

Alternative Work Arrangement Guidelines for Managers and Supervisors

Trust and cooperation between both managers and employees are keys to successful remote and alternative work arrangements.

Managers and supervisors are best positioned to assess which jobs and employees are suitable for alternative work arrangements. They should be prepared to set clear expectations, manage the work under the conditions of the arrangement, and have regular check-ins. Managing alternative work arrangements requires a flexible mindset with an intentional focus on culture and inclusion.

Assessing an alternative work arrangement

When supervisors receive a request for a alternative work arrangement, they need to consider all of the issues and implications of the arrangement and discuss them with the employees. This will help both the supervisors and the employees determine if their job, environment and/or work history are suitable for specific flexible work arrangements. Staff are encouraged to use the [Individual Planning Tool for Alternative Work Arrangement](#).

Supervisors should think through potential challenges and ways to overcome these challenges before forwarding the request to their respective member of senior staff for approval.

Questions to consider:

1. Is an alternative work arrangement right for this position?

- Do you have your own manager's support with respect to implementing an alternative work arrangement?
- Is it necessary for all staff members in a similar job or in a unit to work the exact same schedule?
- Can the job be completed at hours outside the range of traditional workweek hours?
- Will it compromise the quality of service provided to students, faculty, or staff?
- Does the job include managing people?
- What are the maximum number of staff members in the unit who can have an alternative work arrangement before any workflow or productivity is impacted?
- How will the performance be measured?
- Can the job be done at a location outside of the office or regular workspace?
- Is face-to-face interaction an important component of the work?
- Does the job require access to specialized equipment or files?

2. Is a alternative work arrangement appropriate for this employee?

- Is the employee highly motivated and can they work independently?
- Will it be necessary to monitor arrivals and departures?

- Has the employee demonstrated the ability to solve problems without supervisor intervention?
- Is the employee able to manage their own time?
- Does the employee have access to the necessary equipment and systems?

Successful alternative work plans will include:

- A clear schedule of days on and off campus that takes into consideration departmental anchor days or weeks.
- Lists of duties that will be performed while remote.
- Expectations about the type and quantity of work to be performed while remote, clear metrics to ensure success.
- Expectations for availability, responsiveness, and communication with colleagues, clients, etc.
- Information, data, and systems needed while remote and how they will be accessed, stored, and protected.
- A timeline for reviewing the effectiveness of the remote work arrangement.

Non-exempt Employee Remote Work Guidelines

This guidance is for managers and supervisors to help in the establishment of alternative work arrangements for non-exempt staff.

We expect employees who are working remotely to perform their duties and be available for communication during core business hours established by the department, taking either a 30-minute or 60-minute lunch break, depending on their work schedule.

Employees seeking exceptions (either on occasion for example, a medical appointment, or ongoing such as consistently starting an hour earlier or later than core business hours), must secure approval from their supervisors; you do not need approval from Human Resources.

Remote work and office work should be full days, not combined, to avoid possible claims for compensable time between home and office. The more predictable and consistent the work schedule the better. Ideally, employees will have a set weekly schedule of remote working days.

Supervisors should avoid off-the-clock requests, understanding power and influence that can come with such requests.

Fair Labor Standards Act (FLSA)

All non-exempt employees (on or off-campus) who work overtime (pre-approved by their supervisors) in a week will receive compensation equal to 1.5x their regular hourly pay for each hour worked over 40 hours. For employees who work 37.5 hours, they will receive straight time until they reach 40 hours.

The standard workweek is the period between Sunday at 12:01 am through Saturday at 11:59 pm.

Per FLSA, non-exempt employees are not eligible to receive compensatory time for excess hours worked in a week. Federal law also prohibits non-exempt employees from volunteering to work additional hours.

Recording Time

The FLSA requires specific recordkeeping for non-exempt employees. As part of the college's compliance efforts, non-exempt employees must track their time in detail, including:

- Actual hours worked to the quarter-hour (including overtime hours where applicable);
- Sick and vacation time taken; and
- Any unscheduled time off.

Maintaining such records ensures that employees are paid in an accurate and timely manner.

Supervisors are responsible for making sure employees have accurately recorded their time in the HR system.

Meal and Rest Breaks

Non-exempt employees are expected to regularly take their meal breaks in compliance with Massachusetts state laws which require at least a 30-minute meal break for each 6 hours worked in a calendar day. A bonafide meal break means an employee is not expected to perform any work-related tasks.

Rest periods (roughly 5-20 minutes) do count as hours worked and must be paid.

Training Time

Consistent with federal regulations, time employees spend in webinars or virtual meetings, lectures, or training is considered hours worked and must be paid, unless:

- Attendance is outside regular working hours; and
- Attendance is voluntary; and
- The course, lecture, or meeting is not job-related.

SUPERVISORY RESPONSIBILITY

Tracking Work Time

- Because non-exempt employees are to be paid for all hours worked, they are required to accurately record their work hours in the HR system. This includes accounting for start time, end time, and breaks. Supervisors must pay close attention to compensable work time.

- Supervisors must go into PeopleSoft and approve time on no less than a biweekly basis.