

In alignment with the University's recent message regarding hybrid work (below), PSOM has developed guidance around space allocation. These principles will continue to evolve as we assess our collective resources, opportunities, and experiences.

Basic PSOM Guidance for Hybrid Work and Space Allocation

The culture of space allocation in PSOM is evolving for multiple reasons:

1. Faculty research portfolios and productivity continue to expand, requiring larger teams and increased space;
2. Though we are creating more spaces on an expedited timeline, PSOM's overall space footprint has not recently increased and remains limited
3. The COVID era has introduced a new range of remote and hybrid work structures, which have proven effective (and desirable) for many faculty and staff.

With these shifts, the following are general guidelines around work-from-home (WFH) / remote options:

Key principles

- WFH/remote work schedules are to be developed at the discretion of the department/center/institute, faculty advisor, and direct supervisor, when work can be done as efficiently and effectively as it would be on campus.
- As organizations navigate space challenges, they are encouraged to explore hybrid or staggered work schedules to accommodate the specific needs and responsibilities of faculty, students, trainees, and staff.
- For community building, organizations may consider specific days when collaborating team members come to the office for in-person meetings and activities. These days may be structured as meeting intensive opportunities for collaboration and/or one-on-one meetings with students/trainees and other mentees.
- All are encouraged to thoughtfully consider team morale, working relationships, equity, scientific rigor, vibrancy of the department/campus, business achievements, efficiency, wellness, space utilization, customer service, and productivity.

Allocation of space

- Dedicated space may be offered to those working on campus 3 days per week or more, as available.
- Shared space may be offered to those working on campus 2 days per week or less. For those working on campus 2 days per week or less, providing dedicated space is not a responsible allocation of this limited resource.
- As needed, "huddle" and "phone" areas should be increasingly accessible for those in open/shared space.
- As PSOM builds new buildings and renovates existing spaces, design standards will include analyses of the costs and benefits of shared/collaborative areas and fewer/smaller dedicated spaces.

Technical support

- Organizations are encouraged to provide technical resources to support hybrid work as appropriate.
- Faculty and staff are encouraged to proactively digitize and archive documents and to transition to online/electronic subscriptions and publications.

In line with the April 19 salary guideline [announcement in the Almanac](#) regarding the Future of Work at Penn, effective today, May 2, the Hybrid Work Pilot has come to an end and the University will be pivoting to allow for remote or hybrid work arrangements for current jobs when appropriate. Additionally, Penn now has an infrastructure and process in place for posting hybrid and remote jobs. Our commitment is to support a culture where different modes of flexible, hybrid, and remote work may be permissible for staff consistent with institutional needs, as demonstrated by Penn's successful agility these past two years. This adaptation will enhance the University's attraction to larger, inclusive talent pools while improving compliance and tax reporting and supporting our work-life balance values. Furthermore, we support this effort by providing a means to document work arrangements, assess the effectiveness of the arrangements, and develop best practices and policies for the future of work at Penn.

Below are the highlights of the policy, practices, and processes to support flexible, hybrid, and remote arrangements. We encourage you to familiarize yourself with all attachments and links contained in this email.

- A request for hybrid or fully remote work arrangements must be approved by the department as well as the by the Dean or Vice President of the School or Center (or their designee).
- [Flexible, hybrid, and remote work](#) arrangements must align with school/center needs and staffing plans, and the agreement must be appropriate for the position. Considerations for approval must include a review of the following three categories to aid the decision-making, as defined below:
 - **Required Onsite:** The job duties either cannot be physically performed remotely or require a daily on-campus presence due to the nature of the role. However, these job duties may be eligible for flexible/compressed work arrangements by request. (Note: For hourly employees, the expectation is that flexible/compressed workweek arrangements will not create overtime pay obligations by causing the employee to work more than 40 hours/workweek.)
 - **Hybrid Eligible:** A portion of the job duties can be performed remotely, without loss of productivity or other negative impacts, but some work requires or benefits from onsite presence and/or in-person collaboration with other team members.
 - **Remote Eligible:** All job duties can be performed remotely without disruption to other staff or student and faculty facing positions, loss of connection to customer-focused positions, and decrease in work productivity. (Note: Only salaried (i.e., exempt), non-temporary positions are eligible for remote work outside the tri-state area (Pennsylvania, New Jersey and Delaware.))
- Decisions to grant flexible, remote or hybrid work should be made with the [guiding principles](#) in mind
- Factors to consider in determining the approval of flexible, hybrid, or remote requests, include but are not limited to the following:
 - Approval of the request is expected to not diminish the work quality or disrupt productivity.
 - Performance is measurable.
 - Supervision will not be hindered by flexible, hybrid, or remote work.

