

Implementation Guidance: Flexible Work Arrangements

Johns Hopkins seeks to nurture the exceptional talent at our university. As part of that commitment, JHU is establishing a new workplace model that fully supports flexibility for employees, while also fueling and sustaining the essential in-person interactions that form the core of our education, research, and service mission.

This document provides high-level guidance that should be used by divisions when implementing Flexible Work Arrangements for staff. It is intended to promote a level of consistency across the university, while recognizing that business needs differ by division, operating unit, and role, and that individuals will have differing needs in achieving optimum productivity. Any flexible work arrangement must follow applicable JHU policies.

The university has made available to employees [best practice resources](#) around successfully operating in a hybrid environment (such as trainings, articles, tip sheets, etc.). In addition, both divisional and/or central Human Resources should be consulted regarding any questions regarding flexible work arrangements for staff.

Work Modality Location Options:

- **In-Person:** Onsite 5 days/week
- **Hybrid:** Onsite 3-4 days/week
- **Modified Hybrid:** Onsite 1-2 days/week
- **Remote:** Not onsite (or rarely/not regularly on-site)

Work modalities other than In-Person are considered Flexible Work Arrangements.

Note: employees who travel regularly on university business can count those days towards their on-site days.

Placing employees on Hybrid FWA schedules may be implemented by the division/department without additional University review. Divisional management must submit a request for one or more staff members to work in Modified Hybrid or Remote work modalities. Requests will be reviewed by senior management of the department/division and Divisional/Department/Central Human Resources to ensure continuity of business operations as well as equity across staff populations. Local Human Resources staff can be consulted for information about process and required forms.

Non-Standard Schedule Options:

- **Compressed work week:** For example, four 10-hour days
- **Varied start/end times:** For example, 7:30 am to 4 pm or 9:30 am to 6 pm
- **Reduced schedule*:** For example, work five, six-hour days (30 total)

*Salary and benefits eligibility may be impacted given these arrangements

Non-Standard Schedules are a type of Flexible Work Arrangements, and may be appropriate for any of the work modality options.

General Guidance for Implementing Flexible Work Arrangements

- Requests for Modified Hybrid and Remote modalities require a review by senior management of the department/division and Divisional/Department Human Resources to ensure continuity of business operations as well as equity across staff populations. On-Site and Hybrid modalities may be approved directly by Divisions/Departments without additional review.
 - Divisional/Department Human Resources staff can be consulted for information about process and required forms.
 - Requests for modifications to existing approved arrangements, even for temporary changes (e.g. summer), will still require divisional/departmental leadership and Human Resources review and approval.
- **Documentation of FWA:** for those staff approved for working in a Modified Hybrid or Remote work status and/or on a Non-Standard Schedule, an email summarizing this arrangement should be sent to both the employee and the manager who should retain copies of this documentation for their records; a copy should also be sent to Divisional/Department Human Resources. The documentation must, at a minimum, include shared expectations around on-site schedule, core working hours when the employee will be on duty, communication norms, and flexible work arrangement review intervals. The documentation does not need to be signed.
- **Tracking of FWA in HRIS/Payroll Systems:** All individual FWAs should be documented for proper tracking in HRIS (payroll) systems including the employee's work location(s) and the number of days each week when the employee will work on-site. This is to ensure proper tax withholding.
 - Employees who split their work time between multiple states (e.g., teleworking with monthly travel to a University work location) likely will have their wages allocated to and taxes withheld from multiple states. Such scenarios can result in W-2's issued by the University to the employee for multiple states that may require the employee to file tax returns in multiple states. Impacted employees should contact their own personal tax advisor to determine their state tax filing requirements.
- **Monitoring Performance:** Managers should actively manage the performance of all employees and take appropriate steps to ensure consistent expectations of performance, engagement and productivity for all employees, regardless of work location. These expectations should be clearly documented, communicated and consistently monitored. The use of the performance management system for documenting and tracking of staff performance is highly encouraged.
- **Periodic Review:** FWAs should not be disruptive to business operations or create inequities within the workgroup. All FWAs will be subject to review by management periodically as needed.
 - Changes or termination of FWAs should be given with at least 30 days' notice unless there are extenuating circumstances where managers must make a change more rapidly.
 - Before a job position (replacement or newly creation) is posted, the manager should review the proposed work modality with their leadership and HR to determine whether the proposed modality is appropriate given operational needs.
- **Access to JHU dedicated workspace:** If an employee works more than 50% of the time (on an annualized basis) at a non-University work location, their "Primary Work Location" in HRIS (payroll) systems should be set accordingly (e.g., their home address). Staff in this situation should not necessarily expect to have a dedicated on-site workspace at JHU.

