

GCC Flexible Work Arrangement Pilot Program

***(For position titles included under the GEA contract.
Expanded to ESPA titles effective 08/30/2023)***

August 30, 2023

Supersedes previous procedure dated January 25, 2023

New Procedure (will be formally numbered following conclusion of pilot)

Summary

GCC supports flexible work arrangements where it is reasonable to do so based on the College's operational and program needs. These guidelines are the basis for a Flexible Work Arrangement Pilot Program that is beneficial to GCC operations and consistent with the College's core values of Community, Diversity, Integrity, Learning, Opportunity, and Respect.

The purpose of this pilot program is to explore implementation of a flexible work arrangement pilot program at GCC by establishing guidelines designed to clearly articulate employee and College expectations.

Each application under the pilot program will be considered on an individual basis.

Flexible Work Arrangement Options

1. **Partial Remote Work**
2. **Compressed 4-day Work Week**

Program Dates

This GCC Flexible Work Arrangement Pilot Program is a pilot effective February 1, 2023 through August 31, 2023, unless extended by GCC. Where required by exigent operational concerns, GCC reserves the right to suspend or terminate this pilot program prior to the end date.* Should the President or their designee determine that such action is necessary, timely consultation with affected parties and 14 days' notice to program participants will be provided to the greatest extent allowed by the exigent operational concerns. Supervisors will have the ability to designate blackout dates for Flexible Work Arrangements.

**Pilot program has been extended through August 31, 2024.*

Partial Remote Work (Option 1)

Definitions

Partial Remote Work – An alternate work arrangement that allows employees to conduct their work duties away from the official work site on specific days.

Official Work Site – The employee's GCC-provided, on-campus, workstation. This is the employee's usual and customary work address.

Alternate Work Site – A specific location away from the GCC-provided work site where the employee is authorized to conduct business. This location will be approved in advance by the remote worker's

immediate supervisor/manager and/or the campus senior leadership. Any changes in the location of the Alternate Work Site must be approved in advance.

Flexible Work Arrangement Application – An application form, furnished by management, and completed by the employee requesting or being assigned to become an approved for a partial remote work arrangement. Each approved application shall be effective for a specified period, not to extend beyond the effective dates of this pilot program.

Partial Remote Work Plan – A document, part of the Flexible Work Arrangement Application, completed by the employee which identifies the specific work to be performed on remote workdays, consistent with the employee's normal obligation.

Employee Participation

Employees must be employed with the College for a minimum of three (3) months before being eligible for a flexible work arrangement. Employees may be approved for partial remote work under this pilot for a maximum of 2 workdays per week. Partial Remote Work is not an employee entitlement and may not be operationally feasible for many job functions and positions. Determinations as to which positions are eligible for Partial Remote Work are subject to management discretion, based on operational need. Such determinations are not grievable under any collective bargaining agreements.

Applications

1. Applications may be submitted at any time.
2. To request to participate, an interested employee must submit a complete Flexible Work Arrangement Application to their immediate supervisor/manager.
 - a. The employee should identify the preferred number of days and which days per week/pay period they wish to work remotely in the application, not to exceed the workdays as noted above.
3. The immediate supervisor/manager should review the employee's application to make an initial determination whether an employee meets the criteria within ten (10) business days of receipt.
 - a. Any modification by the supervisor/manager to the number of days or identified days requested by the applicant should be discussed with the employee/applicant prior to processing the application through all levels of supervision.
4. The application will then be sent through all levels of supervision of the Division, ending with the Vice President, for review/approval which should be provided within ten (10) business days of receipt.
5. If the request for partial remote work is denied, an explanation of the basis for the denial will be provided to the employee. Reasons for denial include, but are not limited to; operational needs, program needs, not feasible for employee's core job functions, employee has demonstrated ineffectiveness in performing work functions in a partial remote work setting, etc.
6. A Partial Remote Work arrangement shall not commence until it has received final written approval.

