



Alternate Work Arrangements Procedure

Policy # 40260

1.0 Purpose

This procedure provides a framework for alternate work arrangements for Germanna Community College. The intent of this procedure is to promote arrangements that, 1) support operational efficiency and where possible improve service, 2) ensure high quality, uninterrupted service to all Germanna constituencies, 3) are cost neutral, 4) ensures that departments are staffed, trained and operated in an integrated manner that assures work continuity and 5) ensures employees are properly oriented to their positions and the Germanna way of doing business. This procedure applies to all employees of Germanna except teaching faculty.

2.0 Principles:

- Alternate work arrangements will be used only when it is in the best interest of Germanna and supports the mission.
- Decisions made about the feasibility of an alternate work arrangement will be based on the work being performed and departmental operations before any other factor is considered.
- Alternate work arrangements are operational considerations not employee rights or benefits; therefore, decisions to utilize such arrangements are based on the student or customer needs, not the employee.
- Alternate work arrangements cannot change the terms and conditions of employment or the required compliance with all state, federal, VCCS or local policies and procedures.

3.0 Types of Alternate Work Arrangements: Eligibility and Approval

- 3.1 Alternate work schedule:** Positions in a department may work a schedule other than 8:00 to 5:00. Actual schedules will be based on the duties and responsibilities of the position and the needs of

the clients it serves. The immediate supervisor may determine the position incumbent's work schedule following the DHRM Hours of Work Policy 1.25.

3.2 Compressed Work Week: A department or individual positions may work longer hours per day resulting in a shorter work week. For situations where the proposed schedule would result in all positions in a work unit working the same compressed work schedule, the final decision will be made by President or his designee. For position requests, the appropriate Vice President will make the final decision at the request of the supervisor. The following will apply:

- A. Non-exempt employees will not work more than 40 hours in any seven day work week. The provisions of the Fair Labor Standards Act will apply, including no more than six consecutive hours of work without a half hour break.
- B. Use of accrued leave will reflect the 10 hour work day. For example, an absence for sick leave or annual leave will be charged as 10 hours of leave.
- C. Holidays and Official Closings: State holidays each count as eight (8) hours of holiday leave. An employee whose ten-hour work day falls on an observed holiday will need to work an additional 2 hours in that work week in order to achieve 40 hours or take 2 hours of leave. An employee who is not scheduled to work on an observed holiday may take the 8 hours of holiday time over the course of the pay period.

3.3 Telework: Occasional and Full time Telework

- A. Eligibility: The determination of whether a position is eligible for alternate work arrangements or telework is made based upon the duties and requirements of the position as well as student or customer needs and is normally made at the time the position is established. The eligibility of the position does not change unless the duties, responsibilities, or the requirements for the position change.
- B. Non-exempt positions (e.g. AOS III and EES II's) are not normally eligible for alternate work arrangements, however; any such arrangements, must be consistent with the provisions of the Fair Labor Standards Act shall not require the use of overtime for the normal execution of work.
- C. Managing the operations of each department is a dynamic and evolving challenge; therefore, decisions that govern alternative work arrangements are subject to change. When establishing eligible positions, identifying designated positions, and granting permission for individuals to be assigned to an alternate work arrangement, the principles indicated above and the following operational considerations are guiding considerations:

D. Eligible positions should:

- include work objectives and tasks that are clearly defined with measurable results, project-based work or similar activities,
- have a low requirement for direct contact with customers,
- have a lower requirement for direct supervision,
- have a minimal need to use specialized materials and equipment,
- be cost neutral in their implementation and maintenance of alternative arrangements,
- are not normally supervisory positions charged with managing staff, supporting customers or maintaining departmental continuity.

E. Approved employees should:

- have demonstrated a thorough understanding of their position responsibilities,
- have an established track record of success and above average evaluations,
- have demonstrated self motivation, self discipline, and the ability to work independently,
- not have been subject to disciplinary action within the past two years,
- normally not be new employees who are yet to be oriented, trained and acculturated in the Germanna way of doing business.

F. Approval: Immediate supervisors may approve their staff to work alternate work schedules or flex-time arrangements as the work permits. All decisions to either approve or deny alternative work schedules must be reviewed by the appropriate Vice President or President. All other alternate work arrangements, including telework, require a documented work agreement which must be reviewed by the Human Resource Manager and approved by the respective Vice President or President. Decisions to approve or deny alternate work arrangements by a Vice President or President are not subject to appeal.

G. Exceptional Approvals: The following alternate work arrangements require approval of the President: a) any alternate work arrangement that incurs upfront or ongoing costs, b) that necessitates changes to the compensation or benefits of staff members, c) that affect an entire function or department, or d) that change the terms and conditions of employment of a position or person.

