

Implementing MSU's Remote Work Policy

Implementation Plan
March 2022

How we'll get there, together.

In preparation for the implementation of MSU's remote work policy, we've outlined an implementation plan to guide units through this process, allowing for adaptation to reflect our current workforce. The plan focuses on the following key areas:

- How We're Defining Remote Work
- Three Policy Components
 - Remote Work Policy
 - Remote Work Policy: Out-of-State
 - Remote Work Agreement
- What are the key changes? What has not changed?
- Implementation
 - Phases I, II, III, IV
- Support for Unit-Level Implementation

How We're Defining Remote Work

- **Remote Work**: work that is regularly conducted at a pre-approved location that is not an official MSU worksite.
- **Remote-friendly** means some or all duties can be performed remotely.
 - Examples: an employee works two days a week remotely and three days onsite; an employee works primarily remotely, with little or no onsite work.
 - **Does not include**: vacation/sick/personal time, attending conferences/professional development, work conducted in the community as a part of the assigned duties (e.g. outreach, engagement, recruitment, etc.), visiting professorships, sabbaticals, education abroad

Three Components to Remote Work Implementation

- [Remote Work In-State Policy](#)
 - Finalized
- [Remote Work Out-of-State or International Policy](#)
 - Nearly Finalized
 - Note, additional work is currently underway to explore a third-party vendor for out of state & international remote work arrangements.
- [Remote Work Agreement \(RWA\)](#)
 - Finalized

Component One: In-State Policy for Faculty and Staff

- Applies to support staff employees
- An employee is considered to be working remotely if:
 - Employee works remotely for any amount of time on a regularly scheduled basis
 - Employee has a designated work location that is not an MSU worksite
- Note: FAS/EM can work remotely in-state, and do not require RWA (if working in Michigan).

Component Two: Out-of-State & International Policy for Faculty and Staff

- Applies to **ALL** employees who will work outside the state of Michigan.
- Requires approval from the Dean/VP/MAU Leader (MAU authorized signatory)
- Consultation with central offices is available.
- Three or more employees working internationally will require consultation with the International Compliance Advisory Committee.
- The Dean/VP/MAU Leader is the final authorizing approver.

Component Three: The Remote Work Agreement (RWA)

- The RWA outlines key information for both employees and supervisors.
- RWA is approved by supervisor for in-state and out-of-state remote work.
- Units may require additional levels of supervisory/leadership approval for in-state remote work.
- All employees who will perform out-of-state remote work will require approval from the Dean/VP/MAU Leader (authorized signatory) and must complete the RWA.
- Remote Work Agreement should be renewed annually between supervisor and employee.

What is similar between on-site and remote work?

- On-site and Remote Work decisions are based on the work
 - The approval to work remotely is not considered a perk or a reward
 - Remote work considerations vary by the work, business cycle.
- Units will have their own internal procedures
- Supervisors can approve in-state Remote Work
 - Units may have required internal procedures that include higher-level approval
- Resources and consultation will be provided from central offices
- There are no changes to Export Controls review and approval process.
- The requirement for faculty, staff and academic staff to fulfill their assigned duties, tasks and responsibilities.

What are the key process differences between the remote work policy and existing telecommuting agreements?

- The Remote Work Agreement will be filed through EBS
 - The form and remote friendly language in the posting will both be live on 4/8
 - Provides additional information for employees and supervisors
 - Agreements are collected centrally as part of the personnel record
- Dean/VP/MAU Lead (authorized signatory) must approve out-of-state and international requests
- A new Remote Work website will be available via MSU HR

Remote Work & Job Postings

- Position postings will also include language to indicate the position’s “remote friendly” nature when applicable, and applicants will be able to filter for these positions on our Careers website. If a department selects this option, the following language will be included:
 - *“MSU strives to provide a flexible work environment and this position has been designated as remote-friendly. Remote-friendly means some or all of the duties can be performed remotely as mutually agreed upon.”*
- Departments will have the option to select if the job that is being posted would be considered remote-friendly (April 8 target).
- Candidates will be able to filter for remote-friendly positions in the applicant portal.

