



Hybrid Work Plan

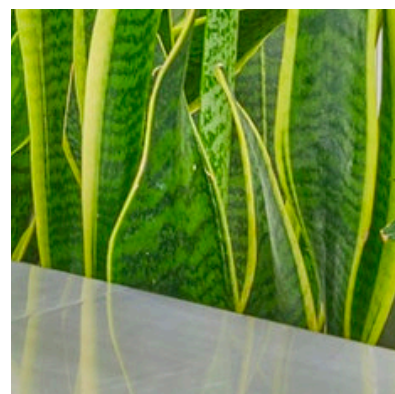
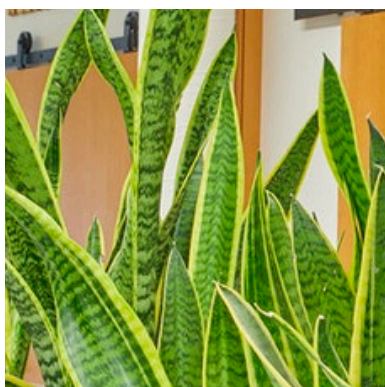


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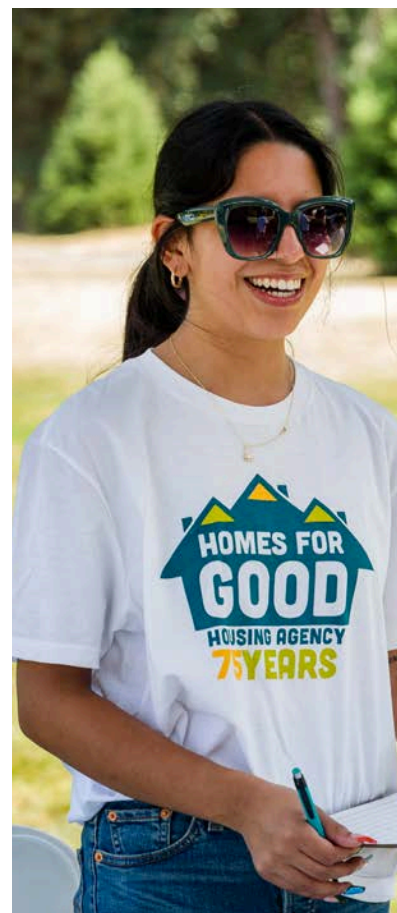


Purpose

Work continues to evolve, and we must adapt how we deliver services to meet the needs of the community we serve. Homes for Good must remain responsive to changing conditions in order to fulfill our mission effectively. This Hybrid Work Plan establishes clear expectations for when and how hybrid work may be used in a way that supports customer service, effective collaboration and accountability.

As a public agency, we are responsible for providing consistent and responsive services to people who rely on us, and for being responsible stewards of public funding and resources. Decisions about where and how work is performed must support those responsibilities first. Hybrid work may be used where it aligns with service delivery needs, operational effectiveness, and the Agency's expectations for performance and collaboration.

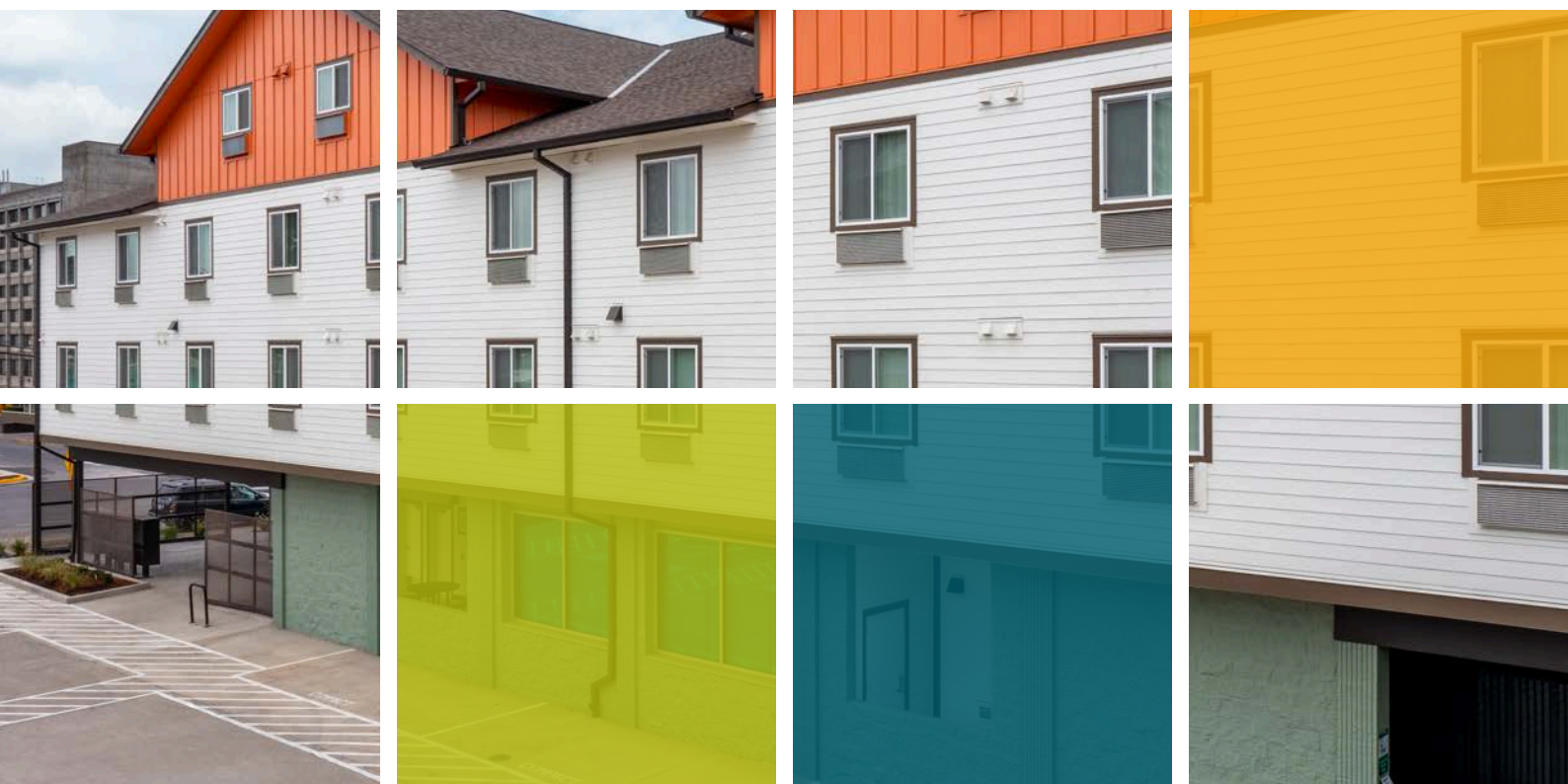
This plan replaces the prior Hybrid & Flexible Work Plan.



