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Staff Flexible Work Policy



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1.0 Reason for Policy

In the Jesuit tradition, Saint Louis University places importance on the balance of the principles of cura personalis, care for the person, and cura apostolica, care for our mission and the work of the institution. These principles inform our considerations of the work we do and how we do it. This policy provides a more formalized approach to flexible work based on what the institution learned during the more than 16-month period of remote work for non-essential workers caused by the pandemic. The policy's objective will be to strike the appropriate balance between caring for our staff as well as the critical importance of caring for our students, patients and the University community which is at the core of the work that we do.

Prior to the pandemic, the majority of our employees at the University worked on-campus in support of our student, patient, teaching, research, and administrative operations. However, the University recognizes that the application of flexible work arrangements offers advantages for both the University and our employees where these arrangements are operationally effective and do not compromise the fundamental values and identity of the University. Among the advantages of flexible work arrangements are increased productivity and performance, relief of on-campus space constraints, increased job satisfaction, and recruitment and retention of a highly qualified workforce. This policy establishes procedures to evaluate flexible work requests made by our employees and provides guidelines for employees and their supervisors for managing flexible work arrangements.

2.0 Policy Statement

Through discussions that have occurred across the University over the last several months, three important insights have been illuminated about flexible work arrangements:

1. Our faculty, staff and most students have powerfully reaffirmed our shared value of in-person interaction, relationship, and community.
2. There is a difference between functionally keeping the University running/getting our work done (and for a relatively short period of time, given our 200+ year history) and fully living our value of shared community and experience.
3. For certain staff positions, some amount of well-planned remote work or work schedule flexibility, can enhance efficiency and provide greater employee flexibility and job satisfaction – without sacrificing equity or commitment to our mission.

The goal of this policy is to balance three main priorities:

1. Our shared value of in-person interaction, relationship building and community;
2. Our need to attract and retain high-quality talented individuals; and
3. Our need to ensure equity and fairness as fundamental aspects of our approach to flexible work arrangements.

Flexible work arrangements may include permanent or partial adjustments to an employee's regular work location, an employee's scheduled work hours, or both.

Remote work is a work arrangement in which some or all the employee's work is performed from home or another alternative work site location. Employees may be permitted to work remotely if their job duties can be performed without disrupting University and unit operations and they have appropriate University approval as documented on the [Staff Flexible Work Policy Agreement](#). Requests for working remotely should be determined based on organizational needs and the ability to serve internal and external stakeholders of the University with the same efficiency and effectiveness as being on-site. Roles that require physical presence or significant interaction with students, patients, coworkers, and stakeholders, are normally not suitable for remote work.

All remote working employees perform the same work that they would on-site. An employee's classification, compensation, and benefits will not change on the basis that the employee is approved for remote work. The University may, in certain circumstances, establish remote work as a condition of employment based on the University's business needs. In such cases, this requirement should be included when the position is advertised and in the position job description. In the event of a pandemic or other emergency, the University may institute "social distancing" remote work policies. In other words, employees may be directed to stay away from the worksite and work remotely.

Flexible work schedules allow an employee and department to establish agreed upon modifications to regularly scheduled work hours in a way that meets both the operational needs of a department and the personal needs of the employee. A flexible work schedule may be applicable for on-campus and remote work.

3.0 Scope

This policy applies to all regular full-time and part-time staff working at Saint Louis University who are not specifically excluded from the policy hereinafter. This policy does not apply to faculty, employees in a collective bargaining agreement unit, housestaff and employees on the Madrid campus. Neither the University Staff Flexible Work Policy nor this guidance address situations related to health/medical conditions that invoke the Americans with Disabilities Act (ADA) or the Family Medical Leave Act (FMLA). Separate policies and practices govern employees working under the parameters of those federal laws.

4.0 Procedures

Remote Work

Requests for a formal remote work arrangement may be initiated by an employee or a supervisor. If the employee and the supervisor agree that a flexible work arrangement is appropriate, the proposed arrangement shall be submitted to their highest-level leader not including the President (e.g., Vice President, Provost, Dean, etc.) for final approval.

Supervisors, in consultation with their respective leadership will analyze the nature of a position and how the work is performed and determine which positions are appropriate to designate or approve remote work. Many factors should be considered in determining the feasibility of remote work, including the suitability of remote work with the University's mission and goals, the potential impacts of flexible work arrangements within the unit/division and with other units/divisions with which that unit works, the type of work being performed, the ability to adequately support the employee, and whether any duties require use of certain equipment or tools that cannot be accommodated at a location other than on-site at SLU.

