



Future of Work and the Return Onsite

May 2021



UCI Human Resources



Who Am I?



Laurel Brenner

Director, Change Management & Business Processes
University Advancement

23 years at UC Irvine

Arts, Social Ecology, University Advancement

Pronouns: they/them

brennerl@uci.edu

Agenda

- **Introduction**
 - Return to Onsite Work
 - UC Irvine Future of Work Vision Statement
 - Resources and Tools
- **Change Management**
- **Future of Work / Return to Onsite Work Project Plan**
- **Key Takeaways**

Return to Onsite Work

The Charge

- Transition back to campus; fully operational by September 1
 - This plan is premised on the assumption that the large majority of our community members will be vaccinated by the fall.
- Analysis of current workplace models
 - COVID-19 remote work lessons and opportunities
 - Potential long-term remote or hybrid work opportunities (subject to supervisor approval)

Future of Work Vision Statement



UCI FUTURE OF WORK VISION STATEMENT

We envision an environment that supports our best work, regardless of location, in pursuit of our mission of academics, research, health care and public service. We will embrace and support an innovative workforce model with a diverse set of talented staff that meets the operational needs of the University while fairly and consistently optimizing staff work location and schedule flexibility where feasible to create an exceptional work experience.

Resources and Tools

- **Human Resources Future of Work Website**
(<https://hr.uci.edu/partnership/futureofwork>)
- **Project Plan**
 - Excel Workbook Template
- **Change Management Toolkit**
 - Guide, Workbook, Worksheet
- **OIT TechPrep – Keep Working**
(<https://techprep.oit.uci.edu/working/>)

FUTURE of WORK / REMOTE WORKING

- Hybrid-ready Conference Rooms
- Laptop Computer Recommendations
- MiCollab Software Phones
- Connectivity Resources
- Collaboration Tools

PLANNING TOOLKIT FOR LEADERS



FAQs



Staff Workforce
Planning Guidelines



Staff Workforce
Planning Template



Staff Remote Work
Criteria Checklist



Staff Remote Work
Location & Equipment
Survey



Staff Remote Work
Guidelines & Agreement



Remote Work
Outside of California

RESOURCES FOR LEADERS

- Keys to Manager Success
- Tips for Leading a Hybrid Workforce
- Gallup Resources for Remote Leadership
- Leadership Mindset Shift:

Pandemic v Future of Work

Coming Soon!

Future of Work Resource Group

Email - FOW@uci.edu

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The Basics

Ensure Unit Leadership Alignment

- Future of Work project
- Timeline expectations

Staff Workforce Planning Template & Staff Remote Work Criteria Checklist

- Determine how work done onsite, remotely, or a blend aligns with your unit's mission, objectives, services, service hours
- Which positions could be eligible for partial or fully remote work?
- Rethink staff work schedules and the use of onsite workspace and technology
- Reimagine the staff experience and new approaches to leadership

Final Approval of Plans

Implement Plans

Monitor Effectiveness and Update Plans

Change Management

Change is Hard

- **March 2020: Work from Home**
 - Very little planning or preparation time – how did that feel?
- **September 2021: Return Onsite** (workplace model analysis and remote/hybrid opportunities)
 - Time to plan and prepare ourselves and employees
 - A more challenging change in some ways

Change Management

Change is Hard... But It Doesn't Have To Be

"... organizations don't change, people do." - Tim Creasey, Chief Innovation Officer, Prosci

- Success of a project
 - Amount of "people change"
 - The level of change management tools deployed
- Workforce Model Analysis and Return Onsite
 - How much of a "people change"?
- Change management can help!
 - Systematic approach to preparing, communicating, supporting, and helping individuals and teams successfully implement change.

Why Is Change Management Important?

