

# C12. Human Resources

---

## Module 1: Human Resources

The most important resource in any organization is arguably its people. Supporting staff and mitigating risk, particularly during times of crisis, is fundamental to their success as individuals and to the organizational team. It is critical that organizations invest in and develop strong human resources services in order to advance supportive relationships and culture within the organization. This ensures when an emergency arises, the lines of communication, trust, and necessary expertise are in place to help the staff and the organization navigate the changing dynamics in the workplace. In the event of an emergency or a pandemic situation such as COVID-19, the role of HR will be particularly important in acting as an important source of communications to the various staff groups about how the organization is responding, what staff can expect, what the financial impacts might look like and if their jobs are secure, how their benefits might be changing, what the organization is doing to help mitigate risk to staff, and what types of flexibility the organization is offering to staff under challenging circumstances. Tensions will naturally be heightened due to the circumstances, and the HR team should help to serve as a trusted source of reassurance and information for staff.

Ideally, the human resources team offers kindness and assistance to staff during times of crisis, and acts as a key bridge between staff and management and ensures that the needs of both are considered as the situation develops and important decisions are made. HR is a critical player in the development of a strong duty of care program that includes staff benefits and insurances, staff wellbeing programs, crucial communications, and organizational risk management. Members of human resources should also be integrated into the emergency management team, so that when a health, safety, or security issue arises, they can offer support, perspective, and advice.

### Duty of Care

Human Resources has an overarching responsibility that spans many of the areas that are covered in additional modules throughout this guide. A successful and compassionate duty of care model that both protects the organization and supports staff on multiple levels - physical, psychological, emotional, financial, and legal - takes all these areas into consideration. A high-functioning duty of care model also involves close coordination and trust between the human resources, legal, and security staff and senior management team.

Legally, the "duty of care" is the responsibility to provide all staff members with a reasonably safe work environment, free from recognized hazards, and to warn of any reasonably foreseeable risks. The law imposes the obligation to maintain a standard of care that is at least as good as the care provided by similar organizations. One way to understand the standard is to review guidance from relevant authorities, such as the laws

of the country in which an INGO is operating, the US Centers for Disease Control, and the World Health Organization. Any organization that fails to meet this community standard may be vulnerable to lawsuits. Please note that laws vary from location to location and some countries impose more obligations and greater penalties than those imposed by others.

Subject matter experts have offered key guidance in each of these areas to consider as an organization responds and adjusts to changing circumstances during this pandemic - however, much of what is communicated in this guide outlines key aspects of establishing a duty of care program that is responsive to any kind of incident or emergency.

## **COVID-19: Specific Considerations**

The needs of staff and managers will change throughout different stages of the pandemic, and they will vary based upon the staff type, their location, and the laws and guidance that are being issued locally in their country of operation. These changes will be wide ranging. In addition to monitoring legal changes and the on-the-ground situation at the level of each office and to some degree the health or leave situation of various staff members, HR will need to focus on a variety of additional staff concerns, which will most likely include preparing for and supporting staff issues during remote work, closing offices to reassess office space, and readjusting long-standing organizational customs and work patterns.

During times of crisis or pandemic, the human resources team may be called on to:

- Act as a liaison to staff members, helping them to access the benefits and care that they need;
- Stay abreast of critical laws and law changes that may impact organizational obligations to staff;
- Support managing broker and vendor relationships with insurance carriers as well as the claims process to ensure that the organization and its people are adequately covered;
- Act as a liaison with staff family members when needed to support staff care;
- Develop and adjust hiring and onboarding processes in dynamic situations;
- Work closely with security staff to support staff travel, develop and distribute risk acknowledgements and information about post location conditions and support systems that may be in place;
- Ensure that staff receive regular, clear communications from the HR team or other senior management team members that help them to understand what they can expect within a fluid and changing environment;
- Manage staff leave needs for health or personal reasons, checking in with staff in key situations that may be away from home or located in a high-risk area or those that have personal circumstances that require additional support;
- Manage concerns about staff who are either underperforming or unable to perform their work tasks under the new circumstances;
- Have strong staff tracking mechanisms in place to ensure that the organization is aware of where staff are at all times (i.e. - at post location, at home, in transit, etc.) so they can be kept informed of the conditions and risks in their location;
- Act as a trusted sounding board for staff who may struggle with new challenges, and coach supervisors on how to manage under new circumstances.

