



University of California
San Francisco



FAS Telework and Workspace Program Introduction Deck

02/25/21

Staff are saying...

"I am able to do everything needed remotely. My commute into the city was very difficult and would carve out almost 3 hours each work day."

"Working remotely allows me to better use that time/energy into being more prompt with my work. I am also happier as I have more time with my family."

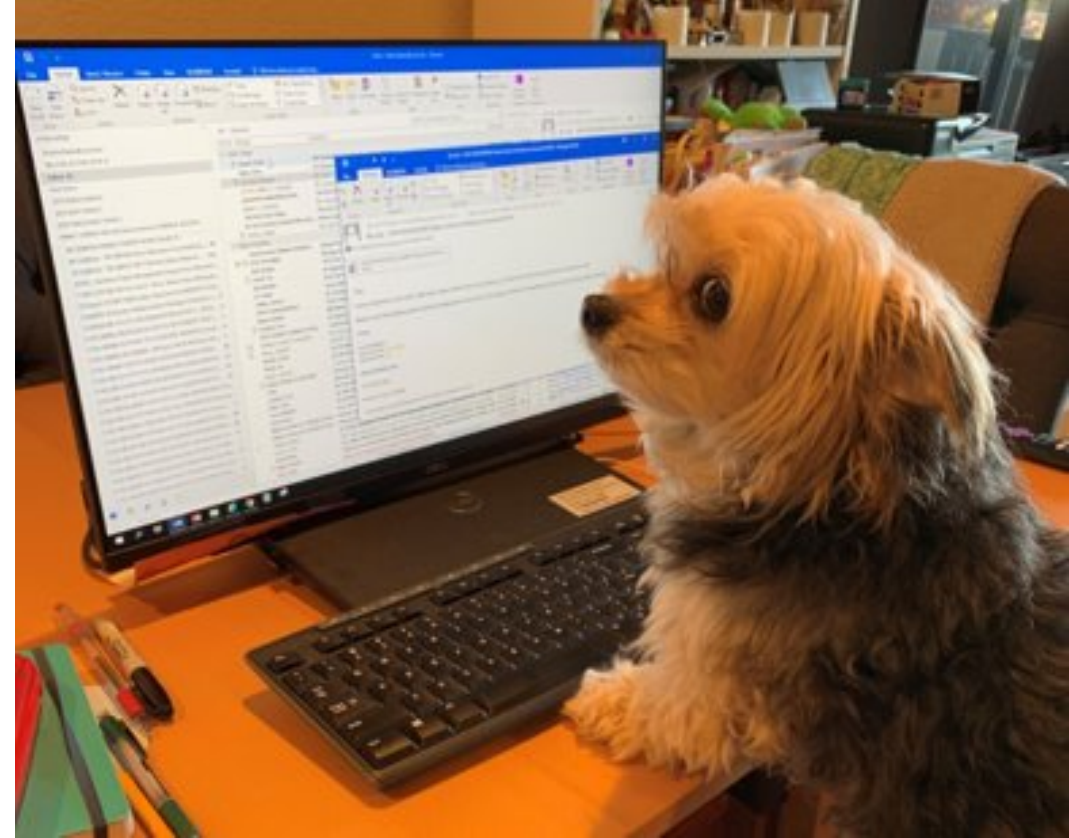


"I've been able to get to know my coworkers more from working remotely than when I was in the office. We have more discussions."

Leaders are saying...

"Aligning the work environment with how staff are most effective will result in increased engagement"

"We were fighting for space pre-COVID. Expanded telework will take some of the pressure off."



"We've made working from home work, and for us, it has been an employee morale-booster."

