

UNIVERSITY POLICY

Policy Name:	Flexible Work Arrangements for Regularly Appointed Staff				
Section #:	60.3.22	Section Title:	Human Resources (HR): Non-Academic Employees	Formerly Book:	N/A
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Responsible Executive:	Senior Vice President for Human Resources		Revised:	07/01/2013; 09/09/2013 (Updated title and Section 3); 02/26/2020; 06/01/22 (Updated title and policy)	
Responsible Office:	University Human Resources		Contact:	policies@hr.rutgers.edu	

1. Policy Statement

Regularly appointed staff employees may be eligible to participate in flexible work arrangements that differ from their standard workweek in specific circumstances including those outlined in the definitions section below.

2. Reason for Policy

Rutgers is committed to workplace excellence. One of the ways in which we can achieve this is by providing a variety of flexible work options. Flexible work options can help us achieve many objectives: enhancing the student and patient experience and employee work-life balance and wellbeing; supporting the recruitment and retention of top talent and environmental sustainability efforts; achieving greater administrative efficiency, improving employee productivity and performance, and supporting business continuity plans. This policy details the eligibility criteria and guidelines for flexible work arrangements for regularly appointed staff employees.

3. Who Should Read This Policy

This policy is applicable to nonaligned Rutgers employees.

4. Resources

- a. [University Policy 60.3.14: Overtime/Comp Time for Regularly Appointed Staff](#)
- b. [University Policy 60.3.15: Additional Compensation for Full-Time Staff Members with "NL" Titles](#)
- c. Flexible Work Arrangements Website
 - Flexible Work Arrangements Guidelines
 - Department Needs Assessment and Team Agreement
 - Flexible Work Arrangement Decision Tree
 - Flexible Work Training Resources

5. Definitions

- a. **Ad Hoc:** A work arrangement where employees are permitted or directed by a supervisor to work at an off-campus site, if job duties and technology resources permit such an arrangement, during circumstances such as inclement weather, special projects, or business travel. These arrangements are temporary and require prior approval by the direct supervisor or designee and have no expectation of continuance.
- b. **Alternate Work Location:** A location other than the official University place of business from which an employee works.
- c. **Assigned Work Location:** Any on- or off-campus property that is owned, occupied, leased, or used by Rutgers University at which the employee is regularly assigned to attend work. This includes all research sites and all leased indoor and outdoor spaces or spaces occupied with a user permit, license, or contract for the conduct of university business.
- d. **Compressed Workweek:** A flexible work arrangement available only to those employees with fully in-person schedules. A compressed work week schedule allows an employee to maintain a full-time schedule, but work hours are performed over less than five days per week or ten days per pay period. For example, a compressed 40-hour work week can be four 10-hour days Tuesday through Friday and Mondays off. Compressed Work Week cannot be combined with any other flexible work arrangement type.
- e. **Department Head:** The person with the ultimate approval authority in the unit, or designee.
- f. **Exempt:** Not subject to the overtime provisions of the Fair Labor Standards Act (FLSA). (Employee titles coded as NL, NC, and N4)
- g. **Flexible Work Arrangement:** Non-standard work arrangements that include but are not limited to ad hoc, compressed work week, flex workday, fully remote, and hybrid.
- h. **Flex Workday:** A work schedule whereby an employee works a standard workweek but with start and end times that differ from the regularly scheduled workday. This may include a split schedule where an employee works a full workday in two or more periods (e.g., 9AM-12PM and 4PM-7:30PM)
- i. **Fully Remote:** A work arrangement whereby an employee performs job responsibilities at an alternate work location for all scheduled work days in a workweek. Such alternate work location must be in NJ, NY, PA, or DE and be within a commutable distance to campus.. In this work arrangement an employee may be scheduled to work remote regularly but also required, at times, to attend meetings or work from an on-campus work site as directed by a supervisor or as operationally necessary. Fully remote work arrangements may only be considered under extraordinary circumstances for a period not to exceed one year with the potential for yearly renewals based upon circumstances.
- j. **Hours Worked:** For fixed workweek staff; hours are computed by adding all hours actually worked during the workweek plus any paid time off, such as vacation and sick time, except as modified by collective negotiations agreements.
- k. **Hybrid:** A work arrangement where an employee is both regularly scheduled to work at an assigned work location for a minimum number of days during a work week and at an alternate work location for the remaining scheduled work days in a work week. Employees must live in NJ, NY, PA, or DE and within a commutable distance to campus to participate in a hybrid work arrangement.
- l. **Non-exempt:** The employee's position is subject to the overtime provisions of the Fair Labor Standards Act (FLSA). (Employee titles coded as 35, NE, and 40).
- m. **Standard Hours Workweek:** The standard hours for work in a workweek are set forth in [University policy 60.3.14](#), [University policy 60.9.27](#), and/or the appropriate collective negotiations agreements.

