



ST. JOHN'S
UNIVERSITY

Hybrid Work Training for Employees

2023

- St. John's Hybrid Work Policy – Modality Designations, Agreement, Requirements,
- Tips for successful remote/hybrid work
- Core skills for effective remote/hybrid workers
 - self-management, time-management, organizing & planning, and communication
- Challenges of remote/hybrid work

St. John's Hybrid Work Policy

Why?

- **Support for it** – allows flexibility to manage people, time, space and workload more effectively, efficiently and responsively

Who?

- **Applies to** – full-time and part-time administrators and staff positions assigned to a New York campus location

What?

- **Hybrid work** – a privilege not an entitlement; granted at sole discretion of the University; based on position not person.

Hybrid Work Modality Designation

- Two designations: “on-campus” or “hybrid eligible”

On-Campus	Hybrid Eligible
<ul style="list-style-type: none">Must perform work in person and on campus for entire workweek	<ul style="list-style-type: none">May perform some of the work at an approved off-campus location for scheduled hours or days of their regular workweek
<ul style="list-style-type: none">Not eligible for regular hybrid work arrangements	<ul style="list-style-type: none">May be required to report to campus on regularly-scheduled remote work hours or days for meetings, events, and other in-person work.

Department managers in consultation with Office of Human Resources and appropriate Senior Management Group member must approve all designations.

Hybrid Work Exceptions



- In exceptional cases, an employee may obtain permission from the Office of Human Resources and the appropriate Senior Management Group member to have a fully remote work arrangement.
- Employees with a fully remote work schedule perform all of their work remotely at an approved off-campus location for their entire workweek on a regular basis.



- Does the position require?

Regular presence on campus, e.g., face-to-face contact with students, employees or the public?

Ongoing access to campus equipment or materials?

Access to confidential, secure, or restricted data that must be accessed on campus?



- Does the position,

Supervise or train others?

Involve collaborative efforts in the department or with other departments?

Serve the interests of the University as a hybrid-eligible or on-campus position?



- Would a hybrid work arrangement enhance, maintain or diminish operational differences?



- Hybrid-eligible employees must have approval from their immediate supervisor and department head
- Employees must have a completed and approved Hybrid Work Agreement in place before they start their hybrid-work schedule – the schedule may reflect hybrid work every other week, or several times per month whatever the manager approves
- New employees hired directly into a hybrid-eligible position may be required to maintain an on-campus presence during their orientation period.

- Time with the University – a hybrid work arrangement during an employee's orientation period is ordinarily not advisable
- Employee's suitability for hybrid work – performance history, time management, organizational skills, communication skills, level of productivity
- Extent to which employee has demonstrated an understanding of the duties, goals, and responsibilities of the job

What **Remote Work Skills**

*Do Employers
Want?*



Things to consider when approving employees for hybrid work arrangement

Informed by University's Needs	Informed by Employee's Needs/Skill Level
<ul style="list-style-type: none">Recruitment and retention – does remote work attract more candidates?	<ul style="list-style-type: none">Performance can be adequately measured and evaluated
<ul style="list-style-type: none">Have business continuity and other goals have been considered?	<ul style="list-style-type: none">Employee capable of working with little supervision

Trial Period and Periodic Reviews



- All hybrid work arrangements are subject to an initial three-month trial period
- Either the employee or the University can decide to discontinue the work arrangement upon completion of the three-month trial, or sooner if it is determined to be against the best interest of the University
- Periodic reviews of ongoing hybrid work arrangements are conducted to evaluate the arrangement. This review must be conducted annually, at a minimum.

Hybrid Work Requirements: Work Hours

- Work hours, benefits, and time-off accruals are not affected by remote work arrangements.
- Employees are expected to perform work during their regular work hours and must comply with the University's policies related to time off and leave, time recording and overtime; meals and breaks.
- Supervisors must document employees' work hours, vacation and sick time, regardless of work location. **Example:** Maintaining a yearly spreadsheet with time off and overtime annotated will prove helpful.

