



# Operating Protocol & Procedure

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## Purpose

To establish procedures pertaining to employee work hours, schedules, time and leave management, and remote work.

## Applicability

Faculty, Classified Staff, and Administrative/Professional/Technical (APT) Staff.

## Definitions

**Alternate Work Schedule** – A fixed and ongoing schedule other than 8:00am-5:00pm, Monday-Friday.

**Core Operating Hours** – The hours that the college is open for normal business, defined as 8am-5pm, Monday-Friday.

**Flex Scheduling** – The temporary altering of a regular work schedule during a workday or a workweek to address specific, short-term business needs or to minimize overtime hours.

**Regular Work Schedule** – A fixed and ongoing schedule of Monday through Friday, 8:00am- 5:00pm, Monday-Friday.

**Remote Work** – Working from an alternate location that is not on PCC property or rented property or space.

**Standard Workweek** – Saturday 12:01am through Friday at midnight.

**Ultimus** – The PCC workflow software for the processing of various administrative procedures.

## References

Colorado Revised Statutes 24-50-401, Appointments and Office Hours

<https://leg.colorado.gov/sites/default/files/images/olls/crs2021-title-24.pdf>

State Board Policy 3-10, Administration of Personnel

<https://cccs.edu/policies-and-procedures/board-policies/bp-3-10-administration-of-personnel/>

System Procedure 3-60b, Employee Leave

<https://cccs.edu/policies-and-procedures/sp-3-60b-employee-leave/>

PCC Operating Protocol & Procedure 212, Faculty Workload

<https://pueblocc.edu/cmsinternet/xml/OPP/200/212.pdf>

PCC Operating Protocol & Procedure 903, Campus Closure due to Weather or Emergency

<https://pueblocc.edu/cmsinternet/xml/OPP/900/903.pdf>

## Attachments

Attachment A – Remote Work Guidelines

Attachment B – Remote Work Agreement

## Operating Protocol

Pueblo Community College is open Monday through Friday, 8:00am to 5:00pm for normal business except on those days designated as holidays on the official Colorado Community College System Holiday Schedule as posted on the PCC Portal. The Governor, System Chancellor, or College President may authorize other periods of closure due to weather, an emergent situation, or other reason (see PCC OP-P 903).

All employees are expected to be at work at their scheduled time and to work all scheduled hours unless on approved leave, during emergency closures, or when a supervisor is flexing a schedule. Although it is expected that the majority of employees will be scheduled to work Monday through Friday, 8:00 a.m. to 5:00 p.m., there are offices and functions that will be outside of these standard hours and require employees to be scheduled based on those needs. Supervisors are responsible for setting the regular work schedule and approving any modifications. **All employees, excluding faculty,** work Monday through Friday, 8:00am to 5:00pm unless an alternate work schedule has been approved and is on file in the Human Resources Office.

Faculty maintain a minimum of twenty-four (24) hours on campus each week as established in BP 3-10 and PCC OP-P 212. Remaining hours are scheduled in coordination with their supervisor.

A supervisor may require an employee to work on campus or to change a flex scheduling arrangement to accommodate attendance at meetings or participation in designated events, projects, or activities.

## Procedure

### **Work Hours**

Classified and APT employees are scheduled to work 40 hours per workweek, pro-rated for part-time employees, as established by their supervisor.

Classified and APT staff work a regular work schedule unless an alternate work schedule has been approved and is on file in the Human Resources Office or an emergency situation has caused college business to cease.

Supervisors of offices and functions that operate outside of core operating hours shall establish alternate work schedules for their employees.

### **Meal Periods and Breaks**

Meal periods are scheduled at the discretion of the supervisor for workdays lasting more than five (5) hours and do not count as work time for compensation purposes. Meal periods must be at least 30 minutes in duration and the employee must be free of all work during that time. These may not be granted at the beginning or end of the work day.

