

Section # and Title	Original Language/Guidelines	Substantive Revisions/Changes	Rationale
1. Introduction	As an international, private, comprehensive research university dedicated to generating and sharing knowledge through in-person community interactions, Boston University offers remote staff work arrangements that help our community excel.	As an international, private, comprehensive research university dedicated to generating and sharing knowledge through in-person community interactions, Boston University offers flexible work arrangements to staff members in support of the University's mission that advance Boston University as an employer of choice.	The rationale for issuing the Flexible Work Guidelines was developed further to expressly recognize that flexibility enhances the University's ability to attract and retain top talent.
2. Scope of the Guidelines	The Guidelines apply to regular, US-based non-represented staff.	The Guidelines apply to regular, US-based non-represented exempt and academic research staff (those paid a salary regardless of hours worked and not eligible for overtime pay) and non-exempt staff (paid hourly), including staff in academic research positions For staff who are foreign nationals, flexible work arrangements are governed by these Guidelines and the University's Flexible Work Procedures for Foreign Nationals.	Types of employees affected by the Guidelines are more fully defined, including exempt and non-exempt, and academic research staff. Reference is made to ISSO's Flexible Work Procedures for Foreign Nationals, which also must be followed for staff that are foreign nationals.
3. Definitions (new section)	N/A	Added definitions of "Flexible Work Arrangements", "Hybrid work", "Seasonal Hybrid work", "Fully Remote work", "Modified work schedules", "Seasonal Modified work schedules", "Regular hours of operation", "Regular weekly hours", and "Standard work schedule". Please see revised Guidelines for new language.	A definitional section has been added to clarify the different flexible arrangements available to BU staff. Introduces two new terms: modified work schedule and seasonal modified work schedule. Detailed information is devoted to the "Modified Work Schedule" concept, which pertains to the time of day the work is performed, and not the location.



4. Modified Work Schedules (new section)	N/A	Detailed description of Modified Work Schedules Please see revised Guidelines for new language	This is the only type of flexible work arrangement that does not require Dean/VP (or designee) approval, manager approval is sufficient. Reference is made to the Handbook to emphasize that the expected number of
			hours per week worked is unchanged by any modified work schedule.
5. Seasonal Modified Work Schedules (new section)	N/A	Detailed description of Seasonal modified work schedules. The final sentence here is notable: Deans and vice presidents may approve a seasonal change in regular hours of operation if it is clear from historical demand that the change will have no material impact on stakeholder service. Please see revised Guidelines for new language	This section adds the option of modifying work schedules on a seasonal basis.
6. Eligibility (formerly Section 3 of original guidelines)	Staff members who meet the following job performance criteria are eligible to request remote work arrangements: (1) no active corrective action; (2) an overall performance rating of 3 (successful) or above on the most recent performance evaluation, if applicable; and (3) compliance with all University COVID-19 policies and protocols (including providing proof of vaccination by September 2, 2021 unless a medical or religious exemption is granted). New staff members who have not yet received a performance evaluation may request remote work arrangements.	Staff members who meet the following job performance criteria are eligible to request flexible work arrangements: (1) no active corrective action; (2) an overall performance rating of 3 (successful) or above on the most recent performance evaluation, if applicable; and (3) compliance with all University health and safety policies and protocols (e.g., proof of any applicable vaccination requirements). New staff members who have not yet received a performance evaluation may request flexible work arrangements. However, it is strongly recommended that any hybrid work arrangements for newly hired employees commence after a minimum of 90 workdays of employment has been completed and an initial performance discussion has been held.	This section is substantively unchanged, except for the final sentence regarding 90-day performance trial period.



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7. Request and Approval Procedures (formerly Section 4 of original guidelines) Eligible staff members may request to work remotely up to two days per week.

To request a remote work arrangement, a staff member must complete an online Remote Work Approval Form, described below....

Required Approvals: Remote work arrangement must be approved by the staff member's manager and the appropriate dean or vice president (or the designee of the dean or vice president). If the remote work location is outside Massachusetts, the arrangement must also be approved by the Vice President for Human Resources, as described in Section 8 below.

<u>Exceptional Situations:</u> In exceptional circumstances, deans and vice presidents may consider allowing staff to work remotely more than two days per week or fully remotely (i.e., not coming to campus at all except for occasional on campus departmental meetings or events).