6. The Policy

I. Flexible Work Schedules for Regularly Appointed Staff Employees

The definitions for all terms utilized in this section are the same as those utilized in the Definitions section above unless otherwise noted.

A. Forms of Flexible Work Schedules

The University recognizes two forms of Flexible Work Schedules: a Flex Workday and a Compressed Workweek. Both forms of Flexible Work Schedules may be implemented either department-wide or on an individual basis. The implementation of Flexible Work Schedules shall be at the discretion of the employee's work unit. Prior to implementing any form of Flexible Work Schedule for union-eligible staff, departments must contact the Office of University Labor Relations.

1. Flex Workday

The features of a Flex Workday are as follows:

- a. A variable daily schedule with a pre-defined start and end time that may differ from the regularly scheduled workday but revolves around a fixed number of hours, which may vary by employee; or
- b. A split schedule whereby an employee works a full workday with a specific number of hours in two or more periods; and
- c. A meal break of at least thirty (30) consecutive minutes.

2. Compressed Workweek

a. Features of a Compressed Workweek

- i. A regularly repeating weekly, or bi-weekly, schedule that is shorter than five uniform and consecutive days in one workweek, or ten uniform and consecutive days in two workweeks, respectively;
- ii. A regular workweek (e.g., 35, 37.5 or 40 hours) that is executed over the shortened period of time so that there are fewer but longer days in the new workweek(s);
- iii. A workday that is for a specific number of hours, not including a meal break, during which the employee must be at work;
- iv. A meal break of at least thirty (30) consecutive minutes; and
- v. One regularly scheduled day off that the employee receives as a result of the compression of the workweek(s). The regularly scheduled day off may be any day during such workweek(s), as predetermined by the department, which shall repeat with regularity.

b. Examples of Compressed Workweek Arrangements

- i. 4&1 Compressed Workweek Arrangement: In a 4&1 Compressed Workweek Arrangement, the employee will work four (4) days and receive one (1) regularly scheduled day off in each workweek.

An employee who is in a 35-hour per week position and who is

placed on a 4&1 Compressed Workweek Arrangement will work four 8.75 days per workweek.

An employee who is in a 37.5-hour per week position and who is placed on a 4&1 Compressed Workweek Arrangement will work four 9.38-hour days per workweek.

An employee who is in a 40-hour per week position and who is placed on a 4&1 Compressed Workweek Arrangement will work four 10-hour days per workweek.

- ii. **9&1 Compressed Workweek Arrangement:** In a 9&1 Compressed Workweek Arrangement, the employee will work nine (9) days and receive one (1) regularly scheduled day off in every two consecutive workweeks. A 9&1 Compressed Workweek Arrangement must correlate with an employee's pay period as defined in the Definitions section above. A 9&1 Compressed Workweek Arrangement is not available to overtime-eligible employees.

NL employees: NL employees have a minimum average workweek of 37.5 hours. Accordingly, an NL employee who is placed on a 9&1 Compressed Workweek Arrangement will work nine days of at least 8.33 hours per two consecutive workweeks.

N4 employees: N4 employees are required to work a minimum of 40 hours per workweek because their primary function is to directly supervise non-exempt, 40-hour, fixed workweek employees. Accordingly, an N4 employee who is placed on a 9&1 Compressed Workweek arrangement will work nine 8.9-hour days per two consecutive workweeks.

B. Flexible Work Arrangements for Part Time Employees

Compressed Workweek and Flex Workday Arrangements can be implemented for part-time employees by following the same guidelines set forth in section A above, prorated according to the employee's part-time percentage.

C. Holidays and other Paid Leave Days

1. The value of a holiday or paid leave day is equal to 1/5 of the employee's regular workweek (e.g., 35, 37.5 or 40 hours, or less as in the case of part-time employees).
2. If a holiday falls or paid leave day is taken on an employee's regularly scheduled day of work, the employee shall receive the day off. If due to the Compressed Workweek Arrangement the length of the employee's workday is greater than the value of the holiday or paid leave day, the difference must be charged to another form of time or to leave without pay.
3. If a holiday falls on an employee's regularly scheduled day off, the employee shall receive an alternate day off within the same workweek. If due to the Compressed Workweek Arrangement the length of the employee's workday is greater than the value of the holiday, the difference must be charged to another form of time or to leave without pay.
4. If an employee is directed to work on a holiday, the employee shall

receive pay for the holiday. Additionally, if non-exempt, the employee shall receive time-and-one-half premium pay for all hours worked on such holiday.

