# Hybrid Work Procedures and

# Supervisory Guidance

# Introduction

This Hybrid Work Procedures document is the companion to the City’s [Hybrid Work Policy](https://www.stpaul.gov/sites/default/files/2023-06/Hybrid%20Work%20Policy%20June%202023_FINAL.pdf) and the department’s Hybrid/Telework Policy (if applicable). These procedures should be followed when hybrid telework will be performed on a regular and recurring basis. Telework which occurs on an occasional or “ad hoc” basis is not subject to these procedures but may occur with supervisory approval.

To request or renew a hybrid work arrangement, employees must follow the Hybrid Work Procedures published by the City. A Hybrid Work Agreement and Acknowledgment Form must be signed by the supervisor and employee before the start of hybrid teleworking, including those employee’s working remotely as part of a reasonable accommodation under the Americans with Disabilities Act.

# Definitions

**Ad Hoc Telework** is work that occurs because of a planned or unplanned event, such as a doctor’s appointment or inclement weather. Ad hoc telework does not require a Hybrid Work Agreement and Acknowledgment Form; however, all occurrences require supervisor approval.

**Core Work Hours** are times during the workday when all employees must be present, either at the principal work location or teleworking. Core hours depend upon the department and its needs as to the exact core hours chosen.

**Emergency Telework** is a continuity of operations strategy to promote continued services during a business interruption or emergency situation when normal facilities are closed or inaccessible*.* Emergency telework work does not require a Hybrid Work Agreement and Acknowledgment Form, however, all occurrences require supervisor approval.

**Hybrid Work** is a work arrangement in which the worker is regularly and intentionally performing a significant portion of work activities outside of the City’s permanent/principal work location. Hybrid work is a formalized arrangement which consists of working some scheduled hours off-site and some scheduled hours onsite. Not all positions or work assignments will be appropriate for hybrid work. The supervisor or the department head may end the Hybrid Work Agreement at any time with reasonable notice to the employee.

**Hybrid Work Agreement** is a signed document that outlines the understanding between the City and the employee regarding the hybrid work arrangement. It is not a contract and can be changed or cancelled at any time at the discretion of the City.

**Hybrid Work Office/Worksite** refers to the approved alternative location in which an employee is authorized to conduct work off-site. In most cases, the hybrid work will be an employee’s home, but may be another location which is approved by the supervisor.

**Hybrid Worker** is an employee who has a Hybrid Work Agreement with the City.

**Permanent/Principal Work Location** is the work location the employee is assigned to when not teleworking, usually a City office or worksite.

**Remote Work is** a work arrangement in which the employee performs all the employee’s job responsibilities from the employee’s home or another remote work location.

**Teleworking** is the activity of working at home or another designated non-City worksite while communicating by phone or email, or using the internet. When teleworking, employees do not have to commute or travel to the principal work location.

# Conditions of Hybrid Teleworking

* 1. Hybrid teleworking is voluntary and may be terminated at any time by either the department or the employee.
  2. When performing hybrid work employees are expected to comply with all state laws, City and department policies. Failure to comply may result in the loss of hybrid working privileges and/or disciplinary actions as appropriate.
  3. Duties, obligations, responsibilities, and conditions of employment with the City and department remain unchanged.
  4. Provisions of collective bargaining agreements will be followed.
  5. The hybrid work location may not be outside of the United States. Before approving any working location outside of Minnesota (even for one day), the supervisor must inform Human Resources payroll services in order to identify potential obligations for state tax withholding and unemployment insurance. If approved, the employee must continue to follow the terms of this policy, as well as any procedures for reporting time worked outside of Minnesota.
  6. Employees performing hybrid work will manage dependent care and personal responsibilities in a way that allows them to successfully meet job responsibilities.
  7. Customer service must meet or exceed current service levels.
  8. Any employee requiring access to the City’s network shall follow the City’s published procedures to [**request remote access**](https://www.stpaul.gov/sites/default/files/2023-07/Hybrid%20Worker%20Agreement%20and%20Acknowledgment%20Form%20Final.pdf)**.**
  9. Each employee performing hybrid work is required to have an approved hybrid work agreement (see Hybrid Worker Agreement and Acknowledgment Form) signed by the employee's supervisor.
  10. Employees working in a hybrid work arrangement will not be reimbursed for mileage expenses related to attending meetings or training scheduled in the employee's permanent work location.
  11. Software, products, documents, and data provided or created because of the hybrid work arrangement are the property of the City. City data will be stored only on City equipment and not stored on the hard drive of an employee's personal computer.
  12. The City accepts no liability to third parties for injuries or property damage occurring at the hybrid worker’s home or other non-City worksite.
  13. The hybrid work agreement between the employee and the department will specify the workspace to be used by the employee at the home/hybrid work site.
      1. The home/hybrid workspace is an extension of the City during the hybrid work hours only.
      2. The identified workspace may not be changed without approval from the employee's supervisor and must be noted on an amended or new hybrid work agreement.

