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Our experience in keeping Bucknell open this past year has provided us with a foundation to reference as we prepare our workforce for operations in the academic year 2021-22 and beyond. These past 15 months of navigating a global pandemic have truly tested us all yet we completed the year with great achievement. Looking forward we will make sure Bucknell continues to prosper and thrive amid new challenges and opportunities. Our efforts must successfully continue our work in educating students for a lifetime of critical thinking and strong leadership characterized by continued intellectual exploration, creativity and imagination.

As we prepare for the fall, we look forward to a more typical year where we return to what we do best: teaching and learning in a residential environment with highly personalized, face-to-face instruction. Our progress to date has been made possible through intense efforts to ensure, as much as possible, the safety of our students, faculty, staff and the greater Bucknell community. Safe and effective vaccines give us great hope as we move forward, yet it is essential to note that we continue to operate within the pandemic workplace and will need to have the ability to pivot and change course as appropriate.

**While the decision has been made for students to return to campus and for faculty to teach all courses with in-person instruction, this document seeks to address work options that may be available to University staff.**

Supervisors will be assisted by their division leaders and human resources to help prepare for the fall semester and returning staff to work on campus on August 2, 2021. It is understood that while most staff will be returning to work on campus, decisions regarding how and where staff conduct their work in the future will be made carefully and with consideration over time. It also allows our leadership teams to take time to further evaluate opportunities outlined below related to potential remote work options.

Of primary importance and informing our decisions regarding staff work options is Bucknell's reputation as a top-tier residential university with a highly personal and student-centered focus as well as the decision to teach all classes in person and on campus. As a result, how individual positions impact students' living and learning experiences must be a guiding principle for how and where staff complete their work. At the same time, it is recognized that some University departments can effectively support the academic, student and operational experience without being on-campus 100% of the time, and therefore retaining some flexibility in work modality for certain positions should be considered for purposes of recruitment and retention of top talent.

Additionally important is remembering that, regardless of how and where work is

performed, all Bucknell employees are integral to the success of our mission. Leaders were supported in making key decisions surrounding flexible and remote work options prior to the pandemic and will continue to be assisted in making appropriate decisions going forward as the demand for flexibility in the workplace increases. As in the past, leaders will be armed with additional resources necessary to ensure equitable, compliant and successful work outcomes.

Decisions regarding where work is performed are made at the Division/Department level with support from Human Resources and Finance. To ensure alignment in policy and practices, department, and program leaders should first communicate with OMG leadership before moving forward with any decisions relative to flexible or remote work arrangements. OMG members have the flexibility to determine how staff in their divisions/departments work best (in-person, remote, hybrid, or flexible scheduling), keeping work expectations and outcomes in mind and considering our guiding principle of a residential university where in-person collaboration is highly valued.

It is expected that the default position is that staff who have significant student-, faculty- or public-facing positions or who rely on resources best accessed on campus, will return to work on campus, in some capacity, to complete their duties and responsibilities.

**Remote Work** is a type of work arrangement that allows an employee to work from a remote location outside of Bucknell University's campus or owned properties/office spaces. Remote work is only available when the essential functions of the positions can be met **and** where the position can effectively support the academic, student and operational experience without being on-campus.

**Hybrid Work** is a type of work arrangement that allows an employee to work both from their designated office space on the Bucknell University campus as well as from a remote location outside of the Bucknell University campus. The blend of remote and on-campus work will be guided primarily by the needs of the position, department and the University and are subject to change as appropriate.

A **Flexible Work Schedule** is an alternative to the traditional 8am-5pm, 40-hour, Monday through Friday work week. Flexible work schedules provide the ability to work hours that best meet the needs of the position, department and the University as well as the incumbent employee where possible. Examples of flexible work schedule include compressed workweeks, split shifts, shared rotations, daily flexibility, etc.

**On-Campus Work** - is a work arrangement where the essential functions of a position can only be met successfully and effectively by being performed on Bucknell University's campus or owned properties/office spaces.

All plans made by OMG leaders must be made in consideration of any current federal, state, and University policies or guidelines related to, but not inclusive of, the following:

- Safety - related to the pandemic such as personal protective equipment, social distancing, masking, occupancy, etc.
- Employment - such as fair labor standards, overtime and minimum wage, equity and inclusion, etc.
- Payroll and compliance regulations - such as taxation based on work location, etc.
- Accommodations - approved in compliance with ADA, religious or other policy exceptions.

Human Resources must review employment plans prior to implementation to ensure compliance with the above and to affirm that plans do not create unintended opportunities for disparate impact.

A number of Workplace Suitability resources:

- Remote Work Suitability Flow Chart,

- Hybrid Work Suitability Flow Chart,
- Flexible Work Schedule Suitability Flow Chart
- [Workplace Suitability Assessment Workbook](#)

have been developed to help supervisors and division leadership teams carefully and comprehensively consider whether positions and individual incumbents are suitable for flexible scheduling, hybrid work or, in more limited instances, remote work. Additionally, staff who are approved for remote or hybrid work must review and comply with [Bucknell University Staff Remote Work Guidelines](#).

Final Notes. Cooperation and support from all leaders and employees will be needed to navigate back to a more typical fall and academic year. Patience and planning are integral to a successful year ahead.