



Alternative Working at FCPS

A Manager's Toolkit for

Flextime Hours

Compressed Work Schedules

Teleworking Arrangements

1. ALTERNATIVE WORK ARRANGEMENTS:

In an effort to create conditions that provide for maximum productivity and encourage employee retention, all assistant superintendents are encouraged to consider the implementation of alternative work arrangements when they meet specific business objectives. Standard administrative office hours for Fairfax County Public Schools (FCPS) remain 8:00 a.m. to 4:30 p.m.

2. DEFINITIONS:

- A. **Flextime** – a work schedule that splits the workday into two kinds of time, core time and flexible time. Employees currently assigned to the administrative office hours schedule must work during the core time (9:00 a.m. - 3:00 p.m.); arrival and departure times are flexible to meet business and individual needs.
- B. **Compressed Work Schedule** – a work schedule in which an employee works an altered number of hours in each day to total the same weekly or bi-weekly total, creating a work schedule that is not the traditional five 8-hour days per week.
- C. **Teleworking** – work arrangements that allow for remote working one or more days a week, or bi-weekly, and do not alter the employee's duties and work performed. Less frequent or variable teleworking (i.e. during a period of recuperation from illness) is acceptable when the arrangements meet both business and individual needs.

3. PROCEDURES AND RESPONSIBILITIES:

- A. Assistant superintendents must assess department functions closely to determine which employees or groups of employees would be eligible for alternative working arrangements. It is recognized that certain operations within FCPS do not lend themselves to alternative working. Because teleworking is often viewed by employees as a benefit, it is important that consistent criteria are applied to the granting or denial of teleworking arrangements. Consistency, particularly as to employees holding the same or similar positions, will avoid discrimination claims and grievances. Assistant superintendents may exclude organizational units or positions from such arrangements to meet operational demands. Consideration and approval of employee requests for alternative working arrangements are based on the suitability of the work, the employee, and the work unit.
 - 1. Employees suited for alternative working are solid performers who know the job and the department's standards and expectations. They can work independently, do not require close supervision, and have good communication skills. They are reliable, disciplined, and self-motivated.
 - 2. Work suited to telework involves some form of information processing such as reading, writing, calculating, analyzing, designing, programming, and managing data. Some of the work products can be measured. Tasks that require face-to-face communication are predictable or can be scheduled.
 - 3. Work units suited to telework have structure, clear work assignments, cross training, back-up plans, and can operate smoothly when one or more employees is working off site. These work units have supervisors who manage by results, have experience managing remote workers or are, at a minimum, receptive to the idea.
- B. Where alternative working is allowed, a director may specify the types of flexible/compressed work schedules that will be available to employees in accordance with operational requirements including any core hours (if core hours are appropriate), and may exclude employees with documented performance or attendance problems. (Attachment #1 provides questions for review when considering alternative work schedules.)

- C. Generally, core time for FCPS administrative offices is 9:00 a.m. to 3:00 p.m. Assistant superintendents may alter the core time period if operationally necessary.
- D. Assistant superintendents should solicit employee input when developing alternate work schedules to ensure that both operational and employees needs are addressed to the fullest extent possible.
- E. Relevant portions of this toolkit, as well as any supplemental requirements imposed by the department, should be provided in writing to all employees to ensure no misunderstanding of the procedural requirements for an alternative work arrangement.
- F. Alternative work arrangements should be for a predetermined time period and be reevaluated periodically, but not less than annually, to ensure that customer service, supervision, and employee needs are being adequately addressed.
- G. For record keeping purposes, departments should use the attached forms for the flexible/compressed/telework work arrangement request and approval process. (Sample form provided as attachment #2.)
- H. When establishing a remote working arrangement, ensure the regular and alternate locations are clearly agreed and understood. The regular work location for individual employees may be a remote site, depending on the frequency of use. During mutually agreed alternate working, the employee's regular work location is the one where the employee most frequently performs his or her duties. Supervisors must understand that in many instances, teleworking will convert commuting time to FCPS (unpaid) to travel time (paid) for employees at US-19 and below. Supervisors also should have clear arrangements with teleworkers for meal and other breaks at the remote site; failure to require employees to take their scheduled meals, and maintain appropriate records, can result in exposure to additional pay and overtime liability. Consult with the Office of Salary Services for advice on these issues.
- I. When implementing flextime schedules, time bands must be established setting the acceptable limits for both arrival and departure times. The determination of the established schedules will depend largely on the operational needs and relationships of the departments. In addition, requirements for attending meetings at FCPS, both scheduled and unscheduled, and for FCPS access to off-site records, must be established.
- J. Compressed work schedules which authorize other than a 40-hour work week should be reviewed carefully to ensure that the department is aware of Fair Labor Standards Act (FLSA) overtime pay requirements for hours worked beyond 40 in the work week. In order to comply with FLSA, US-19 and below must keep flex totals at no more than 40 hours within the work week. US-20 and above may alter schedules within a two-week time frame. (Examples are provided in attachment #3)
- K. In order to support employee remote working, employees may need to possess FCPS property. Managers should consider the availability and cost of such items when determining the department's ability to support a remote working request. Regulation 5720 addresses employee possession of coverage of FCPS materials and equipment.