Background

2020

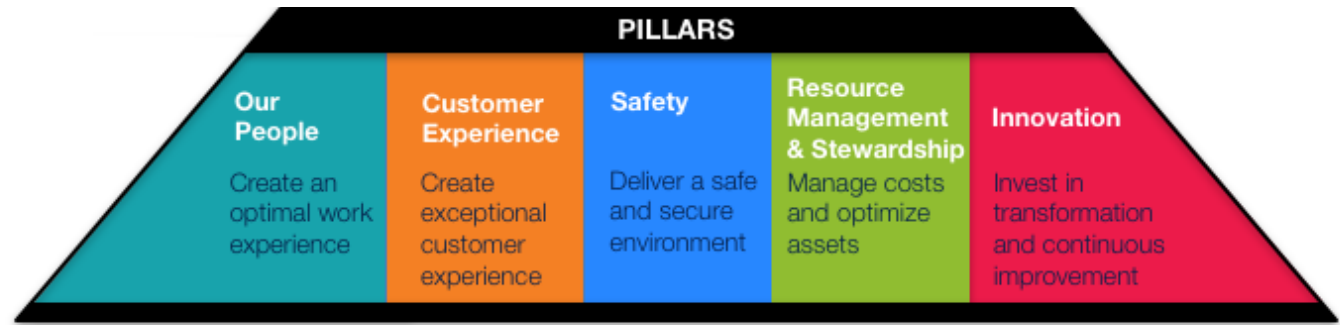
- The Future of Telework and Managing Remote Teams and Future of Administrative Space Task Forces make the following recommendations:
 - Allow ongoing telework/flexible work post-pandemic (for work that can be performed offsite)
 - Reduce UCSF's space footprint (to generate cost savings)

2021

- With the blessing of the Cabinet, FAS begins planning for the implementation of these recommendations (via the Telework Program) post pandemic.

Telework supports UCSF's mission and our people

FAS True North Pillars



High-level Goals of the Program

Create an optimal work experience for our people, with flexible working options

Improve resource management and stewardship by reducing costs and maximizing space use

What are we trying to do?

Design a new way of working that meets business needs **and:**

1. Makes telework equitable, safe, and engaging for our employees
2. Gives employees access to onsite workspaces that have what users need to be productive and feel connected
3. Supports managers in leading and managing teams in onsite, offsite, and hybrid environments

Benefits of Increased Telework



Benefits to the EMPLOYEE

- ✓ Telework in some cases provides for better **work/life balance**
- ✓ Greater **flexibility** with how their time is spent (more time for exercise or being with spouse/children/pets)
- ✓ Save **money and time** when not commuting to work



Benefits to the ORGANIZATION

- ✓ Greater **productivity** – less commuting can result in more focused, refreshed employees
- ✓ Increased **participation in meetings** because everyone is joining in the same way
- ✓ **Recruitment and retention** of top talent
- ✓ Better pulse on staff (more **frequent and intentional interactions**)
- ✓ Reduced **carbon footprint** (less driving)
- ✓ **Cost savings** from reduced space footprint

Project Governance

Roles & Responsibilities

Chancellor's Executive Team

- Approve directional recommendations (done)
- Review results of Pilot and decide on future recommendations (2021)
- Remain visible supporters throughout implementation
- Allocate resources as needed

Functional Sponsors Corey Jackson Brian Newman

- Remain visible supporters throughout Pilot and implementation
- Make decisions escalated from Leadership Group
- Champion the Pilot at FET and in their own units
- Review results of Pilot and endorse future recommendations (2021)

Leadership Group

- Make decisions about implementation plan and design; escalate to Functional Sponsors as needed
- Consult with SMEs and stakeholders for input as appropriate
- Lead workstreams and implementation of Pilot

Leadership Group Membership

As of 02/22/21

Workstream/Function	Lead
Chair	Becky Daro (SVC Office)
Project Management	Stephanie Metz & Sarah Fidelibus (PMO)
People	Katharine Tull (HR)
Space	Alicia Murasaki (Real Estate)
Equipment	Adam Schnirel (CLS-Facilities)
Supply Chain Management	Greg Macway (Finance-Supply Chain Mgt)
Operations/Transportation	Amit Kothari (CLS – Transportation Services)
Technology	Sian Shumway (ITS)
FAS Communications/Change Management	Kim LaPean (SVC Office) & Jill Goldsmith (PMO)
Health Representation (Advisory Role)	Rita Ogden (COO Office)
FAS Diversity, Equity, Inclusion, Accessibility, and Antiracism (DEIA/AR) Representation (Advisory Role)	Gina Abrams (LER)

Potential Risks and Challenges

The FAS TWP Leadership Group is working to mitigate risks and overcome challenges in three key areas:

Teamwork and Culture

- Focus on building and maintaining camaraderie and team cohesion with less face-to-face interaction

Employee Wellbeing

- Focus on maintaining appropriate work/life boundaries when working from home

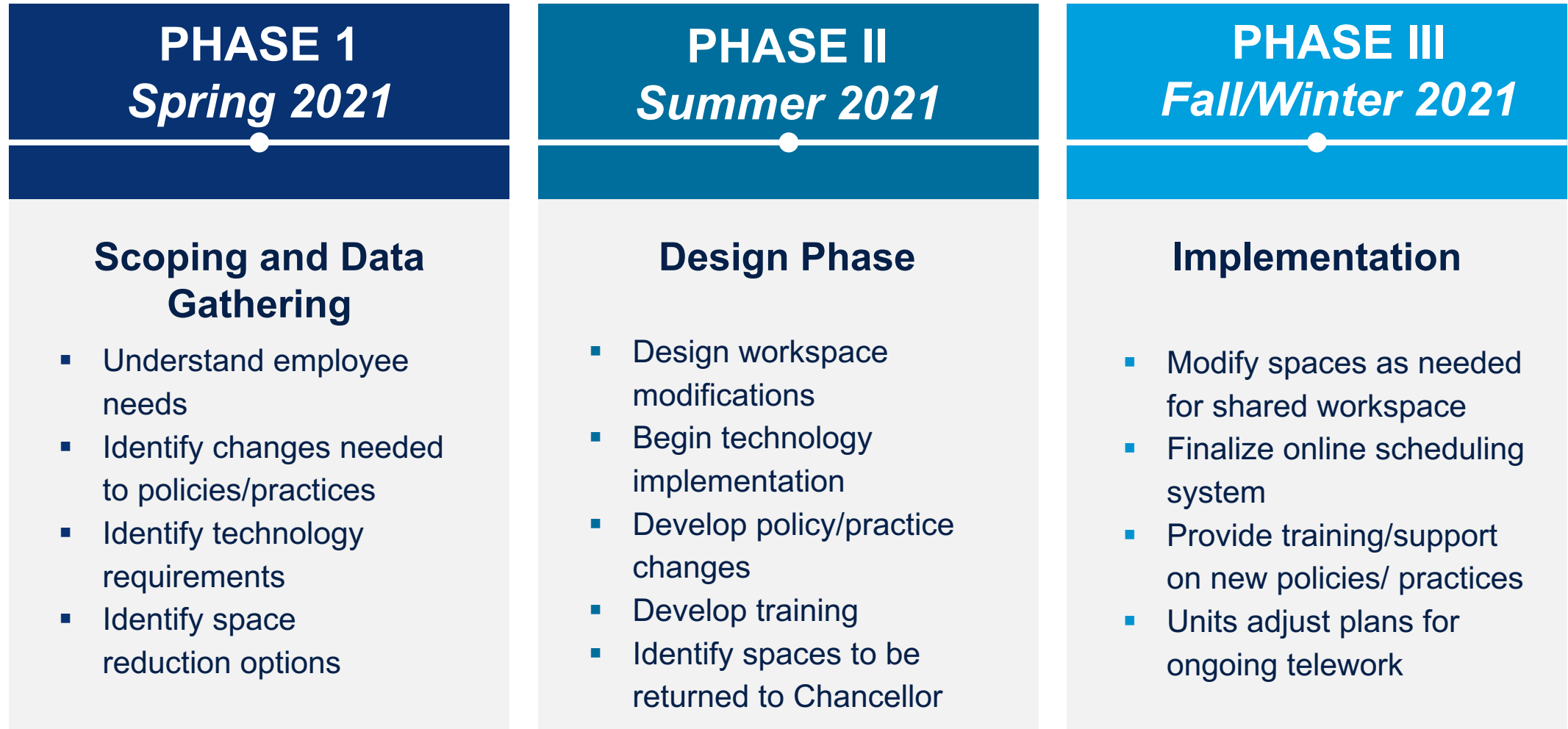
Performance Management

- Focus on supporting managers and employees in developing outcomes-based performance goals

The project has six workstreams, led by a member of the TWP Leadership Group.

