



Human Resources

Hybrid/Remote Work

Employee Reference Guide

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Part One

FIU recognizes that a flexible work arrangement has many benefits, including the potential to improve productivity, enhance recruitment and retention, optimize space utilization, and facilitate work-life integration. This guide is intended to assist eligible staff succeed in a hybrid/remote working environment. To review additional work options, please visit FIU's [Flexible Work Arrangement policy](#).

The Basics of Hybrid/Remote work

INTRODUCTION	<p>This document is designed to reinforce your knowledge of the basic tenets of hybrid/remote work.</p> <p>Participating in the flexible work arrangement options at FIU requires clarity about the expectations and necessary conditions, especially when working hybrid/remote.</p>
LEARNING OBJECTIVES	<ul style="list-style-type: none">• Describe the potential benefits of hybrid/remote work.• Explain hybrid/remote work principles and procedures.• Identify your potential strengths and weaknesses as a hybrid/remote employee.• Consider various factors for setting up a workspace at home.

Flexible Work Arrangement Options

<p>FLEXIBLE WORK ARRANGEMENTS</p>	<ul style="list-style-type: none">• Flexible work arrangements can take several forms. At FIU, flexible work arrangements will include:<ul style="list-style-type: none">○ Hybrid: The employee’s work as assigned, is performed in a combination of remote and on-campus location(s) and subject to periodic review.○ Compressed Work Schedule: Employee works their assigned number of hours in less than 5 days in one week, or fewer than 10 days in one pay period and subject to periodic review.○ Flexible Work Schedule (Flexitime): Employee’s starting or ending time may be flexible as assigned and subject to periodic review.○ Temporary Alternative Work Site (Flexplace): Employee works as assigned at an alternative work site for a defined period of time and subject to periodic review.○ Remote: Employee’s work as assigned, is performed 100% from an approved remote location and subject to periodic review.• This guide is intended to cover hybrid or remote work arrangements. More information on all flexible work arrangements may be found in FIU’s Flexible Work Arrangement policy.
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Hybrid/Remote Work Guidelines

PERFORMANCE STANDARDS	<ul style="list-style-type: none">• Employees will carry out the same duties, assignments, and other work obligations while working hybrid/remote as they would when working on site.
TRAINING	<ul style="list-style-type: none">• This comprehensive reference guide will provide assistance with the initial learning curve of hybrid/remote work.• Hybrid/remote employees are encouraged to complete the following trainings before participating in the remote work program.• <i>Remote Working: Setting Yourself and Your Teams Up for Success</i>• For additional FIU professional development opportunities, visit Develop.fiu.edu.
MODIFICATION OR TERMINATION OF FLEXIBLE WORK ARRANGEMENT	<ul style="list-style-type: none">• The flexible work arrangement agreement may be evaluated on an ongoing basis to ensure that the employee's work quality, efficiency and productivity are not compromised and that all unit needs on campus can be met.• FIU reserves the right to modify or terminate a flexible arrangement with an advance written notice of at least 15 calendar days.• If the employee is selected for a change of position or promotion to another role, the flexible work arrangement is subject to an automatic review and may not be an option for the changed position/role.

Know Yourself

A successful hybrid/remote work arrangement starts with knowing your strengths and areas for growth, then developing suitable action items. Take some time and consider the following factors. Make an honest determination about how you might need to adjust your current work habits. In the right-hand column, write down any areas you may need to address in order to become a successful hybrid/remote employee and discuss with your supervisor.

SELF-ASSESSMENT		
GENERAL	<ul style="list-style-type: none"> • Do you have sufficient “portable” work for the amount of hybrid/remote work proposed? • Are you comfortable working alone for the number of days being requested for hybrid/remote work? Will you miss the social interaction? • How will your working hybrid/remote affect your coworkers? Do they need you in the office to complete work? Will they be doing extra work because you are working hybrid/remote? • Are you willing to be flexible about the hybrid/remote work arrangement to respond to the needs of your supervisor, team, and your work? 	
SELF-MANAGEMENT	<ul style="list-style-type: none"> • Do you have the ability to work with minimal direct supervision? • Do you have organized work practices? • Do you have good planning skills? • Do you have effective time management skills? Are you able to meet schedules and deadlines? 	
TECHNOLOGY	<ul style="list-style-type: none"> • Do you feel comfortable with the technologies needed to work hybrid/remote? • Are you willing to learn any new technologies required to work hybrid/remote? 	

