



The FUTURE *of* WORK



RUTGERS

THE STATE UNIVERSITY
OF NEW JERSEY

FlexWork@RU Information Session

FlexWork@RU

Rutgers University's Flexible Work
Arrangement Pilot Program available
from September 1, 2022 - August 31, 2023





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UNIVERSITY HUMAN RESOURCES

Introductions

Anthony Cross, Sr. HR Consultant

Ashley Lofton, Manager Employment Services

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Linda Groce, Manager Employment Services

Flexible Work Arrangement Types

- **Ad Hoc** arrangements allow employees to work off-campus site during circumstances such as inclement weather, special projects, or business travel. These arrangements are temporary and have no expectation of continuance.
- **Compressed Workweek** arrangements are available only to employees with fully in-person schedules. They allow employees to work their hours over less than five days per week. For example, a 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.
- **Flex Workday** schedules allow employees the flexibility of a start and end time that differs from the regularly scheduled workday. This may include a split schedule where an employee works in two or more periods (for example, the employee works 9AM-12PM, with a break in between, and then again from 3PM-7:30PM).

Flexible Work Arrangement Types

- **Fully Remote** arrangements allow employees to perform job responsibilities at an alternate work location for all scheduled work days in a workweek. Employees must live in NJ, NY, PA, or DE and be within a commutable distance to campus. 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.
- **Hybrid** arrangements allow employees 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 be within a commutable distance to campus.



Step 1 | Review Resources

Step 1 Review FlexWork@RU Resources

- Visit the Future of Work Website
- Read the Flexible Work Arrangement (FWA) Policy
- Understand the FWA Guidelines
- Review FAQs

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University Human Resources

Future of Work Home FlexWork@RU Resources FAQ Background

Questions

USEFUL WEBSITES

- Child and Family Care Resources
- Computer Equipment Guidelines
- My Wellness App
- Technology Resources for Working Remotely
- Well-being Resources

Rutgers Future of Work

The COVID-19 pandemic has significantly changed the nature of work across every sector of the American workforce, including higher education. Capitalizing on lessons learned over two years of remote work and virtual student services and instruction, Rutgers established a Future of Work (FoW) Task Force to help determine our best path forward and support the evolving needs of our community.

On June 23, 2022, President Holloway endorsed the short- and long-term recommendations of the task force with an immediate focus on the implementation of a new flexible work arrangement pilot program and caregiver support options for Rutgers employees. Beginning on September 1, 2022, through August 31, 2023, Rutgers will launch the FlexWork@RU Pilot Program to expand the current flexible work arrangement offerings available to employees and roll out a new caregiver support program. View the full Task Force Report.

REGISTER FOR INFORMATION SESSIONS

- **Future of Work Town Hall**
This town hall will provide an overview of the key findings and recommendations made by the Future of Work Task Force. Questions will be accepted during the registration process and answered by members of the task force during the session.

Thursday, July 7
1:00 p.m. to 2:30 p.m.

