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I. PURPOSE

The College is committed to fostering an environment that balances the needs of its employees with the essential requirements of its students. In order to adapt to evolving work trends and to provide an optimal learning experience, flexible working arrangements (“FWAs”) are designed to ensure high levels of student engagement and support while accommodating the flexibility needs of employees. The College further recognizes that flexible work arrangements can benefit both the college and its employees by enhancing productivity while providing for workplace

flexibility, and that they can serve to recruit and retain a diverse and talented workforce, increase employee commitment to the institution, reduce turnover and absenteeism, provide an employee incentive, and address campus space constraints or budgetary challenges.

This policy establishes the types of flexible work arrangements available at CCCC, the eligibility for participation in such arrangements, and the procedures for approval, implementation, and oversight of flexible work arrangements. This regulation does not create a universal guarantee, right, or entitlement to a flexible work arrangement. Moreover, not every position lends itself to flexible work arrangements, nor may every proposed flexible work arrangement be approved. Any flexible work arrangement is subject to change at the discretion of the College.

II. CORE WORK HOURS

The core work hours for most College departments are 7:45 a.m. - 5:00 p.m. for Mondays through Thursdays and 7:30 a.m. - 3:30 p.m. for Fridays. The Board of Trustees may change these core work hours on a temporary basis pursuant to a duly approved motion without altering this policy. When a department's operational needs shift and/or expand the department's core working hours, the respective department's Executive Leader shall be responsible for determining the department's core work hours as appropriate. Supervisors must ensure that the College's operational needs are covered during core work hours and that adequate supervision is provided for situations in which FWA arrangements cause work hours to fall outside of the College's core operating hours.

III. FLEXIBLE WORK ARRANGEMENTS OPERATIONAL PLAN

The Human Resources Department shall maintain a FWA plan and College-wide assessment documenting long-term FWA arrangements. This plan shall be updated on an annual or more frequent basis, and it shall be used by Executive Leadership when considering the approval of long-term FWA requests.

IV. TYPES OF FLEXIBLE WORK ARRANGEMENTS

A. Flexible Hours (Time-Shifting)

a. Short-Term

Short-term time-shifting means temporary flexibility in the working hours of an employee. At the discretion of an employee's supervisor and in accordance with this policy, the working hours of an employee may be adjusted to accommodate the needs of an employee for a particular event, including but not limited to doctor's appointments, household emergencies, and other personal circumstances. For example, a supervisor may allow an employee to leave work for an appointment with the understanding that the employee will make up the work time at another time. No formal documentation is required for temporary time-shifting.

Supervisors must ensure that the College's operational needs are covered during core work hours and that adequate supervision is provided for situations in which flexible work hours fall outside of the College's core operating hours.

b. *Long-Term*

Long-term time-shifting means recurring or regular flexibility in the working hours of an employee. Long-term time-shifting is subject to approval by the President's Council to ensure equitable implementation of this policy. Such revised schedules must align with operational needs of the position and the department and allow for appropriate oversight of employee work assignments. Supervisors must be able to provide adequate supervision for work that is performed outside of the College's core work hours.

B. Flexible Location (Teleworking)

a. *Short-Term*

Short-term teleworking means working in an approved alternative location, whether in a hybrid or fully remote arrangement, for thirty (30) days or less. The approval of short-term teleworking arrangements is at the discretion of the employee's supervisor as outlined in this policy. The supervisor must ensure that the operational needs of the department can be met and that they will be able to provide appropriate supervision of the employee's work before granting approval. While no formal documentation is required for short-term teleworking, the approval should be memorialized either in writing or email.

b. *Long-Term*

Long-term teleworking means working in an approved alternative location or at an approved off-campus duty station, whether in a hybrid or fully remote arrangement, for more than thirty (30) days. Long-term teleworking arrangements are subject to approval by the Human Resources Department in accordance with this policy. The supervisor must also ensure that the operational needs of the department can be met and that they will be able to provide appropriate supervision of the employee's work before granting approval.

c. *Duty Stations*

An employee's duty station is the designated work location of the employee on one of the College campuses or properties. Employees approved for teleworking are expected to be able to report to their duty station within a reasonable period of time when directed due to operational needs and/or due to changes to or revocation of their teleworking arrangement. Therefore, employees should maintain a place of residence within a reasonable commuting distance of their duty station. Exceptions to this requirement may be made in limited circumstances based on operational needs. These may include but are not limited to:

- recruitment of those with unique or scarce skills;
- arrangements for faculty who teach exclusively in distance education programs; or
- arrival or departure of employees for a transitional period of relocation, such as relocation in response to a military spouse's change of duty station.

All such exceptions must have the written approval of the President. Approval of an exception for an off-campus duty station is subject to conditions including, but not limited to, the feasibility of the administrative burden and the review of the location for safety and liability concerns. In the instance of an exception, the approval will include the employee's designated duty station.

d. *Alternative Work Locations*

An alternative work location is a secondary location from which the employee is approved to work that is not a change in the employee's duty station. The purpose of an alternative work location is to allow an employee to work in an alternative setting for at least a portion of the work week. Not all positions are suitable for an alternative work location. Some positions have job duties and responsibilities, unique functions, or schedules that do not lend themselves to remote work, including but not limited to a front desk receptionist, building and grounds maintenance staff, and certain public-facing staff members.

