# DEPAUL UNIVERSITY

DEPAUL'S HYBRID WORK GUIDE
FOR MANAGERS AND EMPLOYEES

As COVID-19 restrictions are being lifted in the Chicago area, DePaul University is planning a return to campus for employees. While our work is and always will be focused on our mission and on serving our students, where we perform our work may change.

Based on role-specific and team-specific responsibilities and other considerations, where an employee performs their work will be planned at the unit level by Deans and Vice Presidents. These plans will be reviewed and approved by DePaul's President, Provost and Executive Vice President for their respective divisions.

Guidelines and policies regarding varying work locations and related issues are detailed here in DePaul's Hybrid Work Guide.
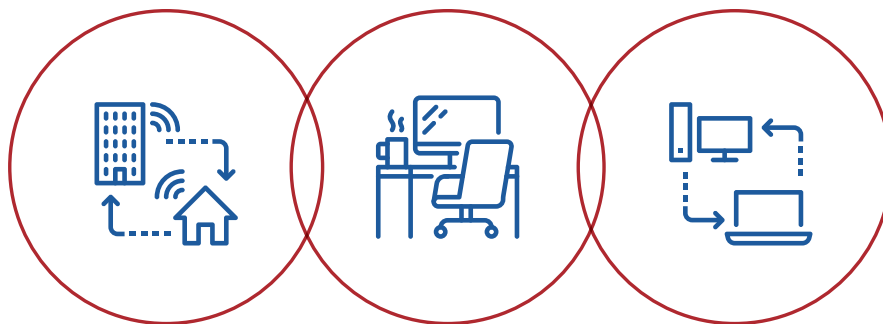
I. WHAT IS HYBRID WORK?

At DePaul, hybrid work refers to the presence of varying work locations for an employee. While some employees may perform their work fully on-site or fully off-site, many employees will work a hybrid of on-site and off-site during their workweek.

For purposes of these guidelines and associated policies, working off-site is referred to as "teleworking."

Full or partial teleworking allows an employee to work at an identified off-site location for all or part of their regular workweek. A Teleworking Agreement is required for any employee who works fully or partially off-site; refer to the Teleworking Guidelines for full details.

II. DEVELOPMENT OF HYBRID WORKFORCE PLAN

The decision regarding whether a teleworking arrangement is appropriate will be driven primarily by the work to be completed and the need to ensure service excellence to the university community. As unit leaders work with their teams to determine the best work arrangement, three primary factors will be taken into consideration:

1. Feasibility: Is teleworking, in whole or part, possible? If so, what are the trade-offs and what are the costs of each trade-off in terms of effect on the university (students, faculty, staff and guests)?

2. Portability: Where teleworking is possible, which work tasks can be done effectively off-site? Which work tasks are more effectively done on-site?

3. Sustainability: How are collaboration, teamwork and relationship-building best facilitated in the case of each arrangement? To what extent does a unit or employee need to collaborate with others? Should teams be in the office on the same days for in-person meetings and collaboration? Which meetings are best to hold in person? What is the best way to acculturate new employees in the unit?

In summary, decisions regarding an employee's schedule and location of work will be influenced by two criteria:

1. Role-specific duties, goals and responsibilities
2. Team-specific duties, goals and responsibilities

Unit leaders will need to make determinations regarding work location and schedule for employees. When individuals or teams are teleworking, managers will need to decide how employees will interact effectively with their colleagues to sustain productivity. Managers must also consider the special circumstances that will occur within their departments over time. For instance, new employees, newly promoted employees, and employees who are experiencing performance issues will require special consideration and management.

A Teleworking Agreement will be required for any employee who will be working fully or partially off-site. This document is intended to ensure that both the manager and the employee have a clear, shared understanding of the employee's teleworking arrangement. Each arrangement may be unique depending on the needs of the position. The general expectation for a teleworking arrangement is that the employee will effectively accomplish their regular job duties, regardless of work location or schedule. For details, review the Teleworking Guidelines.

