



Procedure 430-06 Agile Work Plan

Sponsor: Human Resources

Purpose

The Agile Work Plan is designed to assist the College in providing the best possible work schedules and use of human resources to meet the mission of the College and the needs of students. The College recognizes changes in the workplace, workforce, and communities served by the College happen and therefore looks to provide agility in meeting those needs.

Definitions

Agile Refers to options available for where, when, and how employees complete their work supporting the College's strategic plan.

Fair Labor Standards Act (FLSA) Federal legislation that details how employees are to be paid based upon their employment status of eligibility for overtime compensation. Hourly employees are non-exempt, and salaried employees are exempt, meaning salaried employees are exempt from overtime eligibility.

Clients Are the internal or external customers for any position, including students, co-workers, vendors, the public, and/or elected officials.

Traditional Work Schedule: 8 am to 5 pm Monday – Friday

Regular Work Schedule: This is the standard schedule for the employee prior to any agility changes. Short-term adjustments such as coming in 1 hour later for a week due to construction at a house do not change regular work schedules. Agility adjustments are based upon the employee's regular work schedule.

Agility Type Options Refer to Exhibit A

Procedure

Scope

This procedure covers all full-time and part-time employees, including those employees serving a probationary period. The agile options available to employees are detailed below; however, it is up to the employee's supervisor(s) to approve an agile work plan or any other variance to an employee's work location or schedule.

Cornerstones

Cornerstones are core parameters used to guide the agility determination process. They are Service to Students, Support of Co-Workers and the Public, Meeting Performance Expectations, Adding No Additional Cost to the College, and Supporting the Building Hours of Operation.

Work Options

Agile work plans must demonstrate a net-positive or net-neutral effect on the institution, the department, and clients served. In addition, in considering alternate work schedules, consideration must be given to

the impact on students, the College as a whole, other employees, and the requirements of the Fair Labor Standards Act (FLSA) and to holiday pay and vacation/sick leave usage for all employees.

Agile Work Schedules

An employee may request to work under a non-traditional schedule. For example, the Agile Work Schedule can accommodate requests that include day of the week and time of day agility.

Agile Work Locations

An employee may request to work remotely while maintaining residency in Arizona. Agile Work Locations can accommodate an individual eligible for in-person and off-campus work location agility.

Job Sharing

A two-employee team may share the responsibilities of one position. Each employee earns a prorated salary based on the percentage of the position they hold. Employees who participate in job-sharing may not be eligible for the employee benefit plan since an employee must be scheduled to work thirty (30) or more hours per week to qualify for benefits.

Remote Work

Remote work is conducted in another location outside of College facilities. The employee's role does not require an on-campus presence, but the employee's schedule must consider the work hours of their clients. Therefore, efforts should be made to align with serving the client's needs.

Summer 4/10 Workweek Program

During the summer, the College may deploy a 4/10 work schedule based upon college needs. This typically takes place between the end of the Spring Semester and the end of July. The exact duration of the 4/10 schedule is determined annually by the College President or Designee.

Voluntary-Time Reduction Program (Voluntary FTE Reduction)

