

Berea College Adjustable Work Policy

Pilot Plan

Updated June 2022

Introduction

A defining feature of the Berea experience is the College's Seventh Great Commitment to "maintain a residential campus and to encourage in all community members a way of life characterized by mindful and sustainable living, health and wellness, zest for learning, high personal standards, and a concern for the welfare of others." In this connection, the College recognizes the importance of employee work satisfaction and ability to have greater control over managing their work and living challenges in a sustainable and productive manner. The Administrative Committee (AC) has approved this Adjustable Work Policy, on a trial basis through 2023, to increase flexibility, integrity, and caring within the workplace.

This Policy applies to eligible employees who elect to pursue approved Adjustable Work options as listed within this Policy document. Essential employees, who are defined as persons involved with the required on-campus operations of the campus, may not be eligible to participate in any or some types of the options below. Adjustable work is an umbrella term used to describe all types of work in this policy.

Definitions & Program Details

Flexible Work

- Flexible Work allows eligible employees an opportunity to perform assigned and expected duties outside of conventional business hours, provided they can consistently complete the expectations of their position.
- Employees may start and finish work at different times but are expected to work required hours and accomplish assigned and expected deliverables and duties.
- An employee works at least four hours within a normal 8 am to 5 pm scheduled workday to ensure coverage. (For an extreme example: 4 am to 1 pm or 1 pm to 10 pm).
- Flexible Work can be arranged for either a long-term or short-term duration.
- Flexible Work schedules will be available for eligible employees fully dependent upon their ability to consistently complete the expectations of the position.
- Flexible Work may be used in combination with Hybrid or Remote Work.
- More details can be found from a previously approved summer ([Adjusted work-week guidelines](#))
- Examples:
 - M–F: 7:30am to 12:00pm; 30-minute lunch; 12:30pm to 4:00pm ("early in, early out")
 - M–Th: 7:00am to 12:00pm; 30-minute lunch; 12:30pm to 5:30pm ("4 10s")

Hybrid Work

- The default workspace is on campus, but remote work is available.
- **In this model, all staff members are required to work on campus at least three (3) days per week.**
- Example:
 - M–W: 8 am to 5 pm on campus
 - Th–F: 8 am to 5 pm work remotely
- Departments must define core days in which all hybrid employees are required to be on campus (i.e., Opening Convocation, departmental training or meetings, etc.).
- Labor Supervisors: please see the *Labor Supervisors* section of this policy.

Remote Work

- Employees work from somewhere other than the office.
- Also known as “telework” or “mobile work.”
- A full workweek is completed off campus.
- Employees will be required to work on campus at times for key projects or events that otherwise could not be completed. Examples include Opening Convocation or other mission-driven events, as well as position-related activities requiring an on-campus presence.
- Because of the College’s commitment to a residential campus, *only a limited number of positions will be considered as eligible for this type of work.*
- The following criteria would support remote positions.
 - A position with non-student-facing responsibilities (back of house)
 - A position with specific full-time geographic responsibilities outside of Berea (e.g., Admissions, Philanthropy, etc.)
 - A position not requiring supervision of labor students (with limited exceptions for some IT positions)
 - A position requiring special technical skills that cannot be successfully recruited in the local area
- Changes of work location of greater than 90 days will require notification to Payroll to ensure compliance with local jurisdictional tax withholdings.

Short-Term Basis: An adjustment to a schedule typically lasting up to 90 days. Generally based on a short-term life change or event such as childcare disruption, family illness, required evening work with students or a special project. Departments may also, with approval from their AC member, adjust their departmental schedules during the summer months while school is out of session. Requires supervisor approval.

Long-Term Basis: An adjustment to a work schedule typically lasting more than 90 days. Requires that the feasibility of long-term success has been reviewed and approved by the supervisor to ensure departmental effectiveness and equity can be maintained. Requires supervisor, supervising AC member and full AC approval.

Essential on-site employees: Employees who must routinely perform their duties on site (e.g., FM, Public Safety, CDL, Farm, Farm Store, Student Craft, Student Life residence-based staff, and Retail operations).

Temporary Work/Life Balance Program

The College recognizes employee challenges in managing the balance between work responsibilities and family/personal life, offering short-term adjusted work schedule options. **Employees challenged by situations such as short-term child/elderly care, home or auto emergencies, short-term health accommodations, bereavement of extended family, relocation to a new residence, inclement weather, and phased retirements**, will be able to discuss adjusted work options with their supervisor. Departments may also, with approval from their AC member, adjust their departmental schedules during the summer months while school is out of session. In these cases, a short-term adjusted schedule request should be for a period of fewer than 90 calendar days and is only available for positions approved to have adjusted schedules. All requests must be made and approved in writing. At the completion of the temporary period, the employee will resume their previous standard or approved schedule. **Supervisors will evaluate an employee’s past performance and current ability to complete essential aspects of the job, maintain service expectations and determine if the arrangement would negatively impact departmental or other on-campus needs.**

Examples of applicable adjustable work scenarios:

Activity or requirement	Temp	Flex	Hybrid	Remote
Employees start and finish work at different times but work the same number of hours.	x	x	x	x
Employees work at least four hours within a normal 8 am to 5 pm workday to assure coverage.	x	x	x	x
Adjusted schedule requires application and AC approval for new and existing requests.		x	x	x
The default workspace is on site, but remote work is available as an option.	x	x	x	
Remote work may be implemented for a short duration of time in lieu of leave for less than 90 days.	x			
Employees must maintain a commutable distance to the Berea work location.	x	x	x	
Employees are responsible for College equipment. Must use College computer for any remote work.	x	x	x	x
Available for Labor Supervisors.	x	x	x	
Employees take on the responsibility to provide secure and reliable home Internet with video conference capability. Unsecure connections are strongly discouraged.	x	x	x	x

The employee is financially responsible for setting up a remote workspace and assuring equipment meets IS&S guidelines.	x	x	x	x
Options <u>not</u> intended to supplement childcare needs.		x	x	x
Work location changes of greater than 90 days should be submitted to Human Resources.			x	x
The employee forfeits physical office space and must use common on-campus workspaces.				x
Campus work phone must be routed to an available phone at home or must use the Microsoft Teams option as a telephone option. Some use of a personal cell phone may be required (at the employee's cost).			x	x
Must be available during scheduled work hours (i.e., near a PC or laptop and phone unless on lunch or break).			x	x

Additional Adjustable Work Program Guidance:

Home Office

Employees will establish an appropriate work environment within one's home for work purposes. The employee is financially responsible for setting up the office space and assuring equipment meets IS&S guidelines. Employees must use College-issued computers for all remote work activity. For example, the employee is responsible for residential utility costs, Internet costs, desks, chairs, etc. Employees are encouraged to seek tax advice relating to purchasing work-related equipment.

Childcare

Adjustable Work Schedules are not a replacement for appropriate childcare. Although an individual employee's schedule may be modified to accommodate non-recurring, short-term childcare needs, the focus of the arrangement must remain on job performance and meeting positional demands. An example of a modified schedule: a child must catch the school bus at 8:15 am, therefore the employee may start work at 8:30 am and working later in the day to accomplish all necessary work obligations.

Injuries

Injuries sustained by the employee while at one's remote work location and in conjunction with regular work duties may be eligible for coverage by the College's workers' compensation plan.

Injuries are only applicable for coverage when the injury occurred:

- a. Within the established hours of employment
- b. At a place where the employee reasonably may be expected to be in performance of work duties
- c. While the employee was actually engaged in fulfilling the employer's duties or engaged in activities directly relating to the position. Employees working off-site are responsible for notifying their supervisor, in writing, immediately of such injuries.

Travel

The employee will not be paid for the time or mileage involved in travel between the remote working site and their primary worksite on campus.

Team Building and Communication

In the spirit of contributing to the cohesion of the Berea community, employees are expected to participate in ongoing workplace activities, conversations, presentations and shared governance.

In addition to contributing to a shared community, departments must ensure that they can fulfill the College's mission. This includes providing quality and timely service to faculty, staff, students and other stakeholders, maintaining consistency and compliance with all regulations, policies, and work practices.

Employees and supervisors must utilize the following practices in performance management to enable effective and successful adjusted schedules. The following actions are necessary for effective performance management and success of the adjustable work program:

- Supervisors should set clear, written, and agreed-upon work expectations and outcomes.
- Supervisors should set clear and measurable goals which are agreed upon by the employee.
- Supervisors and employees should establish a defined and routine communication cycle that is understood and followed by everyone.
- The supervisor and employee should utilize crowd-sourced feedback (e.g., 360-degree surveys or other informal feedback measures from the department beyond the immediate supervisor).
- Supervisors and employees are strongly encouraged to develop quarterly goals.
- Employees are strongly encouraged to attend at least one Diversity, Equity, and Inclusion event or one Berea College Community Strengthening Initiative ([BCCSI](#)) event each quarter.
- All remote or hybrid employees are strongly encouraged to participate in the Civil Rights and Appalachian seminars and tours within the first five years of employment unless granted a special exception from the supervising AC member.
- Remote employees are strongly encouraged to attend the "Being and Becoming" workshop unless they have attended it in the past.

Employees must work closely with their supervisors to develop clear and measurable agreed-upon quarterly goals. Supervisors are expected to conduct frequent performance coaching and feedback, including the review of quarterly goals. Discussion prompts for these meetings may include last quarter's celebrations, barriers to success, workplace expectations discussion, resources or support needed going forward from the meeting, priorities for the next quarter, training or career development, and/or participation in Diversity, Equity and Inclusion events, or BCCSI event.

Employees should utilize Cornerstone (the College's Performance Management software) to document quarterly goals in the annual Staff Performance Evaluation. For more information on how to create and submit goals, please see the Home Page of your Cornerstone webpage under the "My Training" tab and select the "How to View, Create and Submit Goals" training link.

