COLLEGE OF THE HOLY CROSS

PILOT HYBRID WORK POLICY FOR STAFF - WORK REIMAGINED

I.   Purpose and Background

The purpose of the Pilot Hybrid Work Policy for Staff ("Policy") is to set forth the policy, protocols and rules that govern when and under what conditions hybrid or remote work arrangements are permitted by the College following August 16, 2021, or such other applicable date as may be communicated by a Vice President or Division Head. From experience, we have learned that some roles must be performed fully or partially on campus in order to achieve optimal success, while other roles are compatible with hybrid or remote work schedules. The success of this pilot will require flexibility on the part of employees and review by supervisors and managers. The College may revisit this Policy in 2022 and on an on-going basis and make changes as needed.

II.   Eligibility

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

III.   Definitions

- **Approved Hybrid/Remote Work States include:**
  Massachusetts, Connecticut, and Rhode Island. Employees granted a Hybrid/Remote Work Arrangement may work only in these states. Other states may be considered for approval in the College's sole discretion depending on the complexity and expense of the College compliance obligations relating to a state's tax, leave, and workers compensation laws and other applicable laws and relevant factors.

- **Hybrid/Remote Work Arrangement:**
  Any work arrangement in which an employee is approved to work remotely assisted by technology, on a regular and repetitive basis, at an alternate workplace other than College-owned or leased property, typically an employee's residence.

Position Tiers
This Policy is intended to assist in the determination of which position will be performed:
- fully on campus (Tier 1);
- in a hybrid manner (Tier 2); or
- fully remotely (Tier 3- allowed with Vice President or Division Head approval only in rare instances).

Vice Presidents have designated individuals who will make recommendations regarding their tiering decisions, in a manner that will support the success of their departments, and in consideration of the following Guiding Principles and Criteria for Tiering.

Guiding Principles

- The student experience is paramount. Student-facing departments need to ensure adequate in-person coverage during normal business hours.
- Our commitment to community is 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.
- Departments should strive to create a supportive and productive work environment that attracts and retains high-performing employees.
- Departments should prioritize the protection of community health and safety.
- Departments should prioritize flexibility and good communication with individual employees around hybrid/remote-work decision-making with respect to their positions.
- Departments should make effective use of on-campus space and resources.
- Departments should consider our collective responsibility of promoting climate-friendly practices.
- Department heads, supervisors and managers should ensure transparency by having an open dialogue with staff about the tiering of their roles.

Criteria for Tiering

- The suitability of the position for a hybrid/remote work arrangement must be assessed by reviewing the relevant job description(s), 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 remotely.
    - Remote or hybrid work arrangements do not change the essential functions of an employee's 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 remote work arrangement, but in other cases, it will not be.
    - For purposes of the tiering process, focus should be on the role (based on the job description and practical requirements of the work) and team and not the individual in the role. Considerations should include:
        - How to achieve optimal team and department functioning and outcomes;
        - How to ensure the best student education experience possible;

- 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 an essential or integral part of the position responsibilities; and

- Whether the position fills a need for sufficient available staff on campus or in an office or other location, when required.

- Managers and supervisors should have an open dialogue with each staff member about the tiering of their role, following Vice President approval and a discussion with Human Resources.

Tiering Defined

Tier Category	Definitions
Tier 1 - fully on campus	Fully on campus due to nature of work
Tier 2 – hybrid/flex	Partially on campus consistent with work requirements
Tier 3 - remote (allowed with Vice President or Division Head approval only in rare instances)	Fully remote consistent with work requirements

Tiering Chart Completed by Supervisor/Manager and Sent to Vice President (VP) for Approval

Human Resources will provide a spreadsheet via the X drive spread sheet to all Vice Presidents where they will add the respective tier along with additional required information for those in Tier 2 and Tier 3.

Vice President Approval

Hybrid/remote arrangements may begin following Vice President approval and Human Resources input.

IV. Considerations for Approving Employees for Hybrid/Remote Work Arrangements

Each employee's suitability for a hybrid work arrangement will be considered for all positions ranked in tier 2, including, but not limited to, whether the employee has a record of satisfactory work performance in performing the duties of their current position, such that a hybrid work arrangement will not negatively affect internal or external constituents, work teams, or co-workers. The employee's demonstrated strengths should include, but are not limited to:

- solid communication and transparency;
- strong and reliable accountability and work ethic;
- demonstrated ability to work independently with less supervision.

The applicable Vice President must approve all tier 3 arrangements, in view of the above considerations and other factors that may be relevant to a fully remote work schedule.

Approval, Implementation and Hybrid/Remote Work Acknowledgments

Once the VP has determined that an employee in a tier 2 or 3 position is suitable for a hybrid/remote work arrangement, and following a discussion with Human Resources, the supervisor/manager will meet with the employee to review this Policy, the hybrid/remote work requirements, and the Hybrid/Remote Work Arrangement document, which the employee must sign. The signed Arrangement document must be sent to Human Resources for inclusion in the employee's personnel file.

Periodic Review of Hybrid/Remote Work Arrangements, Performance and Modifications

Hybrid/remote work arrangements must be reviewed and evaluated periodically, as established by the supervisor/manager and Division Head. This periodic review is intended to assess whether the arrangement is positively contributing to the overall function of the department.

The Vice President, Division Head, supervisor/manager and Human Resources may modify, replace or terminate a hybrid/remote-work arrangement as determined in their 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. In addition, failure to fulfill work requirements or adhere to College policies and procedures while working remotely may also result in modification or termination of the hybrid/remote work arrangement, a performance improvement plan (PIP), and/or other disciplinary measures, up to and including possible termination.

If the hybrid/remote work arrangement becomes infeasible or problematic for the employee at any time, it may be discontinued with reasonable notice.

Management

Supervisors and managers who manage remote workers will provide the opportunity for employees to collaborate and connect with other employees in the department so communication and collaboration remain a priority. Supervisors and managers are reminded of the importance of connecting their employees to the departmental team and keeping them engaged while working remotely. An inclusive department depends on guidance from and engagement by leadership. Supervisors and managers should develop a meeting infrastructure that facilitates regular communication among all employees. The same performance standards will apply to employees who have hybrid/remote work arrangements, and performance reviews, informal counseling, and disciplinary processes (where appropriate), consistent with applicable policies.

No Contract Rights; At-Will Employment.

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

V.   Hybrid/Remote Work Requirements and Protocols

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

VI.   Temporary Arrangements

The College's approval of a temporary remote-work arrangement 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.

VII. Remote or Hybrid Work as a Disability Accommodation.

Requests for hybrid/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.

VIII. Human Resources

Human Resources remains available as a partner and resource to department supervisors/managers, VPs and employees as they assess tiering of roles and the ongoing

effectiveness of hybrid/remote work arrangements. Contact the Chief Human Resources Officer for assistance with any part of this process.

Appendix A

Hybrid/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/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/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/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/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/remote work arrangements 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/remote work arrangements 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/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 at any time. Therefore, employees with hybrid/remote work arrangements 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

The employee has a suitable hybrid/remote work arrangement location in an Approved Hybrid/Remote Work State. A suitable hybrid/remote work arrangement location must have a reliable and secure internet connection and phone 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 suitable work location should not impose additional costs on the College.

Reporting Time Worked (Hourly Employees).

Hourly employees who have hybrid/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/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.

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 time off policies continue to apply while an employee has a hybrid/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/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, are approved pursuant to standard policies, or are approved as reasonable accommodations for individuals with disabilities.

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/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 environment 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/remote work arrangement. 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.

A College employee with a hybrid/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/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/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/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/remote work arrangement location for the purpose of conducting College business.