

Academic Support Resources

Remote Work Principles

Introduction

Academic Support Resources (ASR) focuses on its mission to make a positive difference in students' lives. ASR provides excellent service to students, faculty and staff through innovative technology and customer support in academic records, classroom management, financial aid and student finance, and information technology across all five campuses of the University.

In addition to its engagement across the University system, ASR is a vital part and active participant on the Twin Cities campus ranging from direct support of classroom technology to face-to-face customer service for students. Employees have the opportunity to experience the many educational, social, and community benefits of being on the Twin Cities campus. The COVID19 pandemic, the job market, and the changing nature of workspace on campus has demanded that ASR be innovative and work in a variety of formats and locations while still maintaining our connection to campus. ASR has demonstrated resilience, excellence, and the ability to make a positive difference in students' lives with a variety of work schedules and locations. The following set of principles and practices are designed to guide ASR in shifting from a primarily in-person workplace to a hybrid workplace that balances the benefits of working on campus, as well as remote work.

Because we are driven to create a diverse workforce of the future where people are engaged, connected, thriving, and achieving, the University supports a flexible work culture. The Office of Human Resources [Work. With Flexibility.](#) guidance includes both where and when work takes place for faculty, staff, and student workers.

Supervisors are uniquely positioned to implement flexible work arrangements based on their roles in managing the performance, development, and engagement of their team. ASR employees will work with their supervisors to implement work arrangements.

The University of Minnesota's [Work. With Flexibility.](#) guidelines provide employees with options for both where and when work takes place. The University will continue to provide space for faculty, staff, and student workers who choose to work on campus. Individuals who choose to work from a remote location should understand that they will be responsible for most expenses related to their remote work location. The following guidance for [business expenses related to remote or flexible work arrangements](#) is intended to minimize additional costs to the institution.

Please use the new [ASR Professional Experience & Resource Request \(PERR\) form](#) which encompasses requests for both professional development experiences (webinars, conferences, classes, etc) and resources (computer hardware and software, books/magazines, membership dues, licenses, office furniture, equipment, etc.). You can find the new JADU form linked on the [Staff Intranet page](#).

Remote Work Principles

Updated July 27, 2021

Principles of Hybrid workplace for ASR

Hybrid workplace has been available and utilized by many employees for years. For others, it is a new and necessary way of working. The principles are intended to ensure an equitable process for all employees, support business objectives, and create a work environment that supports both the University and our employees' needs.

1. **The process is equitable:** Even if remote work is temporarily the standard for those whose jobs allow it, there will still be situations in which employees or managers want to make adjustments to their on-campus/hybrid/off-campus status, or their schedules, or both. It is essential that managers work with their employees objectively and fairly to ensure an equitable process when approving new or changing remote work arrangements. Given the new reality of such widespread work from home, personal circumstances will indeed factor into some decisions, and outcomes will not be the same for everyone. However, the process by which remote work arrangements are assessed is most fair when it is consistent and transparent.
2. **Decisions are without bias or favoritism:** It is critical to remove personal bias from remote work discussions and decisions. Managers are encouraged to work with their employees to find creative ways to accomplish job responsibilities, along with personal responsibilities, whenever possible. ASR's hybrid workplace guidelines emphasize that the manager should not ask about an individual's personal circumstances to base their approval or denial of remote work. Framing this as a mutual responsibility to address important demands on both sides of the employer-employee equation will encourage honest and practical conversations. It is wise to touch base with local HR to ensure that new arrangements make sense in the context of local policies and practices.
3. **Remote work is job-appropriate:** Remote work may not be suitable for every job. Historically, many types of jobs have been seen as requiring employees to be onsite full-time or at regularly scheduled times. Due to the current circumstances, however, employees and managers are finding new and innovative ways to accomplish job responsibilities flexibly and to determine which tasks must be accomplished on campus and which can be done off-campus, sometimes adopting a hybrid approach. All arrangements must also comply with job classification requirements and expectations.
4. **Hybrid workplace has a net-neutral or net-positive effect:** Under optimal conditions, the Hybrid workplace should have either a net-positive or net-neutral effect on business results and the work environment. In other words, the same work is getting accomplished at another time, in another place, or in another way, and it is having a positive effect or does not introduce negative outcomes.
5. **Hybrid workplace is responsive:** Hybrid workplace arrangements are meant to be responsive to the changing needs of the workplace and should be reviewed and updated both as needs change and, at a minimum, annually. Hybrid workplace arrangements should not be considered permanent. Employees and managers should engage in frequent and thoughtful communication around emerging trade-offs, as the public health landscape and personal circumstances and business needs evolve.