

Adjustable Work Schedules – Frequently Asked Questions

What questions/comments do you have about Flexible Work schedules?

Q. Are there specific days in which I am required to work on campus if I work a hybrid schedule?

A. Yes. These days should be identified in collaboration with employees and their supervisors. These days should then be listed on the Adjusted Work Application.

Q. When does the approved schedule go in place or is that determined by supervision?

A. The policy became effective February 2, 2022. Employees can submit their Adjusted Work Applications after the AC has approved their departmental profiles and drafted schedules. Schedules can take effect once approved and noted on the applications.

Q. My childcare is currently on an alternate schedule due to the pandemic. Can I adjust my working hours in order to ensure I can pick my child(ren) up?

A. Yes. The Flexible Work schedule allows employees to perform assigned and expected duties outside of conventional business hours. Please see examples in the BC Adjustable Work Policy.

Q. If staff who normally follow one plan during the regular school year, will we be able to change our plan for summer?

A. Yes. Changes can be made through the Adjusted Work approval process.

What questions/comments do you have about Hybrid Work schedules?

Q. Does the requirement to furnish your home office include purchasing things like an additional charging cord, monitor, docking station, etc.? Or would those be provided by the college?

- A. While purchasing home office items are not required, such purchases will be the responsibility of the employee. The College would not purchase items for home offices.
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Q. If someone is working in a student-facing position where their schedule is driven by the student/class schedule, can we adjust a hybrid schedule on a weekly basis? Meaning, can we work from home on some day/s in one week and other day/s the next and possibly none in the third week or will it have to be a set schedule where days have to be consistent and unchangeable? Can we make quick adjustments for times when classes are not in session, for example Spring break?

- A. It is encouraged to make a predictable schedule. Some adjustments can be made between an employee and their supervisor for short term (less than 30 day) basis when needed. Supervisors are encouraged to work with employees to account for unexpected short term adjustments to a work schedule.
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I just have to say that I know several individuals who DO NOT WORK when they are working from home! It is so frustrating when I need their input and have to wait a week for them to return an email. Or they don't participate in ZOOM meetings unless our supervisor is present.

Q. What can I do if I experience chronic depreciation of service due to others' adjusted schedules?

- A. Difficulties should be brought to the supervisor's (Manager, Director, etc.) attention. This may be accomplished during the quarterly check-in. Human Resources Partners can also be available.
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Q. Under this policy we'd each be responsible for ensuring we're outfitted for remote work at home (internet, desk, etc.) Will we also be responsible for supplies like ink for printers? If a printer dies, is the employee responsible for purchasing a new one?

- A. Correct. Any items purchased for a home/remote/virtual office is the responsibility of the employee.
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Q. I understand that we must be in the office at least 3 days a week. What counts as a being in the office 3 days a week? Do half days count, such as doing 4-5 half days on site and the rest of the hours from home, since I will work in the office on at least 3 different days? Or do they have to be 3 full 8 hour days in the office?

- A. The intention of the policy is for 3 full days (no less than 8 hours) per week to be on-campus at minimum.
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Q. Can a supervisor authorize hybrid work occasionally as work permits or will each day have to go through the chain (VP, AC)?

- A. Once an employee's schedule is approved, small and short-term (less than 90 days) adjustments can be made between the employee and their supervisor. In June 2022, the Adjustable Work Schedule policy was updated to state: *"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.” The employee and supervisor should document the short-term agreement via email between these two parties. Long-term changes should warrant a new Adjusted Work Application.

Q. Can we have different hybrid/non-hybrid schedules for when classes are in session versus breaks, including short breaks such as Spring break?

A. Yes. Short-term (less than 90 days) adjustments can be made between the employee and their supervisor. Long-term changes should warrant a new Adjusted Work Application.

Q. Do hybrid schedule employees need to have specific on campus days identified like remote working employees. (Opening Convocation etc.)

A. Yes. These days should be identified in collaboration with employees and their supervisors. These days should then be listed on the Adjusted Work Application.

What questions/comments do you have about Remote Work schedules?

Q. How many positions are being considered for remote work? If an employee meets all the criteria to support remote work and is denied, will there be more positions made available for remote work soon?

A. There is no definitive number of positions available for remote work. The criteria for remote work are listed in the BC Adjustable Work Policy. Employees denied for remote work are encouraged to communicate with their supervisor and AC member about why the request was denied. This is a pilot plan for the Adjustable Work Policy, so changes may be made in the future to the remote work criteria.

Q. I wish that remote work would be defined a bit better, especially for employees dealing with sensitive information.

A. What policies or guidance exists for sensitive information? Red Flags training? FERPA? Others?

Q. Even though it is mentioned that hybrid/remote work is not a substitute for childcare, how can supervisors ensure that their employees are focused on their work?