Remote Work Approval Form: An online Remote Work Approval Form must be completed before a staff member begins a new remote work arrangement. The staff member will complete the form which will be automatically routed to their manager for additional information and first-level approval. The form will then be routed to the appropriate Dean, Vice President, or designee (and for out-of-state work, the Vice President for Human Resources) for additional approval. The completed

<u>Hybrid and Fully Remote Work Arrangements – Requests and Approvals</u>

To request a hybrid or fully remote work arrangement, a staff member must submit an online Remote Work Request Form....

A hybrid or fully remote work arrangement must be approved by the staff member's manager and the appropriate dean or vice president (or a designee of the dean or vice president). If the staff member's remote work location is outside Massachusetts, the arrangement must also be approved by the vice president for human resources, as described in Section 12 below.

<u>Exceptional Situations:</u> In exceptional circumstances, deans and vice presidents may consider allowing staff to work remotely more than two days per week or fully remotely (i.e., not coming to campus at all except for occasional on campus departmental meetings or events).

A hybrid or fully remote work arrangement may not begin until a Remote Work Request Form is complete, with all required approvals. The staff member will complete the form which will be automatically routed to their manager for additional information and first-level approval. The form will then be routed to the appropriate dean, vice president, or designee (and for out-of-state work, the vice president for human resources) for additional approval. The completed document will be returned to the staff member and manager.

The paragraph stating that "exceptional situations" are needed for the allowance of more than two days per week working from home has been removed.

The process for applying for leave has been updated to reflect the new on-line form.

Modified Work Schedule requests and approvals are not done within the system, although it must be in writing and approval from the VP of HR is required for out of state workers.

The request and approval process for hybrid and remote work arrangements has not changed. The Remote Work Request online form is still in use.

There is a separate request and approval process for modified work schedules. The online form is not used for modified work schedules. Rather, modified work schedules must be approved by the staff member's manager in writing. Entry into SAP is also required to the extent the number of hours worked per day changes.

Additionally, to ensure compliance with wage and hour laws, managers must seek advance approval of the VP of HR for flexible work arrangements where any work will be



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document will be returned to the staff member and manager.

Pre-existing Remote Arrangements: Some staff members had existing remote work arrangements prior to the COVID 19 pandemic. Such pre-existing remote work arrangements will be subject to these guidelines in all respects. Remote Work Approval Forms must be completed for staff members with pre-existing remote work arrangements.

Modified Work Schedules – Requests and Approvals

To request a modified work schedule, a staff member must submit a written request to their manager identifying the proposed schedule. Staff should discuss modified work schedules with their managers before making requests.

A modified work schedule must be approved in writing by the staff member's manager. If the staff member's regular or remote work location is outside of Massachusetts, the manager must also obtain the approval of the vice president for human resources before allowing a modified work schedule.

If a modified work schedule changes the number of hours a staff member works per day (e.g., a compressed work schedule of four ten-hour days), the manager must ensure that the work schedule is entered into SAP through an Employee Position Update by the department's payroll coordinator. Further detail on entering the modified work schedule into SAP is available in the "Updates During Employment" section on the HR Systems website.

A staff member whose request for a remote work arrangement is denied may seek reconsideration of the decision using the reconsideration process described in Section 7 below.

Requests for Reconsideration

A staff member whose request for a flexible work arrangement is denied may seek reconsideration of the decision using the reconsideration process described in Section 10 below.

performed out of state (i.e., where the regular or remote/hybrid work location is outside of Massachusetts).

The paragraph stating that "exceptional situations" are needed for the allowance of more than two days per week working from home has been removed because it is covered in the Definitions section of the Guidelines (Section 3). The definition of "hybrid work" states: "Hybrid work generally involves up to two days of remote work per week. Three or four days of remote work per week is allowed in special situations."