With Change Management



Without Change Management



With and Without Change Management

Current State



Current State



Change Management – Throughout the Project

1. What is Changing and When?	
2. What is the Purpose?	
3. Who is Impacted?	
4. How Big is the Change?	
5. What are the Challenges/Trainings	
6. Mitigation	
7. Communication Plans	
8. Reinforcement	

Change Management – Throughout the Project

1. What is Changing and When?	Roles, Location, Mindset/Behaviors, Reporting Structures, Processes, Systems/Tools, etc.
2. What is the Purpose?	
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7. Communication Plans	Early and often; engage staff throughout the process
8. Reinforcement	

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5. What are the Challenges/Trainings	Anticipate
6. Mitigation	Strategize to address staff resistance and concerns; schedule trainings
7. Communication Plans	Early and often; engage staff throughout the process
8. Reinforcement	Continue to communicate (and receive feedback); evaluate for adjustments

Communicate, Communicate, Communicate

Communication is Key

When people are under stress, their ability to process information is reduced by 80%

No communication	=	Absence of information
Inability to process what is being communicated	=	Absence of information

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No communication	=	Absence of information
Inability to process what is being communicated	=	Absence of information
Absence of information	=	Distrust, disengagement and rumors
Distrust, disengagement and rumors	=	Distracts from work and jeopardizes the success of the change

Sample Communications Plan

Hybrid Workforce Change Management One-Page Worksheet

Planning, Communicating, Reinforcing – Fill in each section as appropriate for your area.

What's Changing and When? List each aspect of work that is changing for your entire unit/area and the date by which the change must be completed. Ex. processes; systems; tools; equipment; job roles; behaviors; mindset/attitudes; reporting structure; location

Staff are returning to onsite work – and/or staying remote or partially remote. Conducting workforce model analysis.

What is the Purpose? For each change: Explain the purpose for the change and why that change is happening now.

To create an environment that supports our best work, regardless of location, in pursuit of our mission. And to do so thoughtfully and purposefully.

Who is Impacted by this Change? For each change, list all stakeholders – those who are impacted. Ex. areas/work units; individuals; other areas your school/unit/dept regularly interacts with (facilities, accounting, faculty, students, etc.)

All staff in the unit, except for the underwater team, who has remained onsite.

How Big is the Change? Consider each change being made and rate: 1 = Minor; 2 = Moderate; 3 = Major

Basket-weaving team will experience a Major change.

The underwater team will not experience a change. No Change.

Some on the pencil sharpening team will struggle. Moderate, Major for some.

What are the Challenges and/or Trainings? For each list stakeholder what types of resistance do you anticipate for each change? What trainings may be necessary? Ex. reluctance to use new tools; lack of participation in team activities or meetings; rumor spreading, lack of trust

Basket-weaving team will want to come back immediately

The underwater team might be unsettled by having to share the office again

Pencil-sharpening team will need training on the new equipment

Mitigation Plans For each anticipated challenge and training, list mitigation plans. Ex. group trainings, individual trainings, one-on-one meetings, more detailed communications, increased transparency, increased call for feedback, etc.

Schedule trainings for pencil-sharpening team. Schedule one-on-one meetings with the basket-weaving team.

Communication Plans Communication is CRITICAL. Create a schedule of communications, considering: WHO – Audience? Messenger? WHAT – Details, transparency, solicit feedback; WHEN – More often than you think! HOW – Tailor to audience and message (emails, meetings - one-on-ones, skip-levels, town halls, etc.)

Send emails and schedule regular check-in meetings.

Reinforcement For each change and each stakeholder, how will you: reinforce the changes? assess adoption of the changes? continue to ask for feedback? celebrate successes?

Evaluate effectiveness after implementation

Change Management Plan Manage & Communicate

Date: May 25, 2021

School/Unit:

Leader:

Dean/VC: P. Anteater

School of Ant Eating

Unit HR Leader: M. Antz

Manage & Communicate

Goal: To plan for timely and relevant communications with all stakeholders to ensure stakeholders' desire to support and participate in the change.

Important: We strongly recommend contacting your school/unit communications team prior to creating a communications plan to ensure messaging is coordinated with Campus and Senior Leadership in your school/unit.

