



Red Rocks Community College Procedure

Category: College Personnel

Title: Alternate Work Arrangements

Number: RRPR 3-61

Approved: June 14, 2022

Effective:

Revised:

Reference: Employees as defined in BP 3-10

Purpose: Red Rocks Community College (RRCC) employees may request an alternative work arrangement to work remotely or on an alternative schedule when approved by the supervisor and the division Vice President. Alternative work arrangements are intended to provide employees with increased flexibility regarding their workplace and work schedule while allowing RRCC to maintain a productive work environment focusing on student success.

A culture of belonging and success involves balancing on-campus presence and remote work. This balance is also important for employee effectiveness, retention, and equity. This procedure allows for an appropriate balance between on-campus presence and flexible work options.

Scope: This procedure applies to all benefit-eligible employees of Red Rocks Community College. This procedure does not address ADA accommodation requests. For any accommodation request beyond the scope of this procedure, employees should work with Human Resources and their supervisor.

Definitions:

Alternative Work Arrangement (AWA): An agreement between an employee and their supervisor in which an employee's work schedule varies from the *Standard Work Schedule* and/or employs *Remote Work* options.

Core Hours: Core hours are the hours RRCC will remain open and fully staffed. The core hours for RRCC offices are Monday through Friday, 8:00 AM – 5:00 PM. Core hours represent when all college services are generally available and do not reflect all work schedules (i.e., evening, swing, and weekend responsibilities). Employees will be informed of any adjustments to core hours due to business needs, alternate holidays, or adverse conditions that warrant office closures.

Work Week: The standard workweek for RRCC is Saturday through Friday. All work schedules will fall within the standard workweek. Typical work schedules will fall between Monday and Friday, except where a business need has been identified. For example, night/evening classes, Campus Police Department, or Facilities.

Standard Work Schedule: A standard work schedule for full-time employees includes 40-hours, eight (8) hours per day within the work week. Standard work schedules may consist of variable start/end times, provided the department has appropriate coverage during core hours. The supervisor will establish standard work schedules for part-time employees based on business needs.

On-Campus: On the grounds of the Lakewood or Arvada campuses.

On-site: On the grounds of another location professionally related to the college (e.g., concurrent enrollment high school, clinical visit, field trip, CCCS Lowry meeting, professional conferences/workshops, etc.).

Remote work: Work conducted when not *on-campus* or *on-site*. (e.g., home office, private office, commercial remote work virtual office, etc.)

Alternative Schedule: An alternative work arrangement that differs from the standard work schedule, either in the number of hours worked per day *or* the number of days worked in a workweek

Four 10's: A four 10's schedule is one where an employee works ten (10) hours per day, four (4) days per week, reducing the employee's workweek to four (4) days a week.

Nine by Four: A nine by four schedule is one where an employee works nine (9) hours per day, four (4) days per week and four (4) hours per day, one day per week.

Procedure: AWA General Rule

All RRCC employees are required to be present on-campus or on-site at least three days per week and for at least 24 hours. A maximum of two days or 16 hours can be performed off-site if approved by the area supervisor and vice president. On-site work is considered an on-campus presence. A balance between on-campus and remote work functions best when employees prioritize student success and collegiality.

All RRCC benefit eligible employees will be considered for alternative work arrangement options, including alternate schedules, on a case-by-case basis. Alternative work arrangements are not appropriate for all employees, or positions, and are not a universal employee benefit. The nature of the employee's work and responsibilities must be conducive to an alternative work arrangement without disrupting performance and/or service delivery to the college. **See Appendix A of this procedure for guidelines regarding arraigments that include remote work.**

In evaluating an alternative work arrangement request, consideration will ensure the work unit has appropriate coverage during RRCC's core hours. Regardless of an approved Alternate Work Arrangement's specific details, employees are generally expected to be present on-campus/on-site for meetings, events, and college activities. Remote attendance options may be offered when appropriate to enhance college operations but should not be considered a regular expectation of meeting/event organizers except for where a specific accommodation is specified by Human Resources.

