



UNIVERSITY OF THE  
INCARNATE WORD®

TELEWORK  
AND  
ALTERNATIVE WORK SCHEDULE

# Agenda

- Policy Highlights
- Evaluating Suitability
- Process
- Questions

# Policy

**Telework** - A work arrangement for an employee who works at an alternate workplace, usually home, at least one day per work week.

- Full or Partial telework options are available.
- Occasional Telework - is where an employee works at an alternate workplace on an infrequent basis with the approval of their supervisor. Occasional teleworkers do not need an agreement.
- Mobile Worker – An employee who travels continuously as part of their job function. Mobile workers are not considered teleworkers.

**Alternative Work Schedule** - A work schedule other than the core operating hours.

- **Compressed Work Week** - Working the equivalent hours of a full-time workweek in fewer than five (5) days.
- **Flex Schedule** - A work period for an individual that varies from the core operating hours established for a school or department, with the start and end times adjusted to ensure a forty (40) hour workweek.

# Advantages

- Expand Hiring Pool
- Flexibility as a competitive advantage
- Improve morale
- Potential change of space utilization
- Potential for increased productivity

# Policy Highlights

- The policy applies to University Staff and Administrators at all locations.
- It is a voluntary option. No university employee is entitled to or guaranteed the opportunity to telework or have an alternative work schedule.
- The decision to authorize is at the discretion of management and senior leadership.
- The work arrangement does not change an employee's duties, responsibilities or performance expectations.
- An employee's salary and benefits do not change.
- Offices must remain open during their core operating hours.
- Use of sick and vacation still applies.

# Policy Highlights

- Standard and Predictable schedules will remain.
- Continued engagement in the Mission of the University.
- Not a replacement for responsibilities of personal life that would otherwise result in the employee being required to take leave, including FMLA.
- Work agreements can be short or long term but not to exceed one year.
- Telework is not a substitute for childcare or adult care
- UIW will not duplicate resources between the primary workplace and the alternate workplace
- Telework employees are expected to ensure the continued protection of information that complies with state and federal privacy laws.

# Considerations

- Would the employee be successful in telework or alternative work schedule?
- Would telework or alternative work schedules impact the level of customer service?
- Would it increase the workload of other employees?
- Can the office remain open during core operating hours?
- Would telework or alternative work schedule have a neutral or positive effect on the department?
- Would a flexible work arrangement enhance, maintain, or diminish operational efficiencies?

# Position Suitability

Review your positions in your department.

- ✓ Can the work be done effectively without negatively impacting the department
- ✓ Require ongoing access to equipment, materials, and files that can only be accessed on campus.
- ✓ Require extensive face-to-face contact with students, supervisors, other employees, or the public.
- ✓ Involve performing work on campus.
- ✓ A need for face-to-face interaction and coordination of work with other employees.
- ✓ Security considerations that require a presence on campus or facility location.



# Employee Suitability

Each employee's compatibility for telework/alternative work schedule is evaluated on a case-by-case basis

- ✓ The employee has no performance issues.
- ✓ No formal disciplinary action on file, in the last 12 months.
- ✓ Has a current performance evaluation on file.
- ✓ The employee has the necessary computer skills to complete their required job functions outside of the office.
- ✓ The employee understands their role and expectations and requires little supervision to complete their tasks.
- ✓ The employee's performance at home can be measured and evaluated
- ✓ The employee has shown initiative, time management, and organizational skills.

# Supervisory Approach

A supervisor should consider compatibility of their own management style.

- ✓ Are you comfortable allowing this employee to work largely autonomously?
- ✓ How frequently do you monitor the employee's work performance?
- ✓ Are you comfortable communicating virtually with your employee?
- ✓ Have you been successful in establishing clear objectives?
- ✓ Can you accurately measure the employee's performance, outcomes, and time worked?
- ✓ Do you trust that the employee will be productive without continuous supervision?

# Making Equitable Decisions

- While telework/alternative work schedules will be grounded in the business needs and other suitability factors, we are committed to equity, fairness, and consistency in the implementation of the work arrangement.
- Given the complexity of determining suitability, flexible work arrangement opportunities are very unlikely to be exactly the same, even for similarly titled positions.
- The self-assessment form will help in the assessment.
- Proper evaluation of the role, employee, and business needs will ensure that each opportunity is evaluated through consistent criteria while recognizing the difference between each request.

*eq·ui·ty*

*/'ekwədə/*

the quality of being  
fair and impartial

# Alternative Work Schedule

## **Flex Time**

- Adjust arrival and departure times from the department's core operating hours
- Must be consistent and predictable schedule

## **Compressed work**

- Allows longer days for part of the week in exchange for one additional day off or half a day off each week
- Four 10-hour days or four 9-hour days and one 4-hour day.
- Appropriate in situations in which employees do not need to keep pace with incoming work daily.
- Several employees perform the same job function.
- Must have a fixed schedule does not vary week to week or month to month.
- If schedule changes a new agreement is needed

# Conversation

- 1 Prepare for the conversation.**
  - ❖ Be mindful of the strategic vision of your Senior Leadership
  - ❖ Review the policy and website
  - ❖ Consider how telework/alternative work schedule may or may not be utilized in your area
- 2 Set up the dialogue**
  - ❖ Can be initiated by the employee or the supervisor
  - ❖ Can be an informal exploratory conversation
- 3 Engage, listen, and ask questions**
  - ❖ Don't make promises
  - ❖ Take notes
  - ❖ If an employee mentions a health-related concern/reason for telework, refer them to HR.

# Process Overview

- ✓ Have a conversation with the employee.
- ✓ Have the employee complete the Self-Assessment form
- ✓ Obtain appropriate approval
- ✓ If approved, complete Agreement and submit for signature
- ✓ If assessment is not approved, communicate back to the employee with the reason
- ✓ Maintain a consistent approach within your team/department

# QUESTIONS

?