Benefits of Hybrid Work

Homes for Good recognizes that hybrid work can provide meaningful benefits when it is implemented thoughtfully. Engagement survey feedback and other organizational input consistently indicate that flexibility in where work is performed is valued by employees in roles where remote work is feasible. When aligned with job duties and operational needs, hybrid work can support focus, productivity, and employee retention.

Hybrid work may also reduce environmental impacts associated with commuting and can be a sustainable option for some roles. Homes for Good supports hybrid work as an alternative work arrangement when the employee, the position, and the work being performed are well suited to such an arrangement and when it supports effective service delivery, collaboration, and accountability.



Our Guiding Principles

Homes for Good's approach to hybrid work is grounded in the following principles:

- ***Our work is centered around the people we serve***
Many of the services we provide require timely responsive, reliable access to staff, and, in some cases, in-person presence. Hybrid work must support, not hinder, our ability to meet those needs.
- ***We are a community based public agency***
Our work is rooted in the communities we serve. While some work can be performed remotely, our services, relationships, and responsibilities are not fully separable from place.
- ***Collaboration & connection matter***
Being present with colleagues supports teamwork, learning, problem-solving, and shared responsibility. In-person work remains an important part of how we collaborate effectively.
- ***Accountability supports flexibility***
Flexible work arrangements function best when service standards, performance expectations, and in-office commitments are clearly defined and consistently met.
- ***Work arrangements must reflect the realities of different roles***
Many positions at Homes for Good require regular, on-site presence due to the nature of the work. Hybrid work is not available to all employees, and expectations differ across teams based on service and operational needs.

Homes. People. Partnerships. Good.

Definitions

Eligible Employee

An employee whose position and performance meet the criteria for consideration of a hybrid work arrangement.

Hybrid Work Arrangement

An approved work arrangement that allows an employee to perform some portion of their work remotely and some portion of their work at their primary location, in accordance with this plan and team expectations.

Customer

A participant, resident, landlord, community partner, or member of the public served by Homes for Good.

Primary Office / Primary Work Location

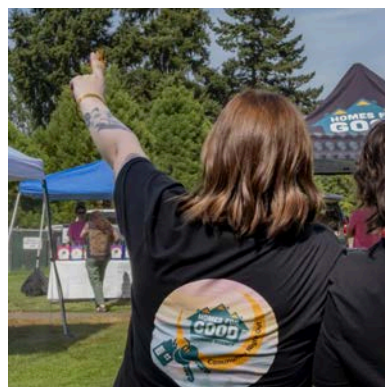
The Homes for Good work location where an employee is normally assigned.

Remote Office / Remote Work Location

An approved alternative work location where an employee performs assigned duties during scheduled work hours.

In Office Requirement / In Office Commitment

Scheduled workdays or time periods during which an employee is required to work at their primary work location to meet service, coverage and collaboration needs.



Satisfactory Performance

Meeting job expectations as determined by the employee's manager, including quality of work, timeliness, reliability, collaboration and service delivery.

Essential Function

Core duties of a position that must be performed to meet the Agency's operational and service needs.

Operational Needs

The staffing, coverage, service delivery, collaboration, and workflow requirements necessary for Homes for Good to carry out our mission and serve the community effectively.

Exempt Employee

An employee exempt from overtime requirements under the Fair Labor Standards Act (FLSA).

Non-Exempt Employee

An employee eligible for overtime pay under the Fair Labor Standards Act (FLSA)





General Expectations

Employees working in a hybrid arrangement are required to follow all Homes for Good policies, procedures, and standards of conduct as if they were working in the office. Hybrid work does not change job duties, performance expectations, or accountability.

Because we serve community members who rely on timely and consistent support, work arrangements must not reduce accessibility, responsiveness, or service quality. Whether working in the office or remotely, employees are expected to be fully engaged during work hours, responsive to customers and colleagues, and able to carry out their responsibilities without creating delays or barriers to service.

