

# Report of the Working Group on Reinventing the UCLA Workplace of the Future

May 28, 2021

EXECUTIVE SUMMARY	2
PROCESS	3
OBSERVATIONS AND ANALYSIS	5
RECOMMENDATIONS	10
TIMELINE FOR IMPLEMENTATION	11
APPENDICES	
• APPENDIX A: THE FLEXWORK GUIDE FOR MANAGERS	12
• APPENDIX B: FLEXWORK SURVEY RESULTS	21
• APPENDIX C: FLEXWORK PROPOSAL FORM AND APPROVAL FORM	34

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## EXECUTIVE SUMMARY

Like many other organizations, UCLA's top priorities during the COVID-19 health emergency have been to (a) create a safe environment for employees by transitioning to remote work where possible and providing health-related tools such as symptom monitoring, testing, and vaccine rollout for those working on site, and (b) find ways to alleviate the financial impact of the pandemic on the campus and preserve job security for employees in an environment where some activities and work functions have declined.

With the expectation that many campus activities and programs will resume in Fall 2021, the experience gained during the pandemic has allowed us to formulate principles and recommendations about reinventing the UCLA workplace of the future.

Research studies conducted on the nationwide level, and also confirmed by surveys conducted with UCLA employees and input from department focus groups, show the following:

- 80% of employees consider telecommuting a valuable benefit.
- Working from home results in an average 40% increase in productivity.
- Over 75% of employers nationwide note that remote work options improve employee retention, while also supporting sustainable practices to enhance the environment.

Therefore, our Working Group encourages adoption of the concept of FlexWork and recommends the following general principles:

- (1) UCLA departments are encouraged to continue opportunities for employees to work remotely if the work does not require their on-site presence and can be managed equitably. This is not a one-size-fits-all approach but rather can be implemented through existing personnel policy options such as full-time or part-time remote working, flexible work schedules, alternate work hours, and hybrid approaches with some days on site. In order to be successful, such arrangements need to be established by departments in consideration of job duties, with input from their team members and collaboration across work units.
- (2) It is critical for managers and supervisors to demonstrate flexibility in order to promote a positive and productive work environment and to implement measures that support employee work-life balance and wellbeing. The signs of anxiety, burnout, work overload, or alienation need to be recognized and support services made available to encourage motivation and morale. Managers will be provided with tools and training to focus on evaluating performance based on work results and outcomes rather than monitoring how employees spend their time.

(3) New campuswide guidelines and standards are needed to ensure that those staff members who are approved to work remotely are equipped with the necessary equipment and furniture to be safe and productive. While some employees are realizing savings from no longer commuting to work or needing to cover parking or meal expenses, others are experiencing limitations. For those colleagues coming to work on site for a portion of their time and for in-person collaboration, appropriate office space should be made available.

## PROCESS

After an inaugural meeting on Thursday, December 18, 2020, our Working Group has met every two weeks since Tuesday, January 12, 2021. Our earliest meetings focused on the future of what we have decided to call FlexWork: a model that provides staff members with the opportunity to negotiate agreements that might include such elements as remote working, reduced hours, job sharing, and flexible hours. The FlexWork initiative arose from our analysis of surveys including the “COVID-19 Employee Feedback Survey” that indicated that remote working had enjoyed a positive impact for the larger proportion of employees. Subgroups within our Working Group have concentrated on specific topics such as equity and inclusion, support and training for managers, health and safety in the workplace, and IT security. Two Working Group members, Lucy Avetisyan and Kevin Baldwin, shared their insights into current trends in [remote working strategies](#) and a slide deck on the Workplace of the Future from [Gartner Webinars](#).

Besides discussing these developments at each of our meetings, our Working Group has benefited from presentations by colleagues with special responsibilities for areas such as research, transportation, insurance and risk management, the Healthy Campus Initiative, and information technology. Dave Karwaski (Mobility Planning and Traffic Systems) shared data from surveys that showed that [remote working for employees](#) had been successful during the pandemic. Jessica Cattelino and Lisa Snyder from the Post-Pandemic Research Visioning Group provided updates on the limited reopening of parts of campus for research purposes. Gerrie Zvara (Organization Effectiveness and Development) presented on the [integrated elements](#) that must go into a successful transition to a hybrid workplace model. Rejeana Mathis (Learning and Organizational Development, Campus Human Resources) addressed [best practices in training for remote working](#). We also met with Michael Ozamoto and Ruth Arnush (Insurance and Risk Management) who shared their insights into questions of [ergonomics in the remote workplace](#) as well as Dean Malilay (Director, Insurance and Risk Management) on compliance, health and safety, and equipment resourcing in the remote workplace, and Scott Monatlik (Tax Services and Travel Programs) on policies and procedures for expenses and reimbursements relating to remote working. And more recently, we have met with Gregg Goldman (Vice Chancellor and Chief Financial Officer) on resources for remote working, and Nurit Katz (Chief Sustainability Officer) on the UCLA Sustainability Master Plan. Additionally, throughout the process, there has been close coordination with the Working Group on Wellness and Work Expectations, led by

Wendelin Slusser. Our recommendations are consistent with the ideas identified by that Working Group.

Since completing our Interim Report in late March this year, our Working Group has engaged in further discussions that address other significant aspects of the impending return to campus.

The Working Group agreed that it would be productive to circulate a survey on FlexWork and its impact on the future of the UCLA workplace. The target group for this survey was managers, chairs, directors, senior administrators. Together, Christopher DeMaci and Joanne Chang from the Office of Organizational Effectiveness and Development led the design of the survey, with assistance from David Karwaski (Mobility and Traffic Systems), Kathleen Shiroma (Policy and Personnel Services), and Susan Shahoda (Campus Human Resources).

After extensive discussion, the survey was circulated in mid-May to 1,360 colleagues. The survey, which received 665 responses (a high rate for data collection of this kind), generated favorable responses with regard to remote working. Well over half the respondents stated that remote working has assisted UCLA in meeting academic and operational goals, has had a positive impact on employee morale, and has had a beneficial impact on our campus.

On May 18, 2021, the Working Group met with Adrienne Malka (Insurance and Risk Management), who explained the disability accommodation process in general and specifically regarding the return to onsite work.

Our Working Group also met on May 18 with Jorge Cherbosque and Nan Levine-Mann (Staff and Faculty Counseling Center), who explained the philosophy behind the workshops and trainings that they are providing for managers and staff members as we resume operations on campus. Their “Tools for Achieving Well-Being in the Workplace” focuses on five factors of recovery: sense of safety; calming; connection; self-efficacy; and hope/optimism. The purpose of these trainings is to encourage tools and techniques in resilience both in the managers’ own careers and in the teams that managers lead.

Kathleen Shiroma in Campus Human Resources (CHR) has produced a FlexWork Guide for Managers (see Appendix A). CHR is developing training programs for managers based on this concise guide and will elaborate in greater detail the key aspects of flexible, hybrid, and remote work arrangements.

Future meetings will involve O. T. Wells (Chief Procurement Officer) on policies and purchasing procedures for expenses and reimbursements relating to remote working. We also plan to speak with Susi Takeuchi (Chief Human Resources Officer, UCLA Health) to ensure that our recommendations are coordinated with UCLA Health HR. Moreover, our Working Group remains in a productive dialogue with Renee Fortier and Clinton Bench (Events and Transportation) about the [Campus Ramp-Up Planning Guide](#): a website that will be regularly updated in light of any changes in information or policy that need to be made.

## OBSERVATIONS AND ANALYSIS

The following sections identify our key areas of discussion when addressing the future of the workplace, especially in relation to FlexWork: balancing institutional and employee needs; recruitment and retention benefits; best practices for managers and employees to work together; resources for remote workspace setup; IT security; and equity and inclusion.

### Balancing the Needs of the Institution, the Staff Member, and the Unit

As UCLA contemplates resuming in-person teaching and research, fresh challenges and opportunities arise. Undoubtedly, remote work has at times posed a variety of challenges, and Zoom cannot always substitute for in-person collaboration. Still, the pandemic has provided us with new insights into the ways in which UCLA may pivot to a more sustainable model that supports the health and productivity of our employees.

- As we mention above, our recent survey results (Appendix B) have made it clear that remote work has benefits.
- Remote work can create a stronger work-life balance. Remote working has for many colleagues reduced, if not eliminated, long commutes.
- Remote work has saved on traveling costs as well as assisted in shrinking our carbon footprint.
- At a time when our campus is shouldering a financial crisis, there is potential for substantive savings on the leasing of buildings.
- Remote work will strengthen the university's goals to optimize space in support of teaching and research.
- Remote work, in some instances, will be a significant tool for recruitment and retention.

Our report proposes FlexWork as a broad approach to these emerging opportunities, while aiming to address the remote work challenges that still need to be considered.

As a guiding principle, FlexWork serves to complement the invaluable human interactions among faculty, students, and staff that remain integral to the UCLA community. FlexWork offers UCLA employees flexibility whenever it fits with the connected needs of a staff member, the staff member's unit, and the teaching and research mission of our university. FlexWork aims to underpin UCLA's commitment to diversity, equity, and inclusion.

Our recommendations recognize that the return to teaching in physical classrooms and to research in laboratory spaces must synchronize with our front-facing staff members. Once we return to campus, some jobs will require a stronger in-person presence than others. This situation will mean that not all positions can include FlexWork. It is also likely that some positions that occupied campus offices on a full-time basis might need to shift to a hybrid model. Our FlexWork proposal provides tools and guidelines for departments, program directors, and managers, allowing staff members to operate at capacity, meet expectations, and reach performance goals.

FlexWork agreements are not mandatory. It will be for managers to decide whether a FlexWork agreement will meet the needs of the employee, the unit, and the university. Members of the workforce are welcome to submit a proposal for a FlexWork agreement (Appendix C). The proposal and agreement forms will be available on the CHR website. Once the manager and employee have signed the agreement, a pilot period of thirty days is recommended. If the manager is willing to extend the agreement on an ongoing basis, it should be reviewed periodically, at least on an annual basis. If the needs of the unit or the university change in ways that require an employee to discontinue remote working, there will be flexibility to terminate the agreement with appropriate notice.