All alternate work arrangements must be documented in writing and approved by the employee's supervisor, division Vice President, and Human Resources. **(See Appendix B for standard form)** Supervisors should use the RRCC Alternative Work Arrangement guideline (Appendix A) to ensure all pertinent factors are considered, including but not limited to expectations, supplies/equipment, travel, and assessment of remote workspaces. Approved documentation will be kept on file in the Office of Human Resources. The Executive Director

of Human Resources is responsible for monitoring the equitable application of this procedure and will address any concerns through consultation with the Executive Leadership Team.

An approved alternative work arrangement may be reevaluated at any time. The arrangement may be canceled or altered due to business needs based on discussion between the employee and supervisor. An employee wishing to change an alternative work arrangement must obtain approval from their supervisor and is expected to provide reasonable notice of requests for changes.

Approval Considerations

Supervisors are responsible for identifying if the requested alternative work arrangement is appropriate within the department. To determine whether an employee's request is reasonable, the supervisor must assess the impact and the outcome in terms of productivity, quality, and absenteeism, and if one or a combination of the above arrangements is in the best interests of RRCC, the affected department(s) and the employee. For positions where duties include providing support to multiple departments, the impact across all departments shall be considered.

An alternative work arrangement shall meet the following conditions to be approved:

- The employee must have received a commendable rating or higher on their most recent performance evaluation.
- The employee currently meets all performance expectations of the position.
- The employee has a satisfactory attendance record.
- The alternate work arrangement will align with the general rule of three (3) days or (24) hours per week on campus.
- No alternative schedules will be approved that build in, create or necessitate the working of overtime hours by any overtime-eligible employee unless deemed necessary.

Occasional/Irregular Remote Work

Employees that will generally work on-site 40 hours per week but wish to work remotely on an occasional basis may arrange a variable remote work agreement with their supervisor. Such arrangements should align with the provisions of this procedure. While a documented agreement is not required for such arrangements, requests should be documented (i.e., email). Supervisors should ensure consistent and equitable application of this practice.

Alternative Schedules

Employees in positions not conducive to remote work may be considered for alternative schedules like a “Four 10’s” or “Nine-by-Four” schedule arrangement. Such arrangements may also be ideal for employees wishing to work entirely on-site but desiring flexible scheduling to support work-life balance. Positions or job duties that could work well for alternative schedules include the following:

- Jobs with a high level of independence that do not frequently participate in meetings or meetings are regularly scheduled and can be planned around when the employee is out of the office.
- Jobs with redundancy – meaning more than one person performs the same function, and schedules can be staggered such that there are no gaps in service.

- Jobs with structured work output or timelines that will not negatively impact students, customers, or coworkers due to a regularly scheduled day off during the week.
- Jobs that provide customer support outside of core hours or the standard work week as beneficial support to college customers.

Operational demands may occasionally require an employee on an alternative schedule to work on a day normally scheduled off. The supervisor will give the employee as much advance notice as possible in such cases. To manage budgets, supervisors of overtime-eligible employees required to work on a scheduled day off may grant the overtime-eligible employee an alternative day off within the same workweek. If an alternative day off within the same workweek is not available, the overtime-eligible employee will be appropriately compensated for any overtime worked in a workweek. *Note: Please contact the Human Resources office if you have specific questions.*

Holidays and Leave

Employees receive eight (8) hours of Holiday leave for each observed Holiday. To fulfill their 40-hour workweek, employees on an approved alternative schedule who would otherwise work greater than eight (8) hours on a day in which an RRCC observed holiday falls would be responsible for working and/or using available paid leave for scheduled hours over the eight (8) hours holiday leave granted. For example, an employee works a nine-by-four schedule, and a holiday falls on a day the employee would otherwise work nine (9) hours. The employee must either work an additional hour during the same workweek or use an hour of paid leave, as approved by the supervisor.

Employees on approved alternative work arrangements who have a regularly scheduled day off on an RRCC observed holiday may observe that holiday on an alternate day, as approved by the supervisor. The alternate holiday will preferably be taken within the same month as the observed holiday. For example, an employee works a four 10's schedule, Tuesday through Friday with Mondays off. RRCC observes a holiday that occurs on a Monday. The employee may either shorten their workdays Tuesday through Friday of the holiday week to eight (8) hours per day, or the employee may take an alternate eight (8) hours of leave at a later date within the same month as the observed holiday, as approved by the supervisor.