Employee Appeal Process

If an employee has their Flexible Work Arrangement Application denied, they may appeal to the Vice President of the Division in writing within five (5) business days following receipt of the denial. The

appeal shall state the reasons for disagreement with management's determination to deny the application. A decision on the appeal shall be rendered by the Vice President of the division within five (5) business days of receipt of the appeal stating the reason for the decision if denied. If the Vice President is the direct supervisor, an alternative Vice President shall review the appeal. Employees who have had an application denied may reapply six (6) months from the date of the decision on the appeal referenced herein.

Modifying, Suspending, or Cancelling a Partial Remote Work Arrangement

Partial Remote Work arrangements may be modified, suspended, or cancelled at any time by the College with 24-hour advance written notice (communicated via GCC email) to the employee where feasible and consistent with operational and program needs. The reason for modification, suspension, or cancellation of the arrangement may be based on operational needs, performance concerns, and/or any other non-discriminatory reason.

An employee may suspend or cancel their participation at any time with notice (communicated via GCC email) to their immediate supervisor/manager.

Employee Guidelines

Partial Remote Work arrangements allow work to be performed in settings other than the traditional on campus worksite. All procedures, policies, work rules, performance expectations, professional obligations and codes of conduct apply as they normally would in a traditional campus setting.

Partial Remote Worker responsibilities include:

1. Remote workers must comply with all applicable NYS laws, SUNY and GCC, rules, regulations, procedures, policies, and guidance required at the official work site in performance of their duties. Failure to abide by all laws, rules, regulations, procedures, and guidance may result in modification, suspension, and/or cancellation of an agreement and/or administrative action, including disciplinary action.
2. Remote workers have attested to remote work readiness via complete and approved application.
3. Remote workers will treat remote workdays like regular workdays and will be expected to maintain their normal work schedule/workday (including overtime when appropriate and authorized in advance) and routine while working remotely. Immediate supervisor/managers should make clear expectations for meeting core service to students, partner offices, and internal and external constituents while remotely working.
4. Remote workers are easily accessible throughout the workday, answer phones, and respond to emails and other inquiries in a prompt and timely manner. Should a remote worker not be available through official channels, management may contact the remote worker via their personal contact information provided in the work plan.
5. Remote workers may be required to forward their official work site phone to the phone that will be used while working remotely.
6. Remote workers meet or exceed all performance goals and expectations as outlined in job description and/or in alignment with special projects and other duties as assigned.

7. Remote workers ensure effective and productive communication with their immediate supervisor/manager, team members, and all other constituents and/or campus partners.
8. In the case of an unexpected/unplanned absence of a colleague scheduled to work in person on a particular day, it may be necessary to request that a scheduled remote worker report in person; in such cases, 24-hour notice may not be feasible.
9. There should be no expectation that an employee will be granted a substitute remote workday if a remote worker is required to report to the official work site on a scheduled remote workday, holiday, or if the college is closed for any reason.
10. When taking sick, personal, or vacation time on a scheduled remote day, employees must account for all hours taken.
11. Remote workers must request time off in advance and submit all leave requests as currently required regardless of whether the requested date off is a day that they are scheduled to work remotely or a day they scheduled to work at the official work site. This includes charging appropriate accrued leave banks. All current laws, regulations, contract provisions and standard rules governing employee work schedules apply.
12. Remote workers will notify immediate supervisor/manager of unanticipated full day or partial absences or lateness in accordance with established procedures and/or contracts and charge appropriate accrued leave banks.
13. Remote workers required to report to their official work site on a day scheduled for remote work will not be paid or reimbursed for their commute to/from the official work site.
14. Remote workers are prohibited from conducting in person College related business meetings at the remote worker's alternate work site. This restriction does not preclude a remote worker from participating in, or being required to participate in, phone or web-based meetings from their alternate work site. Remote workers are expected to utilize their cameras when participating in web-based meetings.
15. If an emergency occurs at the remote worker's alternate work site and the remote worker is unable to work at the alternate work site that day or if the remote worker is unable to, for any reason, continue working during their scheduled hours, the immediate supervisor/manager may direct the remote worker to come to the official work site or grant authority to charge appropriate leave banks.
16. Remote workers must safeguard all passwords used in connection with agency/facility/campus service files or programs and ensure sensitive information is protected in accordance with GCC procedure.
17. Remote workers understand that remote work should not be considered as a substitute for dependent or elder care. Remote work employees are expected to make such arrangements for dependent or elder care just as they would while working in the office.
18. The college's Workers Compensation covers the employee working from a flexible location. It is the employee's responsibility to also ensure that this type of arrangement is permissible under their homeowners or renters insurance policy. Employees must practice safe work habits and do all they can to minimize the risk of work-related injuries. Remote work employees are responsible for notifying the employer of such injuries as soon as practicable. The employee is liable for any injuries sustained by visitors to his or her remote work site.
19. Remote workers understand and acknowledge that partial remote work arrangements do not change the employees' terms and conditions of employment.