Breaks are scheduled at the discretion of the supervisor and count as work time for compensation purposes. Employees may be given two 15-minute breaks per day, one during the first half of the workday and one during the second half. Breaks may not be taken at the beginning or end of the work day. Breaks cannot be coupled with a meal period. Breaks are not cumulative and may not be used together in one day or saved for use during other days.

### **Absences, Tardiness, and Leaves**

Employees are expected to be on the job regularly and on time. Any leave must be requested and approved by the supervisor as far in advance as possible utilizing the leave request function on the Portal. When advance notice is not possible, employees follow the call off procedures defined by their supervisor.

Tardiness is considered absence and requires submission of leave. Unexcused absences (leave that has not been officially approved by the supervisor) and tardiness count as leave but may be charged as leave without pay at the request of the supervisor and approved by the second level supervisor and/or Vice President, Human Resources (VPHR). Unexcused absences and tardiness may result in corrective or disciplinary action up to and including termination.

An employee who believes a past or future absence may be covered under a qualifying leave should contact Human Resources to determine their eligibility for an approved leave per SP 3-60b.

### **Alternate Work Schedule**

Alternate work schedules are to meet regular and ongoing business needs and are only approved when a business justification is provided. It is not approved only to meet the personal needs of an employee. The supervisor submits the "Request for Alternate Work Schedule" Form found in Ultimus, providing the business justification and information on how this impacts the department. The VPHR or designee reviews the request and indicates approval or denial and any conditions of an approval and returns the form to the employee and supervisor. A copy of the request is included in the personnel file.

An alternate work schedule that results in four-day workweeks or workdays of less than 8 hours is not permitted.

### **Flex Scheduling**

Flex scheduling that results in a four-day workweek or workdays of less than 8 hours is permitted at supervisor discretion.

Supervisors may approve schedule changes within a workday by allowing a flexible start/end time or permitting employees to work through the lunch hour in order to leave early, come in late, or go to an appointment during the workday.

Schedule flexes must be made with the following understanding:

- Core operating hours must be maintained and offices operational during those hours.
- Schedule flexes and any make-up time take place within the same workweek.
- Flexible scheduling cannot be used to engage in secondary employment or to attend classes during the workday.
- Hours may not be banked in order to work a four-day workweek.
- When an employee is overtime eligible, supervisors may approve flex scheduling when necessary to meet a business need and to avoid incurring overtime.

Flex scheduling is intended to meet the occasional everyday life needs of employees and is not intended to avoid the use of PCC's employee leave benefit.

Supervisors may decline to approve flex scheduling requests and any abuses will be addressed by supervisors.

### **Remote Teaching – Faculty**

Pueblo Community College recognizes the integrity and qualifications of its faculty and allows individual departments the freedom to determine how to work, and the location most conducive to effective and efficient collaboration, instruction and productivity. Faculty responsibilities include teaching (if remote, successfully completing the Online Teaching Certification course), preparation, curriculum development, grading, engaging students, collaborating with colleagues, attending advisory board meetings, traveling to off-site locations for meetings and observations, in addition to other identified uses of time. Time on campus should be individualized within the requirements stated in this protocol to facilitate innovation while completing professional tasks. Due to the nature of departmental requirements, maintaining course alignment to Banner, and positions within the institution, flexibility may not always be possible, however, will be considered with any reasonable request.

Pueblo Community College recognizes allowing maximum flexibility will promote creativity, productivity, job satisfaction, and a healthy work/life balance.

### **Remote Work - Staff**

Remote work is permitted at supervisor discretion so long as the employee works at least three (3) shifts of eight (8) hours or more on campus each standard workweek (a minimum of 24 work hours on campus each standard workweek). For positions that cannot be performed remotely, a supervisor may authorize flex scheduling to address employee needs.

A supervisor reviews with the employee the requirements needed to authorize remote work.