1. An employee is covered by the state's workers' compensation laws while they are acting in the course and scope of their employment, including while working remotely. Any designated hybrid work location is considered an extension of City workspace only during scheduled hybrid working hours for purposes of workers' compensation.

# Procedures

1. **HYBRID** **WORK APPROVAL PROCESS**

This is a guide for supervisors when implementing a Hybrid Work Agreement with an employee in accordance with the City’s Hybrid Work Policy. This document is intended as guidance only. Each department may decide which of these practices to adopt depending on its unique circumstances and business needs.

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| STEP 1: Inquiry | Employee expresses interest in hybrid work to supervisor. |
| **STEP 2: Hybrid Work Policy** | Supervisor provides the Hybrid Work Policy and discusses the selection process with employee. |
| **STEP 3: Request** | Employee requests opportunity to work in a hybrid work arrangement. |
| **STEP 4: Evaluation/Decision** | Supervisor evaluates the request based on department’s hybrid work criteria (see [Supervisor Considerations Worksheet](https://www.stpaul.gov/sites/default/files/2023-07/Supervisory%20Considerations%20for%20Remote%20Work%20FINAL.pdf) and Selection Criteria, below).   * Yes, employee and job criteria are met, skip to Step 6. * No, employee and job criteria are not met, go to Step 5. |
| **STEP 5: Discussion Denying Request** | * Supervisor meets with employee to discuss reasons why employee or job criteria do not meet hybrid work selection criteria. Explore alternatives to a hybrid work arrangement, if any. * Supervisor provides written confirmation of decision to employee and maintains copy in the supervisor’s file. |
| **STEP 6: Training** | The supervisor provides and reviews with the employee the following policies and procedures prior to entering into a Hybrid Work Agreement:   * City of Saint Paul [Hybrid Work Policy](https://www.stpaul.gov/sites/default/files/2023-06/Hybrid%20Work%20Policy%20June%202023_FINAL.pdf) * Department Hybrid Work Policy (if applicable) * City Policy on [Appropriate use of Technology and Equipment](https://www.stpaul.gov/sites/default/files/Media%20Root/Human%20Resources/HR%20Internet%20Access%20and%20Email%20Policy.pdf) * Injury reporting procedures   + [Information for Injured Employees](https://mn.gov/admin/government/risk/workers-comp/employee-medical-care/) * [Expense reimbursement procedure](http://www.sema4.state.mn.us/htmldoc/eng/webhelp/Employee_Business_Travel_Expenses_-_Operating_Policy_and_Procedure1.htm) * Collective bargaining agreements/plans including work hours and overtime * Other policies and/or procedures based on department need. |
| **STEP 7: Hybrid Work Agreement** | * Supervisor reviews Hybrid Work Agreement with employee, as well as expectations and conditions of the hybrid work arrangement, including:   o Employee performance expectations and monitoring  o Work hours and schedule  o Hybrid office/work location  o Equipment and supplies  o Employee injury/Workers’ compensation  o Data privacy and security  o Communication and availability  o Employment conditions   * Supervisor and employee sign Hybrid Work Agreement. * Original Hybrid Work Agreement retained in the employee’s personnel file and a copy is provided to the department’s HR Liaison. The supervisor retains a copy and gives a copy to the employee. * Supervisor provides the hybrid worker with an emergency point of contact phone list for emergencies (e.g. equipment failure). |
| **Step 8: Equipment Installation** | Necessary equipment/software is installed at hybrid work location (if applicable). |
| **Step 9: Communication** | Communication is sent out to team regarding employee’s hybrid work schedule. |
| **Step 10: Hybrid Work Begins** | * Employee starts hybrid work arrangement. * Supervisor monitors performance. * Hybrid work arrangement is reviewed at least annually or on a frequency determined by the supervisor/department management. |