20. Remote workers understand and acknowledge that the College is not responsible for equipping their alternate work site and the specific procedures related to loaning, borrowing, transporting and/or supporting supplies and equipment will apply.
21. Any suspected data breach containing sensitive data must immediately be reported to one's supervisor and hd.geneseee.edu for appropriate next steps. The remote worker will be required to complete any necessary documentation regarding a suspected breach.

Supervisor/College Considerations

1. Recognizing that partial remote work arrangements cannot be approached in a one-size fits all manner, immediate supervisors/managers must ensure objective consideration in accordance with GCC procedure when reviewing applications for partial remote work arrangements and in assigning work and assessing performance. See Appendix A to assist with this determination.
2. The employee requesting a partial remote work arrangement can perform their job duties as effectively from an alternate work site as a campus location.
3. The partial remote work arrangement does not necessitate the transfer of work which increases the workload to co-workers on campus.
4. The responsibilities completed at the alternate work site are consistent with the employee's performance program and scope of responsibilities, or job description. Key performance metrics such as quality of work products, quantity of work produced, response time/turnaround time, level of service, etc., are measurable and should be routinely measured and assessed.
5. Partial remote work arrangements are reviewed for effectiveness on an ongoing basis and in conjunction with the ongoing assessment of the employee's performance.
6. Partial Remote Work arrangements will be reviewed and approved or denied by the immediate Supervisor/Manager and/or Director/Dean/Division/Department Head. The Vice President will have final approval.

Equipment and Supplies

Participation and start dates may be subject to the employee's attestation of proper equipment and connectivity and at management discretion. The employer will not provide remote workers with equipment such as desks, chairs, file cabinets, or other office related furniture. The department will, however, request a laptop or other similar device for remote workers to facilitate work at the remote worksite; alternatively, employees may be allowed to bring work-assigned equipment to the remote worksite when authorized in advance. If assigned work equipment or other work items are lost or stolen, the remote worker must immediately notify their immediate supervisor/manager.

The use of an employees' personal devices to access work-related sites, applications, systems, and other information, will be dependent on the use of appropriate security protocols, which will be deployed at the discretion of, and as directed by, the College in accordance with college procedures:

1. [Computer Operations Security Procedures](#)
2. [Off-Campus Use of College Equipment](#)
3. [Information Security Program](#)

Any out-of-pocket expenses incurred for supplies, equipment, food, commuting, electricity and other utilities, any associated incidental costs (such as property or liability insurance), or other incidental expenses (utilities, cleaning services, etc.) will not be reimbursed.

The remote worker must have a reliable internet connection with bandwidth that is acceptable for conducting the remote worker's full professional obligation/job description and College official business without disruption. The remote worker is responsible for securing and paying for an internet connection. The College will not reimburse internet costs.

The remote worker is responsible for having a phone for all work-related calls or having other technical support to ensure phone calls related to work are attended to in a timely fashion. The remote worker is responsible for securing and paying for phone-related expenses. The College will not reimburse phone costs.

When the partial remote work agreement ends or if the employee is voluntarily or involuntarily separated from the College, the employee must return all GCC issued devices and equipment, provided to facilitate work at the alternate worksite, if applicable, and any supplies issued on their next workday unless otherwise specified by the immediate supervisor/manager.

GCC Procedures/Security of Information

Any privileged information possessed by the remote worker cannot be shared with or made available to any other individuals except as appropriate, consistent with their campus work obligation.

