

Operational Guide for Managers & Supervisors for Interim Flexible Work Arrangements

The operational guide is intended to be a tool to assist supervisors and managers in the implementation of flexible work arrangements in their units. This document is intended to be a companion tool to assist managers and supervisors implementing the FWA Interim Provisions.

This guide outlines various strategies that supervisors and managers may choose to utilize in determining the best methods (including [space and occupancy considerations](#)) for [returning to on-site operations](#) to the greatest extent possible as of July 6th.

Step 1: Position Review

Management must first determine if, based upon the nature of the work, a position is suited for a flexible work arrangement.

Consider the following questions when determining if a position is suited for potential flexible work arrangements:

1. What are the operational needs of the university and the work unit related to this position?
2. Does the position require a high level of in-person contact or physical presence to perform the job effectively?
3. Does the position function as part of a team that would require consistent working hours for all team members?
4. Does the position require significant in-person (not virtual) communication with anyone?
5. Does the position require a high on-site visibility to perform the job effectively?
6. Are there time, location, or protocol (when, where, and how) restrictions on the manner in which the position's work must be performed?
7. Does the schedule result in continued or increased worker productivity for the employee, the manager, and/or the work unit?
8. What is the position's degree of autonomy and independence?
9. Can any required work-related data or files be accessed in a secure and confidential manner from a remote work location?

Step 2: Establish Core Work Hours for the Department/Unit

Core work hours are the primary operating hours for the unit. In order to ensure effective operations and service delivery, each college/division/administrative unit must establish core work hours:

- The regular work hours for the university are 8 a.m. – 5 p.m. Monday through Friday, however, some divisions or departments may have expanded core hours established based on their essential work activities (e.g., the NC Veterinary Hospital which has evening and night shifts).
 - Units that have core hours that exceed 8 a.m. - 5 p.m. Monday through Friday, may have alternating shift schedules that provide greater flexibility around their extended core hours.
- Flexible work arrangements enable management to shift employee work hours, provided that the department or unit continues to be able to meet operational needs.

Step 3: Identify Flexible Work Options

Multiple different flexible work arrangements may be possible given the needs of a department or unit, including adjusted work hours, compressed work schedules and/or alternate work locations. Not all flexible work arrangements will be appropriate for all eligible positions.

Consider these questions when identifying possible flexible schedule options for positions determined to be suitable for flexible work:

1. What are the present and future operational and staffing needs of the work unit?
2. What is the employee's level of performance and experience on the job?
3. What are the work/life needs of the employee? And for what period of time?
4. Will this flexible work arrangement create employee relations issues, such as perceived favoritism?
5. Are requests for flexible schedules being handled in a manner that is fair, equitable, and consistent with business necessity?
6. Does management have sufficient budget to provide necessary office supplies and equipment for alternate work locations?
7. Does management have the ability to effectively monitor an employee's work that occurs outside the supervisor's regular schedule or from an alternate work location?
8. If applicable, can the supervisor continue to assure compliance with federal wage-hour regulations regarding work that occurs outside the supervisor's regular schedule and away from the campus work location?
9. If the proposed telework location is outside of North Carolina, has the department received approval from UHR for an exception for remote work out of state and also considered the additional HR employment law implications for that state, payroll and tax-related costs, as well as setup time required to employ the individual?
10. Will the employee be able to conduct business meetings with University or other personnel via phone, teleconference, and/or videoconference?
11. Will the employee have access to all necessary work-related data or files at the teleworking site and will the security and confidentiality of this information be assured, as required by University policy and best practices?
12. Does the proposed change in the employee's schedule create an increased workload on other employees in the unit?
13. If applicable, can the supervisor continue to assure compliance with federal wage-hour regulations regarding work that occurs outside the supervisor's regular schedule and away from the campus work location?
14. Does the employee have any active disciplinary actions, or current challenges meeting performance expectations?
15. What is the proposed duration of the arrangement?

