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 (Appendix B) and submit it to 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 (Appendix C) 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 (Appendix D) 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 B: Flex Schedule Request Form
   • Appendix C: Flexplace Participation Agreement
   • Appendix D: Remote Location/Compressed Work Schedule Request Form
   • Appendix E: Redefining the Work Week for Overtime Eligible employees
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 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.
FLEX SCHEDULE REQUEST FORM

This arrangement is effective [DATE] through [DATE] unless terminated earlier. [EMPLOYEE NAME] understands and agrees to the conditions in this Flex Schedule Approval Form.

Employee Name: _____
Employee ID: _____
Administrative Unit/School, Department: _____
Title: _____
Position is EXEMPT or NON-EXEMPT from overtime.

Description of Flex Schedule Arrangement:

<table>
<thead>
<tr>
<th>Hour of Arrival:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hour of Departure:</td>
<td></td>
</tr>
</tbody>
</table>

*Employee understands that the university, at its discretion, may alter or terminate the agreement at any time*

Agreed to by:

___________________________________________  _____________
[EMPLOYEE NAME]  Date

___________________________________________  _____________
[SUPERVISOR NAME]  Date
APPENDIX C

University of Colorado Denver | Anschutz Medical Campus

FLEXPLACE PARTICIPATION AGREEMENT

**Flexplace** means an arrangement by which an employee works from a remote location other than the primary worksite. Participation is voluntary subject to the university’s approval. Participation is not an employee right or benefit, and may need to be discontinued for business reasons.

**Regular office** means the employee's usual and customary work address. It remains the primary work location even if participating in Flexplace.

**EMPLOYEE NAME:** ________________________________

**EMPLOYEE ID#:** ________________________________

**JUSTIFICATION NARRATIVE:**

Supervisor – Please attach a narrative explaining the reason you are making this request and the benefit to the university in agreeing to the arrangement.

**AGREEMENT:**

This Agreement goes into effect on____________, and remains in effect through (must include a date by which the arrangement will be reviewed – not to exceed 6 months) ____________, unless terminated sooner by either party for any reason.

Participation in Flexplace does not change the employee's salary, benefits, work status or other rights as a university employee. The Employee agrees to follow the Employer's policies on work hours and schedules, including keeping records of time and attendance as if work was performed at the regular office.

1. If eligible for overtime, advance supervisory approval must be obtained before working overtime.

2. All types of leave usage must have supervisory approval and follow established leave rules and procedures.

The Employee will not provide primary care during work hours for a young child or elder who would otherwise require a provider's care. Formal care arrangements will be maintained during working hours at the alternate location. Care provided during work hours will be requested and reported as sick or other applicable leave.

The Employee is responsible for operating costs, home maintenance or any other cost associated with the use of the home as an alternate work site. The Employee shall maintain home work space
in a safe condition, free from hazards and other dangers to equipment or occupants of the home. The Employee is still entitled to reimbursement for authorized expenditures, e.g., travel and long distance calls, incurred while conducting official business.

The university has the right to choose to purchase hard/software and related supplies, allow existing hard/software to be taken to the home, or permit use of compatible Employee-owned hard/software. The decision to remove or discontinue use of such hard/software shall rest solely with the university. Equipment and supplies purchased by the university remain university property and their use is limited to the Employee for purposes of official university business. If borrowed or purchased, the university will maintain and service such hard/software. If Employee-owned, the Employee is responsible for service and maintenance. The university does not assume liability for loss, damage, or wear of Employee-owned hard/software. The university will document all equipment purchased with university funds approved for use and located at off-site locations.

Employee understands that the university may make on-site visits during normal business hours to determine that the work space is safe and to maintain, repair, install or retrieve university-owned equipment, software and/or supplies. All university-owned equipment, software, data and supplies must be returned in event of termination of participation in Flexplace for any reason.

In the event of equipment failure or malfunction, Employee will immediately notify their supervisor in order to effect repair or replacement of such equipment and to discuss work assignments. In the event of delay in repair or replacement, or any other circumstance which makes work from the alternate location impossible, Employee understands that university may require the Employee to report to the regular office.

Employee understands that they remain liable for injuries to third persons, including family members, at the alternate location. Employee agrees to indemnify and hold harmless the university from any and all claims, demands or liability resulting from any injury to persons caused, directly or indirectly, by the duties and obligations under this Agreement, except where such claims or liability arise solely from the gross negligence or willful misconduct of the Employer. The university is not liable for damages to the Employee's personal or real property except to the extent of liability under Colorado law in the regular office.

A work plan with expected delivery dates has been mutually agreed upon.

Employee is covered by Worker's Compensation during the performance of official business at the regular office or the defined work space at the alternate location during work hours. Employee shall report work-related injuries immediately to the supervisor and will comply with other reporting requirements established by the university for filing claims.

Employee understands that some information used in their work may be deemed confidential by the University and shall apply all university-required security safeguards and policies at the same level as in the regular office in order to protect such information from unauthorized disclosure,
loss or damage.

Employee remains obligated to comply with all university policies and instructions and this Agreement. Violation of these may result in termination of participation in Flexplace and/or other corrective/disciplinary actions.

Employee understands that it may be necessary to alter the Flexplace schedule and/or report to work in emergencies or for other business needs.

The following specific conditions have been agreed upon by the Employee and Supervisor:

Principal department/college or university____________________________________

Division or work unit_____________________________________________________

Alternate work location address____________________________________________

Alternate phone number_________ Alternate e-mail address, if applicable___________

Employee will work at a remote location _____ days per week or _____ days per month.