To assist managers as they transition their team to a hybrid work plan, the following tools may be helpful:

1. Complete the Hybrid Work Analysis Worksheet for Managers. This tool helps managers make decisions for individuals or teams regarding hybrid work. The worksheet offers prompts for the manager to consider what is required to continue meeting the demands and expectations of the role and the team, to consult with the team members about their specific needs, and to establish a schedule and required resources for the team members.

2. Develop a Hybrid Work Plan **for the team**. This tool provides an overview of where team members will be working (on-site or off-site) throughout the workweek. This tool is helpful for on-site workspace planning as well as meeting planning.

III. GUIDELINES FOR A HYBRID WORKFORCE

A. OFFICE ATTENDANCE AND ONLINE HOURS

DePaul will continue its regular 35-hour workweek, though work schedules may be modified to include different work options and/or flexible work hours. Work options will be determined at the college and unit level and will be based on how best to execute the various job duties and responsibilities. The expectation for office attendance or availability online when teleworking will be determined based on the employee's teleworking agreement with their manager.

B. BUSINESS EXPENSES RELATED TO TELEWORKING

The university will fund reasonable business expenses related to teleworking subject to applicable university policies, including the Purchasing policy and the Employee and University Guests Reimbursement policy. These expenses may include the purchase of consumable supplies (e.g., paper, pens, notepads). Managers may need to obtain approval from their area's Cost Center Owner before approving employee requests. *(Note: Cost Center Owner is the role in BlueSky that was formerly referred to as Budget Manager in PeopleSoft.)*

Once approved by the employee's manager, employees are encouraged to submit purchase requests directly within the BlueSky Purchasing Catalog (Procurement > Purchase Requisitions > Purchasing Catalogs: Amazon, CDW). Both Amazon and CDW can ship directly to the employee's home address, and Cost Center Owner approval is documented as part of the requisition process. These catalog purchases must be compliant with the university's Purchasing policy. If required items cannot be purchased directly via the Purchasing Catalog, the university will also accept reimbursement requests in accordance with the Employee and University Guests Reimbursement policy. Reimbursements can be submitted via BlueSky; for a walkthrough on how to submit a reimbursement, click the BlueSky Help Tool on the right side of your BlueSky homepage and search for "Expenses."

Office Equipment

Upon request, the university will provide specific office tools and equipment for an employee to perform their current duties when teleworking with the appropriate approval from their manager. These requests may include computer hardware, computer software, and other applicable equipment (e.g., office chair) as deemed necessary. The use of equipment, software, and/or supplies when provided by the university is limited to authorized persons and for purposes relating to university business.

If an employee requires university-owned tools or equipment to telework (whether purchased new, or removed from campus), they must seek approval from their manager and Department Manager. The Department Manager is responsible for tracking university-owned equipment held off campus by a department's employees. Department Managers may use the Off Campus Equipment Tracker Form to record all relevant details. Equipment valued greater than $2,500 will require a notification to Financial Accounting.

Additional tracking is not required for university-owned laptops, tablets and other mobile devices.

The employee's manager is responsible for ensuring all tools and equipment held off campus are returned to campus if the employee's job no longer allows teleworking, or if the employee is no longer employed at the university.

Cell Phones and Internet

DePaul will reimburse employees for business use of their personal cell phone and/or internet access via either a taxable stipend, paid through Payroll, or a non-taxable reimbursement, paid through Accounts Payable. For determining the amount of payment or reimbursement and, if applicable, appropriate documentation for submission, refer to the University's Guidelines for Business Use of Personal Cell Phone and/or Internet Access.

IV. TECHNOLOGY

The following information highlights several technology resources to support hybrid work at DePaul. Additional information can be found through the search box on the Service Portal, or by contacting the Help Desk using the Get Help button, emailing helpdesk@depaul.edu, or calling (312) 362-8765.

