

Supervisor Overview for Transitioning Staff to Flexible Work Arrangements

This document provides a framework and flexibility options for supervisors in transitioning staff to flexible work arrangements. Flexible work arrangements should be considered long-term decisions but are expected to be assessed throughout the year and adjusted as needed to meet business need.

Through various opportunities for faculty, staff and students to provide input on CMU's future of work, Guiding Principles were established and provide a framework on how we will work:

- **Advance the mission of the university.**

Every faculty and staff member contributes to the university's mission to deliver excellent education and research; we are predominantly a residential university and any flexibility will be considered in the context of the mission and not based solely on specific group or individual preferences.

- **Support the effectiveness of teams and individuals.**

Flexibility in the workplace will be balanced with organizational objectives and job function. Decisions on flexibility will consider both team contribution/collaboration requirements and an individual's effectiveness. It is critical that services, resources, technology, and physical space align with flexible work models.

- **Recognize and appreciate the benefits of being physically together.**

It will take all of us — working together — to sustain the positive CMU culture and community, including by engaging through in-person experiences that promote collaboration and opportunities for building relationships, including informal and unscheduled conversations and interactions.

- **Value the opportunity for flexibility.**

Supervisors and employees will work together to decide appropriate work models to grant flexibility in a way that support the well-being of staff and continues to support the overall mission of the university.

I. Flexible Work Arrangements Definitions and Options

The following flexible work arrangement types are available for supervisors to use for staff within their units:

- **Flexible Schedule** — An arrangement that allows the employee to adjust their start and end times, within certain limits, but does not alter the total number of required hours worked in a workweek.
- **Compressed Schedule** — A schedule in which the number of hours expected to be worked each week are accomplished in less than the standard number of workdays. The most common form of compressed schedule accommodates the standard number of hours in a four-day workweek.
- **In-State Hybrid / Telecommuting** — An arrangement that allows a staff member to work on-site part

of the week and from a remote location (generally their home) the rest of the week, provided their hybrid/telecommuting work site/home is located in the same state as their primary work location.

- **In-State Remote Work** — An arrangement in which the staff member works remotely (generally from their home) rather than from campus and comes to campus only when business needs require in person presence. Pending further guidance from leadership, remote work should only be authorized when the remote site is within the same state as the staff member's primary work location. Additional [approval steps](#) are required for this form of work.

Note: If you have questions about out-of-state hybrid / telecommuting and/or out-of-state remote work, please consult your [HR business partner](#). Additional [approval steps](#) are required for this form of work.

II. Guidelines for Staff Flexible Work Arrangements

Supervisors should establish work arrangements based on the following guidelines:

- Staff work arrangements should be either:
 - fully in-person, or
 - hybrid with staff in-person at least three days per week.
- It is anticipated that there may be some positions or groups of positions which are appropriate to be done (1) in less than three in-person days per week or (2) fully remotely. Those requests will need to be [approved initially](#) by the VP/Dean and the Flexible Work Arrangements Committee.

III. Deciding on the Appropriate Flexible Work Arrangements

1. Determine work arrangements and work schedules for positions within your unit.

a. Determine work arrangements by assessing your positions:

For each position, consider each job duty within the job or position and the workplace requirement of each. Some duties may require the staff member to be physically present on site to do a task, collaborate with other staff or provide direct services to students or customers, or use technology or equipment that is located on-site and other duties may allow for more flexibility with the work location to do a task. Consider the job duties collectively in determining the new work arrangement for the position. Some duties may require an on-campus/work location schedules while other duties allow for a remote work arrangement. Keep in mind that some duties may also allow for a flexible or compressed schedule.

Supervisors may wish to review position descriptions and roles and responsibilities to assess the staff member's ability to work remotely. Your [HR business partner](#) is available to assist.

Table 1: Illustrative Examples of Job Characteristics and Positions for On-Campus vs. Remote Work

Job Characteristics That Typically Require Physical On-Campus Presence <i>Potential for Flexible and/or Compressed Schedules; in some cases, Hybrid/Telecommuting may work</i>	Job Characteristics That Typically Allow Flexibility of Work Location <i>Potential for Hybrid/Telecommuting and/or Remote Work</i>
<ul style="list-style-type: none"> - Positions deemed essential for on-campus/work location work - Positions with duties that require: <ul style="list-style-type: none"> o Necessary or desirable in person, face-to-face, interactions and/or transactions with clients and/or colleagues o Providing healthcare, mental healthcare or childcare services to the campus community o Providing environmental health, safety and security services to the campus community o Employee to have immediate access to documents or other information located only at the physical workplace o Physical or manual activities that can only be performed on campus o Operation of fixed equipment/systems/software (e.g., laboratory equipment, 3-D printers, machinery, transportation, etc.) o Positions which do not have the characteristics of those which qualify for remote work 	<ul style="list-style-type: none"> - Positions not deemed as essential for on-campus/work location work - Positions with duties that require: <ul style="list-style-type: none"> o Communicating with clients and/or colleagues via telecommuting software programs (e.g., Zoom, Webex, etc.) o Day-to-day responsibilities and duties that can be performed independently of others with minimal need for support and/or face-to-face interaction o Day-to-day responsibilities where the remote work arrangement will not affect service quality or university operations or increase the workload for other employees who may or may not be on campus o Day-to-day responsibilities where performance can be measured by quantitative or qualitative results-oriented standards o Processing, analysis or development of materials that can be performed at a remote location and do not require employee to be on campus

Examples of Jobs That Typically Require Physical On-Campus Presence	Examples of jobs with the Potential for Hybrid/Telecommuting and/or Remote Work
<ul style="list-style-type: none"> - Police and security officers - Maintenance and grounds - Facilities skilled trades - University Health Services and CaPS - IT (e.g., desk side support, analysts, sys admins) - Housing and residential education - Childcare workers - Environmental Health & Safety - Postal services - Laboratory positions - Shuttle drivers - Researchers using specialized on-campus equipment 	<ul style="list-style-type: none"> - Financial analyst - Communications specialist - Project manager - Academic program coordinator - IT (e.g., software coders, call center personnel) - Applications developer - Gift officer - Recruiter - Accountant - Contract analyst

b. Determine and Communicate Work Schedules:

Supervisors are responsible for developing staff work schedules, and as such, decisions regarding flexible work arrangements rest with the supervisor and are final decisions. Some work arrangement types will require additional approvals by the dean/VP and the Flexible Work Arrangements Committee.

While the supervisor makes the work arrangement decision based on business needs, it is expected that the supervisor will work with the employee to address concerns and/or challenges. Supervisors do not have to offer flexible work arrangements but are encouraged to consider flexibility options. To assist staff with understanding expectations, supervisors are encouraged to document work arrangements, communicate expectations to their teams, assess work arrangements on a regular basis and adjust as necessary. The annual staff performance review is an excellent time to have these discussions.

It is important for supervisors to realize that they may need to manage differently, and teams may need to work differently in hybrid work environments, including adjustments to meeting structure and assessment of work. Supervisors should work closely with their staff on these and other

management concerns.

Transitioning to flexible work arrangements will take time and patience. A phased approach for return to on-site work is optimal until steady-state operations is achieved. A phased approach will provide supervisors and staff time to adjust to new schedules and procedures. As a supervisor, you can stagger schedules to allow staff to resume on-site work on a rotating basis. Supervisors who need assistance with return to on-campus/work location plans, schedules, or flexible work decisions should contact their [HR business partner](#).

If an employee needs accommodations and/or accessibility due to a disability, please refer them to the [Disability Services webpage](#), and reach out to the [Office of Equal Opportunity Services](#).

2. Decide how you will manage equipment, technology, and workplace space/furniture for flexible work arrangements.

- a. Technology guidelines are available on the [Tech Quick Start for Faculty and Staff page](#).

IV. Additional Tools and Resources for Supervisors

Resources are available for [supervisors managing hybrid teams](#), and [HR business partners](#) are available to assist supervisors with any part of the process.