

EOU REMOTE WORK PROCEDURES AND GUIDELINES

Remote work refers to an arrangement where an employee works from home or from another non-University location away from the usual workplace through telecommunications technology. Depending on the details of the arrangement, remote work constitutes either a portion of the employee's work schedule or all of it. Remote work can benefit not only the employee, but also the supervisor, the team and the University in general. Remote work is consistent with institutional goals including:

- Maintaining an organizational culture that supports employee flexibility and mobility.
- Promoting a positive work/life balance.
- Reducing our impact on the environment.
- Promoting continuity of operations during worksite disruptions, including modified and suspended operations, such as during the COVID-19 pandemic.
- Providing a supportive and productive work environment that attracts and retains employees.

Remote work is designed to help maximize productivity and performance, regardless of the work location, when the duties of the position and work performance of the employee allow.

The University encourages and allows the use of remote work arrangements and flexible scheduling within the bounds of good public practice, business operations, and resource limitations. Remote work should be incorporated into the continuity of operations plans for each organizational unit.

Approval to remote work is granted at the discretion of each respective senior Cabinet member. The determination of whether an employee is eligible to participate and is approved for remote work, is made in accordance with these procedures and the unit's business needs.

Position remote work eligibility

A position's suitability for remote work is based on operational needs and the duties and responsibilities of the position as defined in the employee's position description. It is the responsibility of the department to designate positions as typically remote work eligible or remote work ineligible. Positions which can be designated typically remote work eligible are those where all or a significant portion of the duties of a position can be accomplished through remote work.

Employee eligibility

Departments have discretion to decide whether an employee in a remote work eligible position is a candidate for remote work. When evaluating a remote work request, departments should take into account specific position requirements, impact on a team, employee performance concerns, and whether the employee can effectively perform the job duties of the position while working remotely. Additionally, departments must also determine that the proposed remote working arrangement follows applicable regulations, policies, rules, and collective bargaining agreements.

A remote working employee's conditions of employment are the same as those of non-remote working employees, including compliance with all policies and rules of the University and state while remote working.

Requirements for in-person attendance can override regular remote work schedules. Supervisors should discuss such instances with the employee (e.g., hands-on training).

Expectations for timely completion of work to established standards, attendance at meetings, responsiveness to clients/customers, and other performance criteria are the same for remote working

and non-remote working employees. Departments must apply the same performance standards to employees regardless of work location. It is important that departments establish fair and equitable processes to determine whether an employee is successful in using remote work.

Supervisor and team readiness for remote work

Before approving a remote work request, supervisors consider any changes needed to ensure their department obligations and objectives are not jeopardized. Ensure that the work performed by employees who work remotely is as equally managed as the work of their on-site colleagues.

Remote work as a disability accommodation

Employee requests to work remotely as a disability accommodation or a pregnancy accommodation are handled through the accommodation process. Employees must discuss concerns about accommodation-related remote work requests with the Department of Human Resources.

DETERMINING ELIGIBILITY FOR REMOTE WORK

Whether a position or person is suitable for remote work is based on the nature of the job duties, employee readiness for remote work, and/or supervisor and work team readiness for remote work. Determinations are at management discretion, should be made thoughtfully, not based on any one factor alone (cost savings, employee preference, etc.), and be reviewed with employees for any changes or updates at least quarterly. Determinations should be made in a consistent, fair and transparent way that prioritizes employee engagement and work performance quality.

Remote Work Type	Terms	Examples
Occasional	Infrequent, not regularly scheduled.	<ul style="list-style-type: none"> • Work from an alternative location when uninterrupted time is needed to complete a project. • For employees who are experiencing mild illness, but are well enough to work from home. • To provide flexibility and maximize productivity around partial day absences for medical or household appointments and other personal commitments that require time-off from work. • Unanticipated, personal disruption requires that the employee work from home (temporary child or other caregiving need, home repair that can't be coordinated in non-work hours, etc.). • Employee plans to work for a period of time during an approved vacation. • Employee works from home at the direction of their supervisor due to a workplace disruption, inclement weather, or suspended operations.
Hybrid	Ongoing remote work, less than 100% of weekly scheduled hours.	<ul style="list-style-type: none"> • Employee works from home during designated hours or days to support a specific childcare need, difficult commute, or other need.

- Employee is a self-motivated, high performer who thrives in an independent work environment, but is also needed onsite for projects or team activities.

Ongoing

Ongoing, 100% of job duties performed at a remote work location.

- Employee is a self-motivated, high performer who thrives in an independent work environment, and is not needed onsite for projects or team activities.
- Employee possesses skills critical to unit functioning.
- Employee has compelling family health circumstances that impact their ability to report to work (outside of their own disability accommodation).
- Employee's job duties require them to be in a specific remote location.

Position suitability

A position suitable for remote work is one that has responsibilities that can be conducted in a remote work setting, using basic telecommunications technology at home without affecting the employee's work quality/quantity or department operations, effectiveness, or productivity.

Characteristics of positions that DO NOT lend themselves to remote work

- Job duties require access to specific personnel, onsite files, or specialized space/equipment/technology in order to effectively perform the job.
- The position has regular in-person student/client/customer/public interaction that becomes less efficient or less effective in a remote environment.
- Position's job duties require participation in onsite meetings or presentations.
- Remote work relationship that add additional cost to the University. For example, a remote work arrangement should not typically result in the duplication of office equipment.
- Employee's continued remote work negatively impacts work group performance.
- Unless otherwise specified (such as during a global pandemic), occasional remote work is not appropriate and may not be used as a substitute for sick leave (or any other type of leave) when the employee's own or a family member's condition interferes with the employee's ability to perform their work. Specifically, remote work generally should not be used to provide active care for a child or other dependent.

Characteristics of positions that DO lend themselves to remote work

- Job duties can be conducted outside of the onsite location.
- Remote work does not affect the work quality/quantity or organizational operations.
- Remote work does not add additional costs.
- Remote work does not negatively impact work group or department performance.

Approval

Advanced written supervisor approval for all occasional remote work is required. The request and approval should be documented through email on a case-by-case basis for each instance of occasional remote work.

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Written supervisor and unit Cabinet member approvals are required for all hybrid and ongoing remote work arrangements.

Remote work Job profiles

At EOU, all positions have been categorized for suitability for remote work and the type of remote work (occasional, hybrid, ongoing):

- Typically remote work eligible – Job duties typically lend themselves to remote work.
- Not Typically remote work eligible – Job duties typically do not lend themselves to remote work, including all “temporary” job profiles due to their short duration.
- Indeterminate – Job duties are not specific enough to determine whether the work is typically remote work suitable. Determination must be made at the position-level when requested.

Student employees, onsite facility-dependent academic, athletic and staff personnel, and “campus-based” job profiles are universally categorized as Not-Typical.

Position categorization is generally independent of the incumbent in the position. However, individual employee suitability does have considerable influence on approvals for remote work. Some employees may be better prepared than others to manage the unique requirements of remote work. When evaluating a new remote work request or a request to extend an existing remote work agreement, supervisors should consider whether the employee has a record of satisfactory performance in the workplace and has demonstrated the ability to:

- Prioritize work to meet deadlines.
- Display self-discipline and accomplish job duties with minimal supervision/direction.
- Consistently follow EOU policies and work group norms regardless of work location.
- Understand their role and performance expectations.
- Be organized, highly disciplined and self-motivated.
- Communicate and coordinate effectively with clients, stakeholders, and team members over phone, email, and Zoom/Teams.
- Manage time effectively.
- Meet work performance and/or productivity levels whether onsite or remote working.

Before approving a remote work request, supervisors are required to consider if changes are needed to ensure the work groups of the employee continue to meet their objectives, and ensure that the employee work will be as effectively managed as their on-site colleagues.

Additional considerations include:

- Whether the employee has space that supports and is conducive to successful remote work.
- Whether regular onsite meetings or in-person client/customer/student interactions preclude a remote work arrangement may depend on their frequency and degree to which they are within the remote work employee’s control (e.g., an employee may be able to schedule sessions for days they are onsite, whereas an advisor whose students “drop in”, or an employee at a customer service window cannot).

Remote work suitability criteria

In addition to considering the employee criteria above for remote work, an evaluation of the individual employee’s performance based on the following additional criteria must be conducted:

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1. When applicable, has employee's past work performance and/or productivity during remote work remained stable or improved?
2. Is this a key employee to retain because of significant institutional knowledge or unique expertise that is hard to replace/replicate?
3. Does the cost of recruitment for and training of a new employee outweigh impacts to work group and department culture and challenges from a remote work arrangement?
4. Will the employee's continued remote work jeopardize the performance of other work group members?
5. Does the employee have essential duties and responsibilities not conducive to remote work?

Different remote work arrangements

The amount of remote work agreed to between the supervisor and the employee may vary. The indication of a remote work designation requires that a remote work documentation is on file in the department and supports one of the following values:

- Yes – occasional remote allowed – employee typically does not work remotely but occasional remote work during appropriate times is allowed upon supervisor approval.
- Yes – hybrid remote work arrangement (3 days or more/week).
- Yes – hybrid remote arrangement (2 days or less/week).
- Yes – full time ongoing remote work arrangement (100%)
- No – Employee does not work remotely at all.
- N/A – Position is ineligible for occasional, hybrid and/or ongoing remote work

Where an employee holds multiple positions and works remote in at least one, duties and accountabilities of all positions must be considered.

Employees may request remote work

Employees may request remote work. Supervisors should work with the employee to evaluate their request to remote work considering remote work eligibility, expectations, position suitability, and department needs. Maintaining consistency and equity of decisions across their departments is important. If there is uncertainty about the potential effectiveness of a proposed remote work arrangement, the supervisor may consider allowing the employee to remote work on a pilot basis. A review period should be established, after which a decision can be made about regular occasional, hybrid or ongoing remote work.

There may be circumstances in which a request for remote work cannot be approved. In order to demonstrate consistency and equity within the unit, it is important every remote work request declined is explained to the employee and is based upon established criteria, impact on unit operations, and/or the supervisor's fair evaluation of the employee's performance and capability for remote work.

Document the remote work arrangement (see ~~last page~~ the EOU HR Dept. webpage for RWA form)

For hybrid and ongoing remote work arrangements, a remote work agreement (RWA) is required. An RWA is a written plan outlining the understanding of, and commitment to, working remote as mutually agreed upon by the employee and their supervisor. At a minimum, an RWA should contain detailed information about:

- A work schedule that specifies remote work days and hours of work.
- Remote work location.

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- Required methods of communication specific to remote work (e.g., Zoom, phone, email).
- The duration of the RWA.
- Responsibility for remote work equipment.
- Circumstances requiring on-site attendance.
- While employees should not use remote work as a substitute for care of family or household members, an RWA agreement should include expectations of completing work assignments when there are family members at home.
- Employee agreement to maintain a safe work environment.

Employees and supervisors must sign and comply with the requirements of the RWA. The RWA may be terminated by the supervisor at any time with 14 calendar days' notice, unless it is for alleged misconduct or poor work performance, or an emergency, in which case, it may be terminated immediately. Ending employment for any reason also terminates the RWA.

RWAs must be responsive to the changing needs of the workplace, and should be reviewed and updated both as needs change and least annually.

Work schedules and timekeeping

Employees and supervisors are required to comply with all timekeeping and overtime regulations defined by state or federal law (e.g., the Fair Labor Standards Act), collective bargaining agreements, and University policy. Overtime eligible employees must receive approval from their supervisor to work overtime. Supervisors must ensure accurate recording of hours worked. For employees who are represented by a union, refer to the applicable contract language addressing hours of work, overtime, and scheduling.

Related policy considerations

Remote working staff must adhere to all departmental and institutional policies including, but not limited to policies regarding confidentiality of information, work schedules, work hours, use of equipment, ethics, performance, leave use and tracking of work hours. All time off and leave provisions under applicable policy, or the collective bargaining agreement for represented employees, continue to apply under a remote work agreement.

REMOTE WORK LOCATIONS

These procedures establish basic requirements for designating an employee's remote work status and location when working at locations that are not at any of EOU's main or satellite campus locations in Oregon. International remote work is not permitted by EOU.

Designation of remote

Employees whose official work location is their personal residence, whether in Oregon or another state, are designated remote employees. A remote designation formally defines the position's work location as not onsite at any of EOU work sites in Oregon. The employee's remote work location is their "official duty station" for the purposes of travel, reimbursement, and compensation and is appropriate only when all of the employee's work occurs remotely in an ongoing remote work RWA. Employees who work onsite at EOU owned or operated work sites in Oregon are not designated as remote.

Remote work environments

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An employee working remotely must establish a work environment that is conducive to successful injury and illness prevention, be ergonomically suitable, void of distractions, and facilitates employee productivity and acceptable work quality.

Furnishing equipment

EOU does not maintain work stations/locations of remote employees whose official work location is their personal residence. Departments with remote employees are required to reimburse and/or provide the equipment and supplies which they deem necessary to enable remote employees to perform their EOU work, in accordance with EOU's policies governing reimbursement of business expenses. Upon termination, EOU equipment must be returned.

Policy considerations

Remote working employees must comply with all departmental and institutional policies including, but not limited to policies addressing appropriate use of University resources.

Approval for working out-of-state (Work location in a state other than Oregon)

Employees may have a work location outside of Oregon when they are hired to perform their job duties out-of-state or afterwards when eligible employees are assigned or receive advance approval to become remote out-of-state. Approval for out-of-state hiring or for current employees to become remote is at the Cabinet executive unit head level and must be supported by a compelling policy, critical skill- based, or family health circumstance. Department of Human Resources approval is also required for all out of state remote work arrangements. It is the responsibility of the unit to verify that approved remote employees have an accurate work location in the payroll system.

Employee responsibilities if working out-of-state

Employees working remotely in a state other than Oregon are responsible for verifying that their Home Address is accurately reflected in the payroll system. Taxes, payroll deductions, and the applicability of other labor and employment laws may be different depending on the state where the work is performed. Each state's income tax and withholding requirements vary significantly, and may be based on both personal residence and/or work location. Generally, whether an employee is domiciled or maintains a residence in the state and is "present" performing their job in that state for the majority of the tax year may make the individual a resident for tax purposes. EOU determines which state is designated as the state for wage reporting purposes.

Considerations when working in another U.S. state

When employees work out-of-state, in addition to other remote working considerations, employees and departments should consider the following compliance-related impacts:

- Remote employees must report any work-related illness or injury to their supervisor immediately. The claim filing process will be specific to the state in which the injury occurred.
- Paid Family and Medical Leaves – Employees who work outside of Oregon are not covered by the Oregon family and medical leave programs. EOU does not take Oregon Paid Family Leave Law deductions for employees whose work location is out-of-state. Employees who work in a state outside of Oregon may be covered by a similar program in the state in which they work.
- Travel between locations – The costs of voluntary travel to and from an EOU worksite for remote employees is the responsibility of the individual employees. The **EOU Accounts Payable Department webpage** describes travel reimbursement for official business travel between the employee's official duty station (work location) and a temporary duty station.

EMPLOYEE AND DEPARTMENT RESPONSIBILITIES

Employer purchased and provided equipment

Materials, equipment, and supplies purchased and provided by EOU remain the property of the Eastern Oregon University. The remote working employee may only use this equipment for University business and must ensure University property is secured and that expectations for information security are met.

Materials, equipment and supplies that EOU will provide and which will be provided by the employee must be delineated. Each EOU department must centralize requests through a central administrator so that there is equity across their units and consistent tracking of the equipment going home with each employee. EOU is responsible for maintaining an equipment inventory, for the service and maintenance of University equipment, and for ensuring equipment is returned at the end of a remote work arrangement. An employee may purchase necessary equipment, but if the employee is reimbursed for the purchase, the item belongs to the EOU and must be returned at the conclusion of the remote work arrangement.

Departments may decide the equipment provided for a remote work arrangement after considering the following:

- Whether the equipment can be easily reused by another employee when the remote work employee no longer needs it.
- That equipment decisions demonstrate consistency and equity within a department and are transparently communicated to employees.
- That remote work arrangements will not typically result in duplication of office equipment (e.g. an employee has two computers – one on campus and another at their remote work location).
- The equipment facilitates remote worksites to be safe, productive, and ergonomically suitable.
- Employees who use an EOU-issued or personal mobile device or computer to conduct EOU business are covered by all policies and laws that would apply to the activity, including public records law.
- The University assumes no responsibility for the remote employee's expenses related to internet service, heating, electricity, water, home security or insurance, and any other aspect of using a personal residence or other location of any kind as the remote work station.

Standard equipment to be provided by the EOU to employees working remotely include equipment that the department would *normally provide if the employee were working onsite at a University owned work location* such as:

- Computer or laptop
- Peripherals such as keyboard, mouse, monitors
- Office furniture such as a desk and chair

Additional equipment, which may vary by unit business needs may include:

- Webcam
- Phone
- Headset or microphone
- Power strip/extension cord
- Printer

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- Sit/stand station
- Office supplies
- Ergonomic modifications (e.g., keyboard tray, glare filter, foot stool, etc.)

Remote work arrangements will not typically result in the duplication of office equipment. For hybrid remote work arrangements where an employee remote works for part of the workweek and works onsite part of the workweek, EOU recommends the following practice:

- Computer or laptop: If possible, provide the employee with a laptop and docking station at work, so that when working remotely, the laptop can be taken home and only duplicate peripherals may be necessary. EOU does not provide duplicate peripherals for home use.
- Peripherals (keyboard, mouse, monitors, etc.): The remote work employee may supplement their EOU-provided computer with personal equipment if appropriate security/privacy measures are in place.
- Office furniture: Remote work location office furniture is not provided.

Exceptions, additional equipment, or modifications to this list may vary depending on the employee's department remote work needs. These guidelines do not address provision of equipment, supplies or other materials as part of reasonable accommodation for a qualifying disability. Contact the Department of Human Resources for disability related information.

SUPERVISOR TOOLKIT TO SUPPORT PRODUCTIVE WORK IN REMOTE ENVIRONMENTS

This toolkit will help supervisors analyze where there might be operational flexibility and consider creative ways to manage workloads through remote work scheduled work, conduct meetings that are productive and efficient, and provide other ways to support staff looking for flexibility or experiencing work fatigue or "burnout."

Getting started – Define flexibility

Consider the following when establishing your department's definition of flexibility:

- Grounding your definition in the University's core values
- Promoting collaborative and creative solutions
- Supporting employee well-being
- Being honest about what may not get done so there is visibility into resource discussions
- Trying something out instead of assuming an approach won't work
- Communicating clearly about department realities and workload expectations
- Extending grace to colleagues and recognize that we are all navigating challenges
- Focusing on the long-term by valuing employee well-being, retention, and talent
- Actively engage employees to understand their needs and involve them in arriving at a solution

Step 1 – Evaluate remote work

All departments may evaluate job duties for remote work feasibility to identify positions with job duties that lend themselves to alternative work configurations.

Step 2 – Consider work schedule changes

With the goal of maintaining the employee's weekly number of scheduled hours and maintaining quality work performance, departments may consider allowing an employee to modify their work schedule. Work

schedule changes require being thoughtful about communication, collaboration and scheduling; you may need to mitigate impacts of a schedule change with others on the team due to changes in availability for meetings, longer response times, etc. However, altered work schedules can allow independent employees to thrive with fewer distractions.

Sample adjustments:

- Occasional remote work: Work remotely 4 hours per week when performing work that does not require being in the office such as reading, training webinars, and completing reports.
- Flexible or alternate work schedule: Compress a work schedule to four 10-hour days, with Fridays off. Note: consider compressed-schedule impact on employee fatigue levels.
- “Mini-time off” segments: Take 1 hour of vacation time off daily during an at-home child’s lunch hour.
- Update team norms: Consider asynchronous meetings and change expectation for turnaround time on non-critical emails.

Step 3 – Design for inclusion

A different type of work environment exists when there is at least one team member who is working remotely. Even if the proportion of department employees working remotely is small, the work environment should be seamless regardless from where an employee is working. Design the work environment for both remote work and those on-site. Focus on being inclusive by ensuring all employees can be active participants whether they are on-site or working remotely.

When remote work is implemented, it is critical that “location bias” does not exist (a preference toward on-site employees and on-site work arrangements that introduces favoritism, bias, inequity, or other kinds of dysfunctional preferences). Norms ensure that a remote work workplace is set up to be successful for employees working either on-site or remote and support equitable treatment for all employees, not just those who are “seen” on-site or online, regardless of work location.

Step 4 – Establish productive meeting norms

Meeting duration – Within a department, consider changing your meeting lengths to not be excessive and insert a buffer between meetings. A buffer can exist by ending meetings 5 minutes early or starting meetings 5 minutes “late”. Establishing a buffer:

- Allows those employees who are on-site time to travel between conference rooms and offices.
- Ensures there is enough time to reorient for the next meeting if it is in a different modality (i.e., change from an in-person meeting to allow for time to log into Zoom).
- Gives those establishing an on-site remote meeting enough time to hook up laptops, log into Zoom and adjust video, projector, TV, or monitor settings for the audience onsite.
- Allows employees to wrap up their current meeting (i.e., summarize the meeting and send out action items) and prepare for their next one (e.g., bring up the agenda and prepare to start by revisiting previous meeting action items).

Meeting facilitation – If meeting length is established as a norm, ensure:

- Meeting facilitators feel empowered to end a meeting if time is up.
- All participants are accountable for staying within the shared meeting timeframe.
- Participants know they can leave if the meeting is running beyond the agreed upon meeting end time.

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- Discourage participants from leaving before the established ending time.

Meeting materials – Determine whether meeting materials should be sent in advance if possible or are at least available electronically during the meeting. Establish whether anyone wishing to have a printout should bring it themselves.

Meeting scheduling – Establish an understanding about whether a Zoom/video meeting is always desired or if a phone/conference call is sufficient when faces and documents don't need to be seen. This way individuals know whether to schedule a conference line or a zoom call. Additionally, ensure that all meetings in remote work departments always provide remote access login information unless there is an expectation that all individuals participate in person.

Meeting acceptance – Establish an expectation that meeting participants use the “accept/decline” function in Google Calendar or ask meeting schedulers to force a meeting “accept/decline” response. This way meeting hosts can understand who is attending and from where in order to effectively prepare for meetings.

Camera on or off – Determine whether your organization expects remote employees to have their cameras on for all meetings or only for certain ones. Communicate these expectations and explain when exceptions are appropriate and understandable.

Step 5 – Make work locations and work schedules transparent

Meeting attendance – Clarify which meetings require in-person attendance and which can be entirely remote. Communicate whether it is acceptable for someone who is working on-site to join a meeting remotely even though they could attend the meeting in-person. If it is acceptable, define under what circumstances it is so. For example, a norm might be “if a meeting is in-person and you work in the same building, it is expected that you go to the meeting in person.”

Work location transparency and meeting availability – Ask that all remote working employees reflect in their calendars when they are not onsite and ensure that availability indicators are actively used.

Work schedule transparency – Have all employees with alternative work schedules add their work schedule to their calendars so that it becomes an expectation for supervisors and co-employees to understand varying work schedules in order to avoid scheduling into meetings outside of someone's daily scheduled hours.

Signage – Request that remote employees who have a regular workstation on-site leave a note to their office access indicating where they are going to be – either working remote or onsite the following day. Or, just post their onsite/remote work schedule. The sign should include contact information: email, and phone number.

SUPERVISOR CHECKLIST FOR SUPPORTING REMOTE WORK

Remote work functions best when employees and supervisors communicate clearly about expectations. The following checklist will help establish a foundation for effective teamwork, continued productivity, and service to the EOU community.

- Understand relevant procedures and rules.
- Review technology needs and resources.
- Review work schedules.
- Draft a work plan that includes routine responsibilities/tasks may be performed remotely and expectations of availability and response times.
- Make a communication and accountability plan. Focus on employees' completion of assigned tasks satisfactorily rather than hours worked *per se*.
- Conduct regular check-ins – with at least monthly measures of performance management.
- Be positive about remote work and the opportunities it offers for accomplishing superior work and more engaged, satisfied employees.
- When onboarding a new employee working remotely include many of the same practices as welcoming an employee to campus, but with greater intentionality on helping make connections and understand culture.

Please refer to the Remote Work Agreement Laserfiche form on your OneLogin dashboard under Laserfiche forms.

REMOTE WORK TIPS FOR EMPLOYEES

Employees who work remotely often learn that it is different than they expected and that it requires specific skills and habits. The following tips will help employees work productively while working remotely.

1. Define your workspace. It can be easy to sit on the sofa with your laptop and expect to get work done. Experienced remote employees will tell you they tried that and it simply doesn't "work"! We are creatures of habit and most of us are used to lounging with our laptops to read the news, watch TV, play games and chat with friends and family. Establishing a workspace, even if it is your kitchen table, gives your brain a cue that it is time for work and not play. An employee working remotely must establish a work environment that is conducive to successful injury and illness prevention, ergonomically suitable, void of distractions, and facilitates employee productivity and acceptable work quality.

2. Master the basics.

- Add your remote work schedule to your email signature line.
- Set up call forwarding and how to access your voicemail from home.
- Know how to remote into the EOU network and other online tools you regularly use.
- Use Google Chat or Teams or another instant messaging client to stay connected to colleagues.
- Plan for Zoom or Teams video calls and meetings by making sure you know how to turn on your computer's camera and microphone and being aware that your colleagues may be able to see the background behind you.

3. Set daily goals, track them and share your progress. You may be surprised by how differently the work day passes without the comings and goings of an office to break things up or influence what you do next. Start each day of remote work by writing down what you need to achieve and then track your progress. Pay attention to how long tasks take you and start adjusting your daily goals to match your current rhythm. Communicate with your supervisor and/or colleagues if you think your remote work plan needs to be adjusted.

4. Eliminate distractions. If home is where your heart is then remote work can mean pets, children or a favorite hobby are only a few feet away. Depending on your living arrangement, you may need to hang a "do not disturb" sign so your family members don't interrupt you. Pets often need a closed door to keep them away and you might need headphones to block any neighborhood noise.

5. Prioritize privacy. Whether you are in your home or a common area, take five minutes to assess the privacy of your workspace. Can someone standing behind you read your computer screen? Are your windows open so your neighbor can hear your phone call? What information do you need to secure

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before grabbing a cup of coffee or heading to the restroom? Your personal privacy matters too, so see if there anything around you that would not want visible during a video conference with others.

6. Stay connected. Many people say they do not call or instant message colleagues who are working remotely because they don't want to bother them. Remember, they are working, not vacationing at home! Others should feel confident about calling or messaging an employee who is working remotely – the same as anytime you would walk to their office or call them if you were working on-site. You can even keep your daily coffee run – simply plan to call or video chat with a cup in hand at the time your crew would normally walk to your favorite espresso cart.

7. Dress for work. Just like sitting on the couch can make us feel a little too relaxed, wearing pajamas all day makes it hard to get into work mode. Dressing casually is definitely a perk of working at home but “dressing for work” is a daily ritual that many remote employees wholeheartedly endorse.

ERGONOMIC TIPS FOR A HOME REMOTE OFFICE

To reduce the risk of injury related to remote work activities consider the following ergonomic tips when setting up your workstation:

CHAIR SETUP

- Adjust your chair so that your legs are parallel to the floor and your feet can be placed on the floor. Use a footrest or stack some books to support your feet if needed.
- If you need more back support roll up a towel or place a cushion behind your lower back to provide better lumbar support.
- Locate your phone and other accessories within in arms reach.