### Recruitment and Retention Benefits

Remote working, which is a significant aspect of FlexWork, offers the added benefit of nationwide recruitment for the campus and for individual candidates, if work can be offered virtually rather than expecting job candidates to face the challenge of moving their residence to the Los Angeles area with its high housing costs and access limitations. Many companies are viewing this development as a new tool in the benefit package in order to remain competitive.

### Working Together: Performance Management and Reaching Goals

FlexWork occasions a strong focus on performance management, which is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic and operational objectives of the department. The process involves the following responsibilities:

- Setting individual and team goals which are aligned to the strategic and operational goals of the department, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of employees.
- Proactively planning for the future – putting structures in place alongside a change-management strategy.
- Employees valuing the flexibility to work from home, along with a greater sense of control over their time. Less time commuting or traveling to meetings allows more time for focus on meaningful tasks.

A fair and structured departmental practice provides a successful work environment, ensuring that all employees receive the same written communication of set expectations. Structured practices provide supervisor/employee accountability and documentation, along with reducing the need for disciplinary actions. The following best practices are recommended:

- Scheduling consistent check-in meetings with employees.
- Providing guidance on how a supervisor should be contacted for quick communication (e.g., Zoom, Slack, Teams)
- Establishing an online check-in/check-out process at the beginning and end of the work shift. This is an efficient and important fair practice for non-exempt employees.

- Establishing a practice when an employee is calling in sick, e.g., *employee emails supervisor and team at least 1-hour before work starts.*
- Establishing a vacation request practice, e.g., *vacation requests must be made two weeks in advance, with exceptions for unforeseen circumstances.*
- Adhering to Absence from Work Policy [PPSM-2.210](#) and Compensation Policy [PPSM-30](#).

### Working Together: Performance Development and Team Culture

Managers and supervisors must focus on not only performance management but also performance development. Performance development entails an ongoing process of communication between the supervisor and employee that focuses on the employee's continued professional growth. Successful performance development involves a "coaching" management style with regular goal setting, frequent conversations, real-time feedback, and the fostering of employee engagement.

[UC Personnel Policies for Staff Members PPSM-30 \(Compensation\)](#) allows departments the flexibility to establish alternate work schedules. These options are important to consider in determining whether hybrid approaches to FlexWork will be effective in departments that need some employees to be onsite for a portion of their time.

In a FlexWork environment, it is particularly important for managers and supervisors to do the following:

- Set clear expectations with respect to performance, conduct, and attendance.
- Establish an understanding with each employee of their regular working hours, and document this understanding.
- Maintain consistent communication with staff members via regular one-on-one meetings and team meetings.
- Remain accessible via email, telephone, and team collaboration apps (Slack, Teams, Zoom, etc.).
- Focus on fulfilling results and achieving outcomes rather than on monitoring employees' work hours.
- Lead with compassion.
- Participate in learning how to spot the signs of employee burnout, stress, and anxiety so that resources available through [UCLA's Staff and Faculty Counseling Center \(SFCC\)](#) can be offered.
- Foster a positive team culture, including scheduling time for socialization and togetherness.
- Establish and honor boundaries with regard to the demarcation between employees' work and personal lives.
- Consistently complete performance appraisals and development plans in accordance with the campus annual timeline.

FlexWork supports the need for employees to meet the same expectations and results that are required for in-person work. FlexWork assumes that staff will be able to fulfill their job responsibilities without negatively impacting the department or other staff. As employees engage in the FlexWork proposal process, managers need to respect an employee's privacy. At the same time, the extent to which an employee is willing to share the needs of their personal responsibilities can lend itself to a dialogue accommodating the employee's needs and meeting work obligations. Changes in personal circumstances and job responsibilities may shift unexpectedly in ways that require flexible responsiveness. Managers should work with employees to make any adjustments and, if needed, pursue other options.

### Resources for Remote Working Setup

We will be able to clarify the available resources for supporting equipment in the remote workplace once campus guidelines are issued. In the interim, our research suggests that the university should supply employees participating in the FlexWork Program standard issue office equipment, such as a webcam-enabled laptop, docking station, second monitor, keyboard, mouse, mousepad, and headphones. These core remote working tools collectively called "Office in a Box" should be mailed to new employees along with other onboarding and marketing materials. Existing employees can request these items through their managers on an as-needed basis. Remote inventory should be tracked as IT Assets, refreshed according to the recommended vendor refresh cycle, and collected back from employees in the event of their separation from the university. (*Remote Inventory belongs to the university, even though it is on loan to each FlexWork employee*). In general, we should evaluate processes to deliver, track, and collect hardware from remote employees.

For various reasons, there are some resources that should be the explicit financial responsibility of the FlexWork employee such as internet connectivity and printers. VOIP communication tools (Teams, Zoom, Slack) should be leveraged in lieu of mobile phones and cloud storage services (Microsoft Office 365, G-Suite, and Box) should be prioritized over UCLA-hosted storage solutions. To support work/life balance, local department heads and managers should encourage healthy processes such as silencing alert notifications, scheduling bookends to the day, for example.

### Disability Resources

The Disability Management Office has advised that an employee with a disability who has been working remotely during the pandemic will not be automatically granted remote work if requested as an accommodation. Once the unit advises its employees that their duties, including onsite work, are being restored, employees with a disability may request an accommodation for continued remote work which will be evaluated under the usual disability accommodation process. As per standard practice, the employee's request for accommodation will be considered; however, if the unit can effectively address the disability-related limitation with another form of reasonable accommodation such as PPE, distancing, sanitizing, etc., then the unit can select that option over remote work. This process would be followed in the same manner if FlexWork is available in their unit with a hybrid of onsite and remote work days.

Colleagues with disabilities who request an accommodation need to be distinguished from employees who are not disabled but are at increased risk of severe illness if they contracted COVID-19. The CDC website lists these increased risk categories which include, for example, people who are pregnant; people with underlying health conditions such as pulmonary conditions or immune-deficiency; and individuals whose age places them at increased risk. Additionally, we will see requests for workplace adjustments from employees who are neither disabled nor at increased risk, but are living in a household with individuals at increased risk due to health or age.

Where compliance with disability laws and UC policy is required by engaging in the interactive process and exploring reasonable accommodations, an employee's request to work remotely due to age, for example, is not addressed via the disability compliance practice (age is not a disability) but would be considered in light of the needs of the unit. Flexibility is recommended particularly during the early stages of the transition to return to onsite work, albeit as part of a FlexWork agreement.

Guidance from regulatory agencies is fluid and changing rapidly, particularly with regard to how vaccines mitigate health risks. Employers are anxiously awaiting Cal/OSHA's vote on amending the ETS (Emergency Temporary Standards) slated for June 3, 2021 and Governor Newsom's announcements expected on June 15, 2021.

### IT Security

Employees who participate in FlexWork agreements should maintain the same level of IT security as if they were working onsite in order to protect UCLA data. We recommend setting campuswide security requirements and standards where gaps and reinforcement is needed: e.g., use only UCLA-issued computer, set inactivity screen lock, VPN when remote, confirm appropriate security software is configured correctly and updated, LastPass best practices training, implement recommended Endpoint Detection and Response, home network security checklists are followed, etc. We will reduce gaps by ensuring existing security tools and standards are utilized and reinforce remote work security standards with awareness and technical training. Moreover, we must ensure that the data that employees handle on behalf of UCLA is kept safe and secure. These [guidelines](#) should be referenced to assist in facilitating remote work securely for faculty and staff members. Circumstances may vary depending on technical requirements of the remote work and should be used in addition to any specific requirements defined by local management or IT units.

### Equity and Inclusion

FlexWork has the opportunity to provide a greater work/life balance for employees. Over the past year, employees and managers have worked together to meet the needs of their respective units from a primarily remote environment. As the campus reopens and ramps up toward normal campus operations, managers will once again need to assess the extent to which telework can be effective within a post-pandemic environment. FlexWork will be better suited for some but not all jobs. When reviewing FlexWork requests, managers must keep in mind equity and consistency. Decisions must follow principles of fairness and opportunities

should be reviewed to assess if some aspects of the job can be performed remotely. Bias and favoritism should not be factors when reviewing proposals. Using the FlexWork guiding principles, units should set criteria and guidelines for work that can be done remotely and outline their review process. A clear communications plan will promote transparency.

## RECOMMENDATIONS

### Training for Managers

Campus Human Resources Learning & Organizational Development offers the course, *Leading and Managing in a Remote World*, on a regular basis. This course is available for registration by all UCLA supervisors on the UC [Learning Management System](#). We propose that CHR Learning & Organizational Development additionally facilitate bi-monthly office-hour sessions for managers and supervisors to share their experiences and discuss methods for managing staff in a FlexWork environment.

### Health and Safety in the Remote Workplace

Managers and employees need to be aware of the health and safety standards that need to be met in the remote workplace. Online training on ergonomics, especially regarding suitable equipment such as desk, chairs, footrests, and screens is essential.

### IT Security

Security in the remote workplace location has to meet the same standards as those on the physical UCLA campus. A list of IT support resources for each division, school, department, and unit can be found [here](#).

### FlexWork Agreements

Such agreements must in themselves be flexible. We recommend that all agreements be reviewed after an initial thirty-day period and reviewed thereafter on an annual basis, unless the needs of a unit change to a degree that the agreement must be either modified or terminated sooner.

### Consistency of Recommendations with UC Systemwide and UCLA Health

We recognize that all recommendations must be coordinated with UCLA Health and aligned with UCOP guidance.

## TIMELINE FOR IMPLEMENTATION

Spring 2021: CHR and the Administration's Office of Organizational Effectiveness and Development (OED) conducted a survey of managers, chairs of departments, and directors of centers about FlexWork, to gather their feedback on the impact of remote working on their units. The survey results are attached in Appendix B.

June-July, 2021: Implementation of training for managers in FlexWork. Circulation of FlexWork Principles and Guidelines to departmental managers and administrators in the first instance.

June-July, 2021: Distribution of FlexWork Principles and Guidelines to all stakeholders, including employees, to Staff Assembly, Healthy Campus Initiative, Deans' Council, and Vice Chancellors' Council.

July-August, 2021: Begin discussions between managers and employees on FlexWork agreements, with the recommended thirty-day trial period.

September-December, 2021: Fall 2021 will be a pilot period for the implementation of FlexWork agreements.

January-February, 2022: Surveys on the impact that FlexWork has had on the UCLA workforce. Processing of data from these surveys in order to assess the need for revisions to FlexWork Principles and Guidelines.