For those unable to meet job requirements, a clearly communicated progressive disciplinary process will be followed, which could result in termination of the Adjusted Work Schedule benefits or other discipline. Progressive discipline is a method of applying discipline in steps, with the first offense meriting light correction with subsequent offenses receiving more substantive penalties. Discipline may begin with a verbal warning at a minimum and can progress to termination. It should be noted that there can be particularly serious situations that could lead directly to a written warning or even termination.

1. Verbal Warning: The supervisor will document a verbal discussion about performance challenges and monitor for improvement.
2. Written Warning: The supervisor will meet with the employee to discuss ongoing performance concerns and complete an official letter documenting the concern and forward-going expectations that will be placed in the employee's file. **The altered work assignment is changed to in-person work to improve success.**
3. Final Written Warning or PIP: Continuing concerns, as well as forward-going expectations, are defined in a final letter and/or a Performance Improvement Plan (PIP) that contains specific action items and follow-up dates.
4. Termination: If the employee's performance does not improve sufficiently, the supervisor should contact Human Resources to review previous documentation and potential termination of employment.

Labor Supervisors

The College is committed to providing an exceptional work and learning experience through the Student Labor Program. Labor Supervisors, specifically, play a key role in assisting and training students while honoring the dignity and utility of all work. Due to the added responsibilities to their students, Labor Supervisors may have to meet additional considerations to obtain an approved Adjusted Work schedule but may be better able to participate under this policy when classes are not in session. The Labor Department may use student evaluations to monitor student success in an adjusted work environment.

Labor Supervisors may apply to participate in year-round flexible and hybrid work schedules with the following qualifiers:

- Student potential work availability is not limited by the Labor Supervisor's schedule as student availability must take precedence.
- Student labor training must be completed before the Labor Supervisor participates in an adjustable schedule.

- Work outcomes must be clearly defined and measurable if the student is working on campus while the Labor Supervisor is participating in an adjustable schedule.
- The number and classification breakdown of labor students supervised by the employee may limit adjustable work options for the employee.
- Departments must establish additional labor support staff to answer student questions about work duties.
- A high number of new students could have a negative experience.
- Predetermined responsibilities through written procedures are best suited for remote supervision.
- Labor Supervisors should have completed the orientation program.
- The Department must have assigned proxies for approving work hours of students.

The Student Labor department will work with AC members in reviewing all Labor Supervisor adjustable work requests. Feedback from students may also play a factor in the continued approval of adjusted work schedules. Assistance from the Student Labor Office and Human Resources is available for employees should issues arise during transition to an adjusted schedule.

Adjustable Work Request Process

To begin the process, each department should meet to review how an adjustable program could allow the department to effectively operate and meet all service and other workplace requirements. Departments must review outcomes or work that must be completed on campus, as well as any events or dates that require all departmental employees to be on site. Each department must establish team communication standards and expectations such as team meetings, daily communications and technology platforms used. In addition, each department should identify key responsibilities that the department must continue to meet professionally and reliably. **Once a department has proposed a work plan, it requires approval of the supervisor, supervising AC member, and full AC.**

Below is an example of an availability scheduling tool to be used by the department. A blank copy can be downloaded at [Department or Division Schedule Plan](#) (Excel sheet).

Example of individual requests summarized by department:

		Monday	Tuesday	Wednesday	Thursday	Friday							
John Doe	Morning	7a–12p	7a–12p	7a–12p	7a–12p	7a–11a	<table border="1"> <tr> <td style="background-color: #008000;"></td> <td>Working on-site</td> </tr> <tr> <td style="background-color: #ffff00;"></td> <td>Working virtually</td> </tr> <tr> <td style="background-color: #ff0000;"></td> <td>Not working</td> </tr> </table>		Working on-site		Working virtually		Not working
		Working on-site											
	Working virtually												
	Not working												
Afternoon	1p–5p	1p–5p	1p–5p	1p–5p									
Jane Doe	Morning	8a–12p	8a–12p	8a–12p	8a–12p	8a–12p							
	Afternoon	1p–5p	1p–5p	1p–5p	1p–5p								
Joe Doe	Morning	7a–12p	7a–12p	7a–12p	7a–12p								
	Afternoon	1p–6p	1p–6p	1p–6p	1p–6p								

Scheduling Tool Example:

Below is an example of a task scheduling tool to be used by the department. This tool should be used to show a department’s ability to manage work expectations. Supervisors should list key department transactions and who is available.

Key daily transactional duties	Monday	Tuesday	Wednesday	Thursday	Friday
HR example Responsibility #1 Employee Relations questions and concerns	5-o 2-v	8-o	7-o 1-v	7-o 1-v	4-o 3.5v
HR example Responsibility #2 Recruitment activities for open positions	5-o 2-v	8-o	7-o 1-v	7-o 1-v	4-o 3.5v
HR example Responsibility #3 Implement payroll processing	2-o	2-o	2-o	2-o	1.5v

#-o:	Number of people working on site
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#-v:	Number of people working virtually
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Approval

Once all necessary approvers have reviewed these schedules and approved them, individual members of the department may submit their request for an Adjustable Work Schedule through the application: ([request form via DocuSign](#)). This application should be completed for any initial requests, and again for any long-term adjustments to your schedule.