



**Campus Administrative Policy**

**Policy Title: Alternative Work Arrangements**

Policy Number: 4032      Functional Area: **Human Resources**

---

Effective: October 1, 2019  
Date Last Amended/Reviewed: August 21, 2019  
Date Scheduled for Review: July 1, 2026  
Supersedes: N/A, New Policy

Approved by: Donald M. Elliman, Jr.  
Chancellor, University of Colorado Anschutz Medical Campus  
Dorothy A. Horrell  
Chancellor, University of Colorado Denver

Prepared by: Associate Vice Chancellor, Human Resources  
Reviewing Office: Provost and Executive Vice Chancellor for Academic and Student Affairs  
Executive Vice Chancellor and Chief Financial Officer  
University of Colorado Anschutz Medical Campus  
Senior Vice Chancellor and Chief Financial Officer  
University of Colorado Denver

Responsible Officer: Associate Vice Chancellor, Human Resources University of Colorado Denver | Anschutz Medical Campus

Applies to: University of Colorado Anschutz Medical Campus  
University of Colorado Denver  
University of Colorado South Denver Location

---

**A. INTRODUCTION**

The University of Colorado Denver | Anschutz Medical Campus is committed to providing efficient and effective services to its students, staff and the public. This work is achieved through the efforts of a skilled and dedicated workforce comprised of faculty and staff. Faculty and staff are expected to be available to students, colleagues and university constituents on a regular and consistent basis while focusing on the execution of their work, all in support of their department and the university mission.

The purpose of this policy is to set forth guidelines for supervisors who wish to implement alternative work arrangements for employees in their unit.

## B. POLICY STATEMENT

Alternative work arrangements, as defined below and in APS 5026, are granted to employees only with the approval of the employee's supervisor, and/or the appointing authority. Alternative work arrangements do not affect a supervisor's ability to change work expectations or the employee's work schedule. Alternative work arrangements may be discontinued or modified at any time.

The following factors should be considered by supervisors and appointing authorities prior to implementing an alternative work arrangement:

- Nature of the work performed by the employee
- Impact on productivity, individually and departmentally
- Ability to ensure coverage for functions without burdening other employees
- Ability to meet customer service needs and peak workloads
- Employee's overall performance
- Supervisor's ability to evaluate performance based upon results or outcomes
- Impact of Fair Labor Standards Act overtime requirements on the employee's alternative work schedule

Some departments will not be able to implement alternative work arrangements due to the work responsibilities, structure, size or priorities of the department or of individual jobs. All alternative work arrangements must be documented in writing and reviewed on a regular basis. The period of review should be established in the alternative work arrangement documentation.

### **Types of Alternative Work Arrangements**

#### **1. Flex Schedule**

The basic work requirement for a full-time employee is 40 work hours per week (excluding lunch). A **Flex Schedule** allows the definition of alternate start and end times for the days of an employee's work week. For example, pursuant to a supervisor-approved flex schedule arrangement, an employee may work 7:30 a.m. to 4:30 p.m. or 8:30 a.m. to 5:30 p.m. in an office that is open for service from 8:00 a.m. to 5:00 p.m.

#### **2. Flexplace**

**Flexplace** involves working from a remote location other than the primary worksite. Some positions, duties, responsibilities and projects are more suitable for working from a remote location than others. Responsibilities that do not require face-to-face interaction, require minimal supervision, involve the extensive use of computers and/or telephones, and have clearly defined and easily measurable tasks may be appropriate for a flexplace arrangement. Appointing authorities and/supervisors must examine the employee's distinct activities, functions and tasks to determine whether a flexplace may be suitable, or is required (for example, if office space is not available at the worksite). If a Flexplace arrangement is authorized, the

employee must document all time worked and account for all scheduled hours not worked with the appropriate leave designation. If eligible for overtime, the employee must receive approval prior to working overtime.

The university has the right to allow university-owned hard/software to be taken to the home, or to require the use of compatible employee-owned hard/software. If using university supplied equipment, data or supplies, these may only be used for official university business and must be returned to the university at the termination of the flexplace arrangement or upon request by the university. The employee is responsible for operating costs, home maintenance and any other cost associated with the use of the employee's remote work location.

### **3. Compressed Work Week**

**Compressed workweeks** are authorized schedules where the number of days worked over a one or two week period is reduced, with extended hours during the days worked. Examples of compressed workweek schedules include the following:

- 4/10 schedule: A full-time employee works ten hours per day (excluding lunch) for four days per week.
- 4 ½ day schedule: A full-time employee works four nine hour days (excluding lunch) and one four hour day per week.
- 9/80 schedule: A full-time employee works four nine hour days (excluding lunch) and one eight hour day (excluding lunch) in one week, and works four nine hour days (excluding lunch) the following week. *For FLSA purposes, a 9/80 schedule requires an adjustment of the defined workweek if the position is eligible for overtime. This adjustment must be reviewed in advance and approved by central HR compensation.*

### **4. Approval Process**

**Flex schedule:** An employee must complete the Flex Schedule Request Form and submit it to his/her/their supervisor. Supervisors must approve the request and retain such approval in department files. Supervisors have the authority to approve one-time, non-recurrent requests and requests that involve modification of the employee's core hours, if it is appropriate for the work unit business.

**Flexplace:** The supervisor must complete a Flexplace Participation Agreement and submit it to the designated approvers. The approvers will review the request with the supervisor, and may revise or deny the arrangement depending on circumstances and business need. Flexplace Participation Agreements must be submitted by the supervisor to the cognizant dean, Chancellor/Provost (or designee) or unit vice chancellor (associate vice chancellor in consolidated units), and the Associate Vice Chancellor of Human Resources (or designee) for approval. If approved, the supervisor will secure the employee's signature on the form and maintain it in department files. A copy is also maintained in the central HR office.

**Compressed Work Schedules:** An employee must complete the Compressed Work Week Request Form and submit it to their supervisor. The supervisor will review the

request with the employee and revise as necessary. Compressed schedule requests must be submitted by the supervisor to the cognizant dean, Chancellor/Provost (or designee) or unit vice chancellor (associate vice chancellor in consolidated units) for approval, and must be maintained in department files. ***If an overtime-eligible employee is being considered for a 9/80 work week, the supervisor must in all cases contact central HR to correctly adjust the defined workweek in time reporting and leave systems.***

## Notes

1. Dates of official enactment and amendments:  
August 23, 2019: Adopted/Approved by both Chancellors
2. History:  
October 1, 2019: In March of 2019, a working group was chartered to propose an Alternative Work Arrangement Policy (and associated Guidelines) for the CU Denver | Anschutz Medical Campus. This policy provides clear standards and approval requirements for managers who wish to implement alternative work arrangements for employees in their unit that are different than the core university hours of Monday – Friday 8:00 a.m. to 5:00 p.m., or to implement arrangements wherein employees work a part of their schedule from a remote location.
3. Initial Policy Effective Date: October 1, 2019
4. Cross References/Appendix:
  - Administrative Policy Statement 5026 – Alternative Work Arrangements for Classified and University Staff
  - Appendix A: Alternative Work Arrangement Guidelines (may be modified by department/school)

## APPENDIX A:

### ALTERNATIVE WORK ARRANGEMENT GUIDELINES

#### I. Introduction

The university is committed to providing extraordinary service to University of Colorado Denver | Anschutz Medical Campus faculty and staff -- in support of their mission to provide exceptional teaching, research, community service and clinical care. University work is achieved through the efforts of a professional, skilled and dedicated workforce. Staff are expected to be available to their constituents on a regular and consistent basis. To this end, all units are expected to have employees scheduled for availability during core office hours to support customers.

Since each employee's job responsibilities are different, the essential consideration in authorizing an alternative work arrangement will be that all parties are better off based on the arrangement (the employee, the customers and the unit). Examples of benefits could include: increased productivity, completion of projects requiring long-term focus, reduced commute time, cost avoidance, or greater employee availability. The objective of any flexible work arrangement is to continue to ensure full coverage during core service hours – to maintain the highest level of customer support, and to ensure there are no negative consequences/perceptions of the unit or department should such arrangements be authorized.

#### II. Guidelines

- A. **Office Hours:** All employees are required to work daily (generally consisting of 8 hours in a day and a minimum of 40 hours within a week, excluding lunch.) Core hours are Monday – Friday from 8:00 a.m. to 5:00 p.m. Departments or units may have different core hours.
- B. **Flex Schedule:** Employees may work directly with their supervisor to request flexible schedules around core service hours. These schedules are individually approved, are to be documented in the My.Leave system or work record, and may be discontinued by the supervisor for any reason and at any time.
- C. **Flexplace:** Flexplace is a remote work arrangement in which employees work from a location other than the Denver campus, Anschutz Medical Campus, CU South location, hospitals, or other campus work locations.

#### **Eligibility for Flexplace Arrangements**

Flexplace arrangements may only be authorized for employees who:

- Are satisfactorily meeting the expectations of their position as evidenced by a “Meets Expectations” or better rating on their most recent performance evaluation or supervisor observation.
- Have been continuously employed with the department for a minimum of 3 months.

- Are able to work independently and productively and provide regular/continual and as-requested reports on work activities.
- Have job duties that are portable and can be accomplished remotely from the physical locations of the university.
- Provide, or have access to, a physical work location including a laptop or personal computer (equal to or better than that available to the employee in the workplace) that the employee acknowledges may be used for official university business. This includes, but is not limited to, adequate internet connectivity, telephone access, supplies and physical workstation arrangements. All university requirements with respect to maintaining computer security and updates must be met. The university will not reimburse for the cost of cell phones or home phones or cell/land line services. Calls may be forwarded to the employee's personal cell phone or home phone while working from a remote location. If voicemails come in via e-mail, they may be returned using the employee's personal cell phone or home phone.
- Have and maintain access to an alternative communication method, as determined with their supervisor (i.e., *Skype for Business, Slack, Microsoft Teams, etc.*).
- Maintain a weekly work schedule that equals the number of hours dictated by the employee's FTE (*1.0 FTE = 40 hours a week, excluding lunch*) which align with the business needs and normal operating schedule of the unit.
- Attend all mandatory university, department and constituent meetings in person, which may include, but are not limited to staff meetings and other key meetings.

Other Flexplace stipulations:

- If the employee has a dependent at home, the employee must have and maintain formal dependent care arrangements during the work from remote location day. Care arrangements may not include the employee providing primary care to any individual during the work from remote location day. Dependents receiving care from a third party in the same location from which the employee is telecommuting must be receiving this care in a separate area of the work area.
- The employee must maintain a schedule that does not negatively impact the workload or productivity of coworkers either by shifting burdens or by creating delays or additional steps in work flow and processes.
- The employee must follow the same leave reporting requirements that apply to leave taken on days otherwise scheduled to work at a remote location (i.e. sick leave, doctor's appointments, half-day vacation, etc.); unplanned absences must

be recorded in My.Leave or work record as sick leave or vacation leave based on the reason for the absence.

- The employee must update their schedule on their Outlook calendar as an all-day “free” (i.e. “not busy”) event that describes their non-campus location (e.g., Work from remote location), as well as the best phone number to reach them.
- Agree to (complete and sign) the university Flexplace Participation Agreement, Remote Location Approval form, and all other departmental required forms.
- If work obligations require an employee to be in the office on their scheduled work from remote location day, an alternate day during the week or at a later time to work from remote location will not be scheduled.

**D. Compressed Workweek:** A compressed workweek is an authorized schedule where the number of days worked over a one- or two-week period is reduced, with extended hours during the days worked:

- 4/10 schedule: A full-time employee works ten hours per day (excluding lunch) for four days per week.
- 4 ½ day schedule: A full-time employee works four nine hour days (excluding lunch) and one four hour day per week.
- 9/80 schedule: A full-time employee works four nine hour days (excluding lunch) and one eight hour day (excluding lunch) in one week, and works four nine hour days (excluding lunch) the following week. *For FLSA purposes, a 9/80 schedule requires an adjustment of the defined workweek if the position is eligible for overtime. This adjustment must be reviewed in advance and approved by central HR compensation.*

### **III. Exceptions**

Exceptions to these guidelines must be approved by the Chancellor, Provost, and cognizant vice chancellor or dean.