	Decisions regarding remote work arrangements, including decisions on requests for reconsideration, are at the discretion of management and are not subject to the Employee Grievance Process in the University's Employee Handbook.	Management Discretion Decisions regarding flexible work arrangements, including decisions on requests for reconsideration, are at the discretion of management and not subject to the employee grievance process in the Employee Handbook.	
8. Evaluating Requests for Flexible Work Arrangements (formerly Section 5 of original guidelines)	Managers should carefully evaluate all requests for remote work arrangements using the guidance below.	Managers should carefully evaluate all requests for flexible work arrangements using the guidance below. Flexible work arrangements must be appropriate for the specific position and job duties. Not all positions are appropriate for hybrid work or modified work schedules. Core Principles	The Core Principles are largely unchanged, although the addition of seasonal flexible work is noted. The "Other Key Considerations" and "Nature of the Position" subsections have been expanded to better guide managers on determining the most appropriate flexible
	Institutional Mission: Boston University is a vibrant residential research university, and intense collaboration and in-person interactions between students, staff, and faculty are crucial to our work. Remote work arrangements must support this mission.	Flexible work arrangements must be consistent with the following core principles: Institutional Mission: Boston University is a vibrant residential research university, and intense collaboration and in-person interactions among students, staff, and faculty are necessary to our work. Flexible work arrangements must support this mission.	work arrangements. The "Seasonal Remote Work Arrangement" section has been removed because seasonal work arrangements are addressed elsewhere in the guidelines (See section 3. Definitions).
	Quality of Student Services: Remote work arrangements must not impinge on the student-centered nature of our residential research university.	Quality of Student Services: Flexible work arrangements must not impinge on the student-centered nature of our residential research university.	
	Quality of Research Environment: Remote work arrangements must not impinge on the research activities which are physically based in our laboratories and offices.	Quality of Research Environment: Flexible work arrangements must not impinge on the research activities that are physically based in our laboratories and offices.	



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Business Operations and Goals: Remote work arrangements must support business operations efficiency to ensure the success of each school, college, or department and the University as a whole in meeting and exceeding overall goals.

Employee Retention and Recruitment: Remote work arrangements will support talent recruitment and retention and contribute to the University community and employee morale.

Nature of Position

Remote work arrangement must be appropriate for the specific position and job duties. Not all positions are appropriate for remote work arrangements due to the nature of the role; the job duties; and the University's needs.

- the presence of students, faculty, other staff, guests, or the public on campus during specific time periods or events;
- the unit's operational requirements;
- a review of productivity over time within the unit;
- an assessment of the engagement of all employees in a unit; and
- an assessment of communications and collaboration among employees within one or more unit(s).

Business Operations and Goals: Flexible work arrangements must support business operations' efficiency to ensure the success of each school, college, or department and the University as a whole in meeting and exceeding overall goals. Business operations may vary seasonally.

Employee Retention and Recruitment: Flexible work arrangements will support talent recruitment and retention and contribute to the University community and employee morale.

Other Key Considerations

Managers should also consider the following factors in determining whether a flexible work arrangement is appropriate:

- the nature of the role;
- job duties;
- the University's needs;
- the presence of students, faculty, other staff, guests, or the public on campus during specific time periods or events;
- the unit's operational requirements;
- a review of productivity over time within the unit;
- an assessment of the engagement of all employees in a unit; and
- an assessment of communications and collaboration among employees within one or more unit(s).

<u>Nature of Position – Special Considerations for Hybrid or</u> Fully Remote Work



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Roles that lend themselves to remote work arrangements are generally those that:

- involve work that can be accomplished independently with limited direct supervision;
- do not require frequent face-to-face contact with students, supervisors, staff, faculty, or the public on the University's campuses;
- do not require access to equipment, materials, or information that can be only accessed while on the University's campuses; and
- do not need to be conducted on-campus because of security, logistical, or other business-related reasons.

Staff Member Job Performance

Staff members must meet the job performance criteria set forth in Section 3 above (i.e., no active corrective action, a minimum overall performance rating of 3 (successful) on the most recent performance evaluation, if applicable, and compliance with all University Covid 19 policies and protocols) to be eligible to request and remain approved for a remote work arrangement. If a staff member receives corrective action or an overall rating below 3 on a performance evaluation or fails to comply with Covid 19 policies and protocols, a remote work arrangement will be withdrawn until the manager determines that the performance issue is resolved, absent an exception by the applicable dean or vice president. The job performance criteria

Roles that lend themselves to hybrid or fully remote work are generally those that:

- involve work that can be accomplished independently with limited direct supervision (subject to the Other Key Considerations outlined above);
- do not require frequent and regular face-to-face contact with students, supervisors, staff, faculty, guests, or the public on the University's campuses;
- do not require access to equipment, materials, or information that can only be accessed while on the University's campuses; and
- do not require on-campus presence due to security, logistical, or other business-related reasons.

