

Carnegie Mellon University

Human Resources

Flexible Work Arrangement Guidelines for CMU-Africa Faculty and Staff

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INTRODUCTION

In recognition of the diversity of organizational needs, Carnegie Mellon University offers flexible work arrangements for eligible employees (faculty and staff) in situations where the business needs of the college/division can be equally or better met while allowing the employee to balance professional and personal responsibilities. Flexible work arrangements, which are intended to support productivity and increase engagement, are available at the discretion of the employee's supervisor and can be modified or discontinued by the university at any time.

Because much of the work of the university is best completed through personal interaction between faculty, staff, students, colleagues, and visitors, employees are assumed to conduct their work on-site and during regularly scheduled work hours, unless otherwise arranged through a flexible work arrangement—either during the recruitment process (new employees) or post hire with their supervisor (existing employees).

At CMU-Africa, a **flexible work arrangement (FWA)** is the organizing of work such that the work schedule meets the university's needs while balancing the employee's work and personal needs. FWAs, as such, are intended to address the scheduling of work hours and are intended to provide employees with the opportunity to adjust their start and end times, within certain limits, but does not alter the total number of hours worked in a workweek.

Where appropriate flexibility on start and end times may be permitted. More specifically, employees have the opportunity to request flexible work schedules during the time 7:30 a.m. through 5:30 p.m., therefore start times may be requested between 7:30 a.m. and 9:30 a.m.

Any consideration of a flexible work arrangement must include the business needs of the department and the particular position requirements (e.g., student facing positions). Additional participation criteria are discussed in the Participation Criteria section below.

This document establishes Carnegie Mellon's guidelines for requesting and approving flexible work arrangements for employees in positions based in CMU-Africa.

Scope

These guidelines apply to Carnegie Mellon full-time faculty and staff in positions based at the CMU-Africa location only. The Procedures section outlines the procedures for requesting and approving flexible work arrangements.

GUIDELINES

FWAs are intended to mutually benefit the employee and the university by providing flexibility for the employee while supporting CMU's business needs.

1. Under flexible working arrangements employees have the opportunity to a start time between 7:30 a.m. and 9:30 a.m.
2. Daily hours totaling 7.5 per day, 5 days per week Monday through Friday remain unchanged.
3. A request for an alternative schedule (i.e., the schedule set forth in Section III, Item 1E. of the [CMU-Africa Staff Handbook \[pdf\]](#)) must be discussed and confirmed in writing with an individual's supervisor and in most cases must be fixed for a period of at least one semester in duration.

4. Meal period must be scheduled for a at least 30 minutes (Full-time employees normally work 7.5 hours a day with an unpaid meal period of at least one-half hour, but not more than one hour. Part-time employees may have an unpaid meal period of at least one-half hour, not but more than one hour depending on the length of their workday).
5. Some units may be unable to offer flexible hours for some positions and/or during certain times of the year.
6. The individual selecting an alternative schedule must work with their supervisor to ensure that at least one other person is available to handle issues that arise during their absence.
7. FWAs can be implemented, modified, or discontinued at the discretion of the immediate supervisor in consultation with the director, executive director, or dean.
8. FWAs that are on-going or long-term arrangements must be approved and documented. However, occasional use flexibility is available to accommodate ad-hoc or infrequent business or personal needs.
9. Employees with flexible work arrangements may request modification or discontinuation of their arrangement at any time, but changes must be approved by the employee's supervisor.
10. Supervisors may make modifications or discontinue the arrangement at their discretion where business needs dictate. When doing so the supervisor will provide reasonable notice where possible.
11. FWA arrangements apply to a specific job or role. If the individual changes jobs, the FWA should be arranged with the new supervisor. It should not be assumed that the FWA will continue.
12. FWA should be reviewed on a regular basis to determine if they continue to meet the needs of the unit and the employee.

If the employee is requesting an FWA as part of an accommodation due to a medical reason they should first contact the CMU-Africa Human Resources Officer via email at africa-hr@andrew.cmu.edu for guidance before proceeding.

Participation Criteria

Supervisors are encouraged to consider FWAs where practicable. The arrangement should ensure that the business needs of the team, department, and university will continue to be met successfully. Any consideration of an FWA should include evaluation of the following criteria:

- The position and the department/unit.
 - Job duties
 - Task interdependence
 - Type of customer service provided
 - Operational needs of the department/unit
- The employee's job performance.
 - Has the employee successfully completed the probation period?
 - Has the employee demonstrated satisfactory job performance (as measured in documented performance evaluations)?
 - Is the employees on a performance improvement plan?
- The impact of the arrangement on the organization.
 - Has the individual demonstrated evidence that an FWA will not adversely affect their ability to meet the needs of the organization?

- Will an FWA decrease the individual's ability to serve customer needs, increase the workload of other employees, or require an increased budget to cover the arrangement?
- Emergency considerations due to temporary and extraordinary circumstances.
- Time in the position.
 - Staff members in their probation period may be asked to work the expected in-person workweek hours of 9:00 a.m. to 5:00 p.m. to assure appropriate training and interaction with others in the department.

Overtime

Employees with an FWA must still adhere to the [guidance \[pdf\]](#) on requesting the approval of overtime hours established by CMU-Africa and the employee's supervisor.

Requests and Approvals

Requests for flexible schedules are evaluated and approved on a case-by-case basis by the employee's supervisor. Approved requests are forwarded to the CMU-Africa Human Resources Officer to review and upload to the employee's Workday employment record.

A working schedule must be discussed and confirmed with an individual's supervisor and will typically be fixed for a period of at least one semester in duration.

Ongoing and long-term flexible work arrangements between an employee and their supervisor must be documented using an approved request form. Occasional use flexibility does not need to be documented via the request form.

Since FWAs are based on the employee's current role and are between the employee and their supervisor, if the employee transfers to a different role or there is a supervisory change, the employee should request and obtain approval from the new supervisor for a flexible work arrangement.

Requests for an FWA should be accomplished by the following process:

1. Employee completes an [FWA request form \[docx\]](#) and sends it via email to their direct supervisor
2. The supervisor reviews the request form. The supervisor may follow up with questions as needed and review the request with the employee.
3. Once all relevant information is gathered, the supervisor will consult the Human Resources coordinator.
4. Based upon all relevant information, the supervisor will either approve or deny the request via email.
5. If the request is denied, the supervisor will:
 - Email the employee to convey the request was denied, provide an overview of why the request is denied (e.g., the position requires the individual in the position to be present during specific work hours) and schedule a time to follow up in-person.
 - Follow up with the employee at a mutually agreed upon time to discuss the reason for denying the request and explore alternatives (if any) with the employee.
6. If the request is approved:
 - The supervisor will provide additional guidance related to work expectations as needed including, ensuring appropriate coverage for essential operations, expectations related to work deliverables, and communication preferences.

- The HR coordinator will upload the approved request form into Workday.

RELATED RESOURCES

The following resources are available online:

- [Overtime Guidelines for CMU-Africa \[pdf\]](#)
- [Flexible Work Arrangement Request Form—Schedule \[docx\]](#)
- [CMU-Africa Staff Handbook \[pdf\]](#)