Adjusted Work Hours

Adjusted work hours are modifications to working hours outside of the department or unit's Core Work Hours. Schedule adjustments should take into account operational needs during core hours, the overlap of an employee's work hours with the Core Work Hours and related operational logistics. It is recommended that adjusted work hours fall within two (2) hours of the department's core work hours based upon these factors.

- For example, a shift in a department with core hours of 8 a.m. – 5 p.m. may allow some employees to work from 6 a.m. – 2:30 p.m. while other employees may work from 10:30 a.m. to 6 p.m. In this example, operations are covered during the core hours of 8 a.m. to 5 p.m.

Compressed Work Week Schedules

Compressed work week schedules enable eligible employees to consolidate their work hours into fewer than five (5) work days per week. A position’s FLSA status is a key consideration in the compressed work week scheduling.

FLSA-exempt employees

- A schedule that allows FLSA-exempt employees to work 40 hours per week in four days, where no workday can exceed 10 hours per day. FLSA-exempt positions allow for consideration of two types of compressed work schedules. Examples include:
 - Four 10s: 10 hours per day for four days within one week; or,
 - The 9/4 Split: 9 hours per day for 4 days, and 4 hours per day for 1 day within one week
- A schedule that allows FLSA-exempt employees to work 80 hours over a period of two weeks. Examples include:
 - The 9-8-1: An employee works 8 days over two weeks at 9 hours per day, 1 day within the two weeks at 8 hours per day, with one non-work day, or
 - The 9/80: An employee works 80 hours over 9 work days within a two-week period with 1 day off every other week.

	Hours/Day				
	Monday	Tuesday	Wednesday	Thursday	Friday
4-10s Schedule					
Week 1	off	10	10	10	10
9/4 Split					
Week 1	9	9	9	9	4
9-8-1 Schedule					
Week 1	9	9	9	9	9
Week 2	8	9	9	9	off
9/80 Schedule					
Week 1	10	10	10	8	8
Week 2	10	10	10	4	off

Sample Compressed Schedules

FLSA Non-Exempt (Subject) Positions Considerations

Regular schedules for employees subject to the Fair Labor Standards Act (i.e., FLSA non-exempt) must not exceed 40 hours per work week on a recurring basis. Examples of potential schedules include:

- Four 10s: 10 hours per day for four days within one week; or,
- The 9/4 Split: 9 hours per day for 4 days, and 4 hours per day for 1 day within one week.
- All schedules must be approved by the supervisor and modified schedules can be changed or stopped by the supervisor immediately upon a change in public health conditions or the college/division/administrative unit’s needs.

Part-time Hours Changes, FTE Reductions, and Job Sharing

- A part-time employee may request to change the number of hours worked per week to meet personal obligations with the supervisor's approval that the schedule change still meets the unit's business and operational needs. *Permanent part-time hour's changes are not recommended for short-term needs.
- Part-time hour's changes, FTE reductions and job sharing options may impact benefit eligibility. Please contact an UHR benefit consultant to assess benefit eligibility impacts for these FWA options.
- Job Sharing is when two different employees perform the work of one full time position. Each employee works reduced hours occupying the same position to meet the position's full time equivalency. For example, two employees may work in the same position for 20 hours per week each rotating their work schedules if reporting onsite, or working simultaneously if one or more is performing the work remotely. The planned schedule for the position should not routinely exceed 40 hours per week.
- In limited approved situations, employees whose work schedule allows for the sharing of space may be assigned shared space or hoteling space based upon management's assessment of the necessary onsite workspace.