Message	Audience	Messenger	Method	Timing (Due Date)
What needs to be communicated?	What stakeholders need to hear the message?	Who should deliver the message?	How should the message be delivered? Tip: High stakes messages are best delivered in-person (or zoom)	When should the message be delivered?
Return to onsite work is coming	All school staff	Dean	Email	ASAP
Analysis of workforce model plan is coming	All school staff	Dean	Email	ASAP
Determination of which roles are eligible for remote or hybrid work	All school staff	Managers	One-on-one meetings in person or on Zoom	As soon as the Dean has approved the projected Workforce Compositions
Staff Work Location and Equipment Survey coming	All staff whose roles are eligible for remote or partially remote work	Managers	One-on-one meetings in person or on Zoom	As soon as the Dean has approved the projected Workforce Compositions

Sample Communications Email

University Advancement and Alumni Relations Return to Onsite Work Information 5-12-21

-----> Information Request for Return to Onsite Work Planning <-----

Dear colleagues,

As an area leader, your input is crucial to not only our successful transition back to onsite work but also our planning for UA's long-term workforce composition. Today, all UA staff members received an email with information on the planning process for a return to onsite work (attached). We plan to keep everyone updated about UA's plans and timelines throughout the process with similar emails from me.

The bulk of the project will be completed in May and June, with logistics planning taking place in July and August. Throughout the project, we will be requesting information and insights about your area – both in writing and in meetings... starting today!

Tasks for Leaders

1. **Download** and **review** the [Staff Workforce Planning Template](#) and the [Planning Guidelines](#) in preparation for upcoming discussions and meetings.
2. **Draft** and **submit** Step 1.a. of the [Staff Workforce Planning Template](#) to [me \(brennerl@uci.edu\)](mailto:brennerl@uci.edu) by **Tuesday May 18**.
 - o "To determine a proposed long-term workforce composition for your area, it is important to understand your unit's mission, objectives, services and service hours, and how the workforce should be aligned to achieve them."
 - o "Consider the following aspects: Are there any students, staff, faculty or other key stakeholders that you need to consider? Could a workforce that is onsite, remote or a blend of both support the needs of your area and stakeholders?"

Sample Communications Email – Lesson Learned

Leader Information - UA Return to Onsite Work Information



Laurel Brenner
To



Thu 5/13

Dear colleagues,

As a reminder, at this time, for the Return to Onsite Work project, we **only need Step 1a** from you. Please submit your draft of Step 1a to [me \(brennerl@uci.edu\)](mailto:brennerl@uci.edu) by **Tuesday May 18**.

For the next step of the process, will be meeting with you to discuss the rest of the planning template.



Staff Workforce Planning Template

*This form should be used in conjunction with the **Staff Workforce Planning Guidelines**.*

Step 1a: Determine if and how work done onsite, remote or a blend of both aligns with your unit's mission, objectives, services, and service hours.

Determining the strategic direction for your workforce model involves understanding your unit's mission, objectives, services and service hours, and how the workforce should be aligned to achieve them.

What are your unit's mission, objectives, services and service hours? Are there any student experience, client or key stakeholder considerations? Could a workforce that is onsite, remote, or blend of both support those needs?

Question Break!



Future of Work / Return Onsite Project Plan

Phase 1

Pre-Work

- Assign Roles
- Collect, assess and verify staff information
- Leadership checkpoint (timeline approval)
- Change Management plan development and communications

Phase 2

Staff Planning Template
and
Remote Criteria Checklists

- Department mission, objectives, services and service hours
- Remote Criteria Checklists (leadership determine remote eligibility)
- Workforce composition draft (leadership approval)
- Work location/equipment survey
- Work schedules/use of office space (leadership approval)
- Final Unit Planning Template approved/signed

Phase 3

Return Onsite
and
Adjust as Needed

- Project handoff to Return Onsite Logistics Team
- Evaluate and adjust

Phase 1 | Pre-Work

Form *Future of Work* Team

Unit
Leader

- **Assign Roles:** Project Sponsor; Project Manager; Change Manager

**Leadership Decision
Checkpoint**
Project Plan Approval

Unit
Leader

- Approval of **project plan** and **timing** of execution of plan
- Present Project Plan to Unit Cabinet with emphasis on importance of **objectivity, equity, fairness, change management** and **communications**

