

A GUIDE TO WORKPLACE FLEXIBILITY AT UNH

*Information & Tools for Employees and Supervisors
Considering Flexible Work Arrangements*

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INTRODUCTION

IMPORTANT: This guide is designed to assist employees in initiating flexible workplace arrangements by maximizing the benefits while reducing the risks associated with workplace flexibility. It is not intended to be a tool to assist managers in implementing workplace flexibility in order to address budgetary shortages within their departments.

There are two types of workplace flexibility:

INFORMAL Workplace Flexibility

Informal flexibility is occasional in nature without significant impact on supervisors/managers, co-workers, or clients. While such arrangements require approval by immediate supervisors, they do not require written requests.

EXAMPLE: Altering the start and end times of a work day to attend a medical appointment.

FORMAL Workplace Flexibility

The formal flexibility proposal process outlined in this guide is designed for those employees and supervisors/managers who want to institute a different category of arrangement that *consistently differs* from their department's standard hours or work location.

EXAMPLE: Telecommuting on a set day each week or shifting to a four-day, 10-hour work schedule.

This guide is intended to address Formal Workplace Flexibility and the tools and suggestions in this guide are designed to help:

- Navigate the steps in considering a formal flexible work arrangement.
- Create a proposal for establishing workplace flexibility.
- Support both the employee and supervisor/manager in negotiation of the arrangement.

This guide is also intended to assist in evaluating proposals and assessing the value of workplace flexibility as a supervisory tool.

Not all job circumstances lend themselves to flexible workplace arrangements, and the final decision in each case is that of the immediate supervisor and unit/area final approver (see signature page on the Proposal Form Appendix D).

All flexible workplace arrangements are subject to standards described in the Fair Labor Standards Act (FLSA) and New Hampshire State Labor Laws (Appendix A).

ELIGIBILITY

The primary criterion for determining approval is whether a flexible workplace arrangement meets the business needs of the University.

- Eligibility may vary for different types of flexible workplace arrangements, as some alternatives may not be appropriate for particular jobs or for certain employees. All proposals should be treated equitably.
- Not all job circumstances lend themselves to flexible workplace arrangements and the final decision in each case is that of the immediate supervisor and unit/area final approver (see signature page on Proposal Form – Appendix G).
- All flexible workplace arrangements are subject to standards described in the Fair Labor Standards Act (FLSA) and New Hampshire State Labor Laws (Appendix A).

IMPORTANT: This information is not intended to be used to develop a health-related workplace arrangement. Please consult with your HR Partner for these types of arrangements.

Key Criteria for Eligibility:

- In any flexible workplace arrangement, employees will be expected to continue to meet the same performance standards.
- An employee typically will not be granted flexibility unless his or her performance has demonstrated the skills and qualities necessary to succeed in the proposed flexible workplace arrangement.
- New employees may be hired into a flexible workplace arrangement if the arrangement meets the business needs at the time of hire, with the understanding that such an arrangement may be changed if business or personal needs dictate.
- All flexible workplace arrangements are subject to ongoing review and may be terminated at any time, given cause, or when business needs dictate. In some cases, it may not be possible for an employee to return to a previous working arrangement (e.g., a department's budget may not support a 75% FTE employee reverting to 100% FTE).

FLEXIBILITY OPTIONS

The following is a brief description of workplace flexibility options. More detailed descriptions are available on the UNH HR website at: www.unh.edu/hr/workplace-flexibility-options

<i>Compressed Work Week</i>	A work schedule that condenses one or more standard workweeks into fewer, longer days.
<i>Flex-time</i>	Flex-Time is a change to regular work schedule hours or days without changing the percent-time of the appointment.
<i>Part-time/Reduced time</i>	A work schedule that is less than full-time but is at least half of the regularly scheduled full time workweek. If a schedule is reduced to half-time, the employee would not be eligible for benefits. The minimum for full benefits is 75% time.
<i>Flex-Year</i>	Flex-Year is the assignment of a non-exempt or exempt position to specific work and non-work periods during the fiscal year. The work periods may be fewer work hours/days for the fiscal year, or specific work and non-work periods during the fiscal year. In both cases, they result in appointments that are less than a full-time appointment, but at least 75%.
<i>Teleworking/Remote Work</i>	<p>Teleworking is an alternative work arrangement in which staff members use electronic media to interact with others inside and outside of the institution and to perform tasks outside the normal work location for some portion of their work schedule. It is not applicable to all jobs. The number of work hours or days assigned to the position does not change due to a teleworking arrangement.</p> <p>OUT OF STATE TELEWORKING? PLEASE READ: For ANY teleworking arrangement that is based outside the State of New Hampshire AND prior to beginning that work - the supervisor MUST communicate with the appropriate HR Partner to ensure proper workers compensation and unemployment coverage for that particular state.</p>

