

FlexWork Guidelines

The City of Boulder values employee engagement and well-being. Flexible work schedules (FlexWork) is one of the options available to support well-being. As such, FlexWork is designed to improve quality of work life and, when used appropriately, enhances employee engagement, increases productivity, improves morale, decreases absenteeism, and increases employee retention.

Boulder FlexWork is encouraged when arrangements are mutually beneficial between employees and the city organization and meet or exceed business and customer service needs. FlexWork arrangements are not an entitlement and are subject to change based on department needs.

Guiding Principles

- Based on the city's commitment to service excellence, employee engagement and well-being, department directors, managers and supervisors should offer employees flexible work arrangements or schedules based on business needs and customer service requirements. Potential options include:
 - **4/10s:** Four ten hour days
 - **Alternating flex work week:** Four ten hour days in the first week of a pay period followed by a standard eight hour days work week in the second week of a pay period. A potential choice for non-exempt employees.
 - **9/80s:** Nine days that equal eighty hours resulting in one day off every two weeks (for exempt employees only). For example: 4x9 hour days and 1x8 hour day one week and then 4x9 hour days and a day off (flex) the next week
 - **Varied start and end work times:** Non-traditional schedule with pre-approved alternative work start and end times (i.e. 9:00am to 6:00pm, 7:00am to 4:00pm, 6:00am to 3:00pm)
 - **Telework:** Working from home for part of a day/week. Teleworking is generally for an extended period of time, observes a predictable routine and subject to a consensual, written agreement between employee and department.
 - **Other options:** as determined by the department director

The city organization and its customers are diverse; Boulder FlexWork is not a one-size-fits-all approach and some positions may not be conducive to FlexWork. FlexWork schedules may vary by department, division and work unit. FlexWork schedules and business hours should support customer service. Supervisors will continue to establish and adjust employee schedules based on business need.

An employee should work with his/her supervisor to determine if FlexWork is an option given his/her particular role. Employees wishing to participate in FlexWork must have earned a work performance level rating of at least a "meets core expectations" and may not be subject to a performance improvement plan. Any FlexWork schedule can be revoked or modified at the discretion of the supervisor or director at any time

Implementation Suggestions

- Be respectful of your co-workers and team when choosing FlexWork. Supervisors and managers need to coordinate with other divisions and departments to ensure coverage to maintain optimal customer service. Seek input from your team since a FlexWork schedule for one employee can impact other team members.
- Seek feedback from colleagues and other staff experienced with supporting FlexWork options.
- Monitor overtime reporting and accuracy before approving payroll reports.
- Emphasize the value of the quality of service and work product rather than the hours worked.
- Evaluate the arrangement periodically, and have regular discussions about the extent to which FlexWork is meeting the guiding principles.
- Understand that while working additional hours is sometimes necessary, a regular schedule at this intensity does not contribute to employee engagement or well-being.
- If a FlexWork schedule has limited application in your work unit, division or department, evaluate if it is possible for employees to take a flex day or flex hours, if warranted.
- Remember taking steps to provide flexibility in the workplace is key to well-being.
- Develop systems and structures that allow employees to respond to ever-changing work demands, such as having a back-up plan for coverage, cross-training of employees and providing solid communication when unexpected situations arise. Accommodate for vacations and other absences fairly.
- If unsure about FlexWork, consider a schedule with a pilot arrangement.
- Understand there may be times when emergencies or extenuating circumstances require staff to attend a meeting, call in for a meeting, or otherwise adjust their schedule to accommodate business and customer service needs.
- Plans and written agreements for teleworking should be done in conjunction with Human Resources and City Attorney's Office, to ensure liability for ensuing arrangements are considered carefully.

Questions concerning Boulder FlexWork guiding principles should be directed to your assigned Human Resources Business Partner.

