

Manager Guidelines Remote Work Arrangement

A remote work arrangement should take into account the needs and work of the department and the organization. This document is designed to assist managers in the thought process when considering, gaining approval and establishing a remote workforce.

Step 1. Address potential implications. In making decisions about which positions are appropriate for a remote work arrangement, managers should thoroughly analyze the duties of the positions and how the work is performed.

A. Review the Remote Work Arrangement Policy BH-HR-315

B. Assess impact to unit work flow, budget, and productivity.

Assess the potential impact of the proposed work arrangement on the unit work flow, budget and productivity.

- 1) What are the benefits to Baystate Health? What are the benefits to your department? (i.e. recruitment and retention benefit, hard to fill positions, etc.)
- 2) What are the estimated financial savings in having a remote workforce? (i.e. real estate savings, etc.) How much could be saved?
- 3) Are there any drawbacks or concerns? (i.e. impacts to other Baystate Health departments or customers)
- 4) Are there budget impacts? Office set up expenses: supplies. Technology: computer, high speed Internet, printer, phone, fax. What are the costs? Review the *Technology Guidelines* for equipment and cost estimates.
- 5) Consider potential impact of the proposed work arrangement on the morale, communication and teamwork of other employees in your unit.

C. Determine if business area requirements can be met.

- 1) Consider if this is a stand alone arrangement with one employee, a subset of employees or implemented across the entire business unit. Think through the implications for each situation.
 - i. Typically the types of work that are most conducive to a remote work arrangement are those that require independent work, concentration, and can be monitored by output, rather than time spent doing the job.
 - ii. Determine if the proposed remote work arrangement will impact patient care and customer service, considering both internal and external customers.
- 2) It is recommended that the employee complete all online trainings prior to beginning remote work arrangement and annual trainings as required.

D. Assess if the employee has sufficiently demonstrated qualities that will enable them to be successful and productive. Employees who are successful in working remotely are those who:

- 1) Work productively independently
- 2) Are self-motivated and flexible
- 3) Are knowledgeable about the job
- 4) Have a low need for social interaction
- 5) Are dependable and trustworthy
- 6) Have above average performance records
- 7) Are organized
- 8) Have good communication skills

Employees who have documented performance issues, such as an “inconsistent” rating on their performance appraisal or a recent corrective action notice, may not be suited to a remote work arrangement. Each situation should be reviewed on a case-by-case basis with the HR consultant.

E. Employee Performance Management

As a manager you will need to consider:

- 1) How employee’s productivity will be measured.
- 2) How frequently you will be in contact with employee.
- 3) Whether employee will be required to be onsite for staff meetings and how often.
- 4) How often the employee remote work arrangement will be reviewed with the employee.
- 5) Employees are expected to attend new hire orientation onsite.

F. Office Set Up, Technology, Supplies, and Travel Expenses

- 1) Review the *Employee Eligibility Requirements and Agreement*.
- 2) Review the *Technology Guidelines*.
- 3) Individual departments will need to determine which office supplies and services (pens, paper, paper shredder, Internet expenses etc.) will be designated as reimbursable expenses. If deemed reimbursable, employees will be reimbursed through the Accounts Payable policy.
- 4) Travel costs will be reimbursed in accordance with the Travel Reimbursement Policy.

G. Wages and Hour Requirements

Timekeeping is critical for all employees.

- 1) In accordance with the Fair Labor Standards Act (FLSA), the rules on minimum wage and overtime must be observed when non-exempt employees work at an alternate work site. Hours of non-exempt employees must be monitored and records maintained, recording total hours worked each day and workweek.
- 2) For both exempt and non-exempt remote workers, it is critical to establish specific work start and end times.
- 3) The daily work schedule must be put in Kronos for accurate timekeeping.
 - i. Non-exempt employees must submit their Remote Worker Time Card to their manager, each week, via their Baystate Health e-mail address.

H. Liability Concerns

- 1) Workers Compensation
 - i. If injury does occur, it is important to verify if injury occurred on work time.

- ii. Documentation is provided and referenced within the Remote Work Arrangement policy regarding creating a safe, healthy, effective work environment.

2) Confidentiality

- iii. Confidentiality must be discussed with employee and confidentiality statement signed. There needs to be separation between personal and work: phone, voicemail, computer and designated office space. The office space must have a lock on the door.

I. **Out-of-State Employees**

At this time, Baystate Health can only support remote work arrangements for employees who live in Massachusetts or Connecticut. Consult with your Human Resources consultant for more information. Employees who are working remotely must complete and return to the HR Service Center the Connecticut Employee's Withholding Certificate (Form CT-W4) to report income earned in that state.

Step 2. Develop proposal and present to vice president. Prepare your written proposal and share with your vice president.

Step 3. Approval. Once the vice president agrees that there is sufficient business need to move this request forward, the vice president presents proposal to the BH Operations Team for final approval. Once the vice president has signed the *Proposal Approval*, you are able to begin implementing for your department.

Step 4. Determine employee eligibility for Remote Work Arrangement. The manager should review with each employee the *Employee Eligibility Requirements and Agreement* and determine if all eligibility criteria are met.

Step 5. Review and sign Employee Eligibility Requirements and Agreement. Once signed, the manager retains a copy of the agreement, provides one to the employee, and sends a copy to the HR Service Center for the employee's personnel file.

Step 6. Enter the work schedule in Kronos. Work with the department timekeeper to enter into Kronos the agreed upon daily work schedule. Use the Pay Code 'REG – Telecommute'.

Step 7. Monitor employee performance. Managers should monitor the new work arrangement to ensure a smooth transition. Schedule a time with the employee to assess how the new arrangement is working. As with any employee, monitor employee performance on an ongoing basis.