4.0 General Provisions for Telework

- 4.1 Work Agreements:** Initial work agreements become effective only after the written agreement has been reviewed by Human Resource Manager, signed by the supervisor and the employee and both parties have completed Telework training.
- 4.2 Pilot Work Agreement:** All alternate work arrangements that require a work agreement will be initially established for a 120-day pilot period. After the successful completion of a 90-day review period, and within the subsequent 30 days, a regular work agreement will be established for a 12-month period.
- 4.3 Regular Work Agreement:** Regular work agreements will be established for 12-month periods and are not subject to automatic renewal. The home worksite may be visited by the supervisor or other College personnel. Prior notice of a visit is not required during scheduled work hours.
- 4.4 Renewal:** Regular work agreements must be reviewed after each 12-month period by the supervisor and the Human Resource Manager. At this time, the following considerations, among others, must be taken into account, A) changes in the duties and requirements of the position, b) changes or additions to the work requirements of the department, c) personnel changes in the department, d) initiatives, priorities and changes in work requirements at Germanna, and e) the performance of the incumbent.
- 4.5 New Supervisors:** The presence of a new supervisor may cause a work agreement to be suspended or retracted by the appropriate Vice President, in order to ensure the proper coordination of work requirements and business continuity
- A. The President or designee reserves the right to terminate the telework agreement at its discretion. Generally, an employee will be given advance notice of termination but advance notice is not required.
- 4.6 Leaves Holidays and Absences**
- A. Alternate work arrangements are not intended to change the terms and conditions related to leaves, holidays or other absences.
 - B. Annual Leave: Employees who work from an alternate work location are required to take annual leave when they are not present and working at their alternate work location during their established work hours. Employees who work an alternate work schedule, such as a ten-hour work day, will take leave in the appropriate increment that reflects their work day (such as 10-hours for a day of leave).

- C. Sick Leave: Employees who work under an alternate work agreement must utilize sick leave when sick and unable to work their normal work schedule.
- D. Other Absences: Alternate work arrangements are not intended to be used in place, Family and Medical Leave, leave used under the Virginia Sickness and Disability Program, Workers' Compensation leave or other types of leave.

4.7 Alternate Work Locations:

- A. Alternate work locations must be suitable spaces that support the active engagement of work and have appropriate access to technology, equipment and other necessary related business tools.
- B. Security of Agency Information: Employees must safeguard the information used or accessed while teleworking and they must agree to follow all applicable security procedures in order to ensure confidentiality and security of data.
- C. Child and Adult Care: Telework is not intended to serve as a substitute for child or adult care. If children or adults in need of primary care are in the alternate work location during employees' work hours, some other individual must be present to provide the care.
- D. Safety and Distractions: Alternate work locations must be safe, free from physical hazards, conducive to efficient work, and free from distractions.
- E. Costs: Alternate work location arrangements should not require the College to incur costs that it would not normally incur if the work is completed onsite.
- F. Call-In Provisions: Work agreements for any employees who have designated alternate work arrangements will include provisions for employees to report to the College for planned or ad hoc work-related meetings, special events, or other operational needs. Call-in provisions will normally include an expected time frame for reporting of at least one-hour.
- G. Workers' Compensation Liability: A job-related injury or illness that occurs in the employee's alternate work location during established hours should be reported within 24 hours to the Supervisor and Human Resource Office.

4.8 Training

- A. Managers must complete the required training at the DHRM Knowledge Center called MVP-HR Policy & Law-Managing Teleworkers located at:

https://covkc.virginia.gov/kc/login.asp?kc_ident=kc0001

- B. Employees must complete the following training at:

http://www.telework.gov/tools_and_resources/training/employees/index.aspx

Managers are encouraged to review this course.

5.0 Definitions:

Alternate Work Arrangement: Any non-traditional work circumstance wherein the employee is not engaged in routine work during normal work hours and co-located with their supervisor in a normal workweek.

Alternate Work Location: Any work location other than the employee's normal workspace where their supervisor and coworkers are located (i.e. JMB, Featherstone, Greenfield, a community college, other approved sites, or the employee's home).

Alternate Work Schedule: A schedule that is other than a normal schedule of 8:00 a.m. – 5:00 p.m. and Monday to Friday.

Compressed Work Week: A schedule where either the number of days per week is usually shortened, but the number of hours a day is increased in order to achieve the same total number of scheduled work hours over a pay period (i.e. A four day, ten hour work week, eight 9-hour days and one 8-hour day).