## Office Re-Opening: Decision Making and Preparations

In addition to considering the local and health authority guidance that is being issued in every country of operation, the Human Resources and Security teams will need to work with senior management to evaluate some important considerations in order to determine the most appropriate time and method for re-opening an office that has been closed due to COVID-19. Important changes may also be necessary at the facilities level before any given office is prepared to re-open.

### Overall, what level of risk is your organization prepared to take with regard to the health and safety of your staff?

- Does your organization and/or board of directors have a conservative or more liberal stance when it comes to risk management and security?
- Do you have a strong duty of care program and journey management tracking system in place?
- Are your staff benefits and insurances as well as overhead insurances adequate to cover the organization and its people?
- How does your organization's culture and mission as well as your level of emergency preparedness impact your decision?
- Does some of the work in your organizational portfolio inherently carry more risk than other programmatic activities - is this work classified differently and communicated differently to the assigned staff?



More about 'Defining Risk Attitudes' can be found on the [GISF Guide: Security Risk Management: a basic guide for smaller NGOs, page 10](#)

### How necessary or essential to the mission is it for staff to return to the office or a post location prior to there being a vaccine or therapy in place?

- Is it imperative that staff return to the office in order to perform their work, or can their essential work be completed from a remote location?
- Have you evaluated which jobs can be performed effectively (even if not ideally) from a remote location for a period of time?
- Is it possible for managers to identify roles that can be permanently selected for remote work so office space can be freed up to support renovations for physical distancing etc.?
- Do you have clear policies in place that outline your organizational approach to remote work; how to request, deny and reevaluate remote work arrangements?



See Annex 5 for an [Example Remote Working Policy](#).

- Have you implemented any new allowances or reimbursements to help offset personal remote work costs for your staff? Note that this is required in some US states.
- How comfortable are your staff, both culturally as a whole and as individuals, with the prospect of traveling, returning to post locations away from their homes or families, or resuming in-office operations in the near and long term?

**Are there adequate measures in place to protect the health of your staff within your offices?**

- Does the location of your office(s) lend itself to the possibility of more or less reasonable re-opening circumstances? What are the legal and health authorities advising in the operating location?
- Does the physical layout of your office(s) allow for social distancing and operation in compliance with local laws and current guidance from trusted healthcare sources such as the World Health Organization?
- Will traffic flow patterns, building access issues, limits on the number of staff in an office or room, or personal work-space distancing need to be addressed? Will you need to add additional physical barriers or signage to your space?
- Are there clear protocols about hygiene and the disinfecting/cleaning of community spaces and surfaces, and use of shared equipment such as telephones and printers?
- Will you require staff to wear face masks or other PPE while in the office? If so, will your organization provide those? What are the local laws and regulations regarding use of PPE?



For more considerations about facilities in regards to re-entry, see the Re-Entry Workflow Tables included in [Module 5: Operational Security](#).

**Do you have clear and adequate leave policies and processes in place to support staff who may need leave to address their own sickness, or care for sick family members or children whose schools may be impacted by closures?**

- Do your leave policies encourage and support sick employees to stay at home if they think they may be sick or have had close contact with persons who are sick?
- Do you have clear leave policies in place that outline what additional sick leave, Family and Medical Leave Act (FMLA), or other country specific benefits may be available to staff, and how to access those if needed?
- Have you considered that some staff may be members of a vulnerable population, or may co-habitat with members of a particularly vulnerable population, and are there measures you will want to put in place to support them?

