

# HYBRID WORKING POLICY

<b>Department of Origin:</b> Human Resources Department
<b>Policy Effective Date:</b> 1 <sup>st</sup> August, 2021

## Purpose

The purpose of this policy is to outline the guidelines and eligibility requirements relating to the hybrid work policy. The policy document clearly defines expectations to ensure that both employees and Evidence Action benefit from a hybrid work arrangement. Ultimately, the goal is to ensure operational continuity and minimize risk, so all employees are engaged, productive, and successful in any environment they are working in.

## Scope

This policy applies to employees whose work output can substantively and without disruptions be carried out at the employer's workplace or remotely. Exceptions to these are;

- i. Roles that require the employee to carry out field-based activities
- ii. Roles whose job description specifically requires face-to-face interaction with stakeholders, colleagues, or communities
- iii. Roles that require job holders to be co-located (working in the same physical location) as colleagues in the same or related teams.

## Definition

Hybrid working is a form of flexible working where employees spend some of their time working remotely and some of the work time in the employer's workspace.

Types of hybrid work arrangements

- i. Working predominantly from the employer's workspace with occasional days spent working remotely
- ii. 50/50 remote and workplace blend
- iii. Variable levels of hybrid working depending on the time of year and seasonal work fluctuations
- iv. Working predominantly remotely with occasional time spent at the employer's workplace.

Hybrid work arrangements can be occasional, temporary, or permanent depending on employees', team, and organization's needs at any given point in time.

## Eligibility and Approval

### Approval

All requests to participate in hybrid work arrangements will be presented in writing and must be approved by the respective country lead, for country roles, and sub-/regional department leads, for sub-/regional roles. Evidence Action reserves the right to withdraw previously approved work arrangements upon providing at least 1 weeks' notice to the employee.

### Eligible Positions for Hybrid/Remote Work

When evaluating whether the duties of a particular position may be performed hybrid/remotely, the country lead, for country roles, and sub-/regional department leads, for sub-/regional roles shall consider the following:

- i. The nature of the work and responsibilities to be performed are conducive to a hybrid/remote work location without disrupting performance or service.
- ii. The needs of the department to advance its core mission and fulfill its role in that mission- including frequency of meetings, department goals and projects, and space constraints.
- iii. Other collaborating departments' needs and schedules.
- iv. Whether or not daily face-to-face in-person interaction is required for the position including appointments or meetings with colleagues. Generally, positions with significant face-to-face in-person interactions or that require regular access to onsite confidential documents may not be suitable for hybrid/remote work.
- v. The job does not require onsite employee supervision.
- vi. Or any other factors that may be communicated/updated by regional and country leadership.

### Employee Eligibility

Before considering a request for a hybrid/remote work arrangement, the supervisor and country or sub-/regional department lead with the assistance of Human Resources will evaluate the employee's performance and the feasibility of such an arrangement. The supervisor will assess the needs of their department and collaborating departments, employee work habits, employee attitude, and overall employee performance to ensure:

- i. The employee has a clear understanding of the position and expectations.
- ii. The employee has demonstrated the ability to work independently.
- iii. The employee must demonstrate at least satisfactory performance in that they must have met workplace expectations in their last performance evaluation.
- iv. The employee must meet required punctuality and attendance standards, and not require close supervision.
- v. The employee should demonstrate a consistent ability to complete tasks and assignments timely and accurately.
- vi. The employee's communication and collaboration skills should be excellent.

### **Work From Home Guidelines**

Employees who are granted hybrid work privileges will be expected to adhere to the following guidelines;

- i. Remote employees must be available and engaged in work activities as spelled out in the employment contract. If an employee wishes to adopt different working hours, they must obtain written approval from their supervisor and properly communicate their schedule to other team members and collaborators.
- ii. Until updated otherwise, all staff on hybrid work schedules shall spend at least **one day a week** i.e. equivalent of one week a month physically at the office.
- iii. Remote work schedules should not adversely affect the ability of other employees, your team, and other teams to execute their jobs.
- iv. Maintain expected job performance standards - to maintain appropriate productivity and performance, remote employees should choose a work environment that is free from

distractions, has a reliable internet connection, and supports the employee's ability to dedicate their full attention to their job duties during work hours.

- v. Maintain normal interactions with one's manager, co-workers, or partners.
- vi. Attend all meetings & activities held during work hours unless prior approval not to do so has been granted by your supervisor.
- vii. As operational needs change and with reasonable notice, employees will be expected to adjust their work schedule to meet department needs.
- viii. Be available to come to the office, when necessary, or as requested by the manager/supervisor.
- ix. New hires and managers on-boarding those hires will be expected to hold in-person sessions and create ample opportunities for interactions with the new hires in the early portion of the role i.e. (at least 1 month of joining) to ensure staff integrate and get to know the broader team, the organization and settle into their role.
- x. Supervisors and their co-located direct reports should be expected to hold at least one in-person, feedback-focused meeting per month.
- xi. Each office should have at least one in-person staff engagement activity per month.
- xii. Establish a safe and appropriate work environment for remote work purposes, which includes implementing good information security practices at your remote work location and ensuring the protection of proprietary company information accessible from your remote work location per the IT policies.
- xiii. All obligations and responsibilities, and terms and conditions of employment and company policies, with the Evidence Action, remain unchanged.
- xiv. Employees are expected to continue to embrace Evidence Action values, norms, and processes while working remotely.
- xv. When working in a public area, employees must take all reasonable steps to ensure the confidentiality and security of any confidential information. and should ensure that any documents/laptop screens are, as much as possible, not visible to members of the public.
- xvi. Evidence Action is not responsible for costs associated with the initial setup of the employee's home office such as remodeling, furniture, lighting, or repairs or modifications to the home office space.

The above are general guidelines, individual approvals will be based on specific team requirements and needs.

### **Policy Administration**


This policy will undergo a 6-month trial period, after which an update will be provided on the future status of the office/hybrid work arrangement. It should be noted that this policy doesn't change how Evidence Action views or defines one's work station. More importantly, the Regional HR and the Leads (country and sub-/regional department leads) will continue to appreciate that they are directly responsible for delivering the desired organization culture & staff satisfaction in spite of this hybrid policy.

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This Policy was review and approved by the undersigned:

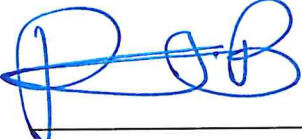
**Reviewed By:**

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Sign:   
Date: 22nd July, 2022

**Approved By:**

Name: Paul Byatta  
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