU on-site work location or accessed through the computer unless approved in advance by the supervisor and the appropriate security access administrator.

9. PSU is not responsible for loss, damage, or wear of employee owned equipment utilized as a result of the Teleworking Agreement.

10. The employee shall promptly notify their supervisor when unable to perform work assignments due to equipment failure or other unforeseen circumstances. The employee may be assigned to another project and/or work location that may necessitate termination of the Teleworking Agreement.

11. PSU may pursue recovery from the employee for PSU property that is damaged, destroyed, or stolen while in the employee’s care, custody, or control.

12. Upon the supervisor’s approval employee expenses related to teleworking such as personal cellular usage may be reimbursed to the employee through the provision of the Communication Allowance Policy. The Communication Allowance Policy supersedes any agreement made between the supervisor and employee for purposes of teleworking under this policy.

D. Security

1. The employee will protect University information from unauthorized disclosure or damage and will comply with federal, state, and university rules, policies, and procedures regarding disclosure of public and official records. Work done at the employee’s teleworking site is regarded as official University business. All records, documents, and correspondence, either in paper or electronic form must be safeguarded for return to the University. Release or destruction of records should be done only in accordance with the statute and University policy and procedure, and with the knowledge of the employee’s supervisor. Electronic/computer files are considered University records and shall be protected as such.

2. The employee shall surrender all University owned equipment, data, and/or documents immediately upon request.