

## **Marquette University Hybrid Work Arrangement Policy for University Staff**

The mission, vision and guiding values of Marquette University call us to provide a transformational education built upon student-centered experiences and to adapt to the changing world around us. To best serve our students, employees are typically required to perform work on campus or a university-affiliated site (e.g., Pleasant Prairie, off-site dental clinics, etc.). The university offers hybrid work arrangements for staff members when the strategic priorities, the specific work requirements, and the employee and supervisor are suited to such an arrangement.

The ability for hybrid work is a privilege and not an entitlement or university-wide benefit and is granted at the sole discretion of the university. The determination of whether staff are eligible to participate and approved for a hybrid work arrangement will be made in accordance with this policy and the college/unit's business needs. The appropriate ULC member must approve all requests.

Any hybrid work arrangement made will be on a trial basis for the first three months and may be discontinued at any time. Every effort will be made to provide two weeks' notice of such change to accommodate issues that may arise from ending a hybrid work arrangement. There may be instances, however, when no notice is possible.

### **Hybrid Work Arrangement Definition**

A formal hybrid work arrangement is an approved ongoing, regularly scheduled work arrangement that allows staff to perform work during any part of the employee's regular work hours at an approved alternative worksite such as an employee's home ("remote office"). More information on work locations can be found later in this policy.

The focus of the hybrid work arrangement must remain on meeting university, college/unit, and job performance expectations. Staff are encouraged to discuss expectations of hybrid work with household members prior to entering a trial period. The work must be done in a place free of distractions and appropriately confidential. A professional work setting must be maintained free of non-job-related interruptions during the regularly scheduled workday. Hybrid workers must maintain a distinct separation between work activities and personal activities. For example, hybrid work is not a substitute for childcare or adult care.

There is a continuum of hybrid work arrangements based on the hours and schedule of the work. See subsequent sections of this policy for more information on how the following arrangements may impact dedicated individual office space, technology, and other resources.

**Hybrid Occasional:** Occasional or short-term work that is approved by the supervisor on a case-by-case basis, where the hours worked remotely are not part of a previously approved, ongoing, and regular hybrid work schedule. Occasional hybrid work may be approved by the supervisor without formal documentation and there is no expectation of regularly scheduled continuance. If the instances and regularity of occasional work increases and still meets the operating needs of the department, supervisors should initiate a formal hybrid work arrangement with appropriate documentation.

**Hybrid 50% or less:** Regularly scheduled remote work up to two days/week or five of 10 days biweekly. This requires a formal hybrid work arrangement

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agreement.

**Hybrid greater than 50%:** Regularly scheduled remote work of at least three days/week or six of 10 days biweekly. This requires a formal hybrid work arrangement agreement. Employees with this work arrangement will be eligible for part-time parking rates and preference. Given that their primary work location is remote, employees will be eligible for touchdown or hotel space when on campus. Employees with this arrangement will not have a dedicated individual office or workstation on campus.

**Fully Remote:** Regularly scheduled to work full-time off-campus. Occasional presence on campus may be required. Employees with this work arrangement will be eligible for visitor parking when on campus. Given that their primary work location is remote, employees will be eligible for touchdown or hotel space when on campus. Employees with this arrangement will not have a dedicated individual office or workstation on campus.

### **Criteria**

Not all colleges/units, departments, roles, employees, or supervisors are suitable for hybrid work. Before considering a request for a hybrid work arrangement, the supervisor and leader, with the assistance of Human Resources, will evaluate the suitability of such an arrangement, reviewing the following areas:

#### **College/Unit suitability**

- ULC member determines how the strategy, purpose, objectives, and goals of the college/unit are best delivered. As a result, a college/unit may require employees to perform their work on-campus. This is particularly true for those areas which directly impact our student experience.
- If it is determined that hybrid work options may be available, college/unit leadership will work with HR to assess which roles may be eligible. Changes to space utilization, including vacating assigned offices, must be reported to FP&M.