Target Dates for Rollout

- **Phase I Awareness & Planning** - March to April
 - Implementation training for Unit HR
 - Kickoff Unit planning for internal processes and communication
 - Can begin using PDF of RWA and standard posting language
- **Phase II In-State Remote Work Policy** - April to June
 - Convert current telecommuting agreement to electronic RWA in EBS/SAP
 - Posting language option and electronic RWA live (April 8)
- **Phase III Out-of-State Remote Work Policy** – May to June
 - Current out-of-state and international employees complete electronic RWA
- **Phase IV** - July 1
 - All policies and processes will be implemented and every employee with a Remote Work Agreement needs to be using the new electronic RWA in EBS/SAP
 - Continuous evaluation and improvement

Implementation Phase I: Announcement & Planning

Late March to April

- Announce all policy documents, resources, and provide training
- Provide implementation training for HR professionals
- Provide support to units/consultation
- **Units:**
 - Develop internal procedures during this time, including
 - Communicating the new policy and internal plan with key dates to those with telecommuting agreements
 - New support staff hires should use the RWA; retain in the unit during this period.
- Begin consultation with OGC, Export Controls, OSP, OISS for current and new hire employees working out-of-state/internationally, as necessary

Considerations for Unit-Level Planning

During the planning process, each unit should seek to have answers to the following questions reflected in their implementation plan before sharing with department/college/unit.

- If approvals are to go above the supervisor, determine the process and how decisions will be made.
- Do you want internal central oversight? If so, during what phase?
- Who are the key personnel helping to field questions?
- What are the operating parameters for decisions?
- Are you being equitable across the unit? Across the various teams?
- What are the options and alternatives should there be disagreements?
- When is a good time each year to review and update agreements?
- What are considerations for modified operations, business continuity, and disaster recovery?

Recommended Implementation Consultation(s)

We've identified contacts in key areas to aid in the implementation process. Please feel free to reach out to ensure unit-level implementation processes are aligned with other university policies.

- FASA: Kathy Lewless and Kara Yermak
- HR: Rick Fanning, Cherie Booms, Jake Lathrop and Sharri Margraves
- OGC: Kristine Moore and Jacqueline Kittel
- Export Controls: JR Haywood
- OISS: Krista McCallum Beatty, Brooke Stokdyk
- CGA/OSP: Evonne Pedawi
- IT Services: Tom Siu, Shawn Fulton
- Payroll: Lindy Smith, Beth Powers
- WorkLife: Jaimie Hutchison

Implementation Phase II: In-State Policy

April to June

Implement the Remote Work Policy for in-state support staff employees

- Transition all current support staff employees (in-state) from the current Telecommuting Agreement to the automated Remote Work Agreement.
- All new hires begin using the electronic Remote Work Agreement.

Units Communicate internal process and implementation plan to department

- Units will need to have their own internal processes clarified and communicated to employees during this phase which includes the following:
 - Key personnel helping to implement the plan
 - Key dates and transition date for compliance
 - Interim direction until transition date

Implementation Phase III: Out-of-State & International Policy

May to June

- **Implement Remote Out-of-State/International Policy**
 - Transition **all current** employees working out-of-state/internationally to the Remote Work Agreement
 - This includes FAS, EM, and Support Staff who are working remotely out of state either due to employee request or because the work is located out of the state
 - New hires to utilize the Remote Work Agreement
 - Consultation with OGC, Export Controls, OISS as necessary

Phase IV Assessment: Continuous Evaluation & Improvement

July – Forward

- By July 1, 2022, all policies and processes will be implemented and every employee with a Remote Work Agreement needs to be using the new and automated agreement in SAP
- All current telecommuting agreements will transition to the RWA
- Gather feedback and make recommendations for updates in Dec. 2022

Summarizing Key Dates

- **Late March – April 2022:** Units will begin planning internal processes and communication and begin using standard posting language for remote-friendly job postings.
 - **Action Items:** Unit leadership and HR representatives work together to learn the particulars around MSU's remote work policies and how to implement within current unit practices.
 - Identify the roles within your unit that are "remote-friendly."
 - Establish the approval process for Remote Work Agreements.
 - Begin preparing communication with unit support staff and out-of-state faculty and staff on how your unit will handle remote work requests.
 - and handle compliance for central administration (agreements available in EBS) and at the unit-level.
- **April – June 2022:** Convert existing telecommuting agreements to the electronic remote work agreement available through the EBS portal beginning April 8.
 - **Action Items:** Begin working with your in-state support staff and support staff new hires who request remote work arrangements to review and complete the Remote Work Agreement.
- **May – June 2022:** Begin implementation of out-of-state remote work policy and agreement
 - **Action Items:** Begin working with faculty, staff and new hires who are out-of-state and international on their Remote Work Agreements.
- **July 1, 2022:** All policies and processes will be implemented and every employee with a Remote Work Agreement will have the agreement completed electronically within EBS.
 - **Action Items:** July 1 is the deadline to submit Remote Work Agreements – within EBS – for all in-state support staff and all out-of-state faculty and staff who request and are approved for remote or hybrid work.
- **July – December 2022:** Continuous assessment and improvement.
 - Opportunities to share feedback will be established and shared at a later date.