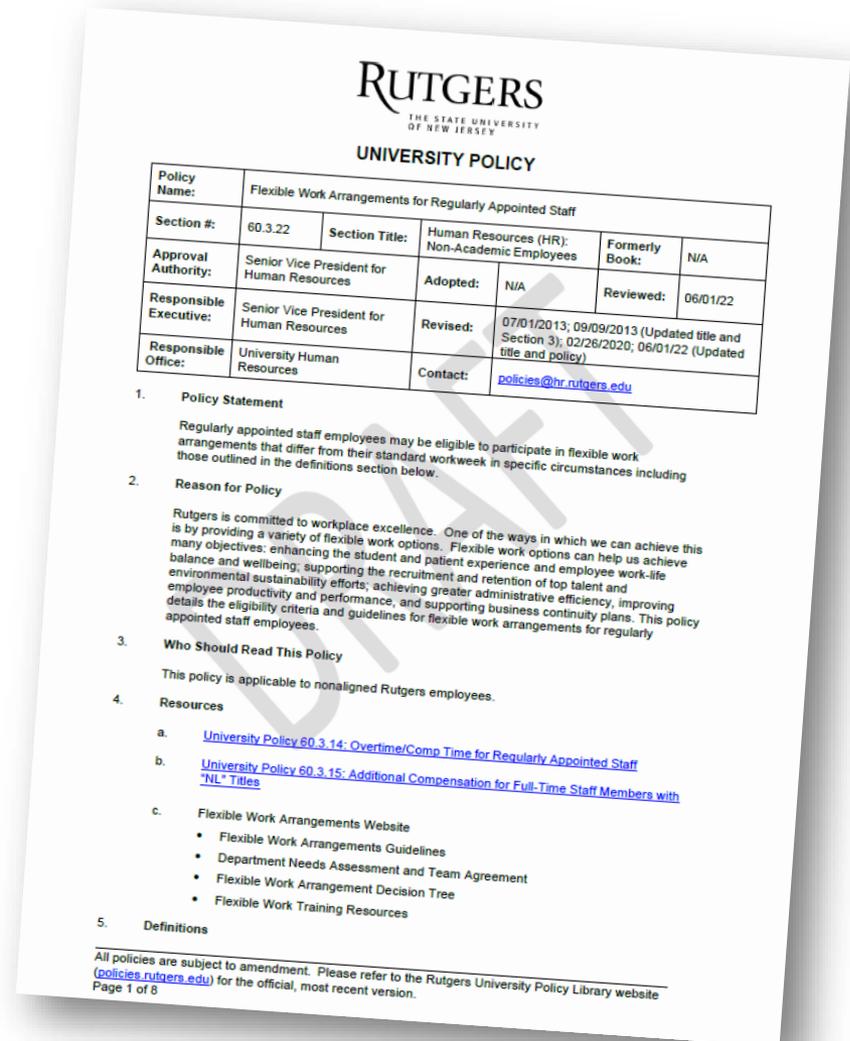
Rutgers Future of Work FlexWork@RU Information Session



Step 1 | Review Resources

Policy 60.3.22

- Current policy in effect until 8/31/22
- Draft policy in effect on 9/1/22
- For regularly appointed non-aligned staff
- Relaxed during pilot program year
- Includes:
 - Expanded FWA offerings and definitions
 - Application requirements
 - Approval authority
- **All current flexible work arrangements and telecommuting agreements expire on August 31, 2022**





Step 1 | Review Resources

Frequently Asked Questions

- A robust list of FAQs is available on the future of work website.
- Additional questions will be added based on community input.



Flexible Work Arrangement FAQs

GENERAL INQUIRIES

- ✓ What is FlexWork@RU?
- ✓ What is a Flexible Work Arrangement?
- ✓ Who is eligible for a flexible work arrangement?
- ✓ Does this policy apply to faculty?
- ✓ Can part-time employees participate in flexible work arrangements?
- ✓ Can student workers apply for a flexible work arrangement?
- ✓ What if I do not work on campus? Does the 3-day minimum still apply?
- ✓ Will Rutgers offer flexible work arrangements on a permanent basis?
- ✓ Can employees participate in multiple flexible work arrangements?
- ✓ Are flexible work arrangements available to newly hired staff?
- ✓ Are there specific procedures that need to be followed to implement a flexible work arrangement?
- ✓ How are decisions made about eligibility for a flexible work arrangement?

FAQS FOR EMPLOYEE APPROVED FOR FLEXIBLE WORK ARRANGEMENTS

- ✓ What is expected from me when I am working remotely?
- ✓ What do I do if my flexible work arrangement is not working out?
- ✓ Will the university provide me with equipment and supplies to work remotely?
- ✓ What happens if I have connection issues while working remotely?
- ✓ How does this policy impact employees who accepted a job offer for a fully remote position at Rutgers and live out-of-state?
- ✓ What happens to my flexible work arrangement if I transfer to another department and/or get a new position?

FAQS FOR DEPARTMENT HEAD/SUPERVISOR

- ✓ What resources are available to help supervisors make decisions with respect to flexible work arrangements?
- ✓ How should a supervisor handle a situation where it may be appropriate to approve one staff member's request for a flexible work arrangement and deny the request of another?
- ✓ How will staff members' performance be evaluated while working remote?



Step 1 | Review Resources

For Hiring Managers

- A Flexible Work Arrangement Feasibility Assessment is available on the future of work website for hiring managers to determine the suitability of vacant positions for flexible work.
- Beginning on August 1, a new feature will be made available in ROCS to allow hiring representatives to indicate whether a job posting is eligible for flexible work (through the end of the FlexWork@RU Pilot Program) or requires a fully on-site presence.
- More information will be announced later this summer.

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Hybrid / Remote Work Feasibility Assessment

This checklist is used to help supervisors determine the feasibility of a particular position to engage in a hybrid or remote work arrangement.

