

To: Mass Cultural Council Employees

From: Cathy Cheng-Anderson, Director of People and Culture

CC: Michael Bobbitt, Dave Slatery, Jen Lawless, Bethann Steiner

Re: **Hybrid Work Model & Voluntary Alternative Work Schedule**

HYBRID WORK MODEL

Beginning on October 1, 2022, we will begin a hybrid work model which includes both in-office work and telework. The goal of the policy is to balance between the benefits from teleworking while leveraging the range of valuable collaboration opportunities when we bring our creative minds together in physical proximity. As we chart towards our new future together inevitably, we may need to adjust this work model as we learn from our collective experiences. Future changes to the hybrid operating model will be communicated well in advance.

All employees will be required to work at the 10 St. James office two (2) days per month at a minimum of fifteen (15) hours. Site visits, and outside meetings or events shall not count towards the fifteen (15) in-office hours.

- Employees shall sign an acknowledgement receipt of the Hybrid Work Model Policy by Wednesday, April 6, 2022.
<https://survey.alchemer.com/s3/6799793/Hybrid-Work-Model-Employee-Acknowledgement-Form>
- Employees shall work with their supervisor and team to determine in office workdays every month. For example: a team having dedicated day/s in the office, onboarding new team members, cross training, cross team meetings, professional development, knowledge sharing, collaboration, and community building.
- Employees may decide to work in the office greater than two (2) days per month up to fulltime hours if they wish to.
- All in-office hours shall be tracked on the "in office calendar" and employees are responsible for ensuring that they have properly updated the calendar as their plans change. Directions are included below.

- All workplace policies and procedures remain in place including rules regarding time and attendance, and employee expectations concerning performance standards, and conduct.

Time Reporting: Employees are responsible for entering the correct number of hours worked per day into their timesheet.

- Employees shall use the time reporting code REG on their timesheet to represent hours worked in the 10 St. James office.
- Employees shall use the code TEL on their timesheet to represent telework, site visits, and outside meetings.

Unscheduled in-office requests: Supervisors may require employees to travel into the office at a greater frequency when customer service and/or operational needs require an in-person presence. Employees will be provided with at least three (3) calendar days' notice of in-office requirements. If in-office work is required, and the three (3) calendar day notice cannot be met due to customer service and/or operational needs; supervisors are required to seek preapproval from the Director of People and Culture to ensure requests reflect the appropriate amount of urgency. Upon approval managers may then communicate their request to employees.

Commuting Distance: Under exigent circumstances all employees are expected to be available to travel to the 10 St. James office with as little notice as the same workday. If necessary, please contact the Director of People and Culture to request a short term accommodation to work outside of commuting distance to provide care for a **family member**.

Safety: While teleworking, employees are required to maintain a safe working environment. Employees shall be covered under applicable Workers' Compensation laws if injured while performing official duties while teleworking from their home location.

Employees are prohibited to meet in each other's homes for official duties. All internal and external meetings shall be either in the office or at a public space.

Travel and Parking: Employees shall not be reimbursed for parking, or travel between their home and the 10 St. James office. Please see employee handbook regarding allowable travel reimbursement.

Commuting: Time spent commuting between home and the office shall not be considered hours worked except under specific circumstances when without prior notice an employee is directed to report to the office after the start of their workday or that they are required to travel to an offsite meeting.

Dependent Care: Effective on September 5, 2022, employees shall be expected to ensure that they have dependent care arrangements in place during in-office and telework work hours. To provide greater flexibility to caregivers, as well as the entire workforce please see voluntary alternate work schedule benefits below.

HYBRID WORK MODEL ROLES AND RESPONSIBILITIES

Supervisors:

- Shall clearly define and set forth an employee's job responsibilities and deadlines.
- Shall supervise the work product produced by employees to ensure appropriate levels of employee accountability.
- Shall ensure that customer service is not adversely affected by alternative work schedules and operational needs are met.
- Shall ensure that there is daily coverage during the hours of 9:00 a.m. to 5:00 p.m. prior to approving alternative work schedules.
- Shall maintain responsibility and accountability for treating all telework and non-telework employees similarly in acts involving managerial discretion, including but not limited to distribution of assignments among employees in the work unit, use of appropriate tracking and communication tools, performance management, both informal and formal feedback, performance coaching, learning and development, reassignment, promotions, retention, and discipline.
- Shall provide three (3) days advance notice, if practicable, to telework employees regarding requests to report to the office on a scheduled telework day.
- If applicable, shall establish and communicate appropriate measures to protect confidential information.

Employees:

- Shall maintain consistent performance and workplace conduct standards.
- Shall proactively communicate with supervisor regarding work quality, deadlines, and priorities.
- Shall maintain flexibility and responsiveness to the needs of their supervisor, and team, and agency (communication and collaboration).
- Shall document telework (TEL) and in-office work (REG) time in accordance with this policy.
- Shall comply with Agency rules and practices pertaining to requesting and obtaining approval for comp time/overtime, leave, overtime, or any change in work hours/schedule.
- Shall properly maintain and protect confidential information and always follow data security procedures.

