

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 1 of 8

I. PURPOSE

Villanova University is committed to providing an environment that supports a healthy work/life integration and recognizes that flexible work arrangements offer creative approaches to meeting the university’s operational needs. Depending on the needs of the department, flexible work arrangements may be a beneficial alternative to a traditional work schedule. The purpose of these guidelines is to describe the types of flexible work arrangements that may be available to University staff members, the process for evaluating a request for a flexible work arrangement and the approval process for such a request.

Though it is a priority of the University to support the vibrant on-campus community, Villanova University also recognizes that certain jobs may have the ability to be performed remotely in whole or in part. This policy is designed to outline the unique process and additional considerations staff and managers must follow when considering remote work arrangements.

II. SCOPE

This policy applies to flexible work arrangements for staff members in eligible positions who are not part of a Collective Bargaining Agreement. These arrangements should be reviewed by supervisors quarterly to ensure operational needs are met and that the individual is meeting established performance expectations. This policy is not intended to apply to ad hoc arrangements to meet short-term needs.

This policy is not intended to cover situations that would otherwise be covered by the University [Workplace Accommodation](#) and/or [Leaves of Absence](#) policies. For requests related to reasonable workplace accommodations or leave options, the respective policy and procedure shall apply.

III. DEFINITIONS

- **Eligible positions:** Staff positions in which essential functions of the job can be completed at alternative hours or an alternative work location.

The following are examples of Flexible Work Arrangement options:

- **Flex Schedule:** An alternative work arrangement outside of the individual’s standard University business hours. A flex schedule offers flexibility in arrival and/or departure times, typically with a designated time mid-day during which all employees are present.
 - **Core business hours:** 9am-5pm EST, Monday through Friday.
- **Remote Work:** Working from another location off-campus in whole or in part with a defined schedule. There are two types of remote work for employees in remote-eligible positions:

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 2 of 8

- **Occasional remote work:** Occasional remote work arrangements are approved on a case-by-case basis, are infrequent, and not regularly scheduled. Occasional remote work can allow employees to focus on the completion of a particular project or function, attend to sporadic household appointment needs, or continue to perform work during workplace disruptions, including suspended operations, or provide uninterrupted time for project work. Occasional remote work does not require a flexible work agreement, however manager approval must be documented, which can be done by email. Occasional remote work is not appropriate as a substitute for vacation or sick leave and should not be used when the employee’s own or a family member’s illness or injury interferes with the employee’s ability to perform their work.
- **Regular remote work:** Regular remote work arrangements are for ongoing remote work and must be supported by a flexible work agreement that specifies the requirements and details of the arrangement. The arrangement can last for a defined period or can continue indefinitely with regular review.

IV. POLICY STATEMENT

Villanova University offers a flexible work arrangement program to benefit both the employee and the University while placing student needs and the needs of the community first. It is imperative that all departments assess their operational needs and provide flexibility consistently where able.

A. Operational Needs

Villanova University must be appropriately staffed at all times during Core Business Hours in order to effectively meet the needs of our community. While flexible work arrangements are being offered for the convenience of the employee, the University’s operational needs always come first. All flexible work arrangements must provide the same or enhanced level of service to students and members of our community and align with our Augustinian values. These arrangements may not be used as a substitute for child/elder care, continuing education, or situations covered by the University’s Workplace Accommodation and/or Leave of Absence policies.

B. Remote Work

Where appropriate, University staff may request to work from another approved location off campus in accordance with performance expectations and other terms determined by their manager, department heads, and subject to approval by the area Vice President, Dean or designee. Remote work arrangements may not be feasible in all cases. The University’s operational needs and needs of our students remain primary when

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 3 of 8

considering what flexibility may be offered. Any remote work arrangement approved under this policy is subject to regular review and may be revoked without advance notice for any reason as determined by the University over time. Remote work arrangements are also subject to additional terms and conditions, as outlined in this policy.

V. **PROCEDURE**

A. **Process for Flexible Work Arrangements**

1. **Requesting a Flexible Work Arrangement**

Any staff member seeking a Flexible Work Arrangement must first discuss with their direct supervisor and outline the details of the request, to include:

- The type of Flexible Work Arrangement being requested;
- The reason(s) for the request;
- The employee’s plan for meeting the responsibilities of their position;
- Work schedule (hours, days, commitment) requested; and
- The proposed start date and length of the Flexible Work Arrangement.