Alternative Work Locations ("Remote Work" or "Telework") for Hybrid Schedules

- Employees may be allowed or required to work at an alternative work site, such as their home or another work location, as part of a hybrid work schedule approved by their supervisor.
- Supervisors can approve alternate work locations, however, the feasibility of these locations must be monitored regularly and may be changed. All sites must comply with the requirements established by OIT Security & Compliance and with Environmental Health and Safety (EHS) workplace safety standards. Please review the [OIT remote work resources and guidelines](#) for instruction on keeping university data secure and accessing technology for remote work. EHS references include [ergonomic](#) considerations and for those assessing operations which involve work activity beyond typical office style work, see [University Working Alone Restrictions](#).
- Employees working remotely must have the appropriate resources, e.g. access to university systems and/or software needed to complete their work assignments. Computer access must be university-owned when necessary for complying with data security controls outlined in the [end point protection standard](#). The access of university systems for work purposes must follow OIT protocol using VPN and/or trusted networks.
- Employees will not be reimbursed for personal expenses to maintain work activities provided under a flexible work arrangement.
- Any out of state work location must be temporary in nature (not to exceed six months), and must comply with the Out of State Work Agreement provisions. For more information on Out of State Work Arrangements, contact your local Human Resources Representative.

Manager/Supervisor Responsibilities

- Assess the suitability of implementing FWA's in the unit based upon operational needs.
- Conduct FWA position assessments and review employee FWA requests in a fair and unbiased manner.
- Implement consistent mandatory schedule expectations and regular communication check-ins. For example, the expectations of your unit might be:
 - Telephone coverage must be in place five days a week, from 8:30 a.m. to 4:30 p.m.

- All staff must attend staff meetings (via telephonic conferencing or in-person) and/or be available for regular check-ins at a mutually convenient time.
- All staff are required to ensure that their contact information in Employee Self Service is up-to-date and that they must be reachable by phone, email, web meetings, or other electronic resource, during regular business hours.
- All staff are expected to be available as if they were physically on-site, and accessible using a variety of modes of communication (e.g., forwarded phone, email, voicemail) from the alternate work location.
- Establish core work hours: Communicate the hours in a work day when all staff are expected to be available to meet essential business needs. Meetings are typically scheduled during this time.
- Establish bandwidth work hours: Define the earliest and latest time periods during a day that employees should be working remotely to meet operational needs. Additionally define the number of allowable telework days. For employees who are subject to the wage and hour provisions of the Fair Labor Standards Act (FLSA non-exempt), it is important that work start and stop times are specifically defined so overtime is not incurred unless approved.
- Establish core obligations and business requirements: Set expectations for communication, work expectations, equipment, systems security, and safety requirements.
- Conduct/review an assessment of positions to determine eligibility for the various work options available.
- Set expectations for deliverables of work performed remotely and ask employees to provide updates or share documents to monitor their progress on completing these deliverables remotely.
- Whenever possible, supervisors should give employees no less than 10 working days' notice of a change or end their approved flexible work arrangement unless there is an immediate business need.
- Review flexible work arrangements at least quarterly for participating employees.

Note: UHR Employee Relations should be consulted prior to a flexible work arrangement's revocation.

Employee Responsibilities

Employees participating in any portion of the flexible work arrangements program are subject to the same employment terms and conditions of their position. Employees are responsible for:

- Adhering to the time and attendance criteria in place for their approved work option.
- Satisfactory performance and completion of their work assignments.
- Regular communication with their supervisor as defined in their work arrangement.
- Employees with a flexible work arrangement must be able to perform their duties free of external obligations and unreasonable interruptions.
- Understanding that flexible working arrangements are not substitutes for child or elder care. Employees working remotely must be able to provide dedicated working hours remotely.
- Complying with all university policies, regulations, and procedures, to include continual compliance with known university work rules, data security, and safety procedures onsite and when at alternative work locations.
- Identifying a dedicated workspace that meets the data security and workplace safety requirements.
- Giving their supervisor no less than 10 working days' notice of a request to change or end their approved flexible work arrangement. Emergencies may be handled on a case-by-case basis.

- Failure to meet the expectations outlined may result in loss of ability to continue with their flexible work arrangement.
- Maintaining and protecting any university-owned equipment that they are using in an alternate work arrangement.
- Unless directed by the university, an employee is responsible for expenses arising out of an approved alternate work location.

Accounting for Absences, Leave, and Pay

Employees working in alternate locations are subject to the same time and leave policies as on-site employees. Please visit the [WolfTime FAQs](#) for information on timekeeping options and instructions.