

Policy Name: Seasonal Flexible Work Policy	Effective Date: May 22, 2023
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Seasonal Flexible Work (Summer months, and when students are away from campus)*

Overview

As a residential campus and close-knit community that is built on a foundation of collaboration, mentoring and opportunities to gather for events and celebrations, Elon is committed to maintaining the personal and professional connections that support our active and engaged environment. This means that much of our work necessarily takes place in person. With that in mind, please be aware that this policy will not be appropriate in all circumstances or for all positions or employees, particularly in areas with significant student-facing or public-facing roles. In addition, employees who are eligible for alternative work schedules or hybrid telework must be available to come to campus if requested.

These guidelines outline steps to help explain Elon's position relative to seasonal flexible work and includes the following two options:

- **Alternative Work Schedules:** Schedules that differ from the standard hours a job may be typically assigned.

OR

- **Hybrid Telework:** The execution of all or part of an employees' job responsibilities at an alternate work site outside of their physical office location such as their home, **for up to two business days a week.**

Seasonal flexible work applies to salaried (non-teaching exempt) and hourly (overtime-eligible) staff. The purpose of this document is to provide a framework of guidelines to assist supervisors and staff in implementing seasonal flexible work arrangements. It is to be noted that these guidelines are in no way intended to entitle any staff member of the University to a modified work schedule. Each request will be considered on a case-by-case basis, taking into account the specific circumstances of the requesting staff member and the operational needs of their department.

Participation in seasonal flexible work is voluntary and employees must have supervisor's approval. Certain departments may have schedules that vary from hours described below or have particular needs that may, in some instances, reduce the ability to participate in seasonal flexible work. Observance of an approved seasonal flexible work arrangement may be superseded by the business needs of the university for individual departments.

Seasonal flexible work at Elon is guided by the following three principles:

- The process is equitable.
- Decisions are without bias or favoritism.
- Seasonal flexible work is job specific.

Guidelines

Alternative Work Schedule

Staff may work modified schedules including flexible hours and condensed work weeks after consultation with and approval by their supervisor and their Department Head and/or Vice President. This type of seasonal flexible work arrangement may not be appropriate for all positions or employees. Notwithstanding the foregoing, prior to implementing any modified schedule, supervisors and staff must take adequate steps and make appropriate arrangements to ensure that support services and University operations will continue without interruption, during core business hours of Monday – Friday from 8 a.m. – 5 p.m., while modified schedules are in place.

Flexible hours involve modifying starting and ending times of regular daily hours, while a compressed work week involves working the same number of hours per workweek as required but in fewer days.

Some Examples include:

- Compressed Work Week
 - A full-time employee scheduled for 40 hours per week could work four 10-hour days instead of five eight-hour days, taking either Monday or Friday as a non-work day.
 - A full-time employee scheduled for 40 hours per week could work four 9-hour days and a 4-hour day, instead of five eight-hour days.
- Arrive later, leave later
 - Instead of taking a full hour lunch break, an employee could reduce lunch to 30 minutes (the minimum required by law) and arrive at 9 a.m. instead of 8 a.m. and leave at 5:30 p.m.
- Arrive earlier, leave earlier
 - Modifying an 8 a.m.-to-5 p.m. schedule, an employee could maintain eight hours a day by arriving at 7 a.m. and leaving at 4 p.m. (with a 1-hour lunch)

Hybrid Telework, Up to Two Business Days Per Week

During the summer months, when students are primarily away from campus, staff may request to work from home for up to two business days per regular workweek. This type of seasonal flexible work arrangement may not be appropriate for all positions or employees. The supervisor, in consultation with their divisional Department Head and/or Vice President, will determine if the individual's primary function can be effectively performed at a location not on campus.

Access to necessary hardware and systems is also a factor in determining if a telework arrangement can be granted, and supervisors should ensure there is an availability of essential tools.

Those granted a seasonal hybrid telework arrangement will be subject to the same performance standards for their position that were in place prior to the arrangement. Supervisors should clearly communicate expectations for work assignments, check-ins, availability to return to campus for work when needed, and any other parameters relevant to supporting the arrangement.

Requests for Seasonal Flexible Work

Any employee seeking a seasonal flexible work arrangement (Alternative Work Schedule **or** Hybrid Telework) must submit an online request to their supervisor using the Seasonal Flexible Work Request Form. The request should include:

- Type of seasonal flexible work arrangement requested
- Employee's plan for meeting work responsibilities
- Work schedule requested

Consideration for Seasonal Flexible Work Arrangements

It is the responsibility of the supervisor to evaluate the request from the employee. The evaluation should consider the following:

- Employee requesting leave has been employed for at least 90 days and has received a favorable 90-day performance appraisal
- Operational needs of the department, the University and impact on service to students, faculty and staff
- Ability for the department to maintain appropriate staffing levels during core hours and peak periods
- Impact on other staff members in the department
- Past and current performance of the employee

Employees should complete training developed to guide and support work conducted away from campus. The supervisor is also responsible for completing supervisor training developed for managing employees not working on campus and it should be completed prior to moving it to the next approval step. The supervisor must then receive consent from the appropriate division Department Head and/or Vice President of the request prior to granting approval. Once approved, the employee and supervisor will sign the request form which specifies the terms and conditions of the arrangement. If the request is not approved the supervisor is responsible for informing the employee of the decision.

Modification or Termination of Seasonal Flexible Work Arrangements

Once approved, the employee may not modify the arrangement without the written consent of the supervisor and completing an updated request form. The flexible work arrangement will continue for the period agreed upon. The arrangement must be renewed through the same approval process.

A supervisor, after consulting with the appropriate division Department Head and/or Vice President may terminate a flexible work arrangement if the supervisor determines the arrangement is no longer consistent with the department responsibilities or the employee is not meeting performance obligations.

A supervisor must provide at least 7 days written notice prior to terminating a work arrangement. If the work arrangement is terminated for poor performance, it may be done so immediately.

Leave Time, Holiday pay and Lunch Breaks

Vacation/Sick Time - A staff member on an alternative work schedule will deduct the number of hours scheduled to work on the day(s) off for vacation and/or sick time. For example, 10 hours of vacation time would be deducted if a staff member uses a vacation day with 10 scheduled work hours.

Holiday pay- Holidays are based on an eight-hour day. For employees participating in a compressed work week and a holiday falls on a regular work day which is longer than eight hours, the employee is credited with eight hours of holiday time. The employee will need to take vacation time for the additional hours. For example, if an employee is working four 10-hour days and a holiday falls on one of those days, 2 hours of vacation time will need to be used in addition to the 8-hour holiday pay to ensure 10 hours are recorded for the day.

Lunch Breaks - Lunch breaks cannot be eliminated to support a summer flex work option.

Other Procedure Considerations

Human Resources will provide guidance on the creation of the standard forms and final policy content to ensure adherence to wage and labor laws and University policies regarding holiday, leave time and appropriate scheduling of lunch breaks. Human Resources will also provide assistance with communication of the policy and training of supervisors as needed.

*Please see the Human Resources webpage for specific dates, this includes dates for main campus, Law School and School of Health Sciences.

Last Revised April 11, 2022