



FLEXIBLE WORK ARRANGEMENT POLICY

POLICY NO: 235-P

- Applies To: Eligible Department and Employees
- Effective Date: 11/10/2025
- Associated References: None

Purpose:

The purpose of this policy is to provide a framework for flexible work arrangements that support work-life balance, enhance employee satisfaction and productivity, and promote an inclusive and adaptable workplace.

The City of Traverse City recognizes that flexibility can strengthen employee engagement, recruitment, and retention, while continuing to deliver high-quality services to the public. Departments are encouraged to implement flexible work arrangements, where appropriate, for eligible employees. Options may include hybrid remote work, flexible scheduling, and compressed workweeks.

The intent of this policy is not to restrict but to empower Department Heads with the discretion to evaluate and approve arrangements that best balance operational needs with employee well-being.

Additional Authority:

This policy applies to all City departments and eligible employees. Department Heads are entrusted with the authority to evaluate, approve, and manage flexible work arrangements within their departments, based on operational needs, job responsibilities, service standards, and employee performance. All approved arrangements must be submitted to Human Resources for recordkeeping and periodic review to ensure consistency across the organization. Each Department Head must also provide Human Resources with a list of positions within their department that are eligible for flexible work arrangements, updating the list as positions evolve or department structures change. Department Heads do not require City Manager approval for flexible work arrangements; however, they are expected to exercise sound judgment and maintain alignment with City goals, policies, and standards of service.

This policy does not modify the terms and conditions of employment nor does it guarantee approval of any specific flexible work arrangement. All such arrangements must comply with applicable federal, state, and local laws, as well as existing City policies and collective bargaining agreements. Approval of flexible work arrangements rests with the Department Head, and for Department Head requests, with the City Manager.

The Fair Labor Standards Act (FLSA) defines an employee's workweek as a fixed and regularly recurring period of 168 hours, seven consecutive 24-hour periods. It also establishes that an employee may work up to 40 hours within this period before overtime obligations apply. In any week that includes a paid holiday, compressed work schedules will revert to the standard five-day workweek to ensure consistent holiday pay, unless otherwise approved by the direct supervisor. Employees may use available PTO to supplement hours beyond the eight hours of holiday pay, if needed.

This policy is separate from requests for alternative work arrangements as a disability accommodation with the Americans with Disabilities Act. Requests for accommodations due to a disability shall be submitted to Human Resources in accordance with the existing policy.

Scope:

Flexible work arrangements must not compromise the City's ability to meet operational needs, deliver high-quality services to residents, or uphold clear responsibility and accountability for service delivery and job performance. Departments are expected to maintain in-person coverage during established regular office hours to ensure accessibility and continuity of service. Any deviations from this policy require prior approval from the City Manager.

New job positions cannot be created for the purpose of accommodating flexible work arrangements. Additionally, participation in such arrangements shall not automatically entitle employees to overtime or compensatory time.

Employees who are subject to progressive disciplinary action are not eligible for flexible work arrangements unless prior approval is granted by the City Manager.

Responsibility:

The City Manager, through the Human Resource Department, is responsible for the development and implementation of this policy. The HR Department shall regularly review and update this policy to reflect changes in laws, regulations, or organizational needs.

Department Heads are responsible for evaluating, approving, and overseeing flexible work arrangements. Human Resources will serve in a support role, maintaining records, ensuring compliance with laws and policies, and offering guidance when needed.

The City Manager reserves the right to deny any flexible work arrangement and may do so effective immediately with no prior notice. Department Heads, in consultation with the Human Resources Director, may modify or discontinue the flexible work program or revoke an individual employee's arrangement at any time, with a minimum of two (2) weeks' written notice, unless the change is related to disciplinary action.