Position Title: _____
Department/Unit: _____

Job Assignments and Duties
List the key duties and percentage of time allocated to each duty.

1. _____	% _____
2. _____	% _____
3. _____	% _____
4. _____	% _____
5. _____	% _____

Position Assessment
This section will help you determine if the position's key duties lend themselves to a flexible work arrangement.

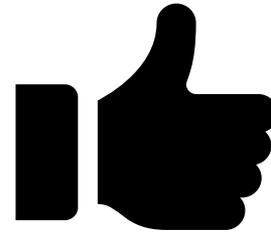
Do key duties require ongoing access to equipment, materials, and files that can only be accessed on Rutgers' property?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do key duties require extensive face-to-face contact with supervisors, other employees, students, patients, clients, or the public on Rutgers property?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do key duties require extensive time in meetings or performing work on Rutgers property?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will a flexible work arrangement provide for greater service through extended hours?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the work need to be completed during regular business hours?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can collaboration and communication be effectively achieved through remote interactions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are others reliant on information, decisions, answers, etc. provided by the position?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will the flexible work arrangement increase the workload of other positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can the work related to the position be performed independently?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will flexible work arrangements create or address equity concerns?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can the essential functions of the position be performed in a flexible work arrangement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the employee have the necessary resources to successfully participate in a flexible work arrangement (i.e., access to technology if hybrid or remote)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can time and attendance be maintained to meet FLSA requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Based on the above, does the collective weight of "No" answers support flexible work arrangements for this position?	<input type="checkbox"/> Yes <input type="checkbox"/> No

University Human Resources
57 U.S. Highway 1 • New Brunswick, NJ 08901-8554
848-932-3020 • FAX 732-932-0046 • uhr.rutgers.edu

Step 2 | Attend a FlexWork@RU Info Session

Step 2

Attend a
FlexWork@RU
Information
Session



- Register on the Future of Work Website
- Submit questions during registration
- Attend session

Step 2 – You are Here!

- Additional training materials, including a FlexWork@RU System user guide, will be available on the future of work website.
- Please encourage your colleagues and supervisors to sign up and attend a session.



Step 3 | Determine Eligibility

Step 3

Determine initial FlexWork@RU arrangements

- Review job descriptions and CARFs
- Use FWA guidelines and Decision Tree to determine suitability



FlexWork@RU Pilot Program Guidelines

The FlexWork@RU Pilot Program is effective September 1, 2022 - August 31, 2023. Department Heads are encouraged to look broadly at their operations to identify what is appropriate for their teams while ensuring that flexible work arrangements are offered in a fair, consistent, and equitable manner. Our goal is to focus on our core mission and support sustainability efforts while maintaining a vibrant campus community, excellent operations, performance, and a collaborative team environment.

- Flexible Work Arrangement Types
- Determining Eligibility
- Next Steps
- Approval Process
- Changes or Modifications

FLEXIBLE WORK ARRANGEMENT TYPES

The Future of Work Task Force recommended the expansion of the flexible work arrangement options available to employees.

- **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.
- **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 Monday off. Compressed Work Week cannot be combined with any other flexible work arrangement type.

