



City of Fort Lauderdale, Florida

Leadership ICMA 2016 Capstone Project:  
Final Report

Leadership ICMA 2016 Project Team:

Amber Richards

Jed Briggs

Jon Amundson

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## SUMMARY PROBLEM STATEMENT

The City of Fort Lauderdale has identified the need to establish a policy, or multiple policies, that will create a more adaptable work environment for its employees. This is based off of Fort Lauderdale’s stated need to be an “employer of choice” in the region as well to accommodate the organization’s rapid personnel growth within the constraints of the current office space.

## CURRENT POLICIES AND PRACTICES

The City of Fort Lauderdale currently offers employees in certain departments the ability to utilize telecommuting, flex schedules, and staggered hours options on a very limited and informal basis.

## FINDINGS

The research conducted throughout the course of this project led to a number of key findings both external and internal to the City of Fort Lauderdale.

### External

Positive organizational culture is quickly being recognized as the corner stone of success in organizations – both public and private. It is an essential element in modern business that is critical to have in place in order to remain competitive in the market. This applies not only to the delivery of a superior work product, but even more so, to hiring and retaining top talent. Exemplary employees actively seek out culturally progressive organizations where they will be empowered, appreciated, and have a measure of control over their career progression and development. Therefore, embracing these concepts now would be a catalyst for positive organizational change, giving the City of Fort Lauderdale a competitive edge in the south Florida region.

Empowering employees through the High Performing Organization (HPO) approach, and encouraging them to be their authentic selves through the use of the whole person concept, are two of the most impactful elements an organization incorporate into its culture to create a positive effect. This approach brings a balance to the workplace by establishing a unified understanding that an organizations’ human resources are actually human beings, with differing circumstances, needs and desires that may change over time. Having a more people-oriented culture has been proven to increase engagement among staff, which ultimately benefits both the organization and its workforce.

**WE ARE  
FORT LAUDERDALE,  
A COMMUNITY  
OF CHOICE, THE  
CITY YOU NEVER  
WANT TO LEAVE.**

### **GOAL 2: Be a sustainable and resilient community.**

#### **FY 2016 Commission Priority Initiatives:**

- Stormwater Management Plan \$CIP
- Wastewater Infiltration and Inflow \$CIP

### **GOAL 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.**

#### **FY 2016 Commission Priority Initiative:**

- Human Resources Modernization \$

### **GOAL 12: Be a leading government organization, managing our resources wisely and sustainability.**

#### **FY 2016 Commission Priority Initiative:**

- Procurement Modernization \$

Building this culture internally at the City of Fort Lauderdale will foster cohesion among the organizations internal community and strengthen the existing external community bond. By doing this, management can effectively apply the mission of FL<sup>2</sup> STAT to all stakeholders by showing staff that they are valued as much as Fort Lauderdale's "neighbors".

The principles of HPO and inclusiveness can be incorporated in a number of ways, but none more significant than allowing staff to an increased degree of control over their respective work schedules, leading to a better work-life balance. These concepts are in alignment with three of the twelve strategic goals the City of Fort Lauderdale has identified in FL<sup>2</sup> STAT Strategic Management System.

There are a number of flexible work arrangement options currently being used to varying degrees in both the public and private sectors. The use of a comprehensive package of options incorporated into a Flexible Work Arrangement (FWA) policy is more widely accepted in the private sector, and is generally more successful because it appeals to a broader audience and allows for a greater amount of flexibility to a larger population of employees.

It is important to note that in addition to the itemized benefits associated with each option, the organization could realize the following general benefits:

- 🕒 Increased employee job satisfaction leading to increased employee engagement and potential reduction in turnover, sick time, burnout, and stress
- 💰 Cost savings due to decreased turnover, absenteeism, and workplace accidents
- 👤 Increased ability to attract, retain, engage, and develop top talent (employer branding)
- 👥 Diversify and enhance talent pool (e.g., gender, caregiver status, generational, disability, etc.)
- 🕒 Increased ability to meet demands leading to higher level of service to internal and external clients through extended hours and more engaged employees
- 🏢 Reduced use of office space, parking lots, and buildings that are already maxed out
- 🛡️ Business continuity during inclement weather, technical outages, and flu season
- 👤 Employee community engagement could increase because employees can be more involved in community, school, and family events taking place during traditional work and commuting hours