PRINCIPLES FOR EFFECTIVE FORMAL WORKPLACE FLEXIBILITY

1. A written proposal and agreement should be developed.
2. The arrangement should support the office or department's goals, including productivity, cost effectiveness, and service to internal and external clients. The arrangement should be achieved without:
 - Curtailing normal UNH service hours.
 - Incurring overtime costs.
 - Impairing the unit's effectiveness in carrying out its research, teaching, service, or administrative function.
 - Placing undue burden on others in the unit, whether individual employees or supervisors/managers.
 - Creating problems of safety, security, or supervision.
3. The individual's work style and job performance should support the requirements of the arrangement.
4. The job tasks should be adaptable to the flexible arrangement.
5. Communication and accountability should be established to assist successful implementation of the new flexibility arrangement.
6. Alternative work policies and flexible arrangements should be well communicated to all employees in the office or department.
7. The flexible arrangement should be evaluated by the employee and the supervisor/manager after a trial period of three months. The proposal should then be reviewed annually.
8. Approval is subject to change at any time.
9. All arrangements require compliance with all USNH employment policies.
10. University information and information technology must be accessed and handled in a secure manner consistent with policies and good practices developed by UNH Information Technology Security.

DEVELOPING A PROPOSAL

A proposal form is included in Appendix G and is also available under FORMS located on the HR website: www.unh.edu/hr .

An employee interested in a flexible workplace arrangement should review the UNH and USNH Workplace Flexibility and Teleworking Policies.

A written proposal should be developed and submitted to the immediate supervisor for review and consideration. For the purpose of this manual, the immediate supervisor is the person responsible for completing the employee's annual review.

There are a number of critical questions in the proposal form that should be addressed by the employee and their supervisor as part of their discussion of the proposal.

REMINDER: The employee should be sure to understand what, if any, impact the proposed arrangement might have on his or her pay, benefits, and UNH status.

PROPOSAL REQUEST/REVIEW/ DECISION PROCESS

Decisions regarding the appropriateness of an arrangement should be made on a case-by-case basis. Business needs are a priority in the consideration and evaluation of an employee proposal.

There are no standardized rules for what will make an arrangement acceptable or unacceptable; however, personal opinions and biases should not influence decision making.

If a supervisor or unit/area final approver declines to accept the proposal, then he or she should make every effort to ensure that the employee fully understands the reason(s).

Steps for the EMPLOYEE to follow:

1. Think through which option makes sense and whether that option provides the flexibility you desire. It is important to consider how the arrangement may impact your work and the work of your colleagues.
2. Ask for assistance or guidance from your HR Partner if you have any questions.
3. Once you have decided on your plan, complete the proposal form (Appendix G) and the IT Security Standards form (Appendix F - *for any teleworking arrangements*) for review by your supervisor.
4. Employees currently engaged in successful flexible workplace arrangements set up prior to implementation of this manual are encouraged to formalize such arrangements by completing the proposal form (Appendix G).
5. Schedule an appointment with your supervisor to discuss your proposal and finalize/modify your plan if necessary.
6. Plan to respond to unexpected circumstances or changes that may result and affect your flexible work arrangement.

Steps for the reviewing SUPERVISOR to follow:

1. Respond to each proposal in a timely manner, normally within ten business days, to keep the employee informed of its status.
2. **If the request is being denied by you**, clarify with the employee why you cannot approve it. The employee has the option to appeal the denial to his or her HR Partner, who will then discuss the situation with the employee and manager/supervisor. Send a copy of the proposal, including why it was denied, to Human Resources.
3. **If the request is being approved by you**, the next step is to forward proposal to appropriate department Manager/Director, Dean or Designee for Unit/Area Final Decision. (IF submitted proposal is for a teleworking arrangement, prior to forwarding for final decision be sure you and the employee have reviewed the expectations/criteria provided in the UNH IT Security Standards form – Appendix F.)
4. After Unit/Area Final Decision and signature is provided, the proposal is then returned to the immediate supervisor for appropriate dissemination of copies: employee, department BSC and department's HR Partner for final review regarding any potential compliance issues.
5. Communicate the new arrangement to other staff members in the department.

6. The immediate supervisor and employee should both review the original proposal at the end of the trial period, making changes if necessary. If an altogether different flexible workplace arrangement seems necessary, then a new proposal should be prepared and submitted by the employee.

MODIFICATION OR TERMINATION OF A FLEXIBLE WORK ARRANGEMENT

Since a flexible workplace arrangement is a business decision, it can be modified or terminated, if necessary, at any time. The following examples could trigger a modification or termination of a flexible workplace arrangement:

- Business needs are no longer being met.
- Job or job requirements change.
- Supervisor changes occur.
- Performance decreases.
- Current coverage or staffing needs change.
- An unexpected staff shortage develops.
- Valid negative client or co-worker feedback is received.
- University information or information technology is at risk or compromised.

