Guidelines for Flexible Work Arrangement

Proposed by the TSOA AMC / FWA Committee on 3/10/2016
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INTRODUCTION

**Purpose:** The purpose of this NYU Tisch School of the Arts (“Tisch”) policy is to help full-time administrators at Tisch balance their personal and professional responsibilities through flexible work arrangements (“FWA”) while still ensuring that institutional and department goals are met.

**Scope:** Nothing in this Tisch policy applies to requests for (or management of) workplace accommodation(s) under the Americans with Disabilities Act (ADA) or under any other applicable federal, state, or local law or regulation. Employees seeking such workplace accommodation(s) should contact New York University’s (“NYU” or the “University”) Office of Equal Opportunity (OEO) at (212) 998-2375.

For more information, please visit: https://www.nyu.edu/about/policies-guidelines-compliance/equal-opportunity/accommodations-for-employees-with-disabilities.html.

**Definition:** A FWA is a work arrangement that differs from the standard work location or hours set forth in the administrator’s original terms and conditions of hire. The term includes flexible scheduling of work hours and flexible work locations, such as working from home or at a satellite location.

While FWAs may not work for all administrators or all types of jobs, when planned and implemented appropriately, FWAs can be a win-win for both departments and administrators. Research has demonstrated that FWAs can yield benefits such as:

- Increased coverage hours: Innovative scheduling can increase hours of coverage or service.
- Competitive edge for recruitment and retention: Studies show that increasing numbers of administrators turn down higher-paying job offers in favor of a less rigid work environment.
- Better management practices: Productivity can be measured in results and contributions rather than in counting hours of work.
- Improved satisfaction and morale: Administrators feel more control in their work environments and, as a result, feel more engaged in their work.
- More effective use of working space: Administrators on different schedules can use the same desk or equipment at different hours.
- More efficient commutes: A non-standard schedule can allow an administrator to travel during off-peak hours.

**Eligibility:** This Tisch policy applies to administrators (code 100) at NYU Tisch who have completed at least one year in their current position, and whose job duties and responsibilities are eligible for FWAs.

**Guidelines & Approvals:** The administrator’s supervisor, together with the Department Administrator and/or Unit Head, must agree and approve the FWA. As set forth below, circumstances may exist where the expectations or responsibilities of the role are not suitable for a FWA.
If an FWA is approved, it is subject to an initial trial period and must be evaluated at least once each semester thereafter. As set forth below, circumstances may change in a work unit causing the FWA to change or be discontinued. Please take note that Tisch will not provide the administrator with any computer equipment, telephone, or web access other than what the administrator already has received or is eligible to receive for purposes of work.

**Responsibilities:** It shall be the responsibility of both the administrator and the supervisor to consider, assess, and evaluate the implications of the request for and management of a FWA. Nothing in this Tisch policy is intended to alter an administrator’s responsibilities, which are determined by the administrator’s supervisor.
FLEXIBLE WORK OPTIONS

*Unless otherwise noted therein, already existing arrangements do not require approval for continuation, but should be documented with a Flexible Work Arrangement Form for department records, and are otherwise subject to review, change, and discontinuance consistent with the parameters set forth herein.

1. **Non-Standard Five-Day Work Week**

   a. **Short-Term** – A short-term (four months or less) change in work hours from the hours that the administrator was originally hired to work, while maintaining a minimum 35-hour workweek. The administrator is expected to perform his or her responsibilities as he or she otherwise would under a standard working arrangement. *A Flexible Work Arrangement Request Form must be submitted to the administrator’s supervisor.*

   **EXAMPLE:** Changing a 9:00am-5:00pm schedule to a temporary 8:00am-4:00pm Monday-Friday (e.g. for the summer term)

   b. **Long-Term** – A long-term (more than four months) change in work hours from the hours that the administrator was originally hired to work, while maintaining a minimum 35-hour work week. The administrator is expected to perform his or her responsibilities as he or she otherwise would under a standard working arrangement. *A Flexible Work Arrangement Request Form must be submitted to the administrator’s supervisor, and then submitted to Tisch HR.*