COMPUTER SETUP

- Set up your keyboard and mouse together on a level surface at elbow height.
- Place your monitor an arms distance away and adjust the height of the monitor to eye level or just below. Use a box or books to achieve the proper height.
- Keep arms at your side, elbows bent at 90 degrees, keeping your wrists straight or slightly downward. You may have to place a pillow or cushion under you if the table is too high.
- Using a laptop that does *not* allow the screen and keyboard to be separated can result in either neck/head strain or hand/wrist strain. An external monitor can be used to achieve the proper monitor height.
- Close the blinds or locate the monitor away from the window to eliminate or avoid glare.

TAKE BREAKS

Get up, stretch and move around often. Take a five minute break every 30-40 minutes, especially if your workstation is less supportive for neutral postures.

Disability accommodation for employees

The University's disability accommodation process is designed to explore reasonable accommodations for employees (including student employees) with medical conditions or disabilities. Accommodations are provided on an individual basis and created in collaboration with the requesting employee, the appropriate University personnel, and the Department of Human Resources.

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When an employee has a medical condition that may be or is affecting their ability to perform their job, they may begin the accommodation request process by discussing their needs with their supervisor or contacting the Department of Human Resources. You are not required to disclose the medical need for an accommodation to your immediate supervisor.

EFFECTIVELY MANAGING REMOTE WORK ARRANGEMENTS

Remote work arrangements allow departments to support employees who may benefit from or need to adopt a different work plan. Effectively managing remote work arrangements depends on communication about departmental commitments and norms and understanding the supports available for supervisors and employees.

Express departmental commitments

- Acknowledge that flexibility is key to retention and one measure of organizational success is avoiding loss of talent, institutional knowledge, and skills.
- Support flexible work schedules, adjustments to FTEs and other flexible approaches to the greatest extent that business needs allow — being mindful that jobs may vary considerably in terms of the availability and responsiveness they demand and that the University's successful operations and delivery of mission cannot be impeded.
- Trust remote work employees to take personal responsibility for fulfilling work responsibilities, as is required of all university employees.
- Encourage collaboration and creativity when it comes to completing work and offering flexibility.
- Recognize and acknowledge expectations of exempt employees regularly exceeding reasonable weekly work hours and encourage that supervisors ensure expectations are reasonable.
- When evaluating performance, acknowledge both accomplishments and challenges faced.
- Acknowledge the perspectives of employees who request flexible work arrangements and recognize that each person's situation is unique and that needs may change over time.
- Extend grace to colleagues and recognize we are all navigating our own challenges.

Establish specific departmental norms

- Establish norms around expectations for virtual meeting participation. Examples: whether video is required (consider whether employees may be taking calls from a doctor's waiting room, while driving, and/or managing multiple work priorities while in a virtual meeting).
- If your department has approved employees for flexible work schedule arrangements, establish norms for all staff to support transparency, collaboration, and communication by instructing employees to:
 - Add their work schedule to their email signature and calendar to communicate availability.
 - Create an out-of-office message to communicate a reduced or flex schedule.
 - Email the entirety of their unit, not just their supervisor, about their revised work schedule, or provide a central place where work schedules may be viewed, in order to support collaboration.
 - Be transparent about their availability and challenges and work with their supervisor to clarify what time blocks work best for meetings or conference calls. While all meetings

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cannot be scheduled around flexible work schedules, ensuring employees understand each other's realities may help mitigate avoidable scheduling conflicts.

- Be thoughtful about colleagues' varied work schedules by looking for opportunities to send email instead of scheduling a meeting or recording meetings to allow for later viewing as appropriate, and/or taking meeting notes for later review.
- Ask, when feasible, if people would prefer an audio-only call to prevent "Zoom fatigue."
- Limit responses to email while on vacation or time off.

Establish supervisor supports for success

- Communicate how individuals may be reached if they are needed after hours (e.g., phone or text) so people can disconnect from email when not working.
- Be mindful of direct reports' working hours and support and encourage time away from the remote work environment.
- Suggest a "buddy system" where each team member has a designated colleague who will brief them if they need to miss a meeting.
- Consider adding team-wide "no meeting" blocks in addition to department-wide "no meeting" times.
- Work collaboratively with employees to innovate additional ways to flex work schedules and workloads.

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