

# DEPAUL UNIVERSITY

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## Flexible Work Arrangements

**Category:** Human Resources

**Responsible Department:** Benefits

**Responsible Officer:** Vice President of Human Resources

**Effective Date:** 8/24/2016

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### Policy Summary

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The purpose of this policy is to specify the criteria for flexible work arrangements, which allow employees to adjust their work hours in order to help the university achieve a highly productive, harmonious work environment that better accommodates the professional and personal needs of today's workforce. Flexible work arrangements refer to flexible starting and ending times, compressed workweeks, telecommuting, and voluntary reduced work time. Telecommuting and voluntary reduced work time are covered under separate policies.

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### Scope

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This policy affects the following groups of the University:

- Full-Time Staff
- Full-Time Faculty

This policy affects all full-time staff members, as well as faculty members who manage full-time staff.

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### Policy

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Flexible work arrangements are intended for full-time university staff employees, defined as employees who are scheduled to work at least 1,820 hours per calendar year and work in a position classified as full-time. Employees who have been on a "Performance Improvement Plan" or have received final written counseling may not request a flexible work arrangement until 12 months have elapsed since the plan's end or the date of final written counseling, whichever is later. Employees on a leave of absence are not eligible for a flexible work arrangement.

The university's standard workweek is Monday through Friday, seven (7) hours per day for a total of 35 hours per week. DePaul's general policy is to build a maximum one hour unpaid lunch period into the standard seven (7) hour workday. For example, an employee with a 35-hour work week taking five, 1 hour lunches would report 35 work hours. Five (5) unpaid lunch hours are not

reported, yet the employee is at a work site for a total of 40 hours each week. Certain university departments may require a longer workweek, such as a 40-hour workweek and/or work on Saturday and/or Sunday, plus a maximum one hour unpaid lunch period each workday. Non-exempt employees who work 7 1/2 contiguous hours or more must take a minimum 20 minute unpaid lunch break, starting no later than five hours after beginning work.

Flexible work arrangements may be appropriate for employees who want to maintain full-time status, but need to adjust their work schedule to better meet their needs. Formal flexible work arrangements do not replace incidental temporary adjustments of an employee's schedule to accommodate short-term business and personal needs.

The university offers four (4) types of flexible work arrangements:

- Flexible starting and ending times (detailed in this policy)
- Compressed workweek (detailed in this policy)
- Telecommuting (detailed in separate [Telecommuting](#) policy)
- Voluntary reduced work time (V-Time) (detailed in separate [Voluntary Reduced Work Time \[V-Time\]](#) policy)

### **Flexible Starting and Ending Times**

This policy provision provides that employees may be allowed to work hours that are not within the standard work hours for the department while maintaining a high level of service during the organization's peak operating hours (typically 10:00 AM to 3:00 PM). Flexible starting and ending times do not affect the number of daily hours worked. That is, an employee who was scheduled to work seven (7) hours per day will still be required to work seven (7) hours per day.

Flexible starting and ending times may include practices such as:

- Individualized start and end times that remain constant each work day
- Individualized start and end times that vary daily; however, the same standard number of hours are worked every day

### **Compressed Workweek**

A compressed workweek arrangement allows employees to work longer hours each day in exchange for a scheduled full or partial day off. Employees may start earlier or finish later as required by the normal workday. Compressed workweek arrangements do not decrease the total number of hours required or worked in a pay period. That is, an employee who was scheduled to work 70 hours per two (2) week pay period as a full-time employee will still be required to work 70 hours per pay period with the compressed workweek arrangement.

Compressed workweek refers to practices such as:

- A full work week that is condensed into fewer than five (5) days
- Two (2) full-time work weeks compressed into nine (9) or nine and one-half (9.5) days

Examples of compressed workweek arrangements follow. Note that for each day where 7 or more hours are worked, an unpaid lunch period would extend the workday schedule by a maximum of one hour per day. Non-exempt employees who work 7 1/2 contiguous hours or more must take a minimum 20 minute unpaid lunch break, starting no later than five hours after beginning work.

