

**Title: Flexible Work Arrangements (FWAs)**  
**Effective Date: April 15, 2009**  
**Responsible Office: Human Resources**

### **POLICY STATEMENT**

Columbia University allows flexible work arrangements (FWAs) subject to meeting the needs and operational goals of the department with the approval of the department manager.

### **RESPONSIBLE OFFICE**

Columbia University Human Resources Morningside – Associate Vice President

(212) 851-7008

Columbia University Medical Center Human Resources and Harlem Hospital – Chief Human Resources Officer

(212) 305-3819

### **WHO IS GOVERNED BY THIS POLICY**

This policy applies to all officers of administration and non-union support staff of Columbia University. Throughout the flexible work arrangements policy and accompanying documents, “staff” refers to officers of administration and non-union support staff.

Officers of instruction, research, and the libraries should refer to the Faculty Handbook located online at: <http://www.columbia.edu/cu/vpaa/fhb/>

Staff in a collective bargaining unit are governed by the provisions of their respective bargaining agreement at: <http://hr.columbia.edu/union-contracts>. Staff rights and obligations under applicable collective bargaining agreements are not affected by this policy.

### **WHO SHOULD KNOW THIS POLICY**

All Columbia University officers of administration and non-union support staff should review and understand this policy.

Supervisors, academic chairs and department administrators should review and understand this policy, as well as refer to the timekeeping and attendance guidelines on the HR Manager Toolkit website: <http://managers.hr.columbia.edu/>

### **POLICY TEXT**

Columbia University recognizes the growing demands on staff who have both professional and personal responsibilities, as well as the increasing challenge of finding new and better ways to manage people, time, space, and workload effectively.

Flexible work arrangements are a critical resource for maintaining job satisfaction and quality of life among Columbia University staff. Flexible work arrangements may promote productivity, enhance job satisfaction, enable recruitment and retention of valuable staff, and reduce greenhouse emissions consistent with the University’s environmental goals.

The University offers flexible work arrangements as a way to meet the needs of its staff, and strengthens the University’s position as an employer of choice. Columbia University supports

flexible work arrangements including Telecommuting, Flextime, and the Nine, Ten, and Eleven-Month Employment programs so that staff may better manage their personal and professional lives.

A flexible work arrangement is any variation in scheduling work hours and/or location from the traditional on-campus daily pattern. The categories of available arrangements are:

- Flextime
- Telecommuting
- Nine, Ten, and Eleven-Month Employment

All formal flexible work arrangements must be approved by the department in advance and must allow the department to meet the business needs and operational goals. Academic departments should check with their respective Dean's Office to ensure that they are following their school's processes for granting flexible work arrangements.

Departments decide whether to allow an individual to participate in a flexible work arrangement on a case by case basis. The University also makes decisions to implement flexible work arrangements based on whether the arrangement allows the department to meet its business needs and operational goals. Final approval and arrangements for situations covered by this policy are at the department's discretion. Managers should file approved proposal forms and any backup documentation for all flexible work arrangements in the applicable personnel files and also ensure that staff members keeps copies.

Columbia University has established guidelines for initiating flexible work arrangements, detailed descriptions of the various options available, and clear guidelines for managing and implementing such arrangements. These supplemental materials provide concrete expectations of responsibilities and accountability, and help supervisors and staff consider potential ramifications of a proposed new arrangement.

The flexible work arrangement policy and the associated guidelines pertain to formal FWAs which occur on an on-going basis. Short-term and/or non-recurring FWAs are permitted by this policy as well. Such arrangements do not require that the formal process be followed, but need to be approved in advance by the department manager. Short-term arrangements may include adjusting a work schedule for a determined period of time (i.e. a day, a week, etc.) All FWAs must be reviewed and reapproved periodically, with the first review on a date established when the initial arrangement is made. FWAs may be revoked if business conditions change or job performance is negatively affected.

Complete information and supplemental materials for FWAs can be found on the HR website <http://hr.columbia.edu/> and the Office of Work Life website <http://worklife.columbia.edu/>

## **CONTACTS**

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**COLUMBIA UNIVERSITY HR WEB ADDRESS:**

<http://hr.columbia.edu/>

**OFFICE OF WORK/LIFE WEB ADDRESS:**

<http://worklife.columbia.edu/>

**RELATED POLICIES**

**Time and Attendance policies are located in the HR Manager Toolkit website at:**

<http://managers.hr.columbia.edu/time-attendance>

**CUIT Network Options:** <http://www.columbia.edu/acis/networks/>

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