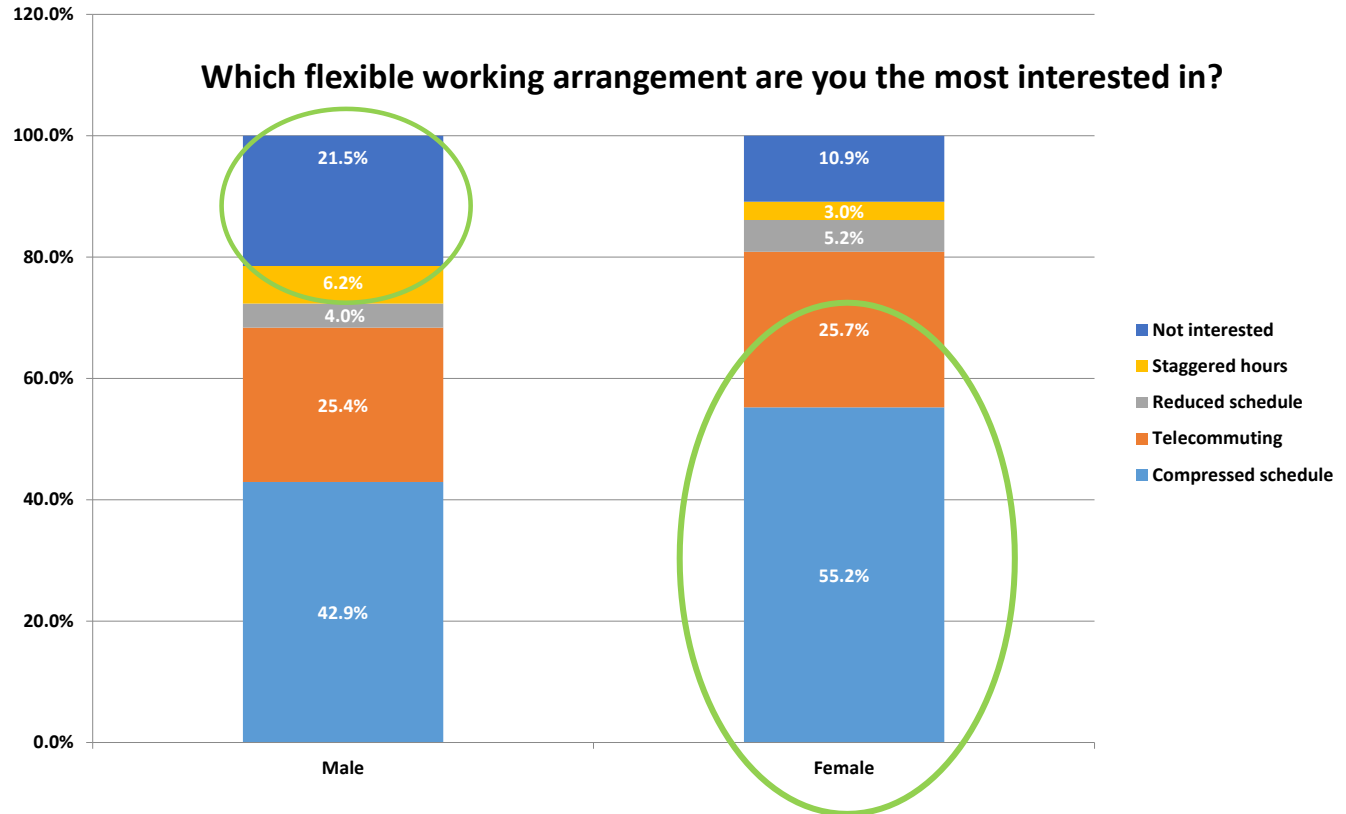
In addition to the formalized options listed in the Current Trends and Best Practices section below, it is essential to have an open an accepting culture that allows for limited day-to-day flexibility to accommodate less formal or infrequent requests due to illness, the need to be home for a delivery or repair, etc. In addition, it is recommended that the City of Fort Lauderdale consider reviewing its policies with regard to long-term breaks (sabbaticals), legal mandates (Family and Medical Leave Act and Americans with Disabilities Act), vacation, paid sick time and leave, and comp time. These options can add additional layers of flexibility to the FWA options, giving staff an even greater degree of freedom.

## Internal

Flexible working arrangements are more likely to be successful when an organization looks at the practice as a mutually beneficial business process for managers and their employees. Determining the best approach to how, where, and when work is done is crucial for team success where productivity is maintained and employees are able to manage work and non-work demands more easily. This is not a cookie-cutter or one-size-fits all approach to managing employee schedules then, but rather a flexibility framework where managers and employees deliberate on what best fits their needs, while taking into account the needs of the team and the customer. The only way to do this would be to understand what everyone's needs are and try to accommodate those needs. For

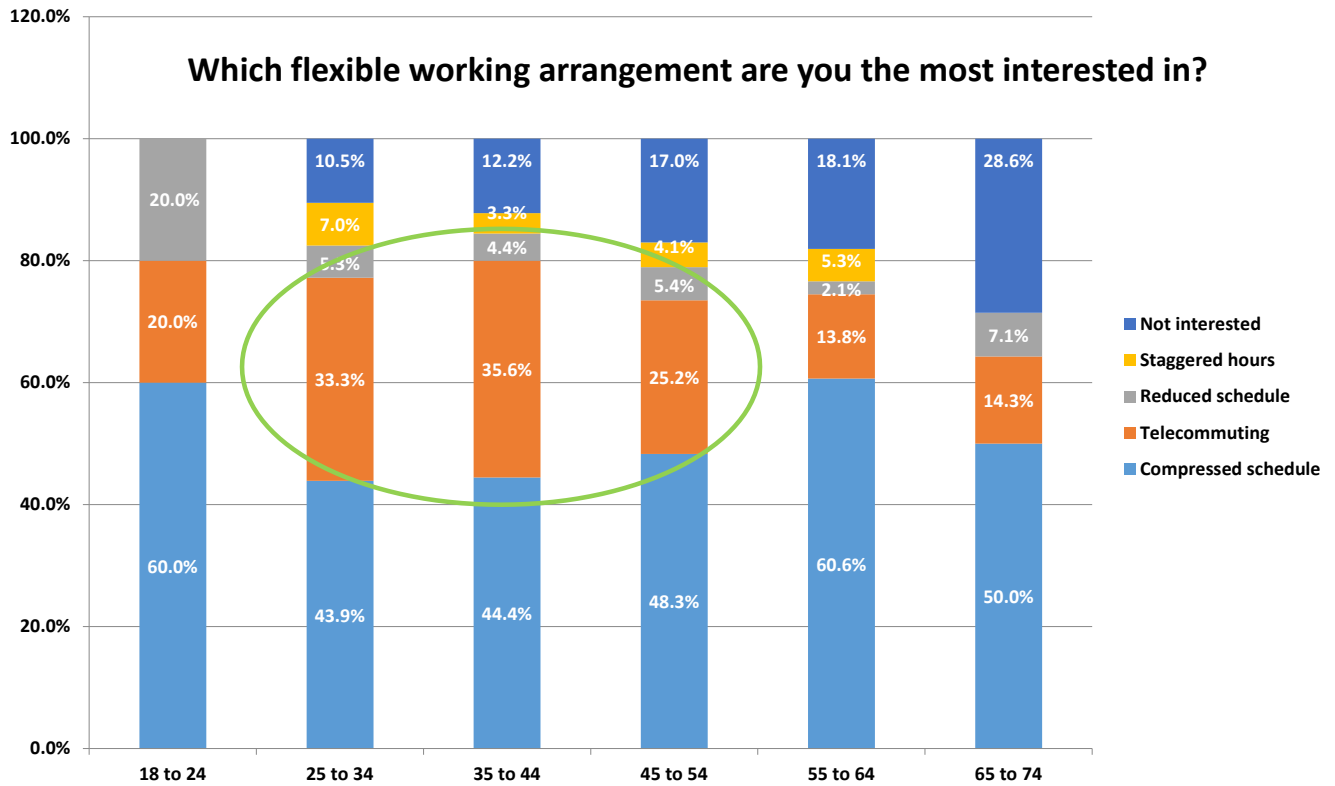
this reason, a survey was conducted during the initial phase of the project. The goal was to capture what City employees' preferences are in terms of flexible working arrangements. The most important graphs are below demonstrating the variability in preferences for FWAs along demographic lines. The rest of the data is found in the supplemental section.