Data Collection

Project
Manager

- Staff Information (**lists**) by department (names; leaders; AVCs; notations of union positions; in-place work assignments and accommodations)
- Initial estimation of **unique roles**

Change Management

Change
Manager

- **“What to Expect”** email to Employees and **“What to Expect”** email to Leaders
- **Schedule** recurring progress / milestone **updates** with Unit leadership (example: Monday Morning Cabinet Meetings)

Data Clean Up

Project
Manager


- Determine **what level of managers will compete checklists/planning documents** for each department
- **Verify unique roles by department** for Remote Criteria Checklist work

Form
Return Onsite
Logistics Team

Project
Sponsor

- Team will execute the return onsite plans (timing, space and technology)
- **Roles:** Project Sponsor; Project Manager; Facilities Manager; IT; Purchasing; HR; one representative from each physical location (individuals can act in dual capacities)

Phase 1 | Pre-Work

 Form <i>Future of Work</i> Team	Unit Leader	<ul style="list-style-type: none">• Assign Roles: Project Sponsor; Project Manager; Change Manager
Leadership Decision Checkpoint Project Plan Approval	Unit Leader	<ul style="list-style-type: none">• Approval of project plan and timing of execution of plan• Present Project Plan to Unit Cabinet with emphasis on importance of objectivity, equity, fairness, change management and communications
Data Collection	Project Manager	<ul style="list-style-type: none">• Staff Information (lists) by department (names; leaders; AVCs; notations of union positions; in-place work assignments and accommodations)• Initial estimation of unique roles
Change Management	Change Manager	<ul style="list-style-type: none">• “What to Expect” email to Employees and “What to Expect” email to Leaders• Schedule recurring progress / milestone updates with Unit leadership (example: Monday Morning Cabinet Meetings)
Data Clean Up	Project Manager	<ul style="list-style-type: none">• Determine what level of managers will compete checklists/planning documents for each department• Verify unique roles by department for Remote Criteria Checklist work
Form Return Onsite Logistics Team	Project Sponsor	<ul style="list-style-type: none">• Team will execute the return onsite plans (timing, space and technology)• Roles: Project Sponsor; Project Manager; Facilities Manager; IT; Purchasing; HR; one representative from each physical location (individuals can act in dual capacities)

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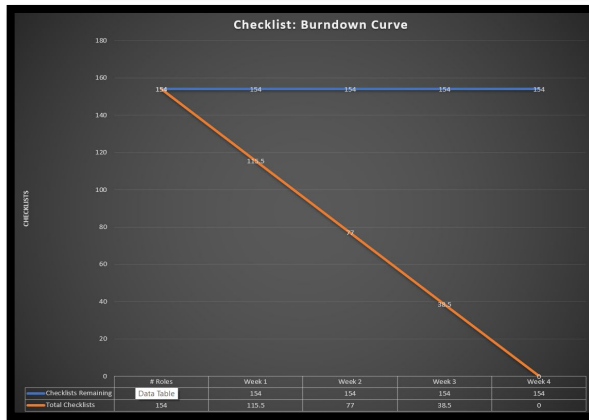


Project Plan Workbook in Excel

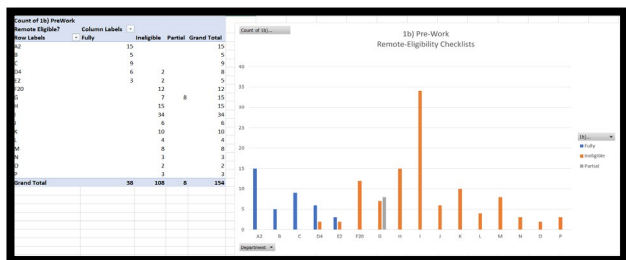
Project Plan | Data Master Spreadsheet | Checklist Burndown Curve | Burndown Input | 1b)Remote Eligibility | 1b)Workforce Composition | 2)Workspace Summary

