While many people think of working from home when they hear the word “flexibility”, actually flexible work can take many forms. Flexible work arrangements (FWAs) address when, where and/or how work gets done and typically consist of one or a combination of the elements described below. Some of these FWAs may have an impact of on compensation and/or benefits; for more information, go here.

**WHEN**

- **Flextime**: Employees work a standard full-time or part-time work week with start and end times that differ from the regularly scheduled workday; core hours are established by manager.

- **Compressed Work Week**: Full-time employees compress a full-time workload to complete all job responsibilities into fewer than five days per week (usually completing one week’s work in four days, or “4/5”) or fewer than ten days over two weeks (usually completing two weeks’ work in nine days, or “9/10”).
  - Summer hours policies may fit under a compressed work week arrangement.
  - Because exempt employees are paid to complete their assigned work rather than by the number of hours worked, compressed work week schedules for exempt employees are structured around the needs of the work and may vary from week to week.

**WHERE**

- **Telework**: Employees work part of the standard work week (1-3 days a week) at a location other than the designated worksite, such as at a home office, on a regularly scheduled basis or for specific circumstances (for example, snow emergencies, special projects). Teleworkers may have designated or shared workspaces at the office, which may change from day to day (known as ‘hoteling’).

- **Remote Work**: Employees perform the majority of job responsibilities from a location outside the primary worksite, including another Harvard site.

  Employees may not care for children and/or adults or work on any substantive non-Harvard project when teleworking or working remotely.

  **Note**: Harvard is registered to conduct business only in Massachusetts and California. In general, working remotely is permitted only in those jurisdictions, and telework outside those states is permitted only for very short periods. For more information, see Policy on Eligibility for Harvard Payroll and Outsourced Payrolls and Guidelines on Establishing Remote Locations.

**HOW**

- **Reduced Hours**: A form of temporary part-time work in which an employee reduces the number of hours of employment from their regular full-time or part-time schedule, either working some portion of every day or fewer than 5 days per week, with reduced job responsibilities; salary and some benefits are pro-rated.

- **Job Sharing**: A form of regular part-time work in which two employees share the responsibilities of one full-time position (FTE) with salary and some benefits shared/pro-rated. Division of hours and responsibilities between job sharing partners can vary.

- **Transition to/from Leave**: A specific form of part-time work designed to support a person’s ability to ease back into work after taking a leave of any kind. Telework is sometimes included in the transition request.

  **Note**: If the transition is related to issues of health, disability or family caregiving, managers must consult with the local HR office or University Disability Services (UDS) to determine if the employee’s request for a flexible work arrangement is covered by the Family and Medical Leave Act (FMLA) or should be explored as a reasonable accommodation under the Americans with Disabilities Act.