FlexWork@RU Pilot Program Guidelines

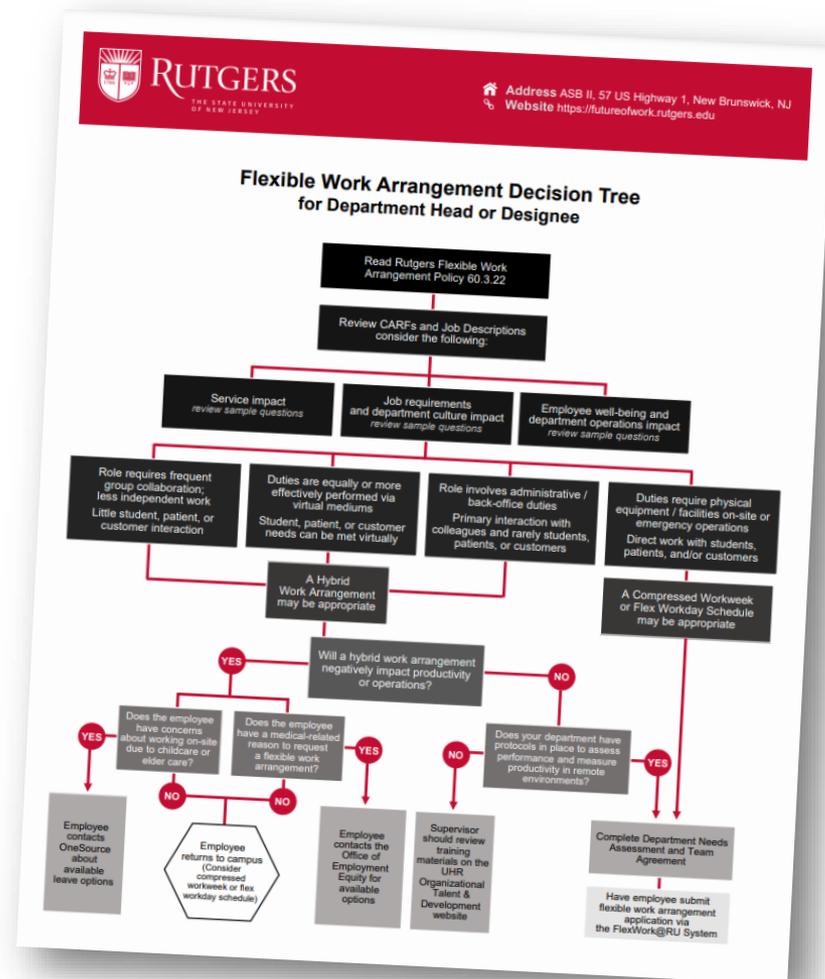
- Determine suitability based on:
 - Service impact
 - Position requirements
 - Employee well-being
 - Department culture and operations



Step 3 | Determine Eligibility

Flexible Work Arrangement Decision Tree

- This resource can be used by department heads as a guide to determine eligibility of their staff for flexible work arrangements.
- It begins with a review of CARFs and job descriptions to determine how the position requirements and service populations may be impacted by a flexible work arrangement.





Step 4 | Complete Department Needs Assessment

Step 4 Complete Department Needs Assessment

- Meet with team to fill out Department Needs Assessment and Team Agreement
- Send completed agreement to team members and Department Heads


**Department Needs Assessment and Team Agreement
for Department Head or Designee**

Overview: Rutgers continues to be a university where teaching, the student experiences thrive through vibrant, in-person, on campus engagements among students. Work arrangements for employees must be guided by our ability to achieve the our commitment to effectively serve the needs of our students and patients.

Why this matters: Flexibility differs with each role, service population, work site. Department Needs Assessment can bridge these differences, helping teams collaborate by discussing and agreeing to certain principles and guidelines the workstyles on the team. All workplace options for individuals should align with needs, in addition to alignment with Rutgers' flexible work arrangement (FWA).

Your role: As a Department Head, you have the opportunity to lead your team agreement that clearly outline how the team will work together and support applicable on-site and/or remote workforces.

Determining suitability for flexible work arrangements: To inform the Department Heads must first review position job descriptions to determine if flexible work arrangements are appropriate for their team dynamic. Many resources to aid in this evaluation are available in the Guidelines.

Establishing team agreements: To create these agreements, you will have a conversation with your team that considers business needs, individual needs broadly, and how the needs of the population(s) you serve are best met. Team agreement encourages engagement and supports equity within your department.

We recommend that you complete the following steps:

1 Set the context with your team
Collaborate with your team by establishing the context of the assessment.

- Who will be working from where (in a regular week)?
- What do you want to do in real-time and what can be done asynchronously?
- How and when you want to collaborate and communicate?
- What equipment is necessary and available to complete the work?
- How can you hold each other accountable?

Team Agreement:

2 Consider your team's core priorities and existing dynamics
Take the time to consider the working patterns across the team. For example:

- What are the objectives of your team's work or current projects and annual goals?
- What is the nature of their work (e.g., collaborative or individual)?
- How long has the team been working together?
- Have they already been working in a hybrid environment?
- Which options would allow the team to deliver high performance and maximize flexibility? (new projects, projects with high interdependence, brainstorming or creative work, etc.)?

Team Agreement:

3 Create alignment
Consider the ways of working that will enable the team to work together. For example:

- Availability:** are there specific hours of the day or virtually (e.g., establish core hours for emails and questions, ensure coverage during key events do team meetings, etc.)?
- Attendance:** which key events do team members need to attend in person to achieve business results? (e.g., weekly team meetings, etc.)?
- In-person expectations:** be clear on the need for in-person collaboration, confidentiality, accessibility during work hours, and how to handle confidential customer/colleague needs are met.
- Performance expectations:** consider the need for in-person collaboration, confidentiality, accessibility during work hours, and how to handle confidential customer/colleague needs are met.
- Team habits:** what are the daily practices that support the team's work in a hybrid environment (e.g., 5/9, sharing and respecting common spaces, etc.)?