Next Steps for Remote Work Team Implementation

Once we have received approval from senior leadership, we will kick off Phase I which includes the following:

- Make all final changes in documents
- Announcement to employees that site is live and work is underway at unit-level
- Units begin any internal process changes/preparation
- Training for Unit HR professionals
- HR completes electronic forms/posting update
 - Provides final instruction to units
- Reminders and updates as we transition from announcement and planning to getting agreements completed by July 1 compliance deadline
- Identify potential members to serve on the continuous improvement and evaluation committee.

*If you have any questions or would like any additional information, please contact the remote work implementation team

Appendix

This section includes the resources available, and materials created to support units through the implementation process

Executive Summary

Over the last two years, MSU has had to make significant changes to how many of us work – the world of work has changed. Organizations across all industries have recognized the importance of flexible work arrangements that accommodate the needs of employees while ensuring business needs are met.

Remote work implementation is a practice that helps to establish a standard in the workplace; it is not a law nor a contractual obligation. Implementing remote work aligns with the strategic plan by establishing flexible and blended working options, such as a remote work option. This policy aims to set expectations and provide clarity pertaining to the university's stance on remote work. MSU's operations rely on a collaborative partnership between MAUs and central administration to effectively implement a policy that welcomes a new way of working. We will work together through this iterative process, learning as we go, and allowing these policies and processes to evolve as we gain experience.

Supporting Units: Resource Plan Phase I & II

- [Training](#) provided by Remote Work Team for MAU HR Leads
- Materials available on the [Remote Work Website](#)
- Step-by-step [Remote Work Agreement](#) with links to foundational information.
- [Frequently Asked Questions](#)
- Directions for implementation including toolkits:
 - [Getting Started: What is the Work?](#)
 - [Promoting Equity and Understanding Bias](#)
 - [Revisit and Re-evaluate](#)
- Resources for unit employees
 - [Engaging Teams for Maximum Performance](#)
 - [Performance Management for Hybrid Teams](#)
 - [Managing and Leading Across Locations](#)

Support to Units cont'd

- **Phase III**

- International Committee established:
 - Members include OGC, ECTS, HR, FASA, OISS, OSP, Payroll
- External Support potential-3rd party supplier
- Updated FAQs, Resources
- Training as needed

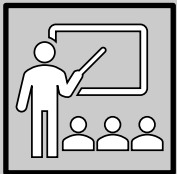
- **Phase IV**

- We'll create a committee of representatives from various units to collect feedback, evaluate progress, and make recommendations for updates in Dec. 2022 to senior leadership.

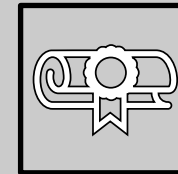
Alignment with the Strategic plan

“Creating an environment in which excellence and opportunity thrive will attract and keep talent and create conditions where staff and faculty can do their best work, individually and collaboratively.”

*Staff and Faculty Success Pillar
MSU 2030 Strategic Plan*



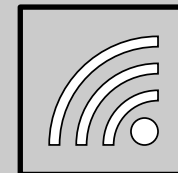
Make MSU a workplace of choice — and a desirable place to stay — for discipline-leading, innovative, creative and diverse staff, faculty and postdoctoral research associates
Strategies/Actions



Review university policies, procedures and practices to facilitate more remote, flexible and blended working options to broaden the university's access to diverse talent



Recruiting and Retaining talent MSU's biggest investment — and most important asset — is the exceptionally talented faculty and staff at the core of the Spartan community.



Facilitating and supporting flexible work during the pandemic, including the ability to work in remote locations connected through dynamic modes of digital communication, enabled us to continue delivering world-class education during a period of mandated physical distancing