

Harvard Library Dynamic Work Guidance

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1. Guiding Principles of Dynamic Work for Harvard Staff

Harvard embraces dynamic workplace and employment arrangements as integral elements of its human resources strategy, workforce diversification efforts, and an effective means of attracting and retaining the best talent. Harvard’s Guiding Principles are: 1) dynamic and evolving workplace, 2) intentional presence, 3) outcomes-based performance, 4) equity, 5) flexibility, and 6) wellbeing. Complete information is available on [Harvie](#).

[Harvard’s Flexwork Policy](#) is a helpful dynamic work resource.

2. Harvard Library Vision for the Workplace of the Future

“The Harvard Library is a welcoming, dynamic, inclusive, and high performing organization focused on outcomes. We creatively design our work and spaces to facilitate the success and engagement of library staff, students, faculty, and visitors. We support and strengthen organizational, team, and personal effectiveness through work and space designs that incorporate the best of on- and off-site work, foster a strong sense of community, and ensure that all can be engaged, included, and connected.”

Harvard Library’s [FY23 Multi-Year Goals and Objectives](#) include an enabling goal of “adapt[ing] our organization to meet our directional goals,” which includes strategic objectives such as enabling employees to contribute their best work, further developing remote-work practices, and reviewing organizational structures and operational practices.

More information on the Harvard Library dynamic work strategies can be found [here](#).

3. Harvard Library Dynamic Work Guidance

| Guidance | In Practice | |
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| <p>Position descriptions, including new position descriptions, will clearly state the level of flexibility related to onsite, offsite, and hybrid work.</p> | <ul style="list-style-type: none"> - Clearly stating the level of flexibility regarding work location in <i>new position descriptions and postings</i> will help us to: <ul style="list-style-type: none"> o Recruit and retain the strongest and most diverse talent pool possible o Align recruiting efforts with the posting (for example, if the position is fully remote, to recruit beyond Massachusetts) o Include level of flexibility in offer letters - As <i>existing position descriptions</i> are reviewed and updated on a rolling basis, managers will partner with HR to ensure level-of-flexibility language is included based on the nature of the role. | |
| <p>This table provides <i>example language</i> hiring managers will use for new job postings in Harvard Careers</p> | | |
| <p>Department Office Location <i>(pre-set options in Harvard Careers)</i></p> | <p>Additional Information <i>(open text)</i></p> | <p>Language for All Roles <i>(open text)</i></p> |
| <p>Onsite</p> | <p>“The position is performed fully onsite.”</p> <p>Or</p> <p>“This position will work onsite 9:00 am–5:00 pm Monday through Friday, with possible occasional evening and weekend shifts.”</p> | <p>“Work location is responsive and subject to change based on business needs.”</p> <p>“Requests for flexibility will be considered consistent with Harvard University flexwork policies.”</p> |
| <p>Hybrid (partially onsite, partially remote)</p> | <p>“The position is based on site in [town, state]. There may be the opportunity for a hybrid work model compliant with Harvard University policies.”</p> | <p>Same as above</p> |
| <p>Remote (offsite)</p> | <p>“The position can be performed fully offsite, with expectations for onsite visits as needed based on team and business needs.”</p> | <p>Same as above</p> |

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| | <ul style="list-style-type: none"> - Keep in mind: <ul style="list-style-type: none"> o Departments and teams should clarify their local (department-level) expectations regarding flexwork arrangements. o For hybrid teams, managers are strongly encouraged to develop regular team onsite days with intentional presence (set day when entire team is onsite to support work and team onsite activities). Regular team onsite days can match the cadence of the team’s needs (might be weekly, might be monthly, etc.) |
| <p>Harvard Library aligns dynamic work models with the nature of our work. Most library roles have some component of work that is based onsite (working with people, collections, materials, and equipment in the library).</p> | <ul style="list-style-type: none"> - Most library positions are categorized as onsite or hybrid. A small number of roles may be conducive to fully offsite work. - All positions (fully onsite, fully offsite, and hybrid) will: <ul style="list-style-type: none"> o base the level of flexibility on essential functions of the role and organizational objectives o maintain consistency in level of flexibility for comparable roles across the unit o have a measurable work product and outcomes-based performance o align with relevant policies, including Harvard Library dynamic work guidelines for space and equipment, Harvard flexwork policy and Harvard payroll policy (e.g. working in Harvard-registered payroll states) - Additional notes about fully offsite roles at the Library: <ul style="list-style-type: none"> o There is an expectation for fully offsite roles to be onsite at designated intervals (e.g., once per month or once per quarter) for work-related meetings and events in coordination with managers and team. o The Harvard addendum business expense reimbursements policy should be followed; please also consult in advance with your HR Consultant. o Requests for fully offsite arrangements will be reviewed by local leadership, HR, and library leadership to ensure fairness and equity in decision-making. o Review criteria for fully offsite work may include: <ul style="list-style-type: none"> ▪ 100% of the work can be performed as or more effectively offsite ▪ The offsite work has a net-neutral or net-positive effect |