**Does your Duty of Care Program include all of the necessary components of preparing and informing staff of risks, keeping staff informed while traveling,**

## assisting staff to return home in an urgent situation, providing follow up care and support and reviewing, assessing and amending policies procedures and practices?

- Have you developed and published information about possible risks to your staff?
- Have you adequately informed them about risks, and given them the opportunity to ask questions or responded to concerns?
- Have you developed and implemented the procedures necessary to keep staff informed about any changes to office, travel or work protocols?

## Internal Communications

In times of change and stress naturally brought on by a protracted emergency or significant changes in organizational common customs or practices, it is imperative to communicate regularly with staff on issues including: how leadership is arriving at decisions, current office status, procedures for accessing the office if necessary, any changes to their benefits, reminders about new or pertinent resources, etc. Reassuring staff that your organization has strong and caring procedures and services in place to support staff during critical times is important. Generally, consider informing staff of your current thinking as you are developing new guidance or procedures during a protracted emergency. If done properly it will enhance your final decision, can assist in employee buy-in and also increase transparently with staff about how leadership are approaching critical decisions.

When you begin to communicate with staff about the process for re-opening offices or re-entering a country or location, it is important to communicate about the ways in which you have changed operations to minimize the impact from COVID-19. Explain new protocols, any new legal rules requiring employers to protect staff and what you have done to comply with these rules, as well as any systems you have in place to regularly review the guidance from the WHO, CDC, OSHA, state governments and other local authorities. Remind staff about your duty of care program and encourage them to ask questions if they have concerns. Remember that your primary responsibility is for their care and protection, which also protects your organization.

Encourage staff to follow proper hygiene practices, appropriate social distancing, contact with others, rules about coughing/sneezing, and other controls. Provide appropriate third-party education/information (for example, see the CDC's [Stop the Spread of Germs Poster](#)).

# Human Resources Action List

## Highly Recommended

- ✓ Be aware of guidance and legislation to mitigate the impact of COVID-19, such as those published by [Center for Disease Control \(CDC\)](#), [Occupational Safety and Health Administration \(OSHA\)](#), the [US Department of State](#), the [World Health Organization \(WHO\)](#), local governments, and other relevant agencies, as well as activities of similar organizations;
- ✓ Ensure your sick policy and staff communications actively encourage or require sick persons to remain home;
- ✓ Clearly communicate any organizational level policies about quarantine expectations for staff who may have been exposed to the virus, whether through work travel, workplace contact, or personal circumstances;
- ✓ Regularly review new laws from state governments/other countries regarding return to work requirements and ensure that the organization's policies comply with these rules;
- ✓ Develop staff notification and operational protocols for handling known infections in staff members that may have been in contact with other staff while contagious.
- ✓ Follow the Americans with Disabilities Act (ADA) and Genetic Information Nondiscrimination Act (GINA) guidelines with respect to staff health issues and privacy. You must also follow Health Insurance Portability and Accountability Act (HIPAA) requirements if you are a "covered entity" which is typically an organization operating in the healthcare industry, or you are any employer with a self-insured health plan. Country specific regulations and guidelines must also be followed.
- ✓ Provide any required COVID-19 specific sick leave based upon the laws in the country of operation.



Note that the U.S. requires such leave for staff in the U.S.; See [Annex 2](#) for a template US COVID-19 Leave Policy including FAQs.

## Recommended

- ✓ Clearly communicate with your staff - helping them to understand the resources that are available to them through your organization's benefit programs to assist them during difficult times;
- ✓ Provide flexible leave policies for staff who are sick or caring for others who are sick;
- ✓ Provide guidance and protocols to staff regarding remote work expectations during any periods of office closure, required stay-at-home orders or self-quarantine periods;
- ✓ Be prepared to compensate staff for required self-quarantine periods after travel to other countries, and check in advance of travel that they will have an adequate location to do so;