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**APPENDIX A**  
**THE FLEXWORK GUIDE FOR MANAGERS**

## FlexWork Overview

UCLA has adopted the concept of FlexWork, which encourages departments to provide opportunities for employees to work remotely on a full-time or part-time basis if their job duties do not require onsite presence. FlexWork is not a one-size-fits-all approach. Instead, a variety of options are available and can be implemented through existing personnel policies. In order to meet operational needs while providing flexibility for employees to be productive and engaged, “hybrid” approaches, which include a mix of onsite work and remote work, may be considered. Depending on functional requirements, other options such as alternate work schedules or job sharing, may be feasible. In order to be successful, FlexWork arrangements need to be established by departments in consideration of job duties, with input from their team members and collaboration across work units.

## UC Personnel Policy

[UC Personnel Policies for Staff Members PPSM-30 \(Compensation\)](#) gives departments the flexibility to establish alternate work schedules. Alternate work schedules are an important consideration in determining whether hybrid approaches to FlexWork will be effective in departments that need some employees to be onsite for a portion of their time, while keeping in mind the legal requirements of the Fair Labor Standards Act (FLSA) regarding exempt and non-exempt status, as specified in [PPSM-30](#).

## FlexWork Agreements

It is recommended that a UCLA FlexWork Agreement *[to be hyperlinked]* be completed for any employee working: 1.) remotely on a full-time basis, 2.) remotely on a “hybrid” basis, with some days worked remotely and some days worked onsite; or 3.) on an alternate work schedule.

Collaboration with employees and within unit teams is important in advance of making FlexWork arrangements. Managers and supervisors are encouraged to ask employees to prepare a written FlexWork Proposal *[to be hyperlinked]*. Review of the proposal should include setting of goals, consideration of the timely completion of assignments, and regular communications with the employee to determine if expectations are being met. There may also be a need to address resource requirements to support remote work. Approval of the proposal should take into account the impact on the work of other colleagues in the work unit, as well as the department’s overall operations. If the proposal is approved, a FlexWork Agreement should be completed.

### Management Review of FlexWork Proposals

1. Managers are encouraged to review each proposal on its own merits and give equal consideration to all requests. Consider the potential benefits and drawbacks of the proposed arrangement. Consult departmental colleagues as needed to ensure consistency for similar positions within the department.

2. If the proposal needs to be modified, clearly explain to the employee why this is necessary. Be supportive and suggest practical alternatives. If appropriate, encourage the employee to revise the proposal.
3. If the proposal is acceptable, sign the UCLA FlexWork Agreement and obtain approval from the department head (or other designee).
4. Provide a copy of the completed agreement to the employee, and forward the original agreement to the local HR representative for placement into the employee's personnel file.
5. An initial trial period of 1-3 months is recommended; however, at the discretion of department management, a shorter or longer trial period may be implemented, keeping in mind that the arrangement is likely to change over time.
6. Schedule regular meetings with the employee to review the success of the arrangement, particularly during the initial trial period.
7. Amend or re-approve the arrangement at the conclusion of the trial period.

Under FlexWork arrangements, employees are still required to meet performance expectations and fulfill their job responsibilities without negatively impacting the department or their colleagues. However, in the remote environment, the focus of reviewing performance will necessitate greater emphasis on work results and outcomes, rather than monitoring time.

#### Disability-Related FlexWork Proposals

When an employee's proposal for FlexWork is due to a medical condition or disability, and functional impairments affect performing essential job functions, Employee Disability Management Services (EDMS) must be consulted. Departments must consider job accommodation requests and engage the employee in the disability interactive process under EDMS' guidance. Please contact EDMS at [RTWmail@irm.ucla.edu](mailto:RTWmail@irm.ucla.edu) or visit the [EDMS website](#) for more information.

#### **Alternate Work Schedules**

FlexWork includes not only remote work, but also the opportunity to approve alternate work schedules, under which an employee works a schedule that varies from the traditional 8-hour work day, 5 days per week. Alternate full-time work schedules may include 9-hour workdays, with either a half day off each week or a full day off every other week; 10-hour work days four days per week; or a "split" schedule, in which an employee works, for example, from 8 a.m. to 12 p.m., stops working in the middle of the day, and resumes working from 3 p.m. to 7 p.m.

Alternate work schedules are subject to approval by the employee's manager and department head (or designee), and need to be documented via a FlexWork Agreement.

## Managing in a FlexWork Environment

FlexWork requires a strong focus on communication, employee engagement, and performance management. The following best practices are recommended for managers:

- Lead with compassion and empathy, taking into account the employee's work-life needs.
- Set and clearly communicate expectations with regard to performance, conduct, and attendance (e.g., deadlines, assignment prioritization, availability, professional standards for Zoom meetings, etc.).
- Establish an understanding with each employee of their regular schedule, and document this understanding.
- Maintain consistent communication with staff members via regular one-on-one meetings and/or team meetings via the FlexWork Agreement.
- Remain accessible via email, telephone, and team collaboration apps (Slack, Teams, Zoom, etc.).
- Focus on fulfilling results and achieving outcomes rather than primarily on employees' work hours.
- Establish and honor boundaries with regard to the demarcation between employees' work and personal lives.
- Complete performance appraisals and development plans in accordance with the campus's annual timeline.

## Performance Management

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the department. The following best practices are recommended:

- Practice ongoing employee development by employing a “coaching” management style with regular goal setting, frequent conversations, skills development, and real-time feedback to foster professional growth and engagement. (Please visit [CHR Learning and Operational Development](#) for available classes on managing employee performance.)
- Remain available and welcoming to employees when they need guidance.
- Express gratitude and praise when employees perform well and make meaningful contributions to the organization's goals.
- Address performance, conduct, or attendance issues promptly to help the employee correct the problem. Consult [CHR Employee Relations](#) as soon as possible to discuss appropriate strategies.

- Become knowledgeable in noticing the signs of stress, burn-out, or disconnection, in order to advise employees about the campus resources that are available to support them. Please visit [the UCLA Staff & Faculty Counseling Center's webpage](#) for more information.
- For more information on performance management, please visit [CHR Performance Management: Tools and Resources](#).

## Working Together: Team Culture and Communications

Since employees may be working remotely and/or work varying schedules in a FlexWork environment, it is particularly important that managers focus on building and maintaining a positive team culture. Managers should prioritize consistent communication and regular meetings with their teams to build staff engagement and strengthen connections between team members. Managers should also remember to schedule virtual and/or in-person time for team socialization and bonding. Effective on-boarding programs and orientation for new employees are particularly important in welcoming them to the work unit and to UCLA.

## Equity and Inclusion

The primary criterion for determining whether FlexWork is appropriate for any employee is whether or not the arrangement meets the department's business needs. FlexWork is not suitable for all jobs, and eligibility will depend on the department's operations and an employee's particular job functions. Certain jobs can only be performed onsite and/or on a particular schedule, and FlexWork may not be feasible.

Jobs that entail working with equipment that can be easily moved to an alternate worksite are often more suitable for remote work (e.g., writers, editors, analysts, programmers, etc.). Jobs that require physical presence or constant interaction with clients and coworkers may not be suitable for remote work (e.g., front desk workers, mail processors, groundskeepers, lab workers, etc.).

When reviewing FlexWork requests, managers must keep in mind equity and consistency. Decisions must follow principles of fairness, and opportunities should be reviewed to assess whether some aspects of the job can be performed remotely. Bias and favoritism should not be factors when reviewing proposals. Using the FlexWork guiding principles, units should set criteria for work that can be done remotely and outline their review process. Clear communications in this area, including employee input, will promote transparency and prevent perceptions of favoritism or unfairness.

## Reimbursable Expenses for Remote Work

Employees who work remotely must travel to campus or the primary job location when required, regardless of the remote work location or established work schedule.

Remote and hybrid-remote employees who are working remotely at their own convenience are not on travel status under [UC Policy G-28 \(Travel Regulations\)](#), which defines it as “the period during which a traveler is traveling on official University business outside the vicinity of their headquarters or residence.” If an employee must travel to campus, it is considered a non-reimbursable commuting expense.

Reimbursement for work-related travel should be made from the employee’s job location, and not from the location at which the employee’s services are performed (i.e., the employee’s home or other remote work location).

## Learning and Development Opportunities

[Campus Human Resources Learning & Organizational Development](#) offers a range of courses for managers and supervisors, including classes specifically geared toward employee development in a remote work environment. “Leading and Managing in a Remote World” is offered on a regular basis and is available for registration by all UCLA supervisors on the [UC Learning Management System](#).

Learning & Organizational Development also offers the course, “The Science of Resilience: How to Navigate Challenging Times.” This is a popular course that teaches participants resilience skills to develop an adaptable mindset, helps them to overcome the brain’s hardwired negativity bias, and shows them how to manage the nervous system for better focus.

CHR Learning & Organizational Development will facilitate monthly office hour sessions for managers and supervisors to share their experiences and discuss approaches to managing staff in a FlexWork environment.

## Employee Well-Being and Mental Health Resources

As reflected in nationwide and campus surveys, FlexWork provides the opportunity to offer employees greater work-life balance and wellbeing. However, since many employees will be working remotely on a full-time or part-time basis, or may be working on schedules that differ from those of their colleagues, managers must be especially alert to signs that employees may be experiencing burnout, feeling isolated, disconnected from the team, and/or struggling with mental health issues.

If a manager senses that an employee is experiencing problems of a nature that may be amenable to assistance by the [UCLA Staff & Faculty Counseling Center \(SFCC\)](#), they should encourage the employee to contact SFCC confidentially at (310) 794-0245. The SFCC also offers virtual workshops for managers and teams to build resilience and trust.

The Semel Healthy Campus Initiative Center also provides information on [Tips for Online Teaching, Learning and Working](#).

## Remote Workspace Setup

Employees who work remotely should establish a workspace that allows them to work in a reasonably uninterrupted fashion. While FlexWork can reduce commuting time and improve overall work-life balance, employees are expected to focus their attention on University business during scheduled work hours.

