1. PURPOSE

The university is receptive to alternative work schedules that allow for the effective delivery of academic, student and administrative services. The purpose of this policy is to improve the quality of work life for university employees by allowing the exploration of work schedules that allow balancing work and family/personal responsibilities. It is also important to understand that, in all cases, the accomplishment of university-related work must be considered first in determining when, and if, alternative schedules may be used. It is possible that in some units, workloads may not permit schedule adjustments or allow flexibility, except on a limited basis.

2. AUTHORITY

The Board of Visitors has been authorized by the Commonwealth of Virginia to govern James Madison University. See Code of Virginia § 23.1-1600; § 23.1-1301. The Board has delegated the authority to manage the university to the president.

3. DEFINITIONS

Administrative & Professional Faculty (A&P Faculty)

Administrative faculty and professional faculty are normally referred to collectively, as both require advanced learning acquired by prolonged formal instruction and/or specialized training and work experience; however, the university recognizes administrative faculty and professional faculty as distinct position types.

Administrative Faculty positions are generally senior administrators who perform work related to the management of the educational and general activities of the university, for at least fifty percent of their work. Typically, administrative faculty serve in executive leadership roles such as vice president, provost, vice provost, dean, assistant or associate vice president, assistant or associate vice provost, or assistant or associate dean. Other administrative faculty roles can include (1) those responsible for the administrative direction of separately designated divisions or departments of institutional activity; (2) positions whose primary responsibility is to attract external funds; or (3) positions that are characterized by active, continuing involvement in formulating, interpreting and implementing institutional policy and exercise substantial independence, authority and discretion in areas such as program planning, design and allocation of resources. The organizational reporting relationship for administrative faculty is normally not lower than three levels below Executive Council positions. For Academic Affairs, this would include: Vice Provost/Dean (level 1), Academic Unit Head/Director (level 2) and Associate Director (level 3).

Professional Faculty require advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. Typical professional faculty positions are librarians, counselors, coaches, physicians, lawyers, engineers and architects. Other professional positions may support education, research, university life and other such activities. Professional faculty positions must require the incumbent to regularly exercise professional discretion and judgment and to produce work that is intellectual and varied, and is not standardized.


**Alternative Work Schedule**
The standard JMU workweek begins at 12:01 a.m. Sunday and ends at midnight the following Saturday, except for those employees whose workweek is designated differently. For full-time employees, a work schedule agreed to by the supervisor and employee other than January through December, Monday through Friday, 8:00 a.m. to 5:00 p.m.

**Classified Position**
A salaried position assigned to an Occupational Family and Career Group based on duties and responsibilities, and to a Role Code based on the compensable factors of Complexity, Results, and Accountability. See DHRM Policy 2.20 - Types of Employment.

**Flextime**
A full-time schedule that allows flexibility within a regular 40-hour workweek on a non-routine basis and with unit head approval.

**Job Sharing**
A work agreement where two full-time employees voluntarily share the work responsibilities of one full-time position.

**Less Than 12-Month Schedule**
Employees working less than 12 months and during months which usually parallel the academic semesters.

4. **APPLICABILITY**

This policy applies to all classified staff and administrative & professional faculty.

5. **POLICY**

A unit head, dean and associate/assistant vice president or vice president shall make all decisions regarding the applicability of alternative work schedules. University management has the responsibility to identify positions as being designated for a less than 12-month schedule, or for job sharing based on the financial, physical and service needs of the unit. For positions that may be best suited for telecommuting, see Policy 1332 - Telecommuting.

The intent of this policy is to promote alternative work schedules as a means of achieving administrative efficiencies (e.g., reducing office and parking space), reducing traffic congestion, supporting Continuity of Operations Plans, and sustaining the hiring and retention of a highly-qualified workforce by enhancing work/life balance. The policy also conforms to the campus environmental stewardship goals and campus Environmental Stewardship Action Plan (ESAP).

5.1 **Flextime**

Unit heads may allow employees to have flexible work hours providing that employees work at least 40 hours each regular workweek. Unit heads are responsible for ensuring office coverage during the university’s ordinary business hours of 8:00 a.m. to 5:00 p.m. Unit heads have the authority to implement flexible work hours within a workweek, based on the needs of the unit. Compressed, four-day workweeks or other flexible work arrangements may be implemented, as long as coverage is maintained. Also see Policy 1342 - Flexible Work Arrangements for non-formal, temporary and unplanned workplace flexibility options.
5.2 Alternative Work Schedules

Only those units that must routinely provide services outside the traditional Monday through Friday 8:00 a.m. to 5:00 p.m. work schedule may vary their weekly work schedule. Work schedules in these units may change from week-to-week, with employees having different days off during different weeks. Before implementing an alternative work schedule, a unit head must first obtain approval from the appropriate vice president.

6. PROCEDURES

6.1 Less Than 12-Month Schedules

Compensation

- The employee's annual salary will be pro-rated for a less than 12-month schedule based on the length of the employment term.
- The employee will be paid over 24 pay periods to accommodate deductions for benefits during the non-working months.
- The employee who separates from the university or changes employment status before the end of the schedule must repay any overpayment of salary.
- The salary of an employee placed in a less than 12-month schedule must be at least equal to the legal minimum wage.
- Current performance planning and evaluation policies will apply to these employees and salary-increase eligibility will not be affected.

