



Alternative Work Arrangements Policy and Guidance

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Introduction

A. Introduction

Telework or telecommuting has existed at Clayton State University for many years. Never has the importance of a robust telework program been more apparent than during the COVID-19 pandemic. The COVID-19 pandemic forced even more adoption of telework and sparked a nationwide focus on telework as an important tool for safely and efficiently delivering mission-critical services in the public and private sectors.

There are many benefits of telework for organizations and employers. A robust and well-practiced telework program improves employee performance and engagement and supports mission productivity and efficiency. Telework can serve as a critical workplace flexibility tool that enables institutions to meet mission-critical needs of the organization and helps employees to balance work and personal responsibilities. This can enhance employee satisfaction and wellbeing, aid in retaining valuable employees, and attract potential employees to the organization.

We also have an obligation to plan for a variety of contingencies, such as severe weather events, public health emergencies, and more. It's critical that the institution—and our workforce—remain flexible, resilient, and ready to continue our critical work on behalf of our students, no matter the challenge.

As we look to the future, Clayton State University is encouraging divisional and departmental leadership to strategically leverage workplace flexibilities such as telework, remote work, and alternative/flexible work schedules as tools to help attract, recruit, and retain the best possible workforce.

Updated Guidance for Clayton State University

In response to growing interest in telework, and alternative/flexible work schedules, Clayton State University is issuing supplemental policy guidance to provide departments with practical resources and information to assist them in evaluating how to leverage these tools to meet mission-critical needs for the institution and balance the needs of a changing workforce at the same time. While this updated guidance focuses on assisting departments with current policies, processes, and procedures, we expect to continue our examination of telework and remote work policies over the coming years as institutional operations evolve.

This guide will have two sections:

- Alternative Work Arrangements Policy – The policy that governs Alternative Work Arrangements at Clayton State University. This section will include useful definitions, an overview of role and responsibilities
- Process, Procedures, & Best Practices – Updated guidance on the policies, procedures, and best practices governing alternative work arrangements.

Section I: Alternative Work Arrangements Policy

A. Policy Overview

The purpose of this policy is to outline administration of the Alternative Work Arrangement program for Clayton State University.

B. Definitions:

Alternative Work Agreement: A work arrangement where the employee enters into a formal agreement with the University to perform their usual job duties in an appropriate alternate work location.

Alternate Work Location: Approved work locations other than the central workplace where official University business is performed. The most common alternate work location is the home of an employee, subject to approval as described in this policy.

Alternative Work Schedule: A variety of schedule options that provide an alternative to the standard workweek. Adjustable work hours can assist employees in balancing the demands of the workplace with their personal responsibilities and as well as help alleviate commuting frustrations.

Central Workplace: An employer's place of work where employees are normally located. Typically, the Clayton State University Morrow campus, but other University affiliated instruction sites are also included.

Eligible Employee: An employee who is satisfactorily meeting the performance standards, terms, and conditions of employment of their position. The employee shall have no active formal disciplinary actions on file for the current or immediately preceding review period. Employees within their 6 month provisional employment period are not eligible for alternative work arrangement agreements until successful completion of the provisional period. This does not apply to employees recruited into fully remote positions. Managers may, at their discretion, allow employees within their provisional employment period to telecommute on an occasional basis with prior approval if work performance has been satisfactory.

Eligible Position: A position that has been identified by the supervisor as eligible for telework or other alternative work arrangement.

Remote Work: Working regularly at a location other than the employer's central workplace. For a position to be eligible for remote work it must be structured such that lack of physical presence at the employer's central workplace does not constitute a degradation of key performance indicators relevant for the position. Positions that directly supervise student workers may be ineligible for remote work due to the importance of the supervisor being at the central work location to ensure students have help and guidance in their positions.

Telecommuting: Means working from a remote site, such as a private home, instead of commuting to a central workplace. Emphasis is placed on information or communication

exchanged through telephones and remote devices such as computers to allow an employee to work at a remote workplace. Telecommuting does not include online instruction through a learning management system or intermittent work performed by employees to supplement the work they regularly do at Clayton State University.