Emergency Work: Previously designated positions and persons who are authorized to work at alternate locations, to telecommute, remote work, or other alternate work arrangement in the event of a declared emergency for 12 hours to 30 days.

Emergency Work Location: A previously designated or temporary work facility where approved employees are authorized to work for up to 30 days. Emergency locations are either hot (ready for work immediately), or cold (previously identified but requires installation of equipment/furniture or activation).

Flex-Time: Any non-routine work schedule where in the number of hours per day and days per week varies according to the needs of the work, the academic schedule, the season, or other approved pattern or routine.

Intermittent Teleworker: An employee who, under written agreement performs his/her usual job duties in an alternate work location without a specific telework schedule.

Occasional Tele/Alternate Work: A previously designated position that has ongoing authorization to utilize alternate work arrangements or to work from alternate locations as needed.

Remote Work(er): A work arrangement wherein the supervisor and employee are not located in the same regular work facility.

Telework: A work arrangement in which supervisors direct or permit employees to perform their usual job duties away from their central workplace.

Teleworker: An employee who, under formal agreement, performs his/her usual job duties in an alternate work location with or without a specific telework schedule at least one day per week or at least 32 hours per month.

Work Agreement: The required, written agreement between the employer and employee that details the terms and conditions of an employee's work away from his or her primary workplace.

Work Schedule: The employee's hours of work at a Germanna location or in an alternate work location.

6.0 References

Code of Virginia §2.2-2817.1

DHRM Policy 1.25 Hours of Work

DHRM Policy 1.35 Emergency Closing

DHRM Policy 1.40 Performance Planning and Evaluation

DHRM Policy 1.60 Standards of Conduct

DHRM Policy 4.20 Family and Medical Leave

DHRM Policy 4.55 Sick Leave

DHRM Policy 4.57 Virginia Sickness and Disability Program

DHRM Policy 4.60 Worker's Compensation

7.0 Point of Contact

Human Resource Manager

8.0 Approval and Revision Dates

Draft –March 31, 2009

Approved – April 27, 2009

Tele-Eligible Checksheet

Position No. _____ or Employee Name _____
 Role Title _____
 Work Title _____
 Work Unit _____

JOB CONSIDERATIONS	<input checked="" type="checkbox"/> COMPLETE
Consider the Purpose of the Position and the nature of work to be performed as described in the EWP. Is it primarily information or service-based?	
Do any of the Core Responsibilities included in the EWP require that the work be performed on site? If Yes, is that a reasonable requirement and approximately how much time is devoted to those responsibilities?	
How much time does the employee spend at the primary work site?	
Does any of the work require ongoing access to equipment, materials, and files that can <i>only</i> be accessed at the work site? If Yes, how much?	
How much time does the employee spend traveling, in meetings, or in the field?	
How much face-to-face contact with colleagues and customers is required?	
How much of the work is portable?	
Is the employee currently assigned a lap top or any other portable media? If Yes, when and how often is it used?	
How reliant is this position on computer technology to accomplish its objectives?	
Does this position require travel? If Yes, consider the extent to which travel is required and if the employee is equipped with mobile media during these times.	
Does the nature of the work require that the employee work and resolve routine problems independently?	

EMPLOYEE CONSIDERATIONS	<input checked="" type="checkbox"/> COMPLETE
How often is the supervisor needed to troubleshoot problems, answer questions, or provide direction? Can this direction be provided over the phone or via email?	
Does the employee have the technology, including a computer and remote-access capability that is required to work at home? If No, is the agency prepared to provide it?	
Does the employee have a complete understanding of his/her job and performance expectations?	
Is the employee expected to work in a self-directed manner in the management of his/her time and work?	
Does the employee regularly demonstrate that his/her approach to work is organized and dependable? Does hr/she regularly meet established deadlines?	
SUPERVISORY CONSIDERATIONS	<input checked="" type="checkbox"/> COMPLETE
Are you and this employee assigned to the same physical location now?	
Would you describe yourself as a "hands-on" supervisor? If so, how much is your style influenced by the nature of the work?	
How is the employee's work normally monitored to ensure that tasks are being completed? Can this approach work at a distance or be modified for successful telecommuting?	
How do you normally intervene when the employee requests assistance or you think supervision will improve results? Does this always require face-to-face contact?	
Does anyone else monitor the employee's work activities if you are absent from the workplace for a day, a week, or longer?	
To what degree can your style of supervision/management of employees transition to an online scenario?	
DECISION	<input checked="" type="checkbox"/> COMPLETE
Position is suited for full-time telecommuting assignment.	
Position is suited for part-time or occasional telecommuting assignment.	
Position is suited for telecommuting assignments during emergencies.	
Position is not eligible for telecommuting	