As with any other work arrangement, flexible workplace arrangements should not be considered permanent. Both supervisors and employees must be responsive to change and should monitor the arrangement to ensure that it continues to meet the needs of the organization. In some situations, it may be necessary to discontinue the original plan or seek an alternative. The process used in revising or ending a work arrangement should be just as carefully thought through as when initiating one.

- If a supervisor sees a need for a new long-term schedule change, he or she must inform the employee.
- If at some point the employee wishes to return to a standard work schedule, he or she must give notice to his or her supervisor. In some cases, budgetary or staffing limitations may eliminate opportunities to increase hours. It may not be possible for an employee to return full-time if the flexible work arrangement resulted in reduced hours.

Normally, either an immediate supervisor or an employee should give at least 30 days notice in advance of ending or changing the arrangement.

In some circumstances, such as a job performance decline, department restructuring, unexpected leave of a co-worker, and others, a shorter notice or no notice may be given, depending on the situation.

APPENDIX A:

FEDERAL FAIR LABOR STANDARDS ACT (FLSA) AND NEW HAMPSHIRE STATE LABOR LAWS

As an employer, UNH/USNH is subject to Federal Fair Labor Standards as well as State of New Hampshire Labor Laws. Below is a summary of the key employment laws of which employees should be aware.

Hourly Employees (OS and Adjunct Hourly):

- Defined as non-exempt and eligible for overtime.
- Paid by the hour and paid at least minimum wage.
- Must be paid overtime for any hours worked over 40 in a week. Per USNH policy, approval for overtime hours must be obtained before the hours are worked.
- Must maintain accurate records of hours worked. Such records are open to inspection at any time by the State Commissioner of Labor or designee.
- Must be paid for any time worked. For example, if an hourly employee responds to email and/or phone messages outside of work hours, the time is compensable.

Salaried Employees (PAT, Extension Educator, Adjunct Salaried, etc.):

- Defined as exempt and not eligible for overtime.
- Must be paid a minimum salary of \$455 per week of work.
- Paid an annual salary, based on the number of days worked in the fiscal year.

Workers Compensation Awareness Information - Regarding Teleworking Arrangements

IMPORTANT: For ANY teleworking arrangement that is based outside the State of New Hampshire AND prior to beginning that work, the supervisor needs to communicate with the appropriate HR Partner to ensure proper workers compensation and unemployment coverage for that particular state.

Employees with approved teleworking arrangements are covered by workers compensation for injuries sustained during the course of their work related activities. Supervisors should be aware that the most common injuries associated with work from home arrangements are related to the ergonomic set up of the employee's home workstation. Resources regarding proper workstation ergonomics are available on the Office of Environmental Health & Safety website: <http://www.unh.edu/research/ergonomics>; including a self-evaluation checklist for proper workstation setup.

If an employee is granted work from home privileges and they suffer an injury associated with their surroundings (ie. fall down stairs that don't have railings while going to retrieve a work related item, slipping and falling in their driveway on ice while going to get their laptop from their car, etc.), the university's workers compensation insurance company may seek recoupment from that employees homeowners or other insurance policies, if applicable.

APPENDIX B: QUESTIONS TO CONSIDER

Alternative work arrangements are not conducive to all work styles and jobs. Before beginning the proposal writing process, you should consider these questions.

<p>Your Job</p> <ul style="list-style-type: none"> How will the arrangement affect your ability to achieve your performance development goals? Will you be able to adequately protect any confidential information that you handle? If applicable, how will the arrangement affect your ability to supervise others?
<p>Your Clients</p> <ul style="list-style-type: none"> How will business needs be met (or exceeded)? How will clients be impacted by your restructured schedule? How will you ensure that customer service needs are met?
<p>Your Co-Workers, Supervisor/Manager, and Supervisees</p> <ul style="list-style-type: none"> What will the impact be on your co-workers? What will the impact be on those you supervise? How will your alternative work arrangement affect work volume, peak periods, projects in progress, and/or overtime?
<p>Tools and Resources for Your Job</p> <ul style="list-style-type: none"> What are the tools, resources, and best working environments required for success in your job? What equipment/technology will your flexible work arrangement require?
<p>Your Performance</p> <ul style="list-style-type: none"> How will your work/performance be reviewed and evaluated? How will your success be measured?
<p>Yourself</p> <ul style="list-style-type: none"> Are you self-directed and comfortable working without close supervision? Do you manage your time well? Are you comfortable working alone for long periods of time? How will you manage employees who report to you?
<p>Your Pay Benefits and UNH Status</p> <ul style="list-style-type: none"> What are the benefit implications (e.g., if your flexible work arrangement includes a request for reduced hours/days)? What impact, if any, will a flexible work arrangement have on your UNH status and your salary, job grade, vacation, and retirement, etc.? <i>Note that, if the arrangement involves a reduction in hours/days, it may not be possible to increase those hours later.</i>
<p>Information Security</p> <ul style="list-style-type: none"> Are you familiar with university policies and are you able to comply with them? Are you familiar with information security good practices and are you able to follow them?