- **Dependent Care and Care for Others Arrangements:** A flexible work arrangement consideration is not based upon a need to care for others (e.g. dependent children, family members, pets, etc.). It is the University's expectation that employees are fully focused on work during paid work time. Employees should make appropriate care arrangements to facilitate their successful performance of University duties and responsibilities during business hours. During extraordinary times when JHU is experiencing unforeseen circumstances (e.g., weather disruption, public health emergency, utility loss, etc.), the expectation is that the University will be more flexible in this area.
- **Reminders on Requests for Accommodation Related to Employee's Disability:** the Flexible Work Arrangements Policy is not intended to be utilized when alternative arrangements are requested or granted as an accommodation due to the staff member's disability, impairment, serious health condition, or other circumstances that may be covered by the Americans with Disabilities Act or the Family and Medical Leave Act. Information on the accommodations process can be found at accessibility.jhu.edu. Staff should contact the Office of Institutional Equity (OIE) by phone (410-516-8075), email (OIEdisability@jhu.edu), fax (410-367-2665), or by going online and completing the Request for Reasonable Workplace Accommodation form to begin the accommodations process.
- **Resources to support multiple modes of work:** The university has made [best practice resources](#) around successfully operating in a hybrid environment (such as trainings, articles, and tip sheets, etc.) available to employees and managers. These resources are continuously being curated and updated.

Time Reporting & Documentation

- If an FWA is granted, a staff member's use of the [E210 Timekeeping System](#) and HRIS/Payroll must also be updated by Human Resources to reflect the new schedule.
 - As a reminder, employees should code their time as XO (Working Offsite) on the days that they are not in a JHU designated work site.
 - Employees should code their time as X (working onsite) on the days they are working in a JHU designated work site.
 - Please consult the [E210 Code Definitions](#) for more information about proper E210 time-keeping tracking
- All usual leave policies apply if for any reason the staff member is not able to work all scheduled hours while working remotely. The staff member is expected to use the [E210 Code Definitions](#) included in the E210 Timekeeping System to code these hours appropriately.
- Impact of FWA's when specifically working compressed work weeks:
 - Refer to the [Sick Policy](#) and [Vacation Policy](#) for the use and accrual of leave while working a compressed work week.
 - Refer to the [Holiday Policy](#) for details on managing holidays for staff working a non-standard or compressed work week.

Reimbursement guidelines for supplies and equipment expenses

Johns Hopkins has identified an approved list of items and circumstances that are reimbursable for employees in non-university work locations. The guidelines are related to the approved work modality of the staff member. The matrix in **Appendix A** of this document provides detailed reimbursement guidance.

A summary of this guidance is here:

- **Basic office supplies.** Approved items should be purchased through a Purchase Order or Pcard from a JHU approved vendor.
- **Computer equipment.** Must be purchased by a department administrator and/or LAN Administrator from a designated JHU vendor.
- **Office furniture.** Taxable allowance depending upon the FWA situation.
 - In hybrid FWA situations, the University will not reimburse for furniture at home.
 - In FWA situations that are fully remote or modified hybrid work situations, a divisional business officer may approve in advance a taxable allowance to assist with purchase of office furniture and other equipment, with a limit on the total allowance.
- **Décor.** The University will not reimburse for home office décor.
- **Household expenses and utilities.** The University will not reimburse for household expenses and utilities including internet access.

Approved items should be purchased through Purchase Order or Pcard from preferably a JHU approved vendor such as Amazon with the option to direct ship to employee's home. In rare cases where the purchasing options are not workable, items can be purchased by the employee personally and reimbursed through the travel and expense reimbursement process. Expenses to be reimbursed must be approved by the employee's administrator. Please remember that all equipment, supplies, and furniture expensed by the university is the property of JHU.

Important Note: There is a different procedure if the employee is seeking equipment to support telework as an accommodation due to the employee's disability, impairment, serious health condition, or other circumstances that may be covered by the Americans with Disabilities Act or the Family and Medical Leave Act. Information on the accommodations process can be found at accessibility.jhu.edu. Employees should contact the Office of Institutional Equity (OIE) by phone (410-516-8075), email (OIEdisability@jhu.edu), fax (410-367-2665), or by making an [online Request for Reasonable Workplace Accommodation form](#). Assessment of telework equipment needs in these situations may include an ergonomic assessment to be completed by the Health, Safety and Environment Office.

