MEMORIAL UNIVERSITY'S GUIDELINES FOR REMOTE WORK ARRANGEMENTS FOR NON-ACADEMIC EMPLOYEES 2022-2023

KEY TERMS

Throughout this document, the following terms are intended as defined below:

- **Employee:** individual who holds a position belonging to the following employment groups: Senior Administrative Management/Leadership Group, Management and Professional, Support Staff (Non-Bargaining), CUPE, or NAPE (Call-In), NAPE (Campus Enforcement and Patrol), NAPE (Custodial), NAPE (Maintenance), NAPE (Staff, Marine Institute) and NAPE (Instructors, Demonstrators, Research Scientists, and Research and Technical Personnel, Marine Institute).
- **Supervisor**: person who is authorized/designated by Memorial to direct or oversee the work of the employee.
- **Unit head**: dean, director and other senior administrator at a comparable level or above, including the president, vice-presidents and associate vice-presidents. Note, for academic units the unit head level of approval must be dean level or above (or an individual specifically designated by the dean).

INTRODUCTION

Memorial's strategic plan, *Transforming Our Horizons*, details the importance of fostering a culture of care and well-being. A key component within a culture of care and well-being is a healthy work environment where employees have the supports they need to thrive and where the talents and ideas of employees can effectively propel us forward as we look to build upon our growth in both innovative and responsive ways.

The pandemic changed how we work and provided an opportunity to look at how we work moving forward. Memorial recognizes the value of flexible work arrangements for both employees and the university. Improved employee well-being, employee retention, space utilization, productivity, sustainability, accessibility and an ability to manage commuting/parking pressures are key benefits that can be achieved through a flexible approach to work location.

Memorial's Leave Administration policy and related procedure outline a number of flexible work arrangements that are available for staff (e.g. reduced work week, job sharing, revised daily work schedule and compressed work schedule). These guidelines focus on another type of flexible work arrangement, specifically on remote work arrangements (RWAs) and are therefore supplementary to the existing policy and procedures.

This guideline will be in effect for a period of one year (August 29th, 2022 – August 25th, 2023) to provide an opportunity to collect feedback from employees and managers to assess the efficacy at Memorial. Memorial will continue to refine its remote work approach and, as such, these guidelines may change over this period.

GUIDING PRINCIPLES

This guide provides Memorial unit heads, supervisors and employees with practical information and considerations related to implementing and managing RWAs for non-academic staff. The guiding principles outlined below were used in developing these guidelines.*

1. **Excellent service:** The availability of any flexible work arrangement, including RWAs, will always be subject to specific operational requirements, which will vary based on role and unit. *Transforming Our Horizons* notes how

fostering a culture of service is a strategic priority at Memorial and faculties and departments each play a role in ensuring we provide excellent service to students, faculty, staff and our community. RWAs should not jeopardize our ability to excel in serving others.

2. **Employee experience:** Fostering a culture of care and well-being is another strategic priority for Memorial. Supporting and enabling employees to effectively balance their professional and personal lives, through the use of flexible work arrangements, can help foster overall well-being and can be a key contributor of the overall employee experience.
3. **Shared responsibility:** Memorial, unit heads, supervisors and employees all play a role in ensuring the success of RWAs. When designing RWAs, the university will develop approaches that align with key university priorities, including inclusion, accessibility, sustainability and the needs of students. Managers must ensure RWAs still foster a productive and healthy work environment. Employees share in the responsibility of making RWAs successful. The individual circumstances of employees will be an important consideration when assessing the feasibility of arrangements, including access to required work tools and adequate technology, and the ability to work effectively in a flexible environment. The success of these arrangements requires mutual accountability and commitment to successful outcomes.

