



Flexible Work Decision Matrix

Remote Work: A position where the employee, as a condition of employment, has their home or alternative location as the assigned work location, works permanently from that location, and does not have an agency permanent/principal work location.
Mobile Work: A position where the employee travels continuously for work, or who performs work at multiple locations outside of an agency office, such as a field location or other site.
Telework: A position with a work arrangement that allows an employee to perform work on a regular basis at a telework location that is not the employee's permanent/principal work location.
Case by Case/Situational Telework: A position that may include a temporary reassignment or work outside the permanent/principal work location to meet short-term needs.
Exclusively On Campus. A position that requires the employee to perform all their work at their campus work location. However, flexibility in workdays or hours may be possible, depending on the position.

The President's Task Force on Flexible Work and Service Delivery has developed this decision matrix to assist supervisors and employees as they consider flexible work modes; including remote work, telework, hybrid work, and campus flex work.

The University strives to create and maintain a new, fair and equitable flexible work and service delivery model to increase employee work/life balance and work satisfaction, while also meeting or exceeding our current level of service for our students.

The effect on students should always be forefront in these conversations.

Flexible work options should result in a positive impact on our current and future student populations.

Managers and supervisors are responsible to ensure that work mode arrangements do not impede the standards of work, accessibility, and quality of service for the University community and external constituents.

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When considering employee requests for remote work, telework, hybrid work, or campus flex work, supervisors should base their decision on the following factors and considerations:

Factor	Considerations
<p>Equity</p>	<p>If this position provides student support, can that support be delivered through remote service options?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If No, what percentage of tasks could be done at another location?</p> <p>Are the department's rules and decisions relating to flexible work consistent and fair across the team?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Will flexible work result in increased work for other employees?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Will the decision to allow flexible work for this employee improve the inclusivity of your department (e.g. improve access for employees with disabilities, free from silos, introduce proximity bias, improve communication)?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><u>Considerations that Support Flexible Work:</u></p> <ul style="list-style-type: none"> • Positive or limited impact on service to students • Supervisors across the work area are applying the same considerations to all employees, respective of their position • Flexible work arrangements will allow for continued collaboration • Flexible work would not result in workloads shifting to other employees on campus

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Work Site	<p>Does the employee's position description indicate that flexible work is a potential option? (Or can it be updated to indicate that potential?)</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Does the work require access to specialized data?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes, are there plans to protect and restrict data access in compliance with policies and law?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Do the employees in your department rely heavily on each other to perform collaborative work?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes, can that collaboration be accomplished through virtual tools such as Microsoft Teams, Zoom, etc.?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Does the employee work independently and manage their own priorities?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If "YES", can a reporting mechanism be created to allow for the employee to receive direction, and communicate completion?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Does the employee clearly understand the expectations for their position?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><u>Considerations that Support Flexible Work:</u></p> <ul style="list-style-type: none">• Position description indicates the potential option for flexible work• Plans are in place to protect confidential data• Collaborative work will not suffer• Employees understand the expectations of their position do not change with flexible work
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Service to Students and Customers	<p>Would allowing flexible work have any potential negative impacts on students or customers?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes, please detail/describe what those specific impacts would be:</p> <p>If Yes, how could these effects be mitigated?</p> <p><u>Considerations that Support Flexible Work:</u></p> <ul style="list-style-type: none">• Little to no impacts on students or customers• Plans are in place to mitigate against potential negative impacts on service to students, and these plans are discussed with employees
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<p>Space</p>	<p>Does flexible work provide an opportunity for the employee to do their best work?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If “NO”, what are the specific limitations as to why the employee would not do their best work?</p> <p>Can privacy or confidentiality of data be maintained?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If “YES”, how could these effects be mitigated?</p> <p><u>Considerations that Support Telework:</u></p> <ul style="list-style-type: none"> • The work location will allow employees to perform all their essential job functions • Plans are in place to protect privacy and confidentiality, and these plans are discussed with employees
<p>Time</p>	<p>Are there established core business hours in your department?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Is there room for flexibility for employees to complete some of their work outside of the core business hours?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If “NO”, why?</p> <p><u>Considerations that Support Flexible Work:</u></p> <ul style="list-style-type: none"> • Employees are aware of the core business hours • Clear understanding between employees and supervisors whether some work can be completed outside of core business hours

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Equipment	<p>Employees who work remotely are expected to furnish their own workspace and provide their own internet service.</p> <p>Each department should ensure that employees who are teleworking have the technology (computer, monitor, etc.) to complete their work successfully.</p> <p>Departments should consider updating all computers with laptops upon replacement.</p> <p>Ensure that all employees who regularly answer phone calls shift their office phone to Cisco Jabber.</p> <p><u>Considerations that Support Flexible Work:</u></p> <ul style="list-style-type: none">• Employees have an adequate work space with internet access• Employees have the technology to complete their essential job functions effectively• Laptops are available for employees in flexible work assignments, or laptops will be used to replace computers when due• Employees and supervisors have a clear understanding of how phone calls will be answered, including the option of shifting office phones to Cisco Jabber.
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