Pilot Program
During Fall 2021, the Price School will pilot a variety of hybrid in-person/remote work arrangements as a way to test best practices for long term workforce planning. The Price School Guidelines for Remote Work provide a framework for work arrangements during this period.

The expectation is that these guidelines will change as USC gains experience with remote work and policies are developed. In addition, school-specific remote work guidelines must be in alignment with USC HR policies and, Price will update its workforce plan accordingly.

To ensure consistency and equity across the school, in departments, and by function, remote work arrangements will have final review by the dean’s office.

Remote Work (RW)
In conjunction with USC guidelines, the Price School guidelines address consistent RW where it occurs as part of an ongoing, regular schedule. For such cases, a Remote Work Agreement (RWA) will be required.

On a case-by-case basis, situational or ad hoc RW may be approved where the hours worked are not part of a previously approved and ongoing RW schedule. In these cases, although there is no need to provide an RWA, supervisors are advised to maintain records of any RW for their staff.

Fall 2021 timeframe
USC is planning for in-person instruction for the fall semester, so in general, all in-person work, in whatever capacity, will begin no later than August 2. In preparation this return to in-person activities, Price employees and supervisors should document proposed work arrangements by the end of July.

Eligibility
Employees are eligible for RW if they:
- have job duties appropriate for RW; that is, they do not require full-time in-person activities that must be performed on campus (e.g., receptionist, office manager, administrative assistant, etc.)
- receive approval from their supervisor
- have a satisfactory performance record and demonstrated ability to work independently
- complete a Remote Work Agreement (RWA), which includes details governing the RW arrangement (see Preparing a Remote Work Agreement section on page 3)

USC Work Categories
USC currently recommends four “personas” as a framework for work arrangements:

<table>
<thead>
<tr>
<th>Persona</th>
<th>Schedule</th>
<th>Examples*</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-site</td>
<td>Employees whose work requires physical presence. They are on-site five days a week; may work remotely on occasion</td>
<td>receptionists, front desk staff, facilities</td>
</tr>
<tr>
<td>Remote sometimes</td>
<td>Employees who are on a fixed schedule on-site (e.g., 2-3 days/week) and otherwise remote; they have a designated space at worksite</td>
<td>administrators, student advisors, IT</td>
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</tbody>
</table>
Remote most of the time | Employees who primarily work remotely (e.g., 80% of the time), come into the office as tasks demand, and use hoteling or shared space | payroll, accounting, data analysts, writers

Fully remote | Employees who are 100% remote, and only come on-site for team building, trainings, or all-hands meetings | researchers

*Examples are not intended to be inclusive of all types of positions in each persona. Regardless of role, employees should work directly with supervisors on any remote work plan.

**Considerations**

**Changing policies** – USC’s policies around RW continue to evolve and RW agreements may need to be updated accordingly.

**Out-of-state** – Existing out-of-state arrangements can remain in place pending further review. For new out-of-state arrangements:
- Payroll services will clarify implications for benefits, wages and tax withholding. USC is not authorized to do business in every state.
- New out-of-state work arrangements require additional approval from both the Office of General Counsel and central Payroll Services.

**Performance standards** – Performance standards are the same for all workers. Expectations for performance should be clearly addressed in each employee’s RWA. The plan requires regular review to ensure standards do not create inequities or inconsistencies between workers.

**Accommodations** – Faculty and staff requests for accommodations due to health conditions should go through Gail Uyeda who will coordinate with the Office of Institutional Accessibility and ADA Compliance.

**Recommended practices**

**Communication**
- The RWA should outline expectations around supervisor-employee communication, such as ongoing weekly check-ins, attendance at staff meetings, best mode of communication (e.g., Slack, phone, email, text, etc.) and the standard time for responses.
- During the initial three-month period of RW arrangements, the supervisor and employee will meet regularly virtually or in-person to discuss the work arrangements and any issues that need to be addressed.

**Training** – Managers and employees are strongly advised to utilize Work from Home Essentials through Trojan Learn where they will learn tips to manage remote work successfully.

**Recording hours and taking breaks** – Managers and employees need to be mindful of wage and hour laws when considering RW, particularly for non-exempt employees. Whatever the hourly schedule, non-exempt employees must report their hours and comply with rest and meal break requirements.

**Guidance for security/confidentiality** – USC’s Information Security Office provides a range of information security services related to maintaining security and handling confidential information.
Preparing a Remote Work Agreement

**Agreement template** – At present, we will continue to use the USC Remote Work Letter to outline the terms and conditions for working remotely at USC, as well as to provide structure for employees and supervisors and clarify expectations. For the **Anticipated end date**, enter December 31, 2021.

**Responsibilities** – Both the employee and the supervisor should discuss the impact of remote work on the employee’s position, including possible consequences of limited exposure to school culture, reduced face-to-face interaction, fewer professional connections and opportunities for teambuilding, etc.

**Employees**
- Continue to fulfill all job responsibilities
- Remain open to feedback and changes
- Conduct an alternate worksite or home office inspection using Remote Work Safety Checklist. If there are ergonomic concerns, the employee should consider conducting an ergonomic self-evaluation. If additional evaluation is needed, employees can schedule a virtual evaluation with USC Occupational Health.
- Adhere to University policies, including compliance and privacy policies
- Comply with University Information Security Policies & Standards

**Supervisors**
- Manage the overall success of RW in their units, including day-to-day operations
- Evaluate operational needs of department to ensure the RW does not burden other team members
- Communicate expectations, provide regular feedback, and measure performance through clearly defined metrics and behavior
- Review RWA on a regular basis to evaluate if changes are needed, including issues like responsiveness, communication, completion of projects, etc.