- Flexible, hybrid or remote work approvals are made without favoritism or bias, based on a documented analysis of the considerations described in these Guiding Principles.
- The obligations, duties, and relationships of staff will not be affected by flexible, hybrid, or remote work.
- Due to additional compliance obligations resulting from situations where a remote work location is the primary work location, careful consideration should be given before approval is granted. In most cases, the tax determination should be [convenience of the employee](#). Denial of requests are not permitted to go through the staff grievance procedure.
- Fully remote work should not be approved for temporary workers or hourly employees who live outside the tri-state area (Pennsylvania, New Jersey, and Delaware). We understand there may be circumstances where this may be necessary, please work with the Remote Work Planning Group in those instances for proper determination.
- Flexible, hybrid and remote work arrangements should be reviewed regularly, at least annually, and may be changed/terminated at any time with at least thirty (30) days notice, if possible.
- Jobs may be posted as hybrid or fully remote but approval must first be received by the Dean or Vice President of the School or Center (or their designee). Job postings for hourly or temporary positions approved for fully remote work must indicate that the job must be performed from within the tri-state area (Pennsylvania, New Jersey, or Delaware).

Existing Agreements

Existing agreements that were previously submitted to the EVP and Provost Offices will be loaded into Workday automatically on or before 5/6/2022.

Agreements that were not submitted to the EVP or Provost can be loaded into Workday.

- The employee or manager can enter the “Request Flexible Work Arrangement” into Workday and follow the [request processes](#). This will include the employee signing their agreement in Workday.

Posting for New Jobs

New feature! Penn supports the option to post jobs as hybrid eligible, remote eligible, or remote required in Workday. If a position is eligible for one of the terms below, it should be listed in the [Additional Job Description field](#) per the [Recruiting: Create Job Requisition tip sheet](#). (Note: If this changes during the recruiting process, a new requisition will need to be created).

- **Hybrid Eligible** – These positions are eligible for a hybrid work schedule with a workweek divided between working onsite and working remotely.
- **Remote Eligible** - These positions are eligible for a fully remote schedule with all work performed remotely.
- **Remote Required** - These positions are fully remote with all work performed remotely.

Please note that we are providing a structure for these types of position postings, but Penn remains committed to maintaining an onsite presence in most cases. Dean and Vice President (or their designee) approval is needed to post jobs in this way.

Related Web Links

- [Flexible, Hybrid, and Remote Work](#) includes Penn’s Future of Work statement and guiding principles.

- Division of Human Resources [Flexible, Hybrid, and Remote Work Policy](#).
- Workday@Penn [Work Location Guide](#) with links to tip sheets and supplemental guidance for tasks and processes.
- [Work Location and Wage Taxes](#) explains important tax and payroll implications connected to where staff work.
- [Manager Guidance Course Information](#) provides training content for managers on how to set expectations and manage flexible work arrangements among their direct reports.
- [Staff Guidance Course Information](#) delivers tips and strategies for remaining successful and productive while working in a flexible work arrangement.
- [Expenditures for Remote Work](#)
- Tip sheets
 - [Basics: Flexible Work Agreement for a Worker](#)
 - [Self Service: Flexible Work Agreement](#)
 - [Recruiting: Create Job Requisition](#)
 - [Supplementary Guidance for Recruiting for Hybrid or Remote Positions](#)
 - [Basics: Modifying Work Contact Information](#)
 - [Self Service: Access to W-2, W-4, and State Reciprocal Forms](#)

In closing, we know this is a fluid situation. As the future of work at Penn continues to evolve, these guidelines will also evolve to meet the needs of the staff whenever possible. Thank you for your patience and persistent collaboration as we continue to navigate these times together.

Please direct all questions to the Penn Employee Solution Center.