Reimbursement guidelines for travel expenses

Employees who work an on-site, hybrid or modified hybrid schedule will not be reimbursed for their travel to their designated JHU work location for any reason, including their 'on-site days'.

The University acknowledges that on occasion, an employee who works remotely may need to travel to a University work location to fulfill their responsibilities. Travel expenses associated with business meetings that are held outside the employee's primary work location (e.g., home office) may be reimbursed if approved in advance by the DBO or their designee.

The matrix provided in **Appendix A** of this document provides detailed reimbursement guidance on travel expenses for employees who work in hybrid and remote situations. There are additional policies regarding University business travel (see [Business Expenses Related to University Travel](#)) that should be consulted for additional situations.

Other Flexible Work Arrangement Terms and Conditions

Use and Ownership of Equipment

All supplies, equipment and furniture purchased by the University to support an employee's flexible work arrangement remains the property of the University.

The use of equipment, software, data, and supplies purchased or provided by Johns Hopkins for use in a non-university work location is limited to authorized persons and for purposes related to business, including self-development, training, and other work-related tasks.

The university may choose to purchase equipment and supplies for use by the staff member or permit use of personal equipment for performance of work duties. Employees must be sure to follow the [Acceptable Use and Security of JH IT Resources Policy](#) in the utilization of Johns Hopkins equipment. Items purchased or provided by Johns Hopkins for staff use remain the property of Johns Hopkins and must be returned upon request or upon resignation, termination, or the onset of long-term disability. Johns Hopkins does not assume liability for loss, damage, or wear of staff-owned equipment.

Software owned by Johns Hopkins may not be duplicated except as formally authorized in compliance with the terms of [applicable software licensing agreements](#). Decisions regarding the type, nature, function, and quality of electronic hardware, computer software, and data and telecommunications equipment rest solely with Johns Hopkins.

In the event that the staff member ceases employment with JHU, or an FWA arrangement is discontinued for any reason, the staff member must return all JHU property within a timeframe determined by management. Employees should consult their departmental administrator/HR for procedures to return equipment upon termination of agreement or employment.

Equipment Failure or Malfunction

In the event of equipment failure or malfunction of Johns Hopkins property, the staff member agrees to immediately notify a supervisor and other appropriate parties to ensure prompt repair or replacement, grant access to the designated repair person, and/or arrange transport of the equipment for repair. In the event of a delay in repair or replacement of equipment, the staff member understands that he or she may be asked to report to another Johns Hopkins work location or be provided with a temporary replacement.

Work-Space Designation at Alternate Work Location

Employees agree to designate a primary work location for the purpose of placement of equipment to be used for work. The work space shall be maintained in a safe condition and free of hazards.

Safety, Security, and Privacy

Employees are expected to take reasonable precautions to protect Johns Hopkins equipment from theft, damage, or misuse. Employees are responsible for maintaining Johns Hopkins data privacy and security and the confidentiality of records to the same degree as when working at a regular Johns Hopkins work location.

Liability for Injuries

Employees should immediately report in writing to a supervisor and other appropriate parties any job-related accident, injury, or illness associated with any Johns Hopkins work completed in an alternate work location. The staff member understands that he or she is liable for injuries to third persons or to members of his or her family that occur on the staff member's property.

Related Resources

University Policies and Documents

- [Leave of Absence Policy](#)
- [JHU Guidelines on Required Attendance](#)
- [Holiday Policy](#)
- [Sick Leave Policy](#)
- [Vacation Leave Policy](#)
- [Appeals Policy](#)
- [Travel Guide](#)
- [Business Expenses Related to University Travel](#)
- [Acceptable use and security of JH IT Resources policy](#)

External Documentation

- [E210 Code Definitions](#)

University Forms and Systems

- [E210 Timekeeping System](#)

Other Support Resources

[Learning Resource](#) page for Future of Work (with tools, tips, articles and trainings)

Appendix A:

Reimbursable and Non-reimbursable Expenses: Supplies, Equipment, Furniture and Travel

