

POLICY

HYBRID, REMOTE AND FLEXIBLE WORK

QUALITY MANAGEMENT SYSTEM	
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POLICY ON HYBRID, REMOTE AND FLEXIBLE WORK ARRANGEMENT

1. PURPOSE

This policy provides clear guidelines for hybrid, remote, and flexible work arrangements to ensure a consistent, fair, and effective practice across the Institution. It supports a high-performing academic, administrative, and operational environment that advances institutional goals, promotes staff wellbeing, and maintains continuity of excellence. The policy aligns with the Higher Education Act (Act 101 of 1997, as amended), the Hugenote Kollege's personnel policy framework, and reflects the Institution's commitment to responsible flexibility, accountability, and collaborative engagement in pursuit of its mission.

2. SCOPE OF POLICY

This policy applies to all staff members of Hugenote Kollege across all levels and will be applied in a non-discriminatory manner without any prejudice and/or favouritism.

3. DEFINITIONS

For the purpose of this policy, the following definitions apply:

- 3.1 **Working hours:** The ordinary hours of work that an employee is contractually required to work as per his/her Contract of Employment and as defined in the Basic Conditions of Employment Act (BCEA).
- 3.2 **Hybrid work:** A flexible work arrangement, structured by mutual agreement between the staff member and his/her Head of Department, focusing on the location in which work is undertaken, with some work being undertaken in the workplace (i.e. on-campus) and some work being undertaken in an approved remote workspace for one (1) day a week and in accordance with a predetermined work schedule balancing institutional presence and off-site productivity.
- 3.3 **Remote work:** A work arrangement, structured by mutual agreement, where normal work duties and responsibilities are performed entirely off-campus, typically from home or another approved location. Remote work can also apply to administrative duties and responsibilities in exceptional circumstances.
- 3.4 **Flexible work hours:** An arrangement that allows employees to vary their start and end times within agreed parameters, while still fulfilling their contractual working hours and core responsibilities.
- 3.5 **Office workspace:** The office, desk and/or other such space in/at which the individual normally works in their principal place of work stated in the Contract of Employment.
- 3.6 **Remote Workspace:** The place where remote working is undertaken in a dedicated, uninterrupted and non-contaminated manner.



- 3.7 **Staff:** For the purpose of this Policy, 'staff' includes all permanent and/or contract Hugenote Kollege staff (i.e. lecturers, researchers, campus supervisors, programme coordinators, administrative and support staff).
- 3.8 **On-Campus Presence:** Physical presence of a staff member at their designated workplace (i.e. office, classroom, or any other approved worksite) at Hugenote Kollege for scheduled teaching, meetings, student consultations, or other institutional activities.
- 3.9 **Off-campus:** A place that would ordinarily be an employee's residence and must be specified and confirmed during the application process.

4. PRINCIPLES/CONDITIONS OF HYBRID, REMOTE OR FLEXIBLE WORK ARRANGEMENTS

- 4.1 Employees working in hybrid, remote, or flexible modes must continue to meet all contractual obligations, including applicable work requirements and expectations, working hours (i.e. 40 hours) per normal work week, (Monday to Friday) and leave provisions.
- 4.2 A hybrid, remote and/or flexible work arrangement is not an employee benefit, but represents a management prerogative that provides an alternative means of fulfilling work requirements.
- 4.3 Management reserves the discretionary right to revoke any hybrid, remote and/or flexible work arrangement in order to accommodate evolving Institutional needs and priorities, team collaboration and personal considerations, and after reasonable notice to the affected employee(s).
- 4.4 Employees must attend on-campus meetings or commitments if required, even on designated off-campus workdays.
- 4.5 Certain roles—particularly in administration or support services—may not be eligible for hybrid or remote work due to operational demands.
- 4.6 Hybrid or remote work implies an extension of the employee's on-campus workspace. As such, an employee's "Off-campus" workspaces must meet reasonable health and safety standards and the Institution accepts no liability for incidents and/or claims arising from non-compliant environments.

5. ELIGIBILITY CRITERIA

Hybrid and remote working arrangements may be considered for staff members who:

- Holds a permanent or fixed-term appointment with clearly defined duties and responsibilities;
- Has demonstrated the ability to meet performance expectations and deliver outcomes aligned with departmental and Institutional goals;
- Has demonstrated the ability to meet performance expectations without compromising student experience, academic quality, or operational efficiency.



- Maintains regular availability for on-campus duties and responsibilities;
- Maintains reasonable responsiveness to students, colleagues and line management during agreed working hours.
- Have provided evidence of an appropriate workspace that can be utilised to perform work on a remote/hybrid basis; a work space free from undue interruption, and complying with reasonable health and safety requirements/standards and having access to proper office equipment, inclusive of Wi-Fi, and email facilities.

6. ROLES AND RESPONSIBILITIES

6.1 The Head of Department/Dean or Line Manager is best positioned to understand the dynamics of his/her respective Department and the capacity of everyone to do their job. As such the Head of Department/Dean or Line Manager will need to consider hybrid/remote or flexible work arrangement requests whilst considering the impact on the delivery of the job and the effect on their Department.