Hybrid work is intended to support effective operations, not shift work to others or limit the Agency's ability to meet community needs.

Employees and managers share responsibility for ensuring that hybrid work arrangements function in a way that supports customer service, collaboration, and the Agency's mission to serve the Lane County community.



Hybrid Work Eligibility

Over half of Homes for Good non-exempt team members are not eligible for hybrid work due to the nature of the services we provide. A significant portion of our work requires regular on-site presence to ensure timely, accessible, and effective service delivery. As a result, hybrid work is not available for all roles and does not change the terms and conditions of employment.

Eligibility for hybrid work is based on job requirements, operational needs, and employee performance. Not all positions or employees will be eligible, and meeting eligibility criteria does not guarantee approval. Hybrid work arrangements are reviewed and approved on a case-by-case basis and may be adjusted or discontinued as service needs or operational priorities change.

Some positions are not eligible because they are entirely or primarily location-dependent, require frequent in-person interaction, or rely on resources, systems, or responsibilities that are not practical or appropriate to perform in a remote setting.



Team Level Hybrid Expectations

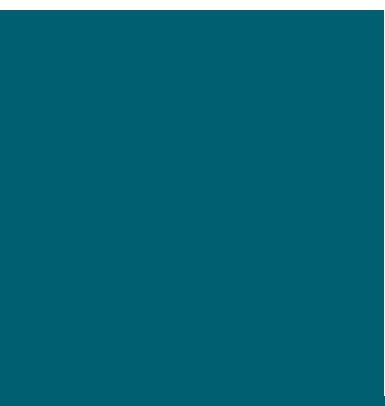
Each team will establish written hybrid work parameters that align with this plan and reflect operational needs, service delivery requirements and team workflows.

Team level expectations will define:

- Maximum allowable remote time
- Anchor days or required in-office blocks
- Coverage expectations
- Role specific limitations
- Accountability benchmarks
- Conditions under which hybrid time may be adjusted

Team parameters must remain consistent with Agency-wide standards outlined in this plan and may be modified as operational needs change.

Hybrid agreements are governed by both this Agency-wide plan and applicable team level expectations. See this plan's appendices for department details.



Determining Position Eligibility

A position may be eligible for hybrid work if the nature of the job:

- Is primarily knowledge-based and involves handling information such as reading, writing, analysis or data processing.
- Involves duties that are independent and measurable.
- Has clear deliverables or project-based work.
- Can be performed remotely during a regular workday without reducing service levels.
- Does not compromise team, department, division, or Agency operations.
- Does not require consistent on-site presence to address unscheduled events.
- Is not essential to managing on-site or field based workflows.
- Allows leaders to establish clear performance measures.

A position is generally not a candidate for hybrid work if it requires:

- Frequent face-to-face interaction with customers, colleagues, or partners.
- Immediate, on-site response to issues.
- Walk-in or cyclical coverage.
- Field work, including work in participant homes or at Homes for Good communities.
- Access to secured information or site-specific tools or equipment.
- Ongoing coordination that requires physical presence.

These are minimum guidelines. Divisions and teams may establish additional requirements based on operational needs. All departments must remain appropriately staffed during regular business hours.



Determining Employee Eligibility

With manager approval, an employee may be eligible for hybrid work if:

- The employee is in a full time position.
- The employee is meeting job expectations and is in good standing.
- The employee has successfully completed their probationary period.
- The employee's manager determines performance is satisfactory based on quality of work, reliability, responsiveness, collaboration and service delivery.

The Agency reserves the right to determine what constitutes satisfactory performance.

Hybrid work eligibility depends on meeting approved in-office schedules. Repeated failure to meet in-office commitments may result in increased in-office requirements or suspension of hybrid eligibility.

Job Expectations & Work Standards

Agency operations are expected to remain the same or improve under a hybrid work arrangement. Hybrid work must not result in reduced service delivery, diminished customer experience, lower productivity, or breakdowns in collaboration. When a hybrid arrangement negatively impacts operations or service, the arrangement may be modified or discontinued.





Employees participating in hybrid work are expected to:

- Be accessible and responsive during scheduled work hours, consistent with expectations of their role.
- Maintain or improve the quality, timeliness and quantity of their work.
- Observe established work hours, attendance requirements and approved schedules.
- Respond to emails, phone calls, messages and other communications in the same manner and within the same general timeframes as if working in the office.
- Complete work in a way that does not shift responsibility, delays or coverage gaps onto other team members.
- Ensure that hybrid work does not negatively affect Agency operations, service delivery or the customer experience.

Planning Expectations

Employees eligible for remote work will plan their remote schedules in advance for each monthly period, and will report their time worked remote and in-office on the hybrid tracker, in accordance with their department's procedures. Teams will collaborate to ensure adequate coverage in the office and for essential asks on a monthly basis.



Shared workspaces should be considered when creating a monthly schedule. Team members are expected to collaborate with their team members and manager(s) when scheduling in-office days to support our customer service needs.

TM & In-Office Expectations

Time Management is not considered work time and does not count toward in-office or remote work expectations.

Planned TM of one consecutive week or more will not be considered when assessing hybrid expectations for a given period.

Short term or unplanned TM, including single-day or partial-day absences, will be treated as missed in-office time where applicable. These instances may be considered when evaluating whether hybrid work is supporting operational needs and meeting expectations.

