Flexible Work Arrangements

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Workplace Flexibility

Flexible work arrangements are business strategies implemented within a company to provide a flexible work schedule outside of the typical in-office, 8AM-5PM workday. Companies that offer these programs see an increase in productivity, a wider recruitment pool, and improved retention. With the prevalence of flexible work programs being implemented within organizations, employees are increasingly choosing companies that are providing this opportunity for work/life balance.

Flexible Work Program Options

Your specific company culture is unique, and all programs should be tailored to your understanding of the company mission/objectives, job responsibilities, and core competencies. New programs should allow for organizations to get closer to their goals, including improved productivity and increased employee satisfaction.

Perimeter Connects can bring in free assistance through a nationally recognized telework expert for any of the programs below. Free services include program start-up consultation, case studies and help making the case to upper management, assessment tools, and policy development. Contact Perimeter Connects today to set up a quick consultation session at **info@perimeterconnects.com.**

Flexible Shifts

Allow for employees to shift their start and end times t o skip the peak commute. For job roles that require a very predictable start and end time, schedules can be a variation of the 8 hour workday, with shifts starting as early as 6AM-3PM, or on the later side from 11AM – 8PM. For roles that allow for less predictability, allow employees to vary their start and end times within 30 minutes of specific shift start. For example, if a recommended shift is from 8AM – 5PM, the employee can arrive within a half hour before or after 8AM to allow for flexibility around a transit schedule or traffic. Companies can still achieve the same level of customer service by ensuring ample coverage during core business hours, and even increase operating hours.
Employees commit to a schedule, based on the job responsibilities and departmental role, and maintain that regular schedule.

Compressed Work Week

A further variation of flexible shifts, employees can work longer and fewer days to achieve the same total hours worked for the week. There are a few options:

4/40: 10-hour workdays Monday – Thursday. Regular day off Friday

9/80: During week 1 -- 9-hour workdays Monday – Thursday. 8-hour Friday.

During week 2 -- 9 hour workdays Monday – Thursday. Regular day off Friday.

The extra Friday off is a gained benefit of a 3-day weekend for employees, but can also be moved to any day of the week to ensure coverage across departments.

Telework

Also known as working from home or telecommuting, this strategy enables employees to skip the commute altogether and work from home. Remote workers generally **log more work hours than their in-office employees** and find themselves more productive by tuning out the in-office distractions. Telework days can be staggered across the organization to ensure that ample in-office coverage is achieved. Companies can also designate a specific day (ie – every Tuesday) as an "in-office" day to accommodate staff meetings.

Your company may already have some version of a flexible work program, such as teleworking, during inclement weather or summer work hours. These programs can be expanded to a yearround option, which will increase the effectiveness of these more regular remote employees and provide a better opportunity to assign/track metrics to measure productivity.

Let's Get Started

While every organization and culture is different, the steps below provide a guideline to implementing a flexible work program from scratch and considerations that should be taken:

1. Identify a steering committee and flexible work schedule coordinator
   - Decide who will take the lead on implementing your new program. Make sure you include Human Resources, Information Technology, and Leadership to create a policy that will work across the organization.
2. Assess commute culture for best fit and positioning of policy
   - Determine how you will message this new program to employees. Is this a work/life balance strategy, a congestion/construction relief strategy, or a strategy to increase service offerings to your customers?
3. Identify positions based on job functions and employee
   - Use the **Telework Selection Survey** to identify ideal positions and employees to include in the program. Consider additional positions eligible for compressed schedules/flexible hours that will positively impact customer service.
4. Determine departments, participants, and implementation timeframe before rollout to entire organization.
   - Coordinate who will be involved, and decide on a launch schedule for the organization.
5. Assess best core business hours
   - Address accessibility and turnaround time requirements during core business hours for remote employees to clarify accountability to colleagues, clients, and supervisors.
6. Evaluate technology capabilities
   - Can your current equipment accommodate remote work? Does IT have the resources to support a mobile workforce?
7. Develop a policy
   - Use our **Sample Policy Templates** to get started. Customize further based on your program and organization.

Don't get stuck. Let Perimeter Connects help you along the way, whether it's before Step 1 or after the development of a policy. Contact us at **info@perimeterconnects.com** for more information.

Telework Selection Survey

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Telework is a workplace strategy that can involve working from home or another location on a full- or part-time basis. Teleworking can be a productive scheduling practice for many employees although it may not be feasible for employees whose job duties and home environment may not be conducive to working away from the office. Teleworking arrangements are successful when an employee's work responsibilities and personal work style is well matched with working away from the office.