Remote workers must ensure that official records and information are secure and not maintained in a way that would make them available to any other individuals except as appropriate, consistent with their campus work obligation. Employees will not be required to produce their personal devices unless legally necessary.

Remote workers are responsible for adhering to all SUNY and GCC procedures and standards concerning use of computer equipment and the security of data/information while utilizing this partial remote work program. Links to such procedures and standards can be found below:

1. [Computer Operations Security](#)
2. [Information Security Program](#)

Unauthorized access to or disclosure of official information or systems must be immediately reported to the remote worker's immediate supervisor/manager. Such unauthorized access or disclosure, including the release of confidential information or the personally identifiable information of GCC staff or students, which happened due to the remote worker's neglect, will be addressed through administrative actions under applicable collective bargaining agreements and College procedures.

Remote workers must protect and safeguard files, documents, equipment, and other materials transported back and forth between the official worksite and the alternate worksite. Remote workers must protect official records and documents from unauthorized disclosure or damage and shall comply with all established procedures regarding such matters. Web-based college systems, databases, portals, and other password-protected services should be utilized whenever possible to eliminate the need to transport college data and/or files on physical devices (i.e., flash drives, external hard drives, etc.)

Remote workers must also take the following specific precautions:

1. Only take confidential information offsite when authorized in advance by their immediate supervisor/manager.
2. Avoid transmitting confidential information from work e-mail to personal e-mail addresses or text messaging services (e.g., icloud.com, aol.com, yahoo.com or gmail.com).
3. Securely store all hard copy documents or office media so that others cannot access it.
4. Do not communicate confidential information where others can listen.
5. Place documents requiring destruction in Confidential/Sensitive destruction bins located at the official worksite.

Remote workers will be required to take appropriate action to protect the items from damage or theft. Loss or theft of equipment must immediately be reported to the remote worker's immediate supervisor/manager.

Every effort should be made to avoid transferring or storing official data or information on any personal devices, including but not limited to computers, tablets, and smart phones. Under no circumstances may the remote worker allow college issued equipment to be used by any other person except as appropriate consistent with their campus work obligation.

Remote workers should log off and secure any device being utilized to conduct official business when not in use, consistent with College computer use procedures.

Compressed Work Week (Option 2)

Definitions

Compressed Work Week – A work week in which an employee works their total regular hours in a regular five-day work week in a shorter period of time (e.g.: 4 days).

Flexible Work Arrangement Application – An application form, furnished by management, and completed by the employee requesting or being assigned to a Compressed Work Week. Each approved application shall be effective for a specified period, not to extend beyond the effective dates of this pilot program.

Employee Participation

Employees must be employed with the College for a minimum of three (3) months before eligible to apply. A Compressed Work Week is not an employee entitlement and may not be operationally feasible for many job functions and positions. Determinations as to which positions are eligible for a compressed work week arrangement are subject to management discretion, based on operational need. Such determinations are not grievable under any collective bargaining agreements. The maximum allowable non-working days that may be approved for a Compressed Work Week under this pilot is 1 workday per week for a total of 2 days per two-week pay period.

Examples:

Employee A is a 37.5 hour per week employee. Employee A requests to work 4 days per week and have 1 day off between Monday and Friday. Employee A meets with their supervisor, and they agree on work

days Monday, Tuesday, Thursday, and Friday, with Wednesday off and hours are Monday 7:30 am – 5:30 pm, Tuesday 7:30 am – 5:30 pm, Wednesday off, Thursday 7:30 am – 5:30pm, Friday 7:30 am – 5:00pm. Each workday will encompass a half hour lunch period.

Employee B is a 40 hour per week employee. Employee B requests to work 4 days per week and have 1 day off between Monday and Friday. Employee B meets with their supervisor, and they agree on work days Monday, Wednesday, Thursday, Friday, with Tuesday off and hours are Monday, Wednesday, Thursday, Friday 7:00 am – 6:00 pm, with Tuesday off. Each workday encompasses a 1-hour lunch period.

