

Supervisor Guidance – Telework

As you are aware, Kennesaw State University (KSU) is shifting toward on campus, in person work across the institution to prioritize student success and collaboration. As of May 1, staff positions with director and above titles returned to work fully in person, along with all administrative faculty (those who undergo 360 reviews), regardless of title. By August 1, the new expectation, in accordance with the University System of Georgia, is that all employees return to fully in person work. This means:

- Existing telework agreements will end on July 31, 2025.
- All staff members are expected to work their division's standard in-person work schedule, which has been determined by their cabinet member and/or business unit leadership.
- Due to the nature of their work, instructional faculty have flexible work hours and will continue to be on campus as needed to fulfill their responsibilities and as requested by supervisors.
- Any telework arrangement requests will need to be submitted, reviewed and approved by leadership via a Telework Arrangement Request Form prior to August 1. **Regular telework will be limited to specific, approved situations on an individual basis.**
- Requests for telework as an accommodation under the American Disabilities Act (ADA) will continue to be reviewed through the ADA process to determine if the accommodation is reasonable.

Telework Arrangement Request Form

To request an exception to the new telework policy, a new Telework Arrangement Request System will launch this summer for individuals to request a regular telework arrangement. More details will be communicated as the tool is finalized.

Staff telework arrangements (both hybrid and 100% remote) will be reviewed and approved on an individual basis, and not by division, business unit or job code.

These arrangements must be approved by leadership via this approval flow:

- Direct supervisor
- Department head/Chair
- Business unit leadership/Dean

- Cabinet member
- Fully remote requests must also be approved by the Chief Human Resources Officer (CHRO)

The immediate supervisor must provide the rationale for approving the telework arrangement request. These justifications include:

- Critical skills/retention – Critical skills are essential abilities and competencies required to execute tasks of high demand. Critical skills also describe roles that are hard to fill. Justification needs to include information regarding the applicant pool in the geographic market, detail about prior searches (failed, or limited applicant pools, etc.).
 - Example: A Post Award Specialist in the Office of Research. Justification under this criteria may indicate “Previous searches had very limited applicant pools, with two searches in the past year failing due to no qualified applicants in the Atlanta metro area. A search on Higher Ed Jobs in Metro Atlanta shows 169 similar open positions with 85% of the openings offering hybrid or remote work.”
 - Business needs– Business needs are the fundamental actions a college/department needs to conduct to operate effectively. Justification should state why it is in the best interest of the department and the institution that the individual be able to telework.
 - Example: A Regional Admissions Recruiter for South Georgia. Admissions Recruiters spend time in their assigned communities, traveling to schools and local events to engage with prospective students and showcase the university. It is in the best interest of the department and institution to have the recruiters in remote areas of the state working in their community and not being required to commute to KSU on days they are not at an event or school given the distance and travel expenses.
 - Other – Please specify the critical business need justifying the exception request.
- Requests should be processed (approved or denied) **prior to August 1**. Going forward, requests will need to be submitted bi-annually for approval and renewal (January 1 and July 1).
 - Business unit leaders are responsible for ensuring the approval or denial is communicated to the employee.

Supervisor considerations

Regular telework will be limited to specific, approved situations on an individual basis. Supervisors should be prepared to answer the following questions either in their justification or should a next level approver ask:

- How will productivity be measured if the exception is approved?
- Is the employee currently meeting or exceeding performance expectations?
- Does the decision to approve telework for this individual meet the policy guidance?
- Can you confirm that the process used to determine exception approvals is fair and consistent for all staff in your department?
- Some departments may not have any teleworking at all if they don't meet the justification criteria.
- The rationale for each request must demonstrate that service delivery will not be negatively impacted by remote work.
- Space constraints or limitations and/or length of time to commute to campus are **not** valid primary justifications for a telework arrangement.