COMMUNICATION	<ul style="list-style-type: none"> • Do you currently have good communication with your supervisor? • Do you have the ability to achieve and/or maintain good communication with your supervisor, co-workers, and customers? • Will you return emails, calls, and other messages in a timely manner consistent with your ability to do so when you are on-site? 	
SPACE	<ul style="list-style-type: none"> • Is your remote workspace conducive to getting your work done? • Is your remote work office space safe? • Are you able to make arrangements to ensure dependent care (i.e., childcare, elder care, or care of any other dependent adults)? • Will you be distracted in your remote work office space (e.g., by children, friends, television, or other responsibilities)? • Do you have the necessary equipment at your remote work site to complete work? 	

Part Two

Communication

INTRODUCTION	Communication is equally critical for the success of a hybrid/remote work program. In Part Two, we establish communication, performance expectations, and norms. In this section we discuss what appropriate communication looks like; performance expectations; and the need to establish and maintain trust with your colleagues and supervisors.
LEARNING OBJECTIVES	<ul style="list-style-type: none"> • Describe the communication norms when communicating with stakeholders. • Demonstrate use of proper language use when communicating your hybrid/remote work status. • Recognize the importance of establishing and maintaining trust. • Select appropriate communication tools based on audience and situation.

Essential Communication Practices

GENERAL PRINCIPLES	<p>The key to succeeding at working hybrid/remote comes down to clear and frequent communication with your supervisor, coworkers, and customers. Some supervisors may prefer that you check in daily to review your progress, line up new tasks, and discuss any problems you may be experiencing.</p> <p>Some supervisors may be comfortable with you checking in less frequently. Your team members may be in constant contact or may meet once or twice a week, then work independently. It is important to agree on a communication plan that works best for you, your supervisor, and your colleagues. When you speak with your supervisor, discuss expectations as to the frequency of communication and plan suitable procedures.</p>
UNDERSTANDING YOUR AUDIENCE	As a hybrid/remote employee, you'll need to communicate with different audiences. These are the six essential audiences at FIU:

	<ol style="list-style-type: none"> 1. Faculty 2. Staff 3. Students 4. External Community 5. Managers/Supervisors 6. Direct reports 7. FIU colleagues <p>Tailor your messaging to suit the exact audience with whom you are communicating.</p>
<p>PARTICIPATING IN MEETINGS</p>	<p>When working hybrid/remote, there are a number of important aspects of communication that require consideration.</p> <p>For one, when working remotely, you may not be able to attend many meetings in person. It is important to ensure that you set up conference lines or video chats ahead of time.</p> <p>For those who are in the office, it is important that those attending virtually can fully contribute in meetings.</p> <p>Ensure that everyone—regardless of work location—has the same opportunity to speak and be heard. Giving everyone an equal opportunity to contribute will avoid a great deal of frustration on the part of all meeting participants.</p>

When to say what and how

INSTRUCTIONS	Below is a list of helpful technologies that facilitate your transition to a hybrid/remote work arrangement. Consider context and the audience with whom you are communicating.
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COMMUNICATION MODALITY	TOOL	AUDIENCE	APPROPRIATE USAGE
Text-Based	WhatsApp		
	e-mail		
	Teams		
Voice	Phone		
Video	Zoom		
Text/Voice/Video	Teams		

Performance Expectations

<p>RESULTS-BASED MANAGEMENT</p>	<p>A results-oriented performance culture focuses on having a diverse and high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.</p> <p>In a flexible work arrangement environment, it becomes even more critical to manage by results and not by physical presence. Supervisors should establish a clear definition of objectives and performance indicators, and ensure those indicators are closely monitored.</p>
<p>MANAGE EXPECTATIONS AND COMMUNICATION</p>	<p>Although supervisors are ultimately responsible for the healthy functioning of the workgroup, hybrid/remote workers must help manage the group’s expectations and their own communication. This would help avoid any negative impact on the morale or productivity of the entire team. Issues that may be addressed include:</p> <ul style="list-style-type: none"> • Coverage: Even with very portable work, instances in which your physical presence is required are inevitable. In such cases, you should schedule yourself accordingly on-campus. Coworker coverage should be planned ahead of time and reciprocated. Coverage should not be burdensome. • On-the-spot assistance: Remote workers may occasionally need the assistance of someone physically present at the main office. Again, these arrangements should not be unexpected or burdensome, and they should be reciprocal. • Communication: Supervisors and coworkers need to be kept abreast of the hybrid/remote employee’s schedule; how they can be reached; how to handle telephone calls or other communications directed to team members working remotely.
<p>HYBRID/REMOTE WORK REQUIRES TRUST</p>	<p>The key difference between the hybrid/remote <i>work</i> relationship and the on-site relationship is that your supervisor cannot see what you are doing when you are working remotely.</p> <p>You earn your supervisor’s trust by:</p> <ul style="list-style-type: none"> • Doing your best work at all times. • Completing assignments on time and meeting deliverables. • Pitching in to help when the pressure is on. • Offering new ideas. • Volunteering for projects. • Working independently without the need for close supervision. • Keeping your supervisor informed about what you are working on and what you have accomplished.