A. This is a pilot plan so our goal is to determine if adjustable work is something that we can continue at the College. Additionally, supervisors should evaluate the effectiveness of the adjustable schedules during the quarterly check-ins. Supervisors are expected to set clear, written expectations with staff. If expectations are not being met, they will address this with their staff members. Employees should also communicate frustrations to their supervisor so that they can assist in solving these types of problems. Employees and supervisors are encouraged to reach out to their Human Resources Partners for additional guidance, if needed.

Q. Is there a deadline to return our College-issued monitors? When will this take effect? Will we have to return to the office at all?

A. IS&S will be responsible for communicating if/when College-issued monitors and equipment should be returned. Remote employees may be required to return to the office for occasional on campus work. This requirement will need to be communicated between the employee and their supervisor.

Q. If an employee needs to be on campus for work but it is a regularly scheduled remote workday, how should this be handled?

A. Short term (less than 90 days) adjustments to your schedule can be made with employees and their supervisors. These adjustments do not warrant a new Adjusted Work Application.

What questions/comments do you have about the Temporary Work/Life Balance Program through short-term adjustments?

Is it 30 work days or 30 calendar days? Steve's email specified 30 work days but in the policy document itself it just says 30 days. Is there a limit on how many times it can be utilized? Or just at supervisor's discretion as long as it's not being abused?

Short-term adjustments may be utilized up to 90 calendar days for each request (updated June 2022). There is not an official limit on the number of times short-term adjustments can be utilized. However, if supervisors feel as though the program is being abused by their direct report, it is their responsibility to contact HR and discuss their options. As such, employees whose request has been declined may also opt to reach out to their HR partners.

I think this is a wonderful option!

Re: temporary adjustment (weather, contractor, etc.) request must be made and approved in writing. What does that look like? A simple email/Teams exchange? Will we need to complete a form even if it's just a last-minute or one-day thing?

There is no form to complete for short-term adjustments. A simple email/Teams exchange between you and your supervisor is sufficient. You do not need to submit this exchange to anyone but may want to keep it in your personal records.

What questions/comments do you have about Long-Term adjustments?

Q: If you choose to work a hybrid schedule, are you able to take advantage of summer adjustable hours?

A: Yes, you are free to take advantage of hybrid and/or flexible schedules during the summer as you communicate with your supervisor and agree on a summer schedule. Keep in mind that you will still need to be based on campus three days a week, but you are able to implement a hybrid and/or flexible schedule. Please complete the Adjustable Work Schedule request form if your schedule change is for longer than 90 calendar days.

Q: For those who choose a hybrid schedule that has them working a traditional workweek of five 8-hour days, will we be allowed to adjust that in the summer to work, for example, four 10-hour days? In other words, if we choose a hybrid schedule now that has us working three days on campus and two days remote, are we locked into that for the foreseeable future? Or can we continue to take advantage of the summer flex scheduling that we've done for the past couple years?

A: Yes, you are free to take advantage of hybrid and/or flexible schedules during the summer as you communicate with your supervisor and agree on a summer schedule. Keep in mind that you will still need to be based on campus three days a week, but you are able to implement a hybrid and/or flexible schedule. Please complete the Adjustable Work Schedule request form if your schedule change is for longer than 90 calendar days.

What questions/comments do you have about the Additional Adjustable Work Program Guidance (for Long Term adjustments)?

Q: Is there a way to submit questions that arise as we navigate new schedules?

A: There is. You are free to contact your HR representative to ask questions. You may also speak with your supervisor regarding issues or concerns that arise.

Q: On the HR site, maybe have a way for folks to submit questions that arise as we navigate new schedules. Questions could be compiled and answered at Staff Form/GFA/on the HR site.

A: Questions and concerns derived from staff and other committees are welcomed by the Staff Forum Advisory Committee in conjunction with HR.

What questions/comments do you have about the Team and Communication section of the Policy?

Q: It is completely unnecessary to include the job performance disciplinary process in this policy. That should apply to all employees, regardless their work location and should be, and already is, addressed elsewhere.

A: Progressive Discipline is included in the Adjustable Work Policy to address when adjusted work schedules could cease due to performance issues. Additionally, the Staff Forum survey responses included questions regarding how to address performance concerns. Questions and concerns about progressive discipline can be addressed with your HR partner(s).

Q: Is someone required to be in the office every day?

A: There is not a requirement that someone from the department be in the office every day, but this question depends on the needs of the department and its customers. Quality and timeliness of services should not decline. If it is determined by the department, supervisor, and AC that a person from the department is not needed in the office every day, it may not be a requirement. The AC will also need to approve the final department plan.

Q: It looks good in theory but.....you are only as strong as your weakest link. I know that sounds very negative, but I am a person who loves my job and loves to stay busy. Of course, there are times I need input/assistance from my team. It's frustrating to wait a week for a teammate to return an email. When we're in the office, I can simply walk over and talk to them.