Applications

1. Employees may apply at any time.
2. To request to participate, an interested employee must submit a complete Flexible Work Arrangement Application to their immediate supervisor/manager.
 - a. The employee should identify the preferred hours/day per week/pay period they wish to not work in the application, not to exceed the workdays as noted above.
3. The immediate supervisor/manager should review the employee's application to make an initial determination whether an employee meets the criteria within ten (10) business days of receipt.
 - a. Any modification by the supervisor/manager to the identified day requested by the applicant should be discussed with the employee/applicant prior to processing the application through all levels of supervision.
4. The application will then be sent through all levels of supervision of the Division, ending with the Vice President, for review/approval which should be provided within ten (10) business days of receipt.
5. If the request for a Compressed Work Week is denied, an explanation of the basis for the denial will be provided to the employee. Reasons for denial include but are not limited to; operational needs, program needs, not feasible for employee's core job functions, employee has demonstrated ineffectiveness in performing work functions in a Compressed Work Week, etc.
6. A Compressed Work Week arrangement shall not commence until it has received final written approval.

Employee Appeal Process

If an employee has their Flexible Work Arrangement Application denied, they may appeal to the Vice President of the Division in writing within five (5) business days following receipt of the denial. The appeal shall state the reasons for disagreement with management's determination to deny the application. A decision on the appeal shall be rendered by the Vice President of the area within five (5) business days of receipt of the appeal stating the reason for the decision if denied. If the Vice President is the direct supervisor, an alternative Vice President shall review the appeal. Employees who have had an application denied may reapply six (6) months from the date of the decision on the appeal referenced herein.

Modifying, Suspending, or Cancelling a Compressed Work Week Arrangement

Compressed Work Week arrangements may be modified, suspended, or cancelled at any time by the College with 48-hour advance written notice (communicated via GCC email) to the employee where

feasible and consistent with operational and program needs. The reason for modification, suspension, or cancellation of the Compressed Work Week arrangement may be based on operational needs, performance concerns, and/or any other non-discriminatory reason.

An employee may suspend or cancel their participation at any time with notice (communicated via GCC email) to their immediate supervisor/manager.

Employee Guidelines

Compressed Work Week arrangements allow work to be performed during working hours other than the traditional workday. Work must still be completed during the traditional Monday – Friday, five (5) day workweek. For example, working longer days four (4) days per week, the Compressed Work Week participant may take the remaining one (1) day off with no charge to accruals. An additional example, by working one additional hour four (4) days a week, the employee could subtract those four (4) hours from another workday. All procedures, policies, work rules, performance expectations, professional obligations and codes of conduct apply as they normally would.

Specific Compressed Work Week employee responsibilities include:

1. Employees working a Compressed Work Week must accurately account for all hours worked. Requests for compensatory time will be approved through the usual channels.
2. Employees working a Compressed Work Week will notify immediate supervisor/manager of unanticipated full day or partial absences or lateness in accordance with established procedures and/or contracts and charge appropriate accrued leave banks.
3. When taking sick, personal, or vacation time employees must account for all hours taken. For example: Employee works 7:00 am – 6:00 pm on Mondays with a one-hour lunch. Employee calls in sick on Monday. Employee must charge 10 hours to sick accruals or record their normal scheduled hours in a day as sick (e.g. 8 hours) and make up the additional (e.g. 2) hours elsewhere during the week.
4. For weeks where there is an official college holiday, employees will be expected to work their approved alternate schedule and either:
 - a. An employee whose scheduled day off is on the holiday would charge the difference in hours to applicable accrued leave balance or work with their supervisor to determine how to make up the difference in hours during the same week.
 - b. If the scheduled workday off is not on the holiday, work with your supervisor to determine an alternate work schedule for that week.

Approved compressed work schedules during a holiday week should not generate comp time.

5. Employees working a Compressed Work Week will be expected to maintain productivity during the additional hours worked on any given day. Immediate supervisor/managers should make clear expectations for meeting core service to students, partner offices, as well as internal and external constituents while working extended hours.
6. Employees working before and after regular business hours must be accessible throughout their extended hours, answer telephone calls, and respond to emails and other inquiries in a prompt and timely manner.

