

**A Manager's Guide to the  
Remote and Hybrid Work  
Pilot Program for Staff**

# Introduction

As we begin the Remote and Hybrid Work Pilot, we want to move forward with the lessons learned over the last year and continue to support the flexibility of our staff in terms of remote and hybrid work opportunities while maintaining the highest level of service to our campus constituencies.

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

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

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 remote and hybrid work arrangements, please visit the Remote and Hybrid Work Pilot site at:

<https://covid.risd.edu/working-at-risd/work-pilot/>.

# Section 1: Operational Effectiveness

As we've learned over the past year, remote work can provide a dynamic way to increase the overall productivity and engagement of our staff. By decreasing distractions and increasing flexibility, remote and hybrid 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 remote or hybrid fashion does not effectively enhance the overall work of the department and/or the division.

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

- Would a remote or hybrid 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 remote or hybrid work?

## Section 2: Role Suitability

A role can be considered suitable for remote or hybrid 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 remote and hybrid 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 remote or hybrid 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, with some work completed on campus and some completed remotely.

The focus in remote and hybrid 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 remote and hybrid 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 and more, [click here](#).

## Section 3: Staff Suitability

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

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 from home?

# Section 4: Team Effectiveness

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

Factors relating to team compatibility for remote and hybrid 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 virtual or hybrid 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

Remote and hybrid work arrangements have the potential to be a powerful and innovative tool for RISD. Leaders are encouraged to carefully evaluate each remote or hybrid 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. In addition, utilize this [checklist](#) to guide you in creating a Remote and Hybrid Work Pilot Agreement with your staff member. Following a discussion between the supervisor and staff member, completion of the [Remote and Hybrid Work Pilot Agreement](#) formalizes the expectations and details of the remote or hybrid work arrangement. Remaining objective and consistently applying decision-making criteria is critical to ensuring equity within work units, as well as in the overall success of continued remote/hybrid work arrangements at RISD.

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As we look ahead, cooperation and support from all leaders will be needed to ensure the effective integration of remote and hybrid work into RISD's long-term staffing approach. RISD will conduct a formal evaluation of the pilot in January and February of 2022 to understand the benefits of an ongoing remote and hybrid working environment, as well as the challenges.

For additional information or guidance related to remote and hybrid work arrangements, please visit the Remote and Hybrid Work Pilot site at: <https://covid.risd.edu/working-at-risd/work-pilot/>.

Questions about navigating the remote and hybrid work agreement process can be directed to RISD Human Resources.