Employee yearly attendance sheet

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Vac Days	Sick & Safe Hours	Comments	Covid Related Hours/Days			
January							R								R		H					R							R									
February				R							R							R		H	V					R						1.00						
March				R							R				V			R								R			S	S	S	S	1.00		work remote when able			
April	S							R							H	H		H				R								R					work remote when able			
May							R								R													V			H			1.00				
June																	V				H													1.00				
July				H														V	V								V	V						4.00				
August																			R												S		2.00	2.5				
September		R			H					R							R						V	V							R			2.00				
October								R														R												0.00				
November				R							V	H			V				R							H	H							2.00				
December		V							V								V								H	H	H	H	H	H	H			3.00				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	17.000	2.5					
<div>KEY: S=Sick Day P=Personal Day V=Vacation Day D=Death in Family H=Holiday J=Jury Duty C=Comp Day LW=Leave with Pay LO=Leave without Pay R=Remote work Day</div>																																						

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Hybrid Work Requirements: Work Location



- Hybrid Work Agreements require that approval for the off-campus location be approved by one's supervisor – your car, the gym, the hairdresser are not approved locations.
- All approved off-campus work locations must be within reasonable commuting distance to the University (approximately 90 miles) of their assigned campus. The location must be within the United States.
- Exceptions to the reasonable commuting distance must obtain approval from the Office of Human Resources and the appropriate Senior Management Group member due to administrative considerations and potential impact on insurance, payroll and tax requirements. Adjustments to one's compensation based on the location of the work is the right of the University.

Hybrid Work Requirements: Travel

- Employees with a hybrid work agreement are responsible for the cost of traveling between their remote and campus locations even if the remote location is beyond the reasonable commuting distance of their assigned campus.
- Employees with fully remote work arrangements who are required to travel for University business outside of a reasonable commuting distance, may be reimbursed for travel arrangements that received prior approval from their supervisor.



Hybrid Work Requirements: Workspace



- Employees with hybrid work arrangements that involve working remotely more than 50% of their regular workweek will not be guaranteed a dedicated individual office or workstation on campus.
- Most employees with a hybrid arrangement will have access to shared touchdown or hotel space when on campus, exception: positions requiring a higher level of security or confidentiality.

Hybrid Work Requirements: Workspace

- Employees must maintain a dedicated workspace at the approved off-campus location that is safe, secure and hazard free. Should employees sustain a work-related injury during working hours, they must report the injury to their supervisor and to the Department of Public Safety immediately.
- Employees must ensure the off-campus work location is free of distractions.
- Employees may not serve as the primary care providers for dependents or family members while working remotely.
- Employees should have an evacuation plan and a safe exit pathway.





The workspace should,

- Be restricted to work, and away from the main flow of traffic and distractions
- Be ergonomically appropriate and have a chair with an adjustable seat and back and a desk at a comfortable work height
- Be positioned in proximity to electrical outlets
- Remain free from tripping hazards – loose rugs, cords and wires should be secured
- Consist of surge protectors and avoid overloading a single outlet
- Have a working fire extinguisher and smoke detector
- Maintain good ventilation and adequate heat and cooling





- St. John's is not responsible for expenses associated with setting up and maintaining the remote workspace
- No University-owned furniture may be removed from an employee's campus workspace for use in a remote workspace
- Employees in need of accommodations in their workspace due to medical conditions should review *Policy 103 – Disabilities in the Workspace*

Hybrid Work Requirements: Work Equipment

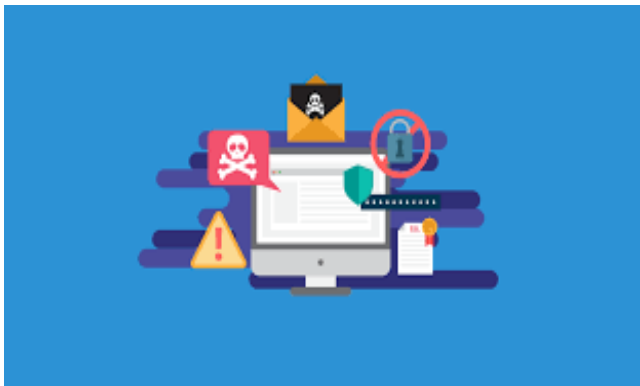


- St. John's provides one computer device per full-time equivalent based on their role, on a four-year refresh cycle.
- University-provided device must be used for all job functions and employee must be in compliance with Information Technology related policies found in HR Policy Manual, section 900
- University services only University property in need of maintenance and repair, or replacement and not personal equipment
- Computer device must be returned to the University upon termination from employment, or when requested by the University



- Employees must comply with all of the University's Information Technology related policies found in HR Policy Manual, section 900, specifically *Policy #910 Remote Access Policy*
- Employees may not remove highly sensitive data from the University workspace without the prior written consent of their supervisor
- Employees are expected to ensure the protection of proprietary University information, including confidential student and employee information accessible from their remote work location





- Employees must ensure they are not accessing sensitive information in public spaces using open, unsecured wireless networks
- Recommended steps to secure confidential student and employee information include: use of locked filing cabinets and desks, regular password maintenance, ensuring devices are up to date with latest software versions, only connecting to secured wireless networks, and other appropriate measures.
- Connect at the remote location using Global Protect



- Employees unable to perform work at their approved off-campus location due to an emergency (power or Internet outage), are expected to report to their assigned campus or use vacation time
- In the event of a campus emergency (inclement weather) employees with hybrid work arrangements are expected to perform work at their off-campus location
- Supervisors are authorized to establish emergency hybrid arrangements as needed for the duration of the emergency



ATTENTION!!
SCHEDULE
CHANGE

- Employees and supervisors must notify Human Resources, via a new **Hybrid Work Agreement**, of any substantive changes to hybrid work arrangements e.g., change in remote work location, modifying schedule to work remotely more or less than 50% of regular workweek
- Hybrid work arrangements may be discontinued, suspended, or modified by the University at any time

Becoming an Effective Remote/Hybrid Worker

To set yourself up for successful remote/hybrid work, consider the following:

- University's hybrid work policy
- Your productivity style
- Physical remote space
- Distinguish between office vs. remote tasks
- Staying organized



What is your productivity style?

To determine when you are the most productive to work remotely, ask yourself the following:

- When are others at home?
- When do disruptions occur at the remote location, e.g., gardeners, other distractors?
- When are colleagues in the office?
- What is the ideal remote environment?
- What works in the office? What works in the remote environment?



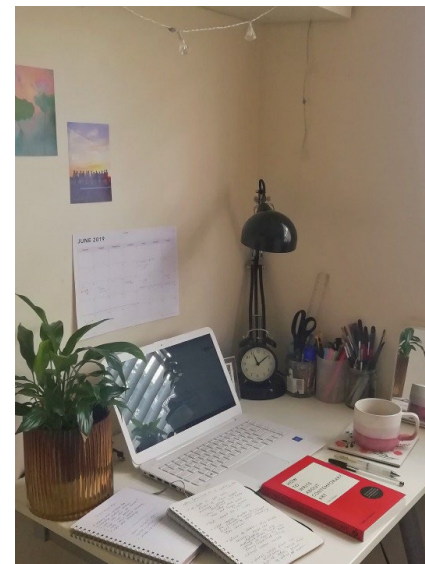
- Mirror your workspaces in the office and remotely
- Set up both spaces with similar equipment
- Create a go-to-kit for items that travel with you between locations – designate one transport method (bag, box, container) and stick with it





- Plan your work around your location and schedule
- Think about what you can do on your own – create PPT slides, write reports
- Know which tasks can be reserved for office and those which can be reserved for remote work
- Combat noise at remote location – invest in noise cancelling headphones
- Maintain a digital calendar so everyone knows where everyone is working

- Create a to-do list, be realistic - add only those items you have the time and resources to complete
- Create a command center – have one manual or digital notebook where you write notes and have that notebook always with you
- Use a task management tool such as Outlook, Asana, Trello, Microsoft To Do to track tasks
- Use Microsoft TEAMS to communicate with all quickly
- Use TEAMS Voice (available to full time admin and staff) or forward your work calls to your cell phone or remote phone. Use the call forward feature on your phone or submit a ticket with IT and request EC 500 call forwarding service (available to full time admin and staff).



Core Skills Required to be an Effective Remote/Hybrid Worker



Core Skills

Self-Management

- Make a schedule and stick to it
- Stay motivated to complete the work
- Check in with team members periodically to stay in the loop

Time Management

- Prioritize tasks to be completed
- Start with the due date and schedule tasks accordingly
- Maintain a calendar or planner with important tasks and reminders

Organizing & Planning

- Create a pattern in your day to organize and plan different tasks
- Plan ahead to know what assignments or deadlines are approaching
- Use day planners, email reminders, tickler system to remind you of tasks, follow-up

Communication

- Inform your team members of the best way to communicate with you when working remotely
- Ask team members and supervisor for their preferred means of communication
- Be open to communicating via email, phone, text, TEAMS



TIME MANAGEMENT



BREAK
THE BAD **HABITS**
AND MAKE
better ones

Accept responsibility
for your actions.

Be accountable for
your results.

Take ownership of your
mistakes.

LightboxLeadership.com

- Recognize and remove bad habits
(What is hindering my work? How is it affecting me? How can I change it?)
- Establish good habits (identify a change, build it into your day, give yourself time [30-60 days] for the habit to become routine)
- Be assertive with yourself (focus on tasks, hold yourself accountable to complete tasks and projects)

- Establish your goal
- Create a plan of action to achieve goal
- Build on your achievements
- Learn from mistakes



Questions to ask when faced with a problem while working remotely,



- What will it take to resolve the problem?
- Can I resolve the problem myself or do I need help?
- What is the next step I should take?
- Do I know how to seek help, i.e., submit IT help desk ticket?

Time Management: Tips for Success



- Maintain a daily planner, calendar, to-do list (digital or manual). Spend time at the end of the day or the beginning of the next day planning for that day's work tasks
- Remove time wasters (time away from the desk, making personal calls, excessive checking of emails, texts, etc.,)
- Avoid procrastinating (delaying work, making excuses, etc.)

- Write all tasks down in one place (to-do list, calendar, planner, Outlook)
- Prioritize tasks
 - **Priority** – do it now
 - **Important** – keep up to date
 - **Routine** - schedule for later date
- Set reminders for yourself – before the deadline is due so you don't wait until the last minute



Organizing & Prioritizing

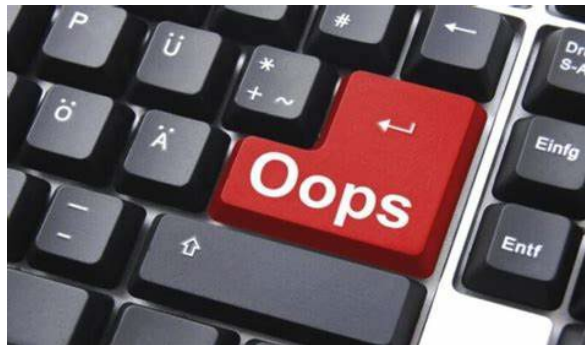


- Design remote work-space for optimum efficiency
- Keep important work items and files within reach
- Remove distractions from remote location
- Ensure you connect to Internet through St. John's Global Protect access
- Maintain a back-up system if not accessing work files through Global Protect – use One Drive/SharePoint/TEAMS.



- Determine tasks best done remotely
- Make a list of scheduled tasks to complete
- Factor in extra surprises
- Adapt to changes in schedule
- Balance tasks with energy levels – example, if you are a morning person, then tackle your most important tasks first thing in the morning
- Maintain similar lunch and breaks as you would in the office

THINGS TO DO TODAY	
DATE _____	COMPLETED
1 _____	<input type="checkbox"/>
2 _____	<input type="checkbox"/>
3 _____	<input type="checkbox"/>
4 _____	<input type="checkbox"/>
5 _____	<input type="checkbox"/>
6 _____	<input type="checkbox"/>
7 _____	<input type="checkbox"/>
8 _____	<input type="checkbox"/>
9 _____	<input type="checkbox"/>
10 _____	<input type="checkbox"/>
11 _____	<input type="checkbox"/>
12 _____	<input type="checkbox"/>