A. COMPUTERS, MOBILE DEVICES AND INTERNET

i. Computers

Employees and managers should work together to determine the most appropriate computer for the employee's work. When choosing a specific computer, keep in mind that Information Services has ensured that all hardware purchased by DePaul is compatible and will operate effectively in the university's environment. Laptops, docking stations, monitors, headsets, keyboards and mice can be requested via the Employee Computer Request forms on the Service Portal. For considerations regarding the use of computers and laptops when teleworking, please review these guidelines.

ii. Cell phones/Smartphones/Tablets

Depending on the business need, DePaul may provide support for mobile devices. Employees should discuss technology needs with their managers. For considerations regarding use of a personal cell phone when teleworking, review the University's Guidelines for Business Use of Personal Cell Phone and/or Internet Access.

iii. Internet Access

When working on-campus with a mobile device, the DePaul Eduroam wireless network is available. When working from home, a high-speed Internet connection should be used. If applicable, your home wireless network must be secured appropriately with WPA2 or better encryption and strong (12 character or better) non-default passwords. Read more about Wireless Security Tips and Best Practices or contact the Help Desk with questions. For financial considerations regarding personal internet access when teleworking, review the University's Guidelines for Business Use of Personal Cell Phone and/or Internet Access.

iv. Virtual Private Network (VPN)

To securely connect from your local workstation to DePaul's campus network, DePaul has a Virtual Private Network (VPN). For most users, connecting to the VPN is only required when accessing select on-campus and datacenter resources, when mapping the U: and W: drives remotely, and when necessary to activate network-licensed software. A software client is required. Information on installing the client can be found here.

B. VIRTUAL COLLABORATION AND COMMUNICATION TOOLS

i. Microsoft 365

Microsoft Office 365 is a collection of cloud-based productivity and collaboration tools, including Microsoft Teams (allows instant messaging and group chat, online meetings, and voice and video calls) and Microsoft OneDrive (document storage providing collaborative editing and access to your files from all your devices). Information Services highly recommends using Microsoft Teams to communicate and collaborate with others in the DePaul community.

ii. Zoom

Zoom is a cloud-based video conferencing and collaboration platform that connects people online. Zoom can be used for meetings, office hours, webinars, lectures, group projects and more. Video, audio, and screen-sharing options are available, as well as features like instant messaging, polling, and breakout rooms.

iii. Telephone Service

Employees can request a DePaul phone number via the Move, Add, or Change a Phone form. Calls can be placed and received from a physical phone on campus as well as from the Cisco Jabber softphone client which can be installed on your mobile device (iOS or Android) or computer (Windows or macOS). Installation instructions and client downloads are available in the Cisco softphone Self-Help KB article. Please read the FAQ here for further information.

This softphone client can also be used to answer a departmental office main/shared line. You can request a special configuration for your softphone client to allow this function by filling out a request to the Networks team.

For more complicated requests (including those regarding a call center operation), please request assistance here.

iv. Voicemail

Voicemails are available in your email inbox and may be accessed remotely at any time. You can dial (312) 362-6245, enter your extension and voicemail PIN, then follow the prompts to listen to your voicemails. To reset a voicemail PIN use these instructions. Additional information about managing your voicemail can be found here. Instructions on how to change your voicemail greeting can be found here.

v. Google G Suite

Google G Suite or Education is a collection of cloud-based productivity and collaboration tools developed by Google. G Suite is enabled primarily for the purpose of allowing other entities to share content with DePaul faculty and staff.

vi. DePaul Network (U: & W: Drive) Webdrive File Access

Webdrive file access allows employees to access their network files from any web browser without using the DePaul VPN. To access your files, visit webdrive.depaul.edu; at the prompt for credentials, enter your DePaul BlueKey username and password. Once you are logged in, you will be presented with your U: drive. In the left panel you will also be able to access your W: drive.

vii. eFax

Employees working remotely can send and receive faxes via e-mail with DePaul's eFax system. eFax instructions can be found here.

viii. Scanning

If you do not have a physical scanner, you can easily use the OneDrive app on a smartphone or tablet with a camera to scan to your OneDrive account.

C. CYBERSECURITY

DePaul's Information Security team provides guidance and resources regarding computer and network security related issues. For details, visit security.depaul.edu or the Service Portal for more information. Additionally, please see some helpful tips on working securely from home.

V. COMMUNICATION

While teleworking, employees must be available by phone and email during core business hours or during the employee's designated work schedule. Employees must provide their manager with a cell phone, or preferred contact number. Employees and their managers will need to communicate regularly, within normal working hours, to make sure all expectations are being met. Employees must forward office calls to an appropriate phone number for conducting business. If a personal cell phone will be used, employees should consider modifying voicemail greetings to be appropriate for receiving business calls.