## Attachment A REMOTE WORK GUIDELINES

### Determining if a position is suitable for remote work

Remote work may be a regular and ongoing work arrangement or it may be utilized on an as-needed basis (i.e., need to work on a specific project, addressing school closures, elder care needs, home or pet issues, etc.), but no more than 16 hours per workweek.

A position can be considered suitable for remote work if some or most of its responsibilities can be performed away from the regular work location. The change in work location should not impact productivity, customer service, operational efficiency, or team collaboration. The determination should be based on operational need and the type of work, *not employee need*.

Each position should be considered individually, per the responsibilities of the position, to determine if the work can be done outside of the regular work location, especially considering:

- Does the employee have access to the needed equipment to perform their job?
- Does the employee have access to high-speed internet to be able to complete their tasks and communicate with their supervisor and team?
- Do the employee's core responsibilities require access to equipment, materials, and files that can only be accessed on site?
- Is the employee required to be on-site for face-to-face meetings with supervisors, other employees, students, or customers? Or can this contact be done effectively virtually?

### Remote Site Equipment and Setup

Pueblo Community College will not duplicate equipment for a remote work employee who works remote.

Printers, copiers, scanners, fax machines, shredders, white boards, office chairs, desks, printer/copier supplies (ink, paper, etc) and other traditional office supplies will be located at the college workplace. Remote work employees who wish to have these items at their remote site will need to purchase them with their own resources. Remote workers will have access to essential supplies such as paper, pens, and notepads, necessary to perform their job from their regular office. Employees should work directly with their supervisors on appropriate fiscal processes obtaining these basic office supplies.

Remote work employees are expected to establish for themselves an adequate workspace that allows the employee to work comfortably with appropriate ergonomic considerations. Employees should complete an Office Ergonomic Checklist (available through HR) to assess their remote work site and address any adjustments that may need to be made.

Any employee wishing to request an accommodation under the Americans with Disabilities Act (ADA) should contact Human Resources for the necessary request forms. Accommodations under the ADA will be evaluated for approval through an interactive process between PCC HR, the employee, and their medical provider. To ensure fair and consistent, documented accommodations, supervisors will not approve special accommodations for employees outside of this process.

### Phone and Internet Access

Full-time employees are assigned an office telephone number. Remote work employees may use a software-based telephone to make and receive phone calls via their laptop or mobile device. Using this software will ensure calls are answered while working remotely. Employees must answer phones even when remote and out of office messages for remote work is not acceptable.

High-speed internet access is required to work remotely. The remote employee must provide their own internet connectivity. The Internet Service Provider (ISP) that they choose must be able to provide a minimum download speed of 10Mbps and a minimum upload speed of 5Mbps. Higher speeds in both directions are strongly recommended. IT can offer advice when choosing or changing an ISP; however, they are unable to assist with home network or ISP issues.

Employees are expected to utilize and respond to email whether working on-campus or remotely. Open and frequent communication is necessary between remote workers, in-office workers and students.

While working remotely, employees may not utilize out-of-office messages but are expected to respond to email in a timely manner, just as they would working from their office. Employees should utilize the out-of-office function in email when they are away from the college or on leave and will not be responding to email until they return.

### Security of Information

All employees, including those working in remote locations, must adhere to all applicable security procedures to ensure confidentiality and security of data. Employees and supervisors should familiarize themselves with Series 6 – Cyber Security Board Policies and System Procedures for requirements around acceptable use, information management, and security.

Employee's remote work computer shall be in compliance with all CCCS guidelines for uses of hardware and software including virus protection software, licensing provisions, system security and passwords. Employees using a PCC computer in a remote location are responsible for ensuring that the computer is receiving appropriate updates, which includes bringing it to the college and connecting to the network as directed by IT.

The employee will protect all confidential documents from unauthorized access. This may require having access to secure file drawers or cabinets at the remote work site.

All products, documents and records that are used, developed, or revised while working remotely remain the property of Pueblo Community College.