- Inform manager and team members of issue
- Maintain projects, assignments, and important information via a backup system to access when technology fails
- Alternate work schedule and report to campus if necessary

- Projects are piling up
- Job quality begins to decline
- Deadlines are missed





- Maintain open & frequent communication with manager and team members
- Provide the best time and methods to contact you
- Ask for preferred method to communicate with manager and team members
- Maintain a collaborative attitude



Method	Purpose
Text message, TEAMS Chat TEAMS Voice	Quick response
Email	Longer response than text, wish to maintain record of communication; involves multiple parties
TEAMS meeting	When there are questions to clarify, need feedback from others, seek to collaborate with others

- Strive for clarity in both written and verbal communication
- State your point/need/request at the beginning
- Provide support for your position, request, etc.
- Follow up to make sure you were clear in your communication





WHAT TO EXPECT

- Create guidelines when working remotely, Example: Closed door = do not disturb
- Separate business from personal matters – work hours should be task-oriented and job focused
- Explain the need for structure and routine for remote work

Challenges of Remote/Hybrid Work

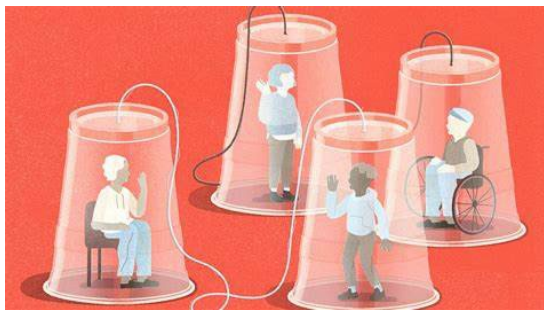


Challenges: Building Trust & Rapport

- Maintain open communication with manager and colleagues
- Share ideas & opinions with colleagues
- Listen to others' opinions
- Get to know colleagues on a personal level – call to check in with them periodically
- Field questions from others



Challenges: Battling Feelings of Isolation



- Check in with at least one colleague and your supervisor on a daily basis
- Ask for periodic updates
- Create a shared document where you can post and respond to questions
- Participate in TEAMS/WebEx group meetings where everyone can be 'seen'
- Schedule a 'fun' activity periodically to create a sense of camaraderie

Challenges: Feelings of 'Always in the Office'

To help distinguish between work/business time and personal time,


- Designate a separate workspace at the remote location
- Identify a place at the remote location where you can go to get away from the office and take a break
- 'Close' the office at the end of the work-day



To ensure that you are receiving feedback from your manager,



- Request regular feedback meetings with your manager
- Provide your manager with status updates so they know your progress on projects and provide examples where possible
- Share with your manager summary notes of meetings on your assigned projects

 **ST. JOHN'S**
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Meeting Template – Meeting Notes

Meeting/Project Name:		
Date of Meeting: MM/DD/YYYY	Time:	
Meeting Notes Prepared by:	Location:	
1. Meeting Purpose		
2. Meeting Objectives		
3. Attendance at Meeting		
Present:		
Absent:		
4. Agenda Topic, Key Issues, and Decisions/Recommendations		
Agenda Topic	Key Issues	Decision/Recommendations
5. Action Items		
Action	Responsible Party	Due Date
6. Next Meeting (if available)		
Date	Time	Location
		Purpose

- *Coaching Virtually*, LinkedIn Learning
- *Delegating at a Distance*, LinkedIn Learning
- *Guide to Telework in the Federal Government*, Office of Personnel Management
- *Remote Work*, National Institute of Health
- *Telecommuting for Managers*, Office of Personnel Management
- *Telework and Telecommuting*, Corporate Training Materials
- *Virtual & Hybrid Meeting Essentials*, LinkedIn Learning
- *Virtual Performance Reviews and Feedback*, LinkedIn Learning

Thank You

Please complete the evaluation