# SELECTION CRITERIA

In deciding whether to allow an employee to perform work in a [Hybrid Work Considerations Form:](https://www.stpaul.gov/sites/default/files/2023-07/Hybrid%20Worker%20Agreement%20and%20Acknowledgment%20Form%20Final.pdf)

1. Provisions of the appropriate collective bargaining agreement/plan.
2. Ability to maintain effective customer/ client service at expected levels.
3. Ability to maintain workload and effective communication within the work unit.
4. Employee's current and past job performance and work habits (conducive to working at a remote site).
5. Ability to measure or monitor the employee's work performance/ production.
6. Whether job duties can be carried out successfully from the hybrid worksite.
7. Availability of department or the employee's personal equipment and other needed resources or supports.
8. Cost savings/expenses to the department if any
9. Ability to support resiliency and sustainability of the City’s services.

# RESOURCES

* 1. The City will provide equipment and supplies to employees who are approved for hybrid work, based on the needs and the specific requirements of the position.
  2. The City will provide and support remote access as necessary for job responsibilities.
  3. The City will provide and support:
     1. A computer, meeting minimum specifications for job responsibilities.
     2. Software required for job responsibilities.
     3. A printer, if required for job responsibilities.
     4. Telephone or telephone line as needed.
  4. It is not permissible for an employee to have City equipment at one's home if there is no City business need for it.

# Responsibilities

# EMPLOYEES

* 1. Make their requests for a hybrid work arrangement directly to their supervisor.
  2. Review hybrid working policy/guidelines, checklist, complete application, and sign Hybrid Working Agreement with supervisor prior to going on hybrid working status.
  3. Review remote access options, and complete remote access agreement if required.
  4. May not download software, programs, music, etc. onto a City computer without approval from direct supervisor, and in accordance with other related City working policies.
  5. Keep equipment, software, data, supplies, and furniture provided by the City for hybrid work reasonably secure in a defined workspace, protected from hazards and dangers that could affect the equipment and/or persons.
  6. Ensure only a City employee accesses and uses City computer equipment, software, or services.
  7. When in need of software configuration or equipment maintenance/repair, return City equipment to the appropriate personnel in their office, or request remote support if available.
  8. Maintain and repair employee’s own equipment, which the supervisor and employee have mutually agreed would be used at the remote site for City business.
  9. In case of injury while working at the home/hybrid work site, employee will notify their supervisor as soon as is reasonably possible following the receipt of any necessary medical services.
  10. Be reachable by telephone or other agreed upon means, during core work hours.
  11. Provide, at the employee’s own expense, adequate and secure internet connections to conduct City business.
  12. Be aware of and abide by all City’s policies regarding the use of City equipment.
  13. Return equipment and supplies to the office/City worksite when asked to do so by supervisor, when no longer working remotely, when transferring to a different position, or when terminating employment with the City.
  14. Use City equipment, services, supplies, software, records and data for department related purposes only, except as allowed for limited personal use consistent with City policy.
  15. Conduct any in person, i.e. face to face, City business related meetings or interviews, at public sites and not at the employee’s private home.

# SUPERVISORS

* 1. Review each request for a hybrid working arrangement based on the selection criteria and supervisory considerations listed above.
  2. Make a written recommendation (either recommending or not recommending a hybrid work arrangement) to the department director.
  3. Provide employee with written notice of the decision.
  4. If a hybrid work arrangement is approved, in conjunction with the employee, develop a written [Hybrid Work Agreement](https://www.stpaul.gov/sites/default/files/2023-07/Hybrid%20Worker%20Agreement%20and%20Acknowledgment%20Form%20Final.pdf) which addresses the factors listed above.
  5. Review hybrid working policy/guidelines, with the employee and sign the agreement, prior to the employee going on hybrid work status.
  6. Ensure employee follows published procedures to request remote access.
  7. Assign City equipment to the home/remote site for use by the employee while adhering to all the licensing requirements.
  8. Consider assignment of employee to another project or work location (including the employee's permanent (City) work location) in the event of a malfunction of equipment, which precludes employee from performing work assignment at home/remote location.
  9. Develop/establish (with the employee's involvement) work goals and measure and evaluate work performance and customer service.
  10. Provide one copy of the hybrid work agreement to the employee, transfer one copy of the agreement to the employee's personnel file and send one copy of the agreement (and any subsequent modification of it) to the department HR Liaison.
  11. Maintain records of all hybrid work agreements and track hybrid work usage and provide reports as requested to department directors.