Staff Member Job Performance

Staff members must meet the job performance criteria set forth in Section 6 above (i.e., no active corrective action; a minimum overall performance rating of 3 (successful) on the most recent performance evaluation, if applicable; and compliance with all University health and safety policies and protocols) to be eligible to request and remain approved for a flexible work arrangement. If a staff member receives corrective action or an overall rating below 3 on a performance evaluation or fails to comply with health and safety policies and protocols, a flexible work arrangement will be withdrawn until the manager determines that the performance issue is resolved, absent an exception by the applicable dean or vice president. The job performance criteria apply to both new flexible work arrangements and the continuation of pre-existing flexible work arrangements.



	apply to both new remote work arrangements and the continuation of pre-existing remote work arrangements that were in place prior to the Covid 19 pandemic. Additionally, managers should consider whether a staff member has demonstrated the following: • ability to work independently; • consistently high levels of productivity; • strong problem-solving capabilities; • strong organizational skills; • effective communication skills; • ability to work within timelines and meet deadlines; and • ability to work efficiently in an informal, non-office environment.	Additionally, managers should consider whether a staff member has demonstrated the following: • ability to work without close supervision; • consistently high levels of effective work performance; • strong problem-solving capabilities; • strong organizational skills; • effective communication skills; • ability to work within timelines and meet deadlines; and • ability to work efficiently in an informal, non-office	
9. Ongoing Review of Flexible Work Arrangements (formerly sections 6 and 7 of original guidelines)	Managers may choose to approve remote work arrangements on a seasonal basis (e.g., for periods outside of the fall and spring semesters) based on organizational needs. 7. Ongoing review of Remote Work Arrangements Staff members with approved remote work arrangements are expected to meet all performance standards of their school, college, or department and to be as productive as if they were working on campus. Managers will review approved remote work arrangements regularly, including during a staff	environment. Managers may choose to approve remote work arrangements on a seasonal basis (e.g., for periods outside of the fall and spring semesters) based on organizational needs. 7. Ongoing review of Remote Work Arrangements Staff members with approved flexible work arrangements are expected to meet all performance standards of their school, college, or department and to be as productive as if they were working on campus or working a typical schedule. Managers will review approved flexible work arrangements regularly, including during a staff member's annual	Language has been added to make clear that 30 days' notice for changes to flexible work arrangements may not be feasible.



	determine whether they should be continued, considering staff member job performance, operational needs, team dynamics, and other relevant considerations. Such reviews should be conducted at least annually and more frequently for new flexible work arrangements. Managers have the discretion to revoke remote work arrangements at any time upon 30 days' notice, with the approval of the applicable dean or vice president (or designee). Managers may consider approving remote work arrangements for a trial period to assess their success and viability.	be continued, considering staff member job performance, operational needs, team dynamics, and other relevant considerations. Such reviews should be conducted at least annually and more frequently for new flexible work arrangements. Managers have the discretion to revoke or modify flexible work arrangements at any time with the approval of the applicable dean or vice president (or designee). The University will provide 30 days' notice of modifications or revocations of flexible work arrangements when feasible. However, there may be occasions where 30 days' notice is not feasible given operational needs. Managers may consider approving flexible work arrangements for a trial period to assess their success and viability.	
10. Reconsideration Process (formerly section 8 of original guidelines)	N/A	No substantive changes.	Minor edits to replace "remote" with "flexible".
11. Pre-existing Flexible Work Arrangements (new section)	N/A	Flexible work arrangements that were in place prior to the issuance of these guidelines are subject to these Guidelines in all respects.	Flexible work arrangements that were in place prior to the issuance of these Guidelines are subject to these Guidelines in all respects.
12. Flexible Work Arrangements Outside Massachusetts (formerly section 9 of the original guidelines)	Any remote work arrangement involving work that will be performed at a location outside the Commonwealth of Massachusetts must be approved by Human Resources in addition to the appropriate individuals in the applicable school, college, or department, will consider whether to approve out-of state remote work arrangements based on the	Any flexible work arrangement involving work that is or will be performed at a location outside the Commonwealth of Massachusetts must be approved by the vice president of human resources in addition to the appropriate individuals in the applicable school, college, or department, will consider whether to approve out-of state flexible work arrangements based on the following factors	Clarifies that all flexible work arrangements involving work that will be performed outside of Massachusetts (including remote work, hybrid work, and modified work schedules) must be approved by the VP of HR. For remote and hybrid work, online request forms involving out-of-state work are



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following factors...