Hybrid/Remote Work Communication Tip & Etiquette

<p>MEETING ETIQUETTE</p>	<p>ON-SITE TEAM MEMBERS</p> <ul style="list-style-type: none"> • When scheduling a meeting, set up a Zoom or Teams meeting link so that coworkers always have the option to participate remotely if necessary. • When sharing documents during the meeting, plan ahead by sending files to all attendees, including remote workers, or setup a virtual collaboration room using FIU approved technology like Zoom or Teams. • If there are more than two or three people in the physical meeting space, make a habit of stating your name when you speak to help avoid confusion about who is talking. Encourage meeting participants to do the same. • Encourage those working remotely to participate. Remember that it is more difficult for those attending virtually to signal to the group their desire to speak. • As above, you can help manage meeting engagement by prompting those attending virtually to contribute to conversations. • If there are several employees attending virtually, make sure they are given opportunity to introduce themselves during the beginning of the meeting. Subsequent to introductions, ask them to mute themselves when not speaking in order to minimize background noise.
	<p>REMOTE TEAM MEMBERS</p> <ul style="list-style-type: none"> • When participating in meetings, find a quiet space and join the meeting from a place free of loud background noise. When not speaking, remember to mute your phone to minimize background noise. • Request team members in a physical meeting space to speak close to the phone/speaker to ensure you are able to hear clearly. • Be an active listener on meetings by verbally acknowledging that you are listening. Try using short statements to paraphrase the main takeaways and request permission to ask questions. • Regularly give and receive feedback. When giving feedback to your colleagues, ensure it is specific, constructive, and empathetic. Use your feedback to discuss outcomes and actions. • Be fully engaged and give the meeting your full attention. Avoid multitasking or reading emails. • If you have something to contribute or missed something that someone said, be sure to jump in rather than waiting to be asked. Remember that meeting facilitators cannot read your body

	<p>language and may not recognize the need to pause and invite your participation.</p> <ul style="list-style-type: none"> • Participating in meetings via webcam is the default participation method for internal FIU team members. It is important to dress professionally. Remember, getting dressed for work will put you in a professional mindset. It is encouraged for all participants in the meeting to have their webcams turned on during the meeting. • Keep your calendar up to date to avoid confusion and breakdown in communication.
WAYS TO STAY CONNECTED	<ul style="list-style-type: none"> • Let colleagues, supervisors, and customers know where and when you are working. It is important that others know how to reach you, and when you are available for meetings. • Share your calendar with your team members. • Use email effectively. Use the subject line to alert the reader to the email topic, the level of urgency, and the action required. • Stay connected to your workplace and team members by staying available and responsive (e.g., answer calls and respond to emails promptly). • Agree to communication guidelines with your supervisor and team members to establish shared expectations for responding to queries and emails.
ADDITIONAL TIPS	<ul style="list-style-type: none"> • Maintain relationships with team members and supervisors by means of FIU-approved tools. Share calendars with team members. Be mindful of different time zones and work times. Respect free and busy times, even if you are working when others are not. • Choose the most effective communication channels based on the context. For a complex or potentially difficult conversation consider meeting in person or by webcam.

Other Resources and Training

LINKEDIN LEARNING	<ul style="list-style-type: none"> • <i>Remote Working: Setting Yourself and Your Teams Up for Success (Learning Path)</i> • <i>Organizing Your Remote Office for Maximum Productivity</i>
FIU DEVELOP	<ul style="list-style-type: none"> • You can register for instructor-led and on-demand training, as they become available, on FIU Develop.