Generally, the following conditions must be met to approve an employee for remote work:

1. The employee has no active formal disciplinary actions on file for the current or immediately preceding review period.
2. The employee has a demonstrated ability to work productively on his/her own and is self-motivated and flexible.
3. The employee received at least a "Meets Expectations" evaluation in the previous performance evaluation cycle.
4. The employee has provided confirmation that the alternate work location is in a location that has the space and electrical/utility access necessary for the job requirements and meets University suggested guidelines related to workspaces. (Additional information is provided below.)
5. The remote work eligibility decision is evaluated on appropriate, fair, consistent and equitable factors.

Flexible Work Schedules

A flexible work schedule allows an employee to adjust work hours to differ from the normal University hours of operation. Flexibility in setting workdays or work start times, end times, and/or mealtimes, are typical types of

flexible work schedules. An example of flextime may be an employee choosing to start work at 6 am so that they may leave earlier while other members of the same team may choose a later start time (10am) and work until later in the day. Flexible work schedules must be clearly defined and approved in advance by the supervisor and documented in the [Staff Flexible Work Policy Agreement](#). Examples of flexible work schedules are listed in 8.0. Definitions.

Staff Flexible Work Policy Agreement

Regular recurring flexible work arrangements must be documented in an "Agreement." The Agreement establishes the specific conditions that apply to the employee working any flexible work arrangement. The Agreement must be completed and signed by the employee, the employee's supervisor, and the applicable Dean or Vice President prior to the employee beginning a flexible work arrangement.

All Agreements are subject to review at 30, 60, and 90 days. The supervisor, in consultation with their leadership, may modify or terminate the Agreement before the end of the specified term for performance concerns, changing operational needs or any other business-related reason. Reasonable notice should be given in the event the Agreement is to be terminated. The employee may also terminate the Agreement at any time unless it was a condition of employment or is in response to an ongoing emergency.

Supervisors and leaders are charged with making determinations as to whether a flexible work arrangement best supports the work of the University and the unit. Leaders have visibility to all the potential impacts of a flexible work arrangement and are best positioned to make these determinations. For that reason, these leaders will make the final decision on flexible work arrangement requests and there is no appeal process.

Occasional, intermittent, infrequent remote work arrangements are permitted under this policy. Such arrangements require supervisor approval but do not require completion of a flexible work arrangement agreement.

Approved Work Locations

Requests for flexible work arrangements in states other than Missouri and Illinois, even if for a short period of time requires additional approvals not outlined in this policy. Please contact the Division of Human Resources for guidance if an employee needs to work remotely in a state other than Missouri or Illinois. No offer of employment for remote work or employment in another state is permitted without written prior approval from the Division of Human Resources. Employees currently working remotely in states other than Missouri and Illinois are covered by this policy.

Tax implications

It will be the employee's sole responsibility to determine any tax implications or benefits of maintaining a home office area and employees are encouraged to consult with a qualified tax professional of their choice to discuss tax implications.

Employees working remotely will continue to have St. Louis city tax withheld from their paycheck on all earnings per St. Louis city guidelines which state: "If you live outside of the city limits and your employer continues to operate within the city limits, you will be required to pay the earnings tax even if your employer permits you to work virtually."

Employees who are approved to work fully and permanently remote in a state other than Missouri or Illinois will be subject to tax laws, regulations, and authorities of the state in which they are permanently working.

Hours of Work and Recording Time

Non-Exempt Employees

All non-exempt, hourly employees are required to accurately record all hours worked using Workday.

Supervisors are responsible for ensuring non-exempt employees accurately record all hours worked each week. Hours worked more than those specified in the Agreement require advance approval from the employee's supervisor. Per Fair Labor Standards Act (FLSA) requirements, hours worked over forty in one week are subject to overtime pay requirements for non-exempt, hourly staff. SLU does not permit the substitution of compensatory time for payment of overtime. The FLSA requires that overtime hours worked in a week be paid at the overtime rate and not be carried forward to future weeks as compensatory time. However, non-exempt hourly staff may be required to work extra hours on a given workday. If this occurs, the supervisor may permit or require the employee to take an equal number of hours off within the same work week.