2. **Reviewing and Approval of Flexible Work Arrangement Requests**

If the direct supervisor is in support of the requested flexible arrangement they should work directly with the area Vice President, Dean or designee to review the feasibility of all requested arrangements within their department and approve arrangements.

If the flexible work arrangement is approved, the employee will receive a copy of the Flexible Work Agreement specifying the terms and conditions for the Flexible Work Arrangement. The Flexible Work Agreement must be signed and returned to the Office of Human Resources. Failure to obtain, complete, and return a Flexible Work Agreement prior to participating in a flexible work arrangement may result in immediate termination of the arrangement, ineligibility for future consideration for flexible work, and/or additional disciplinary action as appropriate.

If a request for a Flexible Work Arrangement is not approved, the supervisor will inform the employee of the reasons for such decision.

B. **Considerations for Evaluating Flexible Work Arrangements**

Although many of the university’s programs, operations, and services are normally performed on university premises and require the presence of employees at the campus workplace during core business hours, department heads have the authority to designate positions eligible for flexible work arrangements. While these arrangements may meet the needs of both the department and the employee, area Vice Presidents, Deans or their designees have the discretion to determine when this is appropriate, consulting with the

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 4 of 8

Office of Human Resources as needed. Every request for a Flexible Work Arrangement will be evaluated on a case-by-case basis. Not every position is conducive to a Flexible Work Arrangement and will require an evaluation that will include the following factors:

- Operational needs of the department and the University along with the impact of the request on students, faculty, staff, and other constituents;
- Ability for the department to maintain appropriate in-person staffing levels during Core Business Hours;
- Impact on other staff members both within the department and those who may work regularly with the department;
- Past performance levels of the employee;
- The job classification of the employee requesting the arrangement;
- Feasibility of request based on nature of the role, job duties, and expectations;
- Compliance with all federal, state and local laws and regulations, as well as University policies;
- Potential payroll and/or tax implications related to the request; and
- Equity throughout the community.

Staff and supervisors are encouraged to consult with the Office of Human Resources at any time to discuss the feasibility of flexible work arrangements and explore options that result in the best mutual outcome for the department and employee.

C. Remote Work

1. Additional Considerations for Remote Work Arrangements

In addition to the evaluation factors outlined above, the following factors will be considered with respect to a proposed Remote Work arrangement:

- Whether the position has clearly defined work that can be accomplished off-site;
- Whether there are position requirements that cannot be met from an off-site location;
- Whether the employee's performance/productivity can be measured effectively through off-site supervision;
- Whether the department can continue to meet its standards for service and staff availability;
- Whether the employee proposing the remote arrangement has a demonstrated record of excellent time-management skills and independent work performance;
- Whether there are effective methods for communicating between the employee and supervisor;
- The frequency and schedule for the employee being on campus to meet with the supervisor, co-workers, and other community members;

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 5 of 8

- Expectations for availability during the workday. Remote arrangements will typically include an expectation of availability of the employee during standard business hours as if the employee were on campus (e.g., availability through office phone and for ad hoc needs);
- Other relevant considerations based on the nature of the position.

2. Schedule and Location

The intent of any remote work arrangement under this policy is for ongoing flexibility for the convenience of the employee. The approved schedule should be managed by the appropriate department, but remote workdays must provide flexibility for on-campus coverage as needed. In addition, all employees approved for remote work must be available to come to campus upon request, regardless of whether or not the day is considered their remote day for that week. This could include previously scheduled meetings or short-notice operational needs. As such, it is encouraged that the employee maintain a remote work location within a reasonable distance that supports a commute to campus as required.

Employee schedules and locations should take into consideration student and on-campus needs in order to align with the culture and collaborative spirit of our Augustinian community.

3. Remote Work Requirements

In addition to any specific terms of an approved flexible work arrangement, all remote work arrangements approved under this policy are subject to the following conditions and requirements:

- The University may modify or suspend a temporary remote work arrangement at any time and for any reason, including problems with employee performance or work conduct, or the business needs of the University. Remote Work arrangements will be reviewed quarterly.
- The employee must fulfill all terms and expectations agreed upon with their manager. Unless specified otherwise, the employee is expected to work the same amount of time and work hours as usual.
- The employee must perform the same work over the same hours that they would in the office, and in accordance with the same performance expectations and other agreed-upon terms. An employee's classification, compensation, and benefits will not change as a result of an approved remote work arrangement.
- Unless specified otherwise, the employee agrees to work and be available to communicate regarding University matters during normal business hours. The employee further agrees that their access and connection to Villanova University's network(s) may be monitored.
- The employee must comply with all University rules, policies and procedures during remote work, including those regarding timekeeping, approval of

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 6 of 8

overtime and use of leaves of absence. Violations may result in termination of the remote work arrangement and/or disciplinary action, up to and including dismissal.

