



## **MANAGER'S REFERENCE GUIDE EMPLOYEES WORKING REMOTE/TELEWORK**

The following guidelines are to support remote working (telework) arrangements for Loyola University Chicago staff. This guide offers process details to assist managers in balancing Loyola's mission to educate our students, the business needs of each business unit, as well as care for the individual. The following guidance addresses key considerations when setting up work remote arrangements. During this unusual time, it is imperative that managers work with each member of their team to confirm the remote work assignment, provide guidance for remote work, set expectations, and provide support.

### **Definition of Working Remote/Telework**

Telework is defined as a flexible work arrangement under which an employee performs the duties and responsibilities of his/her position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work. In practice, working remote is a work arrangement that allows an employee to perform work, during regular paid hours, at an approved alternative worksite (e.g. home).

### **Can Your Employee's Work be Performed Remotely?**

As a manager, it will be your responsibility to determine in a fair and consistent manner which employees have duties and responsibilities that can be performed in a remote environment. Although you can be creative in meeting the business needs of your unit, not all positions are capable of working remotely.

### **Benefits of Working Remote/Telework Arrangements**

- Situational remote work arrangements allow us to identify ways that employees can perform the duties and responsibilities necessary to continue Loyola's essential functions during any type of threat or emergency from an approved worksite other than the location from which the employee would otherwise work.
- During emergency situations, the University gains by ensuring that we can maintain productivity and ensure continuity of operations.

## Common Challenges to Working Remote/Telework

Managers need to understand factors that can make remote work especially challenging. Otherwise high-performing employees may experience declines in job performance and engagement when they begin working remotely, especially in the absence of preparation and training. Challenges inherent in a remote work environment may include:

- Lack of face-to-face supervision
- Lack of immediate access to information
- Social isolation
- Inability to collaborate face-to-face
- Distractions at home
- Technological challenges

## How Managers Can Support Remote/Telework Employees

- Ensure that your employee has the needed resources to successfully work remote:
  - Hardware: Computer, laptop, other device
  - Access to the Internet
  - Software requirements
  - Phone (if applicable)
  - Defined work space
  - Access as needed to: the LUC network via [Loyola Secure Access](#), [Loyola Secure Transfer](#), and/or [Remote Desktop Connection](#)
  - Able to set up and/or connect to [Zoom](#) conference calls
  - Other Technical Support
  - The ITS Service Desk should be contacted with any technology questions. In addition, a technology site called [How to Keep Working](#) has been set up as a resource.
- Encourage opportunities for social interaction:
  - Communication with others is important.
  - Schedule and encourage virtual team meetings.
  - Communication between you and your employee is essential.
- Provide encouragement and support:
  - Especially true for abrupt shifts to work remote transitions which can be a stressful situation for all involved.
  - Listen to your employee's concerns and try your best to address them.
  - If the manager conveys a sense of stress and anxiety, it trickles down to the employee.
  - Affirm confidence in the employee and be encouraging; stay positive.
  - It is the responsibility of the manager to coach and mentor the employee, especially in a new telework situation.

## Best Practices and Expectations for Employees Working Remotely

Employees are expected to maintain acceptable levels of performance even when working remotely. If you have questions and/or desire guidance on addressing staff behavioral and/or performance issues, contact your HR Manager to discuss options. Salary, benefits, rights and responsibilities are the same as if the employee were working on-campus.

In addition, the following expectations should be set with employees working remotely:

- Communicate early, often, and on a schedule. Set scheduled time for the employee/supervisor and team members to connect to discuss daily updates, projects, check-ins, or just to get updates.
- Identify a designated workspace in the home to work remotely which allows a quiet work place to concentrate and in which work-related material can be stored, organized, and secured.
- Eliminate distractions and background noise, especially when engaged in telephone calls (mute TVs/Radios, contain barking dogs, prevent noise from children/other members of the house).
- Maintain customer service standards, to include checking emails frequently and returning phone calls timely.
- Use technology to provide face-to-face interactions (e.g., [Zoom](#) calls) so that communication and social interaction occurs.
- Keep your remote work area safe (e.g., tuck computer cords away).
- Notify manager to report illnesses; report more than three days out sick to [Matrix Absence Management](#).
- Ensure you have emergency contact information for all of your employees.
- Contact your HR manager as needed for assistance, or email [HR-WTC@luc.edu](mailto:HR-WTC@luc.edu).

Feel free to use online resources to aid staff that may be new to Working from Home including the [Top Five Tips For Working From Home](#) video made available by our ALEX benefit tool provider.

## Communication Standards for a Remote Workforce Environment

As a manager, create an environment where employees feel comfortable contacting you. Let your employees know your expectations for their availability if you need to reach them while they are working remotely and how they can best reach you as needed.