Hybrid schedules are expected to be met based on assigned in-office days and responsibilities. Frequent absences on in-office days, even when approved as TM, may result in adjustments to hybrid work arrangements.

Performance Considerations

An employee's continued participation in a hybrid work arrangement may be influenced by a range of performance related factors, including:

- Consistency in meeting in-office requirements and approved schedules.
 - Ability to work independently while maintaining reliability and follow through.
 - Proficiency with required technology and systems necessary to perform the role.
 - Effectiveness of communication and coordination with customers, colleagues and managers.
 - The degree to which essential job functions can be performed without regular face-to-face interaction.
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Performance considerations are evaluated based on observable outcomes and service impacts, rather than physical work location alone.

Hybrid work may be adjusted or discontinued when performance concerns, service impacts or reliability issues persist, even if they do not rise to the level of formal discipline.

Work Hours & Availability

Hybrid work does not change the number of hours worked per pay period. Employees must work with their managers to establish standard schedules that meet Agency needs.

Non-exempt employees may not work outside of scheduled hours without prior approval. All timekeeping rules apply equally to remote and in-office work.

Employees must remain available via email, Teams and phone during scheduled hours and may be required to report to the office on scheduled remote days if needed. Hybrid should not impair an employee's ability to respond to inquiries. Response times in a hybrid environment should be comparable to those when working in the office.

Availability includes timely responsiveness consistent with job expectations. Repeated delays that impact customer service, coverage or team workflows may result in changes to hybrid arrangements.



Hybrid work does not replace leave, schedule changes or accommodation processes. Requests for flexibility beyond approved hybrid arrangements must follow established Agency procedures.

When an employee has a scheduled in-office requirement (including anchor days, coverage blocks, meetings, trainings or other designated in-person commitments) and is unable to report to their primary work location, the employee must use time management unless otherwise approved in advance for operational reasons.

Working remotely does not substitute required in person attendance.

Work Location

An employee's primary hybrid work location must be within the State of Oregon. A primary remote work location is where the employee will work for the majority of the time they spend working remotely. However, even different counties and municipalities within Oregon have different ordinances regarding taxes and other obligations that must be reviewed before an employee designates a primary remote work location outside of Lane County. If an employee requests hybrid work with a primary remote work location not in Lane County, the request must be reviewed by Human Resources to determine feasibility and impact.

We recognize that from time to time, employees may benefit from the ability to work remotely from another state. As a benefit, Homes for Good will allow employees who are eligible for remote work, upon approval, to spend up to one week per calendar year working remotely from a different state within the United States.



Any out-of-state work approval will depend on the state in question and will only be granted on a temporary basis. Out-of-state work requests will be limited to 40 hours per calendar year (or one-week equivalent for part-time employees). Approval of out-of-state work requests will be handled on a case-by-case basis and will depend on the state in question, the complexity of its tax ordinances and worker's compensation laws, and Agency operational need.

[A Patchwork of State Laws](#) is a helpful visual to determine which states Homes for Good will approve for temporary out-of-state work.

If approved to work out-of-state, the remote vs. in-office hours for the applicable month still applies.

Caretaking

Hybrid work is not a substitute for child or dependent care. Employees with an approved hybrid work arrangement are expected to allow full attention to work during scheduled hours.

Timekeeping

Employees must accurately report all hours worked on their biweekly timecards. Overtime and alternative schedules require prior approval.



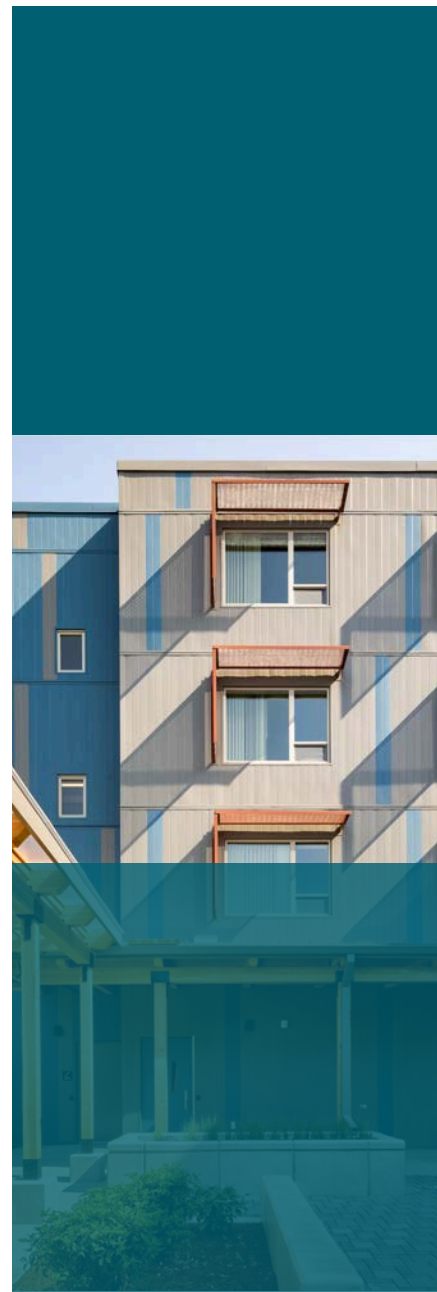
Commute & Travel

For all employees, commuting to and from the primary work location is not considered hours worked and is not compensable. This includes commuting between a remote work location and the assigned Homes for Good worksite.

