Remote Working Policy

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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL |
| **Employee Engagement** |
| **Remote Working** |

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| **Prepared By** |  |
| **Name/Title** | **Signature / Date** |
| **Naouel Saidi**  HR Advisor |  |

|  |  |
| --- | --- |
| **1st Review By** | |
| **Name/Title** | **Signature / Date** |
| **Shaikha Al-Naqbi**  Director of HR Department |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **2nd Review By** | | | |
| **Name/Title** | **Signature / Date** | **Name/Title** | **Signature / Date** |
|  |  |  |  |

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| --- | --- |
| **Approved By** |  |
| **Name/Title** | **Signature / Date** |
| **Professor Hamid M. K. Al Naimiy,**  Chancellor of the University of Sharjah |  |

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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL |
| **Remote Working Policy** |
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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL | | |
| **Remote Working Policy** | | |
| Overview | **Section** | 1 |

### Objective

Remote Working is a temporary work arrangement in which an employee works from home or an alternative / off-campus location. The objectives for implementing a Remote Working Policy are:

* 1. Adhering to the government guidelines in addressing public health challenges presented by COVID-19 - or any other national crises, by managing business continuity while ensuring the health and safety of UoS’s employees
  2. Building UoS’s readiness to face and respond to challenges through implementing agile working procedures and workforce management practices
  3. Enhancing employee engagement by supporting work-life balance and promoting employee wellbeing
  4. Addressing office space shortage when applicable and reducing the related cost
  5. Enabling automation and the wider use of technology solutions thus upgrading work practices and upskilling employee

### Purpose

The purpose of the Remote Working Policy is to establish guidelines for regulating remote working and ensuring the standardization and effectiveness of the implemented practices.

The below sections are outlined to help line managers and employees implement remote working arrangements that are clear, comprehensive and equitable, and ensure minimal operational disruption. Line managers and employees are expected to adhere to the below outlined principles when implementing remote working arrangements.

*These guidelines are underpinned by an expectation that there is no detriment to students’ experience and impact on the provision of services which is always a priority.*

### Scope

This policy applies to all employees (Faculty members and professional staff- including: full- time, part-time and contractual third parties) who are eligible for remote working when performing their jobs outside the UoS’s main campus or the branches.

### Authority

* 1. Remote working arrangements are developed by line managers in collaboration with the concerned employees in line with the approved Remote Working Policy.
  2. The Chancellor will be responsible for the review and approval of remote working arrangements submitted by line managers.
  3. Human Resources will be responsible for providing guidance and advice to line managers and employees on how to effectively manage remote working, and ensure the fair and consistent application of the Remote Working Policy.

### Ownership and Custody

* 1. The Remote Working Policy is part of the Employee Engagement Policies and Procedures Manual and should act as a sole reference to govern and regulate all remote working practices.
  2. The Office of the Vice Chancellor for Financial and Administrative Affairs (VCFA) is the owner of the Remote Working Policy, while the Human Resources Department is the custodian, and is responsible for reviewing and maintaining the final and approved versions of the policy at all times.
  3. Requests for updating the Remote Working Policy (addition/ deletion/ amendment) must be submitted to the Human Resources Department as per the Revision Request Policy.

### Key Stakeholders’ Responsibilities

Below are the Remote Working policy’s key stakeholders of and their key responsibilities:

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| Remote Employee | 1. Implement the Remote Working Plan 2. Implement the communication plan 3. Meet the agreed upon performance results 4. Safeguard UoS’s assigned property and information 5. Implement UoS’s safety and health standards 6. Adhere to the Remote Working Policy |
| Line Manager | 1. Develop the Remote Working Plan 2. Develop the communication plan 3. Identify performance expectations and objectives 4. Communicate duties, responsibilities and expectations to the employee 5. Insure employee’s adherence to UoS’s policies and Remote Working Policy |
| Human Resources Department | 1. Ensure the effective implementation of the Remote Working Policy 2. Provide advice to line managers and employees on the provisions of the Remote Working Policy 3. Ensure the readiness of employees and line managers to manage and implement remote working 4. Communicate the Remote Working Policy and ensure compliance by line managers and employees |
| Information Technology Department | 1) Communicate IT Security Policy and ensure  compliance by line managers and employees |

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|  | 2) Identify the required equipment, tools and  solutions and enable effective utilization |
| Health and Safety Section | Communicate Health and Safety Policy and ensure  compliance by line managers and employees |
| Senior Management | 1. Review and approve the Remote Working Policy 2. Review and approve the remote working plans submitted by line managers |

### Definitions

In applying the provisions of the Remote Working Policy, the following terms and definitions shall have the meanings herein assigned to them.

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| Employee(s) | Any person, faculty or professional staff, employed and compensated  to provide service to UoS |
| HR | Human Resources Department |
| IT | Information Technology Department |
| LM | Line Manager / The employee in a department, section, unit, office with the primary responsibility for the regular and customary supervision of  assigned employees |
| Policy | A definite course or method of action to guide and determine present and future decisions. A policy is a guide to decision-making under a  given set of circumstances within the framework of corporate objectives, goals and management philosophies |
| Regular Work  Location | UoS campus / branches designated by UoS as the primary location at  which employees are expected to perform their work |
| Remote  Employee | An employee who is approved, assigned, or designated to work from  a site other than the UoS campus / branches. |
| UoS | University of Sharjah |
| VCFA | Vice Chancellor for Financial and Administrative Affairs |

### Purpose

This section outlines the measures which should be taken to ensure a systematic and effective planning of remote working.

### Eligibility

* 1. In the instance where a national, international or global crisis is declared and has a potential impact on health and safety, all employees of UoS are required to apply the remote working policy where possible, or other guidelines as issued by the concerned authorities. In other situations, remote working arrangements are appropriate where it is in the best interest of UoS and the employee.
  2. The workplace culture at UoS is one that is rooted in collaboration, team work, and excellence. With appropriate use of technology and managerial oversight, employees - whose roles allow for work to be performed away from their regular work locations - may be eligible for remote working. Employees whose work cannot be performed at a location away from their regular locations are not eligible to remote working.
  3. Though remote working might be a viable option for many employees, it is not a right; it is an option that can be modified or revoked by UoS at any time. Final decisions about the suitability and feasibility of remote working are discretionary and made by the Senior Management based on recommendations made by line managers.
  4. Criteria and standards for evaluating, approving or denying remote working eligibility are determined by Senior Management. The following factors should be assessed prior to considering a remote working arrangement.

#### Job Role

Positions that may be considered for remote working are those that:

* Utilize technology and automated solutions to a large extent
* Have an emphasis on the electronic and digital production and/or exchange of information
* Do not require an employee's presence at the regular work location on a daily or routine basis
* Do not require regular face-to-face contact with line managers, team members, colleagues, students, suppliers or other stakeholders
* Have job functions that can be performed remotely without diminishing the work quality or disrupting the productivity of the department /team
* Allow for an employee to be as effectively supervised as they would be if the job was performed at the regular work location
* Involve measurable or quantifiable work product
* Have minimal or flexible need for specialized materials or equipment available only at the regular work location

#### Employee’s Readiness

Remote employees should meet the following criteria:

* Have been employed by UoS for at least (1) year and have completed the probation period successfully – *except in situations where remote working is mandated by the authorities*
* Have a satisfactory work performance history
* Have a sound attendance records
* Have not received a disciplinary action within the preceding twelve months
* Have the ability to successfully organize, manage time, and work independently and productively with minimal supervision
* Have a thorough knowledge and understanding of their job functions and the utilization of the equipment required
* Have access to a remote work location that is safe and free from distractions
* Are able to provide the security necessary to adequately protect the information and equipment used remotely

#### Team Work

Line managers should carry out the following:

* Evaluate and consider how remote working will impact the work of other team members and concerned stakeholders
* Assess the level of required interaction with team members and determine if it can be maintained while working remotely
* Determine if the available tools and technology can enable the required level of coordination among team members
* Assess the impact of remote working on the overall team morale and dynamics

#### Availability of Equipment / Resources

Line managers should carry out the following:

* + - * Review the required equipment and tools
      * Identify the availability of required equipment and tools
      * Assess the suitability of operating the required equipment / tools remotely
      * Assess the risks associated with approving the remote access to equipment and resources

#### Additional Cost / Expenses

Line managers should carry out the following:

* Assess the impact of additional costs such as: Training (ensuring the employee’s readiness to work in a remote environment) and equipment (lap top, phone)
* Assess the savings achieved through implementing remote working
* Determine if the benefit of remote working justifies any additional costs

### Remote Working Plan

* 1. In order to enhance the effectiveness of remote working and ensure it supports operational goals, line managers are encouraged to develop a formal remote work plan which outlines the following:

#### Types of Remote Work

Determine if the required remote work is partial (where the employee divides work time between the original work location and remote workplace), or full-time (where all the work is performed remotely).

#### Duties and Responsibilities

* + - * Identify key tasks and responsibilities which could be carried out remotely and those which cannot
      * Identify work responsibilities/tasks/projects that can be delayed or stopped if not suitable for remote working
      * Communicate expectations by setting performance objectives and deadlines
      * Outline the required input and information to enable the completion of assigned tasks
      * Agree on the duration of the remote working arrangement

#### Reporting Mechanism

* + - * Develop a reporting plan by identifying the required reports and reporting timeline
      * Plan regular and structured forms of communication, in order to maintain effective working relationships (team meetings and one-on-one check-ins)
      * Set a schedule of regular attendance at original work location – if possible, to enable the remote employee to keep up-to-date and contribute to team meetings and networking
      * Establish how quickly the remote employee is expected to respond

#### Technology, Equipment and Tools

* + - * Review technology needs and resources with the employee
      * Identify the required tools and ensure availability
      * Ensure the availability of remote technical support if required
      * Test the technology to ensure its functionality

#### Training

* + - * Assess the employee’s ability to operate in a fully digital environment
      * Arrange for the training of the remote employee on the required technology / tools - if required
      * Encourage the employee to access the relevant online training resources
      * Provide all the required information to the employee and answer questions
  1. Line managers must document the remote working plan, obtain the concerned employee’s signature and provide them with the copy. ***(Template 1 - Remote Working Plan)***

### Key Line Manager Duties and Responsibilities

* 1. Determine the eligibility of an employee to remote working and that the arrangement is beneficial for UoS and the employee
  2. Develop and document a formal Remote Working Plan for the employee
  3. Ensure the availability of the required equipment, tools and resources
  4. Identify the employee’s duties and responsibilities which can be carried out remotely and communicate expectations
  5. Identify the required deliverables and output and set specific deadlines
  6. Develop a communication / reporting plan tailored to the nature of the role (daily, weekly)
  7. Establish structured daily check-ins - if required, through emails or phone
  8. Ensure the adaptability of employees to working remotely. Remain available to provide guidance and advice whenever needed
  9. Ensure that the employee is aware of expectations, the required standard of work and work protocols
  10. Review the submitted deliverables and provide feedback to the employee
  11. Ensure that the employee fully understands the Remote Working Policy and adheres to the standard HR policies (Time Management, Code of Conduct)
  12. Evaluate and review the remote working plan on a regular basis to assess its effectiveness
  13. Evaluate the need to revoke /terminate the remote working plan

### Key Employee Duties and Responsibilities

* 1. Review the formal Remote Working Plan and ensure the clarity of assigned duties and responsibilities, expectations and work protocols
  2. Fulfill the expectations agreed upon with the line manager regarding the scope of their assignment, such as:
* Duties and responsibilities
* Performance expectations
* Deadlines
* Communication plan
* Reporting
* Availability and responsiveness
  1. Create a productive remote work environment and work space and ensure its safety and security
  2. Complete the required time recording form /update time recording system
  3. Remain available and accessible as agreed upon with the line manager
  4. Approach the line manager for advice or guidance when required
  5. Maintain a professional appearance /conduct at all times
  6. Adhere to the Remote Working Policy
  7. Protect UoS’s equipment and information by adhering to the policies governing information security and confidentiality
  8. Avoid conflicting commitments that would cause distractions - such as engaging in non- work related activity
  9. Immediately report any breaches of policy and work related issues to the line manager

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| **Remote Working Policy** | | |
| Remote Working Planning | **Section** | 2 |

### Purpose

This section outlines the measures which should be taken to ensure the effectiveness and efficiency of implementing remote working.

### Time Management

* 1. Remote employees are expected to maintain the official daily work hours as communicated by HR. The amount of time the remote employee is expected to work per day will not change as a result of remote working.
  2. Cases where amendments to the normal work schedule are required must be documented in the Remote Working Plan and approved by the line manager.
  3. Remote working is not intended to allow remote employees to have time to provide dependent or other care during work hours, or run personal errands. Engagement in any such activities during expected work time may result in immediate termination of remote working agreement and/or a disciplinary action.
  4. Remote employees need to remain productive and responsive during their scheduled work hours.
  5. Standard HR policies will be implemented to regulate all other time management related polices such as overtime and leave management.
  6. Remote employees will be required to maintain an accurate time accounting documentation (Time Sheet) to record the number of hours spent on tasks.
  7. Time sheets must be submitted weekly to the line manager for review and approval.

***(Template 2 – Weekly Time Sheet)***

### Communication and Responsiveness

#### Communication Plan

1. Well planned and executed team communication plan is the foundation for implementing effective remote working. Line managers will be responsible for developing and documenting a formal communication plan and ensuring all the concerned remote employees and team members fully understand and adhere to the plan. ***(Template 3 – Communication and Reporting Plan)****.* The Communication and Reporting plan will outline the following:
   * Reporting requirements
   * Communication and reporting methods / tools and purpose (Phone, E-mails, Messages, Video Conferencing)
   * Communication and reporting practices (one-on-one meetings, team meetings, clients’ meetings)
   * Frequency of communication/reporting (daily, weekly, monthly)
2. Under no circumstances are arrangements to be made for students, clients or third parties’ representatives to meet with the remote employee at their home or any other remote location. All such meetings should be carried out at the original work location in order to maintain the necessary level of professionalism and safety.

#### Communication Methods / Tools

1. The selected communication tools should serve multiple purposes and should enable both written and visual communication. The used communication tools should include:
   * Phone / WhatsApp
   * MS Outlook (Email)
   * MS Teams
   * Video Conferencing (Zoom)
2. It is recommended to use mobile-enabled individual messaging functionality for simple, less formal and time-sensitive communication that requires quick collaboration. While, video conferencing should be used for group communication which requires visual cues.
3. In addition to enabling group communication, video conferencing is useful for reducing the sense of isolation when working remotely. Therefore, it is highly recommended to keep the camera on when using video conferencing.

#### Access and Responsiveness

* + 1. Remote employees shall be available for communication during their agreed-upon regular work schedule as they would be if working at the regular work location.
    2. Remote employees are expected to maintain the same response times as if they were at their regular work location.
    3. Where the remote employee will not be available and/or offline, they must make the line manager/ team aware of such unavailability.
    4. Remote employees may be required, at any time, to commute to their regular work location to attend meetings or provide briefings. Typically, remote employees are expected to report to the regular work location at least once per week.

#### Virtual Meetings Etiquette

1. Meeting organizers should allow for adequate breaks between meetings.
2. Virtual meetings should be planned and structured to ensure their effectiveness. The meeting plan should be shared with all participants before the meeting.
3. Participants must adhere to the meeting time and connect early to avoid any technical delays.
4. Participants must be informed at the start of the meeting of when to speak and when to give feedback to avoid interruptions.
5. Participants must make every effort to use video (camera) for virtual meetings, as this has proven to build better rapport.
6. Participants must dress professionally and conduct themselves as they would do during face-to-face meetings.
7. Participants must ensure the appropriateness of the stage area which might be visible through the camera.
8. Participants must ensure that there are no distractions during virtual meetings.
9. Participants must be well prepared and must avoid multi-tasking or attending to other assignments while participating in a virtual meeting.

### Performance Planning and Review

* 1. The remote employee will be subject to the standard performance management system implemented at UoS. Line managers must, however, develop a mechanism to monitor the remote employee’s performance and ensure the effectiveness of the remote working plan.
  2. The first month of remote working should be used as a “trial period” to assess the effectiveness of the remote working plan.
  3. Before implementing the remote working plan, the line manager should meet with the remote employee to:
     + Identify deliverables
     + Set objectives
     + Define productivity measurements for each assigned task
     + Agree on a performance review schedule / method
  4. Productivity can be measured in a number of ways: the time spent on the project, number of cases resolved, amount of client interactions, meeting deadlines.
  5. Review of remote employee’s performance during the trial period will include regular interaction by phone and e-mail between the line manager and remote employee, and weekly virtual meetings to discuss work progress and problems.
  6. The first performance review meeting should be conducted at the conclusion of the trial period. The line manager and remote employee must discuss:
     + Are expectations clearly understood?
     + Have turnaround times been adversely impacted?
     + Is productivity being maintained?
     + Are the department’s needs still being met?
     + Are there benefits that can be identified?
     + Can adjustments to the arrangement be made?
  7. The decision to continue or revoke the remote working plan will be based on the outcome of the performance review.
  8. The line manager must document the performance review results and obtain the remote employee’s signature. ***(Template 4 – Performance Review Report)***

### Termination of Remote Working Plan

* 1. UoS reserves the right to terminate the Remote Working Plan within (10) calendar days’ notice. Below are examples which may result in the termination of the remote working:
     + The end of a national crises based on guidelines issued by the concerned authorities
     + Business needs are no longer being met
     + Reduced productivity and efficiency
     + Inability of the remote employee to meet the set performance expectations
     + Inability of the remote employee to adhere to the Remote Working Plan and policy (Communication, Reporting, Responsiveness)
     + Low clients’ /team members satisfaction rate
  2. UoS reserves the right to terminate the Remote Working Plan without a notice period for any violations of Remote Working Policy.
  3. When the Remote Working Plan is terminated, the remote employee must promptly return all equipment, software, supplies, tools, information, data, reference materials, reports, records, and any other UoS’s property.

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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL | | |
| **Remote Working Policy** | | |
| Equipment and Information | **Section** | 4 |

### Purpose

This section outlines the measures which should be taken to safeguard UoS’s property and ensure the effective and efficient utilization of the remote working resources.

### Equipment and Tools

* 1. The line manager in collaboration with the concerned remote employee and IT will be responsible for identifying the appropriate equipment needs (hardware, software, phone, data lines, applications, digital communication tools and other office equipment) for each remote working arrangement.
  2. The provided equipment will depend on the type and quantity of work that the remote employee will undertake.
  3. The equipment will remain the property of UoS at all times. UoS – when required, will bear the full cost of delivery and installation of equipment.
  4. Remote employees must sign an inventory of all equipment received and agree to take appropriate action to protect the items from damage or theft. ***(Template 5 –Equipment and Tools in Custody List)***
  5. Remote employee will establish an appropriate secure remote work environment. UoS will not be responsible for costs associated with the setup of the remote employee’s home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.
  6. UoS will supply the remote employee with appropriate office supplies (pens, paper, etc.) as deemed necessary.
  7. The assigned equipment must only be used for work purposes and in accordance with the operating instructions defined in the Information Security Policy.
  8. Remote employees must limit their use of UoS’s information systems to the purposes they were specified for, this includes using the e-mail, the internet, or any other software or applications developed to serve UoS.
  9. UoS reserves the right to monitor the usage of internet. Misuse of UoS’s internet resources will result in disciplinary action, including termination of employment.
  10. Remote employees must take all reasonable precautions to safeguard the physical security of the assigned equipment from theft, loss or damage. Equipment must be secured whenever it is not in use by either locking away in a cupboard or drawer or by locking the device to the desk (suitable locks can be provided by IT).
  11. Remote employees must ensure that access/authentication tokens and personal identification numbers are kept in a separate location to the portable computer device at all times. Removable media devices and paper documentation must not be stored with the portable computer device.
  12. Remote employees will carry and store the laptop in a padded laptop computer bag or strong briefcase to reduce the chance of accidental damage.
  13. If a mobile computing device is lost, stolen or damaged, employees must report the incident immediately.
  14. Equipment supplied by UoS will be maintained by UoS. Equipment supplied by the remote employee, if deemed appropriate by UoS, will be maintained by the employee.
  15. Remote employees must return the equipment to UoS at the end of the remote working arrangement.

### Information Security

* 1. Consistent with the UoS information security policy, remote employees will be expected to ensure the protection of proprietary information accessible remotely. Steps include the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the environment.
  2. Remote employees must use secure remote access procedures and are responsible for the security of all documents and records in their possession.
  3. Remote employees will not place any confidential information on the mobile computing devices unless protected with the encryption tool recommended by UoS.
  4. Remote employees must exercise extreme caution when opening e-mail attachments received from unknown senders, as these may contain malware viruses that can damage UoS’s information systems.
  5. Remote employees will not install any program on their computing devices unless officially approved. Some programs could be damaging and threatening to UoS’s network and information systems.
  6. Remote employees will not bypass the security features installed on their computer, nor will they turn off virus scan software and other security related applications.
  7. Remote employees will not participate in activities that intend to breach the security measures in place, such as circumventing user authentication procedures, or bringing down the network.
  8. Remote employees will use their individual user account to access the data residing on UoS systems necessary for the completion of their job responsibilities.
  9. All actions processed by the user ID and password, are the responsibility of concerned employee. Remote employees acknowledge the importance of keeping their user ID and password confidential and not to share it with anyone.
  10. Remote employees must realize that their password provides access to information that has been granted specifically to them. To reduce the risk of someone using their password, remote employees will not post their password on or near their workstation or share their password with anyone. It is the responsibility of every employee to change their password immediately if they believe someone else has obtained it.
  11. UoS may at any time, and without notice, request a software and hardware audit and may be required to remove any equipment at the time of the audit for further inspection. Remote employees must co-operate fully with any such audit.

### Confidential Information

* 1. For purpose of this policy, the term "Confidential Information" shall mean and include any and all tangible expression of information including written or oral disclosures made by

UoS or otherwise disclosed to employees as a consequence of their employment and not generally known outside UoS.

* 1. Remote employees shall maintain the utmost confidentiality with regard to confidential information and will not use confidential information for their own personal purposes.
  2. Remote employees will not copy or remove materials containing confidential information from the original work place unless authorised.
  3. Remote employees should ensure that confidential information is safeguarded and respect the property rights of others by not acquiring or using their property inappropriately.
  4. Confidential information must be stored and locked at all times. Remote employees will adopt a “clear desk policy” and are forbidden from leaving confidential information on display.
  5. Confidential information must be destroyed using shredding machines which must be used by the concerned employee himself.

### Technical Support

* 1. In the event of an equipment malfunctioning or inoperability, the IT help desk will in the first instance to assist the remote employee to identify and remedy the fault. If the fault persists, the equipment will be recovered and replaced at the earliest opportunity.
  2. Remote employees must also notify the line manager of any equipment malfunction.
  3. UoS accepts no responsibility for damage or repairs to employee-owned equipment. If the employee uses their own computer equipment they will be responsible for any repairs or technical support.

### Readiness and Training

* 1. In order to ensure the readiness of line managers and employees to operate in a remote working environment, training should address the following capabilities:
     + Digital skills - Digital literacy is critical to ensure effective communication and team collaboration
     + Remote employees’ management – Line managers must be equipped with the soft skills needed to manage remote workers and virtual teams
     + Planning and organizing – Remote employees must be enabled to effectively manage work load, time, deadlines, communication and team work
     + HR policies - remote teams must be made aware of the HR policies and guidelines which regulate remote working (time management, compensation, leave, performance management, code of conduct)
     + IT Information Security - remote teams must be made aware of the IT Information Security policy to ensure compliance while working remotely
     + Health and Safety – remote employees must be made aware of the relevant health and safety standards to ensure compliance while working remotely
  2. Remote working training must also cover the effective utilization of the assigned equipment and communication technology and tools.

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| Health and Safety | **Section** | 5 |

### Purpose

This section outlines the measures which should be taken to ensure the health and safety of remote employees.

### Occupational Health and Safety

* 1. UoS will effectively control the risk to employees’ health and safety by ensuring the use of safe working systems, maintenance of a safe work environment, as far as is reasonable and through adequate management of identified risks.
  2. The standards of care towards remote employees is equivalent to that of employees working on the original work location. It is essential to ensure that remote working does not adversely affect the health and safety of the remote employees or others.
  3. Line manager must ensure the equipment and remote working practices meet UoS’s Health and Safety standards.
  4. UoS will provide the Health and Safety standards to all employees. Remote employees are expected to read, understand and adhere to safety rules; and to exercise caution while working remotely.
  5. UoS will not any responsibility for injuries occurring in the employee's remote work location, or for liability damages to employee’s real or personal property resulting from remote working.
  6. Remote employees must follow standard procedures for reporting sickness or injury.

### Physical Working Environment

* 1. While UoS has a reasonable duty of care towards an employee’s health and safety, remote employees are expected to take primary responsibility for ensuring safe and healthy working conditions whilst working offsite.
  2. UoS is not responsible for setting up home offices. The below guidelines must be followed by remote employees to ensure the suitability of home workstations.
  3. Line manager must ensure the remote working environment meets UoS’s Health and Safety standards.
  4. Unsuitable work stations may result in health issues (back ache, upper limb disorders, visual problems and headaches) which can be avoided by ensuring optimum work set up and correct posture prior to commencing work.
  5. For additional information, remote workers should contact the Health and Safety section.

### Guidelines for Setting up a Home Workstation



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1. **Guidelines for COVID-19**
   1. As a part of the precautionary and preventive measures issued by the UAE Government and the concerned authorities to combat COVID-19, UoS is highly committed to ensuring the health and safety of all employees. COVID-19 has been classified by the World Health Organization (WHO) as a ‘pandemic’ therefore the medical insurance policy will not cover the treatment of an employee who has been diagnosed with COVID-19, due to policy exclusions. The test will be covered for employees with symptoms only; once diagnosed, the insurer will cease the cover.
   2. Employees who are symptomatic must proceed to a network hospital for the testing and must practice self-isolation.
   3. If an employee tests positive, they will be contacted by the Ministry of Health for further steps, if not the employee must call 800 11111:
   4. Remote employees have the responsibility to remain informed on all updates related to the pandemic and adhere to the guidelines and instructions issued by the concerned authorities.
   5. Remote employees must only follow [official government announcements](https://u.ae/en/information-and-services/health-and-fitness/2019-novel-coronavirus) and avoid sharing rumours without verifying statements from official sources. For queries and clarification, remote employees should contact health authorities in the UAE:
      * [Ministry of Health and Prevention](https://www.mohap.gov.ae/en/EParticipation/Pages/ContactUs.aspx)
      * [Department of Health - Abu Dhabi](https://www.haad.ae/haad/tabid/56/Default.aspx)
      * [Dubai Health Authority (DHA)](http://www.dha.gov.ae/en/Pages/ContactUS.aspx)
      * [Sharjah Health Authority](http://sha.gov.ae/en/contact-us/)
   6. Remote employees who test positive for COVID-19, must immediately inform the line manager and HR.
   7. Line managers must order remote employees who display COVID-19 symptoms to seek medical assistance and report cases of noncompliance to HR.
   8. Standard sick leave policies will apply to remote employees who test positive for COVID- 19.
   9. Remote employees who have been in contact with individuals who have tested positive for COVID-19 and have been quarantined, are entitled for a sick leave for the duration of the quarantine.
   10. Remote employees are entitled to paid leave for the purpose of caregiving in the following cases:
       * Married employees who have children below the age of 16, or who have children of determination, regardless of age, in case where their spouse is subject to self-isolation or quarantine that requires no contact with family members upon a decision from the UAE’s public health authorities
       * Employees whose spouses work in vital health-related occupations, such as doctors, nurses, paramedics and other technical jobs that require exposure to infected people and employees of quarantine centers
   11. As part of the local authorities’ efforts to address mental wellbeing, the below initiatives have been launched to cultivate mental health and support the community members in coping with the current challenges.
       * Helpline for Mental Health Counselling

Ministry of Health and Prevention established a dedicated hotline 04-5192519 to respond to [psychological concerns and anxiety](https://twitter.com/mohapuae/status/1252523974367510530/photo/1) related to COVID-19. The mental support hotline is available from 9am to 9pm, from Sunday to Thursday. Emails can be sent to [Alamal.consultations@mohop.gov.ae](mailto:Alamal.consultations@mohop.gov.ae).

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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL | | |
| **Remote Working Policy** | | |
| Regulations and HR Policies | **Section** | 6 |

### Purpose

This section outlines the standard HR policies which apply to remote employees in addition to the policies mentioned under the Remote Working Policy.

1. Remote employees are expected to comply with management decisions and instructions and HR policies and guidelines applicable to employees who work in the original work location.
2. Remote employees are responsible for remaining informed on policy updates which are communicated through emails.
3. Policy violations may result in the termination of the remote work arrangement and/or disciplinary actions.
4. Applicability of standard HR polices on remote employees is outlined below. Queries and questions should be directed to HR.

|  |  |
| --- | --- |
| **Standard HR Policy** | **Application on Remote Employees** |
| **Compensation** | Remote employees shall be entitled to compensation as per  the UoS approved salary scale and compensation management policy |
| **Time Management** | 1. Attendance management will be carried out in accordance with the Remote Working Policy 2. All other Time Management aspects will be managed under the standard time management policy |
| **Leave Management** | 1. Leave related to COVID-19 will be managed in accordance with the Remote Working Policy 2. All other Leave Management aspects will be managed under the standard leave management   policy |
| **Business Mission Management** | Business Missions will be managed under the standard leave  management policy |
| **Employment Re-assignment (**Transfer, Secodnment,  Deputation) | Employment Re-assignment will be managed under the standard leave management policy |
| **Performance Management** | Remote employees will be subject to the standard annual performance management system implemented at UoS, in  addition to the Performance Planning and Review guidelines outlined under the Remote Working policy |
| **Learning and Development** | Learning and Development will be managed under the standard Learning and Development management policy, in  addition to the Readiness and Training plan identified to meet the remote work requirements |
| **Code of Conduct** | Remote employees will adhere to the principles of UoS Code of Conduct in addition to the provisions outlined under the  Remote Working policy |

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| **Employee Discipline,**  **Grievances and Appeal** | Remote employees will be subject to the provisions of the  UoS Employee Discipline, Grievances and Appeal policy |
| **Employee Separation** | Employee Separation will be managed under the standard  Employee Separation policy |

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| HUMAN RESOURCES POLICIES & PROCEDURES MANUAL |
| **Remote Working Policy** |
| Templates |

Template 1 - Remote Working Plan Template 2 – Weekly Time Sheet

Template 3 – Communication and Reporting Plan Template 4 – Performance Review Report Template 5 – Equipment and Tools in Custody Lis

## Temp 1 – Remote Working Plan

This document is intended to ensure that both the Line Manager and the employee have a clear, shared understanding of the employee’s remote work arrangement. Each remote work arrangement is unique depending on the needs of the role. This form can be adapted as necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Employee** |  | **Position / Department** |  |
| **Name of Line Manager** |  | **Position** |  |
| **Type of Remote**  **Working Arrangement** | **( ) Partial**  **( ) Full-time** | | |
| **Remote Working Plan Start Date** |  | **Remote Working Plan End Date** |  |

|  |
| --- |
| **1) Key Duties & Responsibilities**  *List the key duties and responsibilities which will be assigned to the employee during the remote*  *working arrangement* |
| 1.  2.  3.  4.  5.  6.  7.  8.  9.  10. |

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| --- | --- |
| **2) Reporting Plan**  *List the key required reports. Additional details will be included in the Communication Plan* | |
| **Report Title** | **Purpose** |
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| **3) Equipment and Tools**  *List the key required equipment /tools. Additional details will be included in the Equipment In*  *Custody List* | |
| **Equipment / Tools** | **Purpose** |
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## Temp 1 – Remote Working Plan (Cont’d)

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| **4) Required Training**  *List the key training requirements* | |
| **Training Course / Information** | **Purpose** |
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| **Acknowledgement and Agreement** |
| I agree and confirm to comply with the Remote Working Policy and all the relevant University of Sharjah’s policies, regulations, rules and standards while working remotely. |
| **Employee’s Name**  **Signature Date** |
| **Line Manager’s Name**  **Signature Date** |

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## Temp 2 – Weekly Time Sheet

This document can be documented using an Excel sheet.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Employee** |  | **Position / Department** |  |
| **Name of Line Manager** |  | **Position** |  |
| **Time Sheets Dates** | **From To** | | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sunday** | | **Monday** | | **Tuesday** | | **Wednesday** | | **Thursday** | |
| **Tasks** | **Time** | **Tasks** | **Tasks** | **Tasks** | **Tasks** | **Time** | **Tasks** | **Tasks** | **Tasks** |
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| **Total No. of Hours** |  | **Total No. of Hours** |  | **Total No. of Hours** |  | **Total No. of Hours** |  | **Total No. of Hours** |  |
| **Total No. of Hours per Week** |  | | | | | | | | |

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## Temp 2 – Weekly Time Sheet (Cont’d)

|  |  |
| --- | --- |
| **Submitted By** | |
| **Employee’s Signature** |  |
| **Submission Date** |  |
| **Comments** |  |

|  |  |
| --- | --- |
| **Reviewed / Approved By** | |
| **Line Manager’s Signature** |  |
| **Submission Date** |  |
| **Comments** |  |

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# Temp 3 – Communication and Reporting Plan

This document is intended to ensure that both the Line Manager and the employee have a clear, shared understanding of the required communication and reporting. Each remote work arrangement is unique depending on the needs of the role. This form can be adapted as necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Employee** |  | **Position /**  **Department** |  |
| **Name of Line**  **Manager** |  | **Position** |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Report /Update Title** | **Purpose** | **Method**  (Written, Oral) | **Channel**  (Email, Phone, One-to-one Meetings,  Team Meetings) | **Submission Date / Frequency** |
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| --- | --- |
| **Employee’s Signature** | **Date** |

# Temp 4 – Performance Review Report

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Employee** |  | **Position /**  **Department** |  |
| **Name of Line**  **Manager** |  | **Position** |  |

1. **Performance Planning and Review Procedures**

|  |  |  |
| --- | --- | --- |
| **Phase 1: Objective Setting**  (Before Implementing Remote Working Plan) | **Phase 2: First Performance Review**  (End of Trial Period) | **Phase 3: Second and Final Performance Review**  ( 6 and 12 Months) |
| 1. Line manager must meet with the remote employee to discuss the scope of duties and responsivities assigned during the remote working period 2. Line manager and employee should set objectives (3 to 5) based on the assigned tasks and productivity targets / measures (time spent, amount completed, deadlines..) 3. Line manager and remote employee must acknowledge and sign under Phase 1 | 1. At the end of the remote working arrangement trial period (one month), the line manager must request the remote employee to complete the self- assessment section under phase 2 2. Line manager will review the self-assessment and the remote employee’s performance over the trial period (*refer to Performance Planning and Review under the Remote Working Policy)* 3. Line manager will meet with the remote employee to discuss the achieved targets then assess their performance 4. Line manager must discuss the performance scoring with the remote employee and document their comments on the form if any 5. Line manager and remote employee must   acknowledge and sign under Phase 2 | 1. Before the end of months 6 and 12 of the remote working arrangement, the line manager must request the remote employee to complete the self-assessment section under phases 3/4 2. Line manager will review the self-assessment and the remote employee’s performance 3. Line manager will meet with the remote employee to discuss the achieved targets then assess their performance 4. Line manager must discuss the performance scoring with the remote employee and document their comments on the form if any 5. Line manager and remote employee must acknowledge and sign under Phases 3/4 |

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# Temp 4 – Performance Review Report (Cont’d)

1. **Performance Planning and Review Form**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Phase 1 Objective Setting**  (Before Implementing Remote Working Plan) | | **Phase 2**  **Trial Period Performance Review**  (End of Trial Period) | | **Phase 3**  **Second Performance Review**  (6 Months) | | **Phase 4**  **Final Performance Review**  (12 Months) | |
| **Key Objectives** | **Measures / Targets** | **Self-Assessment Rating** | **Line Manager’s Rating** | **Self-Assessment Rating** | **Line Manager’s Rating** | **Self-Assessment Rating** | **Line Manager’s Rating** |
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| **Acknowledgment** | | | | | | | |
| **Employee’s Signature /Date** | **Line Manager’s Signature /Date** | **Employee’s Signature /Date** | **Line Manager’s Signature /Date** | **Employee’s Signature /Date** | **Line Manager’s Signature /Date** | **Employee’s Signature /Date** | **Line Manager’s Signature/Date** |
|  |  |  |  |  |  |  |  |
| **Employee’s Comments** | |  | |  | |  | |

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# Temp 5 – Equipment and Tools in Custody List

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Employee** |  | **Position /**  **Department** |  |
| **Name of Line**  **Manager** |  | **Position** |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Equipment / Tool**  **/ Access / Other** | **Details**  (Model, Brand, Serial No) | **Purpose** | **Conditions** | **Comments** |
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| --- | --- |
| **Employee’s Signature** | **Date** |