In addition, team members should:

- Let colleagues, managers, and customers know where and when they are working. It is important that others know methods available for communication and when they are available for meetings.
- Share their calendar with all team members.
- Use email effectively. Use the subject line to alert the reader to the topic, the level of urgency, and the required action.
- Use Skype Instant Messaging (IM), or other similar tools supported within the department, as a means for quick questions and answers. Despite the informal nature of IM, always begin with a greeting, and remain courteous and professional.
- Stay connected to the workplace and team members by being available and responsive (e.g., answer calls and respond to emails promptly).
- Agree to communication guidelines to establish a common expectation for responding to queries and emails.

Loyola's [SkillSoft](#) Training Platform has timely training for Managers seeking guidance in managing communication for remote teams. Both the *Setting Communication Guidelines for Virtual Teams* and *Managing Communications in a Virtual Team* courses are available on demand as self-paced webinars.

## Success Factors for a Remote Work/Telework Arrangement

- A remote work arrangement is a workplace flexibility that works best when tailored to the business needs of the department, as well as the University, while taking into consideration all involved or impacted.
- Managers should define the details of any situational remote work arrangement and revisit them as needed. Ongoing and effective communication is a priority for everyone.

Employees Who Feel Supported When Working Remotely Report:

- My manager has communicated a clear plan of action.
- I feel well prepared to do my job.
- My immediate supervisor keeps me informed about what is going on in my organization.
- My organization cares about my overall wellbeing.

## **Employee Well-being while Working Remotely**

The coronavirus (COVID-19) is presenting new and unique challenges. We are navigating uncharted waters with this virus, making it important to find new ways to work and interact while also taking care of our mental health and well-being.

We should all be encouraged to:

- Maintain a daily schedule.
- Stay connected with others.
- Get enough sleep, eat well, exercise, and get fresh air.
- Take scheduled work breaks.
- Set boundaries with work/life obligations.
- Recognize the impact of isolation and loneliness.
- Utilize the services of Loyola's [Employee Assistance Program](#), Perspectives, Ltd.

## **Maintaining Confidentiality and Data Integrity**

- Employees remain responsible for safeguarding confidentiality, integrity, and availability of any University information in their possession, and for following all applicable privacy, security and confidentiality laws, and University policies and procedures.
- SharePoint, and other University approved cloud applications are the designated method for storing and transferring University documents. Storage of University data on personal computers is not advised. When working remotely, documents can be stored, shared and accessed through Office365.
- Employees working from home should familiarize themselves with the ITS [Acceptable Use Policy](#).
- It is important to keep in mind that employees must take responsibility for the security of the data and other information that they handle while working remotely. They should be familiar with, understand, and comply with Loyola's ITS Security Policies.

## **Discontinuing a Work Remote Arrangement**

- There may be times when business needs, events, vacancies or other work or personal circumstances require that an employee forgo or change the agreed work-from-home schedule within a given week.
- Changing business needs may require a review or revision of these arrangements.
- The University reserves the right to discontinue all Remote Work arrangements established under emergency operations.

## Hours and Overtime while Working from Home

- All University and department policies relating to time off, attendance, and scheduling vacation continue to apply to employees working from home.
- Work hours (including breaks and lunches) are established by the employee's direct supervisor. If an employee wishes to temporarily or permanently alter the set work hours, they must obtain supervisory approval in advance. Unless the remote work arrangement dictates otherwise, the employee's hours will remain the same as before the arrangement commenced.
- For non-exempt employees, any overtime must still be approved in advance by the employee's supervisor. If overtime is worked but not approved, the overtime will be paid accordingly, but the employee may be subject to corrective action.
- Non-exempt employees will be required to record all hours worked in accordance with current time reporting processes (Kronos timecards). Non-exempt employees record all hours worked regardless of when and where the work is performed, and they cannot work "off the clock." Non-exempt employees may not perform work during the unpaid lunch break, which must also be adhered to when working from home.
- If faculty or staff are working from home on an intermittent basis, and a workday falls on a paid University holiday, they will be paid for the holiday per University policies and procedures, and should not work that day.

## Approving Timecards for Remote Workers or while Working Remote

Employees are able to access Kronos from computers and mobile devices, even if not connected to the Loyola network. Kronos can be accessed via the web at:

<https://kronos.luc.edu>.

In order to access Kronos on a phone or tablet, you will need to download the Kronos Mobile app. **This option is available to managers only.**

### Steps for downloading the Kronos Mobile app

1. You may download the **Kronos Mobile** app from either the Google Play Store or the iPhone app store. (If you are downloading this on an iPad, you will need to download the iPhone app.)
2. Enter the following URL into the "Server" field: <https://kronos.luc.edu/wfc>. Please note that this is slightly different from the web application URL.
3. Log in using your regular username (all lower case) and password.