- ✓ Provide staff with psychosocial support resources (see [Module 3: Staff Wellness](#));
- ✓ Encourage staff to reach out to HR with any concerns or questions about their own personal situation, how leaves might apply to them, or if they need additional support or resources while working from home or when re-entering the workplace;
- ✓ Anticipate increased requests for leaves and possible decreased HR capacity to respond and implement any changes in procedure needed to maintain compliance and provide staff with services.
- ✓ Consider requesting that staff complete a questionnaire before they return to work to indicate whether they are currently experiencing any known symptoms of COVID-19 including a fever, shortness of breath, sore throat, or cough;
- ✓ Consider staggering staff schedules in the workplace to minimize crowding;
- ✓ Work with any self-identified vulnerable staff (those over 65 and with certain pre-existing health conditions) as needed to determine if there is a reasonable accommodation that can be provided that will provide them with the extra protection they may need;
- ✓ Ensure that up to date emergency contact and beneficiary information is on file for every staff member.

## **Beneficial**

- ✓ Encourage telecommuting or other flexible worksites, when possible;
- ✓ Ensure that your organization has a policy that addresses expectations regarding remote work or work from home conditions;
- ✓ Be as clear as possible about future planning around remote work status and office closures so that staff can make personal plans that take into consideration your organization's position;
- ✓ Encourage staff to report health or safety concerns or to check in with HR if they have personally challenging circumstances that may require additional support of flexibility;
- ✓ Establish business contingency planning with regard to the positions of key staff members, in the event that they are impacted by the virus or need to be away from work for a period of time.
- ✓ Consider providing staff with a contact point that they can share with family or loved ones within the organization, such as an HR email address, in the event that the staff member becomes sick or otherwise incapacitated;
- ✓ Determine what quarantine measures the organization will fund if/when travel resumes.

# Facilities Action List

## Highly Recommended:

- ✓ Be aware of guidance and legislation reduce the spread of COVID-19 in the workplace, such as those published by [Center for Disease Control \(CDC\)](#), [Occupational Safety and Health Administration \(OSHA\)](#), the [US Department of State](#), the [World Health Organization \(WHO\)](#), local governments, and other relevant agencies, as well as activities of similar organizations;
- ✓ Assess the risk level of your workplace and facilities and create appropriate safeguards for that risk level;
- ✓ Provide a place and supplies to wash/disinfect hands;
- ✓ Establish cleaning and hygiene standards for offices, warehouses, organizational housing and other facilities and share those with all staff, including any enhanced temporary additional disinfecting requirements or protocols.

## Recommended:

- ✓ Develop an infection control plan for work locations (see recommended elements in the [Department of Labor Guidance for Preparing for COVID-19](#));
- ✓ Consider strategies to minimize face-to-face contact and increase physical distancing;
- ✓ Limit offices to only essential personnel, beneficiaries and visitors;
- ✓ Assess your physical workspace to determine whether furniture placement, traffic flow, access points and shared-space areas need to be altered in order to maintain appropriate levels of physical distancing;
- ✓ Limit or restrict large gatherings and sharing of food;
- ✓ Implement a visitor policy that prohibits visits from persons who have tested positive for COVID-19 and not recovered to the point that they have a negative test, show symptoms of the disease and/or have direct contact with confirmed or suspected infected persons;
- ✓ Provide workers with PPE that may be needed to mitigate transmission or exposure while performing their jobs, such as face masks or coverings, gloves, gown, face shield or goggles, depending on work task, hazard assessment, types of potential exposure and in accordance with local regulations;
- ✓ Provide soap, sanitizer, tissues, trash cans, thermometers and/or pulse oximeters, and a protocol to sanitize the latter two in between use;
- ✓ Maintain regular cleaning and disinfecting of surfaces within the work environment; if you have employees or visitors who had confirmed positive tests for COVID-19, ensure that a deep clean is conducted (see the [CDC Guidance on Cleaning and Disinfecting Facilities](#));
- ✓ Install physical barriers such as clear plastic sneeze guards where feasible and necessary.

