

WORK
Reimagined

IMPLEMENTATION WORKBOOK

August 26, 2022

INTRODUCTION

UCI leadership is committed to Work Reimagined and will be distributing communications to set clear cultural, operational, and experiential expectations. This workbook provides a structured approach for leaders to examine their existing workforce models and operations to support flexible work arrangements with both location and schedule options. Developing a collaborative and successful flexible work environment requires intentional effort by both leaders and staff. Plans should be developed thoughtfully, carefully and with flexibility to ensure school and administrative unit goals are achieved while adopting new practices that benefit employees. The term “unit” will be used in remainder of this document to reflect a School or Administrative unit. Each unit will designate a Work Reimagined Project Manager to spearhead the Work Reimagined review and efforts to manage the change.

For more information about a particular section, please refer to the [Work Reimagined Principles and Guidelines](#). If you need additional support, please contact your local or central HR support.

INSTRUCTIONS / HOW TO USE THIS DOCUMENT

Each section of the document covers an aspect of *Work Reimagined* that will need to be carefully considered and implemented within each unit:

Work Reimagined Focus Areas	Workbook Sections
Reimagine the Work Experience	<ul style="list-style-type: none"> 1) Services and Operating Model 2) Core In-Person Service Hours 3) Workforce Staffing Model 4) Operating Hours and Staff Schedule Options 5) Leadership Onsite Presence 6) Remote Work Agreements 7) Staff Work Location and Frequency 8) Workspace Savings and Technology Enhancements
Create a People-Centric Culture	<ul style="list-style-type: none"> 9) Intentional Culture Change 10) Employee Wellbeing Focus
Embrace Work Reimagined	<ul style="list-style-type: none"> 11) Managing Change
Enhance Leader and Staff Skills	<ul style="list-style-type: none"> 12) Leadership Skill Building 13) Staff Skill Building
Leadership Approval	<ul style="list-style-type: none"> 14) Review and Approval

Unit senior leadership will review each section and answer each question as thoroughly as possible. The answers should be incorporated into communications about *Work Reimagined* to provide staff context and transparency about the new working environment.

REIMAGINE THE WORK EXPERIENCE

1. Services and Operating Model Review

Units should review the services they offer to adjust for any changes in client needs or expectations. Departments will need to determine if any new services need to be offered, existing services need to be modified, or no longer offer a service to align with the new environment.

Changes in services will have an impact on operations. Based on the changes to services offered by the unit, leaders will need to determine how operations should change. This could include how the service will be delivered, when the service will be available, and which roles will perform the work.

SECTION 1

Changes to Services Provided by Schools and Units

What unit services are changing in the long term as a result of learnings from the Future of Work Pilot?

How will these changes influence operations?

2. Core In-Person Service Hours

During the academic year, departments with walk-in service desks/windows, welcome and reception areas, and other customer-facing facilities should have staff present onsite during core in-person service hours. Core service hours for units with in-person services are at minimum **Monday through Thursday from 9 a.m. to 4 p.m. Pacific, with an hour closure for lunch** (excluding the UCI Health clinical departments). Units with multiple in-person reception or service areas may consider establishing a unit-wide welcome desk that operates during core in-person service areas. Departments should consider whether it is necessary to have staff present beyond the minimum core service hours to support their customers’ unique needs. For example, units should have in-person hours on Friday if that is a reasonable expectation of their client/customer base.

SECTION 2
<p>Core In-Person Service Hours</p> <p>Will implementation of Core In-Person Service Hours necessitate changes in staff scheduling for “front desk” coverage? How will the unit adjust staffing schedules for this coverage?</p>

3. Workforce Staffing Model

With a long-term commitment to flexible work, supervisors should determine if any additional remote and/or flexible schedule work is a viable option for staff members. Considerations include but are not limited to core in-person service hours, new or changes to existing services, flexible work arrangement practices established by schools/unit, job responsibilities, nature of the work, access to equipment necessary to perform the work, scheduling, space allocation, department workload, work culture, and staff preference.

Complete this checklist when considering a position for remote work or when a staff member requests to work partially or fully remotely. [Staff Remote Work Criteria Checklist](#)

To ensure fair and consistent decisions, a reconsideration process will be available for staff to review the process and criteria used to make flexible work arrangement decisions. This will first be handled through a local review process (e.g., local Human Resources and local leadership). If after reconsideration, the staff is still seeking further review, HR Policy and Compliance may review the decision to identify issues of consistency and equity.

SECTION 3
<p>Workforce Staffing Model</p> <p>Given any changes to the unit’s services, operations, and UCI’s long-term commitment to flexible work, what roles or schedules will need to be adjusted or added?</p> <p>What positions need to be on-site to support the needs of students, faculty, patients and/or staff, or require access to equipment/facilities?</p> <p>Which roles can work partially or fully remote given the position requirements?</p>

3a. Out of State Staff

Exempt staff may work remotely outside of California (within the United States) after review and approval from unit leader, local HR, and HR Policy & Compliance, including the completion of an Out-Of-State Remote Work Agreement. [Out of State Work Toolkit](#)

Non-exempt staff working out-of-state on an approved remote work agreement prior to October 1, 2022, may continue working out of state at the discretion of their supervisor and HR. Local HR should contact HR Policy & Compliance for state-by-state guidance on wage and hour law.

After September 30, 2022, non-exempt staff who are not already working out of state will not be allowed to work out-of-state.

Exempt and non-exempt staff are not permitted to work internationally.

SECTION 3a
<p>Out-of-State Staff</p> <p>What exempt hiring opportunities could be filled by out-of-state staff?</p> <p>What non-exempt staff are currently working out-of-state, for whom the unit should consult with HR Policy & Compliance to ensure compliance with out-of-state employment law requirements?</p>

4. Operating Hours and Staff Schedule Options

Each unit will be revisiting clients' evolving needs to realign their in-person services and operating hours accordingly. Staffing core in-person service hours and looking beyond traditional business hours may lead to better service through more engaged staff and may be an opportunity to provide flexibility for those employees who must perform their work on-site. Schools and units have the autonomy to establish staffing models and schedules that cover core in-person service hours and additional operational hours. Options include:

- Compressed work schedule/workweek
- Flexible schedules or split shifts
- Implementing seasonal operational hours
- Providing coverage utilizing different appointment types (e.g., part-time, job sharing)
- Different Appointment Types

Complete a Flexible Work Schedule Criteria Checklist when considering a position schedule changes or when a staff member requests to work an alternate schedule.

[Flexible Schedule Criteria Checklist](#)

SECTION 4
Operating Hours and Staff Schedule Options What opportunities are there to adjust staff schedules or hire different appointment types to meet both operational needs and staff work schedule preferences?

5. Leadership Onsite Presence

The on-site schedule for department/unit leadership needs to match or exceed the schedule of on-site teams, colleagues, and students. Leaders should set their on-site schedule to reflect that of their teams. Leaders with a mix of staff who are on-site and remote should adjust their presence to maximize team member interactions.

Leaders are to ensure that if they require on-site work, most time should be focused on in-person collaboration and interactions. Incorporate elements of staff recognition and team building that are best suited for when people meet in person.

Units with non-traditional operating hours or limited on-site staffing should work with Public Safety to address concerns about staff and property security and safety.

SECTION 5

Leadership Onsite Presence

How does your unit plan to enhance the on-site and remote experience for staff?

What adjustments to leaders' on-site schedules are required to best lead and engage with staff?

Are there any onsite safety concerns that need to be addressed when small departments have few staff on-site?

6. Remote Work Agreements

Staff who continually work one or more days remote must have an approved remote work agreement in place. [Remote Work Agreement](#). Agreements must be updated *only if* there are changes in work location. Changes in schedules or location frequency may be agreed upon between employee and supervisor and do not require an updated Remote Work Agreement. For represented staff, any changes to the location or schedules should be reviewed in advance by Workforce Relations.

SECTION 6

Remote Work Agreements

What Remote Work Agreements need to be updated and signed to reflect changes in location?

7. Staff Work Location and Frequency

Ensuring accurate tracking of on-site/remote staff location frequency will enable us to observe trends, estimate space impacts, assess flexible work progress, and adjust program recommendations going forward as the hybrid workforce evolves.

Departments are required to provide employee primary work location and an off-site frequency value initially in a centralized database provided by Human Resources via ServiceNow as we launch Work Reimagined. Updates will only be needed when changes occur. HR will provide training and process documents for local HR to implement.

SECTION 7
Staff Work Location and Frequency How has the unit planned to update HR's ServiceNow database with each staff member's primary work location and off-site frequency by end of October?

8. Workspace Savings and Technology Enhancements

Employees who work less than 3 days per week on-site are not assigned dedicated workspace. Hotel spaces and other communal workspace should be made available to those who work primarily remotely. Changes in workspace needs from additional flexible work agreements can create opportunities for space cost savings. Units are encouraged to work with Space Planning and the Office of Information Technology to design workspaces for flexibility and short-term use in mind, not stationary office technology like physical phones and desktop computers.