Goal	Sub Goal	Staff Workforce Planning Template Step	Task	Responsible	Due Date	Status	Data Entry
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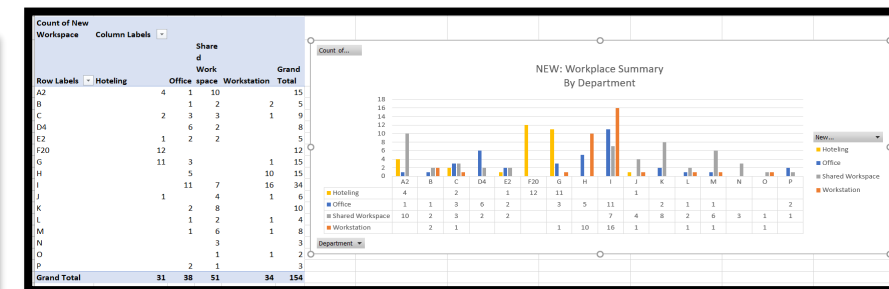
Employee Name	Department	Leader	Title Name	Unique Role	Remote Checklist	Location	FLSA	Union	1b) PreWork Remote Eligible?	1b) Workforce Composition	Current Workspace	New Workspace
King, Amanda	A2	Ingalls	PROSPECT RSCH SPEC 2	1	1	Newkirk	N	99	Fully	Remote	Workstation	Hoteling



Department	# of Roles	Week 1	Week 2	Week 3	Week 4	Completed Conversations	Remaining Conversations	Department	Leader 1	Leader 2	Leader 4	Leader 4
A2	15	0	0	0	0	0	15	A2	1A			
B	5	0	0	0	0	0	5	B	1B			
C	9	0	0	0	0	0	9	C	1C			
D4	8	0	0	0	0	0	8	D4	1D			
E2	5	0	0	0	0	0	5	E2	1E			
F20	12	0	0	0	0	0	12	F20	1F			
G	15	0	0	0	0	0	15	G	1G			
H	15	0	0	0	0	0	15	H	1H			
I	34	0	0	0	0	0	34	I	1I			
J	6	0	0	0	0	0	6	J	1J			
K	10	0	0	0	0	0	10	K	1K			
L	4	0	0	0	0	0	4	L	1L			
M	8	0	0	0	0	0	8	M	1M			
N	3	0	0	0	0	0	3	N	1N			
O	2	0	0	0	0	0	2	O	1O			
P	3	0	0	0	0	0	3	P	1P			
Total Conversations	154	0	0	0	0	0	154					



Row Labels	1-2 Onsite	3+ Onsite	Onsite	Remote	Grand Total
A2	13	1	1	15	
B	5	1	5		
C	8	1	9		
D4	6	2	8		
E2	4		1	5	
F20	12		7	19	
G	8		7	15	
H	13		2	15	
I	5	1	6	12	
J	1		2	3	
K	4		4	8	
L	4		4	8	
M	8		8	16	
N	3		3	6	
O	2		2	4	
P	1		1	2	
Grand Total	1	126	17	10	154