5. Current University policies for recording holiday time remain applicable.

D. Recordkeeping

1. Flexible Work Schedules do not require any additional recordkeeping beyond what must already be kept pursuant to State and Federal law.
2. Flexible Work Schedules for each employee, including the type of schedule, the days of the week and the hours per day that the employee is required to work, the expected starting and ending times of the employee's workday, and any other pertinent information, must be entered into the Flexwork@RU System and approved by a department head before implementation.

II. Remote Work

We strive to provide work arrangements that offer flexibility to our employees while supporting the university's mission and commitment to our students and patients. To balance these and maintain the vibrancy of our on-campus communities, the expectation is that positions deemed eligible for remote work will be required to work on campus or an assigned official university work location for a minimum of 3 days a week.

A. Who May Work Remotely?

Not all positions are suitable for remote work arrangements. Suitability for remote work is based upon the operational and service delivery needs of the department, the individual employee, and the employee's position.

B. Types of Remote Work Arrangements

Remote work shall only be scheduled as follows:

1. **Ad Hoc:** A work arrangement where employees are permitted or directed by a supervisor to work at an off-campus site, if job duties and technology resources permit such an arrangement, during circumstances such as inclement weather, special projects, or business travel. These arrangements are temporary and require prior approval by the direct supervisor or designee and have no expectation of continuance.
2. **Hybrid**
 - a. **1-2 Remote Work Days:** A Department Head, or designee, may approve a work arrangement where an employee is both regularly scheduled to work at an assigned work location for a minimum of 3 days during a work week and regularly scheduled to work at an alternate work location for a maximum of 2 days during a work week. Employees must live in NJ, NY, PA, or DE and within a commutable distance to the employee's assigned official university work location to participate in a hybrid work arrangement.
 - b. **3-4 Remote Work Days:** Subject to Department Head, or designee, and approval from the appropriate Cabinet Officer, a work arrangement will be permitted where an employee is both regularly scheduled to work at the employee's assigned work location for less than 3 days during a work week and regularly scheduled to work at an alternate work location for more than 2 days during a work week. Employees must live in NJ, NY, PA or DE and within a commutable distance to the employee's assigned official university work location to participate in a hybrid work arrangement.

3. **Emergency:** remote work that is precipitated by a crisis or other emergency that significantly disrupts a facility or facilities or the physical operation of a department. When needed to achieve business continuity and to maintain critical functions, operations, and services, remote work arrangements may be established until normal operations can be restored at the regular work location.
4. **Fully Remote (Cabinet Officer and SVP HR Approval Required):** Under certain very limited and extraordinary circumstances, the appropriate Cabinet Officer and Senior Vice President of Human Resources may approve a fully remote work agreement for a period not to exceed one year and may be renewable on a yearly basis. A work arrangement where an employee performs job responsibilities at an alternate work location in NJ, NY, PA, or DE and a commutable distance to the employee's assigned work location. In this work arrangement an employee may be scheduled to work remote regularly but also required, at times, to attend meetings or work from an on-campus work site as directed by a supervisor or as operationally necessary. Fully remote work arrangements are the exception and will **only** be granted under extraordinary circumstances where both the university and the employee share an interest in the arrangement.

In all cases, remote work arrangements are revocable and can be discontinued at any time when it is in the judgment of the department that it is in the best interest of the University to do so. Departments should give 14 calendar days' notice of discontinuance unless extenuating circumstances make such notice impracticable.

Remote work does not change an employee's terms and conditions of employment, including required compliance with or the application of university policies. Additionally, an employee's compensation and/or benefits do not change as a result of a remote work arrangement.

Remote work is not intended to permit employees to have time to work at other jobs or attend to other personal business, nor is it intended as a substitute for dependent care. If persons in need of primary care are regularly present in the alternate work location while the employee is working remotely, the employee must demonstrate that another individual is present to provide the care.

Remote work is not intended to circumvent any leave that an employee has requested and is entitled to pursuant to State and/or Federal law, University policy, or prevailing collective negotiations agreements.

In all instances, consideration and approval of remote work arrangements must reflect a focus on mission, service to our students and patients, impact on the communities within which we operate, and a shared responsibility to provide an engaging, vibrant, and connected university experience for our students.

C. Alternate Work Location

The alternate location from which an employee works remotely should be a predetermined site, such as a home office, and should have a fixed work area that will provide the employee with adequate access to the tools necessary for remote work, such as a telephone, computer, internet connection, etc.

The alternate work location must be within an environment that is free of disruptions and provides the appropriate level of privacy when discussing confidential or sensitive matters.

