



**MONTCLAIR STATE**  
**UNIVERSITY**

## **University Senate**

### **Recommendation for supplemental support documents for HR Flexible Work Arrangements policy**

May 10th, 2023- Approved by the University Senate

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The University Senate recommends that the university provide supplemental guidelines for the implementation of [Flexible Work Arrangements Policy For University Employees](#) including, but not limited to:

- a. Detailed, and clear guidance for determining eligibility for an individual's flexible working arrangements, e.g. metrics, or questions that should be considered by both the employee and their manager
  - i. Consideration should include employee well-being alongside impact to the unit's productivity
  - ii. Realistic consideration of optimal contact hours among team members, and full consideration of alternative ways to connect
  - iii. Unit and individual's in-person and virtual service to the broader campus community, such as multi-faceted student contact
- b. Unit needs assessment that includes manager's collaboration with their employee team to determine both eligibility and impact on routine tasks and long term projects
- c. A decision tree or flow chart to aid the unit's decision making
- d. Guidance for a clear response and rationale for the decision rendered by the manager or university representative to the individual's request for flexible work in a timely manner

This recommendation is not intended to supersede nor impinge on any obligations of the University to negotiate agreements with the relevant collective-negotiations agents (unions) regarding procedures and/or impacts of Work-Arrangements Policies. The Senate recommends that the University Administration address any such issues in an expeditious manner with the relevant union.

### **Rationale**

The current university policy for flexible work arrangements details the policy's logistics from the institutional mission and goals perspective. More guidance is essential for managers or employees to determine any individual employee's eligibility consistently and equitably.

Much of the language in the current policy is intentionally open to subjective interpretation. While this has been optimized in some units to create a positive and productive work environment for all, in others, it resulted in a dispirited and demoralized workforce.

The administration welcomes autonomy amidst unit managers, yet in practice, the result of a hands-off method is a broad range of inconsistent implementation of policies that inequitably impact employees across the university's community. Montclair State could communicate the worth of our employees and show their interest in retaining them with equitable work procedures and practices.

Other institutions in New Jersey and farther afield have provided their employees with more comprehensive guidelines,

Rutgers

Guidelines/overview:

[FlexWork@RU Pilot Program Guidelines](#)

Decision tree for managers:

[Flexible Work Arrangement Decision Tree](#)

Area assessment and agreement:

[FlexWork@RU Department Needs Assessment and Team Agreement](#)

FAQ

[Flexible Work Arrangement FAQs](#)

Rowan - [Flexible Work Arrangement Policy Subject: Human Resources ... \(7/1/21\)](#)

<https://www.ramapo.edu/poerd/ramapro-resources/>

Rowan - Flexible Work Arrangement Agreement - Rowan University

See the following document:

- [Flexible Work Arrangement Policy](#)
  - [No:ISO:2013:01 Acceptable Use Policy](#)
  - [No:OED:2011:03 Disruptive Behavior and Workplace Violence Policy](#)
- Additional resources include, but are not limited to:
- [Human Resources Guidance for Effective Telework](#)
  - [Human Resources guide: Ergonomically working from home](#)
  - [Human Resources Manager's Toolkit](#)

[Fairleigh Dickinson University \(Criteria outline\)](#)

Oregon State (has guidelines and rubric for supervisors)

<https://hr.oregonstate.edu/flexible-work/policy-flexible-work-arrangement>

[Practical Guidance for Creating Flexible Work Arrangement Strategy and Agreements |](#)

[University Human Resources](#)

University of North Carolina @ Chapel Hill - Flexible Work Arrangements for University Employees (see playbook, linked below)

- [Flexible Work Arrangements policy](#)
- [Flexible Work Arrangements procedures](#)
- Tools for determining long-term flexible work location by unit:
  - [Flexible Work Options Playbook](#) | pdf
  - [Work Location Options by Job Category](#) | pdf
  - [Work Location Form](#) | pdf (use Acrobat Reader)
  - [Work Location Quick Reference Card](#) | pdf

Florida Atlantic University

- [Flex Work Arrangements](#)
- [Employee Guide](#)