C. Remote Worker Categories and Duration

Fully Remote Worker: An employee, under a written alternative work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an institution worksite on a regular and recurring basis. A remote worker's official worksite may be within or outside the local commuting area of an agency worksite. Employee works remotely their entire work schedule from the alternate work location(s) documented in the written agreement.

Hybrid/Telecommuting Worker: Employee works remotely regularly 32 hours or more per month, typically one to two days per week from the alternate work location(s) documented in the alternative work agreement and as documented in the work schedule below.

Short-term/Limited Telecommuting Worker: Employee consistently works remotely less than 32 hours per month on a periodic or task driven basis and not part of a regular schedule. Maybe expected and/or required to report to the central workplace regularly, but **on occasion** tasks may be assigned that can be completed from an alternative work location(s).

Example: A front desk assistant that is allowed to complete electronic filing from home once a month.

Note: Employees or managers may use the terms "remote work" and "telecommute" interchangeably. These are distinct work arrangements – with differing statutory frameworks and policy implications.

D. Policy

Alternative Work Arrangements, such as telecommuting, full time remote work, and alternative work schedules are work alternatives that the University may offer to some employees based upon:

- a. An employee's performance assessment.
- b. The specific position job description requirements and measurable outcomes; and
- c. The overall needs of the University, department, and customers of the position.

The various alternative work arrangements are not formal, universal employee benefits but rather, an alternative method of meeting the needs of the University. Since alternative work arrangements are a privilege, the organization or supervisor has the right to refuse to offer

these options to any employee and to terminate an arrangement at any time. Departments or supervisors also reserve the right to suspend alternative work arrangements during periods of increased need or workload at the central workplace.

If a position was created to be fully remote and recruited as such, employees not meeting the performance standards and filling these positions may be subject to the progressive disciplinary process. The manager should explore all options to assist the employee with meeting performance standards including a return to working at the central workplace.

Since the University takes a decentralized and departmental approach to remote work arrangements, some offices may allow remote work while others may not. Some employees may work remotely while others with similar job duties may not. This decision is not appealable by an employee.

University employees are not required to work remotely and may refuse to work remotely if the option is made available to them. Employees granted the privilege to work remotely have the right to cease remote work and return to their former in-office work assignment through a mutual agreement with their immediate supervisor and division vice president. If a position is created or reclassified to be a fully remote position, the employee will be given an option to accept this position and its work requirements. If the employee wishes to return to an in-office work assignment, that option may not be available due to office space limitations, etc. Human Resources will work with the manager to process these types of requests based upon institutional needs and resources.

All position descriptions will be reviewed by direct supervisors and updated to reflect whether or not the position is eligible for one of the alternative work arrangements. Supervisors, in consultation with Human Resources, analyze the nature of each position and whether any duties require use of certain equipment or tools that cannot be replicated at an alternate work location. Other critical considerations include whether the following:

- there is a need for face-to-face interaction and coordination of work with other employees or students;
- in-person interaction with outside colleagues, clients, students, or customers is necessary;
- immediate access to documents or other information or objects located only in the workplace is required.

Human Resources will maintain this designation in the HCM system of record or in the job description database.

This policy does not cover or encompass accommodations given under the American with Disabilities Act (ADA). All requests for disability accommodations are processed through the interactive process discussion involving the employee, supervisor, and the Americans with Disabilities Act (ADA) Coordinator. For questions regarding the ADA accommodation process, contact Human Resources.

