

STATEMENT ON FLEXIBLE WORK ARRANGEMENTS

The University of Michigan places a high value on work/life balance. In an effort to provide more flexibility for staff, this statement outlines common Business & Finance flexible work options.

OVERALL PHILOSOPHY

The modern workplace and office environment has changed significantly over the past decade. Work space flexibility is essential to support work-life balance for employees, which is an important component of our goal to create a more positive and inclusive organization in B&F. It also contributes to staff engagement and retention and can have a significant positive impact on teamwork, productivity and organizational performance.

We support flexible arrangements when possible and we are committed to honoring requests for alternative work schedules or arrangements and implementing when possible. While not all jobs are suitable for flexibility, we encourage individuals, supervisors and teams to work together to identify, test and consider different approaches.

There are several factors that management should consider prior to approving a flexible schedule including:

- The type of work
- The operational needs of the department
 - Impact on services
 - Impact on other employees working in the same unit
- Employee historical performance
- Location of the alternate worksite (if applicable)

We encourage employees to consult with their immediate supervisor to share ideas for flexibility and to learn of the flexible arrangements offered by the department for their particular job.

Staff working in a flexible arrangement are expected to continue to maintain satisfactory performance including, but not limited to, productivity, accuracy, dependability, attendance, metric protocols, etc. Supervisors may terminate a flexible arrangement at any time.

To work a flexible arrangement, employees must show a full understanding of the operations of their department, be able to establish priorities, demonstrate effective time management habits, and be able to efficiently complete tasks with minimal supervision.

EXAMPLES OF POSSIBLE FLEXIBLE WORK ARRANGEMENTS

Traditional Flex Hours: 5-day, 8-hour Work Shift

The following guidelines apply:

- Each department defines their core hours and allowable flex hours around those core hours.
- Core hours are a time period during the day that every employee is expected to be present for their work schedule. For example, a department could set their core hours between 9:00am to 3:30pm.
- The allowable flex hours is the timeframe in which an employee is to complete their 8 hour shift. For example, a department could set their flex hour range between 6:30am to 6:30pm. An employee's 8 hour shift could not start before 6:30am and has to end no later than 6:30pm.
- Hours may be flexed around the core hours of the department. In our example, 9:00am – 3:30pm are core hours, so the flex schedule must accommodate those hours.

Compressed Work Week: (i.e., 4-day, 10-hour Work Shift / 4-day, 9-hour plus 1-day, 4-hour Work Shift)

The following guidelines apply:

- Each department defines their core hours and allowable flex hours around those core hours. (See Traditional Flex Hours for definitions).
- Hours may be flexed as long as the schedule covers the department's core hours during working days.
- Work weeks containing a recognized or substituted University of Michigan holiday will revert to the standard 5 day/8 hour work shift maintaining the core hours. The hours for these holiday shifts will be predetermined with the employee's immediate supervisor as part of the overall alternative shift plan.
- The supervisor will work to establish day off schedules so that adequate departmental coverage is maintained; i.e., not everyone will be able to work Monday through Thursday.
- During periods of heavy vacation use the staff in an area may be required to alter work schedules in order to maintain adequate coverage.
- During high volume workload periods, staff may be required to change back to the 5 day/8 hour work shift in order to maintain adequate coverage.
- Staff electing to work a compressed work week must submit a proposal including the requested schedule.

Telecommuting: (Working away from traditional office setting, one or more days per week)

The following guidelines apply:

- All telecommuting staff are to follow the allowable flex hours and core hours defined by the department.
- Telecommuting will be approved by immediate supervisor if deemed appropriate based on job duties, performance standing, and business need.
- Non-recurring telecommuting events do not require a telecommuting work agreement (i.e. in the case of inclement weather).
- Regular telecommuting events will require a telecommuting work agreement. Under this arrangement, the employee typically works one or more days per week from home on a regular basis.
- Employee and supervisor must sign the telecommuting work agreement.
- A telecommuting work agreement must be reviewed and approved annually at a minimum. Individual departments may require more frequent reviews.
- Telecommuting staff, working with their immediate supervisor, are responsible for making sure that the technology and required network access are in place at their alternative worksite before implementing the telecommuting schedule.

Part-Time Work and Job Sharing: (Part-Time work is when a regular employee works less than 30 hours per week; Job Sharing is when two employees work 20 hours each per week and share the responsibilities of one full-time job)

The following guidelines apply:

- Implementing part-time work and job share is at the sole discretion of each department. A department could incur additional benefit cost depending on the number of part-time positions and job share arrangements implemented.
- Part-time employees should work to cover as much of their department's core hours as possible. Job Share employees should arrange their schedules to cover core business hours.
- For departments allowing part-time work and job share, staff must submit a proposal including the requested schedule.

REQUESTING A FLEXIBLE ARRANGEMENT

Employees interested in exploring a possible flexible arrangement should work with their unit supervisor and local HR professional to learn more about available options within their functional service area/business unit, and access related forms or other paperwork. Flexible arrangements will be reviewed at regular intervals by unit supervisors and HR professionals to ensure they continue to meet the needs of the employee and work unit.