

Cornell Cooperative Extension of Tompkins County Human Resource Policy Manual

Section:	Operational Policies
Subject:	Hybrid/Flexible Work Arrangements
Policy:	Local
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Policy – Hybrid work is defined as a flexible work model that supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose a working location, whereby the employee is productive. If working at a location outside of the office, supervisor approval is required in advance.

Flexible Work Plans (FWPs) – FWPs are workplans that alter the standard CCE employee work schedule of Monday-Friday, 8:00 AM-4:00 PM. These plans offer creative approaches for completing work while enabling staff and management to serve community members well, meet CCE Tompkins’ goals, and help employees balance personal and professional responsibilities. FWPs are a benefit and an accommodation work tool – NOT an entitlement. They must support CCE’s vision/mission, and further the fiscal and programmatic needs of the Association.

Approval of a FWP depends on the type of work performed, the employee’s past performance, and other employee, department, or Association needs.

Arrangement Types – Flexible Work Plans offer a variety of possibilities, expanding options for where and when work is completed while maintaining a consistent schedule:

- **Flex Time:** The employee begins or ends their work shift at a time different from established core hours (full-time, regular position); the same number of scheduled work hours per week is retained. (i.e.: shifting your PERSONAL workday from 8:30 AM - 5:00 PM to 7:30 AM- 4:00 PM).
- **Compressed Work Week:** The employee maintains an alternative schedule that compresses a normal work week into fewer than five days (full-time, regular position); the same number of scheduled work hours per week is retained. (i.e.: moving from working five 8-hour days to four 10-hour days).
- **Hybrid Work OR Telecommuting (See HR Policy 506):** The employee performs work from home or other remote location one or more days per week; the same number of scheduled work hours per week is retained.

- **Remote Work (See HR Policy 506):** The employee performs all work from home or other remote location on a permanent basis or until the arrangement is no longer viable; the same number of scheduled work hours per week is retained. The details of this work arrangement must be codified via a Remote Work Contract.

FWP Request Process:

FWPs should support the vision/mission of CCE Tompkins, department priorities, and the employee's goals. Supervisors are encouraged to collaborate with their employees to develop an effective plan as not all positions at the Association are conducive to flexible work.

Please Note: Swapping a day randomly within a workweek to accommodate appointments and the like does not require an FWP.

An FWP request, if not written into a position when advertised, should be initiated by the employee with as much advance notice as possible. The employee and supervisor should evaluate privacy issues, equipment availability, arrangement of workload throughout the week, communication strategies, etc. An HR representative is available to provide guidance, as needed.

Steps for Requesting an FWP:

All Flexible Work Plans must be completed and approved, with final submission HR for inclusion in the employee file. FWPs may be suspended or canceled by either the supervisor or employee with a 2-week lead time. HR should be notified in writing of the end date of the FWP and the rationale for its ending.

1. Discuss the request with your supervisor.
2. Complete the FWP Request Form (SEE HR).
3. Submit to your supervisor for approval.
4. An HR Team Member will review all FWP requests and consult with both the employee and the supervisor, as appropriate.

Employee & Supervisor Responsibilities

After choosing the appropriate type of Flexible Work Plan, please consider the following:

Employee:

- Did I complete appropriate paperwork and forms?
- Did I reach out to HR with questions?
- Did I develop a strategy/plan for communication and evaluation with my supervisor?

Once an FWP is approved, all employees should:

1. Follow a pre-approved schedule regarding start/stop times each day, if applicable.
2. Follow FWP/telecommuting standards.
3. Respect and adhere to timelines, work productivity goals, and accomplishment of tasks.
4. Maintain accessibility and communicate changes in schedule, as necessary.

5. Safeguard all Association property (i.e.: equipment) and intellectual property (i.e.: policies, documents, etc.).
6. Work with IT for data compliance and security-related issues.
7. Discuss any FWP concerns/challenges with your supervisor as soon as identified.
8. Restrict the use of Association resources and electronic equipment to Association business, only.
9. Return Association equipment and resources, upon request and/or termination of the FWP or termination of employment.

Supervisor:

- Did I review and sign appropriate paperwork and forms?
- Did I consult with HR throughout the process?
- Did I develop a strategy/plan for communication and evaluation with my employee?
- Did I review the FWP request objectively?
- Did I positively collaborate with employee to evaluate the FWP, with a focus on work goals and completion?

Once a FWP is approved, all supervisors should:

1. Apply FWP policy consistently in similar situations.
2. Consult with HR throughout the process.
3. Maintain an environment that invites open dialogue.
4. Ensure timely communication with employee to keep them up to date, on track, and aware of any concerns.
5. Commit to FWPs and trouble-shooting issues, aiming for resolution.
6. Develop and maintain a strategy/plan for communication and evaluation.
7. Make reasonable efforts to provide employee with resources needed for success.
8. Work with IT for data compliance and security related issues.
9. Notify HR if approved arrangements for an FWP are changed.
10. Collect any Association equipment, resources, etc., upon termination of the FWP or termination of the employee's employment.

Other Alternatives:

Every request for a Flexible Work Plan may not be granted as some situations are better addressed through other options such as Family Medical Leave. If an FWP is not granted, the supervisor (in consultation with HR) should provide a written response to the employee regarding denial of the proposed FWP and offer alternatives, if possible and reasonable. Please contact HR for more information about alternatives.