Hybrid work does not change this expectation. Employees working in a hybrid arrangement are not permitted to commute between their remote work location and their primary office location on paid Agency time, including paid rest breaks. Employees may choose to commute during an unpaid meal break if their schedule allows.

Travel between a remote work location and the primary office during the workday is compensable only when it is required by the Agency and consistent with approved schedules and applicable wage & hour rules. Because compensable travel creates operational and compliance considerations, hybrid schedules must be structure to avoid mid-shift commuting.

For non-exempt employees, hybrid schedules that require routine mid-shift travel between a remote work location and the primary office are not permitted. Non-exempt employees must structure their hybrid schedules so that any transition between remote and in-office work occurs outside of paid work time, such as before the start of the workday or during an unpaid meal period.



The remainder of this section provides examples of how commute and travel rules outlined in this plan apply to different roles at Homes for Good.



Example #1– Commuting on Paid Time - Not Approved

Tanya is an Assistant Property Manager, assigned to an AMP primarily in Eugene & Springfield. They live in Junction City and are approved for hybrid work. Their schedule request includes starting one of their workdays at home at 8am, and driving to a property in Eugene around 10am during their paid 15 minute rest break.

This schedule request will not be approved, as it requires the employee commute to their primary work location from their remote work location on paid time.

Example #2 - Commuting on Personal Time - Approvable

Harper is also an Assistant Property Manager, assigned an to an AMP with properties in Cottage Grove & Creswell. They live in Eugene and are approved for hybrid work. Their schedule request includes starting one of their workdays at home at 8am, with office hours in Creswell in the afternoon. They plan to commute from their morning hybrid work location to Creswell (afternoon primary work location) on their unpaid meal break.

This schedule request may be approved because the commute Harper is proposing is on their own time - their unpaid meal break.

Example #3 - Midday Travel Within Workday - Approvable

Ethan is a Resident Services Specialist, assigned to an AMP primarily in Eugene & Springfield. Like Tanya and Harper in previous examples, Ethan is eligible for hybrid work. Their requested schedule includes a workday spending the morning working remotely, traveling to a property during their unpaid meal break, and traveling to another property in their AMP in the mid-afternoon.

This schedule request may be approved because the commute Ethan is proposing is on their unpaid meal break. Driving from site to site (as an Assistant Property Manager would if hybrid work was not a consideration) is acceptable.

When a non-exempt employee begins their approved scheduled workday at an approved remote work location and is later required by the Agency to report to the primary office during the same work day due to unforeseen circumstances, the time spent traveling between those two locations will be treated as hours worked, consistent with applicable wage & hour laws. Managers are responsible for considering these implications when approving schedules or requiring in-person attendance.

Example #4 - Travel on Agency Time - Approvable

Belinda is a Housing Specialist. They are approved to work remotely entirely on Mondays. On a Monday, two team members scheduled to work at the office called out sick, leaving a coverage gap at the Olive. Their manager contacts them at 10am asking if they can come into the office ASAP to help with appointments.

In this example, the time spent traveling from their remote work location to the office on Agency time is acceptable.

Example #5 - Last Minute Change Denied - TM Required

Quinn is also a Housing Specialist. Their approved hybrid schedule requires them to work in the office on Mondays. At their start time on Monday, they message their manager that they had a hard weekend and would prefer to pivot to remote work. Their manager does not approve the request, as it will affect coverage and customer service, and requires they come into the office as planned in their approved schedule, or take time management. They prefer to work in-office to taking time management, so they drive into the Olive.

In this example, time spent traveling from their remote work location to the office is considered a commute and must be on their own time. Since they messaged their manager requesting to without enough notice to request flex time, they must take time management from their start time to the time they are ready for work at the Olive.

Hybrid employees may be required to adjust their schedules to accommodate required in-person meetings, trainings, events or operational needs. When in-person attendance is required, employees are expected to plan accordingly and follow approved schedules.

Mileage reimbursement and travel time rules apply equally to hybrid and non-hybrid employees. For purposes of mileage reimbursement, an employee's work travel originates at their primary office location, not their remote location. Travel between home and the primary office is considered a normal commute and is not reimbursable.

Agency Equipment & Connectivity

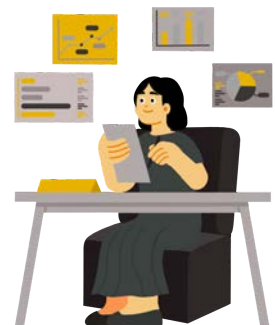
Employees are responsible for reliable home internet and an appropriate remote workstation. The Agency retains ownership of all issued equipment. Employees are expected to protect Agency equipment and notify their manager of disruptions that will impact work.

In the event an employee does not have the appropriate internet connectivity on an approved remote work day, they may come into the office or opt to take time management.

Remote Workspace

Remote workspaces must be safe, professional and free from distractions. Employees must follow Agency safety policies and maintain confidentiality while working remotely.

Employees are responsible for costs and liabilities associated with their remote workspace, including furniture, utilities, insurance, and personal equipment. Worker's compensation insurance coverage applies only to designated work areas during scheduled work hours.



Security, Confidentiality & Records Retention

Employees must protect confidential information, comply with public records requirements, and follow all data security and records retention policies while working remotely.

Monitoring & Accountability

Managers are responsible for monitoring hybrid work arrangements to ensure they are functioning as intended and are consistent with this plan. This includes confirming that service delivery, collaboration, availability and performance expectations are being met and that teams are able to operate effectively.

