

## FLEXIBLE WORK STRUCTURES

WSU recognizes that alternative work arrangements can offer creative approaches to advance both our student and University needs, while promoting balance between work and personal life. In response, our preliminary plan includes the following alternative work arrangements:

### Compressed Workweek

An arrangement that allows an employee to work their scheduled weekly hours but compress those hours into fewer workdays. For example, working four ten-hour days, or working nine hours on Monday through Thursday and four hours on Friday. The scheduled workweek must not generate an overtime obligation.

### Hybrid Telework

An arrangement that allows an employee to perform a portion of their work on a scheduled regular, recurring basis at an approved telework location that is not the employee's permanent/principal WSU work location. The arrangement also provides that a portion of the employee's work is scheduled to be completed at the employee's permanent/principal WSU work location. This arrangement is not a condition of employment. The University may change or end the arrangement at any time.

Parameters for hybrid telework schedules under WSU's preliminary plan include:

- **One to two (1-2) days per work week** at an approved remote work location and work the remainder of the work week on campus.
- Telework schedules must be **within WSU's core hours** unless alternative hours are applicable to meet WSU's business needs (i.e.: teaching an evening course or covering evening responsibilities for the department).
- Employees requesting hybrid work arrangements are responsible for ensuring ongoing childcare arrangements to allow for uninterrupted work time and focus.
- Telework locations outside of the United States are not allowed and will not be approved.
- If a Supervisor & Employee agree to a separate schedule outside of these parameters, please consult Human Resources and understand such changes must still be approved by eTimesheet approver, IT, VP & Cabinet.

Review the telework location implications addressed in the [MMB Telework Policy](#). Telework outside of Minnesota can have income tax and workers compensation implications and must be reported each pay period.

WSU leaders/supervisors are accountable for equity in their department or division, and will use these guiding principles when considering alternative work arrangement requests:

- Prioritize the advancement of our students.

- Prioritize the advancement of our University mission and business needs.
- Where and how work is performed is driven by the work itself.
- Consider productivity of both the individual and the team.

## Considering an Alternative Work Arrangement

Alternative work arrangements are ALWAYS at the discretion of the University. In considering an alternative arrangement, review the following:

### University questions

- Does the alternative arrangement prioritize the advancement of our students?
  - If yes, how? What assumptions is this based upon?
- Does the alternative arrangement prioritize the advancement of our University mission and business needs?
  - If yes, how? What assumptions is this based upon?
- How does the alternative arrangement ensure the objectives of the position and department are met?

### Role specific questions

- Does the employee/position need to perform their work in the primary/permanent location?
  - If yes, why? What assumptions is this based upon?
- To what extent does the employee/position need to collaborate with others?
  - Does the collaboration need to be synchronous (at the same time) or can it be asynchronous (at different times)?
  - Can that collaboration be accomplished virtually without losing effectiveness?
- To what extent does the employee (or employees) need to rapidly exchange information with others?
  - Can that exchange be accomplished virtually without losing effectiveness?

### Employee preference questions

- How does the employee feel about hybrid teleworking versus working in the primary/permanent location full-time?
  - Is the employee feeling disconnected while teleworking?
- What support or resources does the employee need to telework and feel good about it?
  - Is it possible to provide that support or those resources?

### Team or unit questions

- Does a team of employees need to be in-person at the primary/permanent location during specific days or times for effective collaboration?
  - If yes, why? What assumptions is this based upon?
- What types of meetings or gatherings are best to hold in person?
  - Can the same objectives be met if some members participate virtually?
  - Can the same objectives be met through asynchronous collaboration?

- Are there days when employees on a team can work remotely?
  - What would be the expectations for the type of activities that would take place on days when an employee is remote?
- If the team is going to be hybrid, will there be required synchronous communication or meetings?
- Are there specific times or ways that everyone needs to be available, no matter their work location?

## Requesting a Preliminary Alternative Work Arrangement

### Compressed Work Week:

1. Compressed work week details need to be submitted to Human Resources. Supervisors need to send an [email to Human Resources](#) with the employee's name, position title, compressed work week start date, end date of the compressed work week, and the daily schedule of hours.
2. Human Resources will update the employee eTime schedule to the new schedule.

### Hybrid Telework -

**All previously submitted forms will no longer be valid after May 6, 2022.** All employees who are currently under a hybrid telework arrangement, and any employee wishing to request a new hybrid telework arrangement, should meet with their supervisor to discuss accordingly. Complete the [WSU Telework Request – Schedule and Acknowledgement form](#) ensuring it follows the guiding principles and parameters and discussing adjustments as necessary.

1. Reflect on the business needs and performance of each member on your team and if telework is an option.
2. If you are considering telework for an employee on your team read the updated MMB [HR/LR Policy #1422, Telework Policy](#) and [Supervisor Hybrid Telework Considerations](#).
3. Have conversations with team members to discuss MMB's telework policy, their preferences, and future work arrangements which meet the student and business needs of WSU. If telework is not an option due to the nature of someone's role, take time to explain the barriers telework can have on meeting WSU's student and business needs. If telework is not an option due to performance, provide constructive feedback and set a time to revisit the option.
4. If telework is of interest to the employee and meets the needs of the University and our students, provide them a link to MMB's [HR/LR Policy #1422, Telework Policy](#) and ask them to review.

5. Answer any questions they may have.
6. Have the employee initiate a [WSU Telework Request – Schedule and Acknowledgement form](#) which will be routed for review and approval by the eTimesheet approver, Information Technology, Vice President, Cabinet, and Human Resources.
7. Notification of approval or denial will be provided to the requestor and eTimesheet approver.