When submitting for annual or sick leave, employees with an approved alternative schedule shall be required to submit for the hours scheduled. For example, an employee works four 10's and reports a sick leave day. The sick leave will be reported for ten (10) hours to cover the absent scheduled day of ten (10) hours.

Appendix A

Remote Work Guidance

Purpose: The following guidance is intended to support supervisors and employees in setting up an Alternative Work Arrangement (AWA) with particular attention to common concerns regarding remote work. Questions regarding AWA requests should be directed to the Human Resource office.

Supervisor Responsibilities

A Supervisor who is overseeing an employee working remotely has the following responsibilities.

Eligibility: In determining whether an employee is eligible for remote work, departments and supervisors should consider, among other factors, the nature of the job/work, operational costs, including travel, and whether the department can maintain the quality of their services.

Communication: Supervisors should address expectations regarding communication between employees and supervisors, employees and co-workers, employees and customers/clients, and employees and others (e.g., via telephone, email, video conferencing, or a combination).

Performance Management: Supervisors are expected to manage the employee's performance to ensure success for both the employee and the department. Measurable performance goals should be set yearly. Supervisors should review goals regularly to support the employee's professional development. The employee and supervisor should discuss how the employee intends to meet goals and metrics, stay productive and ensure excellent customer service. Supervisors are responsible for supporting/managing employee performance, including regular conversations, goal setting, and professional development opportunities.

Supervisors have specific responsibilities, which include, but are not limited to the following:

- Collaborate with employees to find flexible options.
- Ensure AWA participation is managed and administered in a non-discriminatory, equitable, and unbiased manner.
- Ensure optimal business operations during the department's core hours and extend beyond these times, as appropriate, for business operations.
- Communicate with employees and adjust schedules to account for operational needs, adequate staffing, leave, and holidays.
- Monitor the work time of nonexempt employees to:
 - Avoid incurring unnecessary overtime.
 - Ensure adherence to break and lunch requirements
- Ensure the accurate, appropriate, and timely reporting of an employee's time worked and leave in the time and leave keeping system by established policy and deadlines, including ensuring all paid and unpaid leave and holidays are correctly recorded and adherence to the College policy as well as state and federal law.
- Conduct a periodic review of all approved AWA to determine if the arrangements continue to benefit the employee and department or warrant a change.
- Provide reasonable notice of changes to AWA whenever possible.
- Make the final decisions related to employee schedules; supervisors are encouraged to balance the requests for AWA by multiple employees.
- Ensure appropriate documentation and AWA agreements are completed.

Travel for Remote Employees: Supervisors may ask remote workers to travel to another location for meetings, training, or other significant events or resolve technical issues and complete scheduled work. Employees are generally not eligible for reimbursement of travel costs to the RRCC campus (unless reimbursement is allowable under current fiscal procedures), as the RRCC campus (Lakewood or Arvada) will be deemed their primary work location. Travel costs to any other work location are subject to applicable travel reimbursement procedures.

Equipment/Supplies: Departments with remote employees will provide equipment, services, and supplies deemed by the College to be reasonable and necessary to enable remote employees to perform their work. The supervisor should document all property provided by the College per established procedures.

Employee Responsibilities

An employee working remotely is bound by all CCCS and RRCC policies and procedures and has the following specific responsibilities. The supervisor may establish additional responsibilities.

Performance: Employees working remotely should have the ability to work independently, manage time, adhere to deadlines, and effectively communicate with all stakeholders. Additionally, the employee and supervisor should discuss how the employee intends to meet goals and metrics, stay productive and ensure excellent customer service. It is the employee's responsibility to communicate regularly with customers, their team, and their supervisor.

Employees utilizing an AWA have specific responsibilities depending on the approved arrangement, including, but not limited to, the following:

- Fulfill typical work requirements and ensure professionalism in terms of availability during work hours, job responsibilities, work output, and customer service to meet or exceed the department's high standards.
- Ensure working from an alternative worksite appears invisible to customers (e.g., devoid of background noises when conversing with internal and external customers, delays in response, etc.).
- Ensure there are no disruptions to expected interactions and service delivery. This includes, but is not limited to:
 - Being accessible during the work schedule for conference calls, video conferences, and meetings, attending in-person when applicable, requested, or required.
 - Maintaining effective communication with supervisors, co-workers, and customers.
 - Setting up access to shared or individual drives through the College's virtual private network (VPN).
 - Responding to email, voicemail, text, calls, chat, and other standard modes of internal or external communication promptly.
 - Forwarding a work phone to the flexplace location or mobile/softphone and answering such phones with the same greeting used when working.
- Notify the supervisor when leaving the alternate worksite during the assigned shift or when unavailable, similar to what is expected when leaving the traditional office during the workday. For example, this may include doctor's appointments or personal business that would require approval of time off requests.