### Workstation Furniture *[This section is subject to change once formal campus guidelines are issued.]*

An employee who works offsite three or more days per week is considered to be a remote employee and will be provided with basic furniture for their home workspace. They may share a workstation on campus but will not be provided with a dedicated workspace. Remote employees will be allowed to select a chair and desk from a menu of ergonomically approved items that are centrally funded by the campus. If a remote employee would like an upgraded chair or desk, they may pay the difference between the basic and upgraded models. Departments are encouraged to review the [UC Guidelines for Shared Workstations](#) prior to redesigning campus office spaces in order to accommodate multiple users at a single workstation.

An employee who works onsite three or more days per week is considered to be an onsite employee. Onsite employees will be provided with an assigned workstation on campus outfitted with ergonomically approved furniture, and will not be provided with furniture for a home workspace.

Any furniture and technology provided by UCLA remains the property of the University, and must be returned to UCLA upon separation or transfer. If the employee has paid for an upgraded model, *[holding this until additional information is available]*.

### Technology Equipment

Departments and academic units are responsible for determining the technology equipment needed (e.g., laptop, monitor, keyboard, mouse, headphones, docking station, etc.) to make the remote work environment successful and for providing such equipment.

Certain resources are the explicit financial responsibility of employees, such as internet connectivity and printers. VOIP communication tools (Teams, Zoom, Slack) should be leveraged in lieu of mobile phones, and cloud storage services (e.g., Microsoft Office 365, G-Suite, and Box) should be prioritized over UCLA-hosted storage solutions.

## Technology Security

Remote and hybrid employees are required to maintain the same level of IT security as if they were working onsite in order to protect University data. Departments must adhere to University and campus security requirements and standards at all times, including, as applicable, requiring that employees use only UCLA-issued computers, setting inactivity screen locks, using VPN when working remotely, confirming that appropriate security software is configured correctly and updated, providing LastPass

best practices training, implementing recommended Endpoint Detection and Response, ensuring that home network security checklists are followed, etc.

[UCLA IT Security Best Practices](#) should be referenced to help securely facilitate remote work for faculty and staff members. Circumstances may vary depending on technical requirements of the remote work, and additional security measures should be employed by local management or IT units where applicable.

## Safety Checklist for Remote Work

Employees are responsible for maintaining a safe and secure work environment, including maintaining their offsite workspace in an ergonomically sound manner. Employees should complete the UCLA Ergonomics [FlexWork Safety Checklist](#) and [Healthy Working @ Home](#) training as part of their remote workspace setup. Training completion records should be maintained by the employee's department. A safety checklist and additional resources are available at [UCLA Ergonomics FlexWork](#).

Employees who report physical discomfort related to their remote workspace should be directed to contact [UCLA Ergonomics](#) for a workstation evaluation. Managers should follow up with these employees to ensure that they are working comfortably. If an employee reports a work-related injury at their remote work location, departments must follow the [Workers' Compensation Injury Reporting Procedures](#).

## Recruitment Opportunities

UCLA recognizes that a diverse workforce is essential to serving the needs of our communities and to ensuring that our institution continues to demonstrate excellence. Remote working, which is a significant aspect of FlexWork, offers the added benefit of nationwide recruitment for the campus and for individual candidates, if work can be offered virtually rather than requiring candidates to face the challenge of moving their residences to the Los Angeles area, with its high housing costs and access limitations. FlexWork can be a compelling tool in the UCLA benefits package.

## Remote Work Out-of-State

The University is registered in all 44 states that impose an income tax. To ensure appropriate tax withholding, current UC employees who relocate outside California must change their address and withholding information in UCPATH to the state in which their services are performed (rather than the UC job location).

Tax withholding for fully remote UC employees who reside and work outside of California is based upon the state in which the employee's services are performed. Employees should be aware of California tax residency rules and work with their outside tax adviser to ensure that they do not also have a California tax liability if they have not completely severed their residency in California.

Departments should be aware that there are some jurisdictions, such as the city of Seattle, that have a payroll expense tax that is imposed on the employer, but not on the employee.

## Time Worked

Employees are expected to work in accordance with their appointment percentages. Non-exempt employees are required to accurately report their workday start and end times, as well as their meal period start and end times. However, managers should focus primarily on employees' output and productivity, rather than on closely monitoring their work hours. Managers should set clear goals, priorities, and timelines; schedule regular check-ins; and establish and honor employees' schedule boundaries. To support work-life balance, managers should implement healthy practices such as silencing alert notifications, scheduling bookends to the day, etc.

## Changes and Appeals Related to FlexWork Arrangements

Department managers and supervisors are encouraged to support FlexWork arrangements when feasible in connection with the nature of the employee's position and the need to meet operational requirements. Past performance with FlexWork arrangements (where applicable) and documented performance may factor into the supervisor's considerations. Employee input and suggestions should be sought before decisions are made, and should be done on an equitable basis. In situations where the supervisor is unable to accommodate an employee's request, the next level of management, in consultation with Human Resources, may be asked to review circumstances to make a determination.

Evolving job duties and projects may necessitate changes to FlexWork arrangements, regardless of how successful they may have been. FlexWork Agreements are subject to ongoing review by managers and employees, and may be modified or rescinded with at least 30 days' notice. Examples of situations that may require amendment or rescission of an approved FlexWork Agreement include but are not limited to:

- Business needs no longer being met
- Changes in job requirements
- Changes in coverage or staffing needs

The process to revise or end a FlexWork arrangement should be as careful as the process to initiate it. Since FlexWork is an opportunity rather than an entitlement and is governed at the organizational level (or as delegated to department management by organizational leadership), if an employee does not agree with the terms or conditions of their FlexWork arrangement, managers should attempt to resolve the matter informally. If needed, managers should consult with their department head and Human Resources. If an informal resolution cannot be reached, departments may contact Employee & Labor Relations for further guidance.



Report of the Working Group on  
Reinventing the UCLA Workplace of the Future

May 28, 2021

**APPENDIX B**  
**FLEXWORK SURVEY RESULTS**



## 2021 Future of Work Survey

Number of responses:

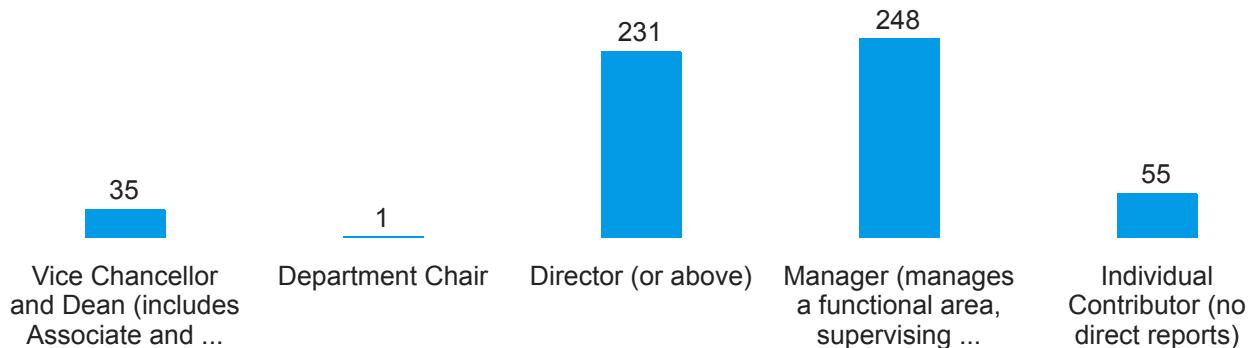


### NOTES:

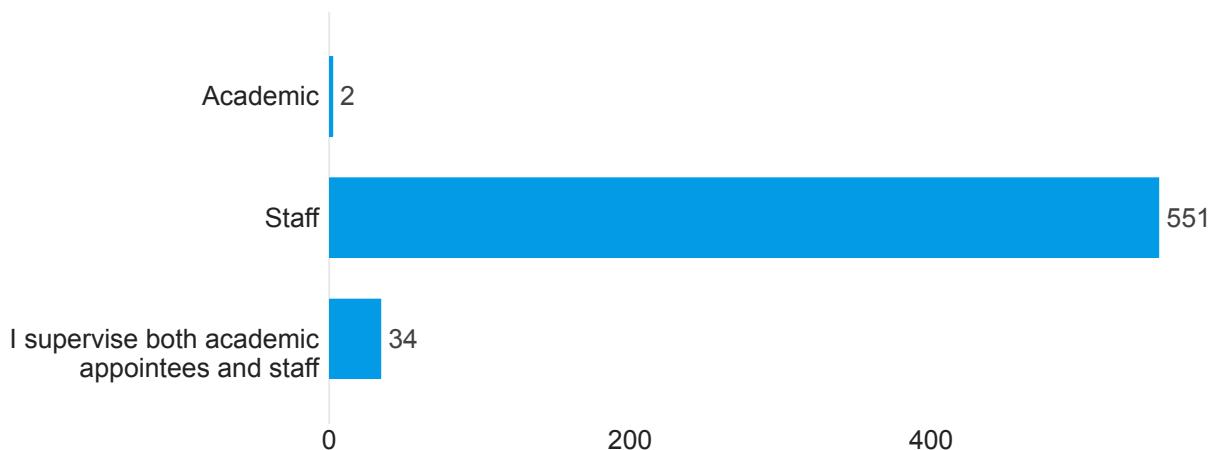
The survey was sent to all email addresses in UC Path at the manager level or above. This includes staff and academic leadership positions. Individual contributors were included only as a result of UC Path data inaccuracies.

Open-ended comments are presented in word cloud format in addition to the limited 250 respondent visualization here. Full comment lists have been provided in full in a separate document.

What best describes your UCLA affiliation?