E. Specific Requirements to be approved for Alternative Work Arrangements

Eligibility for an alternative work arrangement is conditional upon agreement from the employee that he or she will be able to establish a proper working environment and have the skills necessary to perform their tasks assigned independently. Some important items to consider include:

- Employees interested in working an alternative work arrangement must complete the Clayton State Alternative Work Agreement form.
- Telecommuting and remote work are not to be used as a substitute for childcare or other personal responsibilities or activities. It is important to ensure that outside obligations do not interfere with work. Although, managers are encouraged to be flexible and work with employees when unexpected events arise that may lead to a request to telecommute for a brief period (1 to 2 days) and will not be recurring.
- Alternative work agreements should be approved in advance.
- It is expected that employees who telecommute or work remotely will devote all of their effort to University business while working at the alternative workplace. Disruptions such as personal visitors during work hours are not acceptable, and personal communications should be kept to a minimum. Employees will adhere to all Clayton State's policies and standards while telecommuting or working remotely.
- Telecommuting and remote work are not to be used as a substitute for annual leave or sick leave. The supervisor or designee will need to approve annual and sick leave in advance when being taken during times scheduled to work at home.
- All non-exempt employees that telecommute or work remotely are required to obtain their supervisor's approval prior to working overtime.
- The supervisor must approve any changes to the employee's work schedule in advance.
- University equipment and files will be required to be returned to the University if remote work is terminated by either the employee or the University.
- Supervisor approval is required for any temporary requests to change the alternate work site to a location other than the employees' residence. These requests can be approved via email if temporary in nature.

The employee:

- Must have the ability to perform all essential functions of the position from the Alternative Work Location.
- Must have the ability to provide an appropriate work environment at home, which meets University standards. Documentation of workspace may be requested.
- Must possess productive and organized work habits.
- Must have both strong verbal and written communication skills.
- Must be able to adhere to assigned work hours.
- Must comply fully with the University's attendance and time recording procedures and will accurately report and record all working hours.
- Must maintain a performance appraisal of at least "Satisfactory" or "Effective" and

have no active formal disciplinary actions on file for the current or immediately preceding review period.

- Must be reliable, maintain confidentiality and work well independently.
- Employees cannot use remote work in place of sick leave, family or medical leave, or other types of leave.
- Must adhere to all University policies, procedures, and guidelines.
- Must attend mandatory and other requested meetings on campus, including training sessions, workshops, etc.
- Must possess independent problem-solving abilities.
- Must maintain an appropriate level of professional demeanor/attire and represent the University with respect and dignity.
- Must maintain at all times while under the agreement, internet access and capacity to perform all duties in a timely and efficient manner.
- Must report to the central workplace during suspension of the remote work agreement during periods of increased need or workload at the central workplace.

Supervisor responsibilities:

- The supervisor must advise employee of final determination (approval or denial) of the alternative work arrangement request.
- The supervisor will decide tasks to be assigned to the employee. Work assignments for the Alternate Work location will be handled in the same manner as they are for the Central Workplace.
- The supervisor will be responsible for assigning specific work hours to each employee telecommuting or working remotely. The number of working hours will be monitored regularly.
- Work hours determined by the supervisor will be communicated to team members, clients, and coworkers.
- The supervisor will be tasked to clearly define performance requirements and standards that are measurable and results oriented.
- The supervisor will regularly monitor and communicate regarding the employee's performance in accordance with departmental and University policy.
- If an employee's behavior or performance is not satisfactory, the supervisor has the right to terminate the program and/or recommend disciplinary actions as appropriate in accordance with University policy.
- The supervisor may suspend alternative work agreements during periods of increased need or workload at the central workplace.

If an employee is not eligible to work remotely, it is important that a manager provide an explanation to the employee based on policy, position responsibilities, impact on unit operations, or the employee's past job performance to demonstrate the consistent and equitable application of the Alternative Work Arrangement Policy within the department.

F. Security and Access to Information

The employee that is working remotely is responsible for maintaining confidentiality and security at the alternate workplace, as they would at the central workplace. The employee must protect the security and integrity of data, information, paper files, and access to institutional computer and information systems. All institutional and ITS policies apply to remote work as they would in the central workplace.