Work Schedule: Employees need to establish and maintain set work hours with their supervisors and be available. Employees should develop well-defined breaks throughout the workday.

Worksite: The employee is responsible for operating costs, internet service, home maintenance, or any other cost associated with using the home as a remote work site. In requesting remote work, the employee certifies that the remote workspace is in a safe condition, free from hazards and other dangers to equipment or occupants of the workspace, and adequately insured.

Assessment of Remote Workspace: A well-designed office allows each employee to work comfortably without needing to overreach, sit or stand too long or use awkward postures (correct ergonomic design). Sometimes, equipment or furniture changes are the best solutions to allow employees to work comfortably.

Creating a Remote Workspace:

- Have a dedicated area to work in
- Customize workspace for efficiency to maximize productivity
- Ensure supplies are within reach
- Organize the workspace and keep it clean
- Schedule out even the little things on a calendar
- Ensure there is good lighting
- Use a comfortable chair that sits at the correct height for the desk space
- Talk with household members that are at home during the day about the work schedule to limit interruptions
- Set time on the calendar for breaks such as walking to reset

Information Security: Remote work employees continue to be bound by RRCC's information security policies while working at a remote worksite. Consistent with the College's expectations of information security for employees working at the office, remote work employees will be expected to protect proprietary college and student information accessible from their remote office. Steps include using locked file cabinets and desks, regular password maintenance, locking computers when not actively in use, and any other measures appropriate for the job and the environment.

VPN: Virtual Private Network (VPN) allows a remote employee to send and receive data on a home or other network as though they were directly connected to the CCCS System/RRCC private network. Connection to the VPN is required to connect to some CCCS/RRCC applications, access files stored on CCCS/RRCC servers, and ensure the regular receipt of (often critical) updates for the RRCC computer.

Diagnostics: The RRCC-IT Support Desk will not be available to go to offsite locations to support technology physically but will provide remote assistance to supported devices. Remote employees will be required to travel into the office for any issue that requires physical interaction with a device for resolution. **Please note:** The Support Desk can only offer best-effort support and basic troubleshooting techniques for personal/non-standard equipment (including but not limited to modems, routers, personal printers, cell phones, etc.), but RRCC recommends reaching out directly to the third-party provider for their expertise.

Video Conferences, Webinars, and Large Meetings: Only video conferencing systems that CCCS/RRCC-IT fully supports can be used for video conferencing, webinars, and large meetings.

Document Security: Employees must understand that some information (electronic and hard copy) used in their work may be deemed confidential by the employer and shall apply the employer's security safeguards and document retention policies at the same level as in the regular office to protect such information from unauthorized disclosure, loss or damage. It is essential to understand that all pertinent electronic information must be preserved in possible litigation situations. Although unlikely, the employee must be prepared to provide personally owned equipment used in performing work duties, per the department's electronic document policy, if the possibility of stored electronic information exists.

Dependent Care: Remote work is not designed to replace appropriate childcare. Although an individual employee's schedule may be modified to accommodate childcare needs, the focus of the arrangement must

remain on job performance and meeting business demands. Prospective remote workers are encouraged to discuss expectations of remote work with family members. The employee will not provide primary care during work hours for a young child, disabled individual, or elder who would otherwise require a provider's care. Formal care arrangements will be maintained during working hours at the remote work location. An exception may be permitted in the event of inclement weather, emergency, or a catastrophic event causing the closure of a child, dependent, or elder care facility.

Outside Employment: Remote work is not intended to permit employees to have time to work at other jobs or run their personal businesses. Engagement in any such activities during expected work time may result in immediate termination of the remote work agreement and/or possible corrective action up to and including potential termination of employment. Outside employment must be approved in accordance with Board Policy 3-70, Colorado Community College System Code of Ethics.