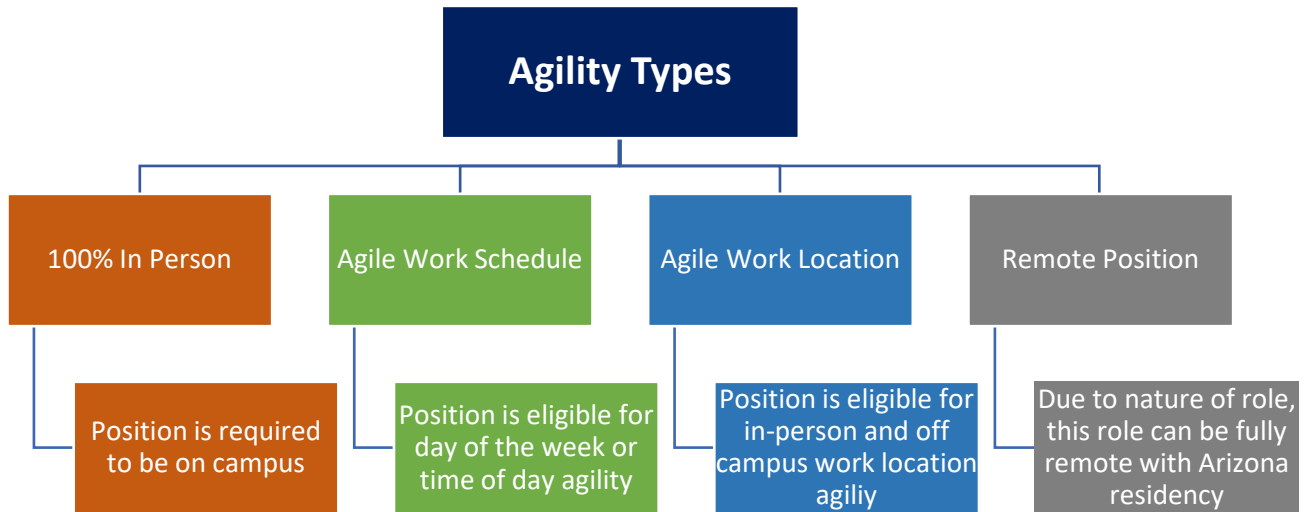
An employee may voluntarily work fewer hours than originally hired to work with a corresponding reduction in compensation and benefits. For example, six hours per day rather than eight hours, or four eight-hour days per week rather than five eight-hour days.

Temporary Short-term Plan Changes

Temporary work plans requested by employees are available to address unexpected circumstances or planned unique situations. Temporary plans are typically short in duration, are approved on a case-by-case basis by the supervisor, and are approved based upon department needs and coverage. A typical example would be a schedule adjustment from 8:00 am to 8:30 am because a childcare center does not open on time due to road construction.

Guidance

Agile Work Types



Plan Development

College employees, work units, or departments may reference the supporting documents section of the Human Resources MyCoconino (intranet) website to follow relevant guidance, forms, and assessments to create proposals that meet the needs of the College, students, and employees. Agile work plans should be reviewed annually but may be reviewed more often based upon college or employee needs.

Approval Process

Evaluating a proposal for an agile work plan must be **equitable**, with decisions made without bias or favoritism. "Equitable" refers to the process that supervisors use to evaluate proposals. "Equitable" does not mean that individuals' arrangements will be identical or even similar. Faculty remain required to meet the responsibilities of their academic load.

The approval of any agile work plan will begin with the employee or work unit's direct supervisor. If approved by the first-level supervisor, it will be advanced to the employee's second-level supervisor for review and approval. Next, it will be advanced to the Executive Leadership Council (ELC) representative of the relevant area for review as an information item. The ELC representative will inform the ELC team of decisions made to ensure knowledge of operations across the College. Of note: All final approvals and denials are submitted to Human Resources for records retention purposes and, if warranted, Job Description adjustments.

Appeal Process

All appeals regarding workplace agility options (approved or denied) are to be submitted, in writing, to Human Resources within 14 business days of the decision rendered. Human Resources will provide a response after reviewing with leadership to the employee within 14 business days of receipt of the appeal.

Employment

Agile work agreements do not extend any additional rights to employment by the College to the employee beyond anything already in place. All employees remain in an at-will status unless they are under a term contract with the College.

Training

Training materials and resources are made available to supervisors and employees on the HR Agile Information MyCoconino (intranet) page and used whenever a positions' agility is reviewed.

Connectivity and Workspace

Any individual who uses the technology, phone systems, or other connectivity resources of Coconino Community College consents to all the provisions of Policy and Procedure 140 Acceptable Use of Technology and agrees to comply with all the terms and conditions set forth herein and with all other applicable College policies, regulations, procedures, and rules, including applicable local, state, and federal laws and regulations.

Any remote worker is responsible for completing and adhering to any/all remote work agreements to ensure information security, confidentiality, and seamless delivery of services.

The remote worker is responsible for any technology not provided by the College to perform their job duties effectively. This includes reliable and high-quality internet and phone connections.

Proper remote workstation ergonomics is the responsibility of the employee. However, upon request, the College may provide ergonomic support devices if funding is available and employees are required to complete the ergonomic training program.

