

WELLESLEY

HUMAN RESOURCES AND EQUAL OPPORTUNITY

September 2021 to December 2021 Flexwork Framework

Our mission reminds us of our shared commitment to helping women make a difference in the world. As the world's premier women's college, we have the opportunity to make a difference in the world in various ways, including by creating a workplace that lifts up employee lives and careers, particularly for women.

As a residential college, we also have a responsibility to sustain a vibrant campus community where in-person engagement is essential to student success and to institutional effectiveness.

Aligned with the College's strategic plan, these flexwork guidelines offer concrete steps to promote a work environment that simultaneously advances the educational mission of the College and takes account of work-life priorities for all of our employees, including their physical, mental, and financial well-being and their roles and responsibilities outside of the workplace.

This fall will be, for all of us, a period of transition as we return to in-person instruction and welcome our students back to campus. We expect that all staff will return to campus as of September 7, 2021, unless a flexwork arrangement has been approved (see process below). Some areas of the College will expect an earlier date for a return to campus due to the nature of their work. At the conclusion of the fall semester, flexwork arrangements across the College will be assessed by Senior Leadership to determine the ways in which flexwork has improved the quality of the work and the work experience. Following the assessment, Senior Leadership will make a determination regarding an ongoing flexwork policy.

Definitions and Examples of Flexwork

The term flexwork incorporates flexibility across two dimensions, both time and space. It is possible, and sometimes desirable, to have one kind of flexibility without the other.

Telecommuting refers to flexibility in the place of work, i.e. working the same schedule that you typically work, but doing so at a different location.

- We expect that all employees will live close enough to campus to work in-person when scheduled or when necessary. Effective September 2021, it will not be permissible to live out of the state of Massachusetts and work remotely, with the exception of states within daily commuting distance, including Rhode Island, New Hampshire and Connecticut. In addition to ensuring in-person work as needed, this policy reflects the College's obligation to comply with complex state employment laws and regulations.



- For positions that allow for Telecommuting arrangements, 2 days per week will be the maximum number permitted on a regular basis. Any arrangement beyond two days per week will require Human Resource approval. Prior arrangements for telecommuting (i.e. those currently in effect) must be reviewed by the division head to determine whether or not to continue.
- Telecommuting arrangements give employees the opportunity to work on their job remotely. While doing College work, employees should not simultaneously work at other jobs, run their own businesses, or engage in regular childcare or other family care.

Flextime refers to flexibility in the timing of work, i.e. working the typical schedule with adjustments earlier or later.

- A flexible schedule must still be predictable; erratic hours from week to week or month to month are unlikely to meet the needs of colleagues or constituencies served. When agreed to, flextime should follow mostly standard work hours with modest flexibility.

Eligibility for Fall 2021 Flexwork

Flexwork arrangements apply to administrative staff. The decision to offer flexwork is based on a number of factors: the nature and requirements of the position, and the feasibility of doing the work independently; the impact on the College community and those served by the department and the position; the impact on the employee's co-workers and on the effectiveness of the department; and the employee's work performance.

Eligibility requirements:

- Suitability of position responsibilities—the position has clearly defined tasks and measurable goals.
- Some of the employee's job responsibilities can be performed remotely, and do not require their physical presence at the College.
- The arrangement does not alter the position responsibilities, or compromise the level of service to constituents or the performance of the team.
- The employee has demonstrated consistent performance and the ability to accomplish the work independently. (For new employees, this would require evidence from previous employment.)
- The employee is accountable for working the number of hours and days agreed upon and showing evidence of meeting goals.
- The off-site work environment permits working without interruptions.
- Non-exempt employee roles that permit flexwork will be required to comply with all policies pertaining to overtime, recording time, meal, and rest periods.
- The employee must have appropriate computing and reliable network resources needed to perform their work remotely. Costs associated with network access at a reliable level of bandwidth is the responsibility of the employee, and the College will not reimburse these costs.

- The employee is able to comply with all data and network security requirements outlined in the [WISP](#), including accessing secure data through a VPN connection, and completing the security training program required for accessing confidential data remotely.

Alterations to the arrangement can be initiated during fall semester by the employee or supervisor. Any alterations to the flexwork schedule must be approved by the division head. Flexwork is not an employee benefit or entitlement, and the College's and the department's needs must take priority over the arrangement if there is a conflict that may necessitate alteration of the arrangement. New employees and part-time employees may be eligible for flexwork if the division head determines that the position meets all eligibility requirements.

Computing Resources for Remote Access

Staff who are approved for flexwork arrangements and currently have a College desktop computer will be provided with a laptop and the desktop computer will be reclaimed. The College does not provide additional computers for employees to work at home. To ensure the best possible remote connection, the computer and network an employee uses for telecommuting should meet the minimum requirements outlined in the "[Computing Resources for Remote Access](#)."

Process for Fall 2021

Principles:

- The process for determining flexwork options will be the same across all divisions, but the outcomes will vary from department to department and individual to individual because decisions are dependent on the needs of the College, the department, those they serve and the role, as determined by the division head.
- Effective functioning of the department, team cohesion, coordination across divisions, serving the needs of constituents, and maintaining high quality work are essential in any flexwork arrangement.
- Flexwork should be functionally equivalent to working in person. The employee needs to be equally productive, participate in meetings as required, respond to phone calls etc.
- Offices should be adequately staffed in person during College business hours. Additional student workers should not be hired to substitute for staff working remotely.
- Flexwork schedules should not include both a Monday and Friday remote work schedule.
- It is not necessary for an employee who meets the eligibility requirements for flexwork to demonstrate any additional reason to request flexwork.
- Flexwork should provide opportunities for positive impact on the experience of students, colleagues, or other constituents (e.g. prospective students).
- Flexwork schedules must be responsive to change and urgent needs.

Process:

Note: The timing of this process throughout the summer will vary based on the work of the division and the schedule of academic and full year employees.

- Division heads will communicate with direct reports about flexwork guidelines and divisional expectations based on the work of the division. Direct reports of division heads will meet with their teams to discuss the guidelines, expectations and process that will be followed for the fall semester. No commitments beyond fall semester should be made at this time. Direct reports will complete a departmental flexwork staffing proposal and will submit the plan to their division head.
- Division heads will review plans and share the plans across divisions to ensure that collaborative work across the College remains a priority.
- Individual employees will be notified by their department head prior to September 1.
- Staff return to campus on September 7 if a flexwork arrangement is not approved or necessary. Approved flexwork schedules will begin on or about the week of September 7, or earlier if approved by the division head, and continue through the end of the fall semester.
- Flexwork arrangements will be reviewed after the first 30 days and at the conclusion of fall semester.

Role of Division Heads, Department Heads and Employees

Division Head Role:

- Division Heads clearly articulate their staffing expectations for the division to achieve the goals and objectives of the division and to meet the needs of relevant constituencies. These staffing expectations will vary depending on the nature of the work.
- Division Heads will request that each of their direct reports meet with their respective teams and develop a staffing plan for the fall.
- Division Head receives staffing proposals from direct reports to evaluate how the plans will be integrated across the division.
- Division head shares the full staffing plan with Senior Leadership to ensure that collaborative work continues to be a priority across the College.

Direct Report to Division Head Role:

- Direct reports will be responsible for meeting with respective teams and discussing flexwork in the context of the College guidelines, divisional and community expectations. The staffing plan is not a “one by each” request process from individuals. Rather, by meeting with their team, direct reports can facilitate a discussion of how flexwork plans can support collective work and employee needs. The direct report to the division head will determine the staffing plan after reviewing individual roles and conducting this meeting with the team. The staffing plan is not final until the division head reviews and approves.

Employee Role:

- Review Wellesley College Flexwork Guidelines and understand College-wide expectations as well as department specific expectations.
- Think through the work, the work of colleagues, collaborative work within teams, and the needs of those the employee serves in the College community.
- Consider how to meet the in-person accessibility expectations for the role when incorporating flexwork arrangements. Consider any technology requirement to ensure that you can maintain confidentiality and security of all College information and ensure that the remote work environment meets the computing and networking requirements outlined in the “[Computing Resources for Remote Access](#).”
- Make sure that the off-site work environment permits working without interruptions.

Statement of employee responsibilities in a telecommuting arrangement:

- I will be available for contact during the established work hours, including answering calls on my Zoom phone.
- I understand that there may be occasions where I will be required to attend work on campus during my normal telecommuting hours. This does not entitle me to “make up” the telecommuting day on a different day in the same week.
- Telecommuting does not alter my position responsibilities. I will be accountable for working the number of hours agreed upon and showing evidence of work produced or goals met, as requested.
- I agree to notify my supervisor if I will be unavailable during regularly scheduled telecommuting hours.
- I will not meet with anyone related to College business at my alternate workplace (home).
- I have read and understand the College’s Written Information Security Program (WISP) on the protection of Confidential Wellesley College data and agree to maintain the confidentiality and security of all such data as outlined in the WISP. [<http://bit.ly/15tu4Xd>]
- I agree to comply with all applicable federal and state laws and regulations and College policies, and ensure that the remote work environment meets the computing security requirements outlined in the College’s Remote Access Policy. [<http://bit.ly/15ttYin>].
- I understand that I will not be reimbursed for personal expenses incurred while telecommuting.
- If I have an accident or sustain injury during established telecommuting hours, I will contact my supervisor immediately to determine if it is necessary to complete an Accident Reporting and Treatment (ART) Form. [<http://bit.ly/15ttUz6>].
- I will not use the telecommuting arrangement to simultaneously work another job, run my own business, or engage in childcare or other family care.
- I understand that telecommuting is not an employee benefit.

Our goal through this document is to maximize the benefits while reducing the pitfalls of a flexible time policy. It provides a framework for employees, department heads, and division

heads to explore work arrangement flexibility and to develop a plan for determining if a flexible arrangement will work in a specific situation.