

UJA-Federation of New York Flexible Work Arrangement Policy

UJA-Federation of New York is committed to providing policies and provisions designed to help employees balance their work and personal responsibilities. In keeping with our goal of being a workplace of choice, this policy will assist in meeting both business needs and the growing needs of employees to improve their overall quality of life. Flexible work arrangements are alternate arrangements or schedules from the traditional working day and week. Alternative work scheduling is an opportunity to maintain employee productivity through various forms of creative work scheduling.

All employees will be considered for alternative work scheduling on a case-by-case basis, where alternate work schedules have been shown to meet the operating needs of the department and donor and employee needs. Eligibility may vary for different types of flexible work arrangements, as some alternatives may not be appropriate for particular jobs or for certain employees.

The following are definitions of flexible work options:

Flexible Working Hours

Flextime is an arrangement that may include a consistent daily schedule with individualized starting and ending times that are the same throughout the week or a varying daily schedule that starts or ends at different times each day. This is a system wherein employees choose their starting and departure times from a range of available hours. These periods are usually at either the start or end of a core time during which most organizational business takes place. Our workweek comprises 35 hours, from 9:00 a.m. to 5:00 p.m. Flextime does not alter the total number of hours worked in a week.

For example:

- 8:30 a.m. – 4:30 p.m.
- 9:30 a.m. – 5:30 p.m.

Job Sharing

Under these arrangements, two people voluntarily share the duties and responsibilities of one full-time position, with both salary and benefits of the position prorated between the two individuals.

For example:

- Half or split days, where one employee works in the morning and the other employee works in the afternoon.
- Half or split weeks, where one employee works the first 2.5 days (Monday to Wednesday morning) and the other employee works the remaining 2.5 days (Wednesday afternoon to Friday).

Telecommuting

Telecommuting is a work arrangement in which an employee carries out some of their assigned duties at home or at another location, such as at a regional office.

1. Job characteristics of a position suited for telecommuting typically require minimum supervision and minimum face-to-face contact.

2. Communication throughout the day may be made by phone or e-mail.
3. The employee must remain accessible during work hours and understands that management retains the right to modify the arrangement on a temporary basis as a result of business necessity.
4. Telecommuters who work from home are responsible for having a designated work area.
5. Employees must be on-site as necessary to attend meetings, training sessions, or similar event or occurrences.
6. Telecommuting is not a substitute for child care or other dependent care arrangements. Anyone working from home with a child must have a daycare provider.
7. The supervisor should communicate in advance assignments or tasks that are appropriate for telecommuting and assessment techniques that will be used to measure success in meeting performance standards.
8. An employee telecommuting from home is responsible for the cost of any equipment needed to accomplish assigned tasks.

A key component of a telecommuting arrangement is to monitor and evaluate the proposal. A telecommuting employee is responsible for maintaining availability, levels of productivity and quality of work at the expected standard while telecommuting. Inadequate availability, reduced work production and/or quality may be cause for modifications or termination of an employee's participation in telecommuting.

The following steps should be followed to measure output:

1. To help managers monitor performance and productivity, the employee is required to complete a telecommuting worksheet.
2. A manager should plan to measure telecommuting performance based on the employees' deliverables as elaborated in the telecommuting worksheet. The worksheet should include a description of the tasks completed and the time allocated for each deliverable.
3. The manager meets regularly with their telecommuters to review performance, goals, expectations, including issues related to the telecommuting arrangement.
4. The telecommuter and manager should review their telecommuting agreement bi-annually (the Flexible Work Arrangement proposal).

Flexible Reduced Schedules

Options involve fewer hours than full-time ordinary hours and have a reasonably predictable schedule. These arrangements affect salary and benefits, which are prorated.

Part Time

A part-time working arrangement means working fewer than 35 hours per week.

Gradual Return to Work

This policy provides a returning parent the opportunity to return from a maternity, paternity, or disability leave gradually, by working part time and easing back in. The expectation is that the employee returns to their regular work arrangement within six weeks of returning from a leave.

Partial Retirement

This program allows those employees nearing retirement to continue working on a part-time basis, with no established end date.

Eligibility

The primary criterion for determining approval at UJA-Federation is whether a flexible work arrangement meets the business needs of an employee's workplace. Eligibility for participation in a flexible work arrangement will depend on an assessment by the department head that the employee's proposed work schedule will enable the employee to fully meet job responsibilities and performance expectations.

Each supervisor or manager is responsible for determining the best use of a flexible work arrangement and must consider the impact on work effectiveness, efficiency, and productivity. The supervisor is responsible for ensuring the department is appropriately staffed and trained in order to satisfy all business needs during normal hours.

Criteria and conditions to consider:

1. Needs of the department
2. Needs of the employee
3. Whether nature of the work lends itself to a flexible work arrangement
4. Whether the employee's work style and work history support the requirements of the flexible arrangement
5. Whether job performance is meeting expectations
6. Effect on the rest of the department

Guidelines:

1. Flexible work arrangements are entirely voluntary.
2. Approved flexible work arrangements are subject to a trial period of three to six months. During the trial period, the effectiveness of the arrangement will be assessed. If the arrangement is determined to be ineffective, either the employee or the department head may discontinue the arrangement.
3. If the arrangement is causing a burden to the department or if an employee experiences performance problems deemed related to the new schedule, the organization reserves the right to suspend, revoke, or modify the use of the flexible work arrangement at any time and to return an employee to his or her standard schedule. If an existing arrangement is rescinded, the employee will normally be given two weeks' notice of the change.
4. A flexible work arrangement agreement must be completed, approved, and signed by all parties aforementioned.
5. Alternative work arrangements should be well communicated to all employees in the department.

Procedure

If an employee wishes consideration for a flexible work arrangement, he or she should submit the flexible work arrangement request in writing to their supervisor and the human resources department.

The proposal must include the following elements:

- The exact type and schedule for the flexible work arrangement
- A business case for the flexible work arrangement
- Special arrangements for communication and accountability to assist successful implementation of the flexibility arrangement

- Allocation of tasks
- Benefits to the organization
- The impact on coworkers and your manager

The request may be granted, modified, or denied. Such arrangement must be set forth in writing and approved by the employee, supervisor, and human resources department.

This program is not an employee benefit or entitlement and does not change the terms and conditions of an employee's employment. We expect and require no reduction in quality of work or productivity due to the implementation of flexible work arrangements.