



Applies to: Staff

Responsible Office

Office of Human Resources

POLICY

Issued: 03/01/2011
Edited: 10/13/2017

The university recognizes the growing demands on staff and the increasing challenge of finding new and better ways to provide service and meet university goals. Workplace flexibility provides a way to successfully manage people, time, space, and workload. The university supports flexible work arrangements to achieve a highly productive work environment that enables staff to balance work and personal needs while providing workforce predictability and stability. Workplace flexibility is a strategy for using resources most efficiently and providing the best environment for talent.

Purpose of the Policy

To promote work life balance for the university community, when possible.

Definitions

Table with 2 columns: Term and Definition. Rows include Flexible work arrangement, Compressed workweek, Flexplace, Flextime, Job sharing, Telecommuting, Temporarily changing appointment percentage, and Unit appointing authority.

Policy Details

- I. This policy applies to flexible work arrangements for university staff.
II. Eligibility
A. All staff members are eligible to request flexible work arrangements, however, not all positions lend themselves to flexible work.
B. The request for a flexible work arrangement must meet the needs, requirements, and constraints of both the unit and the staff member.
C. Individuals who meet or exceed performance standards are typically good candidates for flexible work arrangements.
III. Guiding Principles
A. Successful leadership involves maximizing two top priorities for flexible work arrangements:
1. Optimize operations and academics, and



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2. Shift to more progressive work culture to recruit and retain talent.
- B. A staff member's first responsibility is to fulfill their job responsibilities. Performance expectations for staff members remain the same regardless of work schedule or location and supervisors have a responsibility for managing employee performance.
- C. Faculty and staff supervisors should collaborate to develop flexible work arrangements for individuals and units.
- D. Supervisors are encouraged to support, whenever possible, staff member requests for flexible work arrangements to take a university course during their regularly scheduled work hours.
- E. Supervisors should look for ways to implement flexible work in their units.
- F. Supervisors must implement flexible work arrangements consistent with the [Affirmative Action, Equal Employment Opportunity and Nondiscrimination/Harassment policy, 1.10](#).
- G. A request for [family and medical leave](#) or a [reasonable accommodation in regard to a disability](#) may be more appropriate than a flexible work arrangement.
- H. Flexible work arrangement requests are not the same as an occasional need for flexibility. Flexible work arrangements last longer than two months.
- I. Flexible work arrangements must be considered regardless of the reason for the request.
- J. Supervisors cannot take adverse action against staff for asking for a flexible work arrangement or accessing the policy.
- K. Flexible work arrangements are not guaranteed; they can change or be discontinued.
- L. Decision making processes regarding flexible work arrangement requests must be transparent.
- M. Flexible work arrangements must be in compliance with university information technology security and data policies, as well as all other university policies.

## PROCEDURE

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- I. Establishing a Flexible Work Arrangement
  - A. A staff member must request a flexible work arrangement from their supervisor.
  - B. The staff member and supervisor must discuss the flexible work arrangement request.
  - C. Flexible work arrangements must be documented when they are established, using the [Flexible Work Arrangement Proposal](#) or other appropriate document, e.g., email communication.
- II. Additional Requirements Regarding Flexible Work Arrangements for the Purpose of Taking a Class
  - A. Scheduled class time and course work should not interfere with a staff member's performance of their job duties and responsibilities. Supervisors are responsible for managing employee performance.
  - B. A staff member seeking to take a university course during regularly scheduled hours must submit a [Request for Course Enrollment During Regularly Scheduled Work Hours form](#) prior to registering for the course.
  - C. The request for course enrollment must be reviewed by the staff member's supervisor and **unit appointing authority**.
  - D. After obtaining written approval from the supervisor and unit appointing authority, a staff member may register for the class.
  - E. If a staff member's request to take a university course during regularly scheduled work hours is approved, but their request for a flexible work arrangement is not approved, then the staff member must use vacation, unpaid leave, and/or compensatory time (for non-exempt staff) for missed work hours.
- III. Determining Feasibility of and Managing Flexible Work Arrangements
  - A. Supervisors should consider the impact on the unit and other units' workload and productivity; other faculty, staff, students, and customers; cost; and business needs. Supervisors should use the [Flexible Work Employee Guidelines](#) and [Flexible Work Manager Guidelines](#) to evaluate a request.
  - B. Supervisors should communicate with the staff member(s) whether or not the flexible work arrangement is feasible and document the rationale for the decision.



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- C. If the flexible work arrangement is approved, supervisors should specify when staff are expected to be present at the work site, how they are to be available during their offsite work time, and how they are to communicate their specific availability.
- D. Supervisors need to manage the flexible work arrangement to ensure success of the unit and the continued feasibility of the arrangement.
- E. Supervisors should discuss the flexible work arrangement with the staff member on an ongoing basis.
- IV. Discontinuing a Flexible Work Arrangement
  - A. Flexible work arrangements may be discontinued based on performance or the changing needs of the unit or staff member.
  - B. As much notice should be given as possible when discontinuing a flexible work arrangement, preferably four weeks.
- V. Additional Considerations
  - A. Staff are to provide an appropriate work station when telecommuting.
  - B. University policies and standard workplace practices apply to flexible work arrangements, including those at a location different from the regular work site (e.g., [IT policies](#), department call-off procedures, etc.)
  - C. Scheduling may impact holiday premium pay; refer to [Holidays, policy 6.20](#).