## Gender



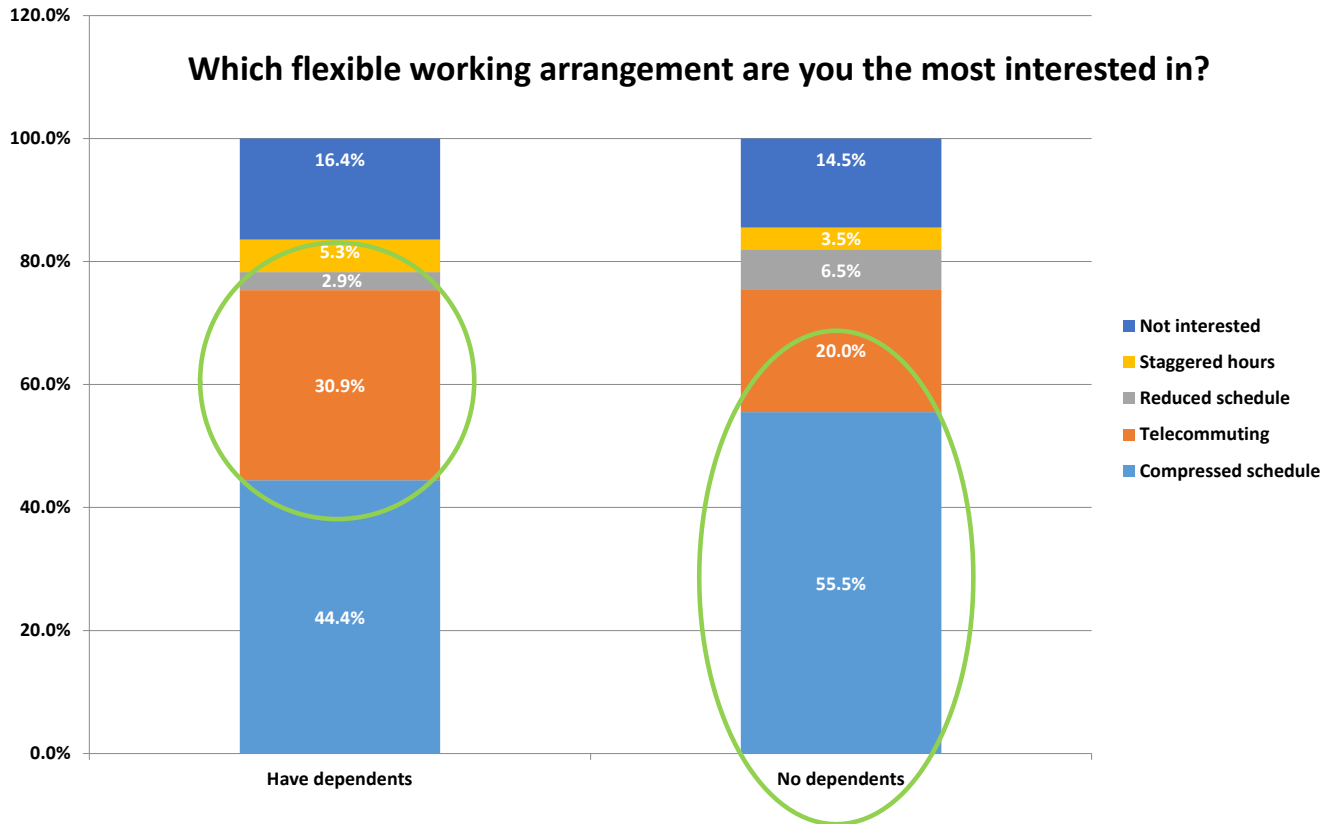
In the above graph one can see the different preferences between male and female preferences for FWAs. 21.5% of male survey respondents said that they weren't interested in FWAs at all, while 89.1% of female respondents were interested with over half citing a compressed schedule as their top choice.