- The employee will be issued University IT equipment only as necessary to effectively perform their duties remotely. This usually includes one of each of the following: a laptop computer, a monitor, keyboard, mouse, and university phone number. The department is not required to provide any additional equipment or office supplies to support the remote work arrangement. Employees who wish to have additional equipment or office supplies at their remote work location will need to purchase them using their own resources and will not be entitled to reimbursement, unless a special situation is approved in advance through their department and/or the Office of Human Resources.
- The employee must use any IT equipment or supplies provided by the University, in accordance with the University’s [Acceptable Use Policy](#), and notify their supervisor immediately of any malfunction, damage or theft involving University property. If the employee is authorized to use their own property for University-related work, the University will not be responsible for costs of repairs, maintenance or service.
- The employee must adhere to all University IT policies and procedures, including those governing information security, secure remote access, and data protection (<https://www1.villanova.edu/villanova/unit/policies.html>). The employee must notify their supervisor immediately of any unauthorized access or disclosure of confidential information.
- The employee agrees to maintain a safe and secure work environment and to report work-related injuries to their manager at the earliest reasonable opportunity. The University assumes no liability for injuries that occur in the employee’s approved remote work location outside the agreed-upon work hours, or for damages to employee’s real or personal property resulting from their participation in the remote work arrangement.
- The employee is solely responsible for fulfilling any personal tax or other legal implications for the business use of their home or other approved remote work location.
- Remote work arrangements under this policy do not change an employee’s “at-will” status or basic terms and conditions of employment with the University. A remote work arrangement is not a contract and does not guarantee employment for any specific term.

D. Modifying or Terminating Flexible Work Arrangements

Once approved, the employee may not modify the Flexible Work Arrangement without the written consent of their supervisor. If the employee requests any significant modifications to a previously approved arrangement, the procedure outlined in this policy

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 7 of 8

shall commence and must precede the implementation of any changes. All Flexible Work Arrangements must be reviewed quarterly by supervisors. Operational needs will determine if an individual is required to be on campus and thus flexible arrangements are not a guarantee and could be adjusted on short notice by management where needed. A supervisor may modify an approved Flexible Work Arrangement if they determine that such modification will better meet the current needs of the department and/or the University. Any modification will be specified in writing and provide reasonable time for the employee to adjust.

A supervisor, after consulting with the department head, may terminate a Flexible Work Arrangement if the supervisor determines that the arrangement is no longer consistent with the department's obligations or if the employee is not meeting performance expectations. If a Flexible Work Arrangement is terminated, the supervisors shall make every effort to provide the employee with at least 30 days' prior written notice. If the Flexible Work Arrangement is terminated for poor performance the arrangement may be terminated immediately.

VI. RELATED INFORMATION/FORMS

A. Benefits and Applicable Employment Laws

An employee working under a Flexible Work Arrangement will, for the most part, be entitled to the same University benefits as a similarly situated University employees working on campus during Core Business Hours. Leave time must be submitted based on the hours that the employee is scheduled to work on the day(s) they are sick or taking vacation. All Flexible Work Arrangements are subject to applicable employment laws, including the Fair Labor Standards Act and Commonwealth of Pennsylvania state employment law.

VII. HISTORY

Effective date: May 16, 2022

VIII. RESPONSIBLE UNIVERSITY DIVISION/ DEPARTMENT

Any questions regarding this policy should be addressed to:

Raymond Duffy
Associate Vice President, Human Resources, Affirmative Action Officer
800 Lancaster Avenue,
Villanova, PA 19085
(610) 519-5135
raymond.duffy@villanova.edu

IX. RESPONSIBLE ADMINISTRATIVE OVERSIGHT

Office of Human Resources
789 Lancaster Avenue, Suite #260

 VILLANOVA UNIVERSITY	Title: Staff Flexible Work Policy	
	University Division/Department: Human Resources	
Policy Number:	Effective Date: May 16, 2022	Page: 8 of 8

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