FlexWork@RU
Information Session
FlexWork@RU

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

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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

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

Rutgers Future of Work
FlexWork@RU Information Session
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
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.
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.
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.
FlexWork@RU Pilot Program Guidelines

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

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 experience, and activities thrive through vibrant, in-person, on-campus engagements among students, faculty, and staff. Work arrangements for employees must be guided by our ability to achieve our commitment to effectively serve the needs of our students and patients.

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

Your role: As a Department Head, you have the opportunity to lead your team in creating a work arrangement agreement that clearly outlines how the team will work together and support one another, whether in-person or remote. This will be applicable on-site and off-site.

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

Establishing team agreements: To create team agreements, you will work with your team that considers business needs, individual needs, and the needs of the population(s) served. This will ensure that the needs of the population(s) served are best met. 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 position and job description.
   - Who will be working from where (in a regular work site)?
   - What do you want to do in real-time and what can be done remotely?
   - How and when you want to collaborate and communicate?
   - What equipment is necessary and available to complete the role?
   - How can you hold each other accountable?

2. Consider your team’s work practices and existing dynamics
   - What are the objectives of your team(s) on campus, including student support?
   - How has the team been working in the past?
   - What changes have been implemented to the hybrid environment?
   - Are these adaptations or support that will ensure high performance and sustainable flexibility?

3. Create alignment
   - Consider the ways of working that will enable the team to work together. For example:
     - Availability: Are there specific times or days that cannot be occupied?
     - Attended: Are team members available for meetings, and are they required to be present?
     - Relationship: Are team members part of the larger network and can they be available for support?
     - Team leader: What are the key strengths and areas of expertise of the team leader?

4. Team Agreement
   - Team agreement:
     - Team member names:
     - Team leader:
     - Department:
     - Date:

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Step 5 | Employees Submit FWA Application

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
Remote Work Details

- Employees requesting flexible work arrangements with 1 or more remote workdays must first enter a remote work location and phone number.
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
Step 6 | Review FWA Applications

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
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).
Recap of All FlexWork@RU Steps

**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

**Step 2**
Attend a FlexWork@RU Information Session
- Register on the Future of Work Website
- Submit questions during registration
- Attend session

**Step 3**
Determine initial FlexWork@RU arrangements
- Review job descriptions and CARFs
- Use FWA guidelines and Decision Tree to determine suitability

**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

**Step 5**
Employees submit FWA applications by August 15
- If applicable, have employees review the Expectations for Remote Work website
- Employees apply for FWA through FlexWork@RU System by 8/15

**Step 6**
Review FWA applications by September 1
- 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

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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.
Please visit
https://uhr.rutgers.edu/future-of-work/home
for more details