



## Guidelines for Developing Strategies for Alternative Work Arrangements

**Objectives:** To assist Department supervisors and program management when considering options for alternative work arrangements for a worksite, including alternative work schedules and virtual office participation.

### **To determine an effective site plan for a particular work unit or worksite:**

- 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 schedule appointments or walk in each day (hourly, weekly, and monthly).
- 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 your program resource management office to determine.
- Determine whether any additional equipment or licenses would be needed.
- Estimate the cost savings potential if alternative work arrangements were utilized at the site.

### **Based on these evaluations, the supervisor and program management should decide:**

- 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.
- A timetable for implementation of the plan.

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.