#### **Role suitability**

Considerations for a hybrid work arrangement are role-specific, based on the purpose of the position within the college/unit. As such, it is possible that some positions within a unit may be appropriate for a hybrid arrangement when others are not. The following will be considered:

- The key “customers” of the work, where/how they interact with the role, (e.g., on-campus? virtual?), and how is the work most effectively delivered.
- The relational/interpersonal requirements of the role (e.g., independent? interactive/collaborative? supervises the work of others who work on-site?); and the degree to which the interpersonal interactions include problem solving, innovating, coaching, etc.; and customer preferences for interactions.
- The physical/spatial requirements of the role (e.g., required physical presence on-campus for in-person staffing or access to campus-based resources including facilities, equipment, technology) in order to most effectively perform the job.

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- The impact on workflow and team efficacy (e.g., process flows and handoffs within/between teams; coverage for onsite needs; team/colleague synergies; knowledge sharing).

### **Employee suitability**

Following the assessment of the college/unit suitability and specific role suitability, the supervisor will assess employee performance dimensions for successful hybrid workers:

- Employee has a clear understanding of the position and expectations.
- Employee has track record of meeting or exceeding performance expectations and goal achievement.
- Employee has demonstrated the ability to successfully perform all aspects of the role independently and with an appropriate amount of autonomy.
- Employee demonstrates effective communication skills with colleagues, students, customers, supervisors, etc. and leverages various communication tools appropriately (e.g., email, IM, Teams meetings, calls).
- Employees struggling with performance (including punctuality, attendance, meeting deadlines, effective communication with others, etc.) should not be considered for this arrangement until such time that consistent, improved performance is demonstrated.
- The employee desires to work remotely.
- Flexibility to come into the office as often as required by the supervisor for meetings, training, events, and other activities.
- Employee is able to troubleshoot remote technology issues (with appropriate university support and resources).
- Employee has a designated workspace at the hybrid location.
- Employee may not use the hybrid arrangement to substitute for caregiving services of any kind.
- An employee's hybrid work arrangement may impact their visa status/eligibility and requires additional steps. Supervisors and employees should review such impacts and consult with the Office of the General Counsel prior to committing to a hybrid arrangement with a foreign national.

### **Supervisor suitability**

In considering the suitability of hybrid work arrangements, the Dean/VP and college/unit leadership also will consider supervisor suitability. Unit leaders and supervisors should evaluate the most effective and appropriate way to manage the work and the team. They will evaluate their ability and time needed to effectively manage and lead remote work.

### **Employee Eligibility**

Employees eligible for a formal hybrid work arrangement must be employed in their current role for a minimum of six months of continuous, regular employment and must have a satisfactory performance record. A hybrid work arrangement during the first six months is ordinarily not advisable because of the need to train the employee, clarify job responsibilities, establish relationships, and assess suitability for continued employment.

Due to strategic needs, the university may change certain jobs or work units to fully remote. In other cases, the university may request and post a new or vacant position as

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remote or hybrid. In such cases, the employee(s) may be exempted from the requirement to work on campus for six months prior to working remotely, and the supervisor would approve special arrangements for onboarding new employee(s), which may include some travel to the university or the supervisor traveling to the employee's work location.

### **Hybrid Work Arrangement Locations**

Hybrid work arrangements will be located within a 90-mile radius from campus. However, some hybrid arrangements that allow for more distance may be considered with pre-approval by HR. This pre-approval must be secured to ensure that the remote work location is acceptable due to tax, payroll, workers compensation, employment policies/practices, etc. and so the university can assess its ability to accurately pay and manage the hybrid worker in the state in which the employee worksite resides. Certain states such as New Jersey, New York, and California may not be approved due to significant additional administrative requirements. Out-of-country arrangements are generally not allowed due to export control considerations and may affect residency and/or visa status. Rare exceptions may be made with the additional approval of the Executive Leadership Team (ELT).

### **Hybrid Work Arrangement Agreement ([Hybrid Work Agreement](#))**

If the employee, supervisor, and appropriate ULC member agree, a Hybrid Work Arrangement Agreement will be prepared and signed by all parties, and a three-month trial period will commence. The signed agreement will be forwarded to Human Resources and a copy will be placed in the employee file.

A signed Agreement is valid only for the employee, position, and hybrid work location noted in the Agreement. Agreements are for one year in length and can be renewed if agreed by both parties for another year. Should an employee choose to move into another position at the university, or move to a different state or country, the Agreement becomes null and void. Employees contemplating a change to another university position or a move to another geographical location should explore the possibility of another Hybrid Work Arrangement Agreement prior to making a change. In some cases, an employee request for a new arrangement may not be approved.