7. Employees working a Compressed Work Week arrangement must meet or exceed all performance goals and expectations as outlined in job description and/or in alignment with special projects and other duties as assigned.
8. Employees working a Compressed Work Week must ensure effective and productive communication with their immediate supervisor/manager, team members, and all other constituents and/or campus partners.
9. When a directed departure is issued for the official work site, such as when the College is closed due to a weather event or power outage the employee should charge Excused Other for the amount of time that would have been worked that day, unless this is their scheduled compressed day off.
10. Employees working a Compressed Work Week understand and acknowledge that arrangements do not change the employee's terms and conditions of employment.

Supervisor/College Considerations

1. Recognizing that Compressed Work arrangements cannot be approached in a one-size fits all manner, immediate supervisors/managers must ensure objective consideration in accordance with GCC procedure when reviewing applications for Compressed Work arrangements and in assigning work and assessing performance. See Appendix A to assist with this determination.
2. The employee requesting a Compressed Work arrangement can perform their job duties as effectively during extended work hours as part of a Compressed Work Week.
3. The Compressed Work Week arrangement does not necessitate the transfer of work which increases the workload to co-workers.
4. The responsibilities completed during a Compressed Work Week are consistent with the employee's performance program and scope of responsibilities, or job description. Key performance metrics such as quality of work products, quantity of work produced, response time/turnaround time, level of service, etc., are measurable and should be routinely measured and assessed.
5. Compressed Work Week arrangements are reviewed for effectiveness on an ongoing basis and in conjunction with the ongoing assessment of the employee's performance.
6. Compressed Work Week arrangements will be reviewed and approved or denied by the immediate Supervisor/Manager and/or Director/Dean/Division/Department Head. The Vice President will have final approval.

Attachments:

Appendix A: Supervisor Guidance for Flexible Work

Appendix B: Flexible Work Arrangement Application and Work Plan

GCC Flexible Work Arrangement Pilot Program

(For position titles included under the GEA contract)

Appendix A: Supervisor Guidance

Appendix A is an evaluation guide to assist Supervisors with determining approvals/denials for Flexible Work Arrangement applications.

Employees should be employed with Genesee Community College (GCC) for 3 months before applying for a Flexible Work Arrangement. Employees who are on probation due to disciplinary action are not eligible to apply. Supervisors should use discretion regarding flexible work arrangements for those employees on a performance improvement plan.

Flexible Work Arrangement Guidance

- 1. Partial Remote Work**
- 2. Compressed 4-day Work Week**

Partial Remote Work Considerations for Supervisors

1. The Partial Remote Work arrangement should not necessitate the transfer of work which increases the workload to co-workers on campus.
2. Supervisors should consider cyclical tasks and identify appropriate times for partial remote work, and in some cases blackout dates for remote work.
3. Supervisor/manager should conduct 1:1 meetings regularly with remote work employees and establish other opportunities for team communication and collaboration.
4. Certain positions or responsibilities do not lend themselves to partial remote work. Supervisors should consider the tasks and functions associated with a position before considering whether staff are good candidates for a partial remote work arrangement. Generally, positions that lend themselves to remote work are those that allow for independent work to be performed autonomously.
5. Supervisors may consider seniority when approving and scheduling requests for remote days.
6. Tasks that may lend themselves to remote work could include:
 - a. Individual, noncollaborative work.
 - b. Administrative tasks such as writing, creating reports, budget reconciliation, reading, data entry, data processing, web design and development, preparing training curriculum and aids, responding to emails and phone calls.
 - c. Meetings that may be conducted via Zoom or Teams.
 - d. Needed resources are available in electronic format and minimal use of hard copy documents is necessary.
7. Factors to consider when assessing a staff member's suitability for flexible work arrangements include but are not limited to: *The collective weight of "yes" answers should outweigh "no" answers to consider flexible work arrangements.*
 - a. Does the employee have effective written and verbal communication skills?

