



Applies to: Staff

POLICY

Issued: 03/01/2011

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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.

Policy Details

- I. This policy applies to flexible work arrangements that fall outside of the usual unit work schedule and that last longer than two months.

- 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. Units should be consistent in the decision-making process regarding flexible work arrangement requests.
 - C. Individuals who meet or exceed performance standards are typically good candidates for flexible work arrangements. Employees in corrective action or on a performance improvement plan may not be eligible for flexible work arrangements.

- III. **Guiding Principles**
 - A. Successful leadership involves maximizing two top priorities for flexible work arrangements: (a) optimize operations and academics and (b) shift to more progressive work culture to recruit and retain talent.
 - B. Supervisors and their faculty and staff should collaborate to develop flexible work approaches for individuals and units.
 - C. Supervisors should look for ways to implement flexible work in their units.
 - D. Supervisors must implement flexible work arrangements consistent with [Policy 1.10 Affirmative Action, Equal Employment Opportunity and Nondiscrimination/Harassment](#).
 - E. A request for [family and medical leave](#) or a reasonable [accommodation in regards to a disability](#) may be more appropriate than a flexible work arrangement.
 - F. Flexible work arrangements must be considered regardless of the reason for the request.
 - G. Performance expectations remain the same regardless of work schedule or location.
 - H. Supervisors cannot take adverse action against staff for asking for a flexible work arrangement or accessing the policy.
 - I. Flexible work arrangements are not guaranteed; they may change as unit needs change.
 - J. Decision making processes regarding flexible work arrangement requests must be transparent.
 - K. Flexible work arrangements must be in compliance with university electronic security and data policies, as well as all university policies.



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PROCEDURE

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I. Flexible Work Options

- A. Flextime. Work schedules that permit flexibility within limits set by the unit. A flextime schedule requires a standard number of hours to be worked within a given time period, usually 40 hours during a week. Flextime options include fixed starting/ending times that change periodically, starting and ending times that can vary daily and variations in the length of days (e.g. six-hour day followed by a 10-hour day). Departments may develop flexible schedules for nonexempt staff within the standard 40-hour workweek. Any work time authorized over 40 hours of active pay status is subject to overtime pay or compensatory time off.
- B. Compressed workweek. 40-hour work week compressed into fewer than five work days (e.g. four 10-hour work days).
- C. Telecommuting or flexplace. Some or all work hours are completed at a location other than the campus workplace.
- D. Temporarily changing appointment percentage (may impact benefits-see [Benefits Eligibility By Appointment](#)). For example: dropping from 100% to less than 75% for a specified period of time and returning to 100% at a later date; gradually increasing one's appointment to 100% when returning from parental leave; increasing one's appointment for a short time due to increased workload; etc.
- E. Job sharing (alternate weeks, share workdays, overlap schedules). An arrangement under which two or more individuals share the duties and/or budget line of one FTE (may impact benefits-see [Benefits Eligibility By Appointment](#)).

II. Establishing a Flexible Work Arrangement

- A. The staff member(s) request a flexible work arrangement from their supervisor.
- B. The staff member and supervisor must discuss the flexible work arrangement request.
- C. Flexible work arrangement requests are not the same as an occasional need for flexibility. Flexible work arrangements last longer than two months.
- D. Flexible work arrangements must be documented when they are established, using the [Flexible Work Arrangement Proposal](#) or other appropriate document.

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 [Employee Guidelines](#) and [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.
- C. Supervisors should specify when staff are expected to be present at the campus work site, how they are to be available during their offsite work time and how they are to communicate their specific availability, if the flexible work arrangement is approved.
- 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 employee on an ongoing basis.



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IV. Discontinuing a Flexible Work Arrangement

- A. Flexible work arrangements may be discontinued based on performance or the changing needs of the unit or employee.
- 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 [Policy 6.20, Holidays](#).

Responsibilities

Position or Office	Responsibilities
Employee	<ol style="list-style-type: none"> 1. Request flexible work arrangements as needed. 2. Help identify and co-create flexible work solutions. 3. Understand and adapt to colleagues' various work schedules and locations. 4. Maintain safe work environment. 5. Maintain safe computing procedures. 6. Maintain performance standards.
Supervisor	<ol style="list-style-type: none"> 1. Recognize the need for and think creatively about flexible work arrangements. 2. Determine when flexible work arrangements are feasible. 3. Consult with staff members who request flexible work arrangements. 4. Decide and document feasibility of flexible work arrangement requests. 5. Consult with the Work Life Manager to identify flexible work arrangements. 6. Be consistent in the review process when approving or denying flexible work arrangements. 7. Assure operations are effective and efficient. 8. Assure performance standards are reviewed and communicated regularly. 9. Make decision process as transparent as possible.
Employing Unit	<ol style="list-style-type: none"> 1. Facilitate flexible arrangements. 2. Make changes in the HRIS as necessary. 3. Maintain documentation in personnel files.
Office of Human Resources	Consult with staff, supervisors and units regarding flexible work arrangements.

Resources

A Quick Guide To: Office Safety, chemistry.osu.edu/files/ehs/A%20Quick%20Guide%20to%20Office%20Safety.pdf

A Survival Guide to Computer Workstations, chemistry.osu.edu/files/ehs/Asurvivalguidetocomputerworkstations.pdf

ADA Coordinator's Office, ada.osu.edu

Adjustments Lead to Less Pain, hr.osu.edu/resources/archive/08_spring/article_adjustments

Affirmative Action, Equal Employment Opportunity and Nondiscrimination/Harassment, Policy 1.10, hr.osu.edu/public/documents/policy/policy110.pdf

Benefits Eligibility by Appointment, hr.osu.edu/benefits/eligibility

Employee Guidelines, hr.osu.edu/public/documents/policy/resources/612guidelines.pdf



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Equal Employment for Individuals with Disabilities, Policy 4.45, hr.osu.edu/public/documents/policy/policy445.pdf

Ergonomics 101: Your Workstation and You (video podcast), hr.osu.edu/benefits/db_videopodcasts

Family and Medical Leave, Policy 6.05, hr.osu.edu/public/documents/policy/policy605.pdf

Flexible Work Arrangement Proposal, hr.osu.edu/wp-content/uploads/form-flex-work-proposal.pdf

Holidays, Policy 6.20, hr.osu.edu/public/documents/policy/policy620.pdf

IT policies, Office of the CIO, ocio.osu.edu/policy

Manager Guidelines, hr.osu.edu/public/documents/policy/resources/612flexworkmanagerguidelines.pdf

Contacts

Subject	Office	Telephone	E-mail/URL
Policy questions	Employee and Labor Relations, Office of Human Resources	614-292-2800	hr-elr@osu.edu hr.osu.edu/services/elr/
Data security	IT Security, Office of the CIO		security@osu.edu cio.osu.edu/cybersecurity
Reasonable accommodations	ADA Coordinator's Office, Office of Diversity and Inclusion	614-292-6207	ada-osu@osu.edu ada.osu.edu
Ergonomic work space	Environmental Health and Safety, Office of Administration and Planning	614-292-1284	ehs.osu.edu
Worker's compensation	Integrated Absence Management and Vocational Services, Office of Human Resources	614-292-3439	integrateddisability@osu.edu hr.osu.edu/services/disability-benefits-leave-services/

History

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