For additional documentation and job aids, please visit the Payroll Services [website](#).

## **Supporting Teamwork and Collaboration during Remote Work Arrangements**

It has been proven that successful teamwork does not require all team members to be together in the same physical place. Effective work planning and communication strategies can support team efforts across time and space for a variety of job tasks and functions. An effective manager is the driving force in making this work.

### **Concerns about Productivity**

Supervisors usually discover that they are better able to monitor an employee's work by shifting the focus from how much work the employee looks like they are accomplishing to how much is actually being accomplished. By focusing on the work product instead of the work activity, many supervisors find they are better able to communicate clear expectations to their employees. When supervisors and remote workers agree on job expectations, it often increases employee productivity and job satisfaction.

Many organizations that encourage remote work experience productivity improvements, and most experience no decline in job performance associated with remote working arrangements. At a minimum, you should expect remote working arrangements to have no negative impact on productivity—in particular, the amount or quality of work completed. Employees working remotely should be just as productive working from home as they are in the office, assuming you have made the right decisions about which tasks and employees are best suited for remote work and have clearly defined expectations.

### **Performance Management during Remote Work Arrangements**

- Although you may need to allow for a transition period, the employee should remain accountable for their work as if they were in the office.
- Discuss any concerns immediately.
- Follow clear and consistent performance management principles and techniques.
- Consult with your HR Manager for guidance.

### **Employees who Fall Ill**

Employees who feel ill or are sick should stay home and seek medical attention from their health care provider, if needed, and follow the normal sick leave process.

Employees are expected to notify their manager as soon as possible if they are ill and are unable to work. For absences that extend beyond three days, please follow the Matrix Absence Management process, which includes contacting Matrix Absence Management. Reporting can be completed three ways:

- Telephonic reporting: 1.877.202.0055
- Online reporting: [www.matrixabsence.com](http://www.matrixabsence.com) (*International submissions not accepted online*)
- Apple and Android applications

Paid time off is available for staff members to use during these circumstances. To ensure the greatest degree of flexibility, staff may now use any of their paid time off accruals, including personal/family friendly days, sick and vacation time during the Coronavirus period for pay continuity with manager/supervisor approval.

Questions? Contact Human Resources via 312.915.6175 or via [benefits@luc.edu](mailto:benefits@luc.edu) to learn more about absence planning for Coronavirus related emergency support and/or if you have an inquiry about an individual situation.

### **Employees That Need to Care for a Family Member with the Coronavirus or Are Asymptomatic**

Employees should first contact their manager. Upon caring for a family member that has the virus, or appears asymptomatic, the employee should self-isolate for 14 days following the care. If appropriate, seek medical care for immediate attention. Working remote may be available for some positions.

*Please note:* Remote work arrangements are considered official work time and a tool for accomplishing work. If an employee finds that he or she needs to help with caregiving responsibilities, then that care should be managed and limited to official break times (such as using lunch time or other scheduled breaks), or the result of other flexible work options (such as a change in the employee's work schedule). For those occasions when the level of care for a dependent prevents or significantly disrupts work accomplishment, the employee should request approval from the manager for the appropriate paid time off.

## **Loyola's Paid Sick Time Policy**

The University provides [Paid Sick Leave](#) for regular full-time and part-time staff who are scheduled to work at least 20 hours per week (FTE .50). The University also provides paid sick leave for part-time, hourly staff who work less than 20 hours per week, including temporary, seasonal, active casual hourly staff, and hourly paid student workers.

Please note: To ensure the greatest degree of flexibility, staff may now use any of their paid time off accruals, including personal/family friendly days, sick and vacation time during the Coronavirus period for pay continuity with manager/supervisor approval.

## **Additional Support for Employees Experiencing Stress, Anxiety, or Worry about the Coronavirus**

Faculty, staff, and their family members can contact the [Employee Assistance Program \(EAP\)](#) for support. To schedule an appointment with a licensed professional, call 800.456.6327.

**Contact your HR Manager with questions or concerns. If you are unsure who your HR Manager is, please email [hr-wtc@luc.edu](mailto:hr-wtc@luc.edu) or contact the HR team at 312.915.6175 for Support**

## **Available Resources for Employees Working Remote/Teleworking**

- Seek out advice and technology solutions through the ITS Service Desk at [ITSSERVICEDESK@LUC.EDU](mailto:ITSSERVICEDESK@LUC.EDU) or 773.508.4487; also visit the [How to Keep Working](#) technology site for guidance and resources for working remote.
- With the understanding that working remote can be stressful, our [Employee Assistance Program \(EAP\)](#) has resources available at no cost to our employees and their family members.