



Hybrid and Fully Remote Work Policy for Staff

December 2022

I. Purpose

The purpose of the Hybrid and Fully Remote Work Policy for Staff (“**Policy**”) is to set forth the requirements that govern when and under what conditions hybrid or fully remote work arrangements are permitted, approved and maintained by the College.

II. Applicability

This Policy applies to all regular full and part-time staff of the College. It does not apply to teaching faculty, employees who are members of a collective bargaining unit, or to temporary employees, contractors, or interns.

III. Definitions

- “Approved Fully Remote Work State” means Massachusetts or other state approved in the College’s sole discretion.
- “Approved Hybrid Work State” means Massachusetts, Connecticut, Rhode Island or other state approved in the College’s sole discretion.
- “Fully Remote Work Arrangement” means any work arrangement in which an employee, in a position approved for fully remote work, works assisted by technology, at an alternate workplace other than College-owned or leased property, typically an employee’s residence, in an Approved Fully Remote Work State.
- “Hybrid Work Arrangement” means any work arrangement in which an employee, in a position approved for hybrid or fully remote work, works either: (1) on campus for at least 60% of each week or each pay period and is otherwise approved to work remotely on a regular and repetitive basis, at an alternate workplace, typically an employee’s residence, in an Approved Hybrid Work State; or (2) on campus for less than 60% of each week or pay period and is otherwise approved to work remotely on a regular and repetitive basis, at an alternate workplace, typically an employee’s residence, in Massachusetts.

Type of Arrangement	Percentage of Time Working on Campus	Permissible Remote Work Locations
Hybrid Work Arrangement (1)	60% or more during applicable week or pay period	Approved Hybrid Work State (i.e., MA, CT, RI, or other state approved by College)
Hybrid Work Arrangement (2)	Less than 60% during applicable week or pay period	MA only
Fully Remote Work Arrangement	0%, except when presence on campus is specifically required	Approved Fully Remote Work State (i.e., MA or other state approved by College)

IV. Approval of Hybrid Work Arrangements or Fully Remote Work Arrangements

A. Approval of Position for Hybrid or Fully Remote Work.

The suitability of the position for a Hybrid Work Arrangement or Fully Remote Work Arrangement shall be assessed by the Vice President of the division including review of the job description, after considering any necessary updates and determining whether the essential job functions of the position or other necessary important functions cannot be performed in an effective manner other than at the College’s premises, and considering other impacts described below.

Hybrid Work Arrangements and Fully Remote Work Arrangements do not change the essential functions of a position. In some cases, it may be feasible and appropriate to reallocate tasks, other than essential functions, from one position to another based on a Hybrid Work Arrangement or Fully Remote Work Arrangement. However, in other circumstances the reallocation of tasks may not be possible or beneficial to the College.

The focus of the review is on the position role at this stage and not the individual employee in the position. Considerations include:

- The practical requirements of the work;

- Optimal team and department functioning and outcomes;
- How to ensure the best student education experience possible including in-person coverage;
- Whether equipment, materials, files or other materials necessary to the position can only be accessed physically on College property;
- Whether in-person contact with supervisors, other employees, students or the public on College property is a necessary or integral part of the position; and
- The College's commitment to community as an important component of the College's mission and identity. It is critical that we conduct our work in a manner that supports community building across the College.

Each position will be reviewed and classified into one of the following tiers:

- The position must be performed fully on campus;
- The position is eligible to be performed in a Hybrid Work Arrangement;
- The position is eligible to be performed in a Fully Remote Work Arrangement.

All fully remote positions and Fully Remote Arrangements (including, but not limited to, hiring an employee for such a position) require the express prior approval of the divisional Vice President or Senior Vice President and the Senior Vice President for Administration and Finance. These approvals will be made on an exception basis only as many functions support the College's mission as a residential College.

B. Employee Eligibility for Hybrid Work Arrangements and Fully Remote Work Arrangements

Employees will be considered for Hybrid Work Arrangements and Fully Remote Work Arrangements only if the position is approved for such arrangements. An employee's eligibility for a Hybrid Work Arrangement or a Fully Remote Work Arrangement will be assessed by department leadership in consideration of a number of factors which include, but are not limited to, whether the employee has a record of satisfactory work performance in performing the duties of their current position, such that a work arrangement under this Policy will not negatively affect internal or external constituents, work teams, or co-workers, and whether an employee has demonstrated strengths, including, but not limited to solid communication and transparency, strong and reliable accountability and work ethic; and a demonstrated ability to work independently with less supervision.