Exempt Employees

Exempt, salaried employees are not eligible for overtime. Due to their exempt status, salaried employees enjoy greater flexibility in modifying their work schedules in any given week. However, as a service-oriented institution, it is important that work schedules be made known to those whom an employee on a flexible work arrangement supports. Our support for the work of our colleagues must be reliable and transparent for a flexible work arrangement to be successful.

Employees should not allow personal business, including dependent care responsibilities, or other employment, whether for compensation or not, to interfere with the performance of job duties, and responsibilities while working in a flexible work arrangement. Employees are expected to perform work only for SLU during scheduled hours.

With any flexible work arrangement, the employee must be reachable and responsive via telephone, network access, or email during agreed-upon work hours.

During periods of downtime (equipment, network, internet, etc.), employees must contact their supervisor immediately to determine next steps. The supervisor may approve one of the following options, depending on business needs: making up the missed work time within the same work week, using vacation time, or working at a SLU office location or other SLU workstation. Employees working remotely may be required to return to campus periodically as specified by the employee's supervisor.

Workspace, Equipment, IT Security and Expense Reimbursement

The opportunity to participate in a flexible work arrangement is offered only with the understanding that it is the responsibility of the employee to ensure that a safe and proper work environment is maintained. Failure to maintain a safe and proper work environment provides cause for an employee's immediate termination of the Flexible Work Agreement.

While the University maintains an environment that supports proper ergonomic standards for employees onsite, the home office environment allows for potentially different standards at times. It is the employee's responsibility to maintain an environment that supports proper seating, work surfaces, and lighting.

Consistent with the University's expectations of information security when employees are working on-site,

remote work employees will be expected to ensure the protection of proprietary University, student, and patient information accessible from their home office. Steps include use of locked file cabinets and desks, regular password maintenance, ensuring non-employees in one's workspace cannot overhear confidential information and any other steps appropriate for the job and the environment. Employees who work with protected health or student information are responsible for ensuring full compliance with the University's HIPAA and FERPA policies.

The employee will maintain an appropriate work environment within their home for work purposes. Employees working remotely will not hold "in-person" business visits or meetings with other employees, students, patients, clients, or the public at their remote work location. The University will provide the employee with a computer, maintained with appropriate cyber-security software, to use when working remotely.

In most circumstances, it will not be necessary for employees to incur expenses for home office furniture or basic office supplies. If an employee seeking a flexible working arrangement believes particular circumstances require expenditures beyond supplies or equipment already provided by the University, the employee must discuss such expense with the supervisor during the application process. Any such requests must be reviewed and approved by the Division Vice President before the flexible work arrangement is approved and to the extent such expense can be avoided by the employee reporting to their normal workplace, the flexible work arrangement request may be denied. Except in limited circumstances and where required by law, the University will not be responsible for costs associated with initial setup of the employee's home office, or any other expenses incurred to accommodate their remote work, including expenses for high-speed internet installation and monthly fees, furniture, or lighting, or for repairs or modifications to the home office space.

If an employee's role allows them to work remotely, University-owned portable technology may be provided to them. Only one University-owned computer will be issued. The employee is responsible for transporting the computer between their remote work location and campus, as needed. Other non-employees in the employee's household should not be permitted to use University equipment. Any equipment that will be used for remote work must be identified on the [Staff Flexible Work Policy Agreement](#).

The University will not provide the following, unless approved in advance and required by law:

The University is not responsible for an employee's personal equipment even if the employee is engaged in University work

Worker's Compensation

Employees working remotely must comply with Saint Louis University's Workers' Compensation policy if injured while performing job duties from their remote site. This includes, but is not limited to, immediately notifying the employee's supervisor of any work-related injury, illness, or exposure, completing any required work-related injury, illness, or exposure forms, and contacting the designated Occupational Health provider within the time frame specified in the University's

Workers' Compensation policy. The University assumes no liability for injuries occurring in the employee's remote site outside the course and scope of their employment. The University is not liable for loss, destruction, or injury that may occur in or to the employee's home. This includes family members, visitors, or others that may become injured within or around the employee's home.

Expectations

The employee's performance expectations remain the same in any flexible work arrangement (whether it

entails remote work, a flexible schedule or both), as the expectations would be if working a standard work schedule on campus. Employees allowed to work a flexible work arrangement are expected to perform the same duties, obligations, and responsibilities as any other employee.

