Flexible Work, 6.12
University Policy

Applies to: Staff

Responsible Office
Office of Human Resources

POLICY

Issued: 03/01/2011
Revised: 01/08/2024 (minor revision)

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>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Flexible work arrangement</td>
<td>A work schedule that falls outside of a unit’s usual work schedule and that lasts longer than 30 days. Examples include the following six options, defined below: compressed workweek, flexplace, flextime, job sharing, telework, and temporarily changing position type percentage.</td>
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<tr>
<td>Compressed workweek</td>
<td>40-hour work week compressed into fewer than five work days.</td>
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<td>Flexplace</td>
<td>Some or all work hours are completed at a location other than the campus workplace.</td>
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<td>Flextime</td>
<td>Fixed starting/ending times that change periodically.</td>
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<tr>
<td>Job Sharing</td>
<td>An arrangement under which two or more individuals share the duties and/or budget line of one full time equivalency (FTE).</td>
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<tr>
<td>Telework</td>
<td>Some or all work duties are completed at the individual’s home or a location other than the unit/office. This includes hybrid work and remote work, defined below:</td>
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<tr>
<td>Hybrid work</td>
<td>A percentage of work duties are performed off-site and the remainder of the work is performed on-site.</td>
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<tr>
<td>Remote work</td>
<td>100% of the work duties are performed off-site.</td>
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<tr>
<td>Temporarily changing position type percentage</td>
<td>Increasing or decreasing FTE for a specified period of time and returning to 100% at a later date.</td>
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<tr>
<td>Full-time equivalency (FTE)</td>
<td>An employee’s assigned hours per work week divided by 40, and then multiplied by 100. For example, an employee assigned 30 hours per work week has a 75% FTE (30 divided by 40 equals .75, multiplied by 100 equals 75%).</td>
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<tr>
<td>Unit</td>
<td>College or administrative unit.</td>
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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. 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. Individuals 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:
      1. Optimize operations and academics, and
      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 managers have a responsibility for managing employee performance.
   C. Faculty and staff managers should collaborate to develop flexible work arrangements for individuals and units.
   D. Managers 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. Managers should look for ways to implement flexible work in their units.
   F. Managers must implement flexible work arrangements consistent with the Affirmative Action & Equal Employment Opportunity policy.
   G. A request for family and medical leave (see Family and Medical Leave policy) or a reasonable accommodation in regard to a disability (see Access for Individuals With Disabilities policy) 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 that last longer than 30 days require a flexible work agreement to be submitted and approved.
   I. Flexible work arrangement requests must be considered regardless of the reason for the request.
   J. Managers 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 Office of Technology and Digital Innovation Policies and Standards, as well as all other university policies.

PROCEDURE

Issued: 03/01/2011
Revised: 01/08/2024 (minor revision)

I. Establishing a Flexible Work Arrangement
   A. A staff member must use the Flexible Work Arrangement Proposal to request a flexible work arrangement from their manager.
   B. The staff member and manager must discuss the flexible work arrangement request.
   C. If a flexible work arrangement is established, it must be documented with the Flexible Work Arrangement Agreement.

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. Managers 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 manager and the unit.
D. After obtaining written approval from the manager and unit, 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. Managers should consider the impact on the unit and other units’ workload and productivity; other faculty, staff, students, and customers; cost; and business needs. Managers should use the Flexible Work Guidance and Resources for Managers to evaluate a request.
B. Managers should communicate with the staff member(s) whether or not the flexible work arrangement is feasible and document the rationale for the decision.
C. If the flexible work arrangement is approved, managers 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. Managers need to manage the flexible work arrangement to ensure success of the unit and the continued feasibility of the arrangement.
E. Managers should discuss the flexible work arrangement with the staff member on an ongoing basis, and no less than once per year.

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 they telework.
B. The university must accurately withhold applicable income taxes based on an employee’s actual work location. Employees must keep their work location current in the Flexible Work Agreement.
C. University policies and standard workplace practices apply to flexible work arrangements, including those at a location different from the regular work site (e.g., Office of Technology and Digital Innovation Policies and Standards, department call-off procedures, etc.)
D. Scheduling may impact holiday premium pay; refer to the Holidays policy.