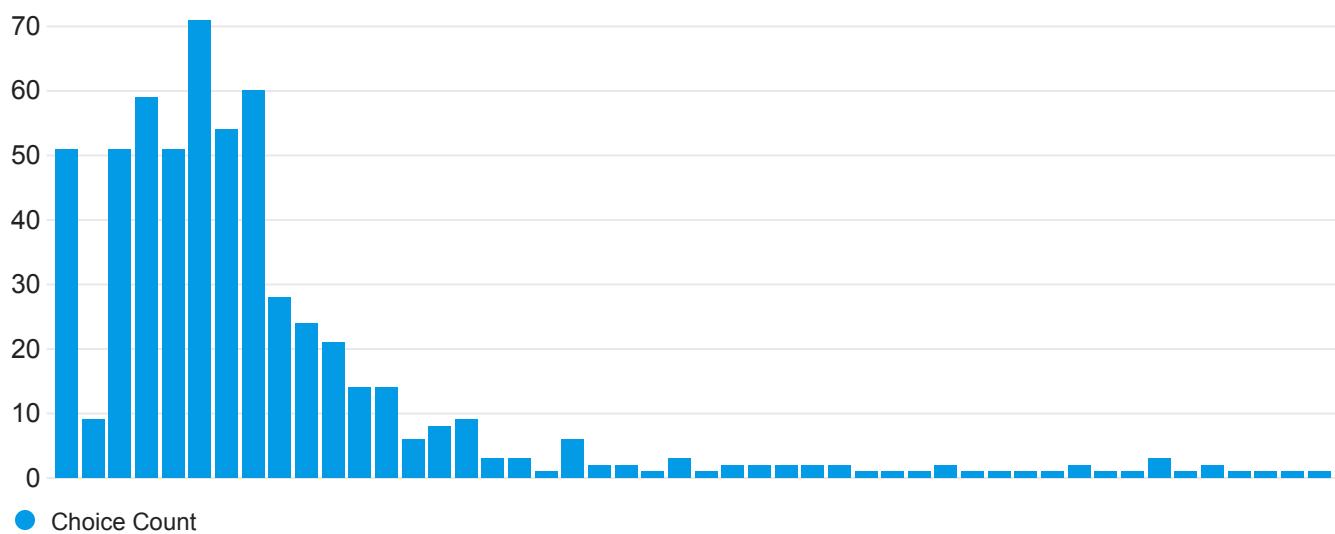
My leadership role is best categorized as:



## How many employees do you directly supervise?

Field	Min	Max	Mean	Standard Deviation	Responses
How many employees do you directly supervise?	0.00	350.00	10.70	24.79	586

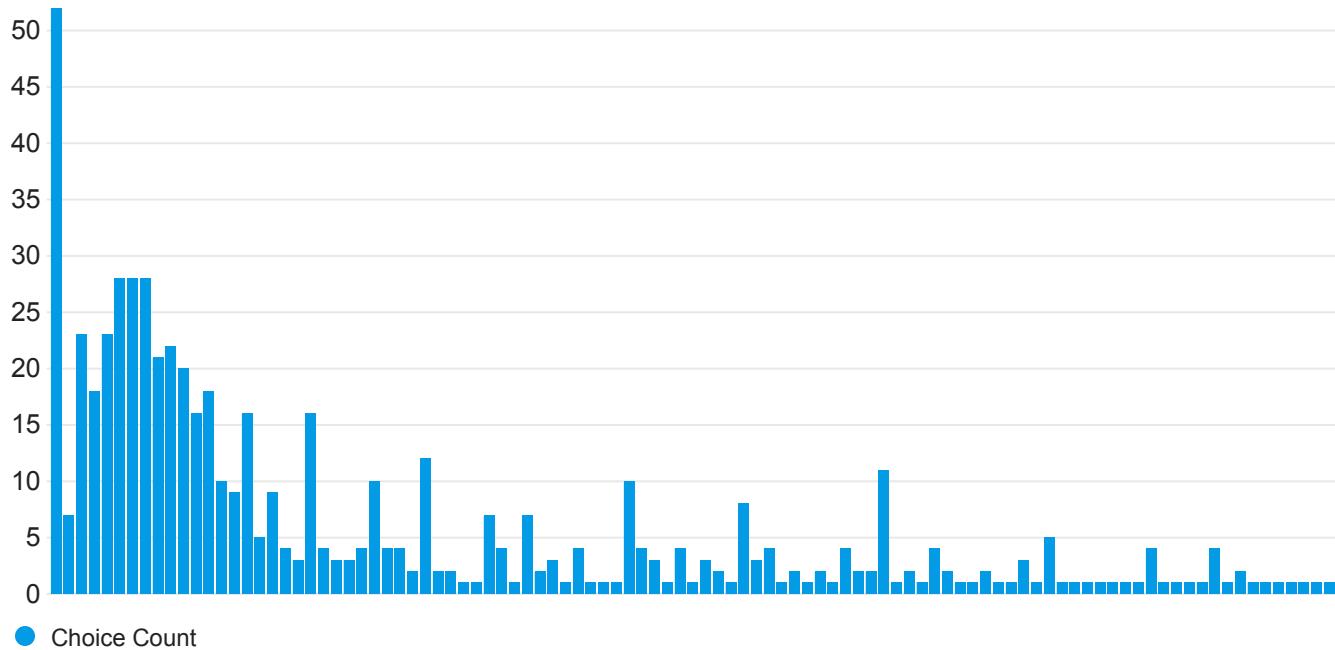
**NOTE: The visualization below is a graphical representation of the summary statistics above. It ranges from 0 to 350 on the x-axis (bottom). The counts are on the y-axis (left).**



How many employees are under your purview in total? (those you directly supervise, and all their direct reports, and so on)

Field	Min	Max	Mean	Standard Deviation	Responses
How many employees are under your purview in total? (those you directly supervise, and all their direct reports, and so on)	0.00	2800.00	50.34	168.20	585

**NOTE: The visualization below is a graphical representation of the summary statistics above. It ranges from 0 to 2800 on the x-axis (bottom). The counts are on the y-axis (left).**



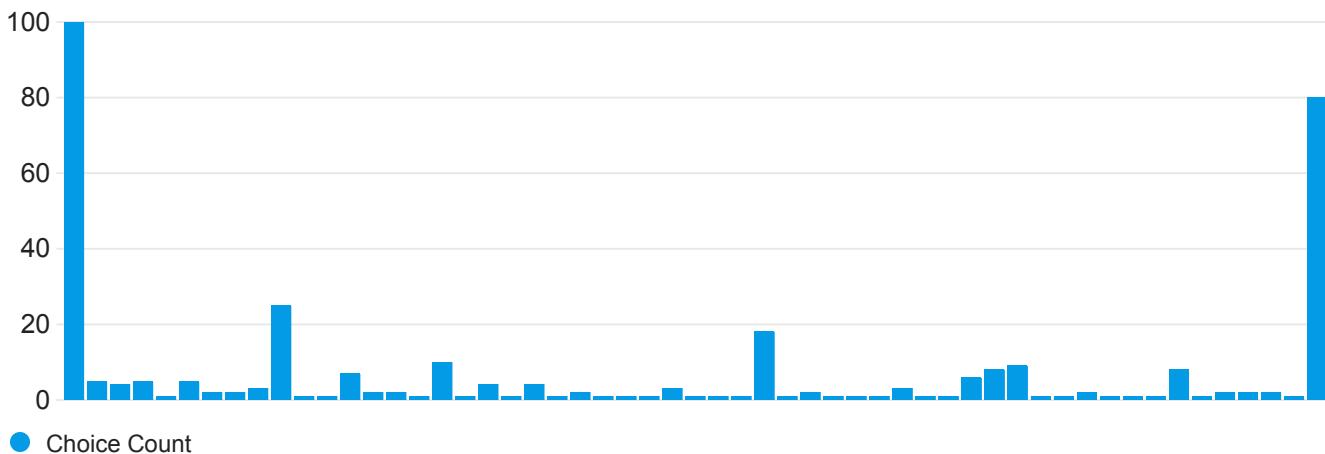
Indicate the percent of your employees for each of the following categories:

Field	Mean	Standard Deviation	Responses
Employees completely remote	33.48	40.77	444
Employees completely on-site	21.44	35.36	444
Employees on a hybrid schedules	45.08	41.57	444

**NOTE: The visualizations below range from 0 (left) to 100 (right) on the x-axis (bottom). The counts are on the y-axis (left). The labels were omitted for improved viewing.**

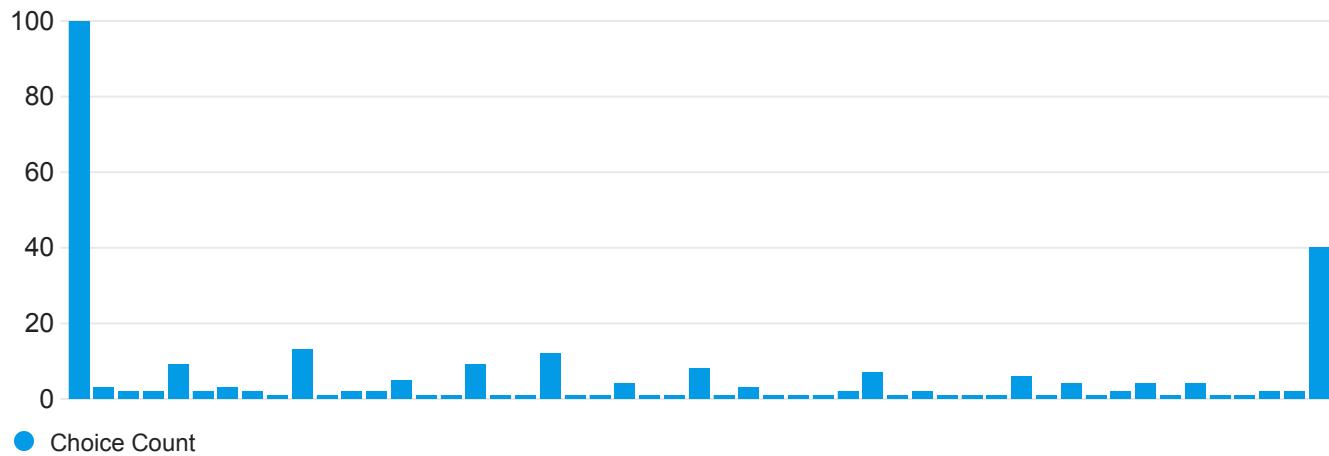
### Employees completely remote

Field	Min	Max	Mean	Standard Deviation	Responses
Employees completely remote	0.00	100.00	33.48	40.77	444