APPENDIX C:

WORKPLACE FLEXIBILITY OPTIONS

Compressed Work Week

A compressed work week condenses one or more standard workweeks into fewer, longer days.

Examples (for a 40-hour-per-week employee):

- A full-time schedule of work is accomplished by working four 10-hour days.
- A full-time schedule of work is accomplished over two weeks by working 80 hours in nine days so that the employee has one extra day off every other week.

Benefits

- Employee keeps full pay and benefits unless number of hours worked each week decreases.
- May reduce employee's child-care or elder-care costs.
- Provides employee with larger blocks of time off.
- May reduce commuting time and costs.
- Provides a low-cost employee benefit.
- May enhance productivity, with fewer interruptions during atypical office hours.
- May enhance the use of facilities or equipment.
- May increase total staff hours on especially busy days or periods during the day.

Challenges

- Employee may or may not be as productive on longer-day schedule.
- Employee may not receive supervision at all hours.
- May cause understaffing at times.
- Key people may be unavailable at times, requiring cross-training to ensure coverage.
- May create difficulty in scheduling meetings, coordinating projects, etc.
- For exempt staff, difficulty defining a full work load.
- For non-exempt staff, the need to be careful not to incur overtime.

Compressed work week proposals need to address:

- How effective channels of communication will be established.
- How weeks with holidays will be handled. (Holidays have the basic hourly value of 8 or 7.5 hours, not 10 hours.)

Flex-Time

Flex-Time is a change to a regular work schedule without changing the percent-time of the appointment. The supervisor/manager has the authority to grant or deny a staff member's request for a Flex-Time schedule, based on institutional policy. To ensure support for operational needs for the department/office, the supervisor may designate core times/days when all staff members are required to be present at work.

Examples

- Staggered hours within a fixed schedule: Employees establish starting and ending times that differ from the department's norm, but keep the same schedule each day (e.g., Monday–Friday, 11–7).
- Core hours within a variable schedule: Employees must be present during specified core hours, but may adjust their arrival and departure times each day (e.g., set coverage 10–2 every day, but the other four hours per day vary). It is expected that the employee will work a set number of hours each week.
- Variable day: Employees may work a consistent schedule of a different number of hours each day as long as they achieve the expected number of hours within the week (e.g., Monday and Wednesday, 10 hours; Tuesday and Friday, 8 hours; Thursday, 4 hours).
- Mid-Day Flex-Time: Employees may take a longer scheduled break than usual if they make up the extra time by starting work earlier or staying later (e.g., work 8 a.m.–noon; break noon–2 p.m.; work 2–6 p.m.).

Benefits

- Employee keeps full pay and benefits, unless number of hours worked each week decreases.
- Provides a low-cost employee benefit.
- May ease employee's commute.
- Often enhances employee's productivity.
- May facilitate recruiting and retention.
- Can reduce absenteeism and tardiness.
- May improve coverage or extend hours.

Challenges

- May not free as much time as employee needs.
- May not provide supervision at all hours.
- May cause understaffing at times.
- Key people may be unavailable at certain times, requiring cross-training to ensure coverage.
- May create difficulty in scheduling meetings, coordinating projects, etc.
- May make it more difficult to keep track of hours.

Flexible schedule proposals need to address

- How effective channels of communication will be established and maintained.
- How hours will be tracked.

Part-Time/Reduced Time

Part-Time/Reduced Time is a work schedule that is less than full-time. An employee whose schedule is reduced to less than 75% time is not eligible for full benefits.

Staff may be reluctant to consider part-time schedules due to financial considerations or the perception that working part-time could negatively affect career advancement. Because of this, employee/supervisor discussions should address the employee's career goals and opportunities. In addition, it is important to carefully analyze the requirements of the job for managing and evaluating a part-time employee.

Examples: (based on a 40 hour work week)

- 80% Time: Four 8-hour days.
- 75% Time: Four 7.5-hour days.
- 50% Time: Five 4-hour days.

Benefits

- Provides flexibility to alter schedule in response to home or work demands.
- Can reduce absenteeism and tardiness.
- Often enhances employee's morale, productivity, and commitment.
- May facilitate recruitment and/or retention.
- May allow employer to reduce costs without reducing staff.
- Can be used for phased-in retirement.

Challenges

- Reduction in income and possibly some benefits. If the percent time falls below the percent described above, the employee would not be eligible for benefits.
- Re-assigning the rest of the employee's job duties.
- Employee may be viewed as less committed by colleagues or supervisor/manager.
- May cause understaffing at times.
- May create difficulty in scheduling meetings, coordinating projects, etc.
- Measuring the performance of part-timers.

