



## Flexible Work Arrangements

### Policy Statement

Flexible work arrangements are alternative work schedules that differ from the University's regular business hours of 8:00 a.m. to 5:00 p.m., Monday through Friday. Flexible working arrangements can be used by supervisors to provide UGA departments and employees the means to better serve customers and to support University and departmental goals. The arrangements are made on a case-by-case basis at the discretion of the supervisor. Participating in a flexible work arrangement is a privilege and not a right, and the supervisor is the final authority on whether a flexible work arrangement is appropriate for the department and the position. Not every position within the University lends itself to flexible work arrangements, nor may every proposed arrangement be accommodated.

### Reason for policy

University supervisors may use flexible work arrangements to meet present and future departmental needs and challenges, to better manage workflow, to control the use of overtime, or to lengthen the hours of service. The goal should be to enhance the business operations of the department while at the same time providing enhanced flexibility to employees.

### Policy Definitions

The definitions and examples provided below are simply options for supervisors and employees to consider when exploring the use of a flexible work arrangement. This is not an exhaustive list and it is understood that an employee's use of a flexible working arrangement is at the discretion of the supervisor. If there are any questions about whether a flexible work arrangement is appropriate, the supervisor should consult with Faculty and Staff Relations in Human Resources.

A. Fixed Alternative Work Schedule: A fixed alternative work schedule differs from the standard 40-hour workweek schedule with regard to starting and departure time, but does not alter the total number of hours worked in a workweek. The [standard workweek](#) at UGA is from 12:00 a.m. Thursday through 11:59 p.m. on Wednesday.

#### Examples:

- 7:00 a.m. - 4:00 p.m. (one-hour lunch)
- 7:30 a.m. - 4:00 p.m. (30-minute lunch)
- 8:00 a.m. - 4:30 p.m. (30-minute lunch)
- 9:00 a.m. - 6:00 p.m. (one-hour lunch)

B. Flextime: Flextime is a schedule that allows employees to vary the times that they arrive and depart from their place of work. This schedule is not preset and can vary from week to week. It can be used to help manage or limit overtime or the award of compensatory time.

Examples:

Employee may work ten hours in one day and the next day work a shift of 10 a.m. to 5 p.m., or 8 a.m. to 3 p.m.

C. Compressed Workweek: Compressed workweek is a form of alternative work scheduling that allows employees to work fewer days in the week while still working 40 hours.

Examples:

- Employee can work four ten hour days and take the fifth day off;

D. Job Sharing: Job sharing is an alternative work arrangement where two employees share the responsibilities and compensation of one full-time position. The supervisor should always consult with Human Resources before establishing a job sharing arrangement.

Examples:

- Employee A works 20 hours per week and Employee B works 20 hours week;
- Employee A works 8:00 a.m. – 5:00 p.m. (one-hour lunch) on M/W/F and Employee B works 8:00 a.m. – 5:00 p.m. (one-hour lunch) on T/TH.

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## Procedures

### A. Determining Eligibility For A Flexible Work Arrangement

Supervisors can use the following guidelines to determine if a flexible work arrangement would be appropriate for a specific job position or individual employee.

1. Eligible Position: A position is eligible for a flexible work arrangement if:

- The job duties can be performed during hours other than core hours; and
- The job duties can be performed independent of others who may not be working the same shift.
- Notwithstanding the above guidelines, it is within the supervisor's discretion and authority to determine if a position in their unit is eligible for a flexible work arrangement.

2. Eligible Employee: An employee is eligible for flextime scheduling if he or she:

- Has been identified by the supervisor as meeting the performance standards and conditions of their employment; and
- Has no active disciplinary action on file.

### B. Best Practices

- Either the employee or the supervisor can initiate a conversation about utilizing a flexible work arrangement. Before any arrangement is agreed upon, the employee should complete the employee checklist in the Policy Appendices of this policy and the supervisor should complete the supervisor checklist in the Policy Appendices of this policy.
- It is the Department's obligation to ensure that the flexible work arrangement provides appropriate employee accountability and in no way compromises the productivity and quality of work of the employee.
- The flexible work arrangement must be compatible with the operational needs of the department or office. Offices that require staff to be present during certain hours must not suffer because of the flexible work arrangement.
- A supervisor should always use reasonable judgment when evaluating a request for a flexible work arrangement, balancing the needs of the department and the needs of the individual employee.
- Flexible work arrangements should be granted equitably for similarly situated individuals within a particular work unit.
- If several team members will be affected by the flexible work arrangement, the supervisor should consider meeting with the entire team to talk about communication, work flow, timing, etc.
- Supervisors can and should consider using flexible work arrangements to help manage workflow and control overtime costs. For exempt employees not entitled to overtime or compensatory time, supervisors can consider using flexible work arrangements to avoid chronic overwork, potential burnout, employee disengagement, and high turnover rates.