Employees must remain accessible during designated work hours. Employees are required to maintain regular contact with their supervisor and colleagues while working remotely, be available to accept phone calls and emails, return phone calls and emails promptly, and be accessible via instant messenger, as required by their department.

Employees working remotely, as directed by their immediate supervisor, will communicate at a level consistent with employees working at the office or in a manner and frequency that is appropriate for the job and individuals involved.

There are occasions when on-site attendance on a day when remote work is scheduled may be required. Supervisors should work closely with employees on remote work arrangements to provide as much notice as possible to avoid last minute changes to a remote worker's schedule. However, attendance at on-site staff meetings, performance evaluations, in-house education programs, mandatory short notice meetings, and other mandatory departmental functions may be required in certain circumstances.

Remote work is not a substitute for childcare or other dependent care. Remote workers shall make or maintain childcare or other dependent care arrangements to permit concentration on work duties and responsibilities.

Remote Work During University Closures

In the event of a University closure due to an emergency or inclement weather, employees approved for remote work arrangements will be expected to work at the remote site. Employees who do not have remote work arrangements in place may also be required to work remotely during a University closure at the discretion of the employee's supervisor. In the event the employee wishes to use paid time off in such an instance, the employee should follow the University's standard procedures for requesting a vacation day.

5.0 Sanctions

Individuals who fail to comply with this policy and the procedures associated with it may be subject to disciplinary actions guided by the University's Staff Performance Management Policy.

6.0 Responsibilities

Leadership Responsibility

The Provost, the Vice President of Medical Affairs and the University's Administrative Unit Vice Presidents may establish specific guidelines for approving and managing flexible work arrangements in their respective divisions if they conform with the general requirements of this policy.

The Provost, the Vice President of Medical Affairs and Chief Financial Officer will be responsible for sharing

quarterly reporting and assessment of flexible working arrangements in their respective areas of responsibility with the President to determine if the policy should be extended, revised, or ended.

University Vice Presidents and Deans are responsible for approving flexible work arrangements in their respective division, schools and colleges and reporting quarterly to the Provost (for Academic Affairs units), Vice President of Medical Affairs (for School of Medicine and SLUCare units) and the Chief Financial Officer (for administrative divisions) on the implementation of flexible work arrangements within their respective units.

Vice Presidents and Deans are responsible for:

- Ensuring the terms of this policy are followed when considering and implementing flexible work arrangements in their respective units.
- Ensuring that flexible work arrangements are implemented in a fair, consistent and equitable manner across their units.
- Ensuring that the needs of students, patients, co-workers, and others we serve across the institution and in our community are met in the event a flexible work arrangement is implemented in their unit.

Supervisor Responsibility

Supervisors are responsible for: Recommending whether an employee's job duties are appropriate for a flexible work arrangement, whether such an arrangement is operationally feasible, and whether there is a business need for a flexible work arrangement. Reviewing requests for flexible work arrangements on an equitable basis to employees with similar job duties. Supervisors may, however, consider individual factors, including an employee's specific job duties and performance and whether the employee has demonstrated skills and work habits required for flexible work to be successful. Establishing clear guidelines for flexible work and job expectations, establishing a shared understanding of performance benchmarks, monitoring employee productivity, communicating regularly (daily) with remote workers, and providing ongoing feedback.

- Reviewing flexible work arrangements on 30, 60, and 90 day intervals and recommending or managing necessary adjustments.
- Instituting measures to manage employees in flexible work arrangements, including measures to monitor accountability, collaboration, communication, and time management.
- Recommending when and if a flexible work arrangement should be extended, revised, or ended.
- Getting a flexible work arrangement signed by the appropriate parties and ensuring the Agreement is sent to hr@slu.edu so it can be uploaded into the employees Workday file.
- Ensuring equitable participation in staff meetings and other departmental obligations for all team members, regardless of flexible work arrangements.

Employee Responsibility

Employees are responsible for:

- Effectively accomplishing their regular job duties, regardless of work location or flexible schedule. Failure to meet job expectations may lead to disciplinary action including, but not limited to, modification or termination of the flexible work arrangement and disciplinary action, up to and including termination of employment.
- Ensuring that maintenance of University-owned equipment, including computers, will be performed only by a University authorized technician. The employee will be responsible for getting the equipment to the University designated repair location. Necessary maintenance and repairs on University-owned equipment will be performed at the University's expense.