Part-Time proposals need to address:

- Staff may be reluctant to consider part-time schedules due to financial considerations or the perception that working part-time could negatively affect career advancement. Because of this, employee/supervisor discussions should address the employee's career goals and opportunities.
- In addition, it is important to carefully analyze the requirements of the job for managing and evaluating a part-time employee.

Flex-Year

Flex-Year is the assignment of a non-exempt or exempt position to specific work and non-work periods* during the fiscal year.

The work periods may be fewer work hours/days for the fiscal year, or specific work and non-work periods during the fiscal year. In both cases, they result in appointments that are less than a full-time appointment, but at least 75% time as to not affect benefits eligibility.

*The position start and end dates for these arrangements are confirmed annually with the Payroll Office by the BSC's.

Example: Flex-Year positions that provide support for academic or student departments during the academic year are typically 75% to 80% appointments. A staff member may request a change from full-time to a Flex-Year schedule. The supervisor has the authority to grant or deny the staff member's request, based on institutional policy. To ensure support for operational needs for the department/office, the supervisor may designate core times/days when all staff members are required to be present at work.

This option provides employees with an opportunity to work nine (9), ten (10) or eleven (11) months without reducing their benefit coverage.

Benefits
<ul style="list-style-type: none">▪ Provides more time for personal responsibilities.▪ Provides flexibility to alter schedule in response to home or work demands.▪ Can reduce absenteeism and tardiness.▪ Often enhances employee's morale, productivity, and commitment.▪ May facilitate recruitment and/or retention.▪ May allow employer to reduce costs without reducing staff.
Challenges
<ul style="list-style-type: none">▪ Re-assigning the rest of the employee's job duties.▪ Employee may be viewed as less committed by colleagues or supervisor/manager.▪ May cause understaffing at times.▪ May create difficulty in scheduling meetings, coordinating projects, etc.
Flex-Year Proposals need to address:
<ul style="list-style-type: none">▪ A single position can only have one period of non-work per year. Please consult with Human Resources for guidance on this specific type of arrangement.▪ Exempt staff member who defers pay may have pay implications.▪ REMINDER: Position start and end dates for Flex-Year arrangements are confirmed annually with the Payroll Office by the BSC's.

Teleworking/Remote Work

OUT OF STATE TELEWORKING? PLEASE READ:

For ANY teleworking arrangement that is based outside the State of New Hampshire AND prior to beginning that work - the supervisor MUST communicate with the appropriate HR Partner to ensure proper workers compensation and unemployment coverage for that particular state.

Teleworking is an alternative work arrangement in which staff members use electronic media to interact with others inside and outside the institution and to perform tasks outside the normal work location for some portion of their work schedule.

It is not applicable to all jobs. The number of work hours or days assigned to the position does not change due to a teleworking arrangement.

Teleworking does not include work that is not intended to be performed at the normal work location, such as admissions recruiting, certain Cooperative Extension jobs, fundraising, athletics, and/or committee work. Teleworking requires continued compliance with USNH policies, including policies governing appropriate use of the information and data.

Employees who propose a teleworking arrangement should ensure a safe and suitable workspace that is appropriately confidential and free of distractions and interruptions that may interfere with work. Where applicable, teleworkers will need to find ways to maintain a distinct separation between work activities and personal activities.

Employees who telework are responsible for ensuring security of university information and of the university information technology systems they access remotely. The employee must follow all applicable university policies and good practices, such as the UNH OLPM Privacy and Security of Technology Resources policy, the Acceptable Use of Information Technology Resources policy, and the good computing practices, accessible on the UNH Information Technology Security Policies page.

****Special attention should be paid to setting up a remote work space. A home office should be equipped (by the employee) with furniture and lighting appropriate to the tasks being performed.**

IMPORTANT:

Normally, employees will not be eligible for teleworking until after the completion of their introductory period. A telecommuting arrangement ordinarily does not exceed two days per week.

For arrangements greater than this, such as full-time telecommuting, the supervisor must consult Human Resources prior to implementation of the arrangement.

Examples

- Regularly work at home part of week.
- Regularly work part-time at another work location.

Benefits

- Employee maintains their full pay and benefits.
- Employee saves commuting time and costs.
- Enhanced productivity: some tasks may be better done away from the office, less interruption.
- May enhance the use of facilities or equipment.
- May ease parking demands.
- May provide extended hours of service.
- May provide heightened sense of autonomy and enhanced capacity for setting, achieving objectives.

Challenges

- Fewer networking opportunities for the employee.
- Employee needs organized work space at home and may incur some additional hidden expenses (increased heat and electric bills, etc.) while saving on commuting costs.
- Not all employees may work as productively in this arrangement.
- Not all jobs are performed easily off-site.
- May be more difficult to supervise and evaluate.
- May create difficulty in scheduling meetings, coordinating projects, etc.
- Confidentiality and security of data.
- Full-time teleworking out of state requires the purchase of Workers' Compensation coverage for the state in which the employee works.
- May require training on good computing practices and/or purchase of equipment and software to ensure safe remote computing and communication sessions.