## Beneficial



- ✓ Discourage sharing of phones, desks, work tools or other equipment, when possible;
- ✓ Temporarily prohibit the use of hot desks or shared work spaces.
- ✓ Increase ventilation in office spaces where possible;
- ✓ Provide staff with a single point of contact for concerns about workplace health and safety (typically a member of the HR or facilities team).

## Annexes

### Annex 2: Template COVID-19 Leave Policies for US Based Staff

#### [Organization’s] COVID-19 Leave Policies for US based staff

In light of the COVID-19 pandemic and the recently implemented federal Families First Coronavirus Response Act (“Act”) [Organization] (“[ ]”) has adopted these temporary Coronavirus Sick Leave Policies (“Policies”).

Employees are entitled to leave if they are unable to work, including unable to telework, due to any of the qualifying reasons listed in the table below. The duration and amount of paid leave that an employee may receive depends upon the qualifying reason. Please see the following table for details:

Qualifying Reasons for Leave	Duration of Paid Leave	Calculation of Pay
1. The employee is subject to a Federal, State, or local quarantine or isolation order related to COVID-19	Two (2) weeks of paid leave.	Employees are paid at their regular rate, up to \$511/day and no more than \$5,110 total.
2. The employee has been advised by a health care provider to self-quarantine related to COVID-19	Two (2) weeks of paid leave.	Employees are paid at their regular rate, up to \$511/day and no more than \$5,110 total.
3. The employee is experiencing COVID-19 symptoms and is seeking a medical diagnosis	Two (2) weeks of paid leave.	Employees are paid at their regular rate, up to \$511/day and no more than \$5,110 total.
4. The employee is caring for an individual subject to an order described in 1. above, or self-quarantine described in 2. above	Two (2) weeks of paid leave.	Employees are paid at 2/3 their regular rate, up to \$200 per day and no more than \$2,000 total.
5. The employee is caring for a child whose school, place of care, or childcare provider, is closed for reasons related to COVID-19	Twelve (12) weeks of paid leave in total ( <i>see question 12 below for more information</i> ).	Employees are paid at 2/3 their regular rate, up to \$200 per day and no more than \$12,000 total.
6. The employee is experiencing any other substantially similar condition specified by the Secretary of Health and Human Services	Two (2) weeks of paid leave.	Employees are paid at 2/3 their regular rate, up to \$200 per day and no more than \$2,000 total.

# FAQ Regarding COVID-19 Leave Policies

## 1. When do these policies take effect and when do they expire?

These policies take effect on April 1, 2020 and shall expire on December 31, 2020. These policies may be ended earlier or extended longer upon notice given by [Organization].

## 2. What laws govern this leave?

The Families First Coronavirus Response Act has two provisions: the Emergency Paid Sick Leave Act (EPSLA) and the Emergency and Family Medical Leave Expansion Act (“Expanded FMLA”). The EPSLA provides for an initial two weeks of paid leave for all of the qualifying reasons listed in the table above. Expanded FMLA only applies to the childcare leave described in category 5, above. See question 12, below for further explanation on how these two provisions interact for employees under category 5.

## 3. Who is eligible for paid leave?

You are eligible for two weeks of paid leave if you are unable to work for any of the qualifying reasons outlined in the table above and you are a current [Organization] employee. If you have been employed with us for at least 30 days, you are eligible for additional leave described in Category 5 (Expanded FMLA leave for childcare).

## 4. What does it mean to be unable to work?

You are unable to work, for purposes of this policy, if one of the qualifying reasons listed in the table above prevents you from being able to perform your regular work duties either at the office or by means of telework.

## 5. Are part-time employees eligible?

Yes. Part-time employees are entitled to paid sick leave for the number of hours they normally would have worked during the time they are on leave.

## 6. How are the number of hours I would normally work calculated if I am a part-time employee?

The number of hours of paid leave you are entitled to is based on the number of hours you would normally be scheduled to work during the duration of the leave. If you work a variable number of hours per week, [Organization] will use a six-month average to calculate your average daily hours. If you were on any type of leave during the past six-month period, such time shall be excluded for purposes of calculating the average daily hours.