<b>One Weekday Off Each Week of Pay Period</b>						
<b>Total Work Hours Required Per Pay Period = 70</b>						
Sample Schedule(s) Hours Worked (to record in T&L)						
	<b>M</b>	<b>T</b>	<b>W</b>	<b>Th</b>	<b>F</b>	<b>Week Total</b>
<b>Week 1</b>	8.75	8.75	8.75	8.75	0.00	35.00
<b>Week 2</b>	8.75	8.75	8.75	8.75	0.00	35.00
<b>Week 1</b>	8.50	8.50	8.50	8.50	0.00	34.00
<b>Week 2</b>	9.00	9.00	9.00	9.00	0.00	36.00
<b>Week 1</b>	8.00	8.00	8.00	8.00	0.00	32.00
<b>Week 2</b>	9.50	9.50	9.50	9.50	0.00	38.00
<b>Week 1</b>	10.00	10.00	10.00	10.00	0.00	40.00
<b>Week 2</b>	7.50	7.50	7.50	7.50	0.00	30.00
<b>One Weekday Off Per Pay Period</b>						
<b>Total Work Hours Required Per Pay Period = 70</b>						
Sample Schedule(s) Hours Worked (to record in T&L)						
	<b>M</b>	<b>T</b>	<b>W</b>	<b>Th</b>	<b>F</b>	<b>Week Total</b>
<b>Week 1</b>	8.75	8.75	8.75	8.75	0.00	35.00
<b>Week 2</b>	7.00	7.00	7.00	7.00	7.00	35.00
<b>Week 1</b>	8.00	8.00	8.00	8.00	8.00	40.00
<b>Week 2</b>	7.50	7.50	7.50	7.50	0.00	30.00
<b>Week 1</b>	9.00	9.00	9.00	9.00	0.00	36.00
<b>Week 2</b>	7.00	7.00	7.00	7.00	6.00	34.00
<b>Week 1</b>	8.50	8.50	8.50	8.50	0.00	34.00
<b>Week 2</b>	8.00	7.00	7.00	7.00	7.00	36.00
<b>Week 1</b>	8.00	8.00	8.00	8.00	0.00	32.00
<b>Week 2</b>	8.00	7.50	7.50	7.50	7.50	38.00
<b>One Partial Weekday Off Per Pay Period</b>						
<b>Total Work Hours Required Per Pay period = 70</b>						
Sample Schedule(s) Hours Worked (to record in T&L)						
	<b>M</b>	<b>T</b>	<b>W</b>	<b>Th</b>	<b>F</b>	<b>Week Total</b>

<b>Week 1</b>	8.00	8.00	8.00	8.00	3.00	35.00
<b>Week 2</b>	7.00	7.00	7.00	7.00	7.00	35.00
Note: to work a schedule where a partial day off is desired in each 2 week pay period, the hours can be rearranged in multiple combinations.						

Note: Most examples show the day off as Friday. The scheduled day off can be any day of the week, Monday through Friday.

**Important:** Overtime must be paid to employees classified as non-exempt on a weekly basis for any time worked beyond 40 hours in a week. Hence, a compressed workweek schedule that allows, for instance, 28 hours worked in one week offset by 42 hours worked in the second week would result in an increased department expense. Managers are therefore cautioned not to allow compressed workweek arrangements where non-exempt employees work more than 40 hours in any week unless there is a compelling business need and available funds. The manager must notify the appropriate administrative or academic officer of the area if significant budget impact is expected.

### **Telecommuting**

Please refer to separate [Telecommuting](#) policy.

### **Voluntary Reduced Work Time (V-Time)**

Refer to the separate [Voluntary Reduced Work Time \(V-Time\)](#) policy. This arrangement differs significantly from the other flexible work arrangements discussed in this policy, as it results in fewer hours worked than a full-time schedule.