People	Space	Equipment
Design guidelines and approach for overall telework model	Gather employee input to inform workspace design options; prototype and test options	Gather staff input to inform equipment, services & systems needs; procure & install new equipment
Transportation	Technology	Communications + Change Management
Analyze shuttle ridership, other data; develop recommendations for service enhancements.	Gather user input to inform technology needs; prototype and test options	Develop and deploy project communications; identify and engage change champions

Tentative Timeline

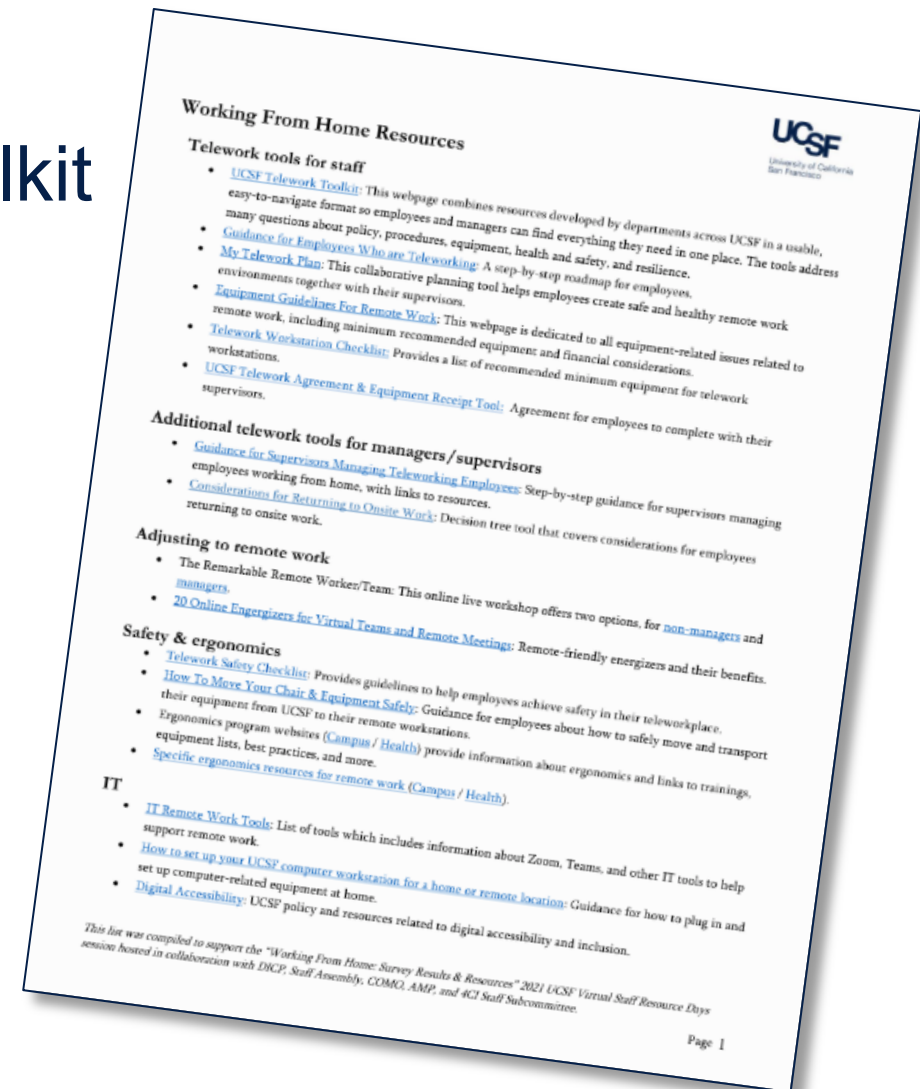


Information on Telework Policies and Resources

For information on current telework policies and resources, please visit the telework toolkit <https://coronavirus.ucsf.edu/telework>

38% of UCSF staff at the 2021 Staff Resource Day telework session didn't know telework resources were available.

*UCSF Staff Resource Day
"Working from Home: Survey Results & Resources" 02/05/21*



How Information Will Be Shared

FAS Telework Website <http://fas.ucsf.edu/telework>

- How you'll hear from us
 - Targeted announcements
 - Regularly updated decks, FAQs + key messages
- Opportunities for input
 - Stakeholder interviews, focus groups, surveys
- Questions?
Email FASTWP@ucsf.edu



FAQs

Q.

What should staff do if they need more equipment or upgraded communication services for safe and effective at home workstations?

A.

- Departments can approve use of University property at home as well as BearBuy purchases or reimbursement for equipment according to existing policies.
- Schedule time with staff to discuss and implement ergonomics. Refer to the [My Telework Plan](#) as a planning tool to guide this discussion.
- IT is working on remote connection improvements to provide more stable Zoom and VPN experiences.

FAQs

Q.

How / when will telework job eligibility be determined?

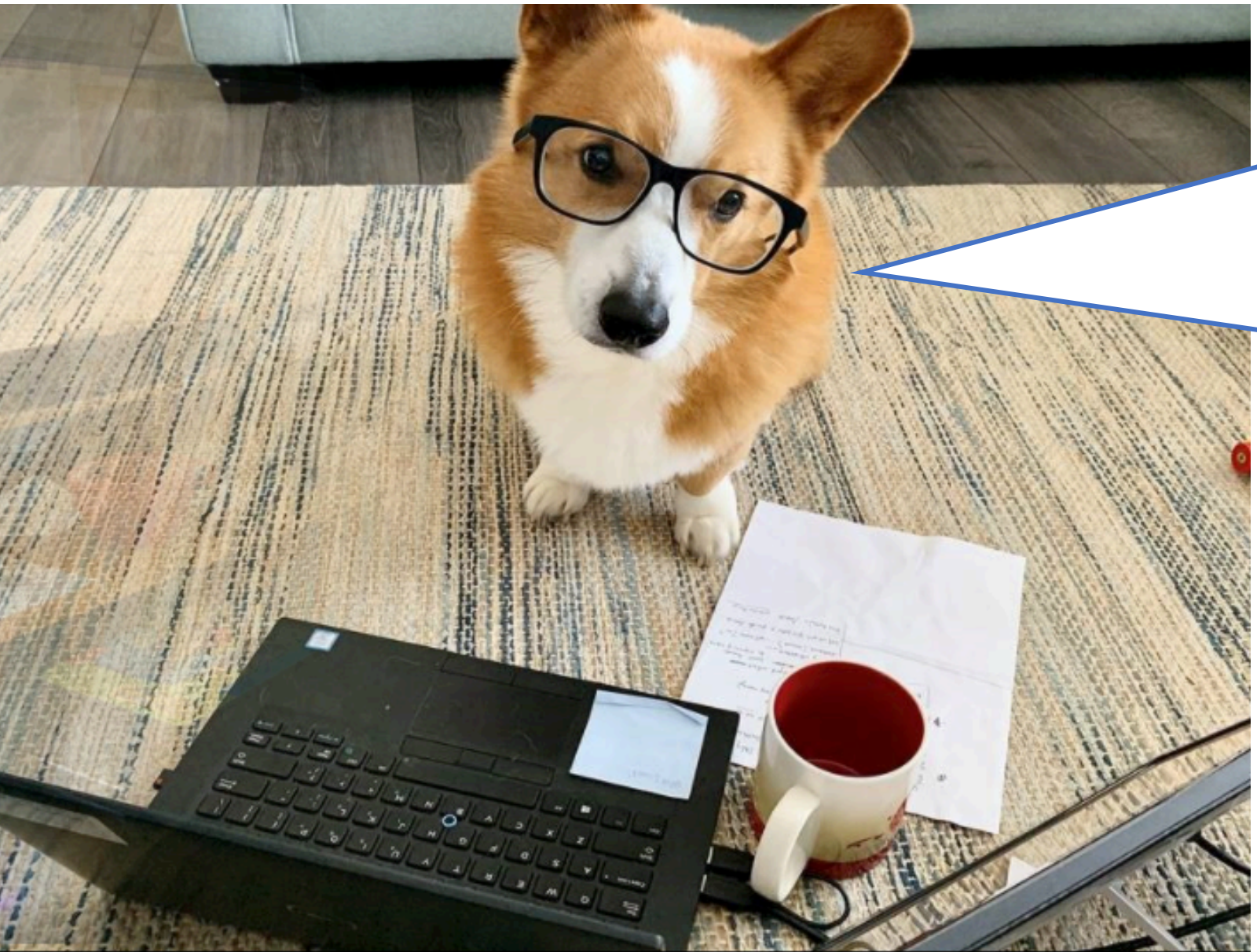
A.