## 7. What documentation am I required to provide under these leave policies?

It is very important that you document your reasons for taking leave under these policies. All employees seeking to take leave under these policies must fill out and sign a COVID-19 Leave Request Form. Additionally, if you request leave because you are subject to a quarantine or isolation order (category 1 above) or to care for an individual subject to such order, you must provide the name of the government entity that issued the order. If you request leave to self-quarantine based on the advice of a health care provider (category 2 above) or to care for an individual who is self-quarantining based on such advice, you must provide the name of the health care provider who gave the advice. If you request leave to care for a child whose school or place of care is closed, you must provide (a) the name of the child being cared for; (b) the name of the school, place of care, or child

care provider that has closed or become unavailable; and (c) your affirmation that no other suitable person is available to care for the child. All of this information should be included in the COVID-19 Leave Request Form. You may be required to provide further documentation as new guidance is released.

### **8. May I take leave under these policies intermittently?**

Yes. If you are unable to telework your normal number of hours due to one of the qualifying reasons in the table above, you will be able to take leave intermittently. If you are not working remotely, you cannot take intermittent leave for any reason other than to care for children.

You may take intermittent leave in any increment, provided you have completed the required COVID-19 Leave Request Form and have discussed such an arrangement with your supervisor and other affected colleagues. If you take intermittent leave, you are encouraged to maintain as consistent of a work schedule as possible to maintain client confidence and support your colleagues.

### **9. Must I provide notice before going on leave?**

Where leave is foreseeable, you should provide notice of leave by completing the COVID-19 Leave Request Form as soon as practicable. In some circumstances it may not be possible for you to provide advance notice of the need for leave. In such a case, you should notify [Organization] as soon as you are able to do so.

### **10. What is the policy if I think I have COVID-19?**

You should focus on taking care of yourself and regaining your health. [Organization] aims to help you accomplish this by alleviating economic strain you might feel while you recover. In accordance with the Act, you will be paid sick leave equal to the normal amount of pay you would have received in two workweeks — with a daily maximum pay of \$511 per day. Please see categories 1, 2, or 3 above.

### **11. What is the policy for taking care of others who may have COVID-19?**

If you must take time off to care for someone else who is ill or under quarantine, you fall into category 4 in the table above. You will be entitled to two weeks of paid leave, however, please note that you will be compensated at 2/3 your regular rate of pay.

### **12. What is the policy for taking care of children?**

If you must take time off to care for a child whose school or childcare provider is closed due to COVID-19, you are eligible for leave under both EPSLA and Expanded FMLA (category 5 above).

EPSLA provides for an initial two weeks of pay at 2/3 your regular rate (subject to the \$200 per day limit). This covers the first two weeks of Expanded FMLA, which would otherwise be unpaid unless you choose to substitute paid vacation, personal or sick leave under existing K&A policies.

After the first two weeks have elapsed, you will continue to receive 2/3 your regular pay in the subsequent ten weeks under Expanded FMLA.

In total, you are entitled to twelve weeks paid leave at 2/3 your regular rate if you cannot work because you are taking care of a child.

## Annex 5: Example Remote Work Policy

### REMOTE WORK POLICY

#### PURPOSE

[Organization] classifies certain positions as being remotely based (also known as “work from home”), on either a full-time, part-time, or intermittent basis. Additionally, [Organization] permits staff to work remotely (or from home) from time to time or on a regular basis with the approval of their supervisor and/or their Human Resources team. This policy outlines the approval process for remote work, [Organization] expectations, and staff and organizational roles and responsibilities related to remote work.

#### SCOPE

This policy applies to all [Organization] staff members including: US Based staff, US Expatriates, Third Country Nationals, Host Country National or Local Nationals, Consultants (Personal Services Contractors/PSCs), volunteers and temporary staff members, and STTA staff.

