

Emory College

Flexible Work Policy

Emory College of Arts and Sciences

May 2021

This policy is subject to change if required to ensure the business needs of Emory College are met, or to meet additional university or governmental guidelines.

Overview

Emory College of Arts and Sciences supports workplace flexibility in accordance with the guidelines outlined in this policy. All flexible work arrangements (FWA) must conform to the overtime, record keeping, and meal break provisions of the Fair Labor Standards Act. For more information and resources related to workplace flexibility at Emory, please visit the workplace-flexibility page on the [Emory University Human Resources website](#).

Policy Details

In Emory College, departments and units that work directly with students and faculty — including academic departments and programs — are expected to primarily work on campus. Specific to working under a pandemic, there may be space constraints that require a staggered schedule to maximize health and safety.

For those working under Flexible Work Arrangements (FWA), the FWA should not disrupt the quality of service to students, faculty, staff or other members of the community, nor should they result in increased workloads for other staff/colleagues. Flexible work arrangements are determined by department-level leadership and the employee(s). To ensure equity, jobs with similar requirements should be eligible for similar types of flexible arrangements.

Informal flexibility, such as the ability to occasionally leave work for personal needs, should be available for all employees. The time away from work should be made up, or appropriate leave may be used.

Parameters for flexible work include:

- **Flexible Hours:** Employees may request workday start and end times that differ from the established standard (8:00 a.m. to 5:00 p.m.), while maintaining the same number of hours per day.
- **Telecommuting:** Employees may request to work from a remote location no more than five out of 10 work days. If important meetings, events or other matters arise on a normal remote workday, an employee will be expected to work on campus, as the work requires.
- **Split onsite schedules:** To assist with space limitations and, specific to working during a pandemic where physical distancing requirements are in place, departments may also offer an on-site staggered or split schedule where two or more employees share a space; for example, on certain days, some employees may work on-site, while other employees are allowed to work virtually, and vice versa

Possible schedules:

- A. Week 1: In-person Mon-Fri
Week 2: Remote Mon-Fri
- B. Week 1: In-person Mon-Wed/remote Thurs-Fri

- Week 2: In-person Mon-Tues/remote Wed-Fri
- C. Week 1: Remote Mon-Wed/In-person Thurs-Fri
- Week 2: Remote Mon-Tues/In-person Wed-Fri

- FWA may be discontinued at any time based on performance, departmental requirements, school needs, university policy, or other factors.

Expectations to be considered/included in the FWA document

- The employee must submit a written proposal to their supervisor. The proposal should include:
 - The Flexible Work Arrangement being requested;
 - Details with regards to how job performance can be managed and measured throughout such an arrangement;
 - Expectations as to how communications will be managed;
 - Coverage during absences (sick, vacation, off-site appointments); and
 - Meal breaks (for all employees) and rest periods (for non-exempt/hourly employees).

See the University Human Resources [workplace-flexibility page](#) for additional resources. The employee seeking the FWA should schedule a meeting with his or her supervisor to discuss the proposal. The employee and supervisor must come to a mutual agreement prior to submitting the proposal for College Human Resources review. Dean approval is required, as discussed below.

- In order to participate in Flexible Work Arrangements, employees and supervisors must complete FWA Training offered by central Human Resources through the Emory Learning Management System. This must be completed prior to beginning a FWA.

Approval Process

- Employees may request FWA for their specific job. Details of the arrangement must be documented in writing and signed by the employee, the supervisor, and College Human Resources.
- Upon the supervisor's approval of the proposed FWA, the supervisor should submit the request to College Human Resources for review with senior leadership via the email ECAS_Connections@emory.edu. If the proposal is consistent with policy and practice, it will be submitted to the Dean (or Dean's designee) for final approval. After the Dean (or designee) has approved the proposed arrangement, the employee and supervisor must complete a Flexible Work Arrangement Agreement. A sample can be found [here on the University Human Resources site](#). This form should be submitted to the College HR Office via ECAS_Connections@emory.edu. Both the proposal and Emory's agreement document must be approved by the Dean (or designee) prior to implementing the flexible work arrangement.

Training

- Although our community has functioned very well with a mostly remote workforce during the most intense period of the pandemic, as things normalize, we are requiring that those who participate in any flexible work arrangement after summer 2021, both the employee and supervisor, complete flexible work arrangement training(s) offered by Human Resources through the Emory Learning Management System.

Remote Office Requirements

- The College is not responsible for the supply or setup of a remote office for an employee who elects to telecommute. However, the school/division will consider, where feasible, the normal

replacement of desktop computers, phones, laptops, notebooks, and other devices that enable greater mobility. This type of planning will ensure that Emory faculty and staff have the technical support they need from OIT (Office of Information Technology) when working offsite and are using devices that are compatible with current technologies enabling them to work most productively.

- All requests for office equipment must be approved by the department chair/director with the understanding that such an expense would be covered by the department.
- Employees working from locations other than their Emory office are strongly encouraged to have access to high speed internet.
- Employees agree to use secure connections (e.g., VPN) as required by [Emory OIT and Security Policy and Procedures](#). It is the responsibility of all staff to understand and adhere to such policies. Questions about security policies, standards, guidelines, or best practices should be directed to Emory's IT Security Team at 404-727-7777.
- Employees working remotely on personal devices may not have full access to technical support provided by the Emory LITS Help Desk. This limitation must be considered and addressed prior to approval of FWA.
- **Remote phone setup:** Employees who have an Emory-assigned phone number can make and receive calls from a remote location on their PC, MAC, Apple, or Android device via an Avaya IX Workplace Softphone Client (formerly Equinox / Avaya Communicator). This feature allows users to control their desk phone from their preferred device via a mobile app.

For most users, the IP Softphone feature is the recommended and preferred method of remote phone access. It also eliminates the concern of sharing the user's personal home phone or cell number via caller ID as the user's Emory-assigned, campus phone extension is what is shared with callers. To obtain this service, submit a request through the IT Shopping Cart (VPN connection required). The item is listed under "Phone-Other, IX Workplace Softphone." Additional call forwarding and "extension to cellular" services are available to those that need them. Information related to phones can be found here: IT Voice Service Catalog. Assistance with remote call setup should be directed to the OIT Service Desk at 7-7777. Employees working remotely should maintain the same online presence as would be expected when working onsite, through technology tools used for communication and collaboration.

- Regular, clear communication will be maintained between an employee and his/her supervisor. The best means of communication should be agreed upon between supervisor and employee in advance of finalizing arrangements. Employees are expected to maintain the same response times for all communications, to the extent possible, as they would while working onsite.
- If the employee's remote location Internet connection or local power is scheduled for disruption of service on a planned telecommute day, then the employee is expected to report on-site for work that day, make other accommodations to be able to continue working, or take a leave day, if approved by the supervisor.
- Requests for substitute telecommute day(s) must be approved by the employee's supervisor, after ensuring limited disruptions to the operation of the department and/or College.
- Most documents and files should be accessible electronically through the Emory approved document storage systems. If an employee needs to use confidential paper/hard copy documents related to their work, it is expected these documents will be kept secure and confidential. Employees working remotely should ensure sensitive and confidential information is not shared with non-Emory individuals or others who do not have a business "need to know."

Evaluation and Review of Flexible Work Arrangement

- **Evaluation of the FWA:** On at least a monthly basis for the first six months (quarterly at a minimum thereafter), the employee on FWA and supervisor must meet to evaluate the effectiveness of the FWA. If employee productivity or performance does not meet expectations of the supervisor, adversely impacts the work of the College, or if the job is no longer suitable for FWA, the supervisor may suspend or terminate the arrangement.
- **Performance Reviews:** Consistent with Emory policies, supervisors are expected to conduct performance reviews of all employees. Performance reviews should include assessment of the continued appropriateness of a flexible work arrangement and the employee's demonstrated performance in the areas of work results, timeliness, quality, demonstrated accountability, and communication.

Additional Resources

The Emory Work Life Resource Center can advise employees and supervisors about flexible work arrangements. The Center also supports management in evaluating, implementing, and measuring these programs. The Center does not mandate a business unit implement a workplace flexibility solution nor does it advocate on behalf of an employee for a Flexible Work Arrangement program.

For more information and resources related to workplace flexibility at Emory, please visit the [workplace flexibility](#) page on Emory's Human Resources website.

Contacts

- For questions related to this policy, please contact College Human Resources through ECAS_Connections@emory.edu
- For questions about Emory's workplace flexibility guidelines, please contact the [Work Life Staff](#).