Equipment / Supplies

The College may supply the employee with appropriate equipment and office supplies (pens, paper, etc.). Supervisor approval should be obtained before any purchase or expense is incurred. Equipment supplied by the College will be maintained by the College. The employee agrees to take appropriate action to protect all College equipment and supplies from damage, loss, or theft. RRCC accepts no responsibility for damage or repairs to employee-owned equipment. RRCC reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by RRCC is to be used solely for business purposes and is subject to the same standards as equipment provided to non-remote workers. Upon termination of employment, all RRCC property must be returned within ten business days unless other arrangements have been made.

Each employee at the College with an approved remote work arrangement will be provided the following equipment for their primary workspace. This list is subject to change based on availability and department budget.

- Laptop computer
- External Monitor (up to two)
- Docking station
- Mouse
- Keyboard
- Headset (optional)
- Webcam (optional)

Costs of and reimbursement for equipment and supplies for remote work will be covered by the College per established procedures maintained by Administrative Services. Below is a non-exhaustive list of costs that will not be covered or reimbursed by the College related to remote work.

- Internet service or set up
- Utilities
- Remodeling costs related to office space
- Lighting
- At home storage of supplies
- Office furniture
- Duplication of equipment at the regular office and remote work location

Appendix B

Standard Alternative Work Arrangement Form

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Alternative Work Arrangement Request Form

**This form is not for ADA Accommodation Requests*

Section 1: To be completed by the employee

Alternative Work Arrangement: An alternative work arrangement may include an alternative work schedule, remote work, or both. Refer to the RRCC Alternative Work Arrangement Procedure for further details. Alternative work arrangements must be approved in writing by the employee’s supervisor using this form. A copy of the fully executed form must be maintained by the department and filed with Human Resources. No alternative work arrangements will be effective until approved.

Employee Name: _____ **Employee ID:** _____

Employee Job Title: _____ **Start Date for Arrangement:** _____

Type of Alternative Work Schedules, Flexplace, and Remote Working Options

Check all that apply:

Remote Work -

Alternative Schedule -

Requested Alternative Work Schedule/Remote Work

Day	Hours/Schedule	Work Location (RRCC Campus or Remote)
Saturday		
Sunday		
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		

Section 2: To be completed by the supervisor

1. Did the employee receive a commendable rating or higher on the most recent formal performance evaluation?

Yes -

No -

N/A (for newly hired employees) -

2. Does the employee currently meet all performance expectations of the position? Yes

-

No -

N/A (for newly hired employees) -

3. Does the requesting employee have a satisfactory attendance record? Yes

-

No -

N/A (for newly hired employees) -

4. Will the request cause any disruption to performance or service delivery?

Yes - Describe: _____ No

-

5. Will the work unit be appropriately covered during RRCC's core hours? Yes

-

No -

Describe how productivity will be maintained, measured, and evaluated. Also, describe how this arrangement provides a clear benefit to RRCC:

Section 3: Authorization

By signing below, the employee requesting an Alternative Work Arrangement agrees to abide by all applicable laws, policies, procedures, and the RRCC Office Alternative Work Arrangement Procedure. This request is made with the understanding that the Alternative Work Arrangement will not adversely affect the work and services provided by the department or productivity and work quality. The employee understands and agrees that the arrangement may be modified based on business needs and after consultation with the employee. Employees requesting remote work arrangements agree their alternate work location is free of recognized hazards that could cause physical harm and will be maintained to ensure proper ergonomic setup.

Employee Signature: _____ **Date:** _____

By signing below, the supervisor and divisional Vice President approve the requested Alternative Work Schedule outlined in this form and agrees to abide by all applicable laws, policies, procedures, and the RRCC Alternative Work Arrangement Guidelines. Upon approval, the supervisor will retain a copy of this form in the department and submit a copy to Human Resources. Any subsequent modification or dissolution of the Alternative Work Arrangement at the employee's request or through consultation with the employee shall be documented and filed with Human Resources.

Supervisor Signature: _____ **Date:** _____

Vice President Signature: _____ **Date:** _____

Received by Human Resources: _____ **Date:** _____