Attachments

QUESTIONS TO ASK WHEN CONSIDERING ALTERNATE WORK SCHEDULE

These questions should generate thinking and attention to those items which may influence department's decisions as to what flexible/ alternative work schedule would work in your organization.

1. How is work accomplished in your organization and is the workload generated by phone, mail, or customer contact?
2. Are workloads on certain days of the week, certain times of the month, or certain times of the year heavier than others?
3. What are minimum staffing levels required to do the job during peak workload periods? During other periods?
4. Are there daily or periodic scheduling or production deadlines to be met?
5. What interrelationships exist both internally and externally in your organization that could be effected?
6. Have you studied the organization's work flow to identify points at which scheduling would have a major impact?
7. When are meetings typically held? Can these times be changed to fall within core time?
8. Is the same core time appropriate for the entire organization or would various sections require an extended core time?
9. Does telephone contact play a major role within your organization? Can you identify peak periods?
10. Are certain areas concerned primarily with handling incoming and outgoing mail? Can you identify peak periods?
11. Should certain positions be excluded from flexible/ alternate work schedule? If so, what types of problems could result from the restriction on some positions?
12. What is employee reaction and interest to the idea?
13. Is there any budgetary or headcount impact for changing work arrangements?

REQUEST TO WORK FLEXIBLE/ ALTERNATE WORK SCHEDULE

This form is to be completed when an employee requests approval to regularly work a schedule other than the FCPS' standard hours of 8:00 a.m. - 4:30 p.m., Monday through Friday. It is also to be completed when an employee is requesting a change to an approved flexible/compressed work schedule or when an employee who has been working a flexible/compressed work schedule on a regular basis is requesting to change their work hours back to the FCPS' standard hours.

Employee Name: _____

Employee ID Number: _____

Program/ Division Area: _____

Requested Regular Office Location: _____

Requested Alternate Location: _____

Position Title: _____

Current Work Hours: _____

Requested Work Hours: _____

Requested Start Date: _____

Comments: _____

Employee Signature Date

Approved:
 Yes No

If this application is for a teleworking arrangement, final approval is contingent on both the employee and the supervisor completing and signing the "Telework Agreement" prior to beginning telework.

Effective Date: _____ Expiration Date: _____

Review Date: _____

Comments: _____

Approved by:

Supervisor's Name and Signature Date

Program Manager's Signature Date

Generally, in order to comply with FLSA, US-19 and below are compensated for the hours that they work and must keep their flex totals to not more than 40 hours within the same work week. If they work more than 40 in one workweek, they must be paid overtime, regardless of their flex schedule. Employees graded US-20 and above are compensated based on their work product and may alter schedules within a two-week time frame.

**PERMISSIBLE COMPRESSED SCHEDULE EXAMPLES
US-19 & below**

I. Weeks

M	T	W	Th	F	
10	10	off	10	10	Week total = 40

OR

M	T	W	Th	F	
9	4	9	9	9	Week total = 40

**PERMISSIBLE COMPRESSED SCHEDULE EXAMPLES
US-20 & above**

I. Week 1

M	T	W	Th	F	
9	9	9	9	8	Week total = 44

Week 2

M	T	W	Th	F	
off	9	9	9	9	Week total = 36
					2 week total = 80

OR

II. Week 1 & 2

M	T	W	Th	F	
Off	10	10	10	10	2 week total = 80

III. OR Week 1 & 2

M	T	W	Th	F	
9	9	9	9	4	2 week total = 80

This agreement, consisting of 5 pages, must be completed by the employee and approved by the supervisor prior to the start of the teleworking arrangement.



Telework Agreement

Name _____

Job Title _____

Work Phone _____

Home Phone _____

Home Address _____

Cell Phone _____

Department _____

Telework Address (if different from home address) _____

Supervisor's Name _____

Types of tasks you plan to do on telework days: _____

Equipment and Services for Telework (for each item, circle whether it will be your own or FCPS loaned)

- | | | |
|---|-----------------------------------|--------------------------|
| ____ Telephone (self only) | ____ Blackberry (self/FCPS) | ____ Fax (self/FCPS) |
| ____ Voice Mail – home phone or cell | ____ PC (self/FCPS) | ____ Printer (self/FCPS) |
| ____ 2 nd Phone Line (self/FCPS) | ____ Modem (self/FCPS) | ____ Copier (self/FCPS) |
| ____ Cell Phone (self/FCPS) | ____ Internet Service (self only) | ____ Scanner (self/FCPS) |

Other (specify) _____

How will you process information when teleworking? (Check all that apply.)

- ____ Online through remote access – Secure ID needed
 ____ Via Flash Drive, Memory Stick, diskette or CD
 ____ Hard copy (Files, Reports, Forms, etc.)
 ____ E-mail files to home PC

Other (specify) _____

Applications you need to access when teleworking:

- | | | |
|--------------|------------|---------------------|
| ____ Outlook | ____ FAMIS | ____ Department LAN |
| ____ CASPS | ____ PRISM | ____ Lawson |

Other Applications (specify) _____

Employee's Initials _____

Supervisor's Initials _____



Telework Agreement

Directions for Completing Your Work Schedule:

1. Include all workdays in your workweek. List the start and end time for each workday.
2. Check the box under LOCATION showing where work is performed each day.
3. **If your telework schedule is LESS THAN ONCE A WEEK**, please note that in the Comments section and give the average number of days per **MONTH** you will telework in a one **YEAR** period.

Regular Work Schedule

Days	Hours (Daily Schedule)	Scheduled Meal Period	<u>Location</u>	
			At Regular Worksite	At Alternate Worksite
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

Time Keeping Method:

Comments: _____

EFFECTIVE DATE OF AGREEMENT _____ REVIEW DATE OF AGREEMENT _____

Employee Name _____ Signature _____ Date _____
(print)

Supervisor Name _____ Signature _____ Date _____
(print)

Assistant Superintendent _____ Signature _____ Date _____
(print)



Telework Agreement

Safety Checklist

To The Teleworker: The following checklist is included to raise your awareness of the overall safety of your alternate work site. For any categories not checked, please indicate in the comments section your plans for correction, with a completion date. Please complete, initial, and date the safety checklist. Thank you.

A. Work Place Environment

1. Are temperature, noise, ventilation, and lighting levels in the office space adequate for maintaining your normal level of job performance?	
2. Are all stairs with 4 or more steps to the office space equipped with handrails?	
3. Are all circuit breakers and/or fuses in the electrical panel labeled as to intended services?	
4. Do circuit breakers clearly indicate the open or closed position?	
5. Is all electrical equipment free of recognized hazards that would cause physical harm (frayed wires, bare conductors, loose wires, flexible wires running through walls, exposed wires to ceiling)?	
6. Will the building's electrical system permit the grounding of electrical equipment?	
7. Does the alternate work location have the following items: (a) Smoke detector on each floor? (b) Fire extinguisher (at least 5 lbs. ABC-rated)? (c) First aid kit?	
8. Are aisles, doorways, and corners free of obstructions to permit visibility and movement?	
9. Are file cabinets in the office space arranged so drawers do not open into walkways?	
10. Do chairs have secure casters or sturdy rungs and legs?	
11. Are the phone lines, electrical cords, and extension wires secured behind/under a desk or alongside a baseboard?	
12. Is the office space neat, clean, free of excessive combustibles?	
13. Are floor surfaces within and leading to the office space clean, dry, and level?	
14. Are carpets within and leading to the office space secured and free of frayed/worn seams?	
15. Is there enough light in the office space for reading?	

B. Computer Work Station (if applicable)

16. Do you have surge protectors for this equipment?	
17. Is your back adequately supported by your chair?	
18. Are your feet on the floor or fully supported by a footrest?	
19. Is the screen and keyboard placement comfortable for working?	
20. Is it easy to read the text on your screen?	
21. Is the screen free from noticeable glare?	
22. Is the top of the screen eye level?	
23. Do you have enough leg-room at your desk?	
24. Is there space to rest your arms?	
25. When keying, are your forearms parallel with the floor?	
26. Are your wrists fairly straight when keying?	

Comments

Employee Initials _____ Date _____

Supervisor's Initials _____



Telework Agreement

TERMS AND CONDITIONS:

The following agreement between the department and _____ covers the terms and conditions of the Telework Program.

The employee and the department volunteer to participate in the Telework Program and agree to adhere to the applicable guidelines and policies. The employee understands that telework is not an employee benefit, entitlement, or right. Further, it is not a substitute for child care or other dependent care.

Governing authorities. The terms and conditions of employment, at both the telework and the regular location are governed by all applicable federal, Virginia, and FCPS rules, laws, policies, and regulations, this agreement notwithstanding. If any conflict exists between this document and any rules, policies, laws, and regulations, the rules, polices, laws, and regulations shall govern. Virginia law shall govern the terms of employment and this agreement, regardless of the teleworking site.

Duration. The department and the employee agree to a telework arrangement of **at least ____ months** unless cancelled earlier. After this period, the manager and teleworker will review this arrangement, and if they agree, this work agreement shall remain in effect.

Work Schedule. Employee's work hours and location are specified in this the agreement. It is recommended that department management and the employee set up a consistent telework schedule. Predictable telework schedules such as the same day(s) each week make planning easier for the teleworker, the supervisor, and coworkers. However, the manager and teleworker can establish a less frequent schedule such as one day every two weeks; or on a variable schedule for certain types of work and circumstances if that is consistent with departmental needs. Arrangements for meal breaks and (if any) additional breaks should also be specified.

All provisions of this work agreement apply regardless of the number of hours teleworked or the teleworking schedule.

Salary and Benefits. Telework is not a basis for changing salary or benefits.

Time and Attendance. Time and attendance when teleworking is recorded in the same manner as it is when at the office (or official work site). Employees must abide by the FCPS regulations and policies governing leave and overtime. Most leave and all overtime require advance approval. Failure to obtain approval for leave and/or overtime may result in termination of the teleworking arrangement and/or disciplinary action.

Equipment and Supplies. FCPS owned equipment and supplies may be used in the alternate work site, with supervisory approval. The employee is responsible for transporting and installing FCPS equipment in his or her home and bringing it back to the central office for service, repair, or return. The employee must take reasonable and prudent precautions to protect school equipment against damage, loss or abuse while in the employee's care, custody, and control. FCPS equipment may be used for official business only. FCPS equipment is to be serviced and repaired by FCPS. FCPS assumes no responsibility for employee-provided equipment and will not service or repair such equipment. Reference regulation 5720 relating to FCPS supplies and equipment.

Records. The employee will ensure backup of data used in a remote working location and apply approved safeguards to protect department records from unauthorized disclosure or damage. Work done at the alternate work site is considered official FCPS business. All records, papers, and correspondence must be safeguarded and returned to the official location immediately on request, as well as at the end of the teleworking arrangement. If the employee will be away from the teleworking site during a period that FCPS is open, the employee must make advance arrangements with the supervisor for access to records, in the event they may be needed automated files are considered official records and must be protected from unauthorized use or disclosure. Departments are responsible for having records protection policies and procedures in place and for communicating those policies and procedures to all employees who have access to the records including teleworkers and other remote access users.

Employee's Initials _____

Supervisor's Initials _____



Telework Agreement

FCPS Liability. FCPS will not be responsible for damages or losses that occur to the employee's equipment and real property resulting from participation in this program. The employee is required to maintain appropriate insurance coverage to protect his/her equipment and property as per Regulation 5720. The employee will provide proof of insurance coverage if requested by FCPS.

Workers Compensation and Injury Leave. The employee is covered by FCPS personnel policies and regulations related to injury leave and by the provisions of the Workers' Compensation Act if injured while performing official duties at the alternate work site. The employee agrees to notify the supervisor immediately of any accident or injury that occurs at the alternate work site and to comply with FCPS policies covering on-the-job injury.

Reimbursement. FCPS will not be responsible for operating costs, home maintenance, or any other incidental costs (e.g. utilities) whatsoever, associated with the use of the employee's residence. (The department does pay for pagers, work related long-distance telephone calls, and long-distance telephone line charges for dial-in access to FCPS computer systems applications. Employees must use tele-communications procedures set up by the Department of Information Technology to assure the lowest cost for pagers, telephone, and data line charges.)

Work Area. The employee must designate a work area within the alternate work site and agree to maintain safe and secure conditions in the designated area.

Telephone Accessibility. The employee shall ensure telephone accessibility during scheduled work hours or as specified by the employee's supervisor. A busy signal, no-answer, or accessibility only through electronic-mail is not acceptable during participation in the telework program. If the teleworker uses an answering service, it must have a business message (rather than a personal greeting).

Employee Check-In. The supervisor may require the employee to check-in at the start of the work day and/or at some point(s) during the work day.

Work Assignments. The employee will complete all assigned work according to work procedures and deadlines agreed upon by the employee and the supervisor. Further, the employee agrees to keep track of his/her work performed while teleworking and report the results to his/her supervisor.

Performance Evaluation. The evaluation of the employee's job performance will be based on the performance elements and FCPS-wide behaviors for the job. By their signatures on this agreement, the employee and supervisor acknowledge that the employee's job, in whole or part, is appropriate for telework.

Exiting the Program. The employee or manager may end the employee's participation in telework at any time. It is recommended that either party give the other two weeks notice if practical. Notwithstanding the notice provision, the supervisor may terminate the telework arrangement immediately if the employee violates the provisions of this work agreement or management determines that there is a work situation or requirement which necessitates immediate termination.

Department Specific Additions (not required): _____

Employee's Initials _____

Supervisor's Initials _____