C. Approval, Implementation and Work Arrangement Acknowledgment

Prior to beginning a Hybrid Work Arrangement or a Fully Remote Work Arrangement, the supervisor and the employee must meet to discuss the work arrangement, schedule, and expectations. The arrangement must meet the requirements of this Policy. All Fully Remote

Arrangements (including, but not limited to hiring an employee for such a position) must be approved in writing by the divisional executive leadership and the Senior Vice President for Administration and Finance.

The employee must complete the Hybrid and Fully Remote Work Arrangement Form, which includes:

- the employee's home address or other off-premises work location,
- the hybrid or fully remote work schedule, and
- the employee's signature, which will indicate the employee's agreement to comply with the terms of the form and this Policy.

The signed Hybrid and Fully Remote Work Arrangement Form must be sent to the Human Resources Administrator, Melissa Cutroni, via email to mcutroni@holycross.edu for inclusion in the employee's personnel file.

V. Modifications; Review of Hybrid and Fully Remote Work Arrangements; Change of Address

The College may amend, modify, restate or revoke this Policy at any time and from time to time in its sole discretion.

In addition, the College may modify, replace or terminate a Hybrid Work Arrangement or Fully Remote Work Arrangement as determined in its sole discretion for any reason and at any time with reasonable notice to the employee. The amount of notice that is reasonable will depend on the circumstances and may be a very short period of time if business needs require it.

If an arrangement established under this Policy becomes infeasible or problematic for the employee at any time, the employee may request that it be discontinued. Employees who move to a new address for their work location under this Policy must promptly inform Human Resources of their address change by sending a new Hybrid and Fully Remote Work Arrangement Form for review and approval to their supervisor and the Human Resources Administrator, Melissa Cutroni, via email to mcutroni@holycross.edu. Please note that a change in address to another state may impact an employee's eligibility for a Fully Remote Work Arrangement or a Hybrid Work Arrangement or schedule.

Hybrid and Fully Remote Work Arrangements must be reviewed and evaluated annually during the performance evaluation process if not sooner, as established by the supervisor/manager to assess whether the arrangement is positively contributing to the overall function of the department.

Failure to fulfill work requirements or adhere to College policies and procedures or applicable law while working remotely may also result in modification or termination of the Hybrid Work

Arrangement or Fully Remote Work Arrangement, a performance improvement plan (PIP), and/or other disciplinary measures, up to and including possible termination.

VI. Management

Supervisors and managers who manage remote and hybrid workers will seek to provide the opportunity for employees to collaborate and connect with other employees in the department through meeting infrastructure and regular communication. Departmental and College communication and collaboration remain a priority.

VII. Hybrid or Fully Remote Work Requirements and Protocols

See Appendix A (below) for Hybrid or Fully Remote Work Requirements and Protocols.

VIII. Temporary Arrangements

The College's approval of hybrid or remote work on a temporary basis for any employee or group of employees (e.g., in an emergency or during inclement weather) does not mean that the essential functions of any particular job can, in fact, be performed remotely or in a hybrid format or that the employee or group of employees is otherwise eligible for such an arrangement.

IX. Remote or Hybrid Work as a Disability Accommodation.

Requests for hybrid or remote work arrangements as an accommodation for a disability or pregnancy-related condition are not reviewed pursuant to this policy. All requests for accommodations for a disability or pregnancy-related condition must be processed through Human Resources under the College's Reasonable Accommodations Policy.

X. Human Resources

Human Resources remains available as a partner and resource to department supervisors/managers and employees about the ongoing effectiveness of Hybrid Work Arrangements and Fully Remote Work Arrangements. Contact the Employee Relations Team for assistance with any part of this process.

XI. No Contract Rights; At-Will Employment.

Neither this policy, nor any approval of a Hybrid Fully Remote Work Arrangement, creates any contractual rights or entitlements. Nothing in this Policy protocol is intended to, or shall, affect the at-will nature of any employee's employment relationship with the College.

Appendix A

Hybrid or Fully Remote Work Requirements and Protocols

All Policies Apply.

All policies applicable to employees of the College and to the individual employee remain in effect at all times, irrespective of whether an employee has a Hybrid Work Arrangement or Fully Remote Work Arrangement.

Job Duties.

Employees must continue to perform all of their assigned job duties, and work for the full duration of their established daily or weekly schedule, while working in a Hybrid Work Arrangement or Fully Remote Work Arrangement. Department heads and supervisors continue to have the authority to adjust such duties based on the needs of the College. To the extent possible, department heads and supervisors should give their employees advanced notice of any change in an employee's job duties.

Schedule and Availability.

Employees working in a Hybrid Work Arrangement or Fully Remote Work Arrangement are required to follow, and be available during, their normal work schedule, except to the extent that schedule alterations are approved in writing, in advance, by a department head or authorized supervisor. Employees who reasonably foresee that working in Hybrid Work Arrangement or Fully Remote Work Arrangement will require a schedule adjustment should communicate immediately with their supervisor, so that department heads and supervisors can determine whether and to what extent such adjustments will be permitted. Personal business and/or childcare must not interfere with an employee's work responsibilities.

Hourly employees with Hybrid Work Arrangement or Fully Remote Work Arrangement must work during, and only during, their regularly scheduled hours unless overtime is approved in writing in advance by their supervisor.

Employees working in Hybrid Work Arrangement or Fully Remote Work Arrangement are required to maintain at least the same level of frequency of communication with their colleagues and supervisors. Likewise, employees are required to be available for virtual meetings and conference calls during normal working hours. If the exigencies of Hybrid Work Arrangement or Fully Remote Work Arrangements are likely to require adjusting communication frequency or timing, or the schedule, duration, or nature of meetings and conference calls, employees must communicate with their supervisors to determine what adjustments, if any, will be made, with the goal of minimizing inefficiency and disruption of normal work activities. Supervisors and department heads must communicate their expectations, including, but not limited to, deadlines,

attendance at meetings, and responsiveness to constituent inquiries. Supervisors should provide the best way for employees to contact them.

Employees may be required to come to campus. Therefore, employees with Hybrid Work Arrangement or Fully Remote Work Arrangement should be prepared to come to campus upon reasonable notice including, but not limited to, required meetings, programs or events on campus or immediately in the event of exigent circumstances.

Suitable Work Location.

A suitable work arrangement location must have a work surface (desk or table), seat, a reliable and secure internet connection and phone and internet service and provide enough privacy when needed to permit the employee to comply with the College's policies on confidentiality and information security. In addition, the work location should not impose additional costs on the College. Work performed outside of this remote workspace as documented in the approved Hybrid Work Arrangement or Fully Remote Work Arrangement Form is not authorized unless approved in writing by your supervisor.

Employees who have a Hybrid Work Arrangement may not have a designated, personal office space, but rather work in a shared location or conference room. This concept is defined as "hoteling" where employees are not assigned their own workspace, instead, they work in a shared space the days they work on campus.

Reporting Time Worked (Hourly Employees).

Hourly employees who have Hybrid Work Arrangements or Fully Remote Work Arrangements must timely and accurately report all time worked through established procedures or, if directed, through modified procedures applicable during the period they have a Hybrid Work Arrangement or Fully Remote Work Arrangement. Department heads and supervisors must diligently ensure that employees are timely and accurately reporting their time worked. Any apparent time-reporting or hourly pay discrepancies or errors identified by supervisors or employees must be raised and addressed immediately. Employees who fail to accurately report time, or who work additional time without prior approval of the supervisor, may be subject to disciplinary measures.

Employee Benefits.

For employees who work in a hybrid format or remotely in a state other than Massachusetts, eligibility for employee benefits may vary as determined by the College, consistent with applicable law.

Requesting, Using and Reporting Paid Time Off (All Employees).

Employees must accurately report time off for sick leave, personal days, floating holidays or vacation leave. All applicable time off policies continue to apply while an employee has a Hybrid Work Arrangement or Fully Remote Work Arrangement. All employees should continue to request time off and seek approval from a supervisor in advance, as required by applicable policies. Employees are required and expected to accurately report any leave or other time off used during the period they have a Hybrid Work Arrangement or Fully Remote Work Arrangement. If an employee's child or a family member requires care because they are sick, or due to school/daycare closures or other emergencies, employees must attend to such care by reporting such time as sick time, if appropriate, or as vacation or other paid time off, consistent with applicable policies.

Non-Reimbursable Expenses; Business Expenses.

Any changes made to the employee's home to provide for a designated work space are non-reimbursable. Employees will not be reimbursed for home office costs (e.g., costs of connecting to the internet, costs for cell phone service, home maintenance, property or liability insurance or other incidental expenses) except to the extent stipends for the same have already been approved, or are approved pursuant to standard policies, or are approved as reasonable accommodations for individuals with disabilities or as otherwise required by law

Employees must seek approval from the department head or supervisors before authorizing, purchasing, or incurring a business expense for which reimbursement will be sought, consistent with existing policies. Employees may not deviate from standard practices for incurring business expenses while working in a Hybrid Work Arrangement or Fully Remote Work Arrangement and written authorization must be received from department heads or supervisors before incurring any reimbursable business expense.

Environmental Health and Safety; Worker's Compensation.

The employee is responsible for complying with current environmental health and safety rules and should request assistance from the College for guidance with this requirement, as necessary. The College reserves the right to inspect any area where an employee is working for safety and security reasons, such as if an employee is injured working. The College will prearrange such visits, if any, with the employee, and the employee is expected to provide the College with reasonable access to the alternate workplace.

College employees are expected to be safety-conscious if granted a Hybrid Work Arrangement or Fully Remote Work Arrangement. Employees must maintain a safe and secure workspace free from hazards. If an employee is injured while working, such injury must be reported promptly consistent with applicable reporting procedures because worker's compensation may be implicated. All injuries, regardless of severity, should be reported to the College via the Injured Incident Report Form within 24 hours of the incident. [Accident and Injury Reporting Link](#)

A College employee with a Hybrid Work Arrangement or Fully Remote Work Arrangement is covered under the applicable workers' compensation law of the state, should injury occur in the course and scope of employment at the alternate workplace. Consistent with applicable law, workers' compensation applies only to work-related injuries at the specific workspace, and does not apply to all areas of the employee's residence or property.

It is the responsibility of the employee to ensure that their homeowners or renters insurance covers any non-College-owned furnishings or personal property in their alternate workplace.

Technology Needs.

Department heads and supervisors must determine (and, if necessary, consult with their employees about) the technology needs of their employees so that such employees can perform all of their job duties and responsibilities in a Hybrid Work Arrangement or Fully Remote Work Arrangement. This requires department heads and supervisors to determine whether and to what extent employees need College-provided computers or devices (e.g., laptops, chrome books, iPads); VPN access to the College's network; and/or call-forwarding services to ensure that calls to a College phone line are received at home or on a cell phone. Likewise, department heads and supervisors must determine whether employees require training, written or oral instructions, or other ITS-provided support in order to set up, access, or use any such devices or services. Questions regarding the availability of equipment, VPN access, call-forwarding, and other technology-related issues should be directed to ITS. Important information is also available on the [ITS business continuity website](#). Equipment supplied by Holy Cross is to be used for business purposes only.

Employees must ensure that they are able to connect and have a reliable internet connection if they are working from a hybrid/remote work arrangement location. The College reserves the right to appropriately monitor each employee during their Hybrid Work Arrangement or Fully Remote Work Arrangement in accordance with College policies. The employee must ensure that all internal and external constituents who may need to reach them know that they are working remotely, which may include a "Working off-campus" indication on the employee's online calendar.

Technical support.

Holy Cross provides ITS helpdesk support during business hours. Employees experiencing technical difficulties should send an email to the help desk at Helpdesk-request@holycross.edu. Please see the ITS Help Desk website for additional information <https://www.holycross.edu/its-help-desk>.

Information Security and Confidentiality.

Employees who are given College property and equipment (e.g., laptops, desktop computers, scanners, printers, fax machines) must keep such items in a secure and clean location and not somewhere vulnerable to environmental factors that would damage the equipment such as water or extreme temperatures. The use of equipment when provided by the College may only be used by authorized persons and for purposes related to College business only. Employees are responsible for safeguarding and proper handling of such items and for the confidentiality and integrity of non-public College, student and other sensitive or private information and data. Employees are also responsible for following all applicable privacy, data security, and confidentiality laws (federal and state) and applicable College policies and procedures.

Storage of College documents or data on personal computers or devices is not authorized. Storage of personal information on College computers or devices is strongly discouraged and the College has no responsibility for such information or the maintenance or return of such information. To the extent an employee believes an exception to this policy is warranted, the employee should make a request via email infosec@holycross.edu before any data is moved from a College computer to a personal device. All such requests will be evaluated on a case-by-case basis. All employees should again review and familiarize themselves with the College's IT policies which can be accessed here: <https://www.holycross.edu/information-technology-services/it-policies>. Any equipment or devices provided by the College must be returned to the College immediately upon request. In addition, the employee should not take or otherwise transport to their alternate workplace any College documents or information that are not necessary for the performance of their job.

Personal Taxes and Zoning.

Personal taxes and zoning implications, if any, relating to an employee working in a Hybrid Work Arrangement or Fully Remote Work Arrangement are the responsibility of the employee. There may be negative tax implications in certain circumstances. Employees are encouraged to consult with pertinent experts, if desired, at their own expense. By signing the hybrid/remote work arrangement acknowledgement, the employee is certifying that they will take responsibility for tax and zoning compliance in their hybrid/remote work arrangement location.

Visitors at Remote Work Location.

Employees shall not receive or meet with individuals, other than College employees approved in advance by their supervisor, in their Hybrid Work Arrangement or Fully Remote Work Arrangement location for the purpose of conducting College business.