## Age



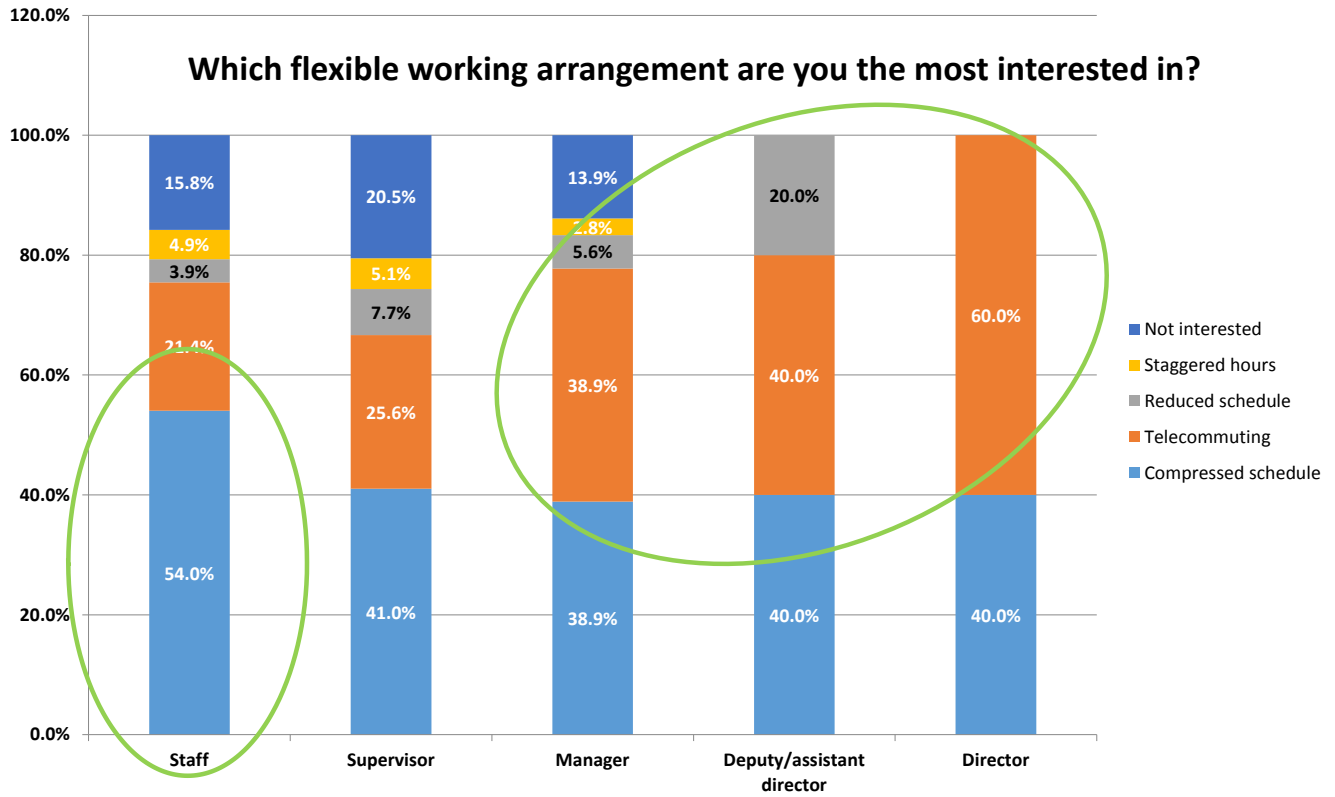
This graph shows that younger and older staff are more interested in compressed schedules, while the rest of staff prefer telecommuting.

## Dependents



This graph shows that staff that have dependents are more interested in telecommuting than those without dependents, while those that don't have dependents are more interested in compressed schedules.

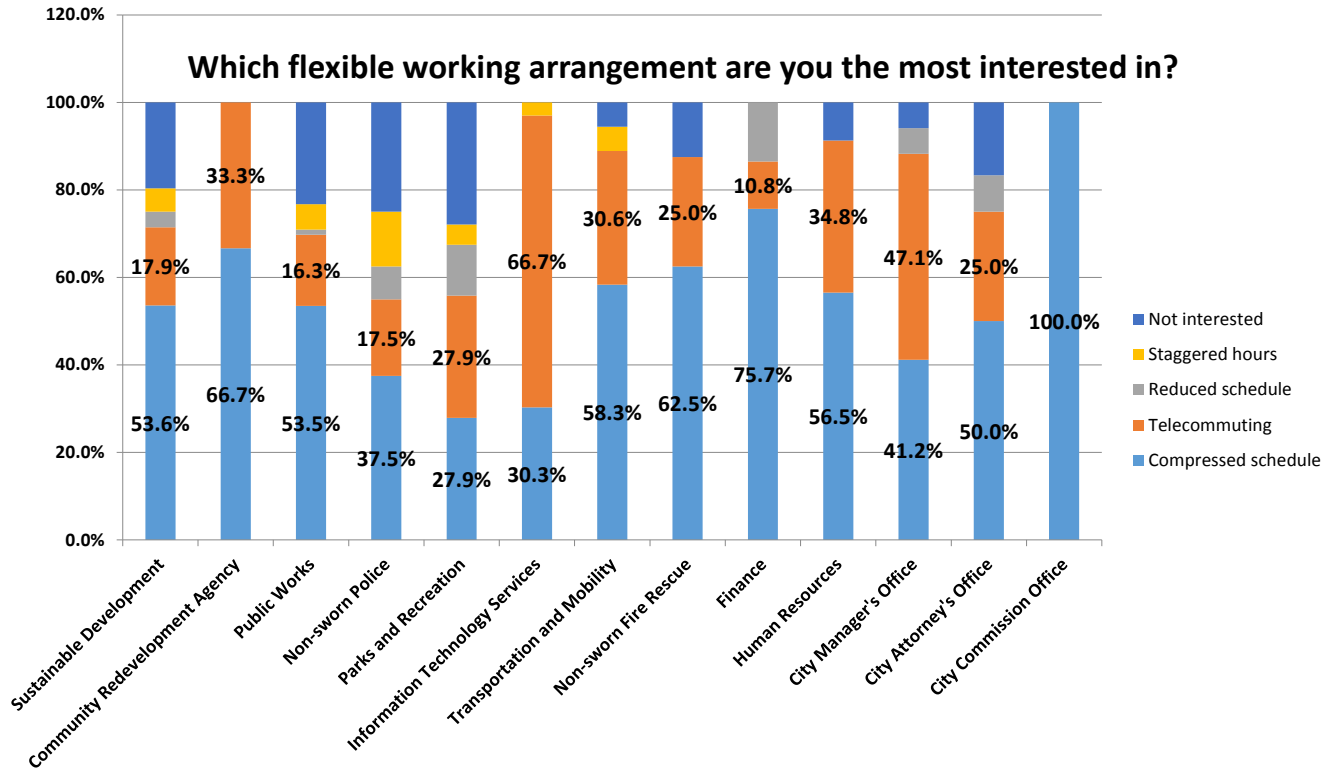
## Employee Type



This graph shows that regular staff are more interested in compressed schedules, while managers and directors are more interested in telecommuting.