- Ensuring they have adequate technology connectivity to perform all required work activities.
- Protecting University records and information from unauthorized disclosure or damage.
- Complying with University HIPAA, FERPA, and other compliance policies and procedures regardless of where the employee is working. Ensuring that official records and information are secure and not stored in a way that would make them available to unauthorized individuals.
- If an employee is unable to work effectively at their remote location for any reason (e.g., internet connection is down, cellular phone reception is unavailable or weak, construction, distractions impacting the employee's ability to work effectively and efficiently) the employee shall notify their supervisor and make up the lost time, use vacation time, or temporarily relocate to another location.
- Upon termination of the flexible work arrangement or employment, the employee must return all University-issued items to the University.

7.0 References

University Policies Including But Not Limited To:

[Non-Retaliation Policy](#)

[Reporting Concerns of Misconduct Policy](#)

[Staff Performance Management Policy](#)

[Workers' Compensation Policy](#)

University Resources Including But Not Limited To:

[Covid-19 Safeguards](#)

[Process for Flexible Work Decision-Making in Academic Affairs](#)

[School of Medicine Implementing Guidelines for Interim Staff Flexible Work Policy](#)

External Resources Include But Are Not Limited To:

[St. Louis City Office of the Collector of Revenue Statement Regarding Employee Remote Work:](#)

8.0 Definitions

Alternate Work Locations: approved locations, other than the employee's assigned campus workplace, where official University business is performed. The most common alternate work location is the home of an employee, subject to the approval described in the Policy. Remote work not conducted in Missouri or Illinois requires written approval from the Division of Human Resources.

Compressed Work Schedule: A working arrangement that allows an employee to work a traditional 40-hour workweek in fewer than five days. For example, a full-time 40 hour/week employee could work four 10-hour days instead of five 8-hour days.

Flex Time Work Schedule: A work schedule that is planful and regularly set to accommodate options for work start, end, and/or mealtimes, typically with a designated core period during the day. A regular flex time schedule should be distinguished from occasional or ad hoc flex time which occurs in a situation in which a typically non-recurring obligation requires time away from regular work hours that is made up later in the day or in the same workweek. Another example of ad hoc flex time is when a work obligation requires someone to work late into an evening and the person's work responsibilities allow them the flexibility to start their workday at a later start time the following day.

Fully Remote Work: A working arrangement that enables an employee to work off-site for the entire workweek on a regular basis.

Hybrid (On-Campus and Remote) Work: A working arrangement that enables an employee to work part of the workweek remotely and part of the workweek on-site. For example, an employee could work one day on-site and four days remotely. Alternatively, an employee could work one week onsite and one week remotely on a regular basis.

Staff Flexible Work Policy Agreement: A formal document memorializing the agreement and performance expectations between the employee and the University for an employee to perform their usual job duties in a flexible work arrangement on a regularly scheduled basis or on an as-needed basis, as agreed upon by the University and the employee. A copy of this Agreement will be retained by the employee, the supervisor and within the Division of Human Resources.

Modified Workday Schedule: In some circumstances it may be in the best interest of the employee and the department to modify the days on which work is performed in each work week. For example, an employee who would typically work Monday through Friday may work Sunday through Wednesday, be off on Thursday and Friday and work again on Saturday. This type of work schedule is not the norm and should be reviewed with Human Resources prior to implementation. Note that the University's work week for payroll purposes, pay dates and overtime calculation is Sunday through Saturday and a division or college cannot enter an arrangement with an employee to change the University's designated work week.

Remote Work: A work arrangement where the employee enters into a formal agreement (a Flexible Work Policy Agreement) with the University to perform their usual job duties in an Alternate Work Location on a regularly scheduled basis, as agreed upon by the University and the employee. Remote work may take several forms including working each work week entirely from home; working a partial workweek from home and partially on-site; or working at home and on-site in alternating work weeks.

Split Work Schedule: A variation from the flex time work schedule, under which the workday is split into two distinct segments. Typically, a split work schedule involves an employee starting work earlier than normal, having a break of at least two hours during the middle of the day, and ending their day later than normal.

9.0 History

This is a new policy.

Attachments

[Staff Flexible Work Agreement .pdf](#)

Approval Signatures

Approver	Date
Michael Reeves	pending
Michael Luna	4/8/2022
Michael Reeves	4/8/2022

Applicability

SLUCare, Saint Louis University

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