  UNIVERSITY *of* DENVER	UNIVERSITY OF DENVER POLICY MANUAL PILOT REMOTE WORK POLICY FOR STAFF	
Responsible Department: Human Resources and Inclusive Community (HRIC) **Recommended By:** Provost and Vice Chancellor of HRIC **Approved By:** Chancellor	**Policy Number** HRIC 3.10.031	**Effective Date:** July 22, 2021 **Expiration Date:** June 30, 2022

I.   INTRODUCTION

The University of Denver thrives by bringing together diverse staff, faculty, and students to engage in learning, scholarship, co-curricular activities, athletics, creative work, and research. The University is committed to a rich and vibrant on campus experience. The implementation of a Pilot Remote Work Policy shall support the return of appointed and non-appointed staff (non-faculty) to campus following the Covid-19 pandemic.

II.   POLICY OVERVIEW

A. Each college/ school/ unit as defined by the applicable Vice Chancellor/ Dean/ Vice Provost (hereinafter "unit") may determine if they wish to implement Remote Work for staff in their unit for Fiscal Year 2022. To do so, the unit leader will develop a Remote Work Plan that determines which staff positions are eligible to work remotely and adheres to the following principles:

1.   Maintaining the vibrancy of the University's campus and workspaces.

2.   The unit meets the reasonable in-person service and academic expectations of a unit's stakeholders, campus partners, students, and users.

3.   Seamless execution of employees' work responsibilities and availability to stakeholders during the University's work week as determined, in part, by the following:

- Performance standards and essential job functions for each employee are not impacted by Remote Work.
- The workload of a co-worker or manager is not expanded because a staff member is working remotely.
- Stakeholder needs and expectations are met. For example, an office that has walk-in traffic cannot have everyone working remotely on the

same day.

- It is expected that group meetings will be held in person when possible, with an option for virtual attendance for remote workers when it will not interfere with the meeting's effectiveness.
- Effective collaboration and meetings.

4. Remote work will be available for Eligible Employees at the discretion of the unit leader with consideration for employee's ability to fully perform their work, employee needs and the overall goal to maintain a robust, fully engaged campus climate. Both individual and communal needs should be assessed when considering remote work requests, but it is expected that a majority of an employee's work time is on campus.

5. Unit leaders and supervisors will make equitable decisions on opportunities for Remote Work within their unit and without regard to employees' protected characteristics. However, equitable decision-making does not guarantee identical results in every instance or across units.

B. Should University leadership determine that exigent circumstances exist, such as a natural disaster or pandemic, temporary or intermittent Remote Work assignments may be approved by a unit without a Remote Work Plan or Remote Work Agreements. Employees should not assume they may work from home without first obtaining their supervisor's approval. Once the exigent circumstances cease, such remote assignments will cease absent a Remote Work Plan and Remote Work Agreement.

III. PROCESS OVERVIEW

A. Eligibility

1. A unit leader will analyze if and how a unit can accommodate Remote Work and develop a written "Remote Work Plan." A unit's Remote Work Plan defines which positions are eligible and ineligible for Remote Work and precedes the granting of any individual employee's Remote Work Request.

2. In determining whether a position is eligible for Remote Work, a unit leader will evaluate whether some or all of the essential functions of a position lend themselves to Remote Work. Guidelines for determining if a position or a particular function of a position may be eligible for Remote Work may include, but are not limited to:

   - Positions that require independent work may be appropriate for Remote Work.

   - Positions that do not require extensive face-to-face contact with

students, supervisors, other employees, clients or the public on the University campus may be appropriate for Remote Work.

- Positions that require ongoing access to equipment, materials, technology, or files necessary to the position or task which can only be physically accessed on the University property may not be appropriate for Remote Work.

- Some positions covered by a collective bargaining agreement may not be appropriate for Remote Work.

3. Many positions may have a mix of essential functions – some of which may lend themselves to Remote Work. For example, if a position contemplates that the employee will have four client contact days and one administrative day of work, Remote Work may be appropriate for the administrative day of work, but not the client contact days.

4. If a position is deemed eligible for Remote Work, any Eligible Employee must be able to work independently, be in good standing without documented performance concerns and meet expectations in their current role.

5. Eligible Employees are not guaranteed Remote Work.

B. Remote Work Plan

1. A Remote Work Plan defines if and how a unit can adopt Remote Work. A Remote Work Plan must meet the principles identified in this policy and address the following:

   a. On-site expectations of supervisors and key stakeholders/ users;
   b. Non-negotiable schedule parameters and/or core business hours that affect Remote Work;
   c. What tasks, meetings or activities cannot be remote
   d. Identify any variances in stakeholder demands driven by the academic year or seasonality that may allow remote Work or require a Remote Work hiatus;
   e. What essential on campus resources/ technology are less effective or unavailable in a Remote Work environment;
   f. What functions of the unit are better performed on site;
   g. What functions of the unit lend themselves to Remote Work;
   h. How the college/unit will maintain positive culture - addressing comradery, effective collaboration and community among its employees and best practices to onboard new team members;
   i. Given the considerations above, identify:
      (i) Which positions are eligible for Remote Work;
      (ii) Which positions are not eligible for Remote Work; and

    (iii) Which days are available for Remote Work.

2. Each Remote Work Plan must be submitted to the unit's Human Resources Partner for review and consultation.

3. A unit's final Remote Work Plan will be shared with all unit employees.

C. Implementing Remote Work Plans

1. An Eligible Employee who wishes to engage in Remote Work shall submit a "Request for Remote Work."

2. After publishing the unit's Remote Work Plan, each unit will set a reasonable deadline for all Eligible Employees within the unit to submit a Request for Remote Work.

3. Supervisors shall evaluate employee interest in Remote Work against the Remote Work Plan, employee eligibility and the needs of the unit to determine which Eligible Employees may engage in Remote Work and on which days. A supervisor's final Remote Work decisions will be made looking at the totality of the circumstances.

4. All staff using Remote Work are expected to meet all pre-existing performance standards and job duties for their position and adhere to the University's policies and procedures.

5. Supervisors must receive training on management of remote employees.

6. Supervisors shall advise the requesting employee in writing if a Request for Remote Work request is approved as requested, approved with modifications, or denied. If the Request for Remote Work is denied, the reasons for the denial will be included.

7. If a Request for Remote Work is approved, the University and Eligible Employee will enter into a Remote Work Agreement, which the supervisor will discuss with the employee.

8. The Remote Work Agreement will be part of regular performance management check-ins.

9. Unit leaders will regularly review and assess the Remote Work Plan to evaluate if the unit remains responsive to operational needs, consistent with the principles in this policy and adapt the implementation of the Remote Work Plan or an individual Remote Work Agreement accordingly.

10. Any Request for Remote Work that stems from a request for family or

medical leave, disability or religion should be referred to the designated Human Resources Partner.

11. Disagreements between employees and supervisors regarding a Request for Remote Work will be resolved pursuant to the Employee Grievance Process.

12. Remote Work is voluntary and is not an entitlement or condition of employment at the University. Accordingly, colleges/units retain the discretion to change Remote Work Plans or Remote Work Agreements as needed. Supervisors are encouraged to consult with their designated Human Resources Partner prior to revoking or revising a Remote Work Agreement. To the extent possible, supervisors will provide sufficient advance notice to employees of a change to a Remote Work Plan or Remote Work Agreement.

13. The University will not incur any additional expense in accommodating Remote Work such as operating costs, office and computer equipment, home maintenance, internet, cell phone or other incidental expenses associated with Remote Work. Exceptions for duplicate equipment or internet services will be made at the discretion of the college/unit with equity and/ or key performance optimization considerations for such decisions. The University does not assume liability for loss, damage, or wear of employee-owned equipment.

D. Exceptions

In rare circumstances, a supervisor may initiate a request to permit an Eligible Employee to engage in Remote Work that does not require the majority of an employee's work time to be on campus.

1. Rare circumstances include:

   a. Inability to retain or recruit talented Eligible Employees who are in mission critical positions;
   b. Unique or niche skills, not otherwise readily available in the local market as confirmed by HRIC and Shared Services.
   c. The built office environment does not have sufficient space for all employees in the unit to work on site each day;
   d. An Eligible Employee has a documented remote work arrangement that pre-existed March 1, 2020 and the remote work arrangement is still working as determined by the supervisor; or
   e. Temporary personal circumstances that permit the Eligible Employee to work remotely.

2. Any Eligible Employee granted an exception:

a. Must be able to achieve the essential functions of the position via Remote Work for the number of days granted in the exception;
b. Is an exceptional contributor; and
c. Must enter into a documented Remote Work Agreement.

3. Exceptions may not result in an Eligible Employee engaging in Remote Work full-time. Please see Telecommuting Policy for guidance on when full-time telecommuting positions can be authorized.

4. Exceptions must be approved by the Vice Chancellor, Dean or Vice Provost overseeing the unit.

5. All exceptions are otherwise subject to the terms of this Policy.

IV.   DEFINITIONS

A. "**Eligible Employees**" – Those employees who are (a) able to work independently, are in good standing without documented performance concerns, and meet expectations in their current role and (b) who hold the positions identified in a unit's Remote Work Plan as eligible for Remote Work.

B. "Remote Work" – Work done by an Eligible Employee from any approved location (inside the state of Colorado) other than a traditional, employer-designated place of work (e.g., on campus).

C. "Remote Work Agreement" – The agreement entered into between an Eligible Employee and University after a Remote Work request is approved, in a form approved by HRIC which defines when Remote Work may be conducted and the terms and conditions of the Remote Work.

D. "Remote Work Plan" – A plan developed by unit leadership that defines which positions are eligible for the use of Remote Work and when Remote Work is permitted for the unit. See III (B) above.

V.   RESOURCES

Policy HRIC 3.10.030 - *Hours of Work*

Policy HRIC 3.10.032 – *Telecommuting*

Revision Effective Date	Purpose