## Department



This graph shows that certain departments are more interested in telecommuting (e.g., IT, HR, and City Manager's Office), while other departments are more interested in compressed schedules (e.g., City Commission Office, Finance, and Community Redevelopment Agency).

## CURRENT TRENDS & BEST PRACTICES

### Options Included

The list below details the specific FWA options in use today along with a list of benefits, best practices and recommended applications for each.

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#### *Telecommuting*

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##### **Defined:**

Performing assigned duties remotely according to a pre-arranged schedule.

##### **Benefits:**

- 📍 Can reduce or eliminate space constraints due to growth
- 📍 Can reduce costs to organization
- 📍 Environmentally sustainable practice due to reduction in commuting time
- 📍 Can be highly productive time due to lack of interruptions
- 📍 Appeals to large number of staff
- 📍 Comfort/clothing
- 📍 Allows for longer periods of uninterrupted work time

##### **Best Practices:**

- 📍 Use of “core office hours” for full-time telecommuters
- 📍 Use of “no meeting” days for those teams that offer part-time telecommuting
- 📍 Not allowing Monday or Friday telecommuting for teams that offer part-time telecommuting
- 📍 Use of just-in-time, hoteling and/or open space or café style workspace
  - Incorporating shared space agreements to reduce cleanliness issues and illness
  - Just-in-time/hoteling calendar or reservation system through Outlook
- 📍 Need to provide sufficient technology for employee

##### **Recommended Application:**

- 📍 The use of telecommuting on a full-time basis would be best applied to the IT department and to those in call center and help desk positions throughout the organization.
- 📍 The use of telecommuting on a part-time basis would be best applied to the City Manager’s Office, City Attorney’s Office, City Clerk’s Office, and the Finance and Human Resources departments, and should also be considered for staff in other roles who present a viable business case

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#### *Compressed Schedule*

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##### **Defined:**

A schedule wherein the total number of hours expected to work each week are conducted in less than five full workdays. The most common compressed schedule is four 10-hour workdays per week.

##### **Benefits:**

- 👉 Offers longer period of down-time, longer weekends
  - Time for meeting non-work demands
- 👉 Environmentally sustainable practice
- 👉 Appeals to a large number of staff
- 👉 Could expand customer service hours

**Best Practices:**

- 👉 Stagger schedules to eliminate negative impact to internal and external customers; can be used to extend business hours which would create a positive impact.
- 👉 Use of team calendar
- 👉 Use of Team Charter

**Recommended Application:**

- 👉 The use of compressed schedules work for a very broad range of individuals in departments throughout the organization and should be considered for staff who present a viable business case.

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*Staggered Hours*

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**Defined:**

Performing assigned duties on-site according to a pre-arranged, non-standard arrival and departure schedule, but does not alter the total number of hours worked in a workweek.

**Benefits:**

- 👉 Environmentally sustainable
- 👉 Can be seasonally adjusted to avoid weather issues, peak traffic, etc.
- 👉 Could expand customer service hours
- 👉 Time for meeting non-work demands
- 👉 Allows for periods of uninterrupted work

**Best Practices:**

- 👉 Stagger schedules if option is used on an individual basis to avoid negative impact to stakeholders
- 👉 Use of team/department calendar
- 👉 Use of Team Charter

**Recommended Application:**

- 👉 The use of staggered hours works well for seasonal maintenance, and parks and recreation teams to avoid work during daytime temperature peaks.
- 👉 The use of staggered hours works well for a variety of other roles and should be considered for individual
- 👉 Staff who present a viable business case.

### *Reduced Schedule*

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**Defined:**

Performing less than 40 hours of work for non-exempt employees; performing an agreed-upon percentage of regular workload for exempt employees.

**Benefits:**

- 👍 Great for transitioning parents/care-givers
- 👍 Encourages women to stay in the workforce
- 👍 Enables women to remain competitive in the pursuit of their careers
- 👍 Allows staff to continue receiving benefits
- 👍 Environmentally sustainable
- 👍 Great for staff that is close to retirement, but not ready to leave entirely
- 👍 Can retain trained/quality employees who otherwise could not maintain workload
- 👍 Reduced turnover costs

**Best Practices:**

- 👍 Use of a team calendar
- 👍 Use of Team Charter
- 👍 Early involvement of HR to work through considerations such as pay/benefit reduction, potential impacts resulting from workload transition

**Recommended Application:**

- 👍 The use of reduced schedule works well for a broad range of individuals in departments throughout the organization and should be considered for staff who present a viable business case.

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### *Infant at Work*

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**Defined:**

Primary care-giver performing assigned duties on-site with infant present in the workplace.

**Benefits:**

- 👍 Great for transitioning parents
- 👍 Encourages parents, especially women, to stay in the workforce
- 👍 Enables parents, especially women, to remain competitive in the pursuit of their careers
- 👍 Encourages early bonding
- 👍 Reduces turnover costs

**Best Practices:**

- 🕒 Limit age of infant to a minimum of 6 weeks to a maximum age of 6 months or when the child becomes mobile
- 🕒 Limit number of infants per primary-care giver to one
- 🕒 Establish clear guidelines to address feeding, changing, crying
- 🕒 Identify one or multiple on-site alternate care-giver/s
- 🕒 Establish a liability policy
- 🕒 Establish a FAQ page
- 🕒 Establish designated HR Contact
- 🕒 Establish designated Facilities Contact
- 🕒 Use of Team Charter

**Recommended Application:**

- 🕒 Infant at Work is applicable only to parents returning to the workforce after child-birth or adoption.

[Options Researched and Not Included/Recommended](#)

**Pet at Work**

This option was initially presented to the City of Fort Lauderdale during meetings conducted on the first site visit. Through discussion with City staff involved in those meetings that this option was not of interest to the City and further research was discontinued.

**Task Work**

This option was initially raised by the City of Fort Lauderdale as a potential to consider. During initial site visit discussions with staff, a number of viable concerns were raised. The City requested further information about this option. The determination to strike this option from consideration was made based on the following significant issues with the Task Work model. First, compensation challenges arise with non-exempt staff teams who might complete assigned tasks in fewer than eight hours. If they are not compensated for a full eight-hour day, the entire concept of this method is negated; however, legal issues arise if they are compensated for hours they did not actually work.

Second, equity issues arise when determining the composition of members assigned to any particular team as well as with the workload assigned. It is virtually impossible to assign equal workloads to multiple teams.

## POLICY RECOMMENDATION

### **City of Fort Lauderdale Flexible Working Arrangement Policy**

**Policy Statement**

The City of Fort Lauderdale provides flexible work arrangements, at the discretion of department heads or their designees, to enable staff and management to serve internal and external customers with excellence, meet city goals, and help employees balance personal and professional well-being. If any conflict exists between this policy and a negotiated agreement, the negotiated agreement shall prevail.

**Foundational Principles**

This policy is based on two core principles: Equality and HPO. Equality in this instance refers to the availability of the policy to all City of Fort Lauderdale employees. Allowing equal access to the policy does not mean that employees will have equity in application, because the nature of work in each job classification is different. It does mean that all employees meeting the established performance requirement have the ability to apply to use the policy by making a business case to support their FWA request.

HPO refers to the application of the policy at the individual/team/working level. For this reason, the policy does not stipulate which options are available for individual positions. Rather, the concept is that individuals understand the nature of their work the best. They are therefore, empowered to creatively identify solutions that align with the nature of the work they are required to perform, meet the needs of the organization internally and externally without compromising level of service, and finally, meet their own needs.

**Reason for Policy**

The purpose of this policy is to enable the City of Fort Lauderdale to attract and retain talented employees, and to become the employer of choice in South Florida; to maintain or increase the level of service provided to the City’s Neighbors; and to increase the overall performance of the organization by empowering employees by allowing them the opportunity to propose a work schedule that improves their well-being, within the parameters of the policy. This policy will provide guidance on various forms of workplace flexibility, balanced with required actions and legal concerns related to overtime, holiday pay, timekeeping, medical leave issues, and tax issues.

**Who Should Read This Policy**

All employees, supervisors, managers, and department directors should become familiar with the tenants of the policy. Currently, those not affected by the policy are those represented by IAFF 765 and Fort Lauderdale Fraternal Order of Police #31.

**Definitions**

Staggered Hours:	Performing assigned duties on-site according to a pre-arranged, non-standard arrival and departure schedule, but does not alter the total number of hours worked in a workweek.
Compressed Schedule:	A schedule wherein the total number of hours expected to work each week are conducted in less than five full workdays. The most common compressed schedule is four 10-hour workdays per week.
Flexible Work Arrangement:	An agreement established between an employee and supervisor wherein the time or location of work performed is different than the customary schedule or work location.
Infant at Work:	Primary care-giver performing assigned duties on-site with infant present in the workplace.
Job Share Agreement:	A form of regular part-time work in which two people share the responsibilities of one regular, full time position.
Occasional Use Agreement:	An agreement that permits an employee to access workplace flexibility on an occasional basis to accommodate a business or a personal need.

Overtime:	According to the Fair Labor Standards Act, all nonexempt staff who work in excess of 40 hours in a standard workweek are eligible for overtime pay. Overtime pay is calculated at the rate of one and one-half times the staff's regular rate of pay. At the City of Fort Lauderdale, overtime pay is based on hours paid during the standard workweek. Supervisors must give prior approval for all overtime work.
Reduced Schedule:	Performing less than 40 hours of work for non-exempt employees; performing an agreed-upon percentage of regular workload for exempt employees.
Telecommuting:	Performing assigned duties remotely according to a pre-arranged schedule.
Core Hours:	Designated blocks of time when an employee is required to be available on-line; designated blocks of time or specific days when an employee is required to be available in the office
Primary Care-giver:	Parent of an infant, natural born or adopted, ranging from six weeks of age to six months of age.
Alternate Care Provider:	Designee of primary care-giver, responsible for providing care for an infant under the Infant at Work program when the primary care-giver is unavailable.

**Responsibilities:**

The major responsibilities each party has in connection with this policy are as follows:

Human Resources Department	Consult with employees and supervisors in collaboration on policy interpretation and best practices for integrating flexible work arrangements.
Employees	Draft a Business Case proposal for the supervisor's review. Recognize that due to the nature of some positions and/or circumstances not all proposals will be granted approval.
Supervisors	Review Business Case proposals submitted by employees. Make determination about whether proposed arrangements fit with business needs, communicate the outcome to employees, and collaborate with employees to document arrangements. Review arrangements with employees routinely and at least on an annual basis.

**Principles**

Overview

The City of Fort Lauderdale is committed to fostering a workplace environment that is flexible and recognizes employees' ongoing navigation of career and life responsibilities. The overarching principles of this policy are as follows.

- What kinds of flexibility Fort Lauderdale offers: Numerous forms of workplace flexibility exist, and not all forms of flexibility are applicable to *all* positions or are a good fit for the specific skills *of all* employees.

- How to manage flexible work: Departments and divisions are encouraged to have open dialogues regarding flexible work and integrate it as a standard business practice. The determination of whether a staff member will be allowed to participate in a flexible work arrangement will be made on a case- by-case basis and in accordance with the needs, requirements, and constraints of the department or division as well as staff members. If the arrangement becomes unfeasible at any time, it may be discontinued at the discretion of either the staff member or management, with reasonable notice thereof.

To ensure that management and staff members have a mutual understanding of the specifics of the flexible work arrangement, it must be put in writing. The Flexible Work Arrangement Business Case form guides supervisors and employees in specifying the particular details of arrangements.

- Flexible work arrangements are not appropriate for all employees or positions and are not a universal employee benefit. The following conditions must be met for a flexible work arrangement to be approved: 1) the employee must have a satisfactory attendance record 2) The employee must be meeting all performance expectations in their current role 3) The employee must consistently demonstrate the ability to complete tasks and assignments on a timely basis, and 4) The nature of the employee's work and responsibilities must be conducive to a flexible work arrangement without causing significant disruption to performance and/or service delivery.
- In any flexible work arrangement, employees will be expected to meet the same performance standards as they did previously, and supervisors/managers will be expected to use the same measurement criteria that were previously in place.
- All flexible work arrangements are subject to ongoing review and may be terminated at any time, given cause, or when business needs dictate.
- What to do when issues or concerns occur: If an employee has an issue or concern regarding a decision under this policy, it should be brought, as soon as possible, to the attention of the supervisor, who will discuss the matter with the employee in order to resolve it. Final approval and arrangements for situations covered by this policy are at the discretion of management, and are not grievable.

#### Timekeeping During Flexible Arrangements

Rules for Exempt and Non-exempt employees apply in both the regular office and the alternate work place. Exempt employees are not covered by the overtime and record-keeping requirements of the Fair Labor Standards Act (FLSA). Therefore, there is inherent flexibility in work scheduling for them. Even though the law allows this latitude, exempt staff members still need to discuss specific scheduling arrangements with their supervisors and obtain their supervisor's approval.

Overtime for Non-exempt employees must be authorized in advance by management in accordance with the established City personnel and department policies or as provided under any applicable and superseding collective bargaining agreement or law. Non-exempt employees must conform to the overtime, record-keeping, and meal break provisions of the Fair Labor Standards Act and where relevant, Florida State labor law, respectively, for staff members covered by those provisions. Therefore, supervisors must ensure accurate recording of hours worked. For non-exempt staff



members, supervisors must pre-approve all hours to be worked in excess of 40 in any workweek. Generally, a flexible work arrangement for a non-exempt employee will not result in overtime.

Leave Time

A non-exempt staff member who has a flexible work arrangement and is granted paid leave time, such as vacation or health and personal leave, must record the number of hours scheduled to work on the day(s) off. For example, 10 hours of vacation would be recorded if a staff member uses vacation on a day with 10 scheduled work hours. This method of using paid leave time applies to all paid leave time, except for holidays.

An exempt staff member who has a flexible work arrangement must adhere to the principles of recording time in appropriate increments.

Forms of Flexibility

<p>Infant at Work</p>	<p>The primary care-giver of an infant, natural born or legally adopted, between the age of six weeks to six months may bring the infant to the primary workplace to perform their regularly assigned duties. Number of infants is limited to one per primary care-giver, regardless of a situation involving twins. Infants in the program are not allowed in any area designated as high risk.</p> <p>Primary care-givers are required to have a minimum of two Alternate Care Providers (ACP) to assist with the care of their enrolled infant during times when they may not be available. Designated ACP's must be selected from the primary care-giver's department.</p> <p>Primary care-givers and designated ACP's must follow the specified Infant Care Guidelines outlined in Appendix C of the Business Case application.</p> <p>Primary care-givers are required to submit leave and adjust time worked if excessive time is spent tending to the infant, or they are required to leave the office to tend to the infant.</p> <p>ACP's are not to provide care for an infant in excess of one hour per business day.</p> <p><u>Services and Equipment:</u> The City of Fort Lauderdale does not provide for any services, or equipment, to include additional space to accommodate participants.</p> <p><u>Liability:</u> The Infant at Work option is a voluntary benefit available to parents of infants aged six weeks to six months, who are returning to the workforce. The City of Fort Lauderdale is not responsible for any</p>
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	<p>injury, illness, or other malady sustained to the infant while enrolled in this program. Participants must agree to assume full responsibility of any loss or damage to personal property while enrolled in this program. All applicants will be required to sign a release of liability prior to receiving approval to participate in this program.</p>
<p>Job Share Agreement</p>	<p>In a job share arrangement, two individuals share the responsibilities of one regular full-time position. These are regular part-time positions, and as such, must involve at least a 50 percent commitment. Therefore, the time commitment of each of the two individuals participating must be at least 20 hours per workweek.</p> <p>Since job sharing positions are regular and part-time, the City of Fort Lauderdale’s wage and salary policies for regular positions apply in job share arrangements. Benefits eligibility for those participating in job sharing will be the same as for all regular part- time staff members.</p>
<p>Occasional Use Agreement</p>	<p>A consistent flexible work arrangement might not be feasible due to business needs or position responsibilities of an employee. In such instances, the supervisor and employee may agree to an occasional use agreement. In instances where appropriate, an employee may request to work remotely or alter their arrival and departure time to accommodate a business or personal need (e.g., doctor’s appointment, office renovations, inclement weather, etc.). While completion of the “Flexible Work Arrangement Agreement Form” is not required, it is recommended that the supervisor and employee discuss this option ahead of time and document it.</p>
<p>Reduced Schedule</p>	<p>An employee may seek to reduce their time commitment to the City of Fort Lauderdale on a permanent or temporary basis to accommodate personal life transitions (e.g. returning from parental leave, preparing for retirement, pursuing a degree, etc.). An employee seeking this type of flexibility must work with their supervisor and HR representative to determine feasibility, duration of time, and impact on pay and benefits and to determine if there are other City of Fort Lauderdale policies that may apply to the request.</p>
<p>Staggered Hours</p>	<p>The core hours for a position are typically identified by a unit or a department. An employee may seek to alter their arrival or departure time on a temporary or consistent basis. This form of flexibility does not typically alter the total number of hours per week the employee works. The employee and the supervisor may work together to determine a specific arrival and departure time with this type of arrangement.</p>

	<p>Another option is for the supervisor to set a range of time during which the employee is expected to arrive. For instance, the supervisor may determine it is critical for the employee to be working between the hours of 9:00 a.m. and 3:00 p.m. The supervisor may permit the employee to arrive anytime between 6:00-9:00 a.m., and work until the hours assigned for that day are complete.</p>
<p>Compressed Schedule</p>	<p>A compressed schedule is a form of alternative arrival and departure flexibility, wherein the total number of hours expected to work each week are conducted in less than five full workdays. The most common compressed schedule is four 10-hour workdays per week. Other options include 3/12 and 9/80.</p>
<p>Telecommuting</p>	<p>A remote work arrangement allows an employee to work at home or another off-site location for a specified number of hours per week. To assess whether a remote work arrangement can be an effective tool in your unit, it is useful to consider the position, the staff member, and the management.</p> <p>Employees who propose a telecommuting arrangement should ensure a safe and suitable workspace that is appropriately confidential and free of distractions and interruptions that may interfere with work. Where applicable, telecommuters will need to find ways to maintain a distinct separation between work activities and personal activities.</p> <p>Teleworking is not a substitute for adequate dependent care. The teleworker should make advance arrangements for dependent care to ensure a productive work environment.</p> <p><u>Workers' Compensation</u></p> <p>Workers' compensation will apply only to injuries arising out of and in the course of employment as defined by the Florida State Workers' Compensation Law. The City of Fort Lauderdale is not responsible for injuries unrelated to such work activities that might occur in the defined off-site work location or elsewhere.</p> <p><u>Services and Equipment</u></p> <p>Customarily the City of Fort Lauderdale does not provide home internet service to support remote work arrangements, nor does it guarantee access to a computing device for the arrangement.</p> <p>The staff member's use of equipment, software, furniture, and all other resources provided by the City of Fort Lauderdale is limited to the purposes of remote work and is not intended for the staff member's personal use. The decision to remove or discontinue use of the resources listed above shall rest entirely with the City of Fort Lauderdale. In the event that the staff member ceases employment with the City of Fort Lauderdale, or the arrangement is discontinued for any reason, the staff member must return all City</p>

	<p>of Fort Lauderdale property within a pre-determined timeframe.</p> <p><u>Property Insurance</u></p> <p>The City of Fort Lauderdale has insurance coverage to protect its property. This insurance will not cover any personal property that is used at home, and will only cover City of Fort Lauderdale equipment brought to a defined Flexplace work site if it has been listed with Risk Management.</p> <p><u>City of Fort Lauderdale Policies</u></p> <p>Employees who work remotely must adhere to all City of Fort Lauderdale policies. Especially relevant are policies related to information technology, computer security, and data protection. These policies provide requirements for maintaining, securing, and achieving legal and appropriate use of the information technology infrastructure and confidential data.</p>
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**Benefits**

Benefit status will not be affected by a flexible work arrangement. If hours per week are reduced, some benefits will be reduced proportionally (such as retirement contributions, accrual of vacation and health and personal leave, and educational benefits).

**Procedures**

**Making and Reviewing Flexible Arrangements**

Outlined below are the basic procedures. Departments and divisions may have additional procedures that must be followed.

1. Employee proposes arrangement  
The employee proposes an arrangement to their supervisor in writing via the Business Case form. This may be on the employee’s accord or due to a supervisor presenting workplace flexibility options.
2. Supervisor reviews proposal  
The supervisor reviews the proposal and consults with others for guidance when necessary (supervisor, department head, IT support, HR representative).
3. Supervisor and employee review the proposal together  
To answer remaining questions and address any concerns, the supervisor and employee review and discuss the proposed arrangement.
4. Supervisor makes a determination.
5. Supervisor communicates decision to employee.
6. Supervisor and employee document/file the arrangement.
7. Both employee and supervisor should retain the form for their records.
8. Supervisor and employee routinely review the arrangement  
The supervisor and employee review the arrangement and make adjustments to address concerns/challenges. These reviews must be scheduled routinely and no less than annually and may occur more frequently at the beginning of the arrangement.

## SUPPLEMENTAL INFORMATION – Thumb Drive

Individual and Team Business Case Template

Guidelines for Creating a Team Charter

Tips for Supervisors

Tips for Employees







Data Sets

FL<sup>3</sup> Roadmap









Implementation Flowchart

Reference Materials







### General Reference

-  RMG Networks – Office Hoteling Implementation Best Practices
-  Susan Combs, Texas Comptroller of Public Accountants – Analysis of Alternative Work Schedules
-  Sydney Morning Herald – Employees Reluctant to Check Into a Hoteling Office Space
-  SHRM Foundation’s Effective Practice Guidelines Series: Leveraging Workplace Flexibility for Engagement and Productivity
-  Virgin – The Up’s and Downs’s of Hot-desking
-  Virgin – Quiet Please. How Flexible Working is Heralding a New Generation of Intrapreneurs





### Infant at Work

-  Forbes – Bringing Babies to Work is Good for Business
-  Parenting in the Workplace Institute – Active Baby Inclusive Organizations
-  Today – Baby at Work Policies Gain Momentum with New Parents, Employers
-  Washington State Department of Health – Infant at Work Policy
-  Washington State Department of Health – Infant at Work Application
-  Washington State Department of Health – Infant at Work Liability Waiver
-  Washington State Department of Health – Infant at Work FAQ
-  Washington State Department of Health – Infant at Work Care Provider Agreement






### Local Competition

-  City of Coconut Creek FWA Policy
-  City of Lauderdale Heights FWA Policy
-  City of Lauderdale FWA Policy
-  City of Miramar FWA Policy
-  City of Tamarack FWA Policy
-  City of Wilton Manors FWA Policy

### Other Organizations

-  City of Kirkland, WA FWA Policy
-  Thurston County, WA FWA Policy
-  City of Las Vegas, NV FWA Policy and related materials
-  ICMA Telework Agreement Form

**University Policies**

-  Cornell University – Flexibility in the Workplace Policy
-  Cornell University – FWA Agreement Form
-  George Washington University Factsheet
-  George Washington University FWA Public Policy Platform
-  University of Minnesota – FWA Agreement