Policy Statement:

Work Schedules

Work schedules should be designed to meet the operational needs of the City first, while allowing flexibility when feasible. Employees may be required to adjust their schedules to accommodate meetings, training sessions, or other operational requirements. Department Heads have the authority to approve various scheduling options, including standard or shift schedules, flexible start and end times, compressed workweeks, hybrid remote work arrangements, or a combination thereof.

Types of Work Schedules

- A. Standard Work Schedule - Employees work 40 hours, based on their classification or work unit. For example in the standard five (5) 8-hour days with work being performed five days a week. The work week has been established as Sunday through Saturday.
- B. Shift Schedule - Shift work is defined as regular work time performed outside of the standard work schedule as described above. Employees work shifts based on the needs of the Department. The Department determines the start and end times, scheduled workdays, and length of shifts. Shifts can vary daily or weekly. Examples of shift work are rotating shifts, evening shifts, weekend shifts, and irregular schedules.
- C. Flexible Schedule - A schedule with variations in starting and departure times that are outside of the standard shift.
- D. Compressed Schedule - A schedule with a reduction in the number of workdays within the standard workweek. Examples of Compressed Work Weeks are:
 - a. Four (4) 10-hour days
 - b. Four (4) 9-hour days and one (1) 4-hour day
- E. Hybrid Remote Work – Employees who work from an alternate location (normally their home) instead of commuting to their regular workplace.

Flexible Schedule

For non-exempt employees, the total number of hours worked in a workweek are not altered. Exempt employees may alter hours in a workweek as long as 80 hours are worked within the pay period. Note: Exempt employees may need to work more than 40 hours per week due to seasonal operations, organizational meetings, or other requirements, without additional compensation. While efforts will be made to provide flex time, it may not always be possible.

Hybrid Remote Work

Hybrid Remote work does not change the conditions of employment or the requirement for the employee to comply with City of Traverse City's policies. Remote workers are required to comply with all City policies, departmental policies and applicable Collective Bargaining Agreements including reporting illness, tardiness, etc. An employee's classification, compensation and benefits will not change for employees who work remote.

Management Expectations:

The Department Head is responsible for developing a plan that defines performance expectations, reviewing the plan with all flexible work arrangements.

For Hybrid Remote arrangements, Department Heads provide guidance, direction, and resources to assist the employee in meeting expectations and should set reasonable expectations regarding emergency plans and provide the hybrid employee with contact information in the event of an emergency.

Employee Expectations for Hybrid Remote Arrangements:

Employees approved for hybrid work arrangements remain fully responsible for meeting all job duties, responsibilities, and obligations associated with their position. Hybrid employees are required to report regularly to a City facility and perform their duties at their designated permanent/principal work location as needed.

All City policies and procedures remain in effect while working remotely. Employees should consult their supervisor with any questions regarding how specific policies apply in a hybrid work environment.

Because the primary focus is on serving the needs of our stakeholders, hybrid work arrangements may not be feasible for all positions and will vary depending on the nature of the role and the department's operational needs. Hybrid employees may be expected to perform a portion of their duties on-site on a regular or recurring basis.

Departments are responsible for establishing core hours of availability, expectations for availability outside of those hours, and the management of overtime. Supervisors are responsible for setting individual work schedules within their department, subject to department head approval. Schedules must not result in overtime for the hybrid employee or coworkers unless expressly approved in advance by the supervisor.

Hybrid employees must use sick leave, vacation time, or compensatory time to cover any time off, in accordance with the City's standard paid leave policies. Remote work is not a substitute for paid leave unless otherwise approved by the Department Head. Employees are responsible for notifying their supervisor of any anticipated or unplanned absences during their scheduled work hours. Additionally, remote work is not intended to be used as an alternative during inclement weather, unless explicitly approved in advance.

Hybrid employees must be prepared to report onsite within a reasonable timeframe upon supervisor's request when operational needs require their presence.

Hybrid Work Location and Equipment Guidelines

Employees are expected to be onsite at their designated City workplace on all other workdays. Any request for remote workdays, where the employee is unable to report onsite within one hour's notice, must receive prior approval from the City Manager in addition to their Department Head. For Department Heads, they must receive prior authorization from the City Manager in order to work in a location where they would be unable to report onsite within one hour's notice.

Employees working remotely agree to release and hold harmless the City of Traverse City from liability for damages to real or personal property resulting from participating in remote work.

Designated Offsite Workspace: Hybrid workers must have a disclosed, agreed-upon offsite workspace that is suitable for performing their job duties safely and effectively.

Workspace Setup and Modifications: The City does not assume responsibility for any costs related to the setup or modification of a hybrid workspace. This includes remodeling, furniture, lighting, repairs, maintenance or other alterations to the employee's personal space. The employee is responsible for configuring of and all the expenses and services associated with a remote workspace. This includes ensuring and maintaining an ergonomically appropriate and safe work space.

City Equipment at Hybrid Work Locations: The City will provide and support essential equipment, including a computer and software that meet the minimum requirements for the employee's job responsibilities. The specific City-owned equipment assigned for hybrid work will be documented in the Hybrid Work Agreement. Employees are responsible for taking all necessary precautions to secure and protect City equipment from damage, loss, or unauthorized access while off-site and during transport.

Maintenance and Repairs: In the event of a malfunction involving City-owned equipment, employees should contact the appropriate City support resources or notify their supervisor for assistance.

Return of Equipment: All City-owned equipment, supplies, documents, and other property must be returned to the primary work location prior to the termination of the Hybrid Work Arrangement.

Usage and Privacy: All City-provided equipment, hardware, and software remain the property of the City and are subject to the same use and privacy standards as equipment located on City premises. Hybrid employees must use secure internet connections to safeguard nonpublic government data.

Supplies and Expenses: Office supplies required for the hybrid work location must be requested through standard City procedures. Any expenses for which reimbursement is sought must receive prior supervisor approval and will be reimbursed according to existing City policies and applicable collective bargaining agreements.

Communication, Meetings, and Professional Expectations for Hybrid Workers

Accessibility and Communication: Hybrid employees are expected to remain accessible during their scheduled work hours via phone (including text messaging), email, and virtual communication platforms. Prompt and professional responses to customers, stakeholders, supervisors, and coworkers are required. Employees will periodically check their voicemail, both deskphone and cell phone.

Meetings and Participation: Hybrid employees must attend all required meetings, whether in person or remote, as directed by their supervisor. For optional meetings that impact the employee's work, it is the hybrid worker's responsibility to obtain relevant information.

Remote Meeting Expectations: When participating in meetings remotely, hybrid employees are expected to:

- Minimize distractions and maintain focus.
- Follow department or supervisor instructions regarding the use of video during meetings typically held in person.
- Maintain a professional appearance, environment, and demeanor, consistent with in-office standards.
- Have their camera on.

City-related in-person meetings, including those with customers or stakeholders, may be held off-site but not within a personal residence.

Dependent Care: Hybrid employees are expected to make appropriate arrangements for dependent care to ensure they can perform their duties in a timely and professional manner during scheduled work hours.

Travel Time and Mileage: Travel to and from the employee's principal/permanent work location or off-site meetings and inspections will not be compensated unless otherwise required by law or specified in the applicable collective bargaining agreement.

Weather Emergencies: If a weather emergency is declared, hybrid employees scheduled to work from their home-based hybrid location are expected to continue working as scheduled. Exceptions apply only if the hybrid work location is outside the employee's residence and is also affected by the weather emergency, or if the employee is otherwise excused from duty.

Substance Use During Work Hours: The use of drugs or alcohol during work hours is strictly prohibited for all employees.

Onsite Presence When Required: Employees approved for remote or hybrid work arrangements are expected to report to their designated worksite as needed to meet operational requirements, attend meetings, participate in training, or complete tasks that cannot be performed remotely. Employees must be able to report onsite within a reasonable timeframe, as determined by the Department Head. Failure to comply may result in revocation of the flexible work arrangement. Any request to work remotely from a location that prevents onsite presence requires prior approval from the City Manager and must be communicated to Human Resources.

Security of Confidential Information

All files, records, papers, or other materials created while working remotely are property of the City of Traverse City. Participating employees and their supervisors shall identify any confidential records to be accessed and follow City standards, procedures, and policies for protecting such information.

The City may require employees to work in private locations when handling confidential or sensitive material(s). Areas containing confidential information should be physically restricted to those people with a need to know. Confidential information should always be protected from unauthorized disclosure. When left unattended, confidential information in paper form should be locked away. The City may prohibit employees from printing confidential information in remote work locations to avoid breaches of confidentiality.

Participating employees shall secure city equipment when not in use and ensure they are logged off the city network. Participating employees shall not disclose confidential or private files, records, materials, or information, and shall not allow access to city networks or databases to anyone who is not authorized to have access.

Participating employees shall follow all record retention/management and disposal policies for all associated documents and work products.

Participating employees must notify their supervisor and the IT department immediately in the event of a hacking incident or any compromise of city data and city network systems.

Worker's Compensation

A hybrid remote employee is generally covered by the City's Workers' Compensation insurance while acting in the course and scope of employment and must report any injury to their supervisor immediately, or before the end of their shift.

Request Process for Participation

Employees interested in a flexible work arrangement must follow the steps below to ensure proper evaluation and documentation of their request. To be eligible, employees must be in good standing and have no disciplinary actions within the past 12 months.

1. **Initial Discussion:** The employee should first discuss the interest in a flexible work arrangement with their immediate supervisor to explore feasibility based on operational needs, job responsibilities, and department requirements.
2. **Submit a Written Request:** If the initial discussion is favorable, the employee must submit in writing a request to their Department Head. The request should include:
 - Desired schedule or arrangement (e.g., hybrid, compressed week, flex-time)
 - Proposed start date and duration
 - Designated remote work location (if applicable)
 - Any anticipated impacts on the employee's duties or team responsibilities
3. **Department Head:** The Department Head will evaluate, approve or deny the request based on the nature of the work, staffing levels, service delivery impact, and employee performance. The Department Head may consult with the Human Resources Director as needed.
4. **City Manager Approval (if applicable):** Requests that fall outside standard policy guidelines must also be reviewed and approved by the City Manager.
5. **Execution of Flexible Work Agreement:** Once approved, the Flexible Work Agreement will be completed and signed by the employee, Department Head, and, if applicable, the City Manager. A copy will be submitted to Human Resources for retention.
6. **Trial Period and Review:** Approved arrangements may be subject to a trial period (e.g., 60–90 days) to assess effectiveness. Department Heads may conduct periodic reviews to ensure ongoing suitability and performance.

Department Head Flexible Arrangements

When a Department Head will not be physically present during regular business hours for more than four hours during their typical office hours day, the following procedures apply:

1. **Calendar Entry Requirement (Appendix A Form is not needed for Department Heads)**
 - All absences from in-person work must be recorded on the ACT Management Out of Office calendar.
 - To do so, create a Google Calendar event and add “ACT Management Out of Office” as a guest.
 - The event must include:
 - First and Last Name
 - Reason for being out of office (e.g., Remote, Conference, Vacation, etc.).
 - Include who is the person of contact if the Department Head is unavailable via phone/electronically and that person’s cell phone number.

2. Notification of No In-Person Department Representation

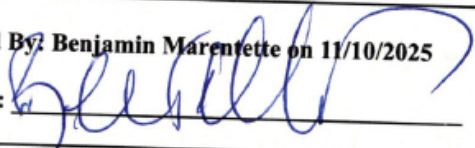
- If there will be no in-person coverage for the department during business hours, the Department Head must obtain prior approval from the City Manager in advance.
- Notification may be made in person or electronically and must state:
 - Reason for absence (e.g., department training, unexpected illness).
 - Expected duration of the absence.
- Prior approval from the City Manager is required in these situations. In the event where there is a unique situation where prior City Manager approval is not possible and closing the office during normal office hours is unavoidable, the Department Head must send a text message to the City Manager, Deputy City Manager and Communications Director notifying the duration of time where the office will be closed and the reason.
- Calendar Entry Following Approval: Once approval is granted by the City Manager, create an event on the ACT Management Out of Office calendar with the following:
 - “No In-Person Representation – [Department Name]” in the event title.
 - Under Location, include the name, phone, or email of the designated point of contact during the absence.

Special Circumstances

Situations requiring a flexible work arrangement for a single day or short duration may be reviewed and approved by the Department Head without submitting a formal written request from Appendix A. Such approval does not need to be submitted to Human Resources.

Policy Not Subject to Grievance or Appeal

Employees do not have a property right or any other right to flexible work arrangement. An employee’s participation in, or removal from, flexible work arrangement is not subject to any grievance or appeal process and this policy supersedes previous flexible work arrangement and policies.

<p>Approved By: Benjamin Marentette on 11/10/2025</p> <p>Signature: </p>	<p>HISTORY: Created: 06/01/2025 Revised: 11/04/2025</p>
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APPENDIX A

Flexible Work Agreement City of Traverse City

This agreement outlines the terms and conditions of a flexible work arrangement between the City of City of Traverse and the employee named below. This arrangement is subject to ongoing review and may be modified or terminated at any time based on business needs or employee performance. Agreements must not conflict with Collective Bargaining Agreements.

Employee Information

- **Name:** _____
- **Job Title:** _____
- **Department:** _____

Type of Flexible Work Arrangement

- Hybrid Work** (specific days in office and remote)
 - Adjusted Work Schedule** (e.g., compressed workweek, flexible hours)
 - Other** (please describe): _____
-

Work Schedule

- **Regular In-Office Days:** _____
 - **Remote Work Day(s):** _____
 - **Work Hours:** _____
 - **Designated Remote Work Location:** _____
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Equipment and Technology Needs

City-provided equipment for remote/hybrid work (check all that apply):

- Laptop
- Monitor
- Keyboard/Mouse
- Headset
- Software Access (e.g., VPN, BSA, Drives)

Other: _____

Terms and Conditions

1) Availability & Communication

Employee must be accessible during scheduled work hours via phone, email, and virtual platforms, and is expected to attend all meetings, whether in-person or virtual.

2) Policy Compliance

Employee agrees to comply with all City policies, procedures, and performance standards while working remotely or under a flexible schedule.

3) Work Location Requirements

The off-site work location must be safe, secure, and free from distractions. City property and data must be protected in accordance with City IT and confidentiality policies.

4) Leave Usage

Remote or hybrid work is not a substitute for paid leave. Employees must use appropriate leave for time off and follow standard reporting procedures for absences.

5) Termination of Agreement

This agreement may be modified or terminated at any time by the supervisor, Department Head, or City Manager with a minimum of two (2) weeks’ written notice, unless revoked due to disciplinary action, in which case it may be revoked immediately.

Employee Acknowledgment and Signature

I hereby request consideration for a Flexible Workplace Arrangement. I understand and agree to comply with all terms, conditions, and expectations outlined in the City’s Flexible Workplace Arrangement Policy.

I further acknowledge that:

- Approval of this request is not guaranteed.
- Any approved arrangement may be modified or revoked at the discretion of City Management based on operational needs or performance considerations.
- I remain responsible for fulfilling all duties of my position and maintaining expected levels of performance and service delivery.

Employee Signature: _____

Date: _____

Reviews and Additional Approvals if applicable:

Department Head Signature: _____

Date: _____

City Manager Signature: (if applicable) _____

Date: _____

Send copy to HR for retention in personnel file