

PROCEDURE TITLE:	ADMINISTRATION OF FLEXIBLE WORK ARRANGEMENTS
PROCEDURE NO.:	4.95:1
RELATED POLICY:	4.95
PAGE NO.:	1 OF 10
RESPONSIBLE ADMINISTRATOR:	CHIEF OPERATING OFFICER
EFFECTIVE DATE:	6/26/2026
NEXT REVIEW DATE:	6/2031
APPROVED BY:	PRESIDENT

1.0 GUIDING PRINCIPLES

Flexible work arrangements allow staff to balance work and personal commitments while ensuring the business needs of the University are met. The University understands that offering flexible work arrangements can result in improved productivity, recruitment and retention of top talent, and improved employee satisfaction. To improve employee wellness and promote a work-life balance among our campus community, managers are encouraged to support alternative work arrangements where appropriate.

2.0 DEFINITIONS

- 2.1 Student-facing role – interaction with students is an integral part of the employee’s role, or the employee works in an area that provides in-person student service.
- 2.2 Front-office role – interaction with the campus community or the public is an integral part of the employee’s role, or the employee works in an area that provides in-person service to these audiences.
- 2.3 Back-office role – the employee’s role does not include in-person customer service; most interactions with others occur electronically (phone, email, video conferencing), even when the employee is working on site.
- 2.4 Campus-based role – the employee must be physically located on campus to perform all or most of their assigned duties.
- 2.5 On-site work – working on campus only.
- 2.6 Remote work – working off campus only, at an identified location(s).
- 2.7 Hybrid work – performing work both on and off campus, at an identified location(s) and at defined intervals.
- 2.8 Compressed Work Week – an arrangement which condenses one or more standard workweeks into fewer, longer days.
 - 2.8.1 Examples: Instead of working five days, a full-time employee works four 10-hour days, or four 9-hour days and one 4-hour day.
- 2.9 Flexible Scheduling – an arrangement that allows an employee to alter the start and/or end time of their workday. Employees still work the same number of scheduled hours as they would under a traditional schedule.

2.9.1 Example: A staff member works a Monday–Thursday 9:00 a.m. until 6:00 p.m. schedule and a 7:00 a.m. until 4:00 p.m. Friday schedule.

2.10 Senior Executive – as used in this procedure, means the Vice President for Academic & Student Affairs, Chief Financial Officer, Chief Operating Officer, Chief Enrollment Officer, Chief Advancement Officer, Chief of Staff and any other Vice President or Chief level positions created following the enactment of this procedure. Senior Executive shall also mean the President with respect to positions that report directly to the President and not through a Senior Executive.

3.0 ELIGIBILITY

3.1 All staff members are eligible to request flexible work arrangements, however, not all positions lend themselves to flexible work. A flexible work arrangement may be approved when it is in the best interest of, and consistent with the operational needs of, the University. The decision is at management's discretion and must take into consideration numerous factors, including specific job duties, the nature of the work performed, operational and business requirements, and impact on the department. Eligibility will vary based on the specific role an employee holds.

3.1.1 Most student-facing and front-office roles are not eligible for remote or hybrid arrangements.

3.1.2 Back-office roles may be eligible for remote or hybrid arrangements, but specific duties, such as supervisory responsibilities, may limit eligibility.

3.1.3 Campus-based roles are not eligible for remote or hybrid arrangements.

3.1.4 Many roles may be eligible for flexible scheduling or a compressed work week, so long as office coverage, quality customer service, and team communication needs are met.

4.0 POSITIONS APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

4.1 Supervisors, in consultation with the department head and Senior Executive, will analyze the nature of a position and how work is performed and determine which positions are appropriate to designate or approve for a flexible work arrangement. Many factors should be considered in determining the feasibility of a flexible work arrangement, including the congruence of remote work with the University's mission and goals, the ability to supervise the employee adequately, and whether any duties require use of certain equipment or tools that cannot be accommodated at a location other than SSU. Other important considerations include:

4.1.1 The extent to which job duties involve face-to-face interaction and coordination of work with other employees and students;

4.1.1.1 Some roles have a cyclical nature, making them ineligible for flexible work arrangements during specific periods of the academic calendar.

4.1.2 The need for and frequency of in-person interactions with external colleagues, clients and customers;

- 4.1.3 Whether and to what extent access to on-campus resources will be needed to effectively perform the work;
 - 4.1.4 Whether service quality, University operations, or the workload of others will be impacted;
 - 4.1.5 Whether the position can be performed independently based on the level of support and face-to-face interaction needed; and
 - 4.1.6 Whether performance can be assessed accurately and working hours appropriately documented.
- 4.2 It is the responsibility of the supervisor, in consultation with the department head and Senior Executive, to demonstrate that remote or hybrid work provides an advantage or benefit to the University and its mission and that the duties of the position can be performed without any degradation in the quality of services to be provided.
- 4.2.1 If the position has been approved for remote or hybrid work, and the position is not filled, the terms of the remote work arrangement may be incorporated into the position description and into the position posting as long as it includes the following statement: “Remote work is not a right, it is an arrangement that can be modified or revoked by Shawnee State University at any time for any reason, including the convenience of the University.”
 - 4.2.2 If the position has been approved for remote or hybrid work and the position is filled, the Divisional Vice President may approve one or more employees in the approved position as suitable for a remote work assignment. It is the responsibility of the Senior Executive to demonstrate that assigning the individual for remote work is appropriate and the job duties can be performed without any degradation in the quality of service provided.

5.0 EMPLOYEES APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

- 5.1 In addition to assessing the position’s appropriateness for flex work arrangements, the employee also must be eligible, as determined by their supervisor, department head, and Senior Executive. In considering whether to approve an employee for a flexible work arrangement, the University will consider:
- 5.1.1 Length of time in position (employee must have been employed in the position for at least 6 consecutive months, unless initially hired into a position with an approved arrangement);
 - 5.1.2 Documented disciplinary actions and/or attendance concerns;
 - 5.1.3 Demonstrated ability to independently work productively (as shown by consistent and satisfactory performance of essential functions);
 - 5.1.4 Evaluations in the previous evaluation cycle (employee must have at least an overall “Meets Expectations” on the most recent performance evaluation – the absence of an evaluation will be considered a “Meets Expectations”).

5.1.5 The circumstances or rationale provided for consideration of a flexible work arrangement.

5.2 None of the factors in subsections 5.1.1 through 5.1.5 shall be determinative. The supervisor, department head, and Senior Executive may weigh the factors as they deem appropriate.

6.0 ESTABLISHING FLEXIBLE WORK ARRANGEMENTS

6.1 An employee interested in a flexible work arrangement may present a written request to their supervisor, identifying the justification for and the duration of the arrangement.

6.2 Each request will be reviewed by the supervisor and department head, in consultation with the Senior Executive, to determine if the flexible work arrangement request (as originally made or as modified during the review process) is consistent with this procedure.

6.2.1 While discussing flexible work arrangements with employees, an employee may disclose a physical or mental impairment that substantially limits one or more major life activities. Flexible work arrangements are not intended to be used in place of ADA reasonable workplace accommodations. Should the employee disclose such limitation, the supervisor and department head should refer the employee to the Department of Human Resources.

6.3 The approval or disapproval of a flexible work arrangement will be communicated to the employee in writing (email is permissible) by the Senior Executive. Employees with an approved flexible work arrangement must complete the [Flexible Work Arrangement](#) form before the arrangement goes into effect.

6.4 A flexible work arrangement is typically in effect for one year or less and will expire at the end of that term unless modified or terminated under section 7, below. Renewal is possible but not guaranteed; employee performance, business operations, and other circumstances will be considered in determining whether to renew the arrangement. The renewal or non-renewal of a flexible work arrangement will be communicated in writing (email is permissible) by the Senior Executive. Employees will be required to complete a new [Flexible Work Arrangement](#) form if there are changes to the initial arrangement.

7.0 MODIFICATION OR EARLY TERMINATION OF A FLEXIBLE WORK ARRANGEMENT

7.1 A supervisor, in consultation with the department head and Senior Executive, may modify or terminate a flexible work arrangement for performance concerns or to meet operational needs.

7.2 Reasonable notice should be given to an employee when terminating a flexible work arrangement, preferably not less than two weeks. However, it is within management's discretion to terminate the arrangement immediately if the needs of the operation are not being met or if the employee's performance diminishes.

8.0 GENERAL EXPECTATIONS FOR MANAGING FLEXIBLE WORK ARRANGEMENTS

- 8.1 Supervisors should consider the impact on the department/unit and other department/units' workload and productivity; other faculty, staff, students, and customers; cost; and business needs.
- 8.2 Supervisors have a responsibility to achieve the goals of their units and to provide the guidance, support, training and organization for their staff to ensure success. Before implementing flexible work arrangements, supervisors should consult with their department head and Senior Executive to establish parameters for scheduling and availability of their staff:
 - 8.2.1 Define on-site needs for the department/unit – identify days/times employees are needed for in-person support of students or colleagues, specific job functions that require being on-site, number of staff and position types needed for on-site support/functions, and needs for staff connection on-site (meetings, collaborative work, etc.).
 - 8.2.2 Set the non-negotiable schedule principles – before getting into the details of individual schedules, decide how your department's business objectives dictate the department/unit schedule. For example, the principles of your department might be:
 - 8.2.2.1 Telephone coverage must be in place five days a week, from 8:00 a.m. to 5:00 p.m.
 - 8.2.2.2 Everyone must attend Tuesday afternoon staff meetings.
 - 8.2.2.3 Everyone must be available for a weekly check-in at a mutually convenient time.
 - 8.2.2.4 Everyone must be reachable by phone or email during regular business hours, unless otherwise approved.
 - 8.2.2.5 Everyone should honor designated project work time every Friday from 8:00-12:00 by not scheduling meetings and eliminating all but essential communications.
 - 8.2.3 Establish core business hours – the hours in a work day when the department/unit determines that all staff are needed. Meetings are typically scheduled during this time. For example, every day from 8 to 11 a.m., or all day on Tuesdays and Thursdays.
 - 8.2.4 Establish core obligations – the employee must be present for certain commitments, agree to be reachable during normal working hours, be available to be present at short notice, and be prepared to work on a regularly scheduled day off within reason.
 - 8.2.5 Establish peak time obligations – the time periods when flexible work arrangements may not be permitted due to operational needs.
 - 8.2.6 Establish communication standards – expected response times and acceptable means of communication (i.e., phone, Microsoft Teams, email, texting, etc.).

- 8.2.7 Establish flexible work parameters based on the needs of the department/unit (e.g., employees are eligible for a flexible schedule or a hybrid arrangement, but not both).
- 8.3 Supervisors should notify their employees verbally and in writing when they are expected to be present at the campus worksite, how they are to be available during their off-site work time, and how they are to communicate their specific availability if the flexible work arrangement is approved.
- 8.4 Each department/unit will communicate its flexible work arrangements to relevant constituents (e.g., post office hours on suite door, include office hours in voicemail greeting, require all team members to log into Microsoft Teams during work hours, etc.).
- 8.5 It is the responsibility of the Senior Executive to ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination.
- 9.0 GENERAL EXPECTATIONS FOR EMPLOYEES WITH FLEXIBLE WORK ARRANGEMENTS
- 9.1 Flexible work arrangements do not alter the employee's work relationship with the University and do not relieve an employee from the obligation to observe all applicable University rules, policies and procedures.
- 9.2 Employee job responsibilities and standards of performance when working under a flexible work arrangement remain the same as when working a traditional schedule and employees will continue to be evaluated for performance regularly. The quantity, quality, and timeliness of employees' work are expected to be maintained or enhanced. Employees who are given a flexible work arrangement are expected to meet the same standards of performance as employees in the same job classifications who do not have a flexible work arrangement.
- 9.3 A non-U.S. citizen employee working on an international visa that specifies his or her work location is not permitted to perform remote work or work at any location other than that specified in official government documents. Supervisors of such an employee shall insure that adequate supervision is provided for the employee.
- 9.4 Flexible work arrangements are not to be used for childcare purposes. Employees are expected to arrange for child/dependent care as they would if they were working in the office. On the Flexible Work Arrangement form, employees will be required to acknowledge that the flexible work arrangement will not be used for childcare.
- 9.5 Flexible work arrangements do not alter the employee's workday schedule unless the approved work arrangement provides otherwise. All existing terms and conditions of employment, including but not limited to the position requirements, salary, benefits, and requesting time off work (e.g., vacation and sick leave) remain the same as employees without flexible work arrangements.
- 9.5.1 Employees will work and be accessible during their regularly scheduled hours, regardless of the location at which they work.

- 9.5.2 Employees in a flexible work arrangement are required to request manager approval to use vacation, sick, or other leave in the same manner as employees who are not in a flexible work arrangement.
- 9.5.3 Employees in a flexible work arrangement are permitted to take breaks throughout the workday consistent with university policies, procedures, and/or collective bargaining agreements. Employees are required to notify their supervisor when taking extended or unscheduled breaks that may affect responsiveness.
- 9.5.4 An employee with an approved flexible work arrangement may be required to revert to the standard workweek or return to on-site work for any given workweek to meet the needs of the University. Managers may temporarily suspend or modify an employee's flexible work arrangement without formally terminating the arrangement.
- 9.6 Once a flexible work arrangement is in place, an employee must discuss any deviation from their established schedule with their supervisor in advance. A standard expectation is that this conversation would happen at least one week in advance.
 - 9.6.1 If a medical appointment is scheduled during established working hours, the employee is required to use accrued sick leave, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
 - 9.6.2 If an employee needs to take time off work for illness or injury during established work hours, accrued sick leave must be used unless the employee and supervisor agree to an alternative arrangement to make up the hours. A standard expectation is that the missed time would be made up within the same pay period. Non-exempt employees must make up the missed time within the same workweek.
 - 9.6.3 If an employee wishes to deviate from the established schedule for non-health reasons, they must use accrued vacation time, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
 - 9.6.4 Under no circumstances may a non-exempt employee work more than 40 hours in a week without prior approval from their supervisor. Violations of this requirement may subject the employee to discipline.
- 9.7 In the event of a campus closure or delay, employees must consult with their immediate supervisor to determine if/how any flexible work arrangement would be affected.
- 9.8 While at an alternate work location, employees shall practice the same safety habits that they would use while working at their regular workplace and maintain safe work conditions. Employees shall promptly notify their supervisor and the Department of Human Resources of any injury that occurs while working remotely.

- 9.9 At the end of the flexible work arrangement, or if the employee ceases employment with the University, the employee must return all SSU equipment, supplies, and work-related data, documents, and other materials that are property of the University within three working days unless otherwise specified in writing by the University.

10.0 TECHNICAL SUPPORT FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

- 10.1 Information Technology Services (ITS) will provide technical support for employees working remotely on a remote basis only. ITS will provide full support for University-owned hardware only. If an issue arises where a technician physically needs to work on a University-owned device, the employee is responsible for bringing the device back to campus for ITS service.
- 10.2 Employees who are working remotely must have a device (personal or University property) that allows them to connect to all necessary work content.
- 10.2.1 Employees have the ability to use Office products either online (office.com) or via a download to a personal device. All SSU-owned equipment comes with this software installed.
- 10.2.2 Any employee who needs access to secured University data not already available on the cloud (cloud-based examples: Bear Trax, Blackboard, email, iContracts, DocuSign, etc.) must request and use a VPN provided by the University on the remote device. VPN allows access to your local office computer files, departmental shares, Feith etc. VPN requests should be submitted to ITService@shawnee.edu.
- 10.2.3 If using a personal device for remote work, an employee should never save restricted University data (data containing any personal identifiers of students or staff) to that device. All files should be maintained on the office computer or departmental shared drive that you are connecting to via VPN, or the cloud drive you are provided on office.com. If any restricted data is temporarily or accidentally saved to a personal device, the employee is responsible for removing/deleting those files from the personal equipment.
- 10.2.4 The employee or their department or unit is responsible for the purchase, installation, support, and maintenance of any remote device and any additional accessories needed to telecommute (monitor, printer, keyboard, mouse, etc.).
- 10.3 An employee who has requested remote or hybrid work is ultimately responsible for ensuring that they can perform their job responsibilities while working remotely. In order to enter into a remote or hybrid work arrangement, an employee must ensure the off-campus worksite meets the following requirements:
- 10.3.1 The worksite must have adequate broadband internet access to allow remote work. The employee is responsible, at their own cost, for the purchase, setup and installation, support, and maintenance of Internet service at their off-campus location. Employees who work forty per cent

time or more away from campus should have at least fifty megabits per second (Mbps) connection from their Internet Service Provider (ISP) for software updates and automated backups. Service will degrade below this level.

10.3.1.1 Should a remote employee lose connectivity during the workday, at their supervisor's discretion, they will be directed to report to campus, identify a temporary alternative work location, or arrange to make up the hours.

10.3.2 While working remotely, the employee is responsible for making the changes needed to receive phone calls made to their University extension. Any associated costs are the responsibility of the employee or their department or unit.

11.0 INFORMATION SECURITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

Employees with remote or hybrid arrangements accept responsibility for maintaining the security, condition, and confidentiality, if required, of all work-related data, documents, and other materials kept at their off-campus workplace or stored on electronic equipment. Work-related data, documents, and/or other materials should not be stored on personal electronic equipment. Any documents or items, including electronic records, created or received by University employees – which serve to document the organization, functions, policies, decisions, procedures, operations, or other activities of the University – are subject to disclosure under Ohio public records law and may not be deleted except as provided for in the University's record retention schedule.

12.0 CONFIDENTIALITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

12.1 While working remotely, an employee may receive work-related data, documents, or other materials protected by the Family Educational Rights and Privacy Act (FERPA), the Gramm-Leach-Bliley Act (GLBA), the Health Insurance Portability and Accountability Act (HIPAA), or other state or federal privacy laws or regulations. Those items will be considered "Confidential Information" for purposes of this procedure.

12.1.1 The employee will hold all Confidential Information in strict confidence. The employee will not use or disclose Confidential Information except as required to perform their job duties and permitted by law.

12.1.2 The employee will protect all Confidential Information according to commercially reasonable standards and use appropriate administrative, technical, and physical security measures to preserve the confidentiality, integrity and availability of all Confidential Information. Specific standards and appropriate programs/safeguards will be provided by the University.

12.1.3 In the event of an actual or suspected breach of security, the employee will promptly notify their supervisor and Information Technology Services.

- 12.1.4 The employee will ensure privacy before discussing confidential information via phone or web meeting at a remote location.
- 12.1.5 During University-related meetings held via Teams, Zoom, Webex, or a similar video teleconferencing platform, the meeting organizer and/or the employee's supervisor may require that an employee activate their camera during some or all of the meeting. In such instances, an employee participating from a remote location is responsible for ensuring that private or confidential material at their location does not appear on camera, unless such material is relevant to the meeting.

History

Effective: 04/07/2023

Revised: 06/26/2026