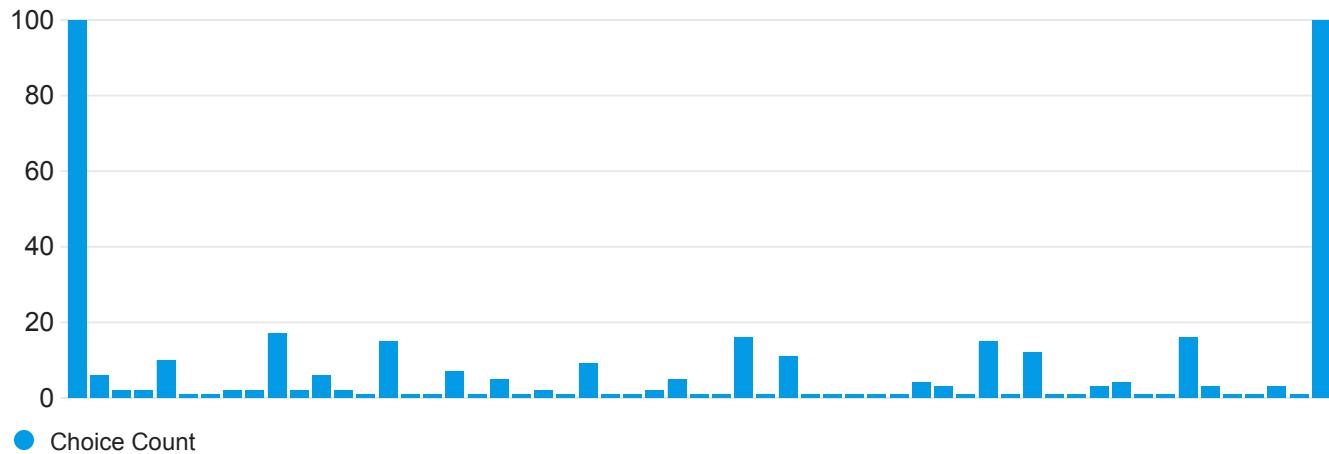
## Employees completely on-site

Field	Min	Max	Mean	Standard Deviation	Responses
Employees completely on-site	0.00	100.00	21.44	35.36	444



## Employees on a hybrid schedules

Field	Min	Max	Mean	Standard Deviation	Responses
Employees on a hybrid schedules	0.00	100.00	45.08	41.57	444



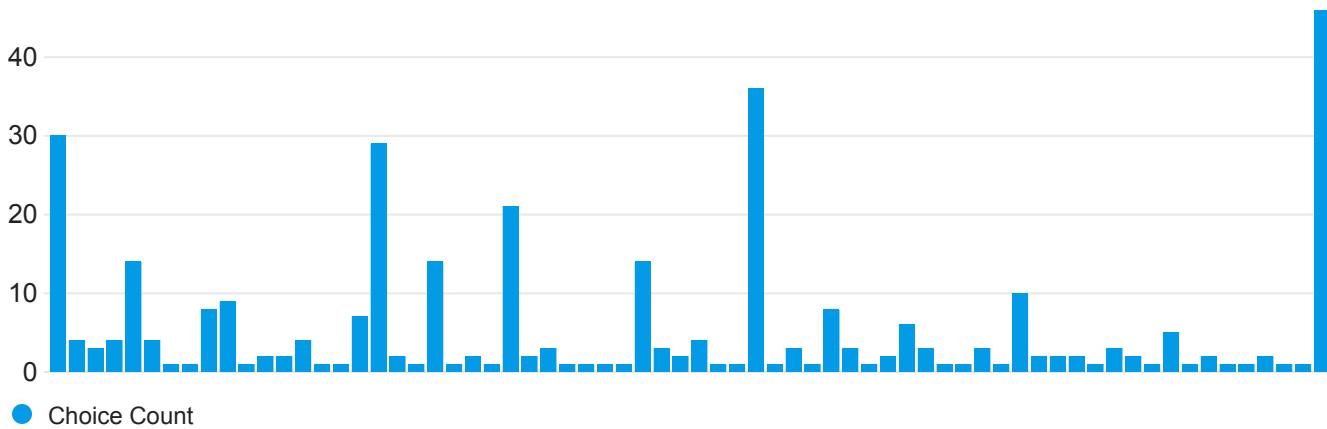
What percent of your employees are estimated to be on-site for each of the following days:

Field	Mean	Standard Deviation	Responses
Monday	43.71	33.67	354
Tuesday	46.98	33.05	350
Wednesday	46.66	32.53	350
Thursday	47.48	32.54	344
Friday	43.41	33.47	330

**NOTE: The visualizations below range from 0 (left) to 100 (right) on the x-axis (bottom). The counts are on the y-axis (left). The labels were omitted for improved viewing.**

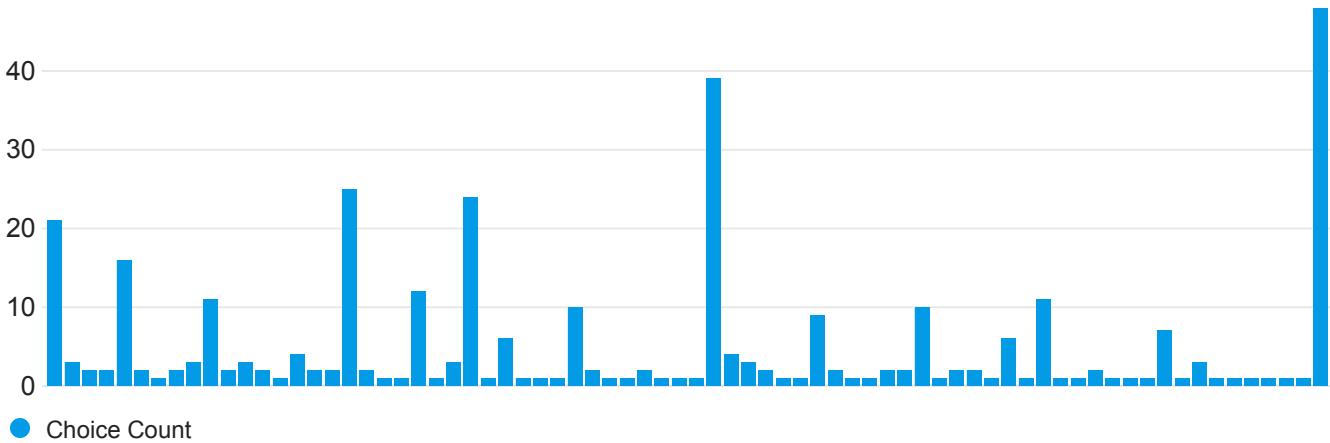
## Monday

Field	Min	Max	Mean	Standard Deviation	Responses
Monday	0.00	100.00	43.71	33.67	354



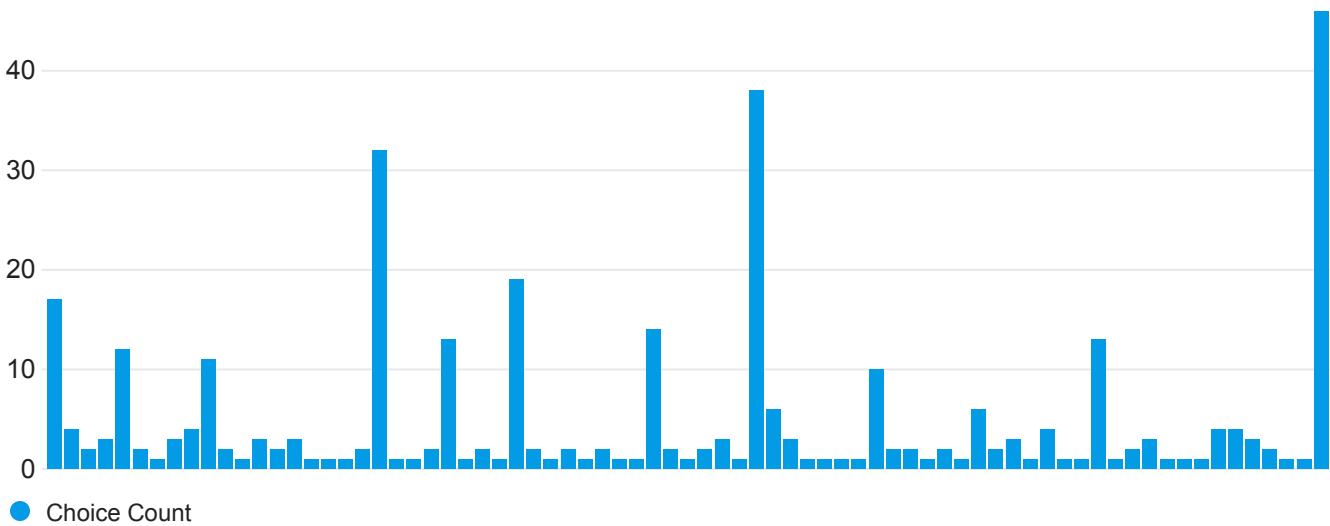
## Tuesday

Field	Min	Max	Mean	Standard Deviation	Responses
Tuesday	0.00	100.00	46.98	33.05	350



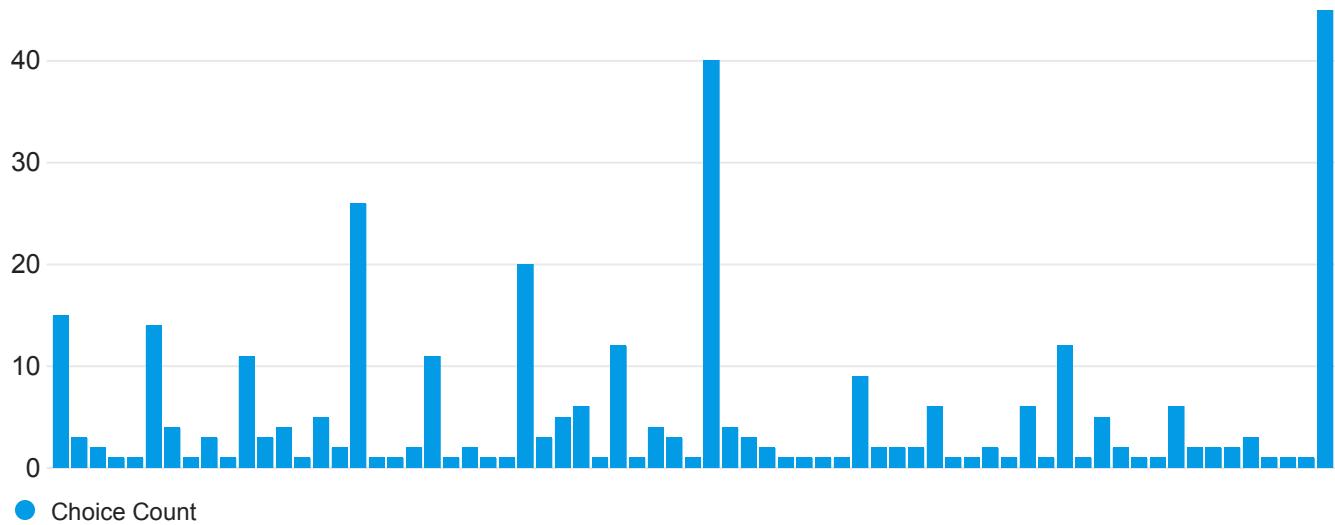
## Wednesday

Field	Min	Max	Mean	Standard Deviation	Responses
Wednesday	0.00	100.00	46.66	32.53	350