If personally owned devices are used, supervisors and employees are to adhere to the USG Personally Owned Devices Policy located in section 8.3 of the USG Information Technology Handbook. The link is below:

[https://www.usg.edu/information_technology_services/assets/information_technology_services/documents/ITHB_\(v2.9.6\)_pdf](https://www.usg.edu/information_technology_services/assets/information_technology_services/documents/ITHB_(v2.9.6)_pdf)

G. Workplace and Worksite Appropriateness

The employee must ensure that the alternate work location does not represent a hindrance to the quality of work performed by the employee. The appropriateness of alternate work locations and their parameters are to be agreed-upon between the employee and supervisor and are ultimately at the discretion of the supervisor.

The employee is responsible for setting up an appropriate work environment including use of the employee's own furniture, utilities, telephone, internet access and other equipment. The University will not provide maintenance on an employee's personal equipment used in remote working or costs for utility or other associated expenses.

H. Work Equipment

In no situation will university-owned equipment be installed in the employee's alternate work location with the exception for assigned equipment such as computers, laptops, tablets, and software needed to perform work assignments. However, the University will not duplicate resources between the central work location and the alternate work location. Any assigned equipment must be protected against damage, unauthorized use, and must only be used for official University business, be managed, and supported by University ITS, and its use must comply with the University ITS policies and standards. The University provided items remain the property of Clayton State University and must be returned to the University upon request. In case of extended illness, resignation, or termination; or if the program ends, it is the employee's responsibility to personally return all University equipment.

The employee is responsible for setting up an appropriate work environment including use of the employee's own furniture, utilities, telephone, internet access and other equipment. The University will not provide maintenance on an employee's personal equipment used in remote working or costs for utility or other associated expenses.

If personally owned devices are used, supervisors and employees are to adhere to the USG Personally Owned Devices Policy located in section 8.3 of the USG Information Technology Handbook. The link is below:

[https://www.usg.edu/information_technology_services/assets/information_technology_services/documents/ITHB_\(v2.9.6\).pdf](https://www.usg.edu/information_technology_services/assets/information_technology_services/documents/ITHB_(v2.9.6).pdf)

It is recommended that the supervisor and employee reach out to the ITS Cybersecurity Compliance Director for additional information or with any questions regarding the policy.

The University, as needed, will provide remote employees with equipment if there is an emergency or disaster recovery situation to ensure continuity of critical services such as payroll, etc. The University will provide reasonable office supplies in these cases. Employees' out-of-pocket expenses for other supplies will not be reimbursed unless prior written approval from the supervisor has been received. The University will repair and replace damaged University equipment unless it is lost, damaged or stolen through the employee's negligence or abuse. Employees must inform Public Safety and Cybersecurity (cybersecurity@clayton.edu), if a computing or storage device is lost, stolen, or misplaced.

I. Accidents and Injuries

The University will be responsible for any work-related injuries under Georgia workers' compensation laws, but this liability is limited to injuries resulting directly from work and only if the injury occurs in the designated work area during the assigned work hours. Any claims will be handled according to the normal University procedure for Workers' Compensation claims. As stated in the workers' compensation laws, the University will be responsible for injuries at the work home site. The employee is responsible for any injuries and liabilities arising from his/her own negligence.

J. University's Right to Terminate Alternative Work Agreements

The University or department manager has the right to terminate remote work agreements at their sole discretion with a ten (10) business day prior written notification. If the employee chooses not to return to the central work location on the expected date, failure to do so will be considered a voluntary resignation and will be treated as such under University standard policies and procedures.

K. Conditions, Terms, and Policies

Conditions and terms of employment will not change for an employee participating in remote work. Salary, benefits, vacation, leaves, and other rights and responsibilities will be equal to those of an employee working at the central workplace.

Remote work employees are subject to and must abide by all University and departmental policies and procedures. University policies governing the use of University equipment, facilities, including but not limited to, software, support services, internet, telephones, vehicle, etc. shall apply at the alternate work site.

