

# Dynamic Work Frequently Asked Questions

These Frequently Asked Questions are designed to help staff members, managers, and administrators understand the various work model — fully on-site, hybrid, and fully remote—as defined by the University.

## Frequently Asked Questions

- **What is the Harvard Dynamic Work Model?**  
The Harvard Dynamic Work Model defines three primary work arrangements—fully on-site, hybrid, and fully remote—for eligible positions at the University. These definitions aim to guide managers, employees, and school or unit leaders in establishing appropriate work schedules and locations, in compliance with applicable University policies and collective bargaining agreements.
- **Who determines whether a position is fully on-site, hybrid, or fully remote?**  
School or unit leaders make this determination based on the duties and responsibilities associated with each position. These decisions must align with applicable policies, such as the University's Policy on Employment Outside of Massachusetts, and collective bargaining agreements when applicable. Specific reasoning for this determination varies and may include, without limitation, the nature of a staff member's duties (i.e. a person in a student-facing role or customer service would very likely be designated as Fully On-Site or Hybrid). On-site expectations may also be driven by the need to foster team cohesion and/or collaborate in person. And various other operational needs, as determined by department leadership.
- **What policies apply when I am working in a non-Harvard location?**  
Harvard policies apply to all Harvard work and conduct, regardless of location. Employees are expected to be aware of and in compliance with all policies, including those related to confidentiality, data security, copyright, and personnel/union manuals (<https://harvie.harvard.edu/university-policies>).
- **What technology equipment can I use when I am working in a non-Harvard location?**  
Harvard business must be conducted on Harvard equipment. Web and client access on personal devices is allowed only for M365 applications (Outlook, Teams, etc.) Employees are encouraged to use available Harvard systems and technology to reduce work done on personal devices and are expected to follow the [Personal Device Security Guidelines](#).

- **Can a fully on-site employee ever work remotely?**  
In general, fully on-site employees are expected to work exclusively at a Harvard location. However, any deviation from, or request for a flex arrangement requires manager review and approval.
- **How does a fully on-site work model interact with flexible work hours?**  
A fully on-site work model refers strictly to the location of work. Departments may still offer flexibility in work hours where appropriate, based on operational needs and consistent with applicable policies.
- **Can a change in an employee's work model be considered an accommodation?**  
Yes, the University may determine that a change in work model is appropriate as a reasonable accommodation after reviewing the request through the reasonable accommodation request process.
- **Who decides the hybrid work schedule?**  
Each school or unit decides its own hybrid schedule structure. Managers will communicate the schedule specifics to the employees, including which days are on-site and which can be remote.
- **Are hybrid employees allowed to work from any location?**  
No. Hybrid employees must perform any remote work from a Harvard-registered state, in compliance with the Policy on Employment Outside of Massachusetts. This ensures adherence to state employment laws and payroll tax requirements.