Team Agreement:

4 Follow up regularly
Align with the team on how, when, and how often you will check in on how the team agreement is working. Agree on a process for requesting any changes to ensure the agreement remains flexible and responsive and that the team stays aligned.

Team Agreement:

5 Capture and share team agreement and modified hours of operation if applicable
Document what was discussed and decided upon in the space provided for each section above. Alignment and ownership of team agreements is important, so invite feedback or further suggestions in case something was not captured during the discussion itself. Once feedback is incorporated, share widely with your team members and stakeholders. Be sure to share the team agreement with other Department Heads to ensure there is alignment across your division. If necessary, be sure to update websites and/or other platforms to ensure service delivery in a flexible work environment is a skill that translates from ongoing investment in professional development. Visit the Rutgers University Human Resources website for learning opportunities for department heads, supervisors, and employees.

6 Enhance your skills for leading a flexible workplace
Leading in a flexible work environment is a skill that translates from ongoing investment in professional development. Visit the Rutgers University Human Resources website for learning opportunities for department heads, supervisors, and employees.

FlexWork@RU Resources

- View the [FlexWork@RU Guidelines](#)
- View [Rutgers University Policy 60.3.22 - Flexible Work Arrangements](#)
- Visit our [Frequently Asked Questions](#) for answers to the most commonly asked questions.

Department Name: _____
 Department Head/Designee: _____
 Additional Meeting Notes: _____
 Date Completed: _____



Step 5 | Employees Submit FWA Application

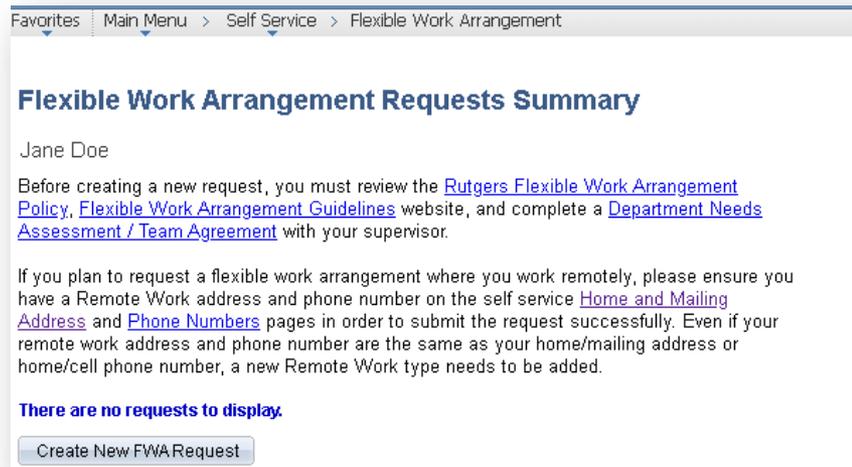
Step 5

Employees submit FWA applications by August 15

FlexWork@RU Application System

- The system will go live on or about July 20
- All initial FWA applications are due by **August 15**
- Employees will navigate to the **myRutgers Portal** and select **PeopleSoft Management**
- Under **Self Service** you will find **Flexible Work Arrangement**

- If applicable, have employees review the Expectations for Remote Work website
- Employees apply for FWA through FlexWork@RU System by 8/15





Step 5 | Employees Submit FWA Application

Remote Work Details

- Employees requesting flexible work arrangements with 1 or more remote workdays must first enter a remote work location and phone number

Favorites | Main Menu > Self Service > Personal Information > Home and Mailing Address

Home and Mailing Address

Jane Doe

Addresses					
Address Type	Status	As Of	Country	Address	Edit
Home	Current	06/24/2022	USA	1010 TestAddress Edison, NJ 08820 Middlesex	

*Address Type:

Phone Numbers				
Phone Type	*Telephone	Extension	Preferred	Delete
Business	<input type="text" value="848-445-3786"/>	<input type="text"/>	<input checked="" type="checkbox"/>	
Mobile	<input type="text" value="732-555-1234"/>	<input type="text"/>	<input type="checkbox"/>	
Home	<input type="text" value="908-555-4321"/>	<input type="text"/>	<input type="checkbox"/>	
<input type="text" value="Remote Wor"/> ▼	<input type="text" value="732-555-1234"/>	<input type="text"/>	<input type="checkbox"/>	