Managers will review hybrid schedules and related performance indicators at least monthly to ensure compliance with in-office commitments, service delivery standards and team-level expectations. Hybrid arrangements may be modified as a result of these reviews to address operational needs or performance concerns.

Regardless of classification, employees with an approved hybrid work arrangement must submit a Hybrid Tracker to their manager each month summarizing their in-office and remote time for the period.



As a public agency, Homes for Good is accountable to the community we serve and to the responsible use of public resources. Hybrid work arrangements must support reliable service, appropriate staffing and coverage, and the effective use of Agency time and resources.

Employees are expected to meet in-office requirements, remain engaged during work hours, and contribute to the work of their teams in a way that supports these responsibilities.

Monitoring hybrid work is not about surveillance or micromanagement. It is about ensuring that our work arrangements support the people who rely on our services.

When expectations are not being met, the Agency will address concerns early through coaching, clarification of expectations and problem solving. If issues continue, adjustments may be made to hybrid work arrangements. In some cases, unresolved concerns may result in a corrective action plan, up to and including formal discipline, consistent with the Collective Bargaining Agreement and applicable policies.

Adjustments to hybrid arrangements may include increased in-office requirements, temporary suspension of remote work privileges for a defined period (typically 30-90 days) or other operational modifications. Such adjustments are not disciplinary by default but may occur prior to or alongside corrective action when service or performance concerns persist.



Accountability Ladder

When an employee is not meeting hybrid eligibility criteria, including performance expectations, responsiveness standards, in-office commitments, or applicable division level hybrid requirements, managers will follow the process outlined below to ensure alignment with operational needs and service delivery requirements.

This process is intended to clarify expectations and address service impacts and is not disciplinary by default.

Step 1 - Coaching Discussion

The employee's manager will meet with them to:

- Review hybrid eligibility criteria
- Clarify performance or schedule concerns
- Clarify expectations for in-office commitments and service delivery
- Identify any barriers to meeting expectations

At this stage, hybrid eligibility remains in place.

Step 2 - Structured Review Period (30-90 Days)

If concerns persist, the manager may implement a defined review period during which:

- Hybrid schedules are reviewed weekly
- Productivity and responsiveness are monitored
- Compliance with approved in-office commitments is confirmed
- Division-level accountability benchmarks are assessed

Managers will meet with the employee regularly during this period to review progress and reinforce expectations. Hybrid eligibility may be modified during this stage based on operational needs.



Step 3 - Temporary Suspension of Hybrid Work

If eligibility criteria continue to not be met, hybrid work may be suspended for a defined period (typically 30-90 days).

During this time:

- The employee will work exclusively at their primary on-site work location
- Performance and policy compliance will continue to be monitored
- Managers will assess the employee's ability to meet expectations in an in-office environment

Suspension of hybrid work is an operational adjustment and is not disciplinary by default.

Step 4 - Performance Management (if necessary)

If performance or policy compliance concerns persist while hybrid work is restricted, the Agency may initiate corrective action consistent with applicable policies and the Collective Bargaining Agreement.

Hybrid work is maintained through ongoing eligibility and may be adjusted prior to or alongside performance management processes when operational needs require.

At any point in the Accountability Ladder, if the employee demonstrates sustained improvement and meets hybrid eligibility criteria, including performance expectations, in-office commitments, and applicable division-level requirements, the manager may determine that hybrid work can be reinstated. In such cases, the employee may return to an approved hybrid arrangement consistent with operational needs.

Responsibilities

The following outlines shared responsibilities for employers, managers, directors and Human Resources to ensure hybrid work arrangements are implemented consistently and support service delivery, accountability and operational needs.

Employee Responsibilities:

- Follow all Agency policies, procedures and directives.
- Meet expectations for productivity, quality, responsiveness, and customer service, regardless of work location.
- Prioritize service delivery, team obligations, and required in-person commitments.
- Adhere to assigned schedules, including anchor days and in-person meetings. If unable to attend, follow standard leave procedures.
- Remain available and responsive during work hours using required communication tools.
- Communicate proactively about schedule changes, availability, and barriers to completing work.
- Ensure remote work does not negatively impact service, coverage, or team coordination.
- Accurately report time worked and follow all Agency policies, including confidentiality and technology requirements.
- Attend all required in-person obligations. If unable to report on-site, remote work may not be used as a substitute and applicable leave must be used.



Manager Responsibilities:

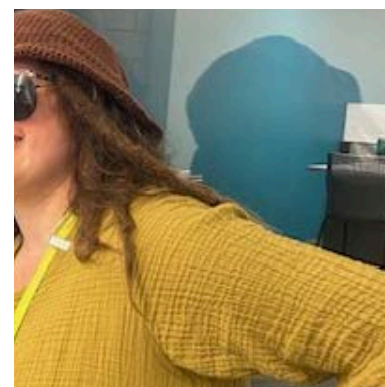
- Set clear expectations for performance, responsiveness, and in-office presence based on operational needs.
- Establish and manage team schedules, including anchor days and coverage requirements.
- Monitor performance and workload across work locations.
- Address issues promptly, including modifying or rescinding hybrid work when expectations are not met.
- Use discretion for short-term schedule adjustments, ensuring service and in-person obligations are not impacted.
- Apply hybrid practices consistently and communicate expectations clearly.