### Responsibilities

Position or Office	Responsibilities
Staff member	<ol style="list-style-type: none"> <li>1. Request flexible work arrangements as needed.</li> <li>2. Submit a request for course enrollment during regularly scheduled work hours form, when applicable.</li> <li>3. Help identify and co-create flexible work solutions.</li> <li>4. Understand and adapt to colleagues' various work schedules and locations.</li> <li>5. Maintain safe work environment.</li> <li>6. Maintain safe computing procedures.</li> <li>7. Maintain performance standards.</li> </ol>
Supervisor	<ol style="list-style-type: none"> <li>1. Recognize the need for and think creatively about flexible work arrangements.</li> <li>2. Determine when flexible work arrangements are feasible.</li> <li>3. Consult with staff members who request flexible work arrangements.</li> <li>4. Decide and document feasibility of flexible work arrangement requests.</li> <li>5. Review request for course enrollment during regularly scheduled work hours and approve as appropriate.</li> <li>6. Maintain Request for Course Enrollment During Regularly Scheduled Work Hours form in the employee's personnel file, when applicable.</li> <li>7. Consult with the HR professional to identify flexible work arrangements.</li> <li>8. Be consistent in the review process when approving or denying flexible work arrangements.</li> <li>9. Assure operations are effective and efficient.</li> <li>10. Assure performance standards are reviewed and communicated regularly.</li> <li>11. Make decision process as transparent as possible.</li> </ol>
Employing Unit	<ol style="list-style-type: none"> <li>1. Facilitate flexible arrangements.</li> <li>2. Review request for course enrollment during regularly scheduled work hours form and approve as appropriate.</li> <li>3. Make changes in the HRIS as necessary.</li> <li>4. Maintain documentation in personnel files.</li> </ol>
Office of Human Resources	Consult with staff, supervisors and units regarding flexible work arrangements.

### Resources

#### University Policies, [policies.osu.edu](http://policies.osu.edu)

- Affirmative Action, Equal Employment Opportunity and Nondiscrimination/Harassment, policy 1.10, [hr.osu.edu/public/documents/policy/policy110.pdf](http://hr.osu.edu/public/documents/policy/policy110.pdf)
- Equal Employment for Individuals with Disabilities, policy 4.45, [hr.osu.edu/public/documents/policy/policy445.pdf](http://hr.osu.edu/public/documents/policy/policy445.pdf)
- Family and Medical Leave, policy 6.05, [hr.osu.edu/public/documents/policy/policy605.pdf](http://hr.osu.edu/public/documents/policy/policy605.pdf)
- Holidays, policy 6.20, [hr.osu.edu/public/documents/policy/policy620.pdf](http://hr.osu.edu/public/documents/policy/policy620.pdf)



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- IT policies, Office of the CIO, <https://it.osu.edu/policies-and-standards>

**Additional Resources:**

- ADA Coordinator’s Office, [ada.osu.edu](http://ada.osu.edu)
- Benefits Eligibility by Appointment, [hr.osu.edu/benefits/eligibility](http://hr.osu.edu/benefits/eligibility)
- Employee Guidelines, [hr.osu.edu/wp-content/uploads/612-employee-guidelines.pdf](http://hr.osu.edu/wp-content/uploads/612-employee-guidelines.pdf)
- Flexible Work Arrangement Proposal, [hr.osu.edu/wp-content/uploads/form-flex-work-proposal.pdf](http://hr.osu.edu/wp-content/uploads/form-flex-work-proposal.pdf)
- Manager Guidelines, [hr.osu.edu/wp-content/uploads/612-manager-guidelines.pdf](http://hr.osu.edu/wp-content/uploads/612-manager-guidelines.pdf)
- Request for Course Enrollment During Regularly Scheduled Work Hours form, [hr.osu.edu/wp-content/uploads/form-tuition-assistance-faculty-staff-work-hours.pdf](http://hr.osu.edu/wp-content/uploads/form-tuition-assistance-faculty-staff-work-hours.pdf)

**Contacts**

Subject	Office	Telephone	E-mail/URL
Policy Consultation	Employee and Labor Relations, Office of Human Resources	614-292-2800	<a href="mailto:hr-elr@osu.edu">hr-elr@osu.edu</a> <a href="http://hr.osu.edu/services/elr">hr.osu.edu/services/elr</a>
Data security	IT Security, Office of the CIO		<a href="mailto:security@osu.edu">security@osu.edu</a> <a href="http://cio.osu.edu/cybersecurity">cio.osu.edu/cybersecurity</a>
Reasonable accommodations	ADA Coordinator’s Office, Office of diversity Compliance and Integrity	614-292-6207	<a href="mailto:ada-osu@osu.edu">ada-osu@osu.edu</a> <a href="http://ada.osu.edu">ada.osu.edu</a>
Ergonomic work space	Environmental Health and Safety, Office of Administration and Planning	614-292-1284	<a href="http://ehs.osu.edu">ehs.osu.edu</a>
Worker’s compensation	Integrated Absence Management and Vocational Services, Office of Human Resources	614-292-3439	<a href="mailto:integrateddisability@osu.edu">integrateddisability@osu.edu</a> <a href="http://hr.osu.edu/services/disability-benefits-leave-services/">hr.osu.edu/services/disability-benefits-leave-services/</a>

**History**

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Incorporated language from the Enrollment in Credit Programs policy, 2.35, retired on 10/13/2017