Step 5 | Employees Submit FWA Application

Additional Application Questions

- Was the Department Needs Assessment complete?
- Has an Annual Outside Activity Questionnaire been complete (in compliance with Rutgers policy 60.3.2)?
- Other questions include:
 - Department Head name (for application review notification)
 - Type of flexible work arrangement
 - Start and end date
 - Schedule for each day (including if remote or in-person)
 - List of university assigned equipment
 - List of on-site and/or remote duties
 - Acknowledgements regarding policies

The screenshot shows a web-based application form titled "Flexible Work Arrangement Pilot Program Application" for Karinne Bachorski. The form includes a "Request Form" section with the following questions and options:

- Have you completed the Annual Outside Activity Questionnaire?
 Yes No
- Department Needs Assessment complete?
 Yes No
- Was the flexible work arrangement request supported by your supervisor based on the Department Needs Assessment?
 Yes No

Below these questions, the form displays request details:

- Request As Of: 05/27/2022
- Request Start Date: 07/01/2022
- Request End Date: 07/31/2022
- Request Status: Pending Lvl1 - Supervisor
- Supervisor ID: 9902840
- Supervisor Name: Peter Camp

The form also includes a "Select Flexible Work Arrangement Type" section with radio buttons for Hybrid, Fully Remote, Condensed Workweek, and Flex Workday. A "Select Location" section has radio buttons for New Jersey and Out of State. At the bottom, there are three text input fields for listing university assigned equipment for remote work, duties to be performed on-site, and duties to be performed remotely.



Step 6 | Review FWA Applications

Step 6

Review FWA applications by September 1

Review of FWA Applications Complete in the FlexWork@RU Application System

- All applications must be reviewed and approved or denied prior to **September 1**
- Department Heads will navigate to the **myRutgers Portal** and select **PeopleSoft Management**
- Under **Manager Self Service** they will find **Flexible Work Arrangement**

- Department Heads Review Compressed workweek, Flex workday, and Hybrid (1-2 days remote)
- Cabinet Officers Review Hybrid (3-4 days remote)
- UHR Reviews Fully remote

Favorites | Main Menu > Manager Self Service > Flexible Work Arrangement

Flexible Work Arrangement Requests

Name	Empl ID	Empl Record	Request Number	Request Date	Request Status	Dept ID	Dept Description	Job Title	View/Approve Request
John Smith	00001157	0	1	06/24/2022	Pend Appv Lvl1 - Supervisor	10229	Engn - Computing Services	ASSOC DIR INFO TECH	View/Approve Request
Jane Doe	00018616	0	1	05/20/2022	Denied	10715	Administrative Systems	APPLICATION DEVELOPER	View Request
John Doe	00009867	0	1	06/13/2022	Withdrawn	10294	School of Graduate Studies	ASSOC DEAN II	View Request



Step 6 | Review FWA Applications

Approval Authority

- Employees eligible to work remotely will be expected to be on-campus or at their official university assigned work location a minimum of 3 days per week.
 - Department Heads can approve flex workday schedules, compressed workweeks, and Hybrid (1-2 days remote).
 - Department Head and Cabinet Officer approval is required for Hybrid (3-4 days remote).
 - Department Head, Cabinet Officer **and** UHR approval is required for fully remote applications.
- If an application is denied, Department Head must leave comments (open text field).

The screenshot shows a web application interface for reviewing FWA applications. It features a large text area for 'Approver Comments' at the top. Below this, there is a summary section with the following fields: 'Request Submitted By' (John Smith), 'Request Submitted On' (06/24/22 5:03:26PM), 'Employee Signed On' (06/24/22 5:03:26PM), 'Supervisor Approved On' (empty), 'Level-2 Approver' (a dropdown menu), and 'Level-2 Approved On' (empty). At the bottom of the form, there are three buttons: 'Approve', 'Deny', and 'Return'.



Recap of All FlexWork@RU Steps

Step 1

Review FlexWork@RU Resources

Step 2

Attend a FlexWork@RU Information Session

Step 3

Determine initial FlexWork@RU arrangements

Step 4

Complete Department Needs Assessment

Step 5

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Step 6

Review FWA applications by September 1

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- Review job descriptions and CARFs
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