### C. Agreement

For flexible work arrangements that will last for a significant amount of time, a flexible work arrangement agreement form must be written and signed by both the employee and supervisor and filed with the department's internal human resources office. A formal agreement may not be necessary for variable flextime arrangements that change from week to week or are temporary in nature. In such "one off" instances, it is within the supervisor's discretion to determine whether a written agreement is needed. However, if the flexible work arrangement is a recurring event for classified staff, the supervisor must complete a [flexible work arrangement agreement form](#).

### D. Holiday and Leave

- Employees on a flexible working arrangement only receive holiday time for the equivalent of the typical, eight-hour work day.  
*Example: If an employee is working a compressed workweek with four 10-hour days, and one of those days falls on a holiday, the employee will be paid for the 8-hours of holiday leave only. Therefore the remaining 2 hours must either be taken as vacation or worked another day during that workweek.*

### E. Trial Period

- Supervisors are encouraged to allow a three to six-month trial period for employees who are on a flexible schedule. A trial period would allow all members of the staff to adjust and for the employee on the flexible schedule to work through any issues. After the trial period, supervisors are encouraged to evaluate the employee's performance on the flexible schedule.

#### **F. Review**

- A review should be conducted every 6 months for all employees on a flexible work arrangement to ensure that the level of service offered by the unit and the performance of the employee has not deteriorated. The supervisor or employee has the right to ask for a review of the flexible work arrangement at any time.

#### **G. Termination:**

- The supervisor has the right to terminate the flexible work arrangement at any time. However, if at all possible, supervisors are encouraged to give the employee 10 working days notice.

#### **H. Administration**

- The unit is responsible for monitoring all flexible work arrangements.

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#### Authority and Interpretation

The Associate Vice President for Human Resources is responsible for official interpretation of this policy.

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#### Related information

Board of Regents flextime policy: [https://www.usg.edu/hr/manual/teleworking\\_flextime\\_policy](https://www.usg.edu/hr/manual/teleworking_flextime_policy).

### Employee Checklist

- Read the University's Policy Definitions in this policy.
- Decide what type of flexible work arrangement you are interested in pursuing (for example, fixed alternative work schedule, variable flextime, compressed work week, or other arrangement).
- Review your job description and duties.
- Be honest with yourself about how this could affect your ability to fully get your job done. Can you perform all the required duties of your position with a flexible work arrangement?
- Be sure that you have no disciplinary action from the current or preceding review period.
- Write a proposal including reasons why a flexible work arrangement would not compromise your ability to fulfill your duties.
- Be sure to address peak times in your office and how you plan to be there for the other members of the staff during those times.
- Questions to consider:
  - What hours do you regularly deal with clients, students, customers?
  - Are you in charge of answering a main phone line or providing coverage for an information desk?
  - Do you work closely with a supervisor who has a very fixed schedule? If yes, how will you address any needs or questions when you are not present?
  - Do you supervise other employees or students who have fixed schedules?
  - Can you fulfill your job duties with a flexible schedule?
  - Could you plan to be present at your place of work if your department needed you outside of your flex schedule?
- Present proposal to supervisor and be prepared for edits.

## Policy Appendices

### Supervisor Checklist

- Read the University's Policy Definitions in this policy and determine if your staff member's situation fits the current policy or is a reasonable exception to the policy.
- Determine if this position is an eligible position.
- Determine if this employee is an eligible employee.
- Analyze your department's workflow and the current staff's ability to handle the flow with a team member that has a flexible work arrangement.
  - Does the employee function as part of a team that would require a matching schedule of all team members or significant in-person communication?
  - Are requests for flexible schedules being handled equitably for similarly situated employees within the work unit?
- Determine what regularly scheduled meetings take place and if the presence of the staff member is needed.
- Consider your own work style. Are you willing to provide the necessary supervision for an employee on a flexible work arrangement?
- Consult with Faculty and Staff Relations in Human Resources if there are any questions about the appropriateness of the flexible work arrangement or about how to structure the flexible work arrangement.
- If the flexible work arrangement is a fixed schedule, or a recurring arrangement, write a formal agreement.
- When completing the agreement form, make sure all the employee's work hours are accounted for in the schedule. For example, if the employee is a FTE, the flexible schedule must include 40 hours of work time within the work week.
- Manage the agreement and meet with the staff member periodically to ensure job duties are being completed.
- Review the policy regarding Trial Period in this policy in the Policy Definitions section E. Trial Period.

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#### Policy Dates

Date Last Updated:07/11/2019

Date of Last Review: