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Exploring Remote Work as a K-State Supervisor

Human Capital Services


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Training Roadmap

- Remote Work Overview
- Exploring Remote Work at K-State
 - The Basics
 - The 3 A's
 - Arrangements
 - Assessment
 - Agreement
- Resources
- Q&A




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REMOTE WORK OVERVIEW




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What is remote work?

A work arrangement that involves an employee regularly, periodically, or temporarily working from a location other than a campus or onsite (traditional) work location.



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The Research

- 55%** of employees would prefer to work remotely at least three days per week ([Price Waterhouse Cooper](#))
- 44%** of workers want to continue to working 100% remotely ([Gallup](#))
- 72%** of respondents were eager to return to the office ([Glassdoor](#))
- 70%** of employees wish to continue some form of remote work ([Gartner](#))

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Pro's & Con's of Remote Work

Pro's	Con's
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">✔ Access to a wider labor market <li style="margin-bottom: 10px;">✔ Flexibility as a competitive advantage <li style="margin-bottom: 10px;">✔ Improved morale <li style="margin-bottom: 10px;">! Potential for cost savings <li style="margin-bottom: 10px;">! Potential for increased productivity 	<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">! Employees have access to a wider pool of potential employment opportunities <li style="margin-bottom: 10px;">✘ Creates additional demands for supervisors <li style="margin-bottom: 10px;">✘ Increased complexity due to variability in workforce <li style="margin-bottom: 10px;">! Potential for reduced accountability, productivity, and promotion <li style="margin-bottom: 10px;">! Potential for reduced engagement or team effectiveness

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Impact of Remote Work

Under optimal conditions, remote work should have either a *net-positive* or a *net-neutral* effect on business results and the work environment.

The *same work* is getting accomplished at *another time*, in *another place*, or in *another way*, ideally having a positive effect.

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Future of Work at K-State


- ✓ PPM 4045: Remote Work Policy went through *significant* update
- ✓ HCS developed a Remote Work website to host remote work basics, a decision-making guide, forms, and resources that support remote work
- ✓ Consultations are occurring with senior leadership (Cabinet Members and Deans)
- ✓ How and when remote work is used is at the discretion of your appropriate senior leader (Cabinet or Dean)
- ✓ Successfully navigating the future of work will require flexibility and patience

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REMOTE WORK BASICS @ K-STATE



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Policy Highlights

- The policy applies to **all university employees** including faculty, staff, graduate students, and student employees.
- Remote work is a **privilege** granted by the university, not an entitlement or right of employees.
- Employees who work remotely **must reside within the U.S.**
- The decision to authorize remote work is at the discretion of management.
- A remote work arrangement **does not change** an employee's **duties, responsibilities** or **performance expectations**.
- An employee's **salary and benefits do not change** due to a remote work arrangement.
- Remote work is not a replacement for responsibilities of personal life that would otherwise result in the employee being required to take leave.



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Remote Work Considerations

- The intent is not to provide employees with two fully equipped work stations.
- Campus space utilization may be impacted by remote work.
- A [Remote Workspace Safety Checklist](#) is available to assist with appropriate setup.
- Environmental Health and Safety (EHS) can assist with advice and referrals for assessing activities, work environments and equipment in various work settings.
- Remote employees are expected to ensure the continued protection of information that complies with state and federal privacy laws.
- There is no formal appeal or grievance process for [Remote Work Suitability Assessments](#).



The Remote Work Policy does not include the interactive process for ADA.

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Reimbursements

- For a regular, recurring 100% remote work arrangement, the university **may** grant a one-time taxable stipend of up to \$1,000.00 (via add pay)
- For a regular, recurring 100% remote work arrangement, the university **will** reimburse employees for travel to and from their identified campus or facility location **if** the distance exceeds a 60-mile radius and is authorized within the [Remote Work Agreement](#). (via travel reimbursement)
- The university **will not** be responsible for operating costs associated with the employee's satellite (remote) work location.
- The university **will not** be responsible for the installation of basic telephone service, internet access, or cable in employee's satellite (remote) work location unless otherwise covered in the [Remote Work Agreement](#).

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The 3 A's of Remote Work

Remote Work Arrangement

A schedule that includes work from a remote location and may occur as:

- Regular, Recurring (100% remote or hybrid)
- Periodic, Intermittent
- Temporary, Emergency

Remote Work Suitability Assessment

A form completed and reviewed by leaders thinking through relevant considerations to ensure effective remote work decisions.

Remote Work Agreement

A form to document important details, operating parameters and acknowledgements for a remote work arrangement.

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EXPLORING REMOTE WORK

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Process Overview

- ✓ Have a conversation with the employee.
- ✓ Complete a [Remote Work Suitability Assessment](#).
- ✓ Obtain appropriate approval.
- ✓ If approved*, complete [Remote Work Agreement](#).

*If assessment is *not* approved, the decision is communicated to the employee.

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The Remote Work Conversation

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Prepare for the conversation.

- Be mindful of the strategic vision of your Senior Leadership
- Review the HCS Remote Work website
- Consider how remote work may or may not be utilized in your unit

2

Set up the dialogue!

- Can be initiated by the employee or the supervisor
- Can be an informal exploratory conversation

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Engage, listen, and ask questions.

- Don't make promises
- Take notes

* If an employee mentions a health related concern/reason for remote work, refer them to HCS ADA Coordinator.

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Explain next steps and timing expectations.

- Are you ready to move forward with the Suitability Assessment?
- Does your unit have a schedule or timeline established to submit an assessment?

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Types of Remote Work

1. **Regular/Recurring remote work arrangement:** May be either 100% remote or partially remote (hybrid). (Requires a remote work agreement.). An example of a hybrid remote work arrangement is an employee who works on campus three days a week and works from home two days a week.
2. **Periodic/Intermittent remote work arrangement:** May be for a short-term request. (Requires documentation but not a remote work agreement.) An example of a periodic arrangement is an employee who will work from home one day a month for the next three months.
3. **Temporary/Emergency remote work arrangement:** may be for short-term illness, emergencies, natural disasters, or pandemic health crisis. (Requires documentation but not a remote work agreement.)

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Evaluating Suitability for Remote Work



There are multiple factors to consider when exploring the possibility of remote work.

1. **Evaluating Business Need**
2. **Position Suitability**
3. **Employee Suitability**
4. **Supervisory Approach**
5. **Team Effectiveness**

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Evaluating the Business Need

Given the general intent of remote work as net-positive or net-neutral tool, leaders may consider the following:

- *Is a remote work arrangement in the best interests of the university?*
- *Would a remote work arrangement enhance, maintain or diminish operational efficiencies?*
- *Does the addition of one or more remote work arrangements enhance the productivity of the department and the employees?*

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Position Suitability

Each position should be considered based on the responsibilities of the role and whether the work can be done effectively outside of the regular work environment. Remote work should not impact productivity, customer service, efficiency, or team collaboration.

Do key duties involve any of the following?

- *Require ongoing access to equipment, materials, and files that can only be accessed on campus.*
- *Require extensive face-to-face contact with students, supervisors, other employees, or the public.*
- *Require extensive time in meetings or on collaborative efforts.*
- *Involve performing work on campus.*
- *Security considerations that require presence on campus or facility location.*

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Employee Suitability

Each employee's compatibility for remote work opportunities must be evaluated. Factors relating to employee suitability for remote work arrangements may include:

- *The employee's most recent performance history (including disciplinary action).*
- *The employee's initiative, time management, and organizational skills.*
- *The employee has the necessary computer skills to complete their required job functions outside of the office.*
- *The employee understands their role and expectations, and requires little supervision to complete their tasks.*
- *The employee's performance at home can be measured and evaluated.*

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Supervisory Approach

A supervisor should consider compatibility of their own management style and whether it supports engaging in one or more remote work arrangements with employees.

- *Are you comfortable allowing this employee to work largely autonomously?*
- *How frequently do you monitor the employee's work performance?*
 - *Weekly*
 - *Monthly*
 - *Other Intervals*
- *Are you comfortable communicating virtually with your employee?*
- *Have you been successful in establishing clear objectives?*
- *Can you accurately measure the employee's performance, outcomes, and time worked?*
- *Do you trust that the employee will be productive without continuous supervision?*

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Team Effectiveness

Determining whether the culture of your team is compatible with the establishment of one or more remote work arrangements is important.

- *Do team members frequently work on detailed and complex projects that require collaboration and partnership?*
- *Does an employee's work location impact team work processes and efficiency?*
- *Can the team sustain engagement in a virtual or hybrid work environment?*
- *Does the team possess resiliency to maintain trust and a strong team morale in the face of challenges?*
- *Would the team support and embrace a work environment with a combination of on site and remote work arrangements?*

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Suitability Assessment: Next Steps

1. Supervisor makes the decision to either decline the assessment or advance it for approval.
 - Variability will exist in Suitability Assessment results
 - There is no formula or specific # of "yes" answers to advance the assessment
 - Maintain a consistent approach within your team/unit
2. Supervisor advances the assessment to Dept. Head and Senior Leadership for approval, as appropriate.
3. Communicate the decision to the employee as appropriate.

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Making Equitable Decisions

While remote work will be grounded in the business needs and other suitability factors, we are committed to equity, fairness, and consistency in the implementation of remote work. Given the complexity of determining suitability; remote work opportunities are **very unlikely to be exactly the same**, even for similarly titled positions.

eq·ui·ty

/'ekwədə/

the quality of being fair and impartial

The suitability assessment process will ensure that each opportunity is evaluated through consistent criteria (5 factors) while recognizing the differences between each remote work request.



Example:

Consider an Academic Advisor in department A and an Academic Advisor in department B. How many factors might these two remote work opportunities have in common when considering suitability for remote work?

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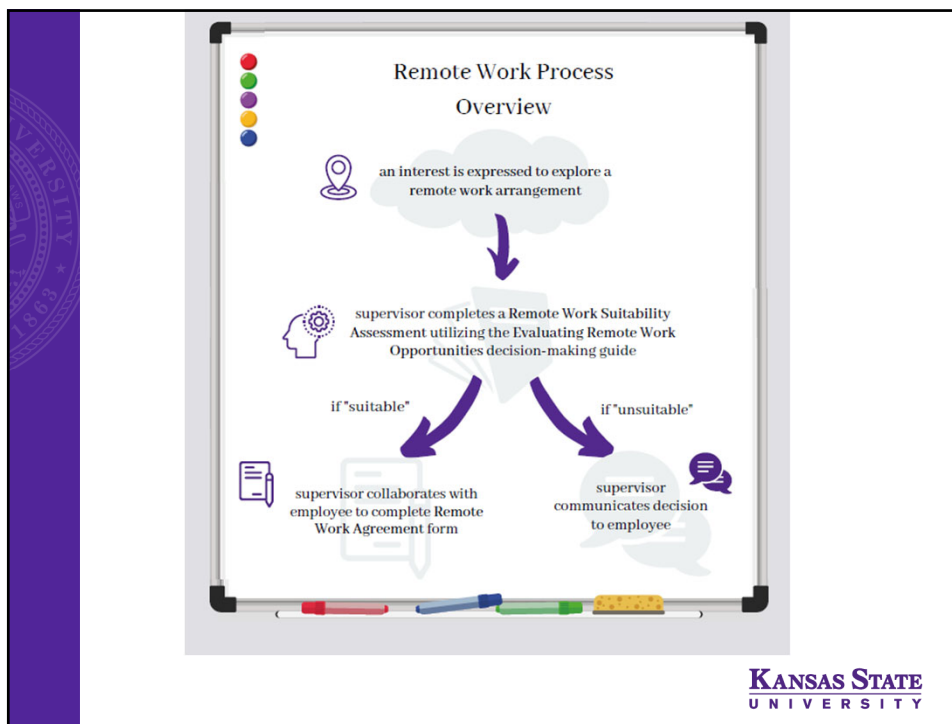
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Formalizing Remote Work Arrangements

- ✓ Complete a **Remote Work Agreement** to document the work arrangement using a collaborative process between the employee and the supervisor. The agreement should be as specific as possible:
 - Employee's typical work schedule
 - Will in-person commitments be required? (i.e., team engagements, retreats, etc..)
 - Communication methods & expectations
 - Required equipment and supplies
 - Remote work expenses covered as appropriate
- ✓ The **Department Equipment Inventory Form and Agreement** should accompany the **Remote Work Agreement** form.
- ✓ Copies should be given to the employee; maintained in the department and sent to the hrimaging@ksu.edu for inclusion in the employee's file.

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Please note...


Any remote work arrangements that exist(ed) under the Telecommuting Policy will need to have a [Remote Work Agreement](#) form completed.

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REMOTE WORK RESOURCES



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Remote Work Resources

[Human Capital Services Remote Work Website](#)

[PPM 4045 Remote Work Policy](#)

[Remote Work Resources for Employees and Supervisors](#)

Contact HCS at hr@ksu.edu with questions.



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QUESTIONS



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The slide features a purple vertical bar on the left side with a circular seal containing the text 'UNIVERSITY' and '1863'. The main content area is white with the word 'QUESTIONS' in purple. To the right of the text is a question mark made of multi-colored puzzle pieces. In the bottom right corner is the Kansas State University logo.