

**A Manager's Guide to RISD's
Hybrid and Remote Work
Arrangements for Staff**

Introduction

RISD is a place-based institution that provides students a transformative residential educational experience. With this as our guiding philosophy, we anticipate that most employees will perform in-person, on-campus work. This will ensure the highest level of service to and engagement with students, faculty, and each other. However, RISD also supports increased flexibility depending on the nature and requirements of an employee's work.

There are multiple factors to consider when exploring the possibility of hybrid or remote work. The attached guide is designed to assist managers in determining the feasibility of a hybrid or work arrangement and how to assess the suitability of specific roles for remote work.

At RISD, some roles and operations will require staff to be on-site, but others can continue to work productively with hybrid and remote schedules.

This guide includes more information related to:

Section 1: Operational Effectiveness

Section 2: Role Suitability

Section 3: Staff Suitability

Section 4: Team Effectiveness

Section 5: Looking Ahead

For additional information about the program and/or guidance related to hybrid and remote work arrangements, please visit the Hybrid and Remote Work Arrangement site at:

<https://hr.risd.edu/working-at-risd/employee-resources/hybrid-and-remote-work-for-staff-at-risd/>

Section 1: Operational Effectiveness

Remote work can provide a dynamic way to increase the overall productivity and engagement of our staff. By decreasing distractions and increasing flexibility, hybrid and remote work opportunities offer staff an enhanced overall work experience. However, not all roles are suited for remote work, and in those cases, work occurring in a hybrid or remote fashion does not effectively enhance the overall work of the department and/or the division.

When considering hybrid and remote work arrangements for your staff, review your division plans, Hybrid and Remote Work Policy, and consider the following:

- Would a hybrid or remote work arrangement enhance, maintain, or diminish operational efficiencies?
- Which core services and support must be delivered exclusively on-campus?
- How would the quality and consistency of service to students, campus partners, and other constituencies be impacted?
- What are the potential challenges or undue impacts on operational or department needs as a result of hybrid or remote work arrangements?

Section 2: Role Suitability

A role can be considered suitable for hybrid or remote work if some or most of its responsibilities can be performed away from the regular work location (RISD's campus). The work should involve clearly defined tasks and have well understood outcomes. Jobs that entail working independently are often suitable for hybrid and remote work—for example: analyst, accountant, or graphic designers. Jobs that require physical presence or significant interaction with stakeholders, coworkers, and/or students to perform effectively are normally not suitable for hybrid or remote work—for example: public safety staff, custodial, or skilled trades positions.

Each role should be considered individually, based on the responsibilities of the role, to determine if the work can be done effectively outside of the regular work environment. Some roles may be suited for a hybrid approach, where work is performed on campus, with flexibility to work remotely a set number of days per week.

The focus in hybrid and remote work arrangements must be on measurable results—the change in work location should not impact productivity, customer service, operational efficiency, or team collaboration.

Factors relating to role suitability for hybrid and remote work arrangements may include:

- Job responsibilities that can be arranged so that there is no difference in the level of service provided
- Minimal in-person communication requirements that can otherwise be supported virtually
- Minimal requirements for on-site special equipment
- Tasks include those that could effectively be done away from the office

For additional information about assessing role suitability, [click here](#).

Section 3: Staff Suitability

Staff poised for success as hybrid or remote workers are able to develop regular routines, prioritize, and set and meet their own deadlines. Consider whether the staff member is self-motivated, self-disciplined, able to work and solve problems independently, and can effectively manage their own time. You should also consider if the staff member has successfully worked using video conferencing and virtual tools.

Suitability for hybrid or remote work arrangements should be considered on a case-by-case basis for current and future staff.

Staff members must be successfully performing their responsibilities. Factors to consider related to whether the staff member can work in a self-directed manner in managing their work and time may include:

- Does the staff member demonstrate the necessary initiative, time management, and organizational skills to be successful in this type of arrangement?
- Does the staff member have or can they learn the necessary computer/technology skills in order to effectively complete their required job functions outside of the office?
- Does the staff member understand their role and expectations, and do they require minimal supervision to complete their tasks?
- Can the staff member's performance be measured and evaluated, even when working off-campus?

Section 4: Team Effectiveness

When considering hybrid and remote work arrangements for your team, you are encouraged to consider the needs of the employee(s) while also supporting the impact a hybrid or remote work arrangement will have on the overall effectiveness of the team.

This section will help you determine if the culture of your team is compatible with the establishment of one or more hybrid and remote work arrangements.

Factors relating to team compatibility for hybrid and remote work arrangements may include:

- Do team members frequently work on detailed and complex projects that require collaboration and partnership?
- Does an employee's work location impact team work processes and efficiency?
- Can the team sustain engagement in a hybrid or virtual work environment?
- Does the team possess resiliency to maintain trust and a strong team morale in the face of challenges?
- Would the team support and embrace a work environment with a combination of on campus and remote work arrangements?

Section 5: Looking Ahead

Leaders are encouraged to carefully evaluate each hybrid or remote work arrangement request on a case-by-case basis, while also considering implications for their team/department in accordance with the considerations outlined in this guide and with an understanding of RISD's Hybrid and Remote Work Policy. In addition, utilize this [checklist](#) to guide you in creating an understanding about the details of the work arrangement with your staff member. Following a discussion between the supervisor and staff member, completion of the **Hybrid and Remote Work Agreement** formalizes the expectations and collects approvals for the hybrid or remote work arrangement. Remaining objective and consistently applying decision-making criteria is critical to ensuring equity within work units.

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Questions about navigating the Workday Hybrid and Remote Work Agreement process can be directed to RISD Human Resources.