Sample Project Plan – Tab 1

Goal	Sub Goal	Staff Workforce Planning Template Step	Task	Responsible	Due Date	Status	Data Entry
PHASE 1							
1			Initial Data Collection (Pre-Work)				
	1		Collect staff information by department (staff list; leaders; AVC, notations of union positions, in-place work agreements and accommodations).	Human Resources			
	2		Identify Individual Roles (Initial estimation)	Human Resources			*
	3		Create burndown curve data (Chart) & summary table	Human Resources			
2			Develop Change Management and Communications Plans				
	1		Use HR Change Management guidelines/template to create unit plan.	Change or Communications Manager			
	2		Develop a Communications Plan to complement the Change Management Plan	Change or Communications Manager			
	3		Create a "what to expect" email for employees.	Change or Communications Manager			
	4		Create a "what to expect" email for leaders who will be involved in the project meetings	Change or Communications Manager			
	5		Send "what to expect" emails	Project Manager			
	6		Schedule recurring progress and milestone updates with Unit VC, AVCs, and Senior Leadership throughout the project (ex. Monday morning meetings).	Project Admin			
3			Pre-Meeting Discussions / Data Cleanup				
	1		Conduct pre-meetings with Senior Leadership to: Review and confirm staff data; identify unique roles for each department; determine how far down within department leadership checklist discussions will occur; and preview template and checklist	Project Manager			
	2		Enter final unique role data into unit master spreadsheet	Project Manager			*
	3		Pre-populate checklists for each department (<i>one checklist for unique role - Project Manager will "save as" to create checklist for each employee in the role while conducting the meetings with managers</i>)	Project Admin			
4			Project Plan Approval				
	1		HRBP to obtain Approval of Unit Project Plan Concept	Dean / VC			
	2		Present the Unit "Return-to-Work Staff Workforce Model" project plan to Unit Senior Leadership. Emphasize importance of objectivity, equity, and fairness, change management, and communications.	Project Manager			
5			Form Return to Work Team				
	1		Form Unit Return to Work Team: Project Sponsor; Project Manager; Facilities Manager; IT; Purchasing; HR; and representative from one physical location (individual can represent dual roles provided they understand how to accomplish the tasks - example, one person may serve as physical location representative, purchasing and facilities)	Project Manager			
	2		Identify and designate a point person to coordinate logistics for each physical location. This individual will coordinate timing, space and technology needs for new workplace models.	Return to Work Project Manager			
PHASE 2							
STAFF WORKFORCE PLANNING TEMPLATE				Staff Workforce Planning Guidelines			
Staff Workforce Planning Template: Step 1a				Staff Workforce Planning			



Sample Master Data Spreadsheet – Tab 2

Employee Name	Department	Leader	Title Name	Unique Role	Remote Checklist	Location	FLSA	Union	1b) PreWork Remote Eligible?	1b) Workforce Composition	Current Workspace	New Workspace
Holt, Laura	SMK	Townsend	PROSPECT RSCH SPEC 2	1	1	Agency	N	99	Partial	3+ Onsite	Office	Office
Steele, Remington	SMK	Townsend	PROSPECT RSCH SPEC 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Duncan, Sabrina	SMK	Townsend	PROJECT POLICY ANL 2	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Stetson, Lee	SMK	Townsend	BUS SYS ANL 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
King, Amanda	SMK	Townsend	BUS SYS ANL 3	0	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Bosley, John	RS	Brady	BUS SYS ANL 4	1	1	Flushing	E	99	Fully	Remote	Office	Hoteling
Krebs, Mildred	RS	Brady	PROJECT POLICY ANL 2	1	1	Flushing	E	99	Fully	Remote	Workstation	Hoteling
Fine, Fran	TN	Melrose	FINANCIAL ANL MGR 1	1	1	Flushing	E	99	Partial	3+ Onsite	Office	Shared Workspace
Sheffield, Maxwell	TN	Melrose	FUNDRAISING MGR 1	1	1	Flushing	N	99	Partial	3+ Onsite	Workstation	Shared Workspace
Scott, Michael	DM	Brady	FUNDRAISING SUPV 1	1	1	Scranton	E	99	Ineligible	Onsite	Workstation	Workstation
Schrute, Dwight	DM	Brady	MARKETING SPEC 2	1	1	Scranton	N	99	Fully	Remote	Workstation	Hoteling
Halpert, Jim	DM	Brady	ADMIN MGR 2	1	1	Scranton	N	99	Partial	3+ Onsite	Workstation	Hoteling
Beesly, Pam	DM	Brady	FUNDRAISING MGR 1	1	1	Scranton	N	99	Partial	3+ Onsite	Workstation	Hoteling
Howard, Ryan	DM	Brady	PROJECT POLICY ANL 2	1	1	Scranton	E	99	Partial	3+ Onsite	Workstation	Shared Workspace
Bernard, Andy	DM	Brady	PROJECT POLICY ANL 3	1	1	Scranton	E	99	Fully	Remote	Office	Hoteling
California, Robert	DM	Brady	EXEC AST 4	1	1	Scranton	E	HX	Fully	Remote	Workstation	Hoteling
Lyman, Joshua	TWW	Hoynes	DATA SYS ANL 3	0	1	West Wing	E	HX	Ineligible	Onsite	Workstation	Workstation
Moss, Donatella	TWW	Hoynes	INