

HOWARD UNIVERSITY POLICY

Policy Number:	Policy 500-015 Human Resources
Title:	TELEWORK POLICY (Non-union, Non-faculty, Non-student)
Responsible Officer:	Chief Human Resources Officer
Responsible Office:	Office of Human Resources
Effective Date:	September 28, 2020 Revised December 1, 2021 Revised March 30, 2026
Next Review Date:	<i>As needed, or every three years</i>

I. POLICY STATEMENT

Howard University (“the University”) is, first and foremost, an in-person institution dedicated to fulfilling its mission and delivering high quality service to its diverse community. Maintaining a strong on-campus presence is essential to sustaining the excellence, access, and engagement that defines the University and supports its constituents. At the same time, we recognize that attracting, retaining, and developing highly capable staff today requires offering flexible work arrangements that support operational excellence, employee engagement, and institutional effectiveness.

Since the 2020 COVID-19 pandemic, fully remote work has declined across the national workforce, while hybrid arrangements have grown more common, with significant variation by industry. As the University prepares for the future of work, it supports a telework framework where it demonstrably strengthens service quality, enhances productivity, and sustains a high-performing, accountable workforce. Accordingly, telework arrangements are supported when they are aligned with job responsibilities, operational needs, and the University’s mission, with eligibility determined by job function and individual employee performance. While this policy does not apply to faculty appointments, it does apply to staff positions that directly or indirectly support the University’s academic mission, including instruction, advising, student services, research administration, compliance, accreditation, and academic operations.

Telework classifications must be implemented in a manner that preserves the University’s ability to meet accreditation standards, licensure requirements, regulatory obligations, and expectations for student access, academic support, and institutional effectiveness. Where on-campus presence is necessary to meet these standards, operational and accreditation requirements take precedence over telework flexibility.

Recognizing that thoughtfully structured and well-administered telework arrangements have become permissible in certain circumstances across higher education, institutions have generally retained the flexibility and discretion to modify such arrangements as necessary to ensure compliance with accreditation standards and to advance institutional effectiveness and the academic mission, including where job function or employee performance so requires.

Telework, as a reasonable accommodation for a qualified employee with a disability, is addressed through the Office of Equal Employment Opportunity and is not covered by this policy.

This updated 2026 Telework Policy reflects:

- A position-based telework arrangement guided by defined criteria and aligned with departmental operational requirements.
- Clear manager accountability for evaluating and overseeing telework arrangements.
- Clear employee expectations and accountability.
- Clear expectations around travel, on-site presence, and performance.
- Equitable and consistent application across the University's schools, colleges, and administrative and operational divisions.
- This policy establishes a "discretionary" benefit and, as such, is subject to change or revocation. It does not establish an "entitlement" to a hybrid, remote or any work arrangement as a guaranteed benefit or condition of employment. **Teleworking is a privilege.**

Telework is a business decision based on the requirements of the position and accountable unit, not the preference or circumstances of the individual employee. Telework does not change the terms or conditions of University employment.

II. RATIONALE

The purpose of this Telework Policy is to establish requirements, criteria, and guidelines for telework arrangements that support the University's mission and operational needs across schools, colleges, and administrative and operational divisions.

Consistent with updates to the University's flexible work strategy, this policy:

- Aligns telework decisions to specific job responsibilities, service level expectations, and operational dependencies, and expected individual employee performance, rather than individual employee preference.
- Enhances equitable and consistent application of telework across schools, colleges, and administrative and operational divisions by grounding decisions in documented criteria and leader accountability.
- Incorporates a position-based telework framework to strengthen clarity and consistency across the institution.
- Supports operational excellence by preserving required on-campus coverage, which facilitates and enhances collaboration and innovation; training and mentorship of junior staff; and organizational culture and engagement.
- Reinforces responsible fiscal stewardship, including appropriate travel use, space planning, and compliance with tax and labor regulations.
- Provides management with the discretion to change the policy based on institutional

needs or to revoke telework arrangements where deficiencies in an employee's productivity and performance necessitate.

Telework arrangements must maintain or enhance departmental productivity, service quality, communication, and availability. Telework may be suitable for some positions and not for others based on responsibilities, technology requirements, confidentiality needs, and student, public, or operational-facing functions.

III. ENTITIES AFFECTED BY THIS POLICY

This policy applies to all regular, full-time, and part-time non-union, non-faculty, and non-student employees of Howard University.

IV. DEFINITIONS

A. Position- Based Telework Categories

These core categories reflect the University's 2026 update to a *position-based* telework model. Telework eligibility is determined by the responsibilities of the position, not the personal preference or circumstances of the employee.

1. **On-Campus:** A position that requires on-site presence five days per week due to direct interaction with students, faculty, staff, or the public; operational or safety/security responsibilities; or reliance on campus systems, equipment, or facilities. Positions designated as On-Campus are not telework eligible by default. Limited, situational telework (up to one day per week) may be approved at the discretion of leadership only when operational coverage, service levels, and accreditation or compliance obligations can be fully maintained without placing undue burden on the unit. Such flexibility is not guaranteed, may be time limited, and may be suspended or revoked at any time based on staffing or institutional needs
 - Characteristics:
 - High level of student- or public-facing responsibilities.
 - Duties dependent on campus-based infrastructure.
 - Operational or security sensitivity.
 - Daily coordination with other on-site roles.
2. **Hybrid Flexible:** A position that is primarily performed on campus and requires a consistent on-site presence to support the University's mission, service expectations, and operational effectiveness. Employees in this category are required to be on campus a minimum of three (3) days per week, and remote work may not exceed two (2) days per week. During on-campus days, the employees are expected to comply with the employees' work schedules dependent on employment category and job position as defined in the Employee Handbook.

Limited role-based exceptions may be approved when job duties require a different recurring pattern (for example, research analysts working in extended project cycles, IT

systems staff performing multiday maintenance windows, or compliance/audit roles requiring uninterrupted review periods). These exceptions are rare, must be justified by the work, and may be adjusted or revoked based on operational needs. The 3/2 schedule remains the default modality, and employees may not self-design or alter schedules outside the approved pattern. **Misuse of teleworking flexibility may result in modification or loss of telework privileges.** Such determinations are role-based, documented, approved by executive leadership, and not transferable to other roles. The 2026 Hybrid Flexible Classification replaces the prior Intermittent Telework Arrangement terminology.

- Characteristics:
 - Responsibilities require frequent campus interaction.
 - Predictable on-site coverage necessary for service delivery.
 - Collaboration, training, student support, informal knowledge sharing, or team-based work require regular presence.
 - Remote days support research, writing, planning, or independent task.
- 3. Institutionally Approved Fully Remote: Positions designated by the University as eligible for fully remote work represent limited, institutionally approved **exceptions** to the University's default expectation of on-campus or hybrid presence.

Remote designation is based on the essential functions of the position and institutional operating needs — not employee preference, personal circumstances, or temporary space limitations. Space constraints alone do not justify classifying a position as fully remote, as space availability may change over time. This designation is reserved for a limited set of positions for which all essential duties can be performed entirely from an approved remote worksite without any material enhancement to service delivery, collaboration, supervision, or institutional effectiveness from regular on-site presence. Positions in this category are approved only where the University determines that physical presence on campus is not integral to the role, and that performance can be fully measured through clearly defined outcomes, deliverables, and results. Employees in this category work off-site on a full-time basis and are required to report to campus only when needed for essential, high value, in-person activities such as team retreats, critical meetings, key events, or operational requirements, as determined by the University.

- Characteristics:
 - Duties require independent, outcomes-focused work.
 - No daily physical presence or on-campus equipment is needed.
 - Collaboration can occur effectively through virtual tools.
 - Traveling to campus is infrequent and purpose-driven.
 - Adherence to remote work guidelines.
- Required Standards for Outcomes-Based Roles:
Positions classified as Fully Remote must have clearly defined deliverables, service-level expectations, and measurable outcomes that can be monitored

through digital tools. Employees in Outcomes-Based roles must maintain transparent workflows, participate in scheduled virtual check-ins, and meet quarterly performance expectations documented in Workday.

4. **Leadership Presence Expectations**

Senior leadership (assistant vice presidents and above) are generally expected to work on-site in a hybrid or on-campus capacity. Leadership may require an on-site presence for leaders regardless of their team's telework status. A leader can only be fully remote if all direct reports are also fully remote, and operational standards are maintained. Leaders with any on-site staff must maintain a predictable on-campus presence according to team needs. Leadership roles demand careful consideration due to responsibilities in supervision, collaboration, decision-making, and visibility.

Position-Based Telework Framework

Telework at Howard University is determined by the responsibilities of the position. Each position is assigned a telework classification—On-Campus, Hybrid Flexible, or Fully Remote—in Workday. Employees are required to work in accordance with the classification assigned to their role. Telework position classifications are not modified solely to resolve individual performance issues. Any restriction, suspension, or reinstatement of teleworking due to performance must occur through documented performance management processes and does not alter the position's classification in Workday.

B. Temporary Telework Classifications

These categories support short-term or emergency operational needs and do not change an employee's primary telework designation.

1. **Episodic Telework:** Episodic Telework refers to short-term, nonrecurring telework arrangements that address temporary personal or operational circumstances. These may include unplanned caregiving needs, transportation disruptions, short-term medical situations not requiring ADA accommodation, or home maintenance emergencies. Episodic Telework is approved at managerial discretion and does not alter an employee's underlying telework designation.
2. **Emergency Telework:** Emergency Telework applies when the University activates remote operations due to weather, safety incidents, building system failures, or other disruptions requiring continuity of operations. During these events, employees in all telework categories may temporarily work remotely until the University resumes normal on campus operations. Emergency Telework remains limited to the duration of the incident and does not change a position's permanent telework classification.

C. Other Definitions

1. Eligible Employee: A regular fulltime or part-time, non-union, non-faculty, non-student employee whose job responsibilities can be effectively performed remotely and who demonstrates performance, reliability, and work habits that support a successful telework arrangement. Eligibility is determined by the position's responsibilities, manager input, and criteria applied by the Office of Human Resources and Senior Level Leadership.
2. Remote Worksite: An off-site location where an employee performs their telework duties. The Remote Worksite must provide appropriate technology, internet connectivity, confidentiality, security controls, and a safe working environment. The University may verify the adequacy of a Remote Worksite to ensure compliance with institutional expectations.
3. Telework and Teleworker: Telework refers to work performed at an approved Remote Worksite. A Teleworker is an Eligible Employee who has been approved to perform duties remotely under an authorized telework arrangement and is responsible for meeting all performance, attendance, communication, and security expectations outlined in this Policy.
4. Primary Work Location: The designated on-campus worksite or approved remote location where the employee normally performs their duties and is expected to be available during assigned work hours unless leave is approved.
5. Approved Work State: The U.S. state in which an employee is authorized to work, as reflected in Workday. Employees are generally limited to working primarily in the District of Columbia, Maryland, or Virginia unless otherwise approved by the Office of Human Resources and the Office of the Controller to ensure tax, payroll, and labor law compliance.

V. REQUIREMENTS AND GUIDELINES FOR POSITION BASED TELEWORK

A. Position Classification and Eligibility

Telework eligibility is determined at the position level based on the responsibilities of the role, operational requirements, service expectations, and compliance considerations. Each position is assigned a telework classification, On Campus, Hybrid, or Remote, through a joint review between the Office of Human Resources and executive leadership (Cabinet Member or Dean). The classification is recorded in Workday and serves as the official record for recruiting, hiring, and ongoing telework eligibility for all current and future occupants of the position.

Employees are required to work in accordance with the telework classification assigned to their position. Working outside of the assigned classification is considered non-compliance and can result in loss of telework privileges or addressed through the University's progressive discipline process.

B. Position Reclassification and Transition Period

When the responsibilities of a position change in a manner that may warrant a different telework classification, a Cabinet Member or Dean must submit a Position Classification Review through the Office of Human Resources. Approved changes apply to the position prospectively.

If a position is reclassified, the University will provide up to thirty (30) days for employees to transition to the new classification. Managers must communicate expectations in writing and coordinate schedules to ensure continuity of service and operations during the transition period. The transition period supports implementation and does not delay the effective date of the reclassification.

C. Geographic Eligibility for Telework

Telework may only be performed in geographic locations where the University is authorized to employ staff and can ensure tax, payroll, and labor law compliance. Employees may not designate a Primary Work Location outside the District of Columbia, Maryland, or Virginia without explicit approval from both the Office of Human Resources and the Office of the Controller.

When recruiting, managers must consult with OHR and the Office of the Controller before selecting a candidate who resides outside the DMV to confirm that the University is authorized to employ staff in that state.

Employees are responsible for immediately notifying their manager and OHR if they relocate or plan to relocate their primary residence to ensure ongoing compliance.

D. Remote Worksite Standards

Telework is appropriate only when employees have a Remote Worksite that supports confidentiality, productivity, accessibility, safety, and reliable technology. Employees must maintain adequate internet connection, a secure environment for handling University information, and a workspace conducive to the performance of assigned duties. The University may verify Remote Worksite adequacy as needed to ensure compliance with operational, safety, and confidentiality requirements.

E. Telework Schedule Coordination

Managers must ensure that telework schedules support departmental needs, maintain equitable workload distribution, and uphold high quality service delivery. Teleworkers must have equitable access to meetings, communication, tools, and work activities occurring on campus. Telework schedules should be coordinated within units to maximize collaboration, ensure coverage, meet student and public facing responsibilities, and align with cross-functional priorities.

VI. TELEWORK CONDUCT, EXPECTATIONS AND RESPONSIBILITIES

A. Manager Responsibilities

1. Managers are responsible for ensuring telework practices and schedules support operational needs, uphold service excellence, and align with the University's position-based telework framework. Decisions must be based on the responsibilities of the position and must be applied consistently across similar roles.
2. Managers must coordinate telework schedules within their units to maintain appropriate on-site staffing, meet service expectations, facilitate collaboration, and support student and public facing operations. Schedules should align with operational priorities, including any cross-unit commitments.
3. Before confirming remote work within the assigned classification, the manager must confirm that the employee has a Remote Worksite that supports confidentiality, productivity, safety, and adequate technology and connectivity. Managers must ensure that telework work practices do not compromise information security and that employees comply with all ETS policies.
4. Managers should clearly communicate expectations regarding availability, responsiveness, deliverables, required meetings, and reporting absences or leave. Regular check-ins should occur at the same frequency and quality as with on-site staff. Managers must also ensure Teleworkers have fair access to necessary resources, communications, and work activities.
5. Managers may require employees to report to campus for essential meetings, training, events, or operational needs, providing advance notice when feasible. Managers may also approve temporary Episodic or Emergency Telework assignments for short-term needs.
6. Managers may not approve, modify, deny, or revoke telework classifications for individual employees. These decisions are made at the position level by the Cabinet Member or Dean. Managers may, however, restrict, suspend, or reinstate an individual employee's ability to telework **within the assigned position classification** based on documented performance management processes and operational needs.
7. Managers are responsible for ensuring appropriate use of collaboration and workflow tools (e.g., Teams, Planner/Lists, Workday) to maintain visibility into priorities, progress, and deliverables. Managers must use these tools to support weekly check-ins, service expectations, and documented performance feedback.
8. Managers are required to complete all training, forms, documentation, and related requirements as outlined by HR to support the telework process. Failure to fulfill these requirements will result in corrective or disciplinary action and may lead to a review and update of the employee's position classification in accordance with University policy.

B. Guidelines for Employees:

1. Teleworkers are expected to perform their duties at the same high standard required for on-campus work, including meeting deadlines, producing high-quality work, maintaining

responsiveness, and supporting strong service levels. Telework does not alter essential job responsibilities or expectations.

2. Employees must remain accessible and responsive throughout scheduled work hours and participate fully in required meetings, whether virtual or in person. Telework days are regular workdays, and employees must maintain consistent communication through University approved channels.
3. Telework must be performed from a Remote Worksite that safeguards confidentiality, ensures professional conduct, and supports secure access to the University's systems. Teleworkers must follow all ETS security requirements, including approved methods for accessing and storing confidential information.
4. Employees must follow established procedures for timekeeping and leave. Non-exempt employees must record hours accurately and receive approval for overtime. Teleworkers must ensure they have the equipment, software, and connectivity necessary to perform their duties and report technology issues promptly.
5. Telework is not a substitute for dependent or child care: employees must arrange care so that job responsibilities can be carried out without interruption. Teleworkers must comply with any requirement to report to campus when operational needs arise.
6. Employees may be required to report to campus on any workday for essential meetings, trainings, events, or operational needs, even if the day is ordinarily a telework day. When feasible, managers will provide advance notice; however, operational demands may require shorter notice. Employees are responsible for all transportation and parking costs associated with reporting to campus.
7. Employees must utilize University collaboration tools as directed by their manager to maintain visibility of work, progress, and deadlines.
8. Employees are required to complete all trainings, forms, documentation, and related requirements as outlined by HR as part of the telework process. Failure to complete these requirements will result in corrective or disciplinary action in accordance with University policy.

VII. OPERATIONAL STANDARDS FOR TELEWORK

A. Confidential and Sensitive Information

Employees must comply with the University's policies governing confidentiality, data protection, and secure handling of information. Confidential data may only be accessed through approved University systems, stored on secure devices, and transmitted using approved methods. Remote Worksites must support confidentiality, including secure conversations and safeguarding sensitive documents.

B. Equipment, Maintenance, and Technology

The University maintains and repairs University-owned equipment issued for telework.

Employees must report equipment failures promptly. If repairs extend beyond two consecutive workdays, managers may require employees to report on-site or use alternative University equipment until the issue is resolved. Employees who choose to use personal equipment are responsible for its maintenance and functionality. University equipment and software must be used solely for University business and returned upon the end of employment or telework use.

C. Remote Worksite Safety and Professional Standards

Employees must maintain a Remote Worksite that is safe, ergonomically appropriate, clean, and conducive to productive work. The University may verify Remote Worksite safety as needed to ensure compliance with institutional expectations and applicable health and safety requirements.

VIII. TRAVEL AND ON-SITE ATTENDANCE

A. General Financial Expectations

Telework does not alter the longstanding principle that employees are responsible for the costs associated with commuting, maintaining a Remote Worksite, or performing routine job duties. Employees remain responsible for transportation and parking costs related to required on-site attendance. The University will approve or reimburse travel for remote employees only when the employee's physical presence is essential to achieving business objectives, when the activity cannot be effectively completed through virtual means, and when the cost is reasonable and compliant with the University's financial standards. A virtual first approach applies to activities that can be executed without in person participation.

B. Reimbursable Travel Approval Standards

Reimbursable travel may be approved only when the purpose cannot be achieved effectively through virtual means; when multiple activities are combined to reduce unnecessary costs; when the trip is proportionate to the benefit to the University; and when it aligns with Office of Finance requirements for fiscal stewardship and documentation. Short, brief, or routine engagements such as single short meetings or document exchanges generally do not justify travel unless the manager provides written justification demonstrating the insufficiency of virtual alternatives. The Office of Finance may review, deny, or return travel requests that do not meet University standards.

C. Work Location Compliance

Telework may only be performed within approved work state as recorded in Workday. Employees are not permitted to work outside of the United States, the District of Columbia, Maryland, or Virginia without prior written authorization from both the Office of Human Resources and the Office of Finance to ensure labor, tax, and payroll compliance. If a non-compliant work location is identified, the Office of Finance may require immediate correction. Employees are responsible for immediately notifying their manager and OHR if they relocate or plan to relocate residence to ensure ongoing compliance.

D. Remote Worksite Costs and Department Payment Obligations

Employees are responsible for all costs associated with establishing and maintaining a Remote Worksite, including personal equipment, utilities, internet access, furniture, and home office improvements. The University does not reimburse these expenses unless expressly authorized under an approved program. Departments are responsible for paying work-related charges on University-issued mobile devices and for reimbursing pre-authorized business expenses that meet University reimbursement procedures and the Office of Finance requirements.

E. Non-Reimbursable Expenses

The University will not cover or reimburse costs associated with home office furniture, ergonomic equipment, décor, or other personal workspace enhancements; personal technology or connectivity upgrades, including personal monitors, printers, routers, Wi-Fi extenders, or enhanced residential internet packages; personal cellphone or data plans unless covered by a University-issued device program; travel or commuting costs arising from an employee's personal choice of residence; or supplies purchased without pre-authorization. Employees should obtain necessary supplies from their University worksite during in-office days with manager approval.

F. Compliance With Financial and Travel Controls

All employees must follow travel, expense, payroll, and tax requirements set by the Office of Finance. Failure to comply with these standards may result in the denial of reimbursement, or disciplinary action consistent with University policy.

IX. PERFORMANCE, CLASSIFICATION AND ACCOUNTABILITY

Managers will evaluate remote and hybrid performance according to normal departmental practices. Reviews will consider responsiveness, collaboration, productivity, service levels, and adherence to telework classification.

Failure to meet expectations—including failure to report on-site as required—may result in loss of telework privileges or addressed through the University's progressive discipline process up to and including termination of employment. Telework classifications are not modified to resolve individual performance issues. Position classification changes must follow the Workday Position Classification Review process and apply prospectively.

Employees in Hybrid and Fully Remote classifications are required to participate in quarterly Workday check-ins. Managers must document progress toward goals, assess responsiveness and service expectations, and record outcomes in Workday. Quarterly reviews provide the basis for performance management actions when expectations are not met.

X. WORKPLACE INJURIES

The Teleworker or someone acting on the Teleworker's behalf is required to immediately notify the Teleworker's manager of any work-related accident or injury that occurs at the employee's Remote Worksite. Howard University will follow University policies and procedures regarding the reporting of employees injured while working.

XI. COMPLIANCE AND ENFORCEMENT

Failure to meet the expectations of this Policy, including adherence to the assigned telework classification, required on-site presence, and performance standards, may result in the loss of the employee's telework privileges or addressed through the University's progressive discipline process, up to and including termination of employment. Telework classifications are not altered to resolve individual performance or attendance issues. Disciplinary decisions related to telework non-compliance follow established University procedures and are not subject to a separate telework appeal process.

The Office of Human Resources is responsible for maintaining this policy and may update it as needed to reflect operational, legal, or regulatory changes.

XII. ADDITIONAL RESOURCES

Howard University Employee Handbook

<https://secretary.howard.edu/resources/employee-handbook>

Enterprise Technology Services

<https://technology.howard.edu/>