



Research Business Operations (RBO)

Title: Flexible Work Arrangement (FWA) Policy
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Associated Documents: Flexible Work Agreement Request

Overview:

Emory is a vibrant and thriving community, and staff are a key part of carrying out the missions of teaching, learning, and research. There are special dynamics of teamwork and community that are only achieved by being able to work in person on campus.

ORA's employee flexible work arrangement (FWA) policy provides guidelines for employees who work from a location other than Emory's campus. These parameters are meant to ensure the organization and employees mutually benefit from this work accommodation. The FWA policy has three goals:

1. Design a flexible work environment which inspires employees to do their best work and enhance their performance, as evidenced by results.
2. Design a work environment which balances the individual needs as well as expected performance and results for Emory.
3. Design a work environment which improves retention and creates an atmosphere in which employee candidates desire to work in research administration (i.e. competitive advantage in the job market).

Undergirding these goals are foundational beliefs held by the SVPR and ORA Leadership Team. The following statements guide how we achieve the established goals and how we will consider special requests:

1. We believe in the importance of Emory as a "place" and the community we build when we are together on campus is a critical component of our mission.
2. We believe the role of mentoring staff is one of the most critical roles of managers and leaders.
3. We believe job functions matter in decisions around flexible work. We will weigh job functions as the primary long-term driver of our flexible work environment. Some enhanced short-term changes may be utilized to support employees through short-duration family or other personal challenges.
4. We believe work can be fun, challenging, and rewarding when we do this well in partnership with our team members.

5. Regardless of where the work occurs, we have high expectations of communication and performance.
6. We trust our staff to do the right thing – for Emory, for their colleagues, and for themselves. Each employee must strive to maintain trust and partnerships by their actions and performance.

In summary, SVPR and ORA recognizes the importance of being on campus together, but also supports workplace flexibility in accordance with the guidelines outlined by Emory and in this policy.

Policy Details:

All employees will be eligible for a FWA. For a FWA, an employee's job must be suitable for such an arrangement, as assessed by their supervisor, department head and SVPR/ORa leadership. It is critical that the FWA should not disrupt the quality of service for students, faculty, staff or other members of the community, nor should they result in increased workloads for other employees.

The specifics of the FWA will be determined by management and the employee(s). To ensure equity, jobs with similar requirements will be eligible for similar types of flexible arrangements.

Informal flexibility, such as the ability to occasionally leave work for personal needs, is available for all employees. In such situations, the time away from work should be made up, or appropriate leave used.

Flexible work options:

- FWA options will be based on the essential functions of an employee's role, the employee may be approved for fully remote, hybrid, or non-hybrid (100% in office). Managers and department heads will review the functions of each position, aligning with leadership for remote work approval. Employees must maintain acceptable performance standards whether working remote or in the office. If performance standards are not met, employees will be counseled, coaching plans will be created to help employees meet performance goals and the opportunity for flexible work arrangements may be removed.
- Units under the SVPR and ORA will consider the following types of FWA
 - Flexible Hours: An employee may request workday start and end times that differ from the established standard (8:00 a.m. to 5:00 p.m.), maintaining a consistent schedule or hours per day. Also referred to as flextime or flexible work hours,
 - Compressed workweek: An employee may work a 40-hour week over four days instead of five or as determined by department needs and supervisor approval.
 - Full Remote: An employee may work from a remote location other than Emory Campus as long as they can be effective and fully execute their work in a remote setting. If important meetings, events or other matters arise on a normal remote workday, an employee may be expected to work on campus, as the work requires. Employees are responsible for all costs related to travel to and from Emory's campus.
 - Full Remote Outside Georgia: In addition to the above, an employee may request to work outside the state of Georgia. All requests to work outside the state of Georgia must be fully approved prior to working. Approval includes ORA HR/Central HR, VPRA/SVPR, and CBO. This is the case for current and future employees. Departments are prohibited from hiring candidates residing in New Jersey, Alaska, and Hawaii. It is critical for the employee to travel to campus periodically for meetings or training at their own expense based on business needs. All out of state work requests must be initiated by contacting ORA HR at ora.hr@emory.edu.
 - Hybrid: An employee may work on campus a minimum of one day each week and from a

remote location the balance of the week. Previously known as telecommuting.

Flexible Work Expectations:

- If the work location of needs to change permanently, employees must seek manager and University approval first.
- Approval for out of state work and moving to another state must be approved by all levels in advance. Employees are responsible for all costs related to travel to and from Emory's campus.

Parameters for remote work:

- Managers and department heads will review the functions of their teams and think wholistically about the functionality and service needs of the research community when outlining the framework of the FWA parameters for their units.
- Leadership will work with department heads to develop plans to create alignment across SVPR/ORAs. Department heads will then document their departments' framework and submit such plans as outlined below.
- Taking into consideration of the unit's framework, employees may request a FWA for their specific set of responsibilities. Details of the arrangement must be documented in writing in the FWA Agreement and signed by the employee and the supervisor. The employee and supervisor must come to a mutual agreement prior to submitting the proposal for ORA/SVPR, as discussed below.
- Upon the supervisor's approval of the proposed FWA, the supervisor should submit the request to the department head. Once accepted by the department head, then the document should be submitted to the VP for final approval. After the VP has approved the proposed arrangement, the employee and supervisor must complete a FWA Agreement. This form should be submitted to the HR Director for document storage.
- Employees should identify a workspace with an appropriate environment and internet service to perform remote work functions. An appropriate environment should include a dedicated workspace with minimal visual and sound distractions in the background, especially during work-related calls or meetings.
- Work involving sensitive information, including protected health information, whether through phone calls or on the computer, must be performed in a private workspace that does not risk exposure of sensitive or protected information to unauthorized individuals.
- Appropriate attire should be worn for all meetings that are in-person or via video. Staff are highly encouraged to utilize the on-camera option for video meetings.
- Employees must use their Emory-assigned phone number when working remotely.
- Remote phone setup: Contact ORA Operations to initiate. Instructions will be provided when phone number is issued/setup by OIT.
- SVPR/ORAs are not responsible for the supply or set up of a remote office for an employee who is remote except for IT setup.
- Employees are issued 1 bundle of equipment which generally consists of 1 large monitor with built in docking station OR 2 smaller monitors and a docking station, keyboard/mouse combo, and 1 laptop.

Equipment should be utilized in the work location the employee occupies 3 or more days per week.

- A secure connection (VPN) to the Emory network must be used regardless of work location. Employees agree to use secure connections (e.g., VPN) as required by Emory OIT and security policies (<https://it.emory.edu/security/policies-procedures/standards.html>). It is the employee's responsibility to understand and follow such policies. Questions about any security policies, standards, guidelines, or best practices should be directed to Emory's IT Security Team.
- Employees working from locations other than their Emory office are strongly encouraged to have access to high-speed internet.
- If the employee's remote location internet connection or local power goes out on a scheduled and planned remote work day, then the employee is expected to make other accommodations to be able to continue working (including coming into the office if necessary), or to take leave if approved by the supervisor, and if it does not add undue burden to the team able to work on campus (unless there is a widespread weather emergency recognized by Emory University).
- All employees are expected to be responsive each business day they are scheduled to work. All communication should be prompt and predictable, as if employees were physically in a traditional office setting. Employees should discuss expectations regarding communication and responsiveness with their supervisor. Response times can differ by team based on business needs and teams should communicate when responses can be expected based on standing priorities. However, once a timeline is confirmed, team members will be accountable for delivering and/or providing status updates in that time frame.
- A note to supervisors: All employees should be provided with regular guidance and support in completing work assignments, regardless of work location. Employees should be provided with regular, clear, and measurable performance goals. Productivity benchmarks/targets should be clearly communicated and defined with prescribed timing and deliverables. Leaders with FWA teams should especially leverage team huddles, virtual 1:1s, and other communication moments to provide real-time feedback to ensure work is completed accurately and in a timely manner by all team members.

Data Confidentiality and Privacy

1. Employees working remotely are strongly encouraged to have dedicated workspace.
2. All employees are required to use Emory encrypted laptops for all business purposes.
3. All employees (remote or on-site) are responsible for keeping their Emory passwords secure at all times. Passwords should not be accessible to anyone other than the employee. Regular password maintenance is required as per Emory's Enterprise password policy.
4. All employees should have their laptops set up with Emory VPN to connect to Emory network
5. Employees are required to save all their work and files in MS OneDrive or SharePoint (VPN not required). Emory Shared Drive (requires VPN) can also be utilized but not encouraged.
6. Employees are required to use Emory tools for all business communications, such as Emory email and MS Teams for example.
7. Monitor calls via Emory voicemail and missed call notifications delivered via Emory email. Emory phones should be forwarded to home or cell phones when working remotely.