Work hours and schedule will be as follows: ___________________________________

The following equipment, software and supplied will be used at the alternate location:

_________________________________________________________________

It will be provided by:_____________________________________________________

Employee will retrieve phone messages at least _____ times per day. The following arrangement has been agreed upon for communications, including return and handling telephone calls, including long distance, e-mail and communicating with the regular office:

_____________________________________________________________________

Additional conditions agreed upon__________________________________________

We have read this Agreement and understand and agree to its conditions. We further understand that failure to adhere to these conditions may result in termination of participation.

Requested by:

________________________________________________  ____________

Title                        Date
Approved by:

_______________________________________________
Unit Vice Chancellor or Dean  Date

_______________________________________________
(from approval matrix) Chancellor/Provost/Dean/Vice Chancellor  Date

_______________________________________________
Associate Vice Chancellor for Human Resources  Date

Agreed to by:

_______________________________________________
Participant/Employee Name/Signature  Date
## Flex Place (remote work) Approval Matrix:

<table>
<thead>
<tr>
<th>School/College, Unit, Office, Location</th>
<th>First Level Approving Authority</th>
<th>Second Level Approving Authority</th>
<th>Final Level Approving Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>CU Denver Schools/Colleges</td>
<td>School/College Dean</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>CU Anschutz Medical Campus Schools/Colleges (except SOM)</td>
<td>School/College Dean</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Assistant Dean for Administration and Finance</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>CU Denver South, ODE</td>
<td>Vice Chancellor for Enterprise Development</td>
<td>Senior Vice Chancellor for Admin and Finance</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>Consolidated Units (OIT, HR, Inst. Planning, Facilities, Finance, Grants/OGC/Bursar)</td>
<td>Unit Vice Chancellor or Associate Vice Chancellor</td>
<td>Executive Vice Chancellor for Admin and Finance</td>
<td>Chief Human Resource Officer or Designee</td>
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<tr>
<td>Police</td>
<td>Police Chief</td>
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<tr>
<td>CU Anschutz units that report to Executive Vice Chancellor for Admin and Finance</td>
<td>Unit Vice Chancellor or Associate Vice Chancellor</td>
<td>Executive Vice Chancellor for Admin and Finance</td>
<td>Chief Human Resource Officer or Designee</td>
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<tr>
<td>CU Denver units that report to Senior Vice Chancellor for Admin and Finance</td>
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<td>Chief Human Resource Officer or Designee</td>
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<tr>
<td>Advancement, Communications, CU Innovations, Office of Digital Education, VCR, VCHA, or other Chancellor Direct Reports</td>
<td>Campus Chancellor or Designee</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>Institutional Research, Ombuds, Student Success, Faculty Affairs, Departments, Libraries, Office of the Provost</td>
<td>Provost or Designee</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
</tr>
<tr>
<td>Regulatory Compliance: CCTSI, COMIRB, EH&amp;S, HIPAA, IACUC, Research Admin, CRAO</td>
<td>Vice Chancellor for Research</td>
<td>N/A</td>
<td>Chief Human Resource Officer or Designee</td>
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</table>
APPENDIX D
REMOTE LOCATION/COMPRESSED WORK SCHEDULE
REQUEST FORM

Effective __________
Employee Name _______________________________
Unit ________________________________________
Supervisor _________________________________

Check all boxes that apply:

Compressed Work Week:
☐ 4/10 schedule – ten hours per day for four days within a week (excl. lunch)
☐ 4 ½ day schedule - four nine hour days and one four-hour day within a week (excl. lunch)
☐ 9/80 schedule (four nine hour days and one eight hour day in one week/four nine hour days the following week, excl. lunch)

☐ Employee is overtime eligible*
☐ Employee is not overtime eligible

<table>
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<tr>
<th>Work Schedule/Remote Location Day</th>
<th>Mon</th>
<th>Tues</th>
<th>Weds</th>
<th>Thurs</th>
<th>Fri</th>
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<tr>
<td>Start Time</td>
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<td>Length of Meal Period</td>
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<td>End Time</td>
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<tr>
<td>Work From Remote Location (mark X)</td>
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If 9/80*:

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<th>Tues</th>
<th>Weds</th>
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<td>Work From Remote Location (mark X)</td>
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*If overtime eligible employee is assigned to a 9/80 work schedule, adjustment to the defined work week must be approved by central Human Resources Compensation.
Employee is responsible for updating their work schedule in My.Leave or work record and for updating their Outlook calendar to represent their work from remote location, including contact information.

___ Approved  

___ Denied

Additional Notes (reason for approval, denial, or additional stipulations):

____________________________________________________________________________

____________________________________________________________________________

Employee Signature ___________________________ Date __________________

Supervisor Signature ___________________________ Date __________________

Unit Vice Chancellor or Dean Signature ______________________________________

Date ________________
APPENDIX E

University of Colorado
Denver | Anschutz Medical Campus

Request to Redefine Workweek - Overtime-Eligible Employees

The standard work week for the University of Colorado is 12:01 a.m. Sunday, through 12:00 midnight, the next Saturday. Any change in this work week for employees who are eligible for overtime requires approval by central HR Compensation before implementation.

Please complete and submit to HR.Compensation@ucdenver.edu

Department Name

Employee Name/Employee ID#

Position #

Redefined work week (Note that 9/80 schedules must start at 12:01pm and end at 12:00 pm)

Day __________

Time start: 12:01 pm

Time end: 12:00 pm

Example: Work week begins Friday at 12:01 p.m. and ends the following Friday at 12:00 p.m.

Overtime compensation will be earned if an employee earns more than 40 hours

Schedule change date (Note that the start date of the schedule must be the same day of the week as above

Start date (mm/dd/yyyy) End date (if applicable)

Signatures and date

Employee Date

Supervisor Date

HR APPROVAL

______________________________________________ ________________
Name Date