This questionnaire provides an opportunity to consider whether teleworking will be an effective tool for meeting organizational and personal objectives. Responses to this questionnaire will help you and your supervisor to assess if teleworking can work for you. Print this questionnaire out for by each person interested in participating in the telework program.

Name:
Title / position:
Department:
Supervisor:
Email:
Date submitted:
Proposed telework site address:

Section 1: Administrative Qualifications

Administrative Questions	Employee Response	Manager Response
Has the employee in question completed _____ month/years probationary period?	☐ Yes ☐ No	☐ Yes ☐ No
On the most recent employee evaluation form, has this employee identified as "Meeting Expectations" or better?	☐ Yes ☐ N/A ☐ No	☐ Yes ☐ N/A ☐ No
Do you understand and agree that teleworking is a privilege, not a right; that not all employees may be eligible to telework due to tasks and / or workstyle; and that permission to telework may be revoked at any time by the supervisor?	☐ Yes ☐ No	☐ Yes ☐ No

Employee is not eligible to telework at this time if any answer above is "no."

Section 2: Employee Characteristics

Rate the employee's...	Employee Response	Manager Response
Level of self-motivation	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Level of job knowledge	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Quality of work	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Ability to work well without constant supervision	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Discipline regarding work	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Amount of weekly face-to-face contact required	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Ability to control schedule and work flow	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High
Amount of in-office reference material required	☐ Low ☐ Medium ☐ High	☐ Low ☐ Medium ☐ High

Section 3: Tasks

Certain tasks, such as those requiring a high degree of focus, are more conducive to teleworking than others. What kinds of work would you expect to do while teleworking? (Select all that apply.)

☐ Accounting	☐ Drawing / designing / using CAD	☐ Researching
☐ Administrative tasks	☐ Phone or email correspondence	☐ Software management / development
☐ Clerical services	☐ Planning	☐ Writing
☐ Computer programming	☐ Preparing reports	☐ Other _____
☐ Data management	☐ Reading	

Of the projects you typically work on, which do you feel would be best suited to telework? List below.

Section 4: Telework Office

Certain tasks, such as those requiring a high degree of focus, are more conducive to teleworking than others. What kinds of work would you expect to do while teleworking? (Select all that apply.)

	Need	Have
Computer	☐	☐
Printer	☐	☐
Scanner/Fax	☐	☐
Desk, filing space, other furniture	☐	☐
Other _____	☐	☐

Are there any distractions or obligations that will make working at home difficult or impossible?

☐ Yes ☐ No

Has the employee submitted the Safety Checklist for the proposed telework office?

☐ Yes ☐ No

Section 5: Schedule

Given the nature of your job, how much would you want to telework?

☐ Once every two weeks	☐ Once a week	☐ Two days a week
☐ Three days a week	☐ Occasionally for special projects	☐ Other _____

Which day(s) would you want to telework?

☐ Monday	☐ Tuesday	☐ Wednesday
☐ Thursday	☐ Friday	☐ Other _____

☐ Varies by week based on project and office needs

What are your proposed telework work hours?

_____ am – _____ pm

Are you willing and able to share your workspace with another staff member on your planned absences?

☐ Yes ☐ No ☐ Need more information

Telework Agreement Form (Employee)

This Agreement, effective _____, is between _____an employee (referred to as "Employee") and _____ (referred to as "Employer").

The parties, intending to be legally bound, agree as follows:

Scope of Agreement - Employee agrees to perform services for Employer as "teleworker." Employee agrees that teleworking is voluntary and may be terminated at any time, by either the Employee or Employer, with or without cause.

Term of Agreement - This Agreement shall become effective as of the date written above, and shall remain in full force and effect, as long as Employee teleworks, unless the agreement is terminated.

Termination of Agreement - Employee's participation as a teleworker is entirely voluntary. Teleworking is available only to eligible employees, at Employer's sole discretion. Teleworking is not intended to be available to the entire organization. As such, no employee is entitled to, or guaranteed the opportunity to, telework. Either party may terminate Employee's participation in the program, with or without cause, upon reasonable notice, in writing, to the other party. Employer will not be held responsible for costs, damages or losses resulting from cessation of participation in the teleworking program. This Agreement is not a contract of employment and may not be construed as such.

Salary, Job Responsibilities, Benefits - Salary, job responsibilities, and benefits will not change because of involvement in the program, except as they might have changed had Employee stayed in the office fulltime, e.g., regular salary reviews will occur as scheduled, and Employee will be entitled to any companywide benefits changes that may be implemented. Employee agrees to comply with all existing job requirements as now are in effect in the office.

Work hours, Overtime, Vacation - Work hours are not expected to change during the program. In the event that overtime is anticipated, this must be discussed and approved in advance with the manager, just as any overtime scheduling would normally have to be approved.

Work Schedule - The daily work schedule for the days when working at home is subject to negotiation with and approval by Employee's manager. The manager may require that Employee work certain "core hours" and be accessible by telephone during those hours.

Equipment - Employer may provide the necessary computer, software, and other equipment needed for teleworking. All of these items remain the property of the EMPLOYER and must be returned to the company upon request. The computer, software, and any other equipment or supplies provided by Employer are provided for use on organizational assignments. Other household members or anyone else should not use the equipment and software. Employer-owned software may not be duplicated except as formally authorized. Employer will be responsible for insurance and maintenance of all company-provided materials.

Employee may use personal equipment for teleworking purposes. In such cases, Employee will be responsible for the maintenance and insurance required for the equipment.

Workspace - Employee agrees to designate a workspace within Employee's remote work location for placement and installation of equipment to be used while teleworking. Employee agrees to maintain this workspace in a safe condition, free from hazards and other dangers to Employee and equipment. Employer must approve the site chosen as Employee's remote workspace. Employee is expected to submit three photos of the home workspace to management prior to implementation.
Any employer-owned or provided materials taken home should be kept in the designated work area at home and not be made accessible to others.

Employee agrees that Employer can make on-site visits (with 48 hours advance notice) to the remote work location for the purpose of determining that the site is safe and free from hazards, and to maintain, repair, inspect, or retrieve employer-owned equipment, software, data or supplies. In the event that legal action is required to regain possession of employer-owned equipment, software, or supplies, Employee agrees to pay all costs incurred by Employer, including attorney's fees, should Employer prevail.

Office Supplies - Office supplies will be provided by Employer as needed. Employee's out-of-pocket expenses for other supplies will not be reimbursed unless by prior approval of Employee's manager.

Worker's Compensation - Employer will be responsible for any work-related injuries under our state's Workers Compensation laws, but this liability is limited to injuries resulting directly from work and only if the injury occurs in the designated work area. Any claims will be handled according to the normal procedure for Worker's Compensation claims.

Liability for Injuries - Employee understands that the Employee remains liable for injuries to third persons and/or members of Employee's family on Employee's premises. Employee agrees to defend, indemnify and hold harmless Employer, its affiliates, employees, contractors and agents, from and against any and all claims, demands or liability (including any related losses, costs, expenses, and attorney fees) resulting from, or arising in connection with, any injury to persons (including death) or damage to property caused, directly or indirectly, by the services provided herein by Employee or by Employee's willful misconduct, negligent acts or omissions in the performance of the Employee's duties and obligations under this Agreement, except where such claims, demands, or liability arise solely from the gross negligence or willful misconduct of the Employer.

Dependent Care - Teleworking is not a substitute for dependent care. Teleworkers will not be available during company core hours to provide dependent care.

Income Tax - It will be the Employee's responsibility to determine any income tax implications of maintaining a home office area. Employer will not provide tax guidance nor will Employer assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Evaluation - Employee agrees to participate in all studies, inquiries, reports and analyses relating to this program. This information is necessary for the EMPLOYER to measure the environmental benefit of the telework program.

Employee remains obligated to comply with all of Employer's rules, practices, instructions and this Agreement. Employee understands that violation of any of the above may result in preclusion from teleworking.

Name of Teleworker:_____

Conditions for teleworking agreed upon by the teleworker and his/her supervisor:

1. The employee agrees to work at the following location:
_____

2. The employee will telework _____days per week.

3. The employee's work hours will be from _____a.m. to _____p.m.

4. The following are the assignments to be worked on by the employee at the remote location, with expected delivery dates:
_____
_____
_____

5. The following equipment will be used by the employee at the remote location:
_____
_____

6. The employee agrees to call the central office to get his/her messages at least _____ times per day.

7. The employee agrees to check and respond to e-mail messages at least _____ times per day.

8. The employee agrees to get all supplies needed for teleworking from the company office. Reimbursement for out-of-pocket expenses for supplies will need prior supervisory approval.

9. Additional conditions agreed upon by the telemanager and teleworker are as follows:
_____
_____

I have reviewed the teleworker agreement with _____prior to his/her participation in the company's teleworking program.

_____
Date Supervisor Name Signature

The above material has been discussed with me. I have read and understand this agreement and accept its conditions.

_____
Date Employee Name Signature