   **EXAMPLE:** Working 12:00pm-8:00pm Wednesday-Sunday as a permanent schedule.

2. **Compressed Work Schedule**

   a. **Short-Term** – A short-term (four months or less) change to the work week. The maximum workweek compression is a four-day week at 9.75 hours per day, which includes one hour per day for lunch, while maintaining a minimum 35-hour work week. The administrator is expected to perform his or her responsibilities as he or she otherwise would under a standard working arrangement. *A Flexible Work Arrangement Request Form must be submitted to the supervisor, and myTime must be adjusted to reflect the change.*

   **EXAMPLE:** Working 8:00am-5:45pm Monday-Thursday for six weeks.

   b. **Long-Term** – A long-term (more than four months) change to the work week. The maximum workweek compression is a four-day week at 9.75 hours per day, which includes one hour per day for lunch, while maintaining a minimum 35-hour work week. The administrator is expected to perform his or her responsibilities as he or she otherwise would under a standard working arrangement. *A Flexible Work Arrangement Request Form must be submitted to the supervisor, and myTime must be adjusted to reflect the change.*

   **EXAMPLE:** Working 8:00am-5:45pm Wednesday-Sunday as a permanent schedule.
3. Working from Non-NYU Work Site

a. **Unplanned** – Administrator is able to work a full schedule off-site (i.e. work off-site the same hours he or she was originally hired to work). However, due to unforeseen circumstances (e.g. inclement weather, transportation disruption, dwelling emergency [i.e. pipe burst], other emergency, etc.) the administrator is not able to report to the NYU work site. The administrator is expected to perform his or her responsibilities as he or she otherwise would at an NYU work site. **Administrator must request permission from his/her supervisor as soon as possible. This request does not require a Flexible Work Arrangement Request Form.**

b. **Planned** – Administrator is able to work a full schedule off-site (i.e. work off-site the same hours he or she was originally hired to work). However, due to a planned circumstance (e.g. transportation disruption, dwelling repair [non-emergency], etc.) administrator is not able to report to the NYU work site. The administrator is expected to perform his or her responsibilities as he or she otherwise would at an NYU work site. **Administrator must request permission from his/her supervisor as soon as possible. This request does not require a Flexible Work Arrangement Request Form.**

c. **Long Term** – Administrator may work up to one full day each week off-site for a set period of time at a full schedule (i.e. work off-site the same hours he or she was originally hired to work). The administrator is expected to perform his or her responsibilities as he or she otherwise would at an NYU work site. **A Flexible Work Arrangement Request Form must be submitted to the supervisor, and then submitted to Tisch HR.**

4. Adjunct Faculty Schedules

An administrator who is also adjunct faculty at NYU and who plans to teach a course that is scheduled during his/her standard work hours, should receive prior approval from his/her supervisor to teach such course, and may request an FWA to fulfill his/her minimum 35-hour workweek, while teaching such course.

The request for a FWA must be reviewed and approved by the supervisor together with the Department Administrator and/or Unit Head, before each semester the adjunct is scheduled to teach (when applicable), **myTime must be adjusted to reflect the change, and submitted to Tisch HR.** If it is determined that a Flexible Work Arrangement does not allow the administrator to meet his/her responsibilities, then the administrator may not teach during his/her standard work hours.

All current arrangements also must be reviewed and approved by the supervisor, together with the Department Administrator and/or Unit Head, and submitted to Tisch HR. **A Flexible Work Arrangement Request Form must be submitted to the supervisor, and then submitted to Tisch HR.**

*Unless otherwise noted therein, already existing arrangements do not require approval for continuation, but should be documented with a Flexible Work Arrangement Form for department records, and are otherwise subject to review, change, and discontinuance consistent with the parameters set forth herein.*
HOW TO REQUEST

An administrator shall make a request for a FWA to his/her supervisor for consideration.

The administrator also shall complete the Flexible Work Arrangement Request Form and submit it to his/her supervisor where such a form is required. The supervisor, together with the Department Administrator and/or Unit Head, will make a determination, in accordance with the guidelines set forth herein, and respond to the administrator accordingly.