Telecommuting proposals need to address:

- How meetings and joint projects will be handled.
- How communication with co-workers and supervisor/manager will continue uninterrupted.
- What technical support is needed?
- How university information and remote computing sessions will be protected.
- Training - The employee and supervisor must complete an online training module.

APPENDIX D: FREQUENTLY ASKED QUESTIONS

<p>HOW WILL A FLEXIBLE WORK ARRANGEMENT AFFECT MY PAY AND BENEFITS?</p>	<p>If you request a work schedule that reduces your regularly scheduled hours, your pay will be pro-rated accordingly. If your total percent-time goes below 75% (hourly) or 80% (salaried), you will not be eligible for benefits. Additional information on how flexible scheduling could impact benefits and paid time off is available by calling your HR Partner.</p>
<p>CAN ALL EMPLOYEES APPLY FOR A FLEXIBLE WORK ARRANGEMENT?</p>	<p>Any employee may submit a proposal for a flexible work arrangement. However, not all jobs are suitable for such an arrangement. Depending on the nature or location of a particular job, some types of alternative work schedules may not be appropriate. Due to their specific requirements, some types of jobs may not accommodate flexible work options at all. Supervisors/managers are encouraged to give positive consideration to requests where they meet the needs of both UNH and the individual.</p>
<p>I AM AN EMPLOYEE WHO ASKED MY SUPERVISOR ABOUT A FLEXIBLE SCHEDULE AND WAS TOLD IT WAS NOT AN OPTION FOR MY JOB. MAY I TRY AGAIN?</p>	<p>Yes, you may try again. However, first consider why your proposal was denied last year. (If you don't fully understand the reason your proposal was denied, ask your supervisor to clarify the business or performance reasons.) Then review the guidelines and determine if you can build a case for an alternative that might work for your particular situation. Ask your supervisor/manager to consider your new proposal and to discuss other alternatives.</p>
<p>WILL A FLEXIBLE WORK ARRANGEMENT HURT MY CHANCES FOR PROMOTION?</p>	<p>Employees on an alternative schedule will be expected to meet the same performance standards, and supervisors/managers will be expected to use the same measurement criteria that are currently in place for employees working standard schedules. Criteria used for consideration of promotion (e.g. job performance) should be no different. In some cases, though, the responsibilities of the promotional opportunity may not be compatible with your current flexible work arrangement. Be sure to explore your options thoroughly and discuss alternatives with your supervisor/manager.</p>
<p>WILL MY REQUEST AND PROPOSAL BE CONFIDENTIAL?</p>	<p>Your proposal provides the framework for a discussion between you and your supervisor/manager. There is usually no need to share the details of that discussion with others. A copy of the proposal will be kept in your department personnel file.</p>

<p>DO I HAVE TO GIVE A REASON FOR WANTING A FLEXIBLE WORK ARRANGEMENT?</p>	<p>Flexible work arrangements are evaluated principally on how business needs will be met and how work will get done as well as on an employee’s likelihood of success with the arrangement, based on his or her recent past performance. Your reason for requesting an alternative schedule is not a required part of the proposal. However, there may be times when providing the reason will be helpful. It may also make sense when a supervisor/manager is trying to sort through multiple requests for flexible work arrangements, or when the supervisor/manager would have to implement significant workplace changes in order to accommodate the request.</p>
<p>I DO NOT UNDERSTAND ONE OR MORE OF THE MINIMUM INFORMATION SECURITY STANDARDS. WHAT SHOULD I DO?</p>	<p>UNH IT Security provides in-person training. You can contact it.security@unh.edu to request a training session.</p>
<p>I PROPOSE TO USE A PERSONALLY OWNED COMPUTER FOR TELEWORKING, BUT IT WILL NOT MEET THE MINIMUM INFORMATION SECURITY STANDARDS. MAY I PROCEED?</p>	<p>Using such computer for university work puts you and the university at risk and may result in compromise of university information. Such compromise can have devastating consequences for the persons whose information is compromised, and may cause unacceptable financial, service and reputation damage to the university. You are responsible for following university policies, good security practices, and ensuring security of university information. Do not use such equipment.</p>
<p>HOW DO I MANAGE A COMPRESSED WORK WEEK (CWW) THAT HAS A UNH HOLIDAY OR CLOSING IN IT?</p>	<p>A suggested guideline is that in work weeks in which scheduled administrative closings and/or holidays occur, employees on a CWW schedule return to the university's standard work week of five, (7.5 or 8) hour days.</p> <p>EXAMPLE: An employee works Monday through Thursday, ten hours per day on a CWW schedule. The week of Thanksgiving, the employee will work eight hours on Monday, Tuesday, and Wednesday and will receive eight hours for the holiday on Thursday and eight hours for the closing on Friday, for a total of 40 hours (or 37.5 for 7.5 hour days).</p>