#### POLICY OUTLINE

##### Policy Statement

##### Procedures

##### Assistance

##### Definitions

#### POLICY STATEMENT

- Positions with Remote Work Classification:** Certain positions at [Organization] may be classified as full-time “remote work” or “work from home” positions. This means that the position is expected to work from a remote location other than an [Organization] office on a regular full-time basis, typically the individual’s home or personal office. In general, employees who request or are assigned to a long-term remote work arrangement must agree to a Remote Work Terms agreement. When required, this agreement is generally drafted by the relevant Human Resources team and outlines individual details including, but not limited to, what [Organization] agrees to provide, what the staff member agrees to provide, and expectations such as the anticipated work or travel schedule. [Organization] also reserves the right to rescind a Remote Work Terms agreement and recall or move a remote position to a specified [Organization] office location. Generally other staff types including Consultants and STTA staff do not require a Remote Work Terms agreement.

### **Partial or Intermittent Schedule (“Working From Home”) Remote Work Arrangements:**

[Organization] strives to offer flexible scheduling and remote work options for staff when possible. In certain cases, staff who are assigned to an [Organization] office as their regular, day to day work location may make a request to their supervisor for a partial or intermittent remote work/work from home arrangement. The partial/intermittent remote work arrangement may take a variety of forms based upon the particular individual’s request, job position, classification, and business needs, and space availability in the [Organization] office. In general, a partial/intermittent schedule remote work arrangement is one that includes a regular or semi-regular schedule of remote work (for example, a staff member might request to work from home every Tuesday). Staff members may discuss the desired arrangement with their supervisors. In all cases, the staff member agrees to adhere to the Remote Work Conditions outlined in this policy when working remotely or from home.

1. When appropriate, supervisors may approve partial/intermittent remote work arrangement/working from home schedules with their staff members without additional approval from HR when the remote work arrangement will be in effect for 40% or less (or the full time equivalent of up to 2 days per week) of the staff member’s regularly scheduled level of effort. A written agreement about the remote work schedule should be established via email between the supervisor and staff member to ensure that the arrangement is clear. *For example, a supervisor can approve a full time staff member working from home up to two days per week without additional approval from Human Resources.*
2. In general, the relevant Human Resources team must provide approval on requests to regularly work remotely for more 2 days per week and HR records must be updated. If the majority of a staff member’s work time will be remote or working from home, their primary work location will be considered their home of record. *For example, a supervisor must notify Human Resources and wait for approval if the full time employee is requesting to work from home for three days per week or more or if the circumstances are related to a family or medical leave.*
3. Additional short term, partial, or intermittent remote work agreements may be granted by headquarters Human Resources under certain circumstances or if the staff member is in an approval process/on an approved family or medical leave or workplace accommodation.

**C. Remote Work Due to Office Closure:** In certain cases, staff members may ask, or be asked by [Organization], to work remotely when an [Organization] office location where they are regularly assigned for work is closed for a variety of reasons, including but not limited to: closure for weather-related incidents or natural disasters, utility access issues at the office (i.e. power, water, internet, etc), security, safety, or health-related concerns. In instances where an office closure is initiated by [Organization], staff are generally offered the option to work remotely and may do so with the approval of their supervisor, provided that they follow the remote work conditions outlined in this policy. In the event of a longer-term office closure initiated by [Organization], specific additional policies and guidance may apply.

**D. Remote Work Conditions:** In all cases, when a staff member agrees to work from a remote location that is not an [Organization] office location, they must agree and adhere to the following:

1. If their position requires internet connectivity, the staff member agrees to personally provide and be able to regularly access a secure, high speed internet connection. [Organization] does not reimburse staff for internet access at their remote work location except under circumstances outlined in the [Organization] [Other Organizational] Policy. For the purposes of this policy, a secure connection is defined as a connection that is encrypted by one or more security protocols to ensure the security of data flowing between two or more nodes. It is understood that while on travel or on an occasional basis, less secure

connections may be used temporarily. For the purposes of regular Remote Work Conditions, a secure internet connection means that at minimum you must work connected to a wireless access point (WAP) that is protected by a unique and strong password or via network cable to a trusted wired network. Working from open (not password protected) WAPs is prohibited by this policy.