L. Amendments

The alternative work agreement may be amended, modified, supplemented, or suspended by the department or University, as necessary. This may be done to conform to the department's needs or desires in connection with the remote employee's alternate workplace arrangements, to conform to changes in policies or procedures, or as otherwise necessary to address business needs or to comply with laws, rules, or regulations.

M. Program Agreement

Nothing in this agreement shall be deemed to create any right, interest, or expectancy of continued employment.

Section II: Alternative Work Arrangement Procedures

A. Short-Term/Limited Telecommuting Agreements

An employee's supervisor may approve an employee's request for a short-term alternative work arrangement (five or fewer business days) for circumstances such as special projects, travel disruptions, or short-term medical needs that do not constitute a disability. Employees must receive prior approval from their supervisor for short-term alternative work arrangements. Approval of a request for short-term alternative work arrangement does not create an expectation of ongoing telecommuting or remote work, and frequent or repeated requests for short-term work should be addressed as a request for long-term alternative work arrangements. This approval should be documented via email between the employee and supervisor.

B. Hybrid/Telecommuting Agreements

Generally, employees should not be allowed to submit requests for hybrid/telecommuting arrangements until they have successfully completed their six (6) month provisional employment period and have demonstrated superior performance and customer service, as well as outstanding quality in their completed work assignments. Managers may, at their discretion, allow employees within their provisional employment period to telecommute on an occasional basis with prior approval if work performance has been satisfactory.

Before the employee starts a hybrid/telecommuting arrangement, all aspects of the arrangement must be documented in the [Alternative Work Agreement](#) and agreed upon by the employee and the direct supervisor of the employee and approved by Human Resources.

Hybrid/Telecommuting agreements should be for one to two (1-2) days per week. If a manager wishes to request three (3) days per week, please include a written justification for the request and an overview of how customer service levels will be maintained in the department.

The direct supervisor is expected to discuss all alternative work arrangements with his or her immediate supervisor **before** approving the agreement. Finally, Human Resources will review the agreement and approve/deny based on policy guidelines. The agreement will be maintained in Human Resources.

C. Fully Remote Work Agreements

Before the employee starts long-term remote work, all aspects of a remote work arrangement must be documented and agreed upon by the employee, the direct supervisor of the employee, and the divisional leader (Vice President). Managers and employees should use the Alternative Work Arrangement Questionnaire to determine if a position is eligible for fully remote work.

The manager for each Department/Team seeking approval to change an existing central workplace position to a fully remote work arrangement must submit a proposal for review and approval by divisional leadership (ex. Vice President). Approvals will be based on operational need, viability of the proposal submitted, staff impact analysis, performance history, equipment needs, cost savings for the University, and any other criteria required by the divisional leader.

The first approver is the employee's direct supervisor. The second approver will be the vice president/chief of staff for the division. Vice Presidents are encouraged to share the requests with Cabinet for various reasons such as reallocating space due to the agreements. Finally, Human Resources will review the agreement and approve/deny based on policy guidelines. The agreement will be maintained in Human Resources.

Newly created or vacant positions that are fully remote will go through the institution's Critical Vacancy process for approval, posting, and recruitment.

The fully remote work agreement can be located at: [Alternative Work Agreement](#).

Note: The current form will be revised to support fully remote work requests.

D. Out of State Work

Clayton State's primary location of operations is in the State of Georgia. Employees may have a work location outside of the State of Georgia. Before a manager can hire an employee that lives out of state or if current employees that are becoming remote are moving out of state, approval of the Vice President and Human Resources must be obtained. Regular, long-term work by employees outside of Georgia could subject Clayton State to adverse tax, insurance, workers' compensation, and employment law obligations in other states and countries.

