



FLEX OR WORK FROM HOME PROGRAM

This document explains one organization's flexible work from home (WFH) program, including eligibility and options. 4 Pages 20-814

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FLEX@WORK

Results Oriented High Growth Culture

Overview of the Flex@Work Program

The following summary provides [ORG]'s philosophy and policy around flexibility at work. The Flex@Work program enables [ORG] Leadership the opportunity to design flexibility into their organization to balance the demands of the business with an innovative talent planning strategy and program to attract, develop, motivate, recognize & retain the best people that thrive in our results-oriented high growth culture - while allowing for *consistent* application across [ORG] with the acknowledgement that priorities, organizational design, cultural readiness and managerial capability to implement Flex@Work may vary by Division or Shared/Support Service Organization(s).

Workplace flexibility provides an alternative avenue to:

- Drive Business Results that support top and bottom-line growth
- Serve our clients, healthcare professionals and colleagues more completely
- Increase productivity, efficiency and constantly improve how we work
- Motivate our employees to maximize their contribution to their work
- Engage employees around the importance of their total well-being and the connection to their performance
- Attract, motivate, develop, recognize, & retain high-performing conscientious people that thrive in our high achievement results-oriented culture

Our philosophy - Flexibility is earned through the achievement of results. Our mindset is “work is what we do” so that we can achieve MORE to live MORE.

Purpose of this Policy

This Policy contains information about and guidelines around [ORG]'s Flex@Work program and procedures, to ensure consistent application across [ORG]. Please be aware of the following:

- [ORG] reserves the right to interpret and administer the provisions of this Policy as needed by [ORG]. [ORG] has the discretion to change, modify or delete any provision in this policy at any time with or without notice. However, oral statements or representations cannot supplement, change or modify the provisions in this policy.
- Employees are responsible for complying with all company policies and procedures, as well as complying with other oral or written directives and assignments. Each VP and their management team intending to utilize the Flex@Work program must read and become familiar with the information contained in this policy. Failure to comply with [ORG]'s directives, policies, assignments, or procedures may result in discipline, up to and including termination of employment. The role of [ORG] leadership and managers are essential to the successful implementation & monitoring of the effectiveness of this policy and programs put in place.
- The provisions in this policy are not intended to in any way create any contractual obligations with respect to employment. Therefore, [ORG] acknowledges that, in certain instances, alternative work arrangements may be utilized to achieve a highly productive work environment that enables staff to balance work and personal needs while providing workforce predictability and high levels of service to our clients, professionals on assignment, and fellow employees.
- Flex@Work arrangements are not intended to be a substitute for dependent care or used in lieu of PTO.
- Any individual requests for accommodations in accordance with the ADA must be made to the Human Resources Department and will be handled separately.

NOTHING IN THIS POLICY NOR ANY OTHER COMMUNICATION BY AN [ORG] REPRESENTATIVE OR ANY OTHER EMPLOYEE, WHETHER ORAL OR WRITTEN, IS INTENDED TO IN ANY WAY CREATE A CONTRACT OF EMPLOYMENT. UNLESS YOU HAVE A WRITTEN EMPLOYMENT AGREEMENT SIGNED BY AN AUTHORIZED [ORG] REPRESENTATIVE, YOU ARE EMPLOYED AT WILL AND NOTHING IN THIS POLICY CAN BE CONSTRUED TO CONTRADICT, LIMIT OR OTHERWISE AFFECT YOUR RIGHT OR [ORG]'S RIGHT TO TERMINATE THE EMPLOYMENT RELATIONSHIP AT ANY TIME WITH OR WITHOUT NOTICE OR CAUSE.

This policy supersedes all prior versions published or distributed by [ORG] and all inconsistent oral or written statements.

Confidentiality Notice: This program guideline including all attachments is for the sole use of the intended recipient and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited unless specifically authorized by [ORG].

Flex@Work Program

Eligibility and Approval Process

Eligibility Parameters

Not all business units, functional departments, jobs or roles will be appropriate for some or all of the types of arrangements offered under the Flex@Work program. However, VPs, in conjunction with their management team and concurrence with the Human Resources Department and VPs of impacted business units and functional groups, may approve alternative work arrangements on a case-by-case basis, based on such factors as the nature of an organization(s) or position(s) work, the needs of the business, proven track record of results and compliance with the guidelines set forth in this policy. At all times, approval of a Flex@Work arrangement is at the sole discretion of [ORG] and may be revoked at any time.