# DEPARTMENT DIRECTORS

* 1. Develop parameters and the process for approval in their departments to ensure that employee requests are given proper consideration and customer needs are met.
  2. Approve/disapprove requests for hybrid work arrangements.
  3. Provide necessary hardware and software needed by hybrid workers to perform work duties.

# THE OFFICE OF TECHNOLOGY AND COMMUNICATIONS

* 1. Advise departments on remote access options and procedures for employees who will be working in a hybrid work arrangement.
  2. For employees requiring City equipment, provide consultation with the department regarding the minimum/optimum computer specifications needed to permit an employee to work at a hybrid location/site and provide guidance pertaining to the purchase of new equipment for this purpose, as needed.
  3. Advise departments as to the availability of computer equipment for use by employees who require City equipment.
  4. Provide advice regarding licensing agreement issues for those who will be working in a hybrid work arrangement.
  5. Bring significant problems relating to information technology and hybrid work, e.g. security related issues, to the attention of senior management.

# THE OFFICE OF HUMAN RESOURCES

* 1. Provide a standard hybrid work agreement to be used by all departments.

# Hybrid Work Agreement and Acknowledgment Form

# ACKNOWLEDGMENT FORM REQUIRED.

A Hybrid Work Agreement and Acknowledgment Form must be completed before the start of a hybrid working arrangement, including those employees working remotely as part of a reasonable accommodation under the Americans with Disabilities Act.

# CHANGE/CANCELLATION.

The Hybrid Work Agreement and Acknowledgment Form can be changed or cancelled by the department at any time, with or without cause. The department will attempt to provide up to a month’s notice prior to a change or cancellation of the Hybrid Work Agreement taking effect, if possible. However, nothing in these procedures limits the department’s right to immediately change or cancel a Hybrid Work Agreement with less than a month’s notice. Any changes to the Hybrid Work Agreement must be documented and signed in a revised Hybrid Work Agreement and Acknowledgment form. Cancellation of hybrid work should be documented but does not require a revised Hybrid Work Agreement and Acknowledgment Form.

If the hybrid worker wishes to cancel the hybrid work arrangement, the employee must give advance notice to their supervisor of the cancellation to enable the supervisor to provide adequate space at a permanent/principal work location, minimize disruption, and meet business needs. Workspace provided upon cancellation may be located wherever space is available at the permanent/principal work location.  
  
The supervisor has the discretion to approve or reject any changes suggested by the employee.

1. **RENEWAL OF HYBRID WORK ARRANGEMENT.**

At least annually, the supervisor and hybrid worker must discuss the hybrid work arrangement. The supervisor and hybrid worker must also discuss the arrangement if any of the following events occur:

* + A change in the hybrid worker’s job duties,
  + A change in any of the provisions documented in the Hybrid Work Agreement and Acknowledgment Form; or
  + Changes in the position of either the hybrid worker or the supervisor.

Any changes to the hybrid work arrangement must be documented in a new Hybrid Work and Acknowledgment form. Ad hoc changes due to flextime, overtime or other schedule changes allowed under and complying with the bargaining agreement or compensation plan must be discussed in advance with the supervisor but do not require a new Acknowledgment form.

1. **AD HOC/EMERGENCY TELEWORK**

Ad Hoc telework is work from a remote location that occurs because of a planned or unplanned event, such as a doctor’s appointment or inclement weather. Ad hoc telework does not require a Hybrid Work Agreement and Acknowledgment Form, however, all occurrences require supervisor approval.

Emergency telework work is a continuity of operations strategy to promote continued services during a business interruption or emergency situation when normal facilities are closed or inaccessible*.* Emergency telework work does not require a Hybrid Work Agreement and Acknowledgment Form; however, all occurrences require supervisor approval.

# Equipment and Resources

The department will provide each employee with the following standard equipment:

* + Laptop or desktop computer meeting minimum specifications for job responsibilities
  + One or two docking stations, as needed
  + Two monitors, as needed
  + Required cables for monitors, power, etc.
  + One or two keyboards and mice as needed
  + Software required for job responsibilities
  + Cell phone if required for job duties

An employee splitting time between a City office location and their hybrid work location may choose where to keep the assigned equipment. Desk chairs, sit/stand desks, and floor mats must remain at the City office and may not be taken home. Requests for additional equipment or resources must be approved by the supervisor. The supervisor is responsible for tracking equipment and supplies brought to the home/noncity location and ensuring they are returned when needed or at the end of the hybrid work arrangement. It is not permissible for an employee to have City equipment at one's home if there is no City business need for it.