APPENDIX E: RESOURCES

Resources for Employees and Supervisors

UNH Resources:

- IT Security Standards for Teleworking
- USNH Policy - Flexible Work Alternatives
- Ergonomics Information and Resources - UNH Environmental Health and Safety

External Resources/Information:

- U.S. Department of Labor Workplace Flexibility toolkit - Points visitors to case studies, fact and tip sheets, issue briefs, reports, articles, websites with additional information, other related toolkits and a list of frequently asked questions. It is searchable by type of resource, target audience and types of workplace flexibility, including place, time and task. New information will be added to the U.S. DOL Workplace Flexibility Toolkit as it is identified.
- College and University Work/Family Association
- Families and Work Institute
- White House Initiative on Workplace Flexibility
- When Work Works: Creating Effective and Flexible Workplaces

APPENDIX F:

IT SECURITY STANDARDS FOR TELEWORKING/REMOTE WORKING

Please read the following procedures to ensure you understand the University of New Hampshire's IT Security Standards, then sign to indicate that you have read, understand and will adhere to these best practices.

1. I will follow good information security practices as described at <http://it.unh.edu/itsecurity>.
2. I will use University-issued equipment whenever possible (i.e. University laptops).
3. It is my responsibility to ensure that the equipment I use for teleworking meets all UNH IT security requirements to include:
 - a) Configure all equipment in accordance with the UNH Computer Prep.
 - b) Encrypt all media (i.e. internal hard drives, external hard drives, flash drives).
 - c) Enable all security features on equipment (i.e. passwords, screen locks, remote wipe).
 - d) Enable all automatic operating system, application security and malware protection updates
4. If I am unable to accomplish these security measures independently, UNH IT can assist me. (Visit <http://it.unh.edu/itsecurity> or call 862-4242). Customary service fees apply.
5. I will not share University-issued equipment (i.e. with other family members).
6. I will protect equipment from theft when not in use.
7. I will protect all printed material from unauthorized access.
8. I will log into the UNH VPN prior to logging into University systems remotely.
9. I will store all University information on University servers whenever possible. If not possible, temporary storage of non-restricted data on password protected and encrypted mobile devices (i.e. laptop, jump drive) are permissible with prior supervisor approval. Storage of restricted¹ data on computers, external media and mobile devices must be approved in advance by IT Security to ensure appropriate protections will be implemented.
10. I will not use public machines to log into University systems that contain restricted information (i.e. Banner) or public networks, and will not use passwords used for restricted environments on public machines or for other purposes.
11. I will familiarize myself with phishing and vulnerability alerts at <http://it.unh.edu/itsecurity> and obtain training from UNH IT if unclear about these standards.
12. I will review the UNH IT Policy and Security information in the UNH Faculty and Staff Blackboard Organization.
13. I will report all IT security breaches or equipment compromises immediately by: calling 862-4242 during customary work hours or 862-1427 outside of customary work hours.
14. I will review IT security training material and this policy at least annually.
15. My supervisor and I will verify my equipment's configuration is secure to current UNH IT standards at least annually.

**Actual Form with Signature blocks available on HR website:
<http://www.unh.edu/hr/it-security-standards-teleworking>**

¹ <http://www.usnh.edu/olpm/USY/VI.Prop/F.htm#6>

APPENDIX G: FLEXIBLE WORKPLACE ARRANGEMENTS PROPOSAL FORM

Please visit the UNH HR website for the most current version of the FLEXIBLE WORKPLACE ARRANGEMENTS PROPOSAL FORM as it will be updated as necessary.

It can be accessed at: <http://www.unh.edu/hr/forms.htm> under the category of “Other Forms”.

The web version of these guidelines, along with the most current Proposal Form is also always available on the UNH Human Resources website at: <http://www.unh.edu/hr/workplace-flexibility>

The following PDF is also provided as the Proposal Form version as of March 23, 2013.

University of New Hampshire
FLEXIBLE WORKPLACE ARRANGEMENTS PROPOSAL FORM

Information on this form is confidential and private.

Proposal is completed by employee requesting flexible work arrangements

Note: (This version of the form can be fully completed in WORD and then printed for appropriate signatures.)

Flexible Work Arrangement Proposal Type (check one only):

New Arrangement Proposal Existing Arrangement Modified Arrangement Proposal

Today's Date: Click here to enter a date.

Proposal Effective Date or Effective Date of Existing Arrangement: Click here to enter a date.

Name: Click here to enter text.

Title: Click here to enter text.

Department: Click here to enter text.

UNH Address: Click here to enter text.

UNH Phone: Click here to enter text.

UNH Email: Click here to enter text.

Supervisor's Name: Click here to enter text.