Employees working remotely in a state other than Georgia are responsible for verifying that their home (primary) address is accurately reflected in the payroll system. It is also the responsibility of the department to verify that approved remote employees have an accurate work location in the payroll system. When employees work out of state, in addition to other fully remote considerations, employees and departments should consider the following compliance-related impacts: worker's compensation, unemployment insurance, out of state tax withholding, eligibility for health insurances and other benefits offered through USG, and compensation for travel between locations. Please contact Human Resources if you have any questions.

E. Alternative Work Schedules

Clayton State supports alternative work schedules that allow for the effective delivery of academic, student, and administrative services. Alternative work schedule options may help employees to balance work responsibilities, personal responsibilities, and commuting time. An alternative work schedule is any work schedule that differs from the standard 40-hour workweek at the University which is Monday - Friday, 8 a.m. to 5 p.m. with a one-hour meal break. Managers wishing to implement alternative work schedules should seek the approval of their immediate supervisor and ensure that the approved schedules satisfy the customer service needs of the department and are administered in an equitable fashion. Please consult with Human Resources if you have any questions.

If an employee has an alternative work schedule that consists of anything other than an 8 hour work day, 5 days per week, please contact Human Resources and payroll to ensure that the appropriate schedule has been entered into the OneUSG payroll system. Having an accurate schedule will ensure vacation request and sick leave requests are accurately recorded in OneUSG.

F. Conditions and Duration of Arrangements

Submitted alternative work arrangements should not exceed 2 years. Supervisors are required to review the arrangements each year to ascertain if the employee is continuing to meet the requirements of the arrangement as outlined in the Alternative Work Arrangement Policy. The organization or supervisor has the right to refuse to offer these options to any

employee and to terminate an arrangement at any time. Departments or supervisors reserve the right to suspend alternative work arrangements during periods of increased need or workload at the central workplace.

Section III: Frequently Ask Questions

A. Who initiates the request for an alternative work arrangement?

Either the employee or the supervisor may request an alternate work arrangement. The employee and the supervisor are encouraged to discuss their needs and to work together to develop the best possible arrangements for their situation.

B. What is the purpose of the alternative work arrangement form?

It documents details about the work arrangement including work location, job duties and work schedule. In addition, it specifies operating parameters and acknowledgments unique to the working arrangement. Finally, it documents approvals and agreement of all parties including the employee, supervisor and other signatories as needed.

C. What is a hybrid/telecommuting arrangement?

A hybrid/telecommuting work arrangement involves splitting time between university and non-university work locations. For example, a hybrid work arrangement could have an employee work on campus three days a week and remotely two days a week.

D. What is a fully remote working arrangement?

An employee, under a fully remote working arrangement performs their work at an alternative worksite and is not expected to perform work at an institution worksite on a regular and recurring basis. The employee works remotely their entire work schedule from the alternate work location(s) documented in the written agreement.

E. What positions at Clayton State qualify for remote work?

Each remote work arrangement is evaluated on a case-by-case basis. Characteristics of positions that may be considered suitable for remote work include:

- Jobs that entail working independently.
- Minimal interaction with internal and external contacts.
- Limited need for access to equipment and/or materials.

Suitability for remote work is determined through a collaborative process which considers multiple factors.

F. Is an Alternative Work Agreement required?

Yes. The Alternative Work Agreement form is required to document work arrangements where an employee routinely performs work away from any university location. Short term work arrangements (less than 5 consecutive business days) do not require an alternative work agreement form but should be documented via email between the employee and the supervisor.

G. Can I work out of state as a fully remote worker?

Yes. Clayton State's primary location of operations is in the State of Georgia. Employees may have a work location outside of the State of Georgia. Before a manager can hire an employee that lives out-of-state or if current employees who are becoming remote are moving out of state, approval of the Vice President and Human Resources must be obtained. Regular, long-term work by employees outside of Georgia could subject Clayton State to adverse tax, insurance, workers' compensation, and employment law obligations in other states and countries.

H. Do temporary changes to the remote work location warrant a change in the agreement?

No. Temporary changes in location such as travel to a conference or a short duration summer trip do not warrant a change in the agreement. Only regular recurring changes will require adjustments to the work agreement.

I. Do alternative work arrangements expire?

Submitted alternative work arrangements should not exceed two (2) years. Supervisors are required to review the arrangements each year to ascertain if the employee is continuing to meet the requirements of the arrangement as outlined in the Alternative Work Arrangement Policy.

J. Can my manager cancel or discontinue my alternative work agreement?

The various alternative work arrangements are not formal, universal employee benefits but rather, an alternative method of meeting the needs of the University. Since alternative work arrangements are a privilege, the organization or supervisor has the right to refuse to offer these options to any employee and to terminate an arrangement at any time. Department heads or supervisors also reserve the right to suspend alternative work arrangements during periods of increased need or workload at the central workplace.

K. Can I appeal the denial of my alternative work arrangement?

No. The decision of a manager to deny an alternative work arrangement is not appealable.

L. Is a request for a disability accommodation determined under the alternative work arrangement policy?

No. All requests for disability accommodations are processed through the interactive process discussion involving the employee, supervisor, and the Americans with Disabilities Act (ADA) Coordinator. For questions regarding the accommodation process, contact Human Resources.

M. My alternative work location is my home. What happens if I have an accident while working remotely?

The employee is required to maintain safe conditions in the work area and maintain adequate homeowners, renters, or commercial general liability insurance. Work-related incidents or injuries should be reported in the normal manner. Incidents will be reviewed by the State of Georgia DOAS to determine if they are compensable under workers compensation.

N. Can I telework/telecommute from anywhere?

Alternative work agreements are established with one, specific alternative work site, typically the employee's home. Deviations from the written agreement require management approval.

O. Can I be required to telework if I do not want to?

Generally, no, unless you are in a position identified in the Continuity of Operations Plan which may be required to telework during emergency or disaster recovery situations.

P. What am I to do if I lose the ability to do work while teleworking, e.g. the power goes out, there is a significant on-going disruption at my alternative work location, etc.?

Immediately contact your supervisor to discuss the situation. S/he may ask you to report to your office, suggest you take leave, or develop an alternative way for you to continue work.

Q. Can I work different hours while teleworking?

Employees are expected to maintain the same schedule as if they were in the office, to include adhering to core hours. Any changes in schedule must be approved in advance by the supervisor.

R. What performance expectations will I be held to while I am teleworking?

Employees will be held to the same performance and conduct standards expected of all employees whether working at the central work location or an alternative work location. Please refer to the [Clayton State Employee Handbook](#) if you have any questions regarding performance standards, policies, or other expectations.

S. Am I entitled to switch my telework day if it falls on an approved holiday?

Generally, no employees are not automatically entitled to switch their telework day if their regular telework day falls on a holiday. It would be at the supervisor's discretion to allow a switch of an employee's regular telework day.

T. Can my supervisor request me to come into the office to work when I am scheduled to telework?

Yes, in accordance with the Alternative Work Agreement Policy, teleworkers may be required to return to the central work location on scheduled telework days based on operational requirements.

Section IV: Best Practices and Resources

A. Articles and Resources from CSU SkillsSoft Percipio

- [Making Telework Work: Leading People and Leveraging Technology for High Impact Results](#)
- [10 Tips for Successfully Managing Remote Workers](#)
- [Managing the Virtual Workplace Study Guide](#)
- [Eleven Best Practices for Working Remotely](#)
- [Remotely Possible: Strategic Lessons and Tactical Best Practices for Remote Work](#)
- [Suddenly Virtual: Making Remote Meetings Work](#)
- [What does remote work mean to you?](#)
- [Audiobook: HBR Guide to Remote Work](#)
- [Remote Work and Collaboration](#)
- [Tips for Maintaining Balance While Working Remotely](#)
- [Microsoft Teams for Dummies, 2nd Edition](#)

- [Challenges of Working Remotely](#)
- [Hybrid Workplace](#)
- [Virtual Leadership: Practical Strategies](#)