To ensure compliance with applicable tax and other laws, managers must notify the applicable Human Resources Business partner and receive approval from Human Resources before a staff member is allowed to work remotely outside the Commonwealth of Massachusetts. Staff who perform work outside the Commonwealth of Massachusetts are responsible for ensuring that they are aware of the tax implications, and the University encourages such staff to consult a qualified tax professional. The University does not provide tax advice.

Staff must obtain approval from their manager and Human Resources before changing their remote work location if the new location is outside of Massachusetts. A staff member's work location for a remote work arrangement must be within the United States.

In the event an exception is granted and a fully remote position outside of Massachusetts is approved, compensation may be adjusted based on the cost of living in the location where the work is performed. Additionally, for staff members performing work outside of Massachusetts, adjustments to University policies, benefits, and practices may be required to comply with applicable law.

Because the University does not provide tax consultation, staff who perform work outside the Commonwealth of Massachusetts are responsible for ensuring that they are aware of the tax implications, and the University encourages such staff to consult a qualified tax professional.

Staff must obtain approval from their manager and Human Resources before changing their flexible work location if the new location is outside of Massachusetts. A staff member's work location for a flexible work arrangement must be within the United States.

If a fully remote position outside of Massachusetts is approved, compensation may be adjusted based on the cost-of-living in the location where the work is performed. Additionally, for staff members performing work outside of Massachusetts, adjustments to University policies, benefits, and practices may be required to comply with applicable law.

automatically routed to the VP of HR for approval.

However, as described in #7 above, managers are responsible for obtaining the advance approval of the VP of HR for modified work schedules where any work will be performed out of state (i.e., where the regular or remote/hybrid work location is outside of Massachusetts).



13. Availability for On-Campus Work or Specific Hours (formerly section 10 of the original guidelines)	Staff with approved remote work arrangements may from time to time be required to be on campus at times they are typically scheduled to work remotely. Additionally, organizational needs may require temporary suspension of a remote work arrangement to support unusual projects or conditions in the school, college, or department. Schools, colleges, and departments may have specific requirements that staff with remote work arrangements be on campus for certain events. Managers must give notice of the need for unanticipated on-campus presence or temporary suspensions of remote work arrangements as soon as practicable, but no particular notice period is required. Such decisions are at the discretion of managers and are not subject to requests for reconsideration.	Staff with approved flexible work arrangements may from time to time be required to be on campus at times they are typically scheduled to work remotely or to work a schedule different than their usual modified work schedule. Additionally, organizational needs may require temporary suspension of a flexible work arrangement to support unusual projects or conditions in the school, college, or department. Schools, colleges, and departments may have specific requirements that staff with flexible work arrangements be on campus or work specific hours for certain events. Managers must give notice of the need for unanticipated oncampus presence or temporary suspensions of flexible work arrangements as soon as practicable, but no particular notice period is required. Such decisions are at the discretion of managers and are not subject to requests for reconsideration.	Reference to modified schedules added.
14. Work Hours, Dependent Care Arrangements, and Absences (formerly section 11 of the original guidelines)	Work Hours/Attendance Remote work arrangements do not modify the days of the week or the hours of the day that a staff member works. Staff members are required to follow their regular work schedule when working remotely. Requests for changes to work schedules are handled under Section 201.4 of the Employee Handbook: Variations in Work Schedules.	Work Hours/Attendance A hybrid or fully remote work arrangement does not modify the days of the week or the hours of the day that a staff member works. A staff member must follow their regular work schedule when working remotely unless they have an approved modified work schedule.	Reference to modified schedules added.