Responsibilities

<table>
<thead>
<tr>
<th>Position or Office</th>
<th>Responsibilities</th>
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| Manager            | 1. Manage employee performance.  
                   | 2. Collaborate to develop flexible work arrangements for individuals and units.  
                   | 3. Support, whenever possible, staff member requests for flexible work arrangements to take a university course during their regularly scheduled work hours.  
                   | 4. Discuss flexible work arrangement requests with staff members and document the rationale for the decision as set forth in the policy.  
                   | 5. Review request for course enrollment during regularly scheduled work hours and approve as appropriate.  
                   | 6. Use Flexible Work Guidance and Resources for Managers to evaluate a request as set forth in the policy.  
                   | 7. Manage the flexible work arrangement to ensure success of the unit and the continued feasibility of the arrangement. |
| Staff member       | 1. Fulfill job responsibilities.  
                   | 2. Use Flexible Work Arrangement Proposal to request flexible work arrangement from managers.  
                   | 3. Discuss flexible work arrangement requests with managers as set forth in the policy.  
                   | 4. Submit a request for course enrollment during regularly scheduled work hours form, when applicable. |
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<tr>
<td>Handhold</td>
<td>Provide an appropriate work station when teleworking.</td>
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<tr>
<td>Handhold</td>
<td>Keep work location current on the Flexible Work Agreement.</td>
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<tr>
<td>University</td>
<td>Be consistent in the decision-making process regarding flexible work arrangement requests.</td>
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<tr>
<td>University</td>
<td>Review request for course enrollment during regularly scheduled work hours form and approve as appropriate.</td>
</tr>
<tr>
<td>University</td>
<td>Accurately withhold applicable income taxes based on an employee’s actual work location.</td>
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Resources

Forms
- Request for Course Enrollment During Regularly Scheduled Work Hours, hr.osu.edu/wp-content/uploads/form-tuition-assistance-faculty-staff-work-hours.pdf

Governance Documents
- Affirmative Action & Equal Employment Opportunity policy, go.osu.edu/aaeo-policy
- Access for Individuals With Disabilities, go.osu.edu/disabilities-policy
- Family and Medical Leave 6.05 policy, hr.osu.edu/policy/policy605.pdf
- Holidays 6.20 policy, hr.osu.edu/policy/policy620.pdf
- Office of Technology and Digital Innovation Policies and Standards, it.osu.edu/policies-and-standards

Additional Guidance
- ADA Coordinator’s Office, ada.osu.edu
- Benefits Eligibility, hr.osu.edu/benefits/eligibility
- Flexible Work Guidance and Resources, hr.osu.edu/policies/flexible-work
- Tax information, busfin.osu.edu/buy-sell-travel/payroll-services/tax-information#flex-work

Contacts

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<tr>
<th>Subject</th>
<th>Office</th>
<th>Telephone</th>
<th>E-mail/URL</th>
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| Data security                  | IT Security, Office of Technology and Digital Innovation |                      | security@osu.edu
                                       |                              | it.osu.edu/security           |
| Ergonomic work space           | Environmental Health and Safety, Office of Administration and Planning | 614-292-1284          | ehs.osu.edu                      |
| Policy questions               | HR Connection                               | 614-247-myHR (6947)  | HRConnection@osu.edu             |
| Reasonable accommodations      | ADA Coordinator’s office, Office of Institutional Equity | 614-292-6207          | ada-osu@osu.edu
                                       |                              | ada.osu.edu                   |
| Worker’s compensation questions| HR Connection                               | 614-247-myHR (6947)  | HRConnection@osu.edu             |

History

Issued: 03/01/2011
Edited: 10/13/2017  Incorporated language from the Enrollment in Credit Programs policy, 2.35, retired on 10/13/2017
Edited: 01/22/2021  Added HR Connection contact information
Edited: 06/28/2021
Edited: 07/26/2021
Revision 01/08/2024  Minor revision