### **General Considerations and Rules for Flexible Work Arrangements**

Flexible work arrangements must support the department, college and university's goals, including cost effectiveness, excellent service, high productivity, and equitable work distribution among colleagues, which may include cross training. Managers should carefully assess each request to ensure that the changed schedule will not hinder the ability to provide full service.

Appropriate performance standards and measures must be established and the means of supervision, communication and systems for accountability must be feasible and practical.

Arrangements should be in writing and signed by the employee and the employee's manager. Such documentation should be kept on file in the department and made available to Human Resources upon request.

Arrangements should be time specific; that is, they should have a specific date for review and reconsideration. In addition, they should have specific ending dates. The initial review should follow a short-term pilot period of no more than one (1) month. The arrangement should be jointly reviewed by management and the employee at least quarterly.

The denial of a flexible work arrangement request should be based upon employee performance and/or the operational needs of the unit. The rationale should be communicated to the employee in writing.

A flexible work arrangement is not an entitlement nor is it a right of employment. It is established at the discretion of the employing unit and may be subject to change at the unit's discretion.

If established, a flexible work arrangement does not serve as a precedent for a future arrangement within a department. The success of a flexible work arrangement lies in it being mutually beneficial for the unit and the employee established on a case-by-case basis.

Flexible work arrangements can be discontinued by management with a four (4) week notice, though an immediate and unanticipated operational need may require the immediate suspension of the flexible work arrangement by the employer. An employee can request the discontinuation of a flexible work arrangement before its scheduled time of expiration.

Depending on the manager's ability to reschedule other employees' work hours, such a request may or may not be accommodated.

The dissolution of a flexible work arrangement by a manager should be based upon employee performance and/or the operational needs of the unit, and the rationale should be communicated to the employee in writing.

Employees, whether covered by a flexible work schedule or not, may only reduce or forego scheduled meal periods with manager approval. At a minimum, non-exempt employees who work 7 1/2 contiguous hours or more must take at least 20 minutes unpaid lunch break, starting no later than five hours after beginning work.

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## **Procedures**

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### **Steps and Approvals Required to Implement a Flexible Work Arrangement**

An employee's manager is responsible for approving or denying flexible work arrangement requests. The vice presidents and deans of each area may make an internal determination to require their additional approval as well.

Employees who wish to implement a flexible work arrangement should first prepare a sample schedule of their desired hours along with an explanation of the method that will be used to provide required services. The proposed schedule should be submitted to the department manager for review and approval.

Not every job category or individual employee is suited for flexible scheduling. Before any new schedule is implemented, the employee should understand and acknowledge that decisions regarding the employee's participation and continuation in the flexible work arrangement will be made at the discretion of management. Additionally, employees should be made aware that they may not be able to immediately return to their former work schedule before the agreed-to end date in recognition

that the schedules of other employees may have been modified to accommodate the flexible work arrangement.

### **Pay and Benefits**

When a holiday falls on an employee's day off in conjunction with a flexible work option, exempt employees continue to receive their normal pay (their normal biweekly pay amount). Non-exempt employees are not paid for the holiday since they were not scheduled to work. Department management is responsible for ensuring that holiday pay is properly reported on employee time sheets.

When a holiday falls on a day that an employee on a flexible work schedule is scheduled to work, the employee will receive payment for that day as follows: Exempt employees continue to receive their normal pay (their normal biweekly pay amount) and non-exempt employees are paid for the time they were normally scheduled for work on that day. Department management is responsible for ensuring that holiday pay is properly reported on employee time sheets.

Accruals for vacation and sick days are not affected by flexible work arrangements.

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### **Divisional Collaborations**

None

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### **Contact Information**

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### **Appendices**

[Telecommuting Policy](#)

[Voluntary Reduced Work Time \(V-Time\) Policy](#)

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## **History/Revisions**

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