Approval of an alternative work location is subject to conditions including, but not limited to, the feasibility of the administrative burden and the review of the location for safety and liability concerns. Alternative work locations are subject to the approval of the Human Resources Department.

e. *Travel*

Employees working remotely may not charge mileage for travel between their alternative work location and their duty station. Employees with a duty station on a College campus or property are expected to attend all in-person meetings unless they have received prior approval otherwise from their supervisor. Further, employees with a duty station on a College campus or property are also expected to attend all College-wide mandatory meetings unless they have received prior approval otherwise from their divisional Executive Leader. Employees with a duty station off of College campuses or properties who are required by the College to travel shall be reimbursed for their reasonable and allowable travel expenses; however, an employee shall be responsible for their travel expenses when the employee elects to travel when not required to do so by the College.

f. *Teleworking Approvals Location-Specific*

Approval of a teleworking arrangement is specific to the alternative work location or off-campus duty station location as specified in the relevant approval. Not all sites or locations are suitable for teleworking, and approval of a teleworking arrangement at one location does not imply current or subsequent approval of another location. If an employee's alternative work location or off-campus duty station location changes, such as a result of a change in primary residence, it is the employee's responsibility to request a new teleworking approval. Teleworking at an unapproved location may be grounds for revocation of the teleworking arrangement and/or disciplinary action, up to and including termination. Injuries or other liabilities sustained as a result of working at an unapproved location may not be covered by workers compensation or other insurances.

V. FLEXIBLE WORK ARRANGEMENTS A PRIVILEGE, NOT A RIGHT

Participation in a flexible work arrangement is not an entitlement or right of the employee. Once established, a flexible work arrangement may be altered or revoked at any time at the discretion of the College. Reasons for changing or revoking flexible work arrangements can include, but are not limited to, changing business or operational needs, or unsatisfactory employee performance or conduct. The decision to approve participation in or revoke an FWA at the College's discretion is not subject to a grievance under any applicable College grievance procedure. Where possible, supervisors should provide at least thirty (30) calendar days' notice to an employee prior to altering or revoking the employee's established FWA. Exceptions to this minimum notice may be made, in consultation with the Human Resources Department, due to employee misconduct, safety issues, an immediate change in the business and/or operational needs of the department, and/or significant or sustained performance deficiencies, which may require a shorter notice period.

VI. PRIMACY OF OPERATIONAL NEEDS

The approval of a long-term FWA arrangement does not preclude or otherwise prevent the College from temporarily altering the terms of the arrangement to meet the College's operational needs. These operational needs include, but are not limited to, mandatory in-person meetings, mandatory in-person events, emergency situations, and other mission-critical activities as determined by the President or the employee's supervisor or Executive Leader. Supervisors are encouraged to provide reasonable notice to employees and exercise flexibility when temporarily modifying an employee's FWA arrangement.

VII. ADA ACCOMMODATIONS

Nothing in this policy shall serve to abridge or otherwise deny the rights of an employee seeking an accommodation in connection with the Americans with Disabilities Act of 1990, as amended. Employees with disabilities whose needs would be met through an FWA may first make a request through this policy and are not required to disclose their disability in that process. When seeking an FWA as an accommodation, determinations will be made on an individualized basis in connection with Policy 3.1.1 - Equal Employment Opportunity.

VIII. OUT-OF-STATE FLEXIBLE WORK ARRANGEMENTS

Due to administrative burdens as well as legal and regulatory challenges, the College only grants out-of-state FWAs in exceptional circumstances. Further, as a public institution, it is an expectation that the College contributes to the economy of the State of North Carolina. Accordingly, the College will, to the greatest extent practicable, principally employ individuals who reside within or in close proximity to the State of North Carolina. Positions with duty stations outside of North Carolina are subject to the laws and regulations where the position is located. Requests for employees with a proposed alternative work location that is outside of North Carolina or the United States have additional approval requirements, as outlined in Procedure 3.4.7.1 - Flexible Working Arrangements, regardless of the duration of the teleworking arrangement.

IX. NON-DISCRIMINATION

The availability and terms of FWAs must be administered equitably based on applicable factors and without regard to an employee's age, color, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status, and must be mindful of overall equity for similarly situated individuals at the College.

X. FACULTY FLEXIBLE WORK ARRANGEMENTS

The College recognizes that it is an accepted practice for faculty to carry out their work with varied schedules on campus and at alternate locations and it is up to each academic dean to set expectations for such work for their faculty. This policy does not intend to limit the ability of faculty to work in-person and/or remotely in the course of their normal duties. However, FWAs for duties that are generally expected to be conducted on-site (e.g., teaching an in-person class, faculty advising, etc.), are subject to the same review and approval processes as outlined in this policy and in the Procedures.

XI. PERFORMANCE

Performance is a key consideration when seeking approval for or continuing a FWA. Any arrangement may be provided on a conditional or trial basis. For a FWA to be considered and maintained, the employee is expected to meet all performance expectations and conduct requirements of their current role and consistently demonstrate the ability to complete tasks and assignments on a timely basis.

XII. SECURITY

The security, confidentiality, and integrity of College records and information must be protected at all times and all employees must follow all College policies relevant to privacy and Information Technology ("IT") security. To this end, employees with FWAs must consult with an IT Support Specialist to ensure adequate protection and storage of sensitive information/data, the security of networks and devices being used, and compliance with all College IT policies.

XIII. EXISTING FLEXIBLE WORK ARRANGEMENTS

All FWAs that were in place and/or approved prior to the adoption of this policy are subject to the requirements and approval processes set forth in this policy and associated Procedures.

REFERENCES

Statutory References	None
Regulatory References	None
Relevant Guidance	None

Policy Manual Cross-References	Referenced by: ● Policy 3.4.8 - Secondary Employment ● Procedure 2.1.4.1 - Reporting & Responding to Emergency, Urgent, and Adverse Weather Events Referencing: ● Policy 3.1.1 - Equal Employment Opportunity

POLICY HISTORY

January 1, 2025	Adopted.