A: Supervisors are expected to set clear, written expectations in regards to daily interactions with staff. This is accomplished within the Adjustable Work Application. If expectations are not being met, they will address this with their staff members. Employees should also communicate frustrations to their supervisor so that they can assist in solving these types of problems. If performance issues arise the adjustable schedules will end and employees will be required to return to on-site work. Additionally, the progressive disciplinary process may be used in remote situations, just as it is for employees working onsite. This is a pilot plan so our goal is to determine if adjustable work is something that we can continue at the College. Additionally, supervisors should evaluate the effectiveness of the adjustable schedules during the quarterly check-ins.

Q: "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)" Is this a suggestion or a requirement? What does that process look like? We don't currently do that in my department.

A: Gaining feedback is not a requirement, but it may be useful for departments as they work adjustable schedules so that they can ensure they are meeting their customer's expectations. 360-degree surveys or satisfaction surveys are ways of obtaining feedback from employees/customers. Departments should contact their HR Partner if they are interested in gathering crowd-sourced feedback.

What questions/comments do you have about the Labor Supervisors section of the Policy?

Q: This part is confusing and seems inconsistent to me. At first, labor supervisors were not eligible for hybrid/remote work, now they are. I have concerns that labor students are not going to get the same experience and supervision from labor supervisors as they should. I am also worried that students will have to shoulder too much responsibility.

A: Labor Supervisors are eligible for Adjusted Work Schedules. There are additional criteria and review within the Adjustable Work Application to ensure the labor supervisor is supported.

What questions/comments do you have about the Adjustable Work Request Process?

Q. If regular hybrid is not possible, can a supervisor authorize hybrid work occasionally as work permits or will each day have to go through the chain (VP, AC)?

- A. Hybrid work may be approved by a supervisor as a short-term accommodation when less than 30 days. If hybrid work is requested and available on a regular basis, an initial Adjusted Work Application should be completed to approve this allowance and managed by the employee and supervisor ongoing.
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Q. Is each supervisor responsible for developing/drafting the key transactional items in the departmental profile?

- A. Supervisors are encouraged to obtain feedback from their staff to ensure each area of responsibility is accounted for. These can be broadly defined.
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Q. When are we expected to have our plan in place/when do the new schedules take effect?

- A. The policy became effective February 2, 2022. Employees can submit their Adjusted Work Applications after the AC has approved their departmental profiles and drafted schedules. Schedules can take effect once approved and noted on the applications.

Q. How locked-in are we to new schedules? Will changes be allowed to these schedules if the employee or department determines there is a need for that?

- A. Changes can be made through new Adjusted Work Applications and approval.

Are there any other questions or comments about the Adjustable Work Policy?

Q: What does the following statement mean? "Each department should have a link of availability and who to contact" Can more detailed directions or specifications be provided?

A: Especially during the transition, faculty, co-workers and students should be able to see the adjusted schedule of each department. This would include adding information to web pages that identify department staff as well as signature tags on emails. People reaching out for services not knowing schedules could become frustrated if not informed.

Q: If an employee needs to be on campus for work but it is a regularly scheduled off-campus workday, how should this be handled?

A: Employees should be on campus to complete the department's expected deliverables. Supervisors and employees are encouraged to be forward-looking at what events, training and activities that could only be done in-person and create a plan to ensure success. Employees may work with their supervisors to make short-term rearrangements if they are not able to keep their regular schedule.

Q: It seems as though the college declared that work-life balance would be more attainable through this new policy, but it continues to ignore the fact that some employees will consistently be ineligible due to the nature of their work. A work-life balance is important for everyone, in all positions.

A: You are correct that not all positions may be eligible for hybrid or remote work, however, a large percentage of positions will be available to participate in flexible work options. Flexible work can help with work-life balance. In addition, the College has added short-term adjusted work, that allows for more flexibility for unexpected work-life events.

Q: Does the three-day on-campus minimum refer to three full days or the equivalent 24 hours of work completed? In other words, for employees choosing to work both a flexible and a hybrid schedule, would those folks be permitted to work two 10-hour days plus a four-hour stretch on a third day? Or is the requirement that they be physically present for three full days?

A: The intent of the policy is to have employees be physically present for three full days. As stated in the Adjustable Work Policy, *"...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."*

Q: I can tell a lot of work went into pulling all of this together. Thanks so much for all of this! After about six months of everyone implementing new schedules, could we have another survey to gauge what's working, what's not, employee satisfaction, suggestions, etc.?

A: Yes, it was proposed to have Institutional Research conduct a survey to measure the satisfaction of staff as well as customers of the departments. No date of this survey has been set.

Q: Is someone required to be in the office every day?

A: It is highly recommended that any departmental coverage should be able to meet the needs of the department.