



Stevens Flexible Work Arrangement (“FWA”) Program Guidelines

I. Purpose

Stevens Institute of Technology (“Stevens”) strives to foster a culture of Excellence in All We Do. An integral part of this goal includes attracting, retaining, and rewarding outstanding staff who add to the intellectual vibrancy of our campus and help propel the university to higher levels of achievement. Stevens understands that its staff and prospective candidates value flexibility and work-life balance and seek a work environment that will help them thrive, professionally and personally.

Recognizing the evolution of work in higher education, Stevens is continuing the Flexible Work Arrangement (“FWA”) program, with modifications, for the 2022-2023 academic year.

The FWA program has five key objectives:

- Maintain student centricity focus;
- Enhance sustainable ways of working that reduce office footprint and expenses;
- Increase employee engagement and retention;
- Increase opportunities to attract top talent as the modern workforce prioritizes work life balance; and
- Increase the ability of the university to operate virtually at any time and respond quickly to unexpected future events.

As not all staff positions lend themselves to flexible work arrangements, the availability of flexible work arrangements will vary by school, unit and position based on the business and operational needs of the unit and position responsibilities. FWA designation will be made on a case-by-case basis and will be dependent on the best interests of Stevens as determined by its goals and objectives.

Successful communication between the supervisor of the work unit and the employee, and between the employee’s supervisor and the Division Vice President or Dean, will play an integral role in flexible work arrangements. The success and continuation of the Flexible Work Arrangement depends on effective communication between employees and supervisors and between supervisors and the Dean or Division Vice President.

The FWA will be subject to the continuous approval of the President and Cabinet, which reserves the right to cease or modify the program at any time. The community will be given advance notice of any significant program changes.

Important Note: *This program is separate and apart from requests for accommodations due to an employee's disability in accordance with the Americans with Disabilities Act and the New Jersey Law Against Discrimination. Requests for accommodations due to a disability shall be submitted to Division of Human Resources in accordance with existing policy.*

II. Scope

The FWA applies to eligible staff positions. The FWA does not apply to staff positions that have critical on-campus responsibilities that cannot be performed remotely and/or are considered first responders. These positions include, but are not limited to, campus police officers and dispatchers, building services, health care providers, mailroom staff, and resident directors.

The FWA does not apply to positions covered under a collective bargaining agreement.

The FWA applies to non-faculty staff positions.

III. Work Status Designations

The FWA contains three work status designations: Predominantly Remote, Hybrid and On-Campus. These designations are assigned to positions and units, not individual employees.

Whether an employee works remotely and how often is based on the job duties and responsibilities of the position and the university's operational needs and expectations which are subject to change from time to time.

- **Predominantly Remote:** An employee in a predominantly remote position works predominantly off campus and is expected to be on campus as needed (e.g., for meetings, projects, or events and anytime upon request). The **predominantly remote designation will be available mostly on a unit-wide basis and on an exception basis for other positions.**
 - **Predominantly Remote Unit:**
 - Unit provides management, strategic planning, and administrative support to the institution;
 - Unit is not responsible for providing student services such as advising, teaching, counseling, or coaching; and
 - Unit can be highly effective, productive, and service constituents while working remotely.

- **Predominantly Remote Position:**
 - Job duties and responsibilities require independent work, concentration, are measurable and project-based;
 - All responsibilities of the position can be completed remotely effectively, without reducing productivity, and provide the same level of service;
 - Position does not advise, teach, counsel, or coach students;
 - Position does not require in-person interaction with constituents (students, faculty, staff, or alumni);
 - Position does not manage student employees or staff who are mostly hybrid or on-campus; and
 - Position does not respond to regular campus health and safety issues.

- **Hybrid:** An employee in a Hybrid position works on campus on a scheduled number of days per week, or the equivalent. The Hybrid position is expected to work on campus regularly. Regularly does not mean the employee must work on campus the same days per week but that they have a regular presence on campus (e.g., the person works on-campus three days a week, works on campus for a full week every other week, etc.). Characteristics of a Hybrid position include:
 - Position requires occasional in-person interaction with constituents (students, faculty, staff, or alumni);
 - Some job responsibilities of the position can be completed remotely without reducing productivity or degrading the quality of service provided to constituents, or creating more work for colleagues scheduled to work on-campus;
 - Position can provide the same level of service as expected by constituents with remote tools;
 - Position is required to be on campus occasionally to fulfill their on-site responsibilities, including office coverage and support;
 - Position directly manages student employees or staff who are mostly hybrid or on-campus;
 - Position occasionally requires on-campus equipment or campus access; and
 - The number of days a position works on campus will be determined by the supervisor and approved by the Division Vice President or Dean, taking into consideration the position responsibilities, the unit in which the role is located, and how often work can be performed off campus.
 - Administrative positions within non-academic units may be scheduled to work on campus up to four days a week at all times except during periods when classes are not in session and supervisors approve additional flexibility.
 - Administrative positions within academic units will be scheduled to work on campus four days a week at all times except during periods when classes are not in session and supervisors approve additional flexibility.

- All administrative positions may be required to work additional days on campus (including evenings and weekends, which will involve overtime pay for non-exempt employees).
- **On-Campus:** An employee in an On-Campus position works on campus at least five days a week. Characteristics of an On-Campus position include:
 - Position has critical on-campus responsibilities that cannot be performed on a remote basis;
 - Position responds to public health and safety issues;
 - Position requires regular in-person interaction with constituents (students, faculty, staff, or alumni);
 - Position is responsible for providing daily on-campus support, including office coverage, for the department;
 - Position requires on-campus equipment or campus access to complete most tasks on a regular basis;
 - Only a small percentage of the position's responsibilities can be completed remotely without reducing productivity, effectiveness, and/or service levels to constituents; and
 - On-campus full-time positions may work remotely up to 20 days in the calendar year with supervisor approval*.

*On-campus part-time positions will be evaluated based on their work schedule and provided a prorated number of days.

Division Vice Presidents and Deans will assign work status designations, taking into consideration the criteria for each position based on the position responsibilities and unit in which the position is located. Division Vice Presidents and Deans will have discretion and latitude when assigning work status designations and hybrid schedules; accordingly, different designations may be made for positions that perform the same or similar work.

The FWA is not a term of employment. Work status designation for a position can be changed at any time and for any reason; absent unusual circumstances, employees will be given at least four weeks' notice if a change occurs.

The flexibility to work hybrid or remotely is based on the roles and responsibilities of the position as determined by the Division Vice President or Dean; it is not based on the individual employee's personal needs. If an employee requires a temporary alternate work arrangement, they should speak to their supervisor and contact the Division of Human Resources.

IV. Expectations of Supervisors and Employees

The success of the FWA program relies on supervisors and staff clearly communicating and understanding performance expectations and holding each other accountable. Below are the FWA expectations for all staff and supervisors.

- **Expectations for Employees When Working Remotely (Applicable for all work status designations.)**
 - Maintain the same productivity and performance as if they were working in a Stevens work location;
 - Perform all the duties set forth in their position description, as well as those additional duties that the Department or their supervisor may assign from time to time;
 - Begin and end their workday according to their approved work schedule;
 - Be available for and responsive to email, telephone, Zoom, Microsoft Teams, and other communication platforms to meet or exceed service expectations;
 - Be responsible for prioritizing their work to ensure they have access to the necessary resources to work remote effectively;
 - Ensure they have appropriate caregiver services during work hours; and
 - Inform and receive approval from their supervisor if they will be unavailable for a period during the workday while working remotely. Employees are required to request and submit time off for all personal appointments, i.e., doctor's appointment, when they are working remotely or on-campus.

- **Expectations for Supervisors (Applicable for all work status designations.)**
 - Supervisors must clearly communicate and document expectations for all their employees, including objectives, work assignments and frequency and mode of check-ins;
 - Specifically, supervisors together with the employee should establish expectations for:
 - Frequency and type of in-person and virtual meetings (a 1:1 should be conducted at a minimum bi-weekly);
 - Responsiveness expectations (e.g., via email, telephone, Zoom, Microsoft Teams, and other communication platforms);
 - Other communication expectations with team members, internal stakeholders and external contacts;
 - Core hours during which all or most employees are required to be on campus; and
 - Core hours during which all or most employees are required to be online when working remotely.

- Supervisors must hold their direct reports accountable immediately when expectations are not met. (Supervisors can contact the HR for support if necessary)
- Supervisors should trust that their direct reports are being productive when working remotely and measure employees' productivity by output and responsiveness; and
- Office coverage must be arranged so there is adequate staffing on-campus daily while providing flexibility to office staff.