Approved request forms are to be filed with Tisch HR, as appropriate, and the details of the FWA should be communicated to appropriate colleagues.
GUIDELINES FOR APPROVAL

The success of a FWA can depend on several factors, such as current job performance and attendance, the ability to work independently, the nature of the work to be performed, consideration of the impact such arrangement will have on others, and strong communication skills. When requesting an FWA, an administrator should consider his/her own needs together with those of the department. When considering an administrator’s request for an FWA, supervisors should assess the impact of such an arrangement on the department and, in making such a determination, consider the following (which is not an exhaustive list of factors to be considered):

- Does the administrator meet the minimum requirements?
  - The employee is an administrator (code 100)
  - The administrator has at least one year of service in his/her current position
  - The administrator is in good standing in his/her current position
  - The administrator is capable of self-motivation
  - The level of supervision required of the administrator will still be possible under the proposed arrangement

- Will the administrator be able to meet the minimum requirements of his/her position?
  - Productivity and progress metrics are still measurable under proposed arrangement
  - Quality of service to internal and external customers can be sustained
  - Any required face-to-face contact can be maintained

- Questions about the administrator and his/her ability to perform the job under a FWA
  - Is the administrator highly independent and disciplined, requiring minimum supervision?
  - Does the job contain tasks that can be done at non-traditional times or from an alternate work location?
  - Are there issues that may affect comfort in the workplace or ability to do the work off-site, such as access to necessary information or support for work tasks?
  - Is the administrator’s proposed alternative work in a location that allows for adequate privacy and security?
  - Will the administrator have the technology, equipment and secure system access to perform all responsibilities and to maintain the effectiveness of communications?
  - Will there be the ability to maintain a two-way flow of communication between supervisor and administrator and administrator and his/her colleagues?
  - How will the performance of the administrator on a FWA be measured?
  - Will the supervisor be able to focus on the administrator’s productivity and the quality of his/her work results rather than the number of hours worked?
  - Will the administrator’s job satisfaction and morale be sustained or improved?

- Questions about scheduling, as applicable
  - Can arrival and departure times be monitored?
  - Will there be adequate team coverage in the workplace, especially during peak service or demand times?
  - Has the supervisor taken into account intermittent job demands that may make it necessary for specific workers to be in the workplace at certain times, for certain tasks, meetings, events, or projects?
- Other considerations, as applicable
  - How have FWAs previously granted to other administrators impacted the supervisor’s ability to grant the current request?
  - Is the supervisor able to ensure that all administrators, regardless of work location, are fulfilling their work responsibilities?
  - Will the supervisor be able to maintain a collegial environment with opportunities for unit members to have shared hours and constructive interactions?
  - Will the overall work group’s performance, job satisfaction, and morale be sustained or improved?

**Initial Approval**
Supervisors, together with the Department Administrator and/or Unit Head, have approval authority for beginning FWAs. Approval will be granted on a case-by-case basis, taking into account the considerations of the current needs and limitations of the department and the administrator.
Management and Continued Approval

Supervisors should be prepared to manage the performance of an administrator on a FWA. The first month of an FWA is a trial period. At that point (or sooner if deemed necessary), the supervisor should conduct an evaluation of the FWA and meet with the administrator to discuss the status of the arrangement:

- Are expectations clearly understood?
- Have turnaround times been adversely impacted?
- Is productivity being maintained?
- Are the unit’s needs still being met?
- Are there benefits that can be identified?
- Are there adjustments to the arrangement that might be desired by either party?

Supervisors, together with the Department Administrator and/or Unit Head, have approval authority for continuing FWAs. Continued approval of the FWA will be granted on a case-by-case basis, taking into account the considerations of the current needs and limitations of the department and the administrator. If the FWA is continued, the FWA must be evaluated at least once each semester after the initial trial period evaluation and are subject to the same standards of continued approval set forth herein.

Please take note that Tisch will not provide the administrator with any computer equipment, telephone, or web access other than what the administrator already has received or is eligible to receive for purposes of work. For questions regarding flexible work arrangements, please do not hesitate to reach out to Tisch HR for guidance.