A supervisor or other appropriate University official may arrange to visit the alternate work location when appropriate, to evaluate it for appropriateness prior to approving the remote work agreement or when worksite-related concerns arise during the

remote work arrangement.

Employees with approved remote work schedules should not hold business visits or in-person meetings with professional colleagues, customers, or the public at alternate work sites; exceptions to this provision must be approved in advance by the department.

A remote work arrangement does not convert the alternate work location into a university place of business.

D. Costs and Expenses

The university will supply IT equipment, non-IT equipment and office supplies, at its discretion, only for the employee's primary work location, be it on-campus or remote. The University will not reimburse employees for out-of-pocket expenses for materials and supplies that are normally available at the employee's assigned work location. Any additional equipment is the responsibility of the employee. There will be no reimbursement for printing, cell phone, internet or home-office furniture set up. Except as provided above, all costs, whether relating to the initial set-up or the maintenance of an alternate work location, will be borne by the employee. The University does not assume responsibility for operating costs, home maintenance, or other costs incurred by employees in the use of their homes or other alternative work locations.

E. Equipment

Except as set forth below, employees must provide their own computer, telephone, telephone service, internet connection, and any other equipment necessary to facilitate the remote work arrangement, unless otherwise expressly agreed to and approved. The University does not assume responsibility for the cost of employee provided equipment or its repair or service.

Departments are not prohibited from using University funds for reasonable expenses that are necessary to facilitate the remote work arrangement, if there is a legitimate business need and adequate funding exists. Such expenses must be consistent with existing University policies regarding purchasing and business expenditures and equitable across employee groups.

When available, departments are permitted to issue University-owned equipment to an employee for use in remote work arrangements; however, the equipment is to be used only by the employee to perform authorized University business. When University-owned equipment is issued to an employee for remote work, the employee is responsible for protecting it from theft, damage, and unauthorized use. University-issued equipment used in the normal course of employment will continue to be supported by the department.

F. Accountability and Availability

In general, remote work should not change the regular days and hours that an employee is expected to be working. All employees working remotely are required to submit an application in the Flexwork@RU System detailing workdays, hours, and location, and receive approval in the system prior to commencing their remote work schedules. Such arrangements must be revisited and approved on a yearly basis. If it is found that an employee is not performing work during the remote work hours, or is not at their designated remote work location during remote work hours, the University Flexible Work Agreement can be revoked, and the employee may be subject to disciplinary action as appropriate.

An employee with an approved remote work arrangement shall be available for communication and contact during the scheduled workday, regardless of work location.

An employee with an approved remote work arrangement shall report to the regularly assigned work location on non-remote workdays.. In addition, supervisors may require that on a regular remote workday an employee must report to the regularly assigned work location or elsewhere as needed for work-related meetings or other events. In that event, the supervisor should give the employee as much notice as is practicable.

G. Assessment

Certain adaptations may be necessary in how supervisors communicate expectations and assignments, and provide ongoing assessment and feedback, due to the fact that the remote employee is not always physically present in the regular work location. The supervisor and the remote employee should agree upon a workable means for delivering such information, such as regular meetings or status emails. Likewise, supervisors should also review and/or revise the criteria that will be utilized for annual performance appraisals where applicable. Such criteria should be clearly defined and measurable in terms of quantity, quality, or time to complete.

H. Process

A department can offer flexible work arrangements based upon the nature of the work performed. An employee may also initiate a request for a flexible work arrangement with their supervisor. In either case, the department should enter into a university Flexible Work Agreement, only if it is determined that the employee and the employee's position are suitable for a flexible work arrangement.

A University Flexible Work Agreement may be discontinued by either the employee or the department upon notice. Departments should give 14 calendar days' notice of discontinuance unless extenuating circumstances make such notice impracticable.

The employee should give as much notice as is reasonably necessary to facilitate resumed reporting to the work location.

I. Risk Management

Workers' compensation covers job-related injuries that occur in the course and scope of employment. For further information, contact the Office of Risk Management and Insurance.

J. Security and Technology

Remote employees must adhere to the established standards and protocol relating to information protection, security, and technology. Failure to adhere to the standards and protocol may result in revocation of the University Remote Work Agreement and appropriate disciplinary action.

III. Interpretation of Policy

Please contact University Human Resources Policy and Employment Practices Office for interpretations or assistance with this policy.

IV. Guidelines

Please refer to the FlexWork@RU Guidelines website for more information and resources related to flexible work arrangements.

V. Exceptions

Exceptions to any provisions within this policy may be granted by the Senior Vice President for Human Resources or designee.