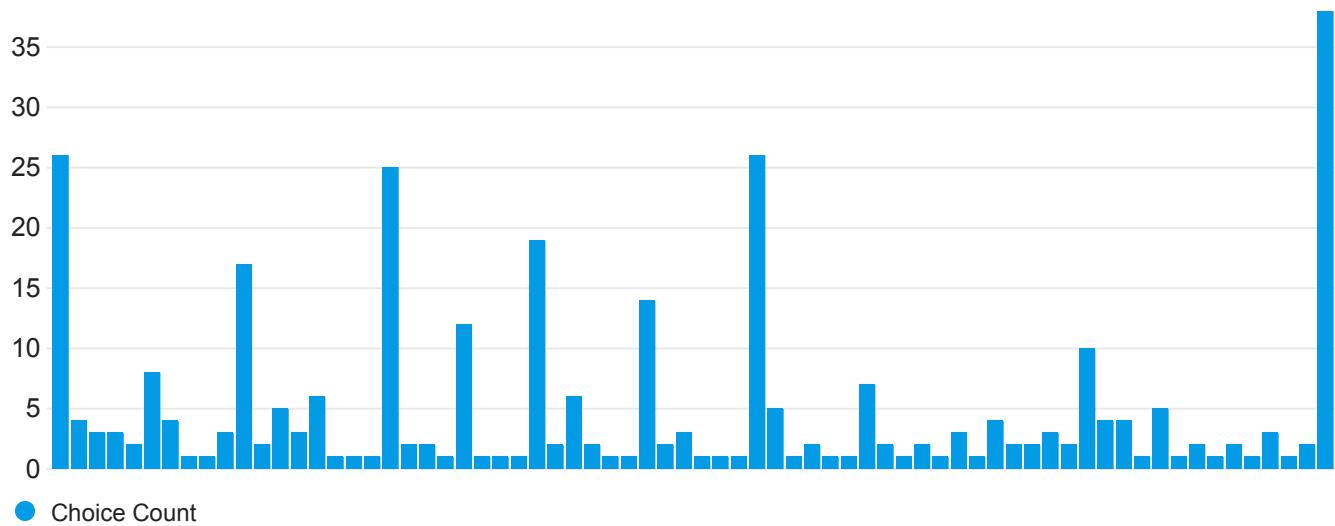
## Thursday

Field	Min	Max	Mean	Standard Deviation	Responses
Thursday	0.00	100.00	47.48	32.54	344

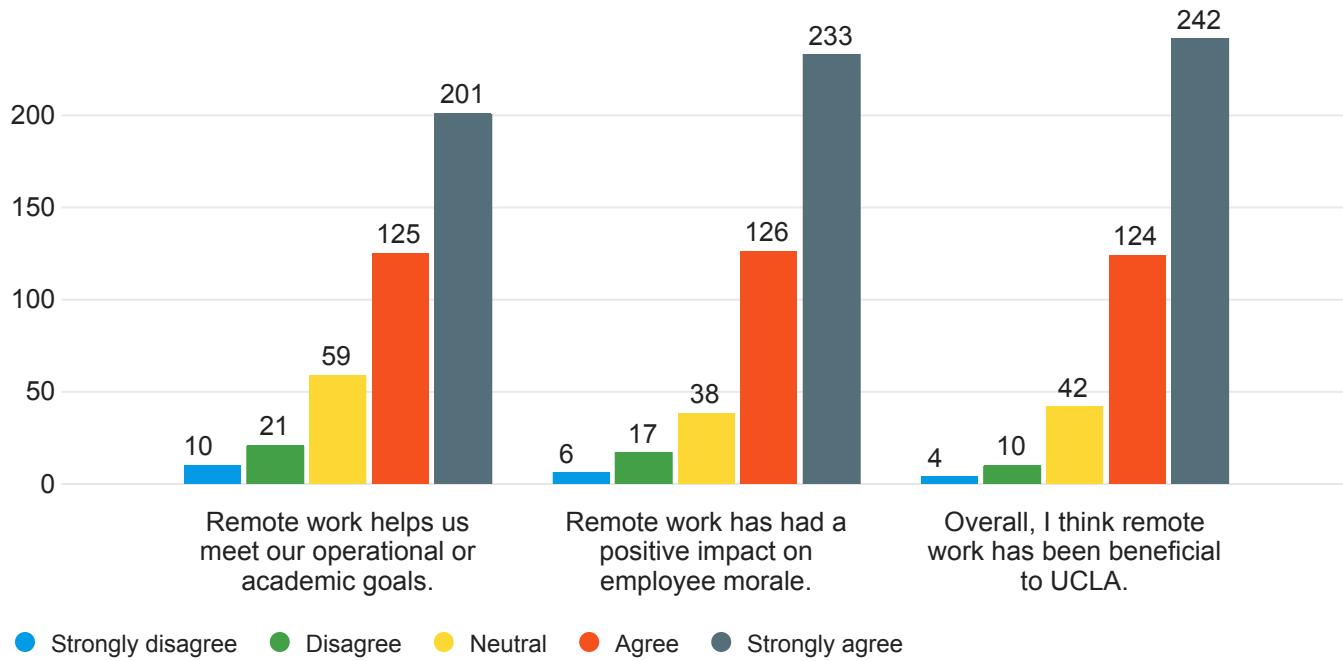


## Friday

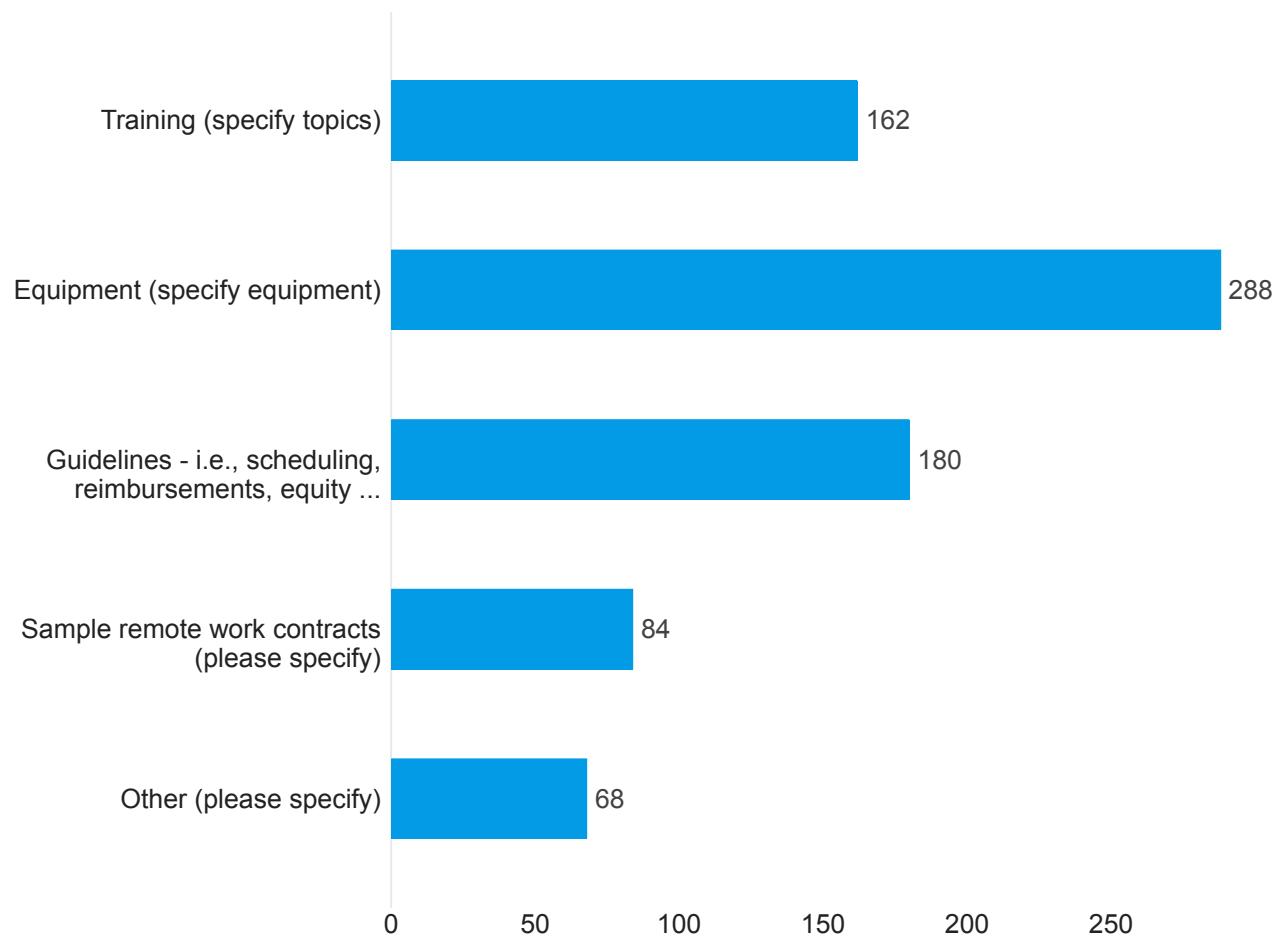
Field	Min	Max	Mean	Standard Deviation	Responses
Friday	0.00	100.00	43.41	33.47	330



Regarding remote work, please rate your agreement with the following statements:



What would improve your employees' productivity in relation to remote work settings? (select all that apply)