VI. RELOCATION

Generally, it is expected that employees live within commuting distance to DePaul University. The decision to relocate away from the Chicago area or to another state is a personal one. Employees should take into account that there will always be an expectation of their availability to perform role-specific and/or team specific duties on-site as determined by the unit leader. These expectations are subject to change over time, as needed for university operations. As with all decisions about where to live and work, employees should evaluate the time and costs associated with their work commute.

Employees should also be aware that where an employee chooses to reside will affect the local, state, and federal taxes to be paid. A tax professional should be consulted to determine how the relocation will affect an individual's tax situation. If an employee moves out of the state of Illinois, it is critical that they contact Payroll (payroll@depaul.edu) to ensure BlueSky reflects the correct information for proper tax withholding.

VII. PERFORMANCE, PRODUCTIVITY & DEVELOPMENT EXPECTATIONS

With a teleworking arrangement, it is critical that employees have clear goals and that managers conduct regular (e.g., quarterly) performance discussions in relation to these goals. For all staff employees at DePaul, the development, review and appraisal of performance goals is a part of the annual performance appraisal process.

Regardless of where work is conducted (fully on-site, fully off-site, or partially off-site), all employees are expected to perform all work duties and assignments at a satisfactory level. Any performance issues should be addressed as soon as possible, especially if they occur within the first few months of employment or a new work arrangement. In the event that an employee is not meeting performance expectations, corrective action up to and including termination of a teleworking arrangement or employment may occur. Managers can seek advice and assistance with resolving work-related concerns for staff personnel by reaching out to the Employee Relations & Equal Employment Opportunity Team at (312) 362-7182 or employeerelations@depaul.edu.

VIII. WORKSPACE CONSIDERATIONS

A. ERGONOMICS
All employees, specifically teleworkers, should utilize the ergonomics materials available on the Environmental Health & Safety site when establishing and maintaining their workspace.

B. DEDICATED OFF-SITE WORKSPACE
Teleworkers must establish a separate, designated work area at their alternate location. During regularly scheduled work hours, teleworkers should maintain a professional work environment. The work area should be located away from household activity. To provide professional backgrounds when employees use Zoom or Microsoft Teams, brand-sanctioned templates are available from University and Marketing Communications.

C. DEDICATED ON-SITE OFFICE/CUBICLE VS HOTELING
When working on-site, an employee may be assigned to a dedicated workspace or a temporary workspace ("hoteling"). The arrangement of dedicated vs. hoteling workspaces will vary by each area of the university. Managers and unit leaders will make decisions regarding dedicated vs. hoteling workspaces for their teams.

IX. ON-SITE WORKPLACE SAFETY

The health and safety of everyone at DePaul depends on the cooperation of all who come to campus. DePaul's COVID-19 response plans and mandatory protocols are based on the latest guidance from the Centers for Disease Control and Prevention, the Chicago Department of Public Health and the university's medical advisor from AMITA Health. For the most up-to-date information for guidance on safety measures such as masks, distancing, and vaccines, visit DePaul's COVID-19 Updates and Guidance website.

X. ACCOMMODATION REQUESTS

Employees who have been requested to return to work on-site and have a medical condition that may place them in a higher risk group for COVID-19 may seek reasonable accommodations related to returning to campus. Please contact the Employee Relations & Equal Employment Opportunity team in the Office of Human Resources at employeerelations@depaul.edu.

XI. POLICIES/GUIDELINES

A. TELEWORKING GUIDELINES

B. BUSINESS USE OF PERSONAL CELL PHONE AND/OR INTERNET ACCESS

XII. TOOLS AND FORMS

A. HYBRID WORK ANALYSIS WORKSHEET FOR MANAGERS **(TOOL)**

B. HYBRID WORK PLAN **(TOOL)**

C. TELEWORKING AGREEMENT **(FORM)**

XIII. ADDITIONAL INFORMATION AND RESOURCES

This guide and associated resources can be found on the Office of Human Resources website.