

## Thayer Staff Work Arrangement Policy

Updated February 2024

During the pandemic we learned that how we work matters more than where we work. We continue to explore how we balance preserving the energy and excitement of being together on campus while also retaining the benefits of flexible work arrangements, particularly the option to work remotely. Achieving the right balance requires a foundation of mutual trust, an understanding of what makes the Dartmouth/Thayer experience distinctive, a willingness to adapt to shifting expectations, and proactive and effective communications with supervisors and among teams.

The Thayer leadership encourages flexibility in terms of work arrangements if: 1) the position lends itself to flexible work arrangements; 2) the work arrangement has a neutral or positive impact on the work performed; 3) departmental efficiency and service are not adversely affected; and 4) undue burdens are not placed on other employees or supervisors.

The following principles should be followed when considering work arrangements in the future:

- A schedule that includes working remotely needs to be coordinated in advance with supervisors and colleagues so work calendars can be synchronized, especially in student-facing and other areas where access to constituents is essential.
- Plans should allow for all offices, whose function requires an in-person presence, to remain open and staffed on campus during the standard business hours of the workweek.
- Position descriptions and performance objectives will define work goals and responsibilities including those that, by their nature, may require time on campus. Examples may include:
  - Instructing or serving students and/or faculty;
  - Performing in-person research;
  - Greeting and/or serving visitors, guests, and others;
  - Maintaining facilities;
  - Collecting, preparing, distributing, and/or placing printed materials;
  - Photographing, filming, or writing about engineering activities, faculty, students, or staff;
  - Working on web, digital, or print design projects where participating from a remote location may be impractical or less productive;
  - Setting-up, testing, operating, taking down, and/or servicing equipment; or
  - Managing and/or attending gatherings (e.g., classes, meetings, events) where participating from a remote location may be impractical, or less productive.
- Thayer employees may work remotely up to 3 days per month without a formal alternative work arrangement as long as:
  - It is approved by the employee's manager;
  - Staff are accessible and responsive to those who may want to connect with them during core business hours;

- The absence from campus does not mean others have to do work they would normally do; and
- A healthy rapport is built and maintained with colleagues and constituents.
- A documented and approved Alternative Work Arrangement is required when:
  - Working remotely more than 3 days per month on a regular basis;
  - Working remotely in a state other than New Hampshire or Vermont; and/or
  - Changing the normal work schedule (e.g., part/full-time status change, compressed workweek).
- Working remotely may require being open to and adopting new ways of communicating with colleagues. Managers and teams should work together to determine the channels you will use to interact effectively.
- Hourly staff need to be careful about keeping track of time worked so they do not inadvertently exceed 40 hours in a workweek. Any overtime should be approved in advance by a supervisor.
- Staff working remotely are responsible for internet service at home and furnishing home offices.
- These principles may evolve as Dartmouth and Thayer adjust to different ways of working.

### **Managing Flexible Work Arrangements**

As noted above, managers should take the following criteria into consideration when making decisions about flexible work arrangements:

- Nature of work
- Business need
- Frequency of interactions with students and faculty
- Employee performance
- Employee preference

The [Dartmouth Flexible Work information](#) should be reviewed when determining work arrangements. Remote work is an arrangement in which employees work at home or at an alternative worksite either during part of their work schedule or full-time. There are many different ways to set up a remote work arrangement; for example, an employee may work remotely most of the time and come to the office only for certain key meetings and events. Another example is a hybrid arrangement in which an employee works certain days of the week in the office and works remotely on other days.

Once a flexible work arrangement is established, it should be followed as much as possible; occasional changes are permitted, in coordination with the supervisor. If the arrangement needs to be modified, staff and their managers should work together to agree on a new arrangement. Managers have discretion that includes being able to require team members to come into the office on days they are not scheduled to come in, to be in the office at the same time as the manager, and/or to have the entire team in the office together at the same time. Managers also have the discretion to make changes to the AWA if needed, and as approved by the CFAO.

It's important to note that flexible work arrangements are subject to change based on the operational needs of the department, as determined by the manager or Thayer leadership.

The AWA is not intended to be utilized when alternative arrangements are requested or granted as an accommodation due to an employee's disability, impairment, serious health condition, or other circumstances that may be covered by the Americans with Disabilities Act or the Family and Medical Leave Act. If the employee feels they need an accommodation made to the work arrangement the manager sets forth, they should review the [employee accommodations and supports information](#) and consult with the Dartmouth [ADA Office](#), if needed.

[Elisabeth Waltz](#), Thayer HR Director, is a Thayer resource for advice and questions about work flexibility.

### **Process Steps**

When requesting a flexible work arrangement, please follow these process steps:

1. Complete the [Alternative Work Arrangement form](#)
2. Submit the form to your supervisor for signature.
3. Send signed form to Elisabeth Waltz, Thayer HR Director. The completed form will be saved in the Thayer HR files.
4. If working hybrid/remote, please also complete the [Hybrid/Remote Work Agreement form](#).

The agreements should be reviewed and discussed at least annually. If there is no change to the arrangement, there is no action required.