Benefits

- Employees will continue to be eligible for healthcare benefits during the 12-month period. The university will pay the employer share of premiums and the employee portion will be processed as a payroll deduction; thus, full, half-monthly premiums will be deducted from the employee's salary each pay period.
- The employee will earn 12 months of retirement service credit and contributions will be made at the pro-rated salary rate.
- Life insurance will be in effect.
- All leave balances are frozen and there is no accrual of leave during the non-working period designated in the Less Than 12-month Schedule Agreement. Optional deductions continue as long as there are sufficient earnings to cover the deductions.

6.2 Implementing the Less Than 12-month Schedule

- A supervisor shall designate positions in a unit as less than 12-month schedules to provide flexible work scheduling and to maintain efficient operation of the university.
- Positions designated as less than 12-months should be determined before the beginning of the academic year.
- The supervisor shall designate employees to be placed in a less than 12-month schedule based on the unit's needs.
- The employee should be informed as soon as possible, and not less than 30 days before the effective date of the change.
- Layoff rights are not triggered by the conversion of positions to less than 12 months, since the positions are not being abolished, but are being changed to reflect the operational needs of the university.
- The supervisor, the employee and unit head, dean, associate/assistant vice president and/or vice president must sign the Less Than 12-Month Schedule Agreement before it can be implemented.
6.3 Job Sharing

- Positions best suited for job sharing are those that can be broken into a series of tasks or projects that require limited coordination between the job sharers; however, any position may be individually assessed to determine its suitability for job sharing.
- In selecting positions for job sharing, evaluation and consideration should be given to the impact it will have on internal and external customer service, continuity of university operations, and impact to supervisors and other employees.
- Both parts of job sharing positions must have the same minimum qualifications and both incumbents must be able to meet all requirements.
- Positions proposed for job sharing must be reviewed and approved in writing by the unit head, dean and associate/assistant vice president or vice president.

Recruitment and Selection

- The recruitment notice shall specify that the position is 50% and scheduled for 20 hours per week.
- Applicants deemed fully qualified must be able to perform all the duties associated with the full position description and not selected responsibilities.
- The selection process for filling a job-sharing position is the same as for filling a single-incumbent full-time position.

Compensation

- New employees entering a shared position will be employed under the starting pay guidelines at 50% of the approved rate.
- Current employees entering positions approved for job sharing will be paid 50% of their current annual rate.
- Non-exempt employees in shared positions are subject to provisions of the Fair Labor Standards Act and must be paid accordingly.
- Job descriptions must be created in the HR system and given to each job sharer. Job standards must be developed and performance evaluations must be completed for each employee in accordance with established policies, 1305-Performance Evaluation for Classified Employees and 1307-Performance Evaluation of Administrative & Professional Faculty.

Benefits

- Job sharers earn a pro-rated amount for holidays and annual leave.
- Job sharers are given a pro-rated amount of sick, family/personal leave and short-term disability benefits under the provisions of the Virginia Sickness and Disability Program.
- Job sharers are eligible for life insurance and retirement.
- Job sharers are not eligible for health insurance.

Implementing Job Sharing

- All requests for job sharing must be initiated by the supervisor and submitted to the unit head, dean and associate/assistant vice president or vice president as appropriate for approval.
- Employees who apply for and are appointed to a shared position will work 50% of the time, or 20 hours during the regular workweek.
- Employees appointed to a shared classified position will be covered by the rules applicable to the Virginia Personnel Act, including rights and privileges together with any limitations on less than full-time employment.
- This policy does not affect the status of filled part-time positions that are currently authorized at less than 40 hours per week.
- Wage employees are not eligible to participate in a shared position while continuing to work as a wage employee, but may apply for any posted shared positions.
- Classified staff and A&P faculty members in shared positions cannot be hired as wage employees while participating in this program.
- Shared positions may return to full-time status at the discretion of the unit head, dean and associate/assistant vice president or vice president. The full-time position must then be advertised and incumbents must apply through the normal recruitment process.

7. RESPONSIBILITY

A unit head, dean and associate/assistant vice president or vice president is responsible for the application of this policy in their area.

The director of human resources is responsible for overseeing the use of this policy and assisting unit heads, deans, associate/assistant vice presidents and vice presidents with its implementation.

Supervisors are responsible for periodically reviewing job-sharing arrangements to determine if they are meeting the needs of the employee, while at the same time providing acceptable operational standards in the unit.

Supervisors are responsible for submitting the less than 12-month schedule agreements to Human Resources on an annual basis.

All departments, offices and employees that generate, receive or maintain public records under the terms of this policy are also responsible for compliance with Policy 1109 - Records Management.

8. SANCTIONS

Sanctions will be commensurate with the severity and/or frequency of the offense and may include termination of employment.

9. EXCLUSIONS

This policy does not apply to instructional faculty, wage, or student employees.
10. INTERPRETATION

The authority to interpret this policy rests with the president and is generally delegated to the director of human resources.

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