EASTERN
MICHIGAN UNIVERSITY

Flexible Work Arrangement Scenarios for Leaders

Please note that these scenarios are meant to be illustrative, and elements may be interchanged provided that the overall needs of students and campus stakeholders are prioritized and customer service expectations are met or exceeded. As such, this document is to be utilized as a job aid. In considering these scenarios, and flexible work plans for their groups, leaders should keep in mind that as University and employee needs change and evolve, flexible work arrangements might also need to evolve. Therefore, leaders are encouraged to pilot and assess flexible work models to ensure that support and service levels are sustained while meeting the reasonable needs of their teams. There are no "one size fits all" approaches, and ongoing review and associated adjustments are both expected and necessary.

All decisions regarding flexible work plans must be consistent with the University's Flexible Work Arrangements for Staff Operational Framework, and receive all necessary approvals prior to implementation.

1. My unit is required to be on campus to provide direct, face to face support to students. However, I would like to offer flexibility to my team since not <u>all</u> team members are required to be on campus each day. It is also important to me for there to be opportunities to collaborate and/or meet as a team on campus from time to time. What scenarios might I consider?

Scenario	Description/Considerations
Core Days	Define certain days as days when all employees must be in the office, for example Tues.-Thurs. Rotate staff on Mon./Fri. such that all team members have an opportunity to work from home based on the rotation. Must ensure equitable access to equipment for remote working and access to workspace/technology while on campus. Schedule should be clear and consistent to avoid employee confusion.
Staggered Schedules with Core Hours	Maintain full complement of on campus staffing between 1030AM and 230PM (assuming these are peak hours of need.) During "shoulder" hours, have remote work option for segments of employees while maintaining necessary on campus staffing. Note that travel time to/from home is considered commuting time and does not count towards "hours worked" for non-exempt staff. Same equipment considerations as under Core Days. Schedule should be clear and consistent to avoid employee confusion.

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Compressed Work Schedule	Employees work 4/10 hour shifts allowing them three full "off" days which may contribute to work/life balance. Schedule must ensure proper unit coverage for customer responsiveness, and the schedule should be clear and consistent.

2. My unit is one where, objectively, there is no regular need for **in person/on campus** interaction with stakeholders (students, other internal/external customers, colleagues, etc.). However, I want to have the flexibility to meet together in person for team meetings and special projects. What scenarios might make sense for my team?

Scenario	Description/Considerations
Remote with Designated On Campus Days	Employees work their regular work schedules primarily from home. The leader is responsible for ensuring equitable access to equipment for remote working. There is a set day/partial day (one per week, month, etc.) for team meetings or group projects. Employees understand that, as University needs require, they may also be expected to be present on campus as needed. Leader ensures appropriate work space e.g. hoteling space or work stations are available during times that staff are required to report to campus. Leader should assess customer service levels, trends, and feedback, making changes as needed, with input from employees when appropriate.
Remote, Hybrid or Standard Optional	Leaders may offer their teams the option of the type of arrangement that works best for them on a more individualized basis, provided that decisions are made equitably and without favoritism. The leader may implement a regularly defined on campus day for the team to be able to meet or work on projects. The leader must ensure appropriate work space e.g. hoteling space or work stations, are available for staff working on campus. Leader must assess customer service levels, trends, and feedback making changes as needed, with input from employees when appropriate.

3. My unit is diverse in terms of roles and responsibilities. There are some roles where an on campus presence is required on a regular basis. There are other roles where an on campus presence is required more sporadically if at all. What scenarios might I consider for my team?

Scenario	Description/Considerations
Remote and Standard Options with Designated On Campus Days	Employees whose work can be effectively done from home may be designated as remote workers, with one or more days per month designated as on campus days for team meetings and to support on campus tasks.

There may be a set day/partial day (one per week, month, etc.) for team meetings or group projects where face to face work is needed. All employees, including the remote workers, understand that, as University |

	needs require, they may also be expected to be present on campus as needed. Leader ensures appropriate work space e.g. hoteling space or work stations are available during times that staff are required to report to campus. Leader should assess customer service levels, trends, and feedback, making changes as needed, with input from employees when appropriate.
Hybrid or Standard Optional	Employees work their regular work schedules primarily on campus. When possible, the leader provides flexibility for a remote day at home, and they do this using an equitable, rotational process. The leader is responsible for clearly describing to people why their roles are either remote, or on campus, primarily, given the demands of their roles. The leader may implement a regularly defined on campus day for the team to be able to meet or work on projects. The leader must ensure appropriate work space e.g. hoteling space or work stations, are available for staff working on campus. Leader must assess customer service levels, trends, and feedback making changes as needed, with input from employees when appropriate.