

Alternative Work Arrangements

Applies to: All employees not covered by a collective bargaining agreement

Policy Statement:

Dartmouth College may provide alternative work arrangements in order to help employees balance work and personal commitments, or to enhance employees' job performance and productivity, if:

- Departmental efficiency and service are not adversely affected;
- Regular office hours to meet departmental needs are not curtailed; and
- Undue burdens are not placed on other employees or supervisors.

Alternative work arrangements may include modifications to work schedule, work location, and other arrangements that differ from a department's usual standards and practices.

Decisions about whether to accept or approve a request for an alternative work arrangement rest solely within the leadership of each division, and each division may establish its own process for review and approval of alternative work arrangement requests. All remote arrangements when an employee is regularly working in a non-Dartmouth workspace must receive prior review from the Office of Human Resources.

While nothing in this policy shall be construed as requiring the approval of any flexible work schedule or alternative work arrangement request, this policy and New Hampshire law prohibit retaliation against an employee solely because the employee has requested a flexible work schedule.

Definitions:

Examples of alternative work arrangements include:

- Compressed work schedule: Employees perform their work over the course of fewer days in a workweek.
- Flexible start and end times: Employees have the flexibility to change when they start or end work as long as they are consistently working during department-established core hours, if deemed applicable by department.
- Reduced hours: A work schedule that is less than full-time.
- Job-sharing: Two part-time employees share the responsibilities of one full-time job at prorated pay.

- Remote work: An arrangement in which employees work at home or at an alternative worksite, either full- or part-time, during their regular work schedule.

Procedure:

Employees should direct alternative work arrangement requests to their immediate supervisor in a format and with sufficient detail that is reasonable for the arrangement being requested; the supervisor may present the request to divisional leadership for review and/or approval. Depending upon the particular circumstances, alternative work arrangements may also include a trial period, phased implementation, a communications plan, and periodic reviews to assess the ongoing feasibility of the arrangement and to make adjustments, if needed. Not all positions lend themselves to alternative work arrangements. If it is determined that a request for an alternative work arrangement cannot be granted, the supervisor should explain the rationale to the requesting employee. In all cases, a department may end an alternative work arrangement with reasonable notice to the employee(s).

In determining the feasibility of an alternative work arrangement, the requesting employee and their supervisor should consider the arrangement's potential impact on department operations and budget, the delivery of services, and the distribution and flow of work among department employees. Any alternative work arrangement should have either a neutral or a positive impact in these areas. Other factors that may be considered include the employee's performance record, and what will or may happen if circumstances change and the alternative work arrangement is no longer beneficial or feasible. With due consideration to privacy concerns, alternative work arrangements should be transparently communicated to the employee's clients, customers, students, and appropriate colleagues, including new employees and supervisors who begin working while the arrangement is already in place, in order to prevent misunderstandings or work disruptions.

The Office of Human Resources has posted an [Alternative Work Arrangements Guide](#) on its website as a resource for employees and supervisors. The Guide provides helpful tools for requesting, evaluating, and implementing approved arrangements.

Employees and supervisors with questions about an alternative work arrangement request may contact their [Human Resources Consultant](#). For questions related to the evaluation and implementation process, or about specific approval and denial decisions, employees and supervisors may contact their [Human Resources Consultant](#) or their divisional leadership. Supervisory decisions related to alternative work arrangements are not covered by the [Basic Grievance Policy](#). Additional confidential resources for employees considering a request include the College [Ombuds Office](#) and [F/EAP](#).

The Alternative Work Arrangements policy is not intended to be utilized when alternative arrangements are requested or granted as an accommodation due to an employee's disability, impairment, serious health condition, or other circumstances that may be covered by the Americans with Disabilities Act or the Family and Medical Leave Act. Employees requesting accommodations under the Americans with Disabilities Act should contact the [Office of Institutional Diversity and Equity](#). Employees requesting Leaves of Absence, Short-Term Disability, or Medical/Family Leaves should refer to those policies for guidance.

Additional Resources:

[Alternative Work Arrangements Guide](#)

[Alternative Work Arrangements Request Form](#)

[Hours of Work Policy](#)

Regulations:

New Hampshire RSA 275:37-b Flexible Working Arrangement