### **Determine the suitability of specific employees who are interested in remote working**

Once it has been determined that all or some of the position responsibilities can be performed outside of the regular work environment, it must be identified if the employee in this position is compatible to remote work.

This must be considered on a case-by-case basis for current employees and should be considered when interviewing candidates for a position. The remote work approval or denial determination is made by the employee's supervisor and/or second-level supervisor. This determination should be made from an employee's individualized request based on the supervisor's assessment of the position's and employee's suitability for remote work.

### Factors for this determination should include but are not limited to

- The employee must continue to live and work from the State of Colorado. Remote work locations must be within Colorado. No employee is authorized, and no supervisor may approve, working remotely from any location outside of Colorado, even on a temporary basis. Accessing the network and responding to email while traveling on official College business (i.e. a conference or other college approved activity) is not considered remote work. However, traveling to another location outside of Colorado on personal business is considered remote work and will not be approved and appropriate leave must be submitted.
- Employees with childcare or eldercare needs that may benefit from a more flexible arrangement.
- The employee's most recent performance history (including disciplinary action). Any employee who received an overall performance rating of "Needs Improvement" in the most recent review, received a formal letter of reprimand in the past year, is currently subject to a performance improvement plan, or is currently under a corrective or disciplinary action, is ineligible to participate in remote work arrangements.
- The employee's time management and organizational skills.
- Does the employee have the necessary computer skills to complete their required job functions outside of the office?
- Does the employee understand their role and expectations, and require little supervision to complete their tasks?
- Is the employee a self-starter and consistently meets deadlines?

### A few things to keep in mind

- If the employee is not well suited for remote work or is denied based on a previously documented performance issue, it is required the supervisor communicate that reasoning with the employee.
- In this instance, a discussion about job performance and growth opportunities should be had between the employee and their supervisor before the option for remote work can be re-assessed in the future.
- Supervisors should keep documentation of the alternative work arrangement agreement approvals and denials for each employee and provide a copy to Human Resources.
- As a supervisor, if you are unsure of how to approach this conversation with your employee, please contact Human Resources for guidance.
- The employee is in charge of setting up their workspace in a remote work environment. This includes adequate access to the internet and a quiet place (with minimal distractions) for calls or video meetings.
- If employees experience any technical issues or have concerns, they are welcome to reach out to IT for assistance or guidance.
- Employees should be cognizant of how their environment appears during video meetings.
- Employees must work with supervisors to establish a standard work schedule and expectations for communication standards, including during virtual meetings.

### **Supervisor Responsibility to Ensure Remote Work Success**

- A supervisor should consider their own management and supervision style, as well as their level of trust in the employee to perform their assigned job duties in a remote work environment. Keep in mind that trust issues with employees may not be resolved by having them report to the regular work location and alternative methods for performance management may be more effective than restricting remote work.
- Ensure employees use sick and annual leave as appropriate.

- Develop a standard work schedule and be clear what flexibility is available and how it will be requested and managed
- Supervisors should also consider the impacts of team building with a remote workforce.
- Ensure employees can stay connected with their teams.
- Ensure the change in work location does not impact productivity, customer service, operational efficiency, or team collaboration.
- Ensure remote work arrangements do not result in work being shifted to other employees or adversely impact productivity of others.
- Manage childcare/eldercare needs: Flexibility with childcare and eldercare may be granted when working in an alternate location provided it does not impact the employee's performance. When an employee is actively caring for a child or family member, that time is not considered work time; appropriate leave should be used during those times.
- Balance of presence in virtual and on-site meetings: Supervisors should set clear expectations on how employees should participate in meetings. WebEx should continue to be used to provide all meeting attendees the opportunity to participate.
- Set expectations for focused, uninterrupted time for completing job responsibilities and attending meetings: If an employee is unable to set boundaries for work time, then the employee is expected to use leave.
- Be clear that performance management expectations and metrics of monitoring work performance will not change as a result of remote work.