** With granted permission, these guidelines were developed based upon remote working guidelines developed by Dalhousie University (2021)*

REMOTE WORK ARRANGEMENTS (RWA)

Remote work is a work arrangement that allows employees to perform their usual job duties at an approved alternative location. For most employees, this means they work from home in a designated space. Remote work does not include work that is required to be completed remotely (e.g. field research) by virtue of the nature of the work. This can take the form of either hybrid remote work where employees split their time between working in-office and remotely or complete remote work where employees work remotely all the time. RWAs do not change an employee's basic terms and conditions of employment with the university and applicable terms and conditions outlined in collective agreements, policies and employment legislations apply. RWAs will also not change the regular number of work hours per week or pay and benefits provided. Unit heads, supervisors and employees should review these documents prior to initiating a RWA. The types of remote work discussed throughout this document are listed in below..

Ad Hoc Remote Work:

- An employee works remotely on a rare and occasional basis for a specific incidental reason. No RWA application form required. The request and approval are documented by writing in an email between the supervisor and employee for each occasion. Where possible, a minimum of 24 hours' notice should be provided to one's supervisor to allow for consideration of ad hoc remote work. Not intended to be a substitute for a formal RWA and if recurring or frequent (e.g. occurring 1-3 times monthly) would indicate a formal RWA may be explored.

Hybrid Remote Work Arrangement:

- Combination of remote work and on-campus work arrangement on a regular basis for a defined period (up to a year), as entered into by a RWA. Remote or on campus days may be based on a set schedule (recommended approach if frequent) or flexible, depending on agreement.

Complete Remote Work Arrangement:

- Every day of the regular work week is worked remotely, as entered into by a RWA, for a defined period (up to a year). Thus the employee works entirely remotely unless otherwise required to attend an on campus meeting, with notice provided.

Most roles and employees at the university benefit from at least some degree of on campus interaction. Where RWAs are approved, the employee and their supervisor should develop or maintain connections in person on a regular basis (e.g. maintaining a monthly meeting on campus).

Advance planning and coordination is required as units enter into RWAs with employees. Coordination across the unit should consider a commitment to service, position fit, availability of work space for employees working on campus and any requirements for all staff to be present on campus for certain meetings or events. Planning should take place at the unit head, supervisor and employee level. Clear communication is essential to ensure everyone has the same understanding. While it is the university's goal to offer RWAs where there is alignment with the guiding principles outlined in this document, it is also recognized that such arrangements will not be suitable for all faculties, departments, positions and situations. Successfully moving forward with the objectives within *Transforming Our Horizons* may mean that there are different considerations for specific areas of campus. Unit heads, supervisors and employees should be open to discussing the various factors involved and decisions should be based on full consideration of all of the reasons, facts and options.

CONSIDERATIONS BEFORE INITIATING REMOTE WORK ARRANGEMENT

Units are ultimately responsible for assessing which types of flexible work arrangements will be available to employees within the unit, including RWAs. Unit heads and supervisors are responsible for confirming individual arrangements with employees who report to them and for administering the arrangements in accordance with unit guidelines, the processes outlined in this document and any relevant Memorial policies.

Note that employees with a RWA are expected to be in Newfoundland and Labrador and available to come on campus if required and pre-arranged by their supervisor; any exceptions to allow working outside the province must be approved by the Department of Human Resources.

Benefits of Remote Work Arrangements

- Fostering a culture of care and well-being is a strategic priority for Memorial. Supporting and enabling employees to effectively balance their professional and personal lives can help foster overall well-being and can be a key contributor of the overall employee experience.
- Fostering a culture of inclusion and equity is also a priority for Memorial. Offering a remote work option can help create a more inclusive environment.
- May be a strategic tool to increase employee engagement and job satisfaction.
- Can help to attract and retain valued employees who want the flexibility of remote work.
- With a suitable RWA, employees can work with minimal distractions, resulting in improved productivity and efficiency.
- When structured properly can help improve work/life balance and a healthier lifestyle for employees.
- Implementation of remote work across a unit may result in better space utilization, parking availability and relieve traffic congestion on campus.
- Can help reduce carbon emissions through lower levels of commuting and strain on campus facilities.

A key part of the role of a supervisor is working with employees to assess whether a RWA would be a good fit for

the individual and their role. Before participating in a RWA, employees should consider how the arrangement will impact their work life and the factors which will influence success. Supervisors are required to receive approval from their unit head for all RWAs. As a guideline, the below checklist can be used before initiating a RWA.

Considerations for Units	
The operational characteristics of the unit or group within a larger unit, including the nature of the work performed, requirements to access certain equipment or on-campus resources, impact on client and student services, and the need for standardized operating hours, service standards and staffing levels.	○
The administrative costs associated with implementing a RWA. This could include the need to provide new or different equipment or training to employees (technology, ergonomics, etc.), as well as scheduling and overtime impacts.	○
Standards for managing and protecting university data/records are not negatively impacted by implementing a RWA.	○
Impact on co-workers and the work of the unit, including the ability to provide equitable opportunities.	○
Whether there are peak or critical periods during the year.	○
Whether the employee will maintain a physical office space on campus or a shared office space.	○
The impact on other positions within the department/faculty/unit more broadly.	○

Considerations for Supervisors & Unit Heads	
The job duties of the position and operational and strategic requirements of the unit and whether this raises any conflicts or concerns with the proposed RWA. This includes consideration of whether the arrangement fosters a culture of service and allows units to meet their strategic goals.	○
Whether the employee handles and/or relies heavily on paper records. Security and privacy considerations regarding risk and appropriateness of having these records offsite.	○
How the individual's performance will be evaluated and how positive or constructive feedback will be provided.	○
The individual's ability to demonstrate the competencies necessary to be effective in a RWA, including independence, initiative, reliability, organizational ability, and collaboration and communication skills. The employee's comfort and level of independence with respect to technology.	○
Whether the employee can be reasonably expected to perform their role in a remote setting, including access to a suitable remote work location with access to appropriate remote work-site technology (e.g. university managed laptop, internet connections and software applications). Note: Remote IT support will be provided to university managed devices and supported software. If physical support is required, the university-owned devices must be brought to campus.	○
Whether the employee or position requires close supervision and whether the job duties allow for a degree of independence.	○
The interdependency of the employee's work with other staff members and whether the RWA will have an adverse impact on other employees and their ability to perform work.	○
Consideration of the different communication requirements involved in working under a RWA, including increased reliance on email, WebEx and other alternatives to in-person communication to coordinate work. Supervisors should ensure other employees and individuals interacting with the employee are aware of how to communicate with the employee.	○
Fairness and whether there is a consistent approach to assess requests based on established practices of the unit and the guiding principles set out in this document.	○
Whether there are others within the unit with other forms of flexible work arrangements and the overall impact	○

or any modifications that are required to meet operational requirements. (See Flexible Work Arrangement Workforce Summary & Planning Tool).	
For hybrid RWAs, if there will be a defined schedule for which days will be remote and which will be on campus.	○
Assessment of whether there is budget to support a RWA and any required equipment.	○

Considerations for Employees	
Whether a RWA fosters a culture of care and well-being and will allow for a healthy balance between workload and personal responsibilities or interests, and aligns with an approach to work that supports personal health and wellness. There should be recognition that RWAs can impact employees' sense of boundaries between work and personal life and employees and supervisors should maintain healthy boundaries.	○
Access to an appropriate space to work, including an area that can be set up as a dedicated work area that allows for uninterrupted work and access to an appropriate internet connection, required infrastructure and ergonomics. Must complete an Ergonomics Self-Assessment Checklist.	○
The employee is responsible for ensuring compliance with health and safety standards and regulations while working remotely including maintaining safe working conditions at their remote workspace and adopting the same safe work practices as in on-campus workspace. (See Occupational Health and Safety Checklist – Remote Work Arrangement).	○
The employee is required to take all precautions necessary to protect and hold secure the university's records, information and systems, and will comply with university policies regarding data security.	○
Consideration of the different communication requirements involved in working under a RWA, including increased reliance on email, WebEx and other alternatives to in-person communication.	○
Employees need to consider whether they have the resources, knowledge and skills to perform their work remotely without decreasing productivity.	○
The employee must meet any necessary technology and security requirements defined by the university. May include regularly returning to campus to ensure security updates and applicable patches are successfully applied and maintained on assets.	○
An employee is required to drop-off and pickup university assets for IT servicing/support when it cannot be done remotely.	○
Dependent (child/elder) care arrangements must be in place for any dependent requiring attentive care so that the employee is able to meet all normal work requirements while working remotely. Employees to discuss with supervisor and Human Resources available to support with inquiries as required.	○

ADMINISTERING REMOTE WORK ARRANGEMENTS

Step One: Understanding Remote Work Arrangements

Unit heads, supervisors and employees should conduct a review of the considerations listed above in order to determine whether the request is suitable for a RWA. The entire "Guidelines for Remote Work Arrangements" should also be read and agreed upon by all parties. While all employees have the ability to request a RWA, approval is not guaranteed as a unit head and supervisor's approval of these arrangements is based on operational requirements and the employee's specific role and responsibilities. Employees are expected to declare their interest in a RWA as soon as applicable, respecting that units have to balance a number of requests and ensure informed operational decision-making.

Step Two: Documenting a Remote Work Arrangement

The Remote Work Arrangement Application Form is to be completed by the employee in discussion with their

supervisor. The supervisor will consult with the applicable unit head to determine if the arrangement is feasible, taking into consideration the operational demands and the strategic priorities of the unit along with the importance of balancing both a culture of service and a culture of care and well-being in the workplace. A Flexible Work Arrangement Workforce Summary and Planning Tool is available as a resource (in my.mun.ca) for supervisors and unit heads considering RWAs. Consultation with the Department of Human Resources is available if necessary.

Note, for academic units, the unit head level of approval must be dean level or above (or an individual specifically designated by the dean). The signing authority for an application form is the unit head, unless they choose to identify another designated signing authority. Regardless of the designated signing authority, they must receive approval from the applicable supervisor and unit head for each application.

Employees must complete the following required forms and share with the supervisor (and signing authority where applicable):

1) Occupational Health and Safety Checklist
2) Ergonomics Self-Assessment
3) Confidentiality Form

All approved RWAs will be temporary (until August 25th, 2023, at maximum) as this guideline will be in effect for up to one year as Memorial continues to evaluate the efficacy for the university. Documenting RWAs provides a shared understanding of the terms of the arrangement and is to be reviewed on a regular basis by both parties. Documenting and sharing approved RWAs allows for tracking and evaluation of these guidelines over this period.

Step Three: Monitoring Remote Work Arrangement

Both the supervisor and the employee should expect ongoing adjustments to the RWA. A periodic review and evaluation will allow any challenges to be identified and corrected by adjusting details of the arrangement. A number of factors could trigger the need to modify the arrangement, including employee performance concerns, employee satisfaction, operational impact, the ability to meet the strategic goals and priorities within *Transforming Our Horizons*, and the overall well-being of the employee and others in the unit. As part of on-going monitoring, supervisors and employees should engage in regular discussions around the success of the arrangement. In evaluating, consideration should be given to the impacts (both positive and negative) on work performance, employee satisfaction and department operations.

Where issues related to performance, behaviour or attendance arise, supervisors should work with employees to address these concerns in a supportive and open manner. This is applicable for all employees regardless if in a RWA. In some circumstances this will include adjusting the method of communication and feedback to account for RWAs, including relying on communication methods other than in-person meetings. Regardless of how feedback is provided, supervisors should consider the following steps in addressing their concerns:

1) Set clear performance standards and communicate them effectively
2) When performance concerns arise, address them in a timely, open and supportive manner
3) Partner with employees to develop an action plan for addressing areas of development, including identifying supports
4) If incidents continue, consider escalated forms of intervention, which may include adjustments to a RWA if the RWA is demonstrating to be a contributory factor
5) Consult with Human Resources for further options and support as needed

Step Four: Modifying or Concluding Arrangement

The process used in modifying or ending a RWA should be just as carefully thought out as when initiating one. Employees should have a role in determining any modifications and should be given appropriate notice before an arrangement is modified or concluded. The Remote Work Arrangement Modification or Termination Form should be used to document any modifications to the type of RWA or when an agreement trial period has ended or is being terminated. While employee performance concerns, communication issues, employee satisfaction and wellness, and negative operational impacts can occur regardless of whether an employee is working remotely, when remote work is seen to be a contributing factor to an issue, and monitoring and addressing (Step 3) does not address the matter, modification or conclusion of a RWA may need to be considered.

Such arrangements can be modified or terminated by either party with a minimum of one month written notice for adequate planning purposes. Consideration may be given to a shorter notice period (or even immediate termination or modification of RWA) should all parties be in agreement, and/or there be a health and safety concern or other exceptional or unexpected circumstance where the RWA is having a significant negative impact on operational needs or added unit costs that are not feasible.

Indicators that Remote Work Arrangement May Require Modification or Termination

Performance	Communication	Employee Satisfaction and Wellness	Operational Impact	Technology / Security Impact
•Inability to meet deadlines or complete tasks to required standard of quality, particularly when change is noticed since implementation of a RWA •Insufficient training or skills on use of technology required for a RWA (other steps of training to precede consideration of change, where possible) •Increased workplace distractions and decreased availability and attendance during required hours of work	•Quality and quantity of communication with colleagues, clients, students, service stakeholders and/or supervisor insuffient to meet guiding principles •Relationships with colleagues and leaders is significantly strained as a result of remote work •Not following direction as communicated by supervisor, particularly since implementatin of RWA	•Negative care and well-being impacts related to working remotely •Declined morale of the unit and interpersonal interactions •Unexplained changes in behaviour or attitude, including in interactions with colleagues (e.g. employee appears disengaged, quiet or withdrawn) •Expressions of burnout, overwork or challenges managing assignments •Change of desire to work remotely	•Decreased productivity of unit, service standards and ability to achieve *Transforming Our Horizons* goals and objectives •Ability of the unit to manage meetings and departmental needs is increasingly challenging •Negative impact on attendance, punctuality and overtime •Change in staffing levels	•Poor internet connectivity and bandwidth due to the employee's location and/or internet service provider •Technical challenges that aren't easily addressed through remote support •Concerns regarding the employee's ability to maintain the proper technical, administrative and/or physical controls to manage and protect the university's records, information and systems (e.g. unable to have confidential calls due to employee's household setup)

GENERAL REQUIREMENTS AND BEST PRACTICES FOR REMOTE WORK ARRANGEMENTS

Remote Work Arrangements vs. Workplace Accommodation

It is important to note that RWAs as outlined in this guide cannot override the formal accommodation processes. Accommodation is viewed as a protection of human rights. The purpose of accommodation is to enable employees to perform the responsibilities of their position. Accommodation may require making changes to the working environment so essential requirements of the position may be met. The university must provide reasonable accommodation up to the point of undue hardship. Accommodation could take on many forms, one of which may be remote work. If a potential accommodation situation arises, please consult the Workplace Accommodation Policy or contact the Department of Human Resources or Office of Faculty Relations for additional support.

Equipment and Technology

To effectively work remotely employees require access to appropriate technology to complete their work. This typically includes:

- A Memorial-managed laptop (or desktop computer, where appropriate).
- A VPN connection to the Memorial network for accessing specific Memorial systems (such as shared drives). Read more about VPN access.
- A webcam and microphone appropriate for video conferencing (including those built into most laptops).
- A Memorial WebEx account.

Appropriate technology may also include:

- A headset.
- A phone, whether mobile or landline.
- Any other technology or software necessary for the specific duties of the position.

Where an employee requests a RWA, they may be provided the necessary technology equipment and services by their unit, depending on the type of RWA and the position. Remote work may not be appropriate for employees who are heavily dependent on phones, particularly if they are a key contact for the public, students, clients, etc. In these situations, the feasibility of a work phone (cell phone or other supported device) should be considered. Employees are responsible for providing internet connectivity that functions consistently with sufficient bandwidth to work effectively and meet the expectations of the role. Internet expenses are not eligible for reimbursement.

The use of university property while working remotely remains governed by all relevant university policies, including the Information Management, Electronic Data Security, Appropriate Use of Computing Resources and the Computer Standards Policies.

St. John's campus employees can contact the IT Service Desk at 864-4595, help@mun.ca or chat support at https://www.mun.ca/cio/support/. Grenfell Campus employees can visit Grenfell Campus ITS Remote Support webpage and Marine Institute employees can contact servicedesk@mi.mun.ca.

University Equipment

University equipment provided remains the property of Memorial and should be inventoried in the same way as equipment on campus, and employees will be responsible for returning the equipment as required at the end of a RWA. There is a space on the RWA Application form to provide details of equipment arrangements with the employee, including a space for any applicable asset tracking number, serial number or item description. If the information is not available at the time of form completion, these details are to be recorded within one month of starting the RWA. This information is to be shared with the individual responsible for asset tracking within the unit. Memorial supplied equipment is to be used for the sole purpose of carrying out work on behalf of the university and is not for personal use. For additional details, please see the Procedure for Removing Tangible Capital Asset from University Premises.

Security and Privacy

When employees work with confidential information, leaders are encouraged to seek recommendations from the university's Office of the Chief Information Officer and Information and Privacy Office. All employees must sign/complete the Undertaking of Confidentiality as part of their RWA. All RWA employees should review the Privacy Policy and Privacy Recommendations for Remote Work. Protocols must be established and agreed to for securing confidential materials that are transferred between the home and Memorial locations and/or maintained at the employee's home. In addition to considering privacy and confidentiality of work materials, leaders and employees need to consider and establish protocols for protecting university information from risk of loss or theft. Regardless of where a breach of university data occurs (on campus or RWA), employees have a responsibility to immediately report the breach to their supervisor as per the Procedure for Managing a Privacy Breach.

Paper records should only be taken home if absolutely necessary. If the position entails handling sensitive paper records, consider whether these physical paper records could be reasonably transferred for digital access. Otherwise, a position requiring work with sensitive paper records may not be suitable for remote work.

Occupational Health and Safety (OHS)

RWAs present unique health and safety considerations which should be a priority of any employee participating in an arrangement. Employers have the same general duty to take every reasonable precaution to ensure their employees have a healthy and safe workplace whether an employee is working on-site or off-site. Employees also have duties and obligations under OHS laws and these continue to apply to employees working remotely. Employees must maintain safe workplaces and report hazards. As a result, employees have a duty to maintain their work space at home in a safe condition. Employees are required to conduct and submit a risk assessment to their supervisor in order to maintain safe conditions in the remote work area (see Occupational Health and Safety Checklist– Remote Work Arrangement in the HR Employee Forms section of the my.mun.ca portal). The employee is responsible for alerting their supervisor if there are any changes to this checklist over the duration of the RWA. The Office of the Chief Risk Officer has the right to audit.

Ensuring that employees have an appropriate ergonomic set-up is a key consideration for remote working. Memorial's Department of Human Resources provides a number of ergonomic resources to support setting up an at home office, including virtual consultations. Employees seeking to engage in a RWA must complete an Ergonomics Self-Assessment at the time of the RWA request and, as applicable, a Request for Ergonomics Assessment form,

both found in the HR Employee Forms section of the my.mun.ca portal. The university will support with applicable, required ergonomic equipment for the primary workspace, yet it will be a financial cost to the unit for any additional supports required for the secondary workspace and may be deemed cost-prohibitive if working under a hybrid arrangement. The employee is responsible for alerting their supervisor if there are any changes to the Ergonomics Self-Assessment over the duration of the RWA.

Employees working with RWAs may end up being on campus at times when their direct co-workers are not in the office. When working alone on campus, employees should utilize the Safe Work Alone feature on the MUN Safe App. Employees working remotely are not permitted to schedule in-person meetings at their home or other private locations and should not share their home address or personal contact information unnecessarily.

Wellness

Staying connected with team members, supervisor(s) and unit head(s) is important as we all try to work collaboratively and reduce the risk of becoming isolated. Memorial has tools for staying socially connected. Rather than only emailing, try to also connect virtually with one of the university's approved collaboration tools. Supervisors and unit heads should create space for dialogue about any health and wellness concerns and all team members should be aware of the supports available to them, including Memorial's Employee Assistance Program.

Office Supplies

If employees require office supplies (e.g. paper, pens) while working remotely, they can contact their supervisor or administrative departmental contact to inquire if there are supplies that can be picked up by the employee from campus. Staples home delivery will not be offered.

CRA Tax Considerations

Employees working remotely should consult the CRA website to determine if certain home office expenses can be claimed on their personal tax return and the required forms can be requested from Department of Financial and Administrative Services.

Effective Meetings

Much of the university's work happens through meetings. In units where employees are participating in RWAs, efforts should be made to ensure that individuals working remotely are included and able to fully participate. This might include providing video conference options, ensuring meetings are scheduled during times that align with work schedules or arranging for all team members to be on site for some meetings. Supervisors should provide guidelines for procedures on meeting with clients and ensuring appropriate university policies are adhered to.

Where RWAs are approved, the employee and their supervisor must develop or maintain in-person connections on a regular basis (e.g. maintaining a monthly meeting on campus). In some cases, a work activity taking place during hours in which the employee would usually work remotely will require the employee's attendance in person. Staffing changes may also result in the need to alter an employees' RWA. The employee will be given as much advance notice, where possible at least two calendar days in advance, of a work activity requiring the employee to attend in person if they are otherwise scheduled to work remotely.

Remote Work Schedule

Each supervisor/unit will determine the type of requests that will be considered. Some departments may implement set schedules in order to best meet operational requirements (e.g. a RWA that specifies an employee works remotely Tuesday and Thursday each week, and on campus Monday, Wednesday and Friday). This is the recommended approach to allow team members and any applicable service units to know the expected regular schedule and to ensure consistency of operations on campus. However, some departments may be able to approve a more flexible approach to scheduling remote work days, particularly when remote work is infrequent.

Hiring and Onboarding

RWAs may impact the hiring process for new employees, including through the use of technology to facilitate interviews. WebEx is Memorial's approved platform, given its integration with other university systems including Outlook scheduling and Brightspace, as well as its security features, and OCIO and CITL support models. Testing this technology, sending questions in advance, using closed captioning, lessening distractions and other recommendations are available on the Department of Human Resources website under Conducting Virtual Interviews.

When a new employee is hired by a unit participating in a RWA, the details of this arrangement, including any expectations for remote work, should be communicated and agreed to as part of the hiring process. In situations where an employee is starting a new role while working remotely, a deliberate onboarding plan will need to be developed in order to ensure the appropriate resources, including any applicable technology, workspace, job expectations and training are available prior to the start date. When developing the onboarding action plan, hiring managers should consider the new employees' unique personal circumstances and other appropriate accommodations. The following can be included in a job advertisement for positions which offer remote work possibilities: *"Memorial currently has temporary Remote Work Guidelines in place while it assesses organizational needs. At the employee's request and subject to unit approval, employees may have the opportunity to work remotely or a combination of working on campus and from home."*

On-Campus Office Space & Parking

Employees with a RWA may be asked to relocate to a shared workspace in order to maximize workspaces on campus. This will be determined by the unit/department based on need for space resources and should be discussed and agreed upon as part of the RWA. Parking permits may also be revoked or modified for any employee with a RWA, to be agreed upon by the employee as part of their RWA. Given these guidelines are in place for one year only at this time, no long term decisions should be made regarding space or parking considerations.

University Closures

In the event of a university closure for reasons such as a snow day, building maintenance etc., all employees, including those with a RWA are not required to work.

Long Term Leave or Termination

In the event that an employee with a RWA leaves employment with the university or is on long term leave, all university assets, including but not limited to laptops, paper records, mobile devices, office supplies, furniture etc. must be returned to the university in a timely manner.