Current Position Status: Full-Time (100%) Part-Time (75 – 99%) Part-Time (Less than 75%)

Position Type: Non-Exempt (eg. OS) Exempt (eg. PAT, EE)

Type(s) of Flexible Work Arrangement being proposed if new/modified or documenting an existing arrangement:

Compressed Work Week Part-Time / Reduced Time* Partial Work Year* Flextime*

Teleworking / Remote Work (*need to review & sign the IT Security Standards form as well*):

<http://www.unh.edu/hr/it-security-standards-teleworking>

*** Please NOTE:** May change benefits eligibility/accruals.

Current Work Schedule (for new or modified proposals):

- Non-Exempt Staff - Please indicate the start and end times for each workday as well as the work location for each day.
- Exempt Staff - Please check each day of work* and indicate work location, e.g. UNH, or address including the state.

*If you're currently working a compressed work week, please indicate hours.

	Start/End Times	Day	Work Location/Address/State
Sunday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Monday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Tuesday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Wednesday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Thursday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Friday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Saturday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.

Proposed Work Schedule (for new, existing or modified proposals):

- Non-Exempt Staff - Please indicate the start and end times for each workday as well as the work location for each day.
- Exempt Staff - Please check each day of work* and indicate work location, e.g. UNH, or address including the state.

*If this proposal is for a compressed work week, please indicate proposed hours.

	Start/End Times	Day	Work Location/Address/State
Sunday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Monday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Tuesday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Wednesday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Thursday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Friday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.
Saturday	Click here to enter text.	<input type="checkbox"/>	Click here to enter text.

As part of your proposal, please answer the following questions. Please be as specific as possible.

(You may submit a separate attachment addressing responses to these questions if you prefer).

1. Describe the business rationale associated with your proposed flexible work arrangement.
Click here to enter text.
2. Describe how you will accomplish your job under the proposal arrangement. Be specific.
Click here to enter text.
3. Describe the impact your proposed work arrangement will have on the following groups: clients (external and internal), co-workers, supervisors, supervisees, UNH, and your department or office (e.g., space, cost, retention, savings and morale).
Click here to enter text.
4. Describe the solutions you propose to overcome any challenges presented by this arrangement.
Click here to enter text.
5. Explain how client needs will be handled in your absence, if applicable (e.g., backup, buddy system, voicemail).
Click here to enter text.
6. Describe how regular communications will be handled.
Click here to enter text.

Flexible Workplace Arrangements Proposal Form – SIGNATURE PAGE

EMPLOYEE SIGNATURE:

I understand that UNH is not obligated to approve a proposal for a flexible work arrangement. The decision is at the discretion of my supervisor and final approval by department Manager/Director, Dean or Designee. Flexible work schedules are subject to ongoing review and may be subject to termination at any time based on performance concerns or business needs. The supervisor or the employee should give at least 30 days' notice when appropriate in advance of ending or changing an arrangement, business needs permitting. In some instances, a resumption of the original schedule may no longer be possible and alternatives should be identified.

[Click here
to enter a
date.](#)

[Click here to enter text.](#)

Employee Signature/Date

Print Name

PROPOSAL FORM PROCESS STEPS FOR IMMEDIATE SUPERVISOR:

Each unit/area of UNH has two levels of approval in this process - the *immediate supervisor AND a higher level Manager/Director, Dean or Designee*. If you are unclear who the 'Final Approver' is for your organization please check with your BSC.

1. After meeting with employee submitting proposal, enter your recommendation. If approved, provide trial period review date.
2. Forward Proposal for Final Decision to appropriate higher lever Manager/Director, Dean or Designee.
3. When Proposal is returned to you after Final Decision, provide signed copies to:
 - Employee
 - Department BSC
 - HR Partner - for review and posting to employee personnel file (*please note that scanned & emailed copies to HR are acceptable*)

IMMEDIATE SUPERVISOR SIGNATURE:

Supervisor Signature

Date

Print Name

Immediate Supervisor Recommendation:

- Recommend* for final review/decision. **TRIAL PERIOD REVIEW DATE:** _____
All arrangements should be reviewed yearly regardless of review date.
- Denied Proposed Flex Arrangement Request**

*If proposal involves Teleworking, UNH IT Security Standards form needs to be included with proposal for review and submission by the employee and discussed w/supervisor: <http://www.unh.edu/hr/it-security-standards-teleworking>

**If request is denied, please attach an explanation indicating your business reasons.

UNIT/AREA FINAL DECISION SIGNATURE: (After your review and signature – please return form to immediate supervisor)

Manager/Director, Dean or Designee

Date

Print Name

Approve Deny Recommendation

HR REVIEW SIGNATURE:

HR Partner Signature

Date

Print Name

HR Instructions: Upon completion of your review, please forward copy with all 3 signatures to HR Operations, 2 Leavitt Lane