### **Emergencies and Other Unexpected Contingencies**

In the event of emergency such as natural catastrophe, fire or other significant disruption to facilities or the physical operations of colleges/units, and in order to respond effectively to such disruptions and maintain critical functions, operations and services, supervisors are authorized to establish emergency hybrid work arrangements with qualified employees for limited duration without strict regard for the guidelines and procedures contained in this policy. Safety at the work location, confidentiality of the work, cyber security, integrity of the work, and reporting of hours worked must always be maintained. Emergency arrangements are to be maintained only until normal operations can be restored at the university worksite. The appropriate ULC member and HR must be notified in writing of this emergency arrangement at the time it begins and at the time it ends. Employees requesting arrangements on a regular basis must always go through the normal process.

If an employee's remote working location is not available due to situations such as a power or internet outage, the employee must return to campus to complete their

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workday or take vacation time. With a supervisor's prior approval, the employee may be allowed to work compensatory time within the same work week.

### **Compensation and Benefits**

An employee's compensation and benefits will not change as a result of a hybrid work arrangement assuming that there are no changes to the position duties.

Expenses for required travel to or from the university will be the responsibility of the employee and not the university.

### **Tax Implications**

The employee must determine, and be responsible for, any tax implications under IRS, state, and local government laws relating to working from a remote office. Responsibility for fulfilling all obligations in this area rests solely with the employee.

### **Hours of Work**

The total number of hours that employees are expected to work ordinarily will not change, regardless of work location. Employees agree to apply themselves to their work during regularly scheduled work hours as determined by the supervisor.

Supervisors must ensure that procedures are in place to accurately document the work hours of employees who work remotely, ensuring compliance with the Fair Labor Standards Act. Non-exempt employees are always required to accurately report all time worked; this is especially important for hybrid work arrangements. Failure to accurately report all time worked may result in the termination of a hybrid work arrangement along with potential disciplinary action.

### **Travel**

Supervisors may require the employee to report to the university worksite or meeting places as needed for work-related meetings or other events, or supervisors may meet with the employee in an alternative work location as needed to discuss work progress or other work-related issues.

- Employees required or hired exclusively to work remotely to service different geographical locations may be eligible to submit expense requests for business travel arrangements that must be approved by their supervisor in line with the university travel policy (<https://www.marquette.edu/university-policies-procedures/upp-1-09-travel-reimbursement-policy.php>).
- Employees who request a move from their on-campus work location to an approved fully remote work location within normal commuting distance, ordinarily within 90 miles, will bear the cost of travel to and from the university campuses, as they would have done so prior to the hybrid work arrangement. Employees who choose a work location outside of the normal commuting distance will be required to pay for their own travel expenses to and from the university.
- Employees with approved fully remote work arrangements who are required to travel for university business outside of a normal commuting distance, may be reimbursed for travel arrangements that are approved by their supervisor

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in line with the university travel policy (<https://www.marquette.edu/university-policies-procedures/upp-1-09-travel-reimbursement-policy.php>).

### **Use of Leave**

Hybrid work is not intended to be used in place of sick leave, Federal or Wisconsin Family and Medical Leave, Workers' Compensation leave, or other types of leave. Employees requesting medical accommodations should follow the university's ADA request process ([https://www.marquette.edu/hr/documents/ADAProcessandForm\\_000.pdf](https://www.marquette.edu/hr/documents/ADAProcessandForm_000.pdf)).

### **Equipment**

Marquette University supplies an employee with a single standard IT configuration which typically includes a computer (laptop or desktop) and accessories appropriate for their job requirements and work schedule. The standard desktop configuration consists of the desktop, a single monitor, wired keyboard and mouse. A standard laptop configuration consists of the laptop, docking station, a single monitor and a wired keyboard and mouse. For both configurations a headset will be provided if the employee surrenders their desk phone. Dual monitors are available upon management approval. The University will provide only one configuration to be used either at the on-site office or at the remote office. Employees approved to work a hybrid arrangement should select a laptop computer that they carry between both offices. Additional accessories above what is provided in the standard configuration will not be supplied. All university owned computer technology (laptops and desktops) purchases must be procured through or approved by Information Technology Services (ITS).