	On-Site Employees	Hybrid Employees	Modified Hybrid Employees	Remote Employees
<p>Mileage, parking, and other travel expenses: Standard commuting expenses from home to JHU campus or worksite.</p>	<p>Not approved. Mileage and parking are not reimbursable for a standard commute from home to a primary JHU work location.</p>	<p>Not approved. Mileage and parking are not reimbursable for a standard commute from home to a primary JHU work location.</p>	<p>Not approved Mileage and parking are not reimbursable for a standard commute from home to a primary JHU work location.</p>	<p>N/A</p>
<p>Mileage, parking, and other travel expenses: Planned all-day conferences, special meetings, or trainings (these are often not held at designated JHU work location)</p>	<p>Conditionally approved. Per the University's Travel Policy, expenses associated with business meetings that are held away from the staff member's primary JHU work location may be reimbursed. Reimbursable mileage is only for mileage exceeding that of the traveler's normal commute. <i>Example: Mileage from the primary JHU work location (e.g., Homewood) to an alternate site (e.g., East Baltimore) is reimbursable as local travel.</i> <i>If attending an all-day meeting, conference, or training away from the normal work location, mileage from home to the business meeting (exceeding that of the normal commute) is reimbursable.</i></p>	<p>Conditionally approved. Per the University's Travel Policy, expenses associated with business meetings that are held away from the staff member's primary JHU work location may be reimbursed. Reimbursable mileage is only for mileage exceeding that of the traveler's normal commute. <i>Example: Mileage from primary JHU work location (e.g., Homewood) to an alternate site (e.g., East Baltimore) is reimbursable as local travel.</i> <i>If attending an all-day meeting, conference, or training away from the normal work location, mileage from home to the business meeting (exceeding that of the normal commute) is reimbursable.</i></p>	<p>Conditionally approved. Per the University's Travel Policy, expenses associated with business meetings that are held away from the staff member's primary JHU work location may be reimbursed. Reimbursable mileage is only for mileage exceeding that of the traveler's normal commute. <i>Example: Mileage from primary JHU work location (e.g., Homewood) to an alternate site (e.g., East Baltimore) is reimbursable as local travel.</i> <i>If attending an all-day meeting, conference, or training away from the normal work location, mileage from home to the business meeting (exceeding that of the normal commute) is reimbursable</i></p>	<p>Conditionally approved. Per the University's Travel Policy, expenses associated with business meetings that are held away from the staff member's primary (home office) work location may be reimbursed if approved by the DBO or their designee. <i>For remote employees who are required to travel to a JHU campus location for planned meetings and who may have to drive, fly or travel by train, stay in a hotel, etc., travel is covered as outlined in the travel policy, if approved by the DBO or their designee.</i></p>

	On-Site Employees	Hybrid Employees	Modified Hybrid Employees	Remote Employees
Supplies and equipment for home office: Basic office supplies, such as pens, paper, notebooks, etc. Small accessories for a home computer, such as a mouse, keyboard, chargers, etc.	Approved	Approved	Approved	Approved
Computer for home office Computers, laptops, and tablets	Conditionally approved. All purchases must be authorized by a DBO or their designee and purchased under the direction of your LAN Administrator through a university supplier. These items are JHU-owned must be returned to JHU upon substitution or termination of employment.	Conditionally approved. All purchases must be authorized by a DBO or their designee and purchased under the direction of your LAN Administrator through a university supplier. These items are JHU-owned must be returned to JHU upon substitution or termination of employment.	Conditionally approved. All purchases must be authorized by a DBO or their designee and purchased under the direction of your LAN Administrator through a university supplier. These items are JHU-owned must be returned to JHU upon substitution or termination of employment.	Conditionally approved. All purchases must be authorized by a DBO or their designee and purchased under the direction of your LAN Administrator through a university supplier. These items are JHU-owned must be returned to JHU upon substitution or termination of employment.
Supplies, equipment, and furniture for home office Headphones, microphones, and video cameras Monitors and printers Office furniture such as desks, chairs, stand up desks (e.g., Varidesks), etc.	Not approved.	Not approved.	Conditionally approved. Must be approved by the DBO or their designee in advance, and employees can use a taxable telework allowance (maximum of \$1,000) for these expenses. These items do not need to be returned to JHU.	Conditionally approved. Must be approved by the DBO or their designee in advance, and employees can use a taxable telework allowance (maximum of \$1,000) for these expenses. These items do not need to be returned to JHU.

	On-Site Employees	Hybrid Employees	Modified Hybrid Employees	Remote Employees
Other home office expenses Décor (e.g., plants, artwork, etc.) Expenses related to gym membership and equipment. Household expenses and utilities (e.g., heat, air conditioning, electricity, home internet/Wi-Fi, extenders, insurance, etc.).	Not approved.	Not approved.	Not approved.	Not approved.