IUB School of Education - Remote Work Guidance
June 2021

Introduction

The purpose of this document is to provide guidance about our return to campus in August of 2021. As part of the return to campus, School of Education (SOE) employees may be allowed to consider various modes to complete their work. This guidance document outlines how the school will approach the idea of hybrid and/or remote work. While this document includes principles and information, specific questions should be directed to the [SoE Human Resources office.](#)

Principles

The school's Return to Campus survey showed that employees felt they had the tools they needed to be successful while working remotely and are interested in some form of continued remote work. In creating these guidelines, the leadership seeks to strike a balance to address the desire for hybrid work while also remaining committed to support IU's mission. For this reason, the following principles guide our approach to considering hybrid work situations.

The School of Education will follow the university's [remote work policy HR-06-80](#). The following principles should be considered:
- The university's position is that in-person work is the default and is encouraged.
- Regularly scheduled remote work of any kind will require an approval process and should not be assumed.
- As an academic unit, the school recognizes that having staff on campus is necessary to achieve a vibrant and inviting campus environment for our students.

Criteria to Consider Regarding Remote Work

IU's expectation is a return to full-time, in-person work. Criteria for determining eligibility for remote work as stated by HR-06-80 are as follows:

- Requests for remote work as an accommodation for a disability will be addressed through the university's [accommodations request process](#).
- Remote work is not a substitute for child, elder or other dependent care.
- Staff working remotely are responsible for ensuring their internet connectivity is adequate to support remote work. Remote work privileges are contingent upon sufficient internet connectivity.
- Remote work may not be available for all positions.
- Supervisors may set limits on the number of days staff can work remotely each week and/or the specific days of remote work to ensure adequate office coverage.

- Supervisors may make in-person attendance for some meetings and/or events the default, even for remote employees.
- Supervisors can request a temporary change in a remote work schedule to ensure office coverage during vacations and other times of reduced staffing.

Guidelines

- Staff requesting any consistent form of remote work will need multiple levels of approval from the direct supervisor and next level supervisor (e.g., Faculty Chair, Associate Dean, Director or Dean). All requests will be submitted to the HR Director for final review and processing.
- Staff requesting more than two days and up to fully remote work will require direct and next level supervisor approval, as well as Dean approval. All requests will be submitted to the HR Director for final review and processing.
- Supervisors should ensure that the office can remain open and able to serve their constituents during the workday and should balance requested days off to ensure adequate in-person office coverage for all offices.
- Requests for out of state work will require additional executive level approvals in consultation with IU Human Resources, University Legal Counsel and/or the Office of the University Controller.
- Out of country work is generally unavailable. Only a senior executive officer in consultation with University Legal Counsel is authorized to approve this, and such arrangements will only be considered if it is mission critical and approved by University Counsel.
- Supervisors should consider how we hire, onboard, manage and promote employees to attract and retain diverse talent in a hybrid or remote working environment.

Equity in Opportunity

Supervisors at all levels of the organization should assure their approach is fair and equitable across staff with similar jobs. For example, a supervisor should consider if their policies are equitably applied and if staff with similar jobs in other departments have similar opportunities.

Process

The Remote Work Arrangement form will be available on July 1, 2021.

- Employees and supervisors should review the university's Remote Work Policy HR-06-80. Employees and supervisors should also review the Remote Work resources and Leader Tools on the HR Website.

- Staff interested in working off campus for any period should discuss the request with their supervisors to determine if doing so is feasible given the individual's job function and/or the unit's staffing. Discussions should occur in advance of submitting the remote work arrangement form.

- If an employee's supervisor supports the request, the employee will complete and submit the form. Employees should allow a minimum of 15 days for processing and approval. In order to holistically review all requests, employees are urged to submit forms no later than July 15 for a desired August 2, 2021, start date.

- Forms will route to supervisors for approval. Supervisors may request that the employee edit the submission, approve the submission, or deny the submission based on unit's needs.

- Supervisors should not submit approval unless you have the support of your next level supervisor. Supervisors should include the HR Director's name when prompted for further approvals. (Dean level approval, when required, will be obtained by the HR Director in consultation with the Dean. No further ad hoc approvers other than the HR Director need to be added to the form).

- Supervisors should additionally submit a Work Plan to clarify expectations, workdays, hours, locations, etc.) with the employee. Further, supervisors should consider the following questions:

    - What goals and metrics will be used to evaluate the remote work agreement?
    - Do all staff with a similar job function within the people leader's unit have similar opportunities? If not, how are decisions around opportunities being made equitably?
    - Have expectations be clearly discussed, documented and/or established?
    - Has the employee reviewed their technology with ETS to ensure compliance with all IT policies and to review equipment needs?
    - Will meetings, retreats and/or team building activities be designed to encourage remote worker attendance and/or be held remotely to ensure all employees have a similar experience? Consideration should be given to employee travel as it relates to in person events.
    - Supervisor and employee should discuss the process by which a change in schedule or from off-campus to in-person work will be evaluated and discussed.

Office Space

HR-06-80 states that fully remote employees may share office and/or desk space or use a hoteling station when they are required to come to campus. The school reserves the right to re-assign office space dependent on the number of days an employee is working remotely.

Currently, we do not anticipate office space changes for staff working remotely one to two days a week. This section will be updated as we near the first 90-day evaluation period.

Training

Staff working remote are strongly encouraged to register for the LinkedIn Learning course "Remote Work Foundations." Supervisors of remote workers are strongly encouraged to register to take "Leveraging Virtual and Hybrid Teams for Improved Effectiveness" and/or "Managing Skills for Remote Leaders." Supervisors and/or staff members may also be invited to review resources, attend webinars, and/or participate in on-going training.

Team building and travel

Managing a remote or hybrid team will require additional thought and effort as it relates to team building. Supervisors should consider the complex social dynamics of hybrid teams and ensure that activities and/or meetings can be designed to sustain a sense of belonging within their units. Supervisors should consider when remote options will be utilized and/or when in-person attendance is required. Meetings should be scheduled to ensure that both exempt and non-exempt staff can attend within the scheduled workday.

Ongoing Assessment

Supervisors will review the arrangement in 90 days with the employee. If the arrangement continues to work effectively, supervisors and employees will review the arrangement every six months.

For more information or if you have questions, please contact the SoE HR Office.