- b. Can the employee work independently and without constant supervision?
 - c. Is the employee well organized and highly productive?
 - d. Does the employee have strong problem-solving capabilities?
 - e. Can the employee work within timelines, meet deadlines and produce quality work?
 - f. Does the employee work well in an environment with little structure and can manage duties between days on campus and remote work locations or times when supervision may not be present?
 - g. Is the employee knowledgeable of job expectations and requirements?
8. Factors to consider when assessing departmental impact of partially remote positions include but are not limited to:
- a. Will the department/office workflow be either neutrally or positively impacted by the position being partially remote?
 - b. Would the remote work arrangement contribute to the overall effectiveness of the department and/or the workflow?
 - c. Can the position be managed on an outcome-based assessment by setting clear expectations, goals, and frequent measurements?
 - d. Could the work/life balance of the staff be improved through a remote work arrangement?
 - e. Does this position interact with students, employees and the community in person on any GCC campus?
 - f. Does this position require a physical presence for walk-in traffic? Is this position a first point of contact for walk-in traffic?
 - g. Do you have blackout periods when remote work could not be accommodated for the position under review?
 - h. Can your staffing model accommodate remote work and still provide appropriate coverage?

Compressed Work Week Considerations for Supervisors

1. The Compressed Work Week arrangement should not necessitate the transfer of work which increases the workload to co-workers.
2. Supervisors should consider cyclical tasks and identify appropriate times for compressed work weeks, and in some cases black-out dates for compressed work.
3. Supervisor/manager should conduct 1:1 meetings regularly with employees working a compressed work schedule and establish other opportunities for team communication and collaboration.
4. Certain positions or responsibilities do not lend themselves to a compressed work week. Supervisors should consider the tasks and functions associated with a position before considering whether staff are good candidates for a compressed work week arrangement.
5. Supervisors may consider seniority when approving and scheduling requests for compressed work week.
6. Factors to consider when assessing a staff member's suitability for a compressed work week include but are not limited to: *The collective weight of "yes" answers should outweigh "no" answers to consider flexible work arrangements.*
 - a. Can the employee work independently and without constant supervision?
 - b. Is the employee well organized and highly productive?
 - c. Does the employee have strong problem-solving capabilities?
 - d. Can the employee work within timelines, meet deadlines and produce quality work?

- e. Does the employee work well in an environment with little structure and can manage duties between normal business hours and extended work hours when supervision may not be present?
 - f. Is the employee knowledgeable of job expectations and requirements?
- 7. Factors to consider when assessing departmental impact of partially remote positions include but are not limited to:
 - a. Will the department/office workflow be either neutrally or positively impacted by the compressed work week schedule?
 - b. Would the compressed work week arrangement contribute to the overall effectiveness of the department and/or the workflow?
 - c. Can the position be managed on an outcome-based assessment by setting clear expectations, goals, and frequent measurements?
 - d. Could the work/life balance of the staff be improved through a compressed work week arrangement?
 - e. Does this position interact with students, employees and the community in person on any GCC campus? Will there be an impact from an adjusted schedule due to a compressed work week?
 - f. Does this position require a physical presence for walk-in traffic? Is this position a first point of contact for walk-in traffic?
 - g. Do you have blackout periods when compressed work could not be accommodated for the position under review?
 - h. Can your staffing model accommodate a compressed work week and still provide appropriate coverage?

Tips for Successful Flexible Work Arrangements

1. Mentor and develop staff capabilities to work autonomously.
2. Explore new and creative ways to be productive.
3. How often do you monitor the staff member's work performance – daily, weekly, or at other intervals?
4. Do you have a reliable way of measuring the amount of time the staff member spends working?
5. Utilize technology to maximize productivity and communication, for example virtual staff meetings to ensure continued collaboration with those working remotely.
6. Remember to find ways to engage all employees regardless of flexible work arrangements.

Times when it may be difficult to offer flexible work arrangements

1. Any task that requires extensive face-to face communication internal or external.
2. Close supervision of staff.
3. Any task that requires the use of onsite equipment or material.
4. Needed paper or confidential files in high volume and high frequency (need to minimize, if not avoid, confidential files being taken off campus).
5. Managers should also determine if there are any security issues that require duties/responsibilities to be conducted on campus.