Eligibility requirements may vary based on organization, job, role, and/or business needs. However, at all times, employee(s) being considered for any Flex@Work program must meet the following, minimum criteria:

- 1) Must have worked for [ORG] for at least six (6) months;
- 2) Must have and maintain a demonstrated record of strong performance, results, role modeling of values, and establishing of trust dynamic with manager;
- 3) Must have and maintain strong communication and collaboration skills;
- 4) Must have and maintain regular and uninterrupted access to Skype for business and other electronic means of communication.

Request and Approval Processes

To be considered for a Flex@Work arrangement, the Organizational Leader at the VP level must submit a request to the Human Resources Department, using the Flex@Work Request Form, detailing the nature and scope of the alternative work schedule or program requested to ensure compliance to the policy and facilitate the approval process.

- The Human Resources Department shall review each request, in conjunction with applicable leaders to ensure proper compliance to the policy and eligibility parameters. Applications or requests not submitted on the Flex@Work Request Form will not be considered. Flex@Work programs instituted without collaboration and concurrence the Human Resources Department and the Review Committee will be discontinued.
- Proposed Flex@Work arrangements should ensure that there are adequate staffing levels and no coverage gaps at all times during [ORG]'s core business hours.
- Notwithstanding the approval of a Flex@Work alternative arrangement, impacted employees should understand that business needs may require that exempt full-time employees work in excess of 40 hours in certain weeks and may be required to be reachable and available during [ORG]'s core business hours, regardless of Flex@Work arrangement (other than a part-time schedule).
- Applications should be submitted no less than thirty (30) days prior to the date on which the alternative work arrangement is proposed to begin.
- Applications will be reviewed by the Review Committee, consisting of the Divisional President/Vice President & Shared / Support Service VP Leadership team and will be facilitated by the VP of Human Resources within ten (10) business days of the request. The Review Committee will monitor the implementation and effectiveness of each approved Flex@Work program as needed and, at a minimum, quarterly.
- Applications can be denied based on a multitude of factors including, without limitation, performance of both the manager and the employee, attitude, business needs, and appropriateness of the proposed program/arrangement. The Review Committee may also require revisions to requests and/or return of a modified proposal.
- Flex@Work arrangements must be reviewed regularly between the employee(s) and the manager as frequently as is appropriate under the circumstances, but not less than quarterly, to determine whether continuation under the established arrangement is appropriate.
- Flex@Work arrangements may be discontinued by either the employee, the manager, or, where appropriate, the Human Resources Department and/or Legal, at any time.
- Abuse of a Flex@Work arrangement or its privileges may result in disciplinary action, up to and including termination.

Flex@Work Program

Types of Flexibility Offered & Workplace Standards

Flex@Work Options and Definitions

Types of alternative work arrangements or offerings under the Flex@Work program that [ORG] will consider, seasonally or more permanently, include:

TYPES OF FLEXIBILITY:

FLEX TIME	FLEX SCHEDULE	FLEX LOCATION	FLEX OFF
<ul style="list-style-type: none"> Compressed Schedule Part-Time Schedule 	<ul style="list-style-type: none"> Flexible start and/or end time, outside of core business hours 	<ul style="list-style-type: none"> Remote Flex Office(s) Flex Seating 	<ul style="list-style-type: none"> PTO Snooze or Cruise Holidays Approved Leave Ad hoc - occasional

DEFINITIONS:

FLEX TIME	FLEX SCHEDULE	FLEX LOCATION	FLEX OFF
<ul style="list-style-type: none"> Compressed Schedule — a schedule that allows an employee to work 40 hours in less than five work days in a single workweek Part-Time Schedule is less than 30 hours; an employee would not be eligible for any Health Care (medical, dental & vision), Disability, FMLA benefits which also includes company-paid cell phone 	<ul style="list-style-type: none"> Gliding Schedule — alternative to the core business hours of 8 to 5 - 40-hour workweek. It allows employees to vary their arrival and/or departure times. 	<ul style="list-style-type: none"> Remote — the ability to work from an alternate work location that is not a primary [ORG] office location (e.g., home or alternative [ORG] office) through electronic means (other than positions that are designed to be remote) Flex Seating — flex desks with other teams or in different [ORG] offices 	<ul style="list-style-type: none"> PTO / Holiday — paid time off for illness, vacation, volunteerism, or federally recognized holidays Snooze or Cruise — 2 hours of time off at the beginning or end of typical core hours Approved Leave (as defined in Handbook), including bereavement, parental, and personal/unpaid Ad hoc – 1-hour or 2-hour windows of time, not requiring PTO use

All standard form documents or agreements used for approved Flex@Work programs are maintained by the Human Resources Department. Please contact [name]@[ORG].com for more information.

Workplace Performance Standards

- Cultivate **mutual trust and respect** between the employee and the manager
- Provide** structured training, coaching, tools, schedules, and support the [ORG] values
- Performance conversations** are ongoing
- Employee **accountability and responsibility** are expected and rewarded
- Results-focused collaboration** is required
- Managers address performance issues and ensure that flexibility is earned, not an entitlement
- The client or our [ORG] on assignment** is at the center of all discussions and decisions
- Manage flexibility** to drive results and enhanced service levels

Flex@Work Program

Roles & Responsibility

Vice President Responsibility

- VP or above has the authority to approve the Flex@Work plan for an individual, team or organization, in conjunction with the Human Resources Department.
- Performance standards of individuals, teams or organizations will be determined via GPS/Manager.
- Assessment of an organization's readiness to implement Flex@Work program will require a review of Business priorities, organizational design, cultural and managerial readiness. A readiness check list will be provided to enable the work.
- Monitor the effectiveness of the program to ensure intent/objectives are met.

Director / Manager Responsibility

- Managers are also responsible for setting and maintaining the expectation that the Flex@Work program is a privilege, not a right or entitlement.
- Managers must, at all times, monitor the performance of direct reports to ensure business needs are achieved, including through the proper use of the GPS system.
- Managers must ensure strong communication guidelines are in place to leverage Skype, text, cell / phones and video / Facetime, as needed, to ensure work is accomplished across departments, regardless of the kind of flexibility or work arrangement maintained by each employee. Managers must develop contingency work plans to ensure coverage in cases of individual illness or emergency.
- Managers must review and evaluate approved and implemented Flex@Work programs regularly, being quarterly at a minimum, to ensure a neutral or positive effect on the business and individual performance. Employees and managers are accountable for performance and results. Achieving and maintaining performance standards is required to remain eligible for Flex@Work.
- Managerial approval levels are as follows:
 - Managers with direct reports have the authority to approve *ad hoc* flexibility of an employee situation that requires limited time taken without PTO (appointments or emergencies) and/or use of PTO for their direct reports, with Director/VP awareness or approval as appropriate.
 - Director level leaders may recommend a Flex@Work plan for an individual or team to their VP and the applicable VP must complete the Flex@Work Request Form. *The Human Resources Department will not complete this form for leadership.*

Employee Responsibility

Employees must, at all times, understand what their role is within [ORG], proactively asking questions and building trust dynamics with managers and other leaders as and where appropriate. Employees are expected to understand the responsibilities and expectations of their roles and adhere to the success criteria established for that role. Employees must, at all times, adhere to [ORG] policies and procedures, including proper use of the GPS system.

Employees are expected to understand that only they can control their *attitude* to maximize their day and stay positive/balanced, focused and motivated. Only the individual employee can control the level of effort that he or she puts into their daily routine at work. Only the individual employee can control his or her time, schedule, work product, and results.

Role of HR

- The Human Resources Department will assist leadership with implementing a Flex@Work program that fits their needs (organization, team, or individual).
- Be available to answer questions and offer guidance regarding the administration and progress of a Flex@Work program for the life of that program.
- The Human Resources Department will assist managers in monitoring performance through GPS monthly and quarterly reporting.
- The Human Resources Department will also track all programs to ensure they are compliant with performance standards and Flex@Work guidelines and [ORG] expectations.