

## Flexible Work Time Policy

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### Policy

This policy enables eligible exempt and non-exempt staff employees who have obtained supervisors'/managers' approval to alter the start and end times of their workdays through a Flexible Work Time Arrangement (FWTA).

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### Context and Definition

University of the Pacific is committed to delivering a personal education that serves the individual student. The University is dedicated to exceptional and dependable service to students, families, and other constituents, both internal and external. High quality, personalized, face to face service must be our top priority, no matter how, when, or where it is delivered.

Creating a flexible workplace whose first priority is excellent service to Pacific's constituents will meet the needs of both the University and its employees. FWTAs can enhance coverage and service for students and others and increase staff productivity. They can also contribute to reduced turnover, lower absenteeism, and greater staff job satisfaction and engagement. FWTAs will help Pacific meet the needs of staff and enhance our reputation as an employer of choice, able to attract and retain high-talent staff with a broad range of skills and interests.

Flexible Work Time policy was developed to provide departments with the necessary guidelines to implement FWTAs that promote the mutual benefits of the department and staff member. It may allow a staff member to alter the start and end time of his/her workday. It does not reduce the total number of hours in a given week but do give staff flexibility as to when that work is accomplished. University administrative units are expected to provide service from 8:30 a.m. to 5:00 p.m., Monday-Friday. Individual staff schedules can differ from these hours, as long as the unit is able to provide service between 8:30 a.m. and 5:00 p.m.

FWTAs are possibilities, not entitlements. They are constrained by factors such as the nature of the work to be performed, federal and state laws, union contracts and other operational issues. FWTAs may not be appropriate for all University departments, staff functions, or staff roles. Within a given department, different FWTAs may be made available to different staff functions, roles and personnel, depending on the needs of the department, and the needs of others served by the department (including students and other units of the University).

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### Eligibility

All exempt and non-exempt full-time and part-time staff members in good standing are eligible for FWTAs. Supervisors/managers should use the following guidelines when determining whether an FWTA is appropriate for a staff position:

- An FWTA should not increase the work of other staff or otherwise negatively impact productivity and quality, service coverage, or department functions.
- When multiple staff members request FWTAs, departments shall explore equitable solutions that are consistent with these guidelines. Such measures may include staggering or rotating schedules and/or establishing core hours when all staff must be present.
- New staff members are eligible for an FWTA after they have successfully completed their new hire introductory period (see Section 3.9 in the Staff Handbook).

**Note:** As noted previously, this policy does not apply to staff members covered by a collective bargaining agreement, unless that agreement specifically indicates that this policy is applicable to its covered employees

**Flexible Work Time Policy, Continued**

**Approval**

Staff members should initiate FWTA requests by completing a Flexible Work Time Arrangement form available through the HR website and then discuss the request with their supervisor/manager. After consideration, supervisors/managers will use the same form to register their recommendation of the request. The division heads (i.e., President, Provost, or Vice President) or their designee will approve or deny the request in writing.

**Flexible Work Examples**

The following examples do not represent an exhaustive list but are provided to illustrate ways in which an FWTA can be organized:

<p><b>Predictable</b></p>	<ul style="list-style-type: none"> <li>• Individual start and end times that remain consistent each workday (e.g., 7:30 a.m. to 4:00 p.m., with a 30-minute lunch, Monday through Friday).</li> <li>• Individual start and end times that vary on established days (e.g., 7:30 a.m. to 4:30 p.m. Monday, Wednesday, Friday, and 9:00 a.m. to 6:00 p.m. Tuesday and Thursdays, with a 1 hour lunch daily).</li> <li>• Work hours that are based on a 7.5 or 8-hour day, whichever is applicable, but the start and stop times are flexible. (Supervisors/Managers may establish unit core hours within the University’s hours of operation when all staff must be present.)</li> </ul>
<p><b>Changeable</b></p>	<ul style="list-style-type: none"> <li>• Individual start and end times that may vary on a day-to-day basis. Lunch window must begin within five hours of starting work and should be a pre-arranged length each day (e.g., 30 minutes).</li> </ul>
<p><b>Flexible Schedule with Lunch</b></p>	<ul style="list-style-type: none"> <li>• Compressed lunch periods offset by reduced time at the start and/or end of the day (e.g., 8:30 a.m. to 5:00 p.m., with a 30-minute lunch).</li> <li>• Extended lunch periods offset by additional time at the start and/or end of the day (e.g., 7:00 a.m. to 5:00 p.m. with a 2-hour lunch).</li> </ul> <p><b>Note:</b> such a schedule must be requested by the employee.</p>