- The People workstream is drafting guidance that department heads can use to equitably and consistently make objective decisions about job functions for onsite, offsite, or hybrid work.
- We expect to be able to make this framework available to FAS managers and department heads in the coming weeks.



Q.
***Can
employees
move out of
state?***

- Generally, it does not matter where an employee teleworks as long as the setting allows the employee to complete tasks, maintain confidentiality if applicable, and be safe while working.
 - The employee and manager should ensure any work-related needs to be onsite are understood in advance.
 - International telework should be discussed with Labor and Employee Relations in advance.
- UC is registered in all 50 states, but there are tax, salary and health benefits implications for employees living outside of California.
- For information and resources related to working out of state: <https://peopleconnect.force.com/s/article/Remote-Work-Telecommute-Guidelines-and-Resources-Campus-Health>



**Thank
you!**

Appendix: Recommendations of the *Future of Telework
and Managing Remote Teams* and *Future of Administrative
Space Task Forces*

Future of Telework and Managing Remote Teams: guiding principles for the recommendations

- **Prioritize equity, consistency, and accessibility** in all aspects of telework and related resources
- **Enable departments to address business needs while also supporting equity** among employees – decisions should be made based on objective business considerations vs. manager preference
- **Ensure employees and managers know about and can access resources** related to health, safety, and well-being and know how to escalate concerns
- Encourage **maximum flexibility** in the new environment, including asynchronous work and results-based evaluation as appropriate
- **Continually assess and adjust** best practices for telework, especially due to rapidly changing environment during the pandemic (PDCA: plan, do, check, adjust cycle)

Future of Telework and Managing Remote Teams: recommendations

- 1. Communicate deliberate expansion of telework and flexibility to continue post-pandemic with a statement about a broad change in the UCSF model for work**
 - Adopt a telework vision statement
- 2. Establish standards/criteria for telework roles based on job function/role/persona and include in job descriptions**
 - Provide an objective framework for decision-making to ensure equitable, objective treatment of employees
- 3. Departments develop blended business models to support both telework and on-site work as the norm rather than the exception**
- 4. Managers: support and empower managers while ensuring accountability**
 - People managers will be critical to UCSF's effort to successfully transform into a workplace with telework, on-site, and hybrid workers

Future of Telework and Managing Remote Teams: recommendations

5. Employees: develop training, tools, expectations, and accountability to support employee success
 - Update the performance management, career support, promotion, etc. processes and expectations to ensure no one is penalized for telework, on-site, or hybrid work models
6. Support employee psychosocial well-being
 - Build a culture of trust, empowerment, and equity which will support employee psychosocial health and wellbeing in a fully-inclusive manner
7. Ensure safe work-spaces and provide necessary equipment
 - Investments in effective telework may reduce costs associated with injury liability, attrition, and real estate and increase employee success and engagement
8. **Develop a Collaborative and Coordinated Execution Plan**
 - Business areas should create plans to meet their needs for leadership review/approval to ensure flexibility and consistency

Future of Administrative Space Recommendations

1. [Shut down low utilization buildings](#) and consolidate staff during WFH.
2. [Reduce space footprint](#) by vacating administrative leased spaces and disposing of non-strategic owned facilities.
3. [Create hubs of shared work space](#) across all UCSF campuses.
4. [Provide a guide to workstation utilization strategies](#) to help teams choose the right model of shared space for their specific work.
5. [Develop checklist/decision tree](#) to help managers understand how to apportion space to maximize space as a resource.
6. [Ensure fairness and equity in space management](#) by devising a system in which space is reviewed centrally, rather than by department.

Full Report of Task Force Recommendations

Future of Telework and Managing Remote Teams and Future of Administrative Space

- You can find the full report of recommendations for both task forces at <https://ucsf.box.com/s/vi9gf2n4wt0gpuz34gaeq6e7bs9h1wf1>