TELEWORK DURING INCLEMENT WEATHER AND EMERGENCIES

- The Mass Cultural Council relies on the direction of the Governor for emergency related office closings. For these purposes, all Mass Cultural Council employees are classified as non-emergency, non-essential employees. If the Governor directs non-emergency, non-essential state employees to telework; Mass Cultural Council employees are expected to telework to the extent that is possible and will be guaranteed up to 7.5 hours of telework (TEL) pay that day.
- Employees who are scheduled to work in the office will be expected to telecommute if the Governor directs non-emergency, non-essential state employees to telework. For all other workdays with inclement weather, employees are encouraged to talk with their manager if they have concerns about travelling to the office due to weather, have weather related transportation limitations or other circumstances when the office is open. In both scenarios, employees are expected to anticipate weather conditions and prepare accordingly by bringing their laptop home with them the prior day.
- If employees are experiencing technical difficulties (network, power, internet outage) that prevents them from teleworking during inclement weather they are expected to notify and collaborate with their manager to identify offline work tasks such as reading, writing, offline emails. If the employee and manager cannot identify offline work tasks, employees are asked to balance their work hours within the work week by working additional hours on other days. If employees are unable to balance their work hours within the work week due to caregiving or other prescheduled responsibilities, they may be eligible to use non-weather-related paid leave with the approval of the Director of People and Culture.
- In limited instances, the Mass Cultural Council may have a need to close the office independent of the Governor and when other state offices remain open. When this occurs, employees are expected to telework and will receive additional information as needed

VOLUNTARY ALTERNATIVE WORK SCHEDULES

An alternate work schedule is a broad term used to refer to any work schedule type that is different from hours worked within the regular 9:00M to 5:00PM work hours. Offering employees options to work an alternative work schedule is an important benefit as we seek to support caregivers and retain and attract a talented and dedicated team. The following guidelines are intended to balance between providing an inclusive and flexible work environment while ensuring that the Mass Cultural Council can maintain coverage and continue to provide quality service to our constituencies.

- A. **Bandwidth Hours:** All employees shall perform their duties within Mass Cultural Council's bandwidth work hours. The bandwidth work hours of each day are 6:00 a.m. to 8:00 p.m. Which means, an employee's work schedule shall not include hours worked before 6:00 a.m. or after 8:00 p.m.

Temporary, shorter term schedule accommodations that deviate from the 6:00 a.m. to 8:00 p.m. bandwidth hours shall be approved by the Director of People and Culture to ensure that the proposed schedule aligns with the employee's responsibilities and role in the agency and will only be granted to the extent it is consistent with the agency's needs.

- B. **ONGOING ROUTINE Alternative work schedule options:** Employees may request one of the following work schedule types:
- Five-day workweek: five-day work schedule with hours outside of the regular 9:00-5:00PM work hours.
 - Four-day workweek: Schedule is compressed to four days.
 - Four and half day workweek: Schedule is compressed to 4.5 days.

Approval Process: Ongoing routine alternative work schedules shall be approved on an annual basis and as needed if an employee's work schedule changes. Please fill out the online [request form linked](#).

Supervisors shall be responsible to ensure that there is daily coverage during the hours of 9:00 a.m. to 5:00 p.m. Therefore, on an annual basis supervisors are encouraged to collect the entire team's requests prior to approving individual schedule requests.

- C. **NON-ROUTINE Alternative work schedule options:** As needed non-routine schedule flexibility maybe requested by an employee to their supervisor:
- Five-day workweek: five-day work schedule with hours outside of the regular 9:00-5:00PM work hours.
 - Four-day workweek: Schedule is compressed to four days.
 - Four and half day workweek: Schedule is compressed to 4.5 days.

Approval Process: Non- Routine Alternative work schedules shall be requested by an employee ten (10) calendar days in advance of schedule change. Supervisors shall be responsible to ensure that there is daily coverage during the hours of 9:00 a.m. to 5:00 p.m. prior to approving a non-routine alternative work schedule.

- D. **Customer service and/or Operational needs:** Supervisors may request employees to change their alternative work schedule to accommodate customer-service and operational needs if such occurs during normally scheduled off hours/day.

Employees will be provided with at least three (3) calendar days' notice of such requirement. If the three (3) calendar day notice cannot be met due to customer service and/or operational needs; supervisors are required to seek preapproval from Director of People and Culture to ensure requests rise to

the urgency as this policy intends for. Upon approval managers may then communicate their request to employees.

- E. **Time Reporting:** Employees are responsible for entering the correct number of hours worked per day into their timesheet.
 - Employees shall use the time reporting code REG on their timesheet to represent hours worked in the 10 St. James office.
 - Employees shall use the code TEL on their timesheet to represent telework, site visits, and outside meetings.
- F. **Compensatory/Overtime:** Participating in an alternative work schedule shall not change the preapproval and comp time/over time reporting process.
- G. **Lunch Period:**
 - While not encouraged to do so, managers and contractors are permitted to voluntarily work through lunch, and to count that time towards total hours worked.
 - Employees covered by the NAGE Unit 6 collective bargaining agreement who work more than six (6) hours in one-day and are required to take a thirty (30) minute unpaid lunch per the fair labor standards act. The daily unpaid lunch period shall not be counted as hours worked.
 - Both supervisors and employees covered by the collective bargaining agreement are provided flexibility over when they take their lunch and whether they would like to take 30-45-60 minutes unpaid lunch per day.
- H. **Holidays:**

When working an approved alternative work schedule employees shall only earn 7.5 hours of holiday pay and will need to balance their work hours in the remaining days of the work week or supplement their work week with vacation or personal leave to reach 37.5 hours per week.

ACCESSING THE “IN OFFICE CALENDAR”

All in-office hours shall be tracked on the “in office calendar” and employees are responsible for ensuring that they have properly updated the calendar as their plans change. To add the In the Office calendar to your Outlook please follow the instructions below. If you encounter any difficulty, please contact Ann.

If you are using local Outlook:

- Click the three dots at the bottom left of your navigation bar.
- Then, go to Folders > Public Folders > All Public Folders > MSD > ART > Calendars.
- Then, right click on the Calendar you need to add, and click Add To Favorites.

If you are using the OWA system:

- Right-click on Other Calendars
- Navigate to MSD

- Click on arrow next to MSD
- Click on arrow next to ART
- Click on arrow next to Calendars
- Click on In the Office or Out of Office, whichever one you need to add
- At the top of the column, click on Add to Favorites