

FERRIS STATE UNIVERSITY

HUMAN RESOURCES

Hybrid Work

Interim Guidelines June 2022

Note: These guidelines will be reviewed during the 2022/2023 fiscal year.

GOALS

- Provide guidance to supervisors and employees when considering a hybrid work arrangement and allow for flexibility and consistency.
- Recognize the growing demands on employees and the increasing challenges of finding new and better ways to provide services and meet university goals.
- Workplace flexibility provides ways to successfully manage time, space, and workload. The university supports flexible work arrangements when feasible, to achieve a highly productive work environment that enables employees to balance work and personal needs while providing workforce predictability and stability.
- Workplace flexibility can be a strategy for using resources efficiently.
- Support employees' work-life balance while also fulfilling University goals and providing a high-performance work environment.
- Recruitment of new hires and retention of high performers.
- Collaboration and communication.

COVERED EMPLOYEES

Full-Time Administrative
Full-Time Support
Full-Time Temporary
Bargaining Unit Employees

Note: Bargaining unit employees are covered by the terms and agreements of the collective bargaining agreement (CBA). Please refer to CBA for details.

SUMMARY

Ferris State University considers hybrid work to be a viable work arrangement in cases where the job, the individual and the supervisor are well-suited to such an arrangement, while maintaining the focus on student recruitment, retention, and success. Generally, student facing positions are not appropriate for hybrid work arrangements. Most positions have a primary campus work location designation at an FSU owned or leased facility. Alternative locations may be supported for short periods and do not change the primary work location for a position. Employees may work from alternative locations, such as their home, for part of their regular work week. It is not the intent of these

guidelines for any position that has been assigned a campus work location to transition to a 100% remote work position. Transition of a position from a campus work location to a 100% remote work position must be approved by the divisional Vice President after consultation with Human Resources.

Suitability for hybrid work is based upon the job assignment and the individual employee and is to be determined in consultation with the employee's supervisor, the divisional leader (e.g., Associate Vice President, Dean, Director) and Vice President/President.

Informal hybrid work arrangements, such as working during business travel or a one-day event, do not require completion of a Hybrid Work Agreement form. Hybrid work arrangements, which are long-term, short term and/or reoccurring require the completion and approval of the Hybrid Work Agreement form.

Procedures/Descriptions/Definitions

Scope

The goal of these guidelines is to provide procedures for a hybrid work schedule for eligible employees. Collective Bargaining Agreement (CBA) employees (i.e., represented) must also comply with rules outlined in their respective Collective Bargaining Agreements.

Hybrid Work Arrangements

1. Eligibility

- a. All eligible employees can request a hybrid work arrangement; however, not all positions lend themselves to this type of agreement. Upon application, positions will be evaluated to determine suitability for hybrid work.
- b. The request for a hybrid work arrangement must meet the needs, requirements, and constraints of both the University and the employee. Departmental needs, impact on service to students, enrollment, customer service, co-workers and operations must be considered in the decision-making process for hybrid work arrangements.
- c. Individuals who meet or exceed performance standards are typically good candidates for hybrid work arrangements. Individuals in corrective action or on a performance improvement plan are not eligible for hybrid work arrangements.
- d. Individuals whose position includes duties that require face-to-face interaction, e.g., food service, custodial, grounds, maintenance, public safety, and health care are not eligible for a hybrid work arrangement.
- e. Student workers are not eligible for hybrid work arrangements.

2. Guiding Principles

- a. Successful leadership involves maximizing two top priorities for hybrid work arrangements:
 - i. Optimize academics, student life, collegiality, and operations; and
 - ii. Shift to a more progressive work culture to recruit and retain talent.
- b. An employee's first responsibility is to fulfill their job responsibilities. Performance expectations for employees with an approved Hybrid Work Agreement increase in terms of maintaining connectivity to the work location and ensuring that their hybrid work arrangement does not increase the workload of others or affect/impair major operational functions. Supervisors have an increased responsibility for managing employee performance and must adjust the framework for administering performance evaluations in a manner consistent with the flexibility of the hybrid work arrangement. For those employees utilizing a Hybrid Work Schedule, the evaluation of their performance while working remote, must be included in their annual evaluation.
- c. Supervisors must implement hybrid work arrangements consistent with the Affirmative Action, Equal Employment Opportunity, and Non-discrimination / Harassment policy.
- d. If an employee is seeking a hybrid work arrangement to manage a health or care-giving-related situation for themselves or a family member, the employee needs to consult with HR to determine if their situation would be more appropriately considered under the Family Medical Leave Act (FMLA) or should be explored as a reasonable accommodation under the Americans with Disabilities Act (ADA).
- e. Hybrid work is not to be used for long-term childcare purposes.
- f. Employees are expected to work their normal work schedule unless they receive their supervisor's prior approval to adjusting their schedule. Any adjustment to work schedules must include working during the core operational hours. Please refer to specific CBA's and/or the HRPP Flextime policy for further information. An employee may not combine a flextime schedule and a hybrid work arrangement.
- g. Employees must remain productive and responsive during their scheduled work hours.
- h. Employees are expected to maintain a presence with their department, division, or school. Presence may be maintained by attending meetings or on-site campus events/programs in person and/or using appropriate technology including but not limited to a computer, email, telephone, messaging applications, video conferencing and/or text messaging.

- i. The employee is expected to maintain the same response times as if they were at their regular FSU location and will make themselves available to attend scheduled work meetings as required and/or requested. This includes, but is not limited to, timely response(s) to telephone and email messages from students, prospective students, parents, alumni, benefactors, co-workers, and others with whom they would normally engage with as part of their work assignment.
- j. While working under a hybrid work arrangement, the employee is expected to attend face to face meetings as scheduled, even if the meeting is scheduled on their "remote day." The employee may not excuse themselves from required meetings due to a "remote day," nor is it reasonable for the employee to request the meeting to be conducted in dual manner in order to accommodate their remote work.
- k. Employees must have a working telephone and/or cellphone, and reliable internet at their hybrid location. Employees must ensure that incoming calls to their office phone are forwarded to their hybrid location phone or mobile phone.
- l. Employees may not be located outside of the State of Michigan as part of their hybrid work arrangement.
- m. Personal tasks and errands should only be performed during the employee's scheduled breaks and lunches, or other arranged time off as normally would done while in the office.
- n. Employees must use university issued computers and Ferris email to perform their duties and follow all policies regarding confidentiality, access to information, etc.
- o. Employees must have access to a safe and ergonomically correct workplace with consistent wireless/internet access and cell signal (the University will not provide equipment for off-site workspaces nor equipment or funds for connectivity services for voluntary hybrid work requests.
- p. If discussions of private, confidential, protected or any other non-public personal data are part of the employee's job duties, employees are required to have a private space available, and others must be restricted from this space during such discussions.
- q. Employees working remotely are required to adhere to all existing policies, procedures and guidelines safeguarding confidential and protected information and other policies regarding the use of technology.

- r. The University is not responsible for operating costs of any personal equipment (including, but not limited to, computers, printers, personal devices, cellular or standard telephones, or internet service); home maintenance of personal equipment; or any other incidental costs (utility provider costs, telephone costs, internet costs, or for any supply costs used in the home) associated with an employee fulfilling responsibilities pursuant to a voluntary hybrid work arrangement.
- s. Expectations of the supervisor (the person to whom the employee directly reports) should be clearly communicated to all employees with a Hybrid Work Agreement, in writing.
- t. At the request of the University or the employee, the elements of a Hybrid Work Agreement may be modified in writing by mutual agreement and reflected in a new written Hybrid Work Agreement form.
- u. This policy is not intended to affect any rights or obligations included within any collective bargaining agreements.
- v. The employee requesting a hybrid work arrangement, must complete a Hybrid Work Agreement Form.
- w. Hybrid work arrangements are voluntary and at any point in time may be ended by the University in writing.
- x. Hybrid Work Agreements will be reviewed sixty (60) days after the initial start date in the 2022-2023 fiscal year. If there are concerns at the sixty (60) day review, a second review will occur at ninety 90 days from the start of the agreement. If the concerns are not addressed at the ninety (90) day review, the agreement will be ended. Review will include meeting with the supervisor to determine that the hybrid work arrangement is meeting the needs of the department and supports student recruitment, retention, and success. The review process must be documented on the Hybrid Work Agreement form and submitted to Human Resources for inclusion in the personnel file.

Procedures

Proposals for hybrid work arrangements may take place in one of two ways:

- a. An employee who desires such a work arrangement submits a written email request to their supervisor/dean/department head, which submission must include a proposed FSU Hybrid Work Agreement form.
- b. When a supervisor believes a hybrid work arrangement is advisable, after a careful analysis of the specific roles reporting to him/her they will discuss this need with the appropriate employees.

The supervisor and employee must evaluate the suitability of a hybrid work arrangement, paying particular attention to the expectations of the guidelines provided. Once the

arrangement is agreed upon between the supervisor, employee, the Dean, Director or Associate Vice President and the appropriate Vice President, a Hybrid Work Agreement form must be finalized documenting the elements of the proposed arrangement with signatures of approval.

All parties must sign-off on agreement for the agreement to be valid.

If the request is approved by the appropriate Vice President, the supervisor must send an electronic copy of any signed agreement to Human Resources. Human Resources staff will maintain a record of these agreements and enter the approved document into the personnel record.

RESPONSIBILITY:

Employee: To request a hybrid work arrangement, work with the parameters of the policy, complete the Hybrid Work Agreement form and submit the form for approval.

Supervisor: To review the request, and if in agreement with the request, submit the request to the appropriate next level, Director, Dean, Associate Vice President.

Directors, Deans, Associate Vice Presidents: To review the request, and if in agreement, submit the request to the appropriate Vice President.

Refer Questions to: Human Resources