

Guidelines for Developing Strategies for Alternative Work Arrangements

Objectives:

To assist Department managers and program management when considering options for alternative work arrangements for employees, including alternative work schedules and telework.

To determine an effective site plan for a particular work unit or work site, managers should:

- Evaluate staffing coverage necessary to meet customers' needs in the workplace and in related settings (for example, a courthouse). Analyze the number of customers who scheduled appointments or walk in each day (hourly for CSP), week, and month.
- Evaluate current staffing arrangements and hours worked daily and weekly, including hours worked by employees on flexible work schedules and working from alternative worksites.
- Consider employee turnover and leave patterns including sick leave, annual leave and unscheduled leave.
- Assess workflow to identify if restructuring the work could allow more flexibility in how, where and when work is performed. The analysis should include a review of how cross-training may improve the opportunities for alternative work arrangements.
- Use Revenue's [Guidelines for Evaluating Position Eligibility](#) to determine whether a position has constraints that may restrict or limit the use of alternative work arrangements. For example, if a position requires interaction with coworkers or customers, it may not be suitable for an alternative work arrangement.
- Evaluate current levels of individual employee performance to make sure critical job tasks are acceptable for alternative work arrangements.
- Talk to employees to gauge their interest in the various alternative arrangements and if they view them as short-term or long-term arrangements.
- Decide what equipment and tools for alternative work arrangements are necessary and available.
- Work with program resource management offices to determine cost-effective ways to provide equipment and tools for alternative work arrangements.
- Estimate the cost savings potential if alternative work arrangements were utilized at the site.

Based on these evaluations, the manager and program management should decide on:

- The number and classifications of positions needed on site to provide customer service and meet production requirements.
- Any proposed reorganization of the workflow.

- A proposed cross-training plan to address workflow changes and contribute to the success of alternative work arrangements.
- A proposed staffing plan and comparison of staff preferences to the plan.

When employees make requests for alternative work arrangements, the manager and supervisors should evaluate employee performance, behavior, and constraints of their position to decide if their request for alternative work arrangements can be approved. Program management will also need to be involved in this approval process.

When implementing alternative work arrangement opportunities, the manager should gather the results and propose a timetable for completion of the various items of the plan. This includes a request for any equipment or licenses needed. The plan should include a phased approach to allow for data collection and should contribute to a future decrease in leased space without risking levels of production and customer service.

The site plan should be presented to the appropriate program's senior management for final approval.