Director Responsibilities:

- Set division-level expectations for hybrid work aligned with service delivery and operational needs.
- Empower managers to make day-to-day decisions while maintaining consistency across teams.
- Monitor outcomes (productivity, service levels, access) and adjust expectations as needed.
- Address patterns of misuse or adverse operational impact.
- Approve and oversee department-specific hybrid appendices.

Human Resources Responsibilities:

- Maintain the Agency's hybrid framework and provide implementation guidance.
- Support managers in applying expectations and addressing performance-related hybrid issues.
- Ensure consistency with policy, law, and the CBA.
- Monitor organization-wide trends and recommend adjustments as needed.



Modification

Homes for Good retains discretion to modify hybrid and in-office expectations based on service needs, staffing or operational conditions, subject to applicable notice requirements.

Nothing in this policy is intended to conflict with the terms of the Collective Bargaining Agreement. In the event of a conflict, the Collective Bargaining Agreement will govern.

Eligible & Ineligible Classifications

Each team will maintain Hybrid Parameters as an appendix to this plan outlining role-specific expectations, anchor days, coverage requirements and accountability benchmarks.

Employees in leadership positions are eligible for up to 40% remote work unless otherwise specified.

Due to the nature of the work performed, the following classifications are ineligible for hybrid work:

- Office Assistant
- Maintenance Manager
- All Maintenance Classifications
- Office Coordinator
- PSH Resident Services Specialist
- PSH Resident Services Assistant



Hybrid Work Approval Procedure

Employees requesting a hybrid work arrangement must submit a written request to their manager using the Alternative & Hybrid Schedule Request Form.

The employee's manager will review the request and provide a recommendation based on operational needs, service delivery requirements and the employee's ability to meet expectations. The request and recommendation will be forwarded to the Division Director for final approval.

Approved arrangements must align with the Hybrid Work Plan and any applicable department appendix.

Upon approval of a hybrid work arrangement, the employee must complete a Hybrid Work Agreement acknowledging the terms and expectations of the arrangement prior to implementation.

Hybrid Work Arrangements are subject to ongoing review and may be modified or discontinued based on operational needs, performance or policy compliance.

The Alternative & Hybrid Schedule Request Form and Hybrid Work Agreement are linked below for reference.

[Alternative & Hybrid Schedule Request Form](#) 

[Hybrid Work Agreement](#) 



Appendices

The following pages include department-specific appendices that outline how hybrid work is applied across the Agency based on the nature of each team's work. Because roles vary significantly in how services are delivered, each appendix provides additional detail on schedules, coverage expectations, and how remote work is used within that department.

These appendices are intended to work in conjunction with the core Hybrid Work Plan. The standards outlined in the base plan apply to all employees, while the appendices provide department-level clarity to support consistent and practical application.

Department leadership is responsible for implementing and managing the expectations within their appendix, including establishing team schedules, maintaining appropriate coverage, and addressing situations where hybrid work is not supporting operational needs. This approach is intended to support timely decision-making and reduce the need for centralized approval of routine operational matters.

Appendices are operational documents and may be updated by department leadership as business needs evolve. Employees are expected to follow both the general standards in the base plan and the department-specific expectations outlined in their applicable appendix.





ENERGY SERVICES

Hybrid Work Plan Appendix

Hybrid work in Energy Services is structured to support field operations and program delivery while maintaining productivity and coordination across the team.

Job Requirements

Deliverables:

- Field work
- Administrative productivity
- Fiscal responsibilities

In Office Purpose:

- Team meetings & collaboration
- Field work
- File review
- Monitoring preparation
- Cross-department coordination
- Spontaneous problem solving

Coverage Expectations:

- Tracker required
- Job tracking & production must remain up to date
- Hybrid must not delay service
- Hybrid must not reduce productivity

How Hybrid Works

Hybrid Structure:

- Up to 50% remote
- Tuesday required anchor day
- One additional anchor day - employee choice

Accountability Benchmarks:

- Work output is measurable and current
- In-office commitments are met
- Attendance standards are met

Manager Authority:

- Adjust, restrict or suspend remote work based on productivity or performance
- Initiate review period
- Require structured monitoring
- Approve or deny pivoting for minor illness

Pivoting Rules

- Case by case with manager approval
- Not permitted if missing in-person obligation
- T M required if missing in-person obligation

Eligible Classifications

- All Energy Services classifications



RENT ASSISTANCE

Hybrid Work Plan Appendix

Hybrid work in the Rent Assistance Division is structured to support reliable customer service access while maintaining productivity and timely processing of work.

Job Requirements

Deliverables:

- Consistent customer service
- 5 day processing of documents
- Email and VM response within 3 business days
- Caseload timeliness and QC

In Office Purpose:

- Customer service
- Walk-in coverage
- Productivity support
- Team coordination
- Spontaneous problem solving

Coverage Expectations:

- Back up staffing identified in advance
- Hybrid may not cause coverage issues or adversely affect the customer experience

How Hybrid Works

Hybrid Structure:

- Up to 50% remote
- Required minimum in-office staffing
- Assigned, structured scheduling

Accountability Benchmarks:

- Processing timelines are met
- Communication standards are maintained
- In-office commitments are met
- Work output is not adversely impacted by hybrid

Manager Authority:

- Adjust, restrict or suspend remote work based on productivity or performance
- Initiate review period
- Require structured monitoring
- Approve or deny pivoting for minor illness

Pivoting Rules

- Limited circumstances with manager approval
- Not permitted when missing in-person obligation
- TM required for missing in-office obligations

Eligible Classifications

- Housing Specialists
- Housing Inspectors
- Division Analyst
- LL & Comms Relations Specialist



REAL ESTATE

Hybrid Work Plan Appendix

Hybrid work in the Real Estate Division is structured to support project coordination and collaboration while maintaining flexibility for focused work.

Job Requirements

Deliverables:

- Project deliverables
- Asset Management oversight
- Responsiveness to partners
- Coordination across projects

In Office Purpose:

- Project Meetings
- Cross-team collaboration
- Quarterly division meetings
- Spontaneous problem solving

Coverage Expectations:

- Team members communicate schedule deviations
- Workloads remain balanced
- Hybrid split may be adjusted if performance concerns arise

How Hybrid Works

Hybrid Structure:

- Up to 50% remote
- Schedule must be on calendars
- Location must be visible

Accountability Benchmarks:

- Project deadlines are met
- Deliverables are on schedule
- Communication is timely
- In-office commitments are consistently met

Manager Authority:

- Adjust, restrict or suspend remote work based on productivity or performance
- Initiate review period
- Require structured monitoring
- Approve or deny pivoting for minor illness

Pivoting Rules

- Permitted with manager approval
- Calendar must reflect pivot
- Not permitted if missing in-person obligation
- TM required for missing in-office obligations

Eligible Classifications

- All Real Estate Division



SHARED SERVICES

Hybrid Work Plan Appendix

Hybrid work in Shared Services is structured to support internal service delivery while maintaining responsiveness and cross-department coordination.

Job Requirements

Deliverables:

- Timely internal services
- Internal customer responsiveness
- Financial accuracy
- Setting an example

In Office Purpose:

- Team meetings
- Collaboration
- Productivity support
- Onboarding
- Cross-department coordination
- Spontaneous problem solving

Coverage Expectations:

- Consistent internal service
- No shifting in-office duties to colleagues to preserve wfh
- Hybrid must not delay service

How Hybrid Works

Hybrid Structure:

- Mostly up to 50% depending on role
- Anchor days
- In-office essential functions are not eligible for hybrid work

Accountability Benchmarks:

- Responsiveness is equivalent to in-office
- In-office commitments are met
- Service delivery timelines (IT tickets, payroll processing, AP, month end etc.)

Manager Authority:

- Adjust, restrict or suspend remote work based on productivity or performance
- Initiate review period
- Require structured monitoring
- Approve or deny pivoting for minor illness

Pivoting Rules

- Case by case with manager approval
- Not permitted if missing in-person obligation
- TM required when missing in-person obligation

Eligible Classifications

- Finance classifications
- HR classifications
- IT Director
- Public Information Officer
- IT HD Support - 1 day/week



SUPPORTIVE HOUSING

Hybrid Work Plan Appendix

Hybrid work in the Supportive Housing Division is structured to support consistent service delivery and community presence while maintaining accountability and operational reliability.

Job Requirements

Deliverables:

- Consistent service
- Timely & accurate documentation
- Responsiveness to residents
- Work remains current and complete

In Office Purpose:

- Service delivery & community presence
- Team coordination & oversight
- Documentation support & review
- Collaboration & problem solving

Coverage Expectations:

- Hybrid may not create coverage gaps or reduce service access
- No shifting workloads to other team members

Pivoting Rules

- Limited circumstances with manager approval
- Not permitted on required in-person obligation
- TM required if missing in-person obligation

How Hybrid Works

Hybrid Structure:

- Hybrid is task based
- Required anchor days
- Half day remote blocks preferred

Accountability Benchmarks:

- Work remains current and complete
- Responsiveness standards are maintained
- In-office commitments are met
- Work output is not adversely impacted by hybrid work
- On-site programming is not affected by hybrid work

Manager Authority:

- Adjust, restrict or suspend remote work based on productivity or performance
- Initiate review period
- Require structured monitoring
- Approve or deny pivoting for minor illness

Eligible Classifications

- See team-specific expectations chart on next page



SUPPORTIVE HOUSING

Team Applications

The Supportive Housing Division includes a wide range of classifications with different service delivery models, requiring team-specific application of hybrid work expectations.

Classification	Max Remote	Typical Structure	Key Considerations
Resident Services Specialist	Up to 25%	Primarily in community & onsite. WFH tied to workload	Work must remain current. No missed programming. Task tracking required
FSS Coordinator	Up to 50%	Mix of participant engagement & admin work	Documentation timelines & responsiveness must be maintained
PMs & APMs	Up to 25%	Primarily on-site. WFH limited to admin tasks	Office coverage & resident access must be maintained
Programs & Grants Spcl	Up to 50%	Project based & admin tasks	Must remain responsive to service & funding timelines
Compliance & Data Analyst/RE Spcl	Up to 50%	Project based work & admin tasks	Responsiveness & deliverables must be maintained
PSH Case Manager	Very limited. Up to 4 hours per pay period	Primarily on-site. WFH limited to admin tasks	Participant access & service delivery must not be reduced
PSH Supervisor	Very limited. Up to 4 hours per pay period	Primarily on-site. WFH limited to admin tasks	Participant access & service delivery must not be reduced
PSH Manager	Up to 25%	Primarily on-site. WFH limited to admin tasks	Participant access & service delivery must not be reduced