Employees must maintain an internet connection that is stable and fast enough to support video conferencing, email, chat, file editing and other day-to-day work tasks. Internet services (or stipends), phone lines, webcams, duplicate equipment (monitors, keyboards, and mice), printers, cell phones, or other technology hardware for remote office use are not provided by the university and are an expense of the employee.

The university recommends that employees use a headset to reduce background noise, improve sound quality, and ensure confidentiality. The employee assumes responsibility for the security of information, documents, and records in their possession or used while working offsite and may not remove highly sensitive data from the university workplace without the prior written consent of the supervisor.

Certain jobs and approved accommodations may require specialized hardware or software. If special equipment is supplied by Marquette, it will be maintained by the university. Equipment supplied by the employee for remote use such as printers, monitors, etc., will be maintained by the employee. Marquette University accepts no responsibility for damage or repairs to employee-owned equipment. ITS reserves the right to make determinations as to appropriate equipment, subject to change at any time. Any equipment supplied by Marquette is to be used for business purposes only. The hybrid worker must sign an inventory of all Marquette University property received and agree to take appropriate action to protect the items from damage or theft. Upon termination of employment, all Marquette property must be returned in good working order to Marquette. For details on hardware and software requirements, contact the help desk (414-288-7799).

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### **Office Supplies**

Marquette University will supply the employee with appropriate office supplies (pens, paper, etc.) as deemed necessary. The hybrid worker should order supplies using the normal department protocols, with supervisor approval, and should plan to periodically pick up the supplies. Marquette will reimburse the employee for supervisor pre-approved business-related expenses, such as shipping costs that are reasonably incurred in carrying out the employee's job.

### **Workspace and Work Environment**

The employee will establish an appropriate remote work environment. Marquette will not be responsible for costs associated with the setup of the employee's remote work office, such as remodeling, furniture, or lighting, nor for repairs or modifications to the remote office space. No university-owned furniture (chairs, desks, etc.) may be removed from the campus location for use in a remote work location.

Employees who work remotely should ensure a safe and suitable workspace that is appropriately confidential and free of distractions and interruptions that may interfere with work. Employees are expected to maintain their remote workspace in a safe manner, free from safety hazards, and must maintain homeowners or renter's liability insurance, proof of which may be requested by the university. Injuries sustained by the employee in a remote office location in conjunction with their regular work duties may be covered by the university's workers' compensation policy, and consequently, employees are responsible for reporting work related injuries to the university's Office of Risk Management as soon as practicable. The employee is liable for any injuries sustained by visitors to their remote office and for non-work-related injuries.

Hybrid workers will be expected to ensure the protection of proprietary university information, including confidential student and employee information accessible from their remote office. Recommended steps include the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the work environment.

The designated hybrid work location should ensure confidentiality and safety. The university reserves the right to inspect the designated hybrid work location, especially in cases such as workers compensation claims.

Employees working a hybrid work arrangement of greater than 50% will not be eligible for a dedicated individual office or workstation on campus and will be provided access to touchdown or hotel space.

### **Parking**

Employees with a formal Hybrid Work Arrangement Agreement of greater than 50% remote will be eligible for part-time parking rates and preferences. Employees working fully remote will be eligible for visitor parking only. Payroll changes for parking rates will be processed as soon as practicable following the approval of a hybrid work arrangement and given at least two weeks prior to a payroll closing date. In no cases will parking rate reductions be retroactive.

### **Conditions of Employment**

Hybrid work arrangements do not change the conditions of employment or required compliance with all university policies.

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To the extent possible, the supervisor and the employee should mutually agree to a hybrid work arrangement. However, the university may establish a hybrid work arrangement as a condition of employment, based on business needs. In such cases, this requirement should be included when the position is advertised and in correspondence offering employment. If the university, for business reasons, needs to make a change to the work location, every effort will be made to provide two weeks' notice.

### **Termination of the Hybrid Work Arrangement**

All hybrid work arrangements are subject to ongoing review by the supervisor and Human Resources and may be terminated at any time. The university may terminate the hybrid work arrangement at its discretion. Where possible, supervisors should give employees advance notice of two weeks if a decision is made to terminate the arrangement; however, advance notice is not required. Refusal to return to campus will be considered a voluntary resignation of employment.

Questions about this policy should be directed to Human Resources (414) 288-7305 or at [humanresources@marquette.edu](mailto:humanresources@marquette.edu).