### **Tips for entering into Remote Work Arrangement**

After determining that both the position and employee are suitable for remote work it is time to create a remote work arrangement agreement that establishes the specifics:

- Days of the week that the employee can remote work.
- Expectations of the level of communication and responsiveness expected on remote workdays. This should be from both the employee and the supervisor.
- Expectations of attendance for meetings and other interactions across the College and with customers.
- Any other expectations of work to be done and metrics on how this work will be recorded.

Additionally, expectations for communication between both the employee and supervisor should be identified and discussed ahead of time:

- Balance of presence in virtual and on-site meetings.
- Performance management expectations and metrics of monitoring work performance.
- Physical space arrangement and accommodations including what technology is necessary to perform work functions outside of the office.
- Managing various work styles including communication expectations from both supervisor and employee.
- Mediums to be considered in maintaining communication including WebEx, Zoom, email, phone, Microsoft Teams, etc.
- Balance of employee childcare or eldercare needs. Remote work is not designed to be a replacement for appropriate childcare or eldercare.
- Although an individual employee's schedule may be modified to accommodate 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 prior to entering a trial period.



- Managing other distractions at home and setting expectations for professionalism to include dress code as found in Operating Protocol 241.

### **Conditions of Employment**

- Performance expectations and evaluations will not change as a result of remote work.
- Conditions of employment will remain the same, and expectations should be clear and measurable. The supervisor will evaluate employee's job performance in accordance with applicable performance planning and evaluation.
- Salary and benefits will not be affected by remote work.
- Arrangements that assure adequate communication between employee, co-workers, supervisor, and customers must be established. For example:
  - Establish regular check-in times or plans to email when workday begins and ends; these check-ins should not be used as a means to track work time but for maintaining productivity and collaboration with employees.
  - Use shared calendars to post schedules of remote workers, on-site colleagues, and supervisors.
  - Use basic communication tools such as phone, email, and/or instant messaging, and consider collaborative tools such as audio and video conferencing.
  - Coordinate staff meetings and remote work schedules, promoting team cohesion and social interaction; it may be necessary for the remote worker to come to the workplace for such events.
- The remote work approval does not automatically go with an employee in a new position or apply when a position previously done via remote work is assumed by a new employee or supervisor. A new agreement should be requested and reviewed when the above situations occur.

### **Hours of Work**

- The required number of work hours will not change, and employees are responsible for appropriately reporting time worked, leave used, and for adhering to College and state attendance policies.
- Time worked for overtime eligible employees will be treated no differently for remote employees than hours worked at the regular work location. Supervisors must approve any overtime in advance. Failure to get necessary approval for overtime may result in termination of the remote work option and/or disciplinary action.
- For overtime eligible employees, hours worked must be recorded just as they would be when working at the regular work location. Any time spent working, including checking emails, responding to work phone calls, etc. is considered work time and must be recorded.
- Sick/annual leave is recorded based on the number of hours an employee is scheduled to work on the day they use the leave, whether they are at the office or remote work location.
- Paid holidays will count as 8 hours.
- Supervisors may require employees to report to an alternative work location for work-related events or may meet with them at an alternate location, as needed.
- Remote work is not to be used in place of sick or annual leave; however, in consultation with Human Resources, a department may choose to offer remote work arrangements as an opportunity for partial or full return to work based on policy and procedure and the criteria normally applied to decisions regarding the approval of temporary remote work.

### **Safety**

- PCC does not assume responsibility for injury to any persons other than the remote worker arising out of duties at the remote work site during the standard work schedule.

- Employees are covered by the Workers' Compensation Program if injured while performing official duties at the regular work location or an alternate work location and must immediately notify their supervisor of an injury sustained at a remote work site and complete any necessary reports. Once an employee reports a job-related injury, the supervisor or department personnel should contact Human Resources to file a report.