2. [Organization] will not provide any resources other than a standard-issue computer for remote-based work. Additional items such as desks, monitors, and other electronic equipment must be provided by the employee. Staff understand that they are responsible for providing for all of their own computer peripherals, furniture and workspace needs. Any coverage for travel costs associated with remote work will be addressed in the staff member's employment agreement or contract, or remote work terms agreement.
3. Staff also understand and agree that [Organization] is not responsible for the conditions at the remote work or home of record location. [Organization]' Worker's Compensation policies cover staff while working in remote locations, however [Organization]' property and liability insurances as well as other policies do not cover non-[Organization] office locations.
4. The staff member will not become eligible for any additional allowances or benefits as part of the remote work arrangement unless they are specified in the staff member's employment agreement, contract, or Remote Work Terms Agreement.
5. If the staff member is classified as non-exempt, they agree to follow all regulations around regular working hours, rest and meal breaks while working remotely and will obtain pre-approval for any overtime hours.
6. The staff member understands that [Organization] cannot reserve a permanently assigned personal workspace or office for any staff member who has a partial remote work schedule or is not based in an [Organization] office full time. Staff understand if they are working remotely, desks and working space that they may typically use in [Organization] offices may be used by other staff members or visitors.
7. The staff member agrees to observe the working hours that are outlined in their job description, Remote Work Terms Agreement and/or agreed upon with their supervisor while working remotely. The staff member will be working, available and online during the work hours that are agreed-upon and documented in writing or email with their supervisor.
8. The staff member understands and agrees to be flexible with their remote work hour scheduling as needed in order to accommodate the time zone differences in key field office locations. This may include taking calls at night or in the early morning in their time zone.
9. The staff member will proactively share Outlook calendars and utilize status settings in MS Teams to indicate their location and availability to their supervisor and other staff members.
10. Evaluation of the effectiveness of a remote work arrangement by [Organization] management will occur as needed and is subject to change based on business needs.

## PROCEDURES

For information about how to request a permanent change in work location, please see the [Other Organizational] Policy.

### A. Part Time or Intermittent Remote Work

#### Step 1: Step 2:

**Staff Members** must submit a request to their supervisors in advance of part time or intermittent remote work.

**Supervisors** may provide written approval or denial of the part time or intermittent remote work arrangement and provide guidance on their work schedule expectations, with the following exceptions which must be forwarded to HQ Human Resources for approval or denial: Requests for regular work location changes, not including partial or intermittent remote work; and circumstance that may fall under family or medical leave, or may be connected to a health issue, even for temporary, partial, or intermittent remote work.

## **B. Office Closure Remote Work**

**Step 1: Supervisors** will contact their staff members in the event of an office closure and will share information about remote work options.

### **ASSISTANCE**

As always, please feel free to contact your Senior HR Team at [Email Address] for clarification of [Organization] policies.

### **DEFINITIONS**

**US Based:** Employee or Contractor working in the US regardless of citizenship.

**Expatriate:** A US Expatriate is a staff member who is a US citizen and working in a country other than the US.

**Third Country National:** A staff member working in a country other than the country of their citizenship and also not the country of their HQ location.

**Home Country National:** A staff member who is working in the same country in which they are a citizen and also not the country of their HQ location but is paid by their headquarters office.

**Local National:** A staff member who is a citizen of the country in which they work and who is paid by the local office.

**Consultant:** A staff member paid through invoice and accounts payable rather than through regular payroll.

**STTA:** A staff member working on a short-term temporary assignment.

**Regular Work Location:** Typically identified in the employment agreement, contract, or job description and is where the employee performs their work on a regular basis.