6.2 THE HEAD OF DEPARTMENT/LINE MANAGER IS RESPONSIBLE FOR:

- 6.2.1 Considering and approving a hybrid/remote or flexible work arrangement only after a formal application has been submitted by a staff member to this effect after a proper assessment of the potential remote work environment is undertaken
- 6.2.2 Considering, deciding and communicating the appropriate level of hybrid/remote or flexible work expectation to their respective Department;
- 6.2.3 Communicating and monitoring a staff member's adherence to applicable Institutional/Departmental expectations and requirements:
- Academics: Quality of Lecturing, Research, Supervisory, and Student consultation hours; On-campus attendance of Institutional events, meetings and working hours.
 - Administrative and Support Staff: Work responsibilities, Institutional events, and working hours.
- 6.2.4 Ensuring that an application for hybrid/remote or flexible work arrangements are considered with due consideration of the principles outlined in section 5 above.
- 6.2.5 Determining who are able to work on a hybrid/remote or flexible basis;
- 6.2.6 Ensure that any non-compliance is timeously addressed with the respective employee(s);
- 6.2.7 Ensuring employees working in a hybrid/remote way are provided with a fair opportunity to undertake career development opportunities, access support and training.
- 6.2.8 Ensuring that a staff member working in a hybrid/remote way, meet all academic, administrative and Institutional expectations and requirements.

6.3 THE EMPLOYEE:

The Employee must understand that any agreement/arrangement regarding hybrid/remote or flexible working is agreed to in the mutual interest of the employee and the Hugenote Kollege. As such, due consideration must be given to the operational requirements as an



accredited private residential tertiary institution. It will therefore be expected of an employee to:

- 6.3.1 Provide proof of a suitable remote working environment should he/she want to work in a hybrid and/or remote manner and must inform the respective HOD/Dean of any change(s) to that environment.
- 6.3.2 Ensure that the quality and delivery of their work are not negatively impacted by hybrid and/or remote working.
- 6.3.3 Comply with the relevant Data Protection Policy of the Huguenote Kollege and the relevant Protection of Personal Information Act (POPIA).
- 6.3.4 Ensure that the respective HOD/Dean and his/her colleagues are aware of their working location on a day-to-day basis, in particular to ensure the continuation of the health and safety of the staff member, associated with lone working.
- 6.3.5 Comply with all Huguenote Kollege's policies and procedures where applicable when working on a hybrid/remote basis, such as those covering absence reporting, conduct, academic integrity, contact/liaison with students and health and safety.

7 WORK ARRANGEMENTS

- 7.1 All staff are obliged are required to work their contractual hours as stated in their individual contract of employment, albeit on-campus or off-campus.
- 7.2 A flexible work arrangement with some work being undertaken in the workplace (i.e. on-campus) and some work being undertaken in an approved remote workspace may be allowed on the basis of one (1) day per week, and in accordance with a predetermined work schedule balancing institutional presence and off-site productivity. Any flexible work arrangement, i.e. hybrid, remote and/or flexible work hours are based upon a structured mutual agreement between a staff member and his/her Head of Department and is scheduled in advance before implementation.
- 7.3 Should a staff member require more than one (1) day a week to work remotely (as specified in par. 7.2), a formal application (inclusive of a relevant motivation) must be submitted to his/her Head of Department/Dean for consideration and approval.

8 TECHNOLOGY AND EQUIPMENT REQUIREMENTS FOR HYBRID/REMOTE WORK ARRANGEMENT

- 8.1 Before an application to work on a hybrid/remote basis will be approved, the employee will need to submit valid proof of a suitable remote working space.
- 8.2 Such a remote working space must have a reliable internet connection, appropriate furniture and necessary office equipment to perform all duties in a professional manner.
- 8.3 Employees must notify their HOD/Dean and colleagues of any changes to the remote work setup to enable a health and safety reassessment if needed.



8.4 Hugenote Kollege will not reimburse remote work-related expenses (e.g. electricity, connectivity, consumables, travel) unless explicitly agreed in advance.

9 MONITORING AND COMPLIANCE

To uphold academic standards and institutional accountability, this Policy will be strictly enforced and monitored so as to ensure full compliance at all times.

9.1 Performance Management:

- Staff must perform their agreed duties and will be expected to attend Hugenote Kollege activities and/or meetings on-campus as/or when requested by the respective Dean/HOD with reasonable notice.
- Remote working and/or any other hybrid working arrangement will not be allowed for purposes of an individual pursuing his/her own private business (of any nature) interests.
- Remote working and/or any hybrid working arrangement may not work for everyone all of the time and the arrangement will be regularly (i.e. once per quarter) reviewed between an individual and his/her direct HOD/Dean.
- Subject to work commitments and responsibilities, staff working remotely must remain contactable during normal working hours as stated in their Contract of Employment and/or as agreed with his/her respective HOD/Dean regardless of whether he/she is working on campus or in a remote working environment.

9.2 Institutional oversight:

- A health and safety assessment— which may include a physical site visit from time to time — will be undertaken by the Hugenote Kollege before any approval is granted for remote and/or hybrid working, to ensure that the remote working environment is suitable for the level of hybrid working and the types of tasks to be undertaken.
- The Dean/HOD will monitor adherence to approved work schedules, responsiveness to students and participation in Institutional activities.

10 APPLICATION AND APPROVAL PROCEDURES

To ensure consistency, transparency, and alignment with institutional priorities, hybrid, remote and/or flexible working arrangements must follow a formal application and approval process.

The following application and approval process shall apply:

10.1 Application by Employee: An employee must submit a written application to the respective Dean/HOD, outlining:

- The nature and scope of proposed remote/hybrid or flexible work;



- Justification based on current responsibilities and deliverables;
 - Proposed schedule and availability for on-campus engagements
- 10.2 The employee's HOD/Dean will evaluate the application against operational needs, student support requirements, departmental performance goals.
- 10.3 The employee's HOD/Dean will review the application for remote, hybrid, or flexible working, taking into account the completed Formal Workspace Audit. The HOD/Dean will then approve or decline the application and communicate the decision to the employee.
- 10.4 Should an employee apply for any additional days of remote/hybrid work, such application will be forwarded to the Senior Management of the College for final approval.

11 PERIODIC REVIEW

The Management of Huguenote Kollege reserves the right to amend this Policy from time to time and/or to revoke any agreement with an employee after due consideration of operational requirements and/or any non-compliance.