In confirmation, the College will not incur additional expenses to support a voluntary remote workstation.

Employee Recall and Cancellation of Agile Workplan

Employee Recall

Recall is a critical component of the agile workplace. This ensures continuity of services for students, co-workers, and the public while communicating coverage expectations to employees. Employees may be asked to be recalled promptly and must do so by the next regularly scheduled business day. However, employees may be asked to be recalled with a two-hour notice in emergency situations. If an employee is unable to meet their recall expectations, they are to use available paid time off for those hours they are unable to work on campus.

Please note recalls are typically for short durations. However, based upon severity may also be long-term. All agile schedules and locations are subject to recall for the following situations:

1. An employee has left the College, creating a gap in the required coverage for the department. These are often known in advance, thus allowing 1–2-week notice.
2. An employee has called out sick. This is often not known in advance. Employees may be asked to be recalled promptly and must do so the same day or by the next regularly scheduled business day.
3. An employee has called out for an extended period (FMLA). This may or may not be known in advance and have a duration of up to 12 weeks. Employees may be asked to be recalled promptly if the FMLA event was unplanned and would then be required to do so the same day or by the next regularly scheduled business day. If the leave is planned, employees may be subject to recall based upon department needs.

4. An employee is promoted or transferred within the College. This is known in advance, and a 1–2-week notice can be provided with an unknown duration of the recall.
5. The volume of work has changed. Example: in-person service needs have drastically changed from 10 students a day to 40 in person. This requires additional on-site staff. If a short-term or seasonal need, duration aligns to the need. Note if there is an overall increase in workload, the agility of the role may be re-evaluated. Employees may be asked to be recalled promptly and must do so the same day or by the next regularly scheduled business day.
6. Peak times: Commencement, the first week of classes, end of the fiscal year, annual audit, add/drop deadlines, Benefits open enrollment, all-hands meetings, etc. These peak times will be communicated in advance wherever possible, and individual departments manage those events unless it is a college-wide function.
7. Poor Performance – if an employee is on a formal written warning and/or formal improvement plan, they may be required to be on campus.
8. If the employee cannot maintain an effective and safe remote workstation, they are subject to recall. For example, their internet access becomes unreliable.
9. New Hire On-site requirement – someone new may be required to be on campus to receive training.
10. Recall adherence is critical to maintaining in-person services, and failure to meet the recall requirements can place the employee on a performance warning.
11. Changes can be requested by an employee to cancel agility via written request to the employee's supervisor and Human Resources. Supervisor will approve any agile work plan changes or cancellation and convey information to Human Resources for record keeping purposes.
12. Unique circumstances that are not covered by this procedure must be submitted to the employee's supervisor for review.

Exhibit A

Agile Work Schedule	This is the most common position that is eligible for time of day and/or day of the week agility (e.g. 4/10 workweek, early shift 7-4, late shift 9-6).		A
Agile Work Location	This role has duties that can be performed successfully from a remote location providing in-person services are covered.		B
100% In Person	Agile Work Schedule	These roles must be on campus due to type of work. They may have time and day agility (e.g. Security, Maintenance, Instructors for in-person classes).	C
Agile Work Schedule	Agile Work Location	These roles, once on campus needs are met, are eligible for flexible days, times, and locations.	D
Agile Work Schedule	Remote Location	This type has functions that do not require an on-campus presence and allow for agile schedules (e.g. Data Base Administrator, Institutional Research).	E
Remote Location	This type has functions that do not require an on-campus presence but require a specific schedule to be followed without variation.		F
100% In Person	This role has functions requiring on-campus presence and rigid specific hours to be covered likely a stand-alone position with no co-worker unless staffing changes (e.g. Welcome Desk, Cashier, Solitary Security Guard at 4 th Street/Page).		G

References

Procedure 140-01 Acceptable Use of Technology

Procedure History

08/1996 New
 09/22/2010 Revised and Approved by College Council
 03/25/2021 Revised
 04/13/2021 Revised and Approved by Executive Leadership Council
 05/25/2022 Revised, Renamed, Renumbered (Formerly 444-06 Flexible Work Schedules) and approved by Executive Leadership Council

Legal Review

03/22/2021