**Advantages to the organization:** Identify common benefits such as productivity, efficiency, customer service, business continuity, space constraints, etc.

**Communication and Collaboration Tools and Harvard IT Security:** Teleworking or off-hours work will require special attention to communication and collaboration. Harvard’s tools are designed to meet IT Security standards.

**Ergonomics FAQ and self-assessment:** Employees who telework or work remotely should assess the ergonomic suitability of their work setting.

**Information safety and security:** Employees are responsible for safeguarding Harvard’s information regardless of where, when and how they work. Employees considering telework or remote work must consult Harvard’s information security policy for detailed guidance on how information must be protected. See the requirements for data security levels 1-5 in particular, and the information security requirements that apply to everyone. Download and review the Information Quick Reference Guide. Find more links to information about Harvard-approved collaboration tools to understand the range of options and their respective safeguards when using computers outside of the office setting. Employees proposing to work remotely must review and confirm in their proposal that their work meets Information Security Requirements for Remote Work which specifies a secure computer and a secure connection.

**Training materials** are currently available to managers who have completed the **Universal Manager Training.** Other managers should talk to their own managers or local HR about registering for the Universal Manager Training. See Harvard’s training portal for open and upcoming manager and employee Flexible Work seminars. New FWA content for all managers and employees will be developed throughout the year and periodically used to update these guidelines.

**Workplace Flexibility Research** There has been a number of studies and articles written on workplace flexibility.