



**FLEXIBLE WORK ARRANGEMENTS:  
TIPS FOR IMPLEMENTING & SUCCESS**

# Agenda

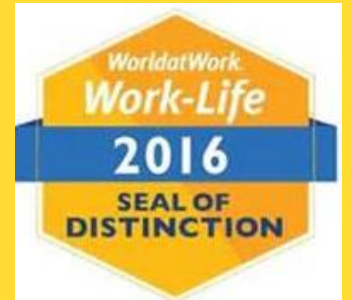
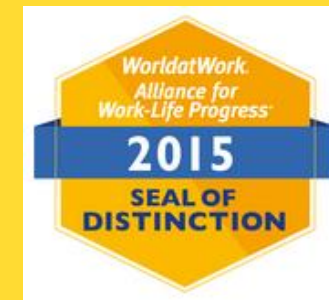
- Work/Life Philosophy
- Why flexibility is important
- Types of Flexible Work Arrangements
- Key considerations

# Work/Life Philosophy

- Philosophy of respecting people for *who they are* as well as for *what they do*
- Support employee efforts to achieve success at work and at home through
  - *Policies*
  - *Programs*
  - *Services*
  - *Practices*

# Work/Life Portfolio

- Caring for dependents
- Supporting health and wellness
- Creating workplace flexibility
- Financial support
- Creative use of paid and unpaid time off
- Community involvement
- Culture change initiatives



# Why is flexibility important?

## *Business perspective*

- Recruitment strategy
  - *Widens the talent pool*
  - *Attract top talent*
- Retention tool
- Workplace diversity
- Productivity
  - *More engaged*
  - *Willing to work more*
  - *Reduced absenteeism*
- Cost saving opportunities

# Why is flexibility important?

## *Employee perspective*

- Employees feel empowered
  - *More loyal*
  - *Increase in morale*
- Employees are healthier
  - *Decrease stress*
  - *Increase energy*
- Improved work/life balance
  - *Reduced negative spillover*
  - *Manage priorities*

# Flexible Work Arrangements

## *Definitions*

- **Standard Work Schedule:** The standard work schedule for full-time employees shall be eight (8) hours per day on five (5) consecutive days, from 8:00 a.m. to 4:30 p.m., with ½ hour for a meal period.
- **Standard Workweek:** For non-exempt employees, the standard workweek is midnight Sunday morning (12:00:01 a.m.) to midnight the following Saturday. For exempt employees, the standard workweek is from 12:01 a.m. Monday to midnight the following Sunday.

# Flexible Work Arrangements

## *Definitions*

- **Alternative Work Schedules:** a work schedule that deviates from the standard work schedule
- **Compressed Workweek:** an alternative work schedule that allows employees to work a 40-hour workweek in less than five 8-hour days
- **Core Hours:** specific hours during the day when all employees are expected to be at work.
- **Flextime:** an alternative work schedule that allows employees to choose their arrival and departure times during a flexible time that incorporates core hours.



# Types of Flexible Work Arrangements

## *Flextime*

- **Daily flex:** set start/end times
  - *employee works 7:30 a.m. to 4:00 p.m.*
- **Mealtime flex:** set schedule allows for a longer meal period than the  $\frac{1}{2}$  hour provided
  - *employee works 7:30 a.m. to 4:30 p.m. with an hour meal period and two 15-minute breaks*

# Types of Flexible Work Arrangements

## *Flextime*

- **Core hours flex:** flexible start/end times; specific number of hours each day, start/end based on the employee/department needs, core hours
  - *employee works one day 7:00 a.m. to 3:30 p.m., another 9:00 a.m. to 5:30 p.m. without a set schedule, expected to be in daily and work eight hours which include the department's core hours*
- **Day-of-the-week flex:** flexed on a particular day of the week
  - *employee works Monday – Thursday 8:00 a.m. to 4:30 p.m., Friday 7:00 a.m. to 3:30 p.m.*

# Types of Flexible Work Arrangements

## *Compressed Workweek*

- **4/10:** the employee works four 10-hour days
- **4/9/4:** the employee works four 9-hour days and one 4-hour day
- **9/80:** the employee works 80 hours for a bi-weekly period in nine days instead of 10 days.
  - *only exempt employees are eligible for 9/80 work schedules.*

# Procedures to request *Alternative Work Schedule*

- Meet and discuss
- Formal proposal
- Supervisor approval
- Department head approval
- HR Contact/timekeeper original and copy to employee

# Types of Flexible Work Arrangements

## *Telecommuting*

- Flexible work arrangement which allows employees to perform part or all of their work schedule from a location other than their assigned worksite
- Recommendations:
  - *Completed probationary period*
  - *Reside within normal daily commuting distance*
- Ad hoc arrangements do not need a formal agreement

# Types of Flexible Work Arrangements

## *Proposed Addition: Remote Work*

- Flexible work arrangement which allows employees to perform all of their work schedule from a location other than their assigned worksite
- When would it be appropriate instead of telecommuting:
  - *Reside outside normal daily commuting distance*
  - *Works 100% of the time from an alternate location*

# Procedures to request *Telecommuting*

- Meet and discuss
- Formal proposal
  - *Telecommuting Agreement*
  - *Safety Checklist for Home Office*
- Supervisor approval
- Department head approval
- HR Contact/timekeeper original, copy to employee, copy to Campus Human Resources (MC 0922)
- *May need additional approvals*

# Flexible Work Arrangements

## *Reduced Work Schedule*

- Allows employees to request a voluntary reduction in time so that their schedule is reduced
- Voluntary reduction in time
  - *Contact Employee Relations*
- UC Policy Programs
  - *Employee-Initiated Reduction In Time Program (ERIT)*
  - *Phased Retirement Program*



# Key Considerations

## *The Position*

- Job functions
  - *Can they be done outside of business hours?*
  - *Can they be done from another location?*
  - *Are they measurable?*
- Degree of face-to-face contact required
- Security and privacy requirements

# Key Considerations

## *Work Environment*

- What types of flexibility will work with the team
- Will this impact morale
- Do people need to meet in person to feel connected
- How will collaboration be maintained
- Will this support diversity and inclusion

# Key Considerations

## *Performance Goals and Expectations*

- Supervisor responsibility
  - *Communicate expectations regularly*
  - *Establish clear goals*
- Supervisor and Employee(s)
  - *How information will be shared*
  - *How goals will be measured*
  - *How time will be reported*

# Key Considerations

## *The Person*

- Performance level “solid” or above
- Attributes
  - *Time-management skills*
  - *Self-disciplined, self-motivated*
  - *Dependability*
  - *Communication skills*
- Has there been thought put into all the implications
- What level of supervision is needed

# Questions

Employee Relations, Policy Development and Work/Life

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