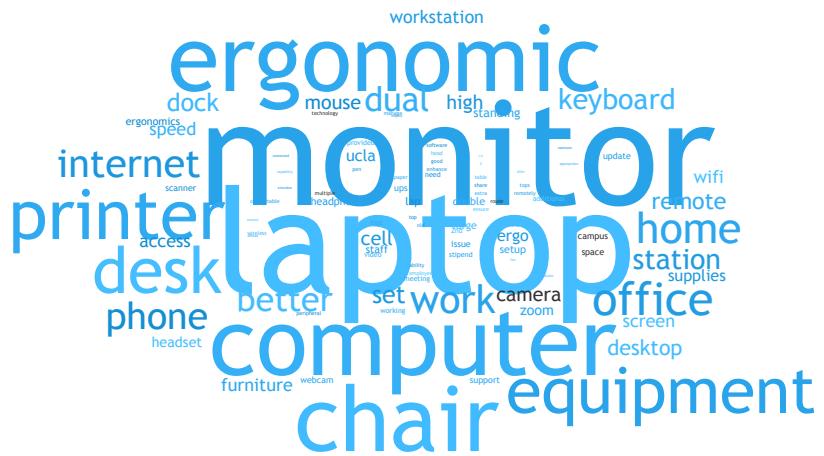
Truncated item:

Guidelines - i.e., scheduling, reimbursements, equity considerations, etc. (specify guidelines)

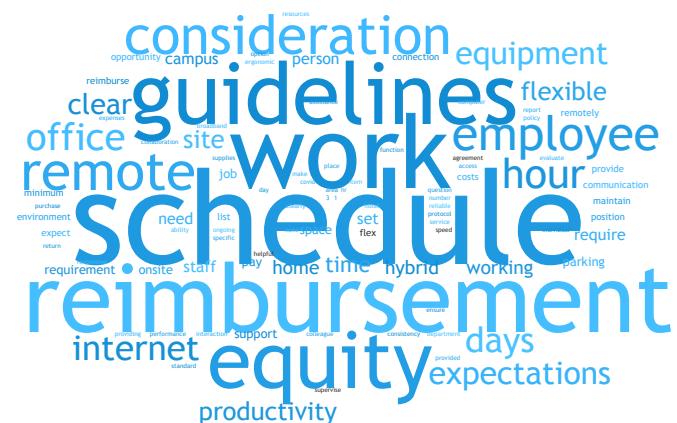
## Training (specify topics)



### Equipment (specify equipment)



Guidelines - i.e., scheduling, reimbursements, equity considerations, etc. (specify guidelines)



## Sample remote work contracts (please specify)



### Other (please specify)





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May 28, 2021

**APPENDIX C**  
**FLEXWORK PROPOSAL FORM AND APPROVAL FORM**

## FLEXWORK PROPOSAL

**Employee Instructions:**

Complete the Employee Information section, and the Proposed Remote Work Schedule and/or Proposed Alternate Work Schedule as applicable. Submit this proposal to your supervisor for consideration.

If you are requesting FlexWork due to a medical condition or disability, do not submit a FlexWork Proposal. Instead, visit [Employee Disability Management Services](#). Download and complete a [Request for Reasonable Accommodation form](#), and submit it to Employee Disability Management Services (EDMS) at [RTWmail@irm.ucla.edu](mailto:RTWmail@irm.ucla.edu).

EMPLOYEE INFORMATION			
Employee Name:	Department:		
Job Title:	Supervisor's Name:		
Current Status: <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	Appointment %:	<input type="checkbox"/> Exempt	<input type="checkbox"/> Non-exempt

PROPOSED REMOTE WORK SCHEDULE						
Check the days on which you are proposing to work remotely:						
Sunday <input type="checkbox"/>	Monday <input type="checkbox"/>	Tuesday <input type="checkbox"/>	Wednesday <input type="checkbox"/>	Thursday <input type="checkbox"/>	Friday <input type="checkbox"/>	Saturday <input type="checkbox"/>

PROPOSED ALTERNATE WORK SCHEDULE							
Alternate work schedules vary from the traditional 8-hours-per-day, 5-days-per-week schedule. Full-time and part-time employees may propose to work alternate schedules. Approval is subject to review of department operational needs and the employee's job functions. Examples of alternate full-time work schedules may include 9-hour workdays, with either a half day off each week or a full day off every other week; 10-hour work days four days per week; or a "split" schedule, in which an employee works from 8:00 a.m. to 12:00 p.m., stops working in the middle of the day, and resumes working from 3:00 p.m. to 7:00 p.m.							
For exempt employees, greater emphasis is placed on meeting the responsibilities assigned to the position rather than working a specified number of hours. However, during the workweek, exempt employees are expected to work their regular schedules and to generally be available as business requires.							
For non-exempt employees, work beyond the regular number of hours in a week is subject to overtime; however, non-exempt employees are not permitted to work overtime without <u>advance</u> approval by their supervisors. Non-exempt employees must record their <u>actual</u> start, end, and meal times for each workday on their timesheets.							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Start Time							
Meal Period*							
End Time							
Split Schedule							

\* Non-exempt employees must adhere to meal and rest period requirements as specified by [PPSM-30 \(Compensation\)](#) or the applicable collective bargaining agreement.

**PROPOSED AGREEMENT DATES & JUSTIFICATION**

Proposed FlexWork Effective Date: \_\_\_\_\_

 Proposed FlexWork End Date: \_\_\_\_\_ Indefinite (subject to modification)

**Justification:** Explain your reason(s) for requesting FlexWork. Explain how your proposed FlexWork arrangement will impact your work, the work of your colleagues, and your department's operations. Also discuss your plans for the timely completion of assignments and regular communication with your supervisor and colleagues.

**EMPLOYEE SIGNATURE**

I understand that Department Heads have the authority to establish, approve, or deny FlexWork requests for individual positions, and that decisions regarding the appropriateness of a FlexWork arrangement are made on a case-by-case basis based on the Department's operational and business needs.

Employee Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## FLEXWORK AGREEMENT

At UCLA, the concept of FlexWork encourages departments to provide employees with opportunities to work remotely on a full-time or part-time basis if their job duties do not require onsite presence; and/or to work alternate schedules if operationally feasible. In order to be successful, FlexWork arrangements should be established by departments in consideration of an employee's job functions.

It is recommended that this FlexWork Agreement be completed for any employee working: 1.) remotely on a full-time basis, 2.) remotely on a "hybrid" basis, with some days worked remotely and some days worked onsite; and/or 3.) an alternate work schedule. This agreement may be amended or terminated with 30 days' advance notice by either party. All obligations, responsibilities, and terms and conditions of employment with the University remain unchanged, except those obligations and responsibilities specifically addressed in this agreement.

**INSTRUCTIONS: Complete the Employee Information section, and the Remote Work Schedule and/or Alternate Work Schedule as applicable.**

EMPLOYEE INFORMATION			
Employee Name:		Department:	
Job Title:		Manager's Name:	
Current Status: <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time		Appointment %:	<input type="checkbox"/> Exempt <input type="checkbox"/> Non-exempt

REMOTE WORK SCHEDULE						
Check the days on which the employee will work remotely:						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ALTERNATE WORK SCHEDULE							
Alternate work schedules vary from the traditional 8-hours-per-day, 5-days-per-week schedule. Full-time and part-time employees may work alternate schedules, subject to department operational needs and the employee's job functions.							
As examples, an alternate full-time work schedule may include 9-hour workdays, with either a half day off each week or a full day off every other week; 10-hour work days four days per week; or a "split" schedule, in which an employee works from 8:00 a.m. to 12:00 p.m., stops working in the middle of the day, and resumes working from 3:00 p.m. to 7:00 p.m.							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Start Time*							
Meal Period*							
End Time*							
Split Schedule							

*\*Non-exempt employees must record their actual start, end, and meal times for each workday on their timesheets. Non-exempt employees are not permitted to work overtime without advance approval by their supervisors.*

**AGREEMENT DATES AND TERMS**

FlexWork Effective Date: \_\_\_\_\_

 FlexWork End Date: \_\_\_\_\_ Indefinite (subject to modification)**FlexWork Authorization:**

- I understand that Department Heads have the authority to establish, approve, or deny FlexWork requests for individual positions, and that decisions regarding the appropriateness of a FlexWork arrangement are made on a case-by-case basis based on the Department's operational and business needs.
- I understand that this agreement is subject to ongoing review and may be modified or terminated at any time based on operational needs or performance concerns with at least 30 days' advance notice. (The advance notice requirement may be waived if either the department or I am faced with an emergency situation).

**Work Schedule and Availability:**

- I agree to remain accessible during my scheduled work hours. Should I need to modify my work schedule on an occasional basis, I will obtain approval from my supervisor in advance.

**Work Location Safety:**

- I agree to maintain a safe, secure, and ergonomic work environment, and report work-related injuries to my supervisor at the earliest reasonable opportunity. (Visit [UCLA Ergonomics](#) for guidance on setting up a home workstation.)
- I agree to hold the University harmless for injury to others at the alternate worksite.

**Equipment / Information Security:**

- I understand that unless otherwise arranged, I am responsible for providing space, telephone, networking and/or Internet capabilities with appropriate speed at my remote location, and will not be reimbursed by the University for these or related expenses.
- I agree to protect University-owned equipment, records, and materials from unauthorized or accidental access, use, modification, destruction, or disclosure. The precautions described in this agreement apply regardless of the storage media on which information is maintained, the locations where the information is stored, the systems used to process the information, or the process by which the information is stored.
- I agree to report to my supervisor any incidents of loss, damage, or unauthorized access at the earliest reasonable opportunity.
- I understand that all equipment, records, and materials provided by the University shall remain the property of the University.
- I agree to return University-owned equipment, records, and materials within 14 days of the termination of this agreement. Within 14 days of written notice, I must return University-owned equipment for inspection, repair, replacement, or repossession.

**Other:**

- I understand and agree that my personal vehicle will not be used for University business unless this is specifically authorized in advance by my supervisor. If approval is received, pursuant to UC Business and Finance Bulletin G-28, I agree to maintain throughout the term of this agreement, and at my own cost and expense, a policy of auto liability insurance with limits of \$50,000 per accident, \$100,000 per occurrence, and \$50,000 property damage.
- I understand that I am responsible for the tax consequences, if any, of this FlexWork agreement, and for conformance to any local zoning regulations.

**APPROVALS**

Employee Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Supervisor Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Department Head (or Designee) Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_