**Practical Considerations and Limitations**

Supervisors/Managers and staff members should consider the following:

- Supervisors/Managers are encouraged to hold initial conversations with staff about the availability of FWTA within their units, and how a team-based approach could help facilitate flexibility.
- Typically, only staff members whose performance is entirely rated “meets all job requirements,” “meets all and exceed some,” or “exceptional” will be considered for an FWTA. Together, the staff member and Supervisor/Manager should engage in an active dialogue to discuss timely completion of work, expectations for delivering results, and how to meet position requirements.
- Supervisors/managers will consider the functions of the position, departmental staffing needs and the service needs of the University when making a decision to approve an FWTA for a staff member. FWTA are not an entitlement. There are some positions for which an FWTA may not be feasible.

**Flexible Work Time Policy, Continued**

**Practical Considerations and Limitations**  
(continued)

- If an FWTA is agreed upon, the supervisor/manager and staff member should set clear parameters for performance expectations and set regular check-in dates to review the effectiveness of the arrangement. These discussions should also include feedback from the team on how the arrangement is working. Approved FWTAs should be reviewed within the first 90 days and at least quarterly during the first year to ensure the arrangement meets the needs of all parties. After the first year, the Supervisor/Manager should review the FWTA on an annual basis, or as necessary.
- At any time, FWTAs may be adjusted, suspended or terminated, by the supervisor/manager based on changed circumstances, staff member performance, and/or University needs. Staff members may also request that an existing FWTA be adjusted, suspended or terminated, and in these cases should discuss the proposed change with their supervisor/manager. Changes may impact the schedules of others or service of the department and for this reason may be denied.
- Supervisors/managers will consider FWTA requests based on the eligibility guidelines above. Before approving, denying or modifying a request, or changing or terminating an ongoing FWTA, the staff member and supervisor/manager should engage in active dialogue regarding the proposal.
- There is no formal appeal process for denied FWTA requests, but the University’s existing complaint and grievance policy and procedures can be utilized.
- Non-exempt staff members should continue to submit timesheets semi-monthly which record the actual hours worked (see section 4.6 in the Staff Handbook).
- All staff members should continue to accurately record their sick and vacation time; 15-minute increments for non-exempt staff and partial or full day increments for exempt staff (see section 3.6 in the Staff Handbook).

**Enrollment Procedures**

Below are the enrollment procedures for Flexible Work Time Arrangements.

Step	Action
1	All supervisors/managers with at least one direct report initiates a conversation with their direct reports on the availability of flexible work time arrangements.
2	Interested staff members submit flex time requests to their immediate supervisors/managers for consideration.
3	Supervisors/managers review flexible work time requests—considering the needs of the team, constituents, and staff members—with their team.
4	Supervisors/managers review their recommendations with division heads (i.e., President, Provost, or Vice President) or their designee.
5	The division heads or their designee give final approval or denial of the flexible work time request and return completed form (s) to the supervisor/manager.
6	Supervisors/managers inform each staff member of the final decision and route completed forms and/or arrangements to their campus human resources department for record-keeping.

## Flexible Work Time Policy, Continued

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**Informal  
Flexible Work  
Time**

The University recognizes that all staff members may occasionally require some latitude in adjusting their schedules on a particular day. This is called “informal flexibility” and those occasions are outside the scope of this Policy. The University encourages staff members to extend this same courtesy to their Supervisors/Manager/department by making themselves available (when possible) for unexpected, special department needs that fall outside their established FWTA. The Human Resources department is available to help work through the particulars of an FWTA.

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**Disclosures**

Staff members remain eligible for all other University plans and programs, subject to the terms of such programs. Nothing within this policy changes the “at-will” relationship between a staff member and the University.

An FWTA is NOT a substitute for Make-Up Time. Refer to the Controller/Payroll website for appropriate forms and procedure regarding a request for makeup time. [http://www.pacific.edu/Documents/business/controllers/Forms/pay\\_MakeupTimeRequest\\_20110308.pdf](http://www.pacific.edu/Documents/business/controllers/Forms/pay_MakeupTimeRequest_20110308.pdf)

This policy is subject to change at any time based upon University need.

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**Contact**

The campus Human Resources department is available to help work through the particulars of an FWTA with staff or management.