	The University's policies regarding hours of work (including meal periods, rest periods, overtime, and time reporting) apply to work performed remotely as well as on campus. Non-exempt staff may not work more than their regularly scheduled hours without manager pre-approval and must accurately report all hours worked. Staff members must comply with the University's policies on attendance and authorized absences from work (including vacation leave and sick leave) while working remotely. Staff members may not be the primary care provider for any dependent during remote work hours and must make regular dependent care arrangements during work hours.	The University's policies regarding hours of work (including meal periods, rest periods, overtime, and time reporting) apply to work performed remotely as well as on campus. Non-exempt staff may not work more than their scheduled hours without manager pre-approval and must accurately report all hours worked. Staff members must comply with the University's policies on attendance and authorized absences from work (including vacation leave and sick leave) while working remotely. Dependent Care Arrangements/Other Responsibilities Staff are expected to devote all scheduled work hours to their work responsibilities. Therefore, staff may not be the primary care provider for any dependent during work hours (including during any work performed remotely) and must make regular dependent care arrangements during work hours.	
15. Safety and Health (formerly section 12 of the original guidelines)	Staff must report any work-related injuries that occur during remote work to their manager and the Boston University Occupational Health Center at the earliest reasonable opportunity and within 24 hours.	Staff must report any work-related injuries that occur during remote or on-campus work to their manager and the Boston University Occupational Health Center at the earliest reasonable opportunity and within 24 hours.	No substantive changes.
16. Expenses (formerly section 13 of the original guidelines)	Staff who work remotely at their own request will not be reimbursed for home office equipment (e.g., personal computers and furniture) or services (e.g., internet and phone service), unless otherwise required by law. The University is not responsible for the operating costs, maintenance, property or liability insurance, or other expenses for a staff member's home or other remote work location. University	Staff who work a hybrid schedule or fully remotely at their own request will not be reimbursed for home office equipment (e.g., personal computers and furniture) or services (e.g., internet and phone service), unless otherwise required by law. The University is not responsible for the operating costs, maintenance, property or liability insurance, or other expenses for a staff member's home or other remote work location. University insurance does not cover staff	Reference to modified schedules added.



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insurance does not cover staff members' personal members' personal property used for hybrid or fully remote property used for remote work. Commuting costs to a work. Commuting costs to a staff member's on-campus or staff member's on-campus or remote work locations remote work locations are not paid by the University. are not paid by the University. Grant or contract funds may not be used to purchase work equipment for hybrid or fully remote work or to reimburse Grant or contract funds may not be used to purchase hybrid or fully remote work expenses unless such purchases remote work equipment or reimburse remote work or expenses are explicitly budgeted and approved in the expenses unless such purchases or expenses are award agreement. explicitly budgeted and approved in the award agreement. 17. Workspace, Technology/Equipment Technology/Equipment Reference to modified schedules added. Technology/Equipm Equipment: Staff in positions requiring a computer Equipment: Staff in positions requiring a computer must be must be provided with a single set of necessary provided with a single set of necessary equipment from the ent, and Data A sentence was added reiterating that the **Security (formerly** equipment from the list of BU Standards upon the list of BU Standards upon the start of their employment with University will not be responsible for an section 14 of the start of their employment with the University. As a the University. As a general rule, schools, colleges, and employee's internet service who request and general rule, schools, colleges, and departments will departments will not provide staff who work a hybrid are approved to work remotely or hybrid. original guidelines) not provide staff who work fully remotely at their own schedule or fully remotely at their own request with any request with any additional computers or accessories additional computers or accessories (e.g., mouse, keyboard, (e.g., mouse, keyboard, external monitors) for onexternal monitors) for on-campus offices or remote work locations. The University will also not provide other home campus offices or remote work locations. The University will also not provide other home office office equipment (e.g., furniture) to staff who work a hybrid equipment (e.g., furniture) to staff who work schedule or fully remotely at their own request. remotely at their own request. Internet Connection: Staff with hybrid or fully remote work arrangements must have a stable, non-public internet



	Internet Connection: Staff with remote work arrangements must have a stable, non-public internet connection with sufficient bandwidth to participate in video meetings and other regular activities.	connection with sufficient bandwidth to participate in <u>video</u> <u>meetings</u> and other regular activities. The University will not pay for internet service for staff who work a hybrid schedule or fully remotely at their own request.	
18. University Property (formerly section 15 of the original guidelines)	N/A	N/A	No substantive changes
19. Nature of Employment (formerly section 16 of the original guidelines)	N/A	N/A	No change in original language