Remote and Hybrid employees are expected to be present on campus when necessary to accommodate on-campus events, meetings or trainings and otherwise as required by their supervisors.

If an employee is not meeting performance expectations when working remotely, their performance will be addressed through disciplinary actions up to and including termination.

Stevens' Code of Ethics and all other [Stevens' policies](#) and practices apply to Stevens employees while working off campus.

V. Schedules and Timekeeping

All schedule and timekeeping guidelines remain in effect for Remote and Hybrid employees. Employees must discuss specific scheduling arrangements with their supervisors and obtain their supervisor's approval of such arrangements in advance. Employees who are paid hourly must accurately report in Workday all time worked regardless of their work location. A Flexible Work Arrangement for an hourly employee may not result in overtime work without the prior written approval of their supervisor.

Employees are required to request and submit time off for all personal appointments, i.e., doctor's appointment, when they are working remotely or on-campus.

VI. Locations Acceptable for Remote Work

The FWA limits the remote work locations in which employees may work to the states listed in Appendix A of these guidelines. Please note that Appendix A may be modified from time to time.

Employees considering a move to a location 100 miles or more from campus or to a state other than those listed in Appendix A must contact their immediate supervisor and the Division of Human Resources ("HR") to determine if the move they are considering is an acceptable remote work location.

VII. On-Campus and Remote Work Area

Remote employees and Hybrid employees who work remotely three or more days a week may not have a designated workspace on-campus.

All Hybrid employees and Remote employees must ensure they have a suitable work area in their off-campus work location. It is the employee's responsibility to ensure a safe and healthy work environment. When possible, the employee's work area should be limited to a separate area of the employee's home.

Employees must ensure they have the proper IT systems and technology to perform their job duties from the off-campus location. Employees working in an off-campus location must use Stevens-issued IT equipment for all Stevens work.

Employees must check any leases, tenancy agreements, mortgages and/or building and other personal insurance policies, as permissions may be needed for the employee to work remotely at their off-campus location. It is the employee's responsibility to apply for and secure any necessary authorizations and to inform Stevens of any difficulties or concerns.

VIII. Reimbursement for Expenses

Internet and telephone expenses incurred by employees when working remotely (e.g., internet, telephone) are not eligible for reimbursement. Reimbursement of other business-related expenses, if appropriate, will be subject to Stevens' Business Travel & Expense Policy.

The primary work location for most, if not all, staff positions is the Stevens campus. Stevens, through the FWA Program, is permitting employees to work remotely at an alternative work location for the 2022-2023 academic year. Employees whose primary work location is the Stevens campus will not be reimbursed for travel expenses to and from campus.

If the university determines the primary work location for an employee is an address other than the Stevens campus, the employee may be eligible for reimbursement of certain work-related travel expenses. Reimbursement for work-related travel expenses will be subject to Stevens' Business Travel & Expense Policy and any written agreement between the employee and their manager or Stevens Division of Human Resources.

IX. Safety and Security

While working off campus, employees shall be subject to the same accident, sickness and absence reporting requirements as they are when working on campus. Employment-related accidents or injuries must be reported immediately to the employee's supervisor and the Division of Human Resources. Employees must also follow Stevens Environmental Health & Safety procedures and protocols to report work-related injuries and accidents.

Employees must protect Stevens' data and information from unauthorized access, disclosure, or damage, and comply with university policies and procedures regarding access, disclosure and/or destruction of official university records. Employees must observe Stevens' Information Security Policy and other policies concerning protection, storage and retention of Stevens' records and confidential information.

X. Further Questions

Employees should direct all questions concerning the FWA to the Division of Human Resources at benefits@stevens.edu.

APPENDIX A: ACCEPTABLE REMOTE WORK LOCATIONS BY STATE

STATE NAME
Alabama
Arizona
Arkansas
California
Colorado
Connecticut
District of Columbia
Florida
Georgia
Illinois
Indiana
Kansas
Maine
Maryland
Massachusetts
Michigan
Minnesota
Mississippi
Missouri
Nevada
New Hampshire
New Jersey
New Mexico
New York
North Carolina
Ohio
Oklahoma
Oregon
Pennsylvania
Rhode Island
South Carolina
Tennessee
Texas
Utah
Vermont
Virginia
Washington
Wisconsin
Wyoming