SECTION 8
<p>Workspace Savings and Technology Enhancements</p> <p>What opportunities for space cost savings could be created from the number of staff no longer having a dedicated workspace?</p> <p>What technology enhancements and/or training could improve collaboration, productivity, and connectedness?</p>

CREATE A PEOPLE-CENTRIC CULTURE

9. Intentional Culture Change through Leadership Strategies

In an environment where staff and colleagues are distributed across multiple locations, a people-centric and inclusive culture is what keeps staff connected and performing. Leaders set the tone and expectations for cultural shifts. Having a distributed workforce can complicate team dynamics. Leaders need to be intentional about how to build and maintain a collaborative and inclusive work environment regardless of where staff are working. This may include anticipating a shift in the culture and establishing new rituals and norms for the future of work. Leaders should role model behaviors that reinforce an inclusive approach to leading and an authentic sense of caring about employee wellbeing.

Leaders are expected to create more opportunities to listen to employees and ensure they feel heard. Schedule more frequent informal one-on-one meetings to check in. Leaders of non-represented staff are expected to complete three [ACHIEVE Check-Ins](#) per year with each staff member.

[Resources for Leaders](#)

SECTION 9

Intentional Culture Change Through Leadership Strategies

How is your unit communicating its approach to Work Reimagined to staff?

How are leaders adjusting their communications modes and leadership style to ensure their distributed workforce is engaged?

10. Employee Wellbeing Focus

Leaders should demonstrate a commitment to employee wellbeing by clearly supporting wellbeing programs and flexible work arrangements. To help leaders foster a culture of wellbeing, UCI HR Wellness has created the [Manager Wellbeing Toolkit](#). This toolkit includes many types of resources and training to support your own overall wellbeing in addition to increasing wellbeing within your teams.

SECTION 10
<p>Employee Wellbeing Focus</p> <p>How are leaders fostering a culture of employee wellbeing? Does your unit have Wellness and/or Engagement Ambassadors who can support the unit's efforts?</p> <p>How can leaders incorporate wellbeing into the agenda of regular meetings?</p>

EMBRACE WORK REIMAGINED

11. Managing Change

Statements of support for *Work Reimagined* and flexible work arrangements will be made across all levels of leadership to set clear cultural, operational, and experiential expectations. To prepare for the change, we have provided [Tools for Managing Change](#).

Each school/administrative unit will reconvene the committee used during the Future of Work Pilot to review updated guidelines and identify changes to services and workforce staffing. Identify a Work Reimagined Project Manager for the unit.

Communicate any changes to services and staffing model. Schedule on-going staff meetings supporting implementation, communicating progress, etc.

All leaders should explicitly set cultural operating expectations going forward.

SECTION 11

Managing Change

What steps will the unit implement to make operational and workforce staffing decisions and communicate operational and scheduling changes to staff?

ENHANCE LEADER AND STAFF SKILLS

12. Leadership Skill Building

All leaders are strongly encouraged to complete their level of currently available [Leadership Success Programs](#) as soon as possible to acquire foundational leadership skills. New training programs are being designed to support the implementation of a flexible work environment. Topics will fall under the four categories below. The training will be delivered virtually via Zoom and on-demand via UCLC to allow for greater access and availability. More details will be available in September.

- Leading in a Flexible Work Environment
- Communicating Effectively in a Flexible Work Environment
- Managing Staff Schedules in a Flexible Work Environment
- Maximizing Performance in a Flexible Work Environment

SECTION 12

Leadership Skill Building

How will the unit ensure that leaders are attending available training to enhance their skills?

How will the unit reinforce the key themes from leadership training offered?

13. Staff Skills for a Flexible Work Environment

Staff will also be provided with resources to thrive in a flexible work environment. They will need to be more self-driven and accountable, especially when working remotely. Team members on different schedules will need to establish effective ways to collaborate and connect synchronously and asynchronously to accomplish tasks with joint responsibilities or dependencies. Lastly, a successful flexible work environment heavily relies on technology. All staff will need to be able to troubleshoot and navigate basic technical challenges (e.g., Internet/Wi-Fi connection issues, computer peripheral issues, conference room technology).

SECTION 13
Staff Skill Building How are leaders ensuring that time is being allocated for staff skill building in flexible work topics such as self-management and basic technology?

14. Review and Approval

Each unit designates a Work Reimagined Project Manager to lead the change management and review and approval process.

SECTION 14	
Review and Approvals	Electronic Signature & Date
Document submitted by:	
Work Reimagined Project Manager Review by:	
Departmental or Local HR Review by:	
Plan approved by (Dean, VC or Chief):	

Approved with following modifications:

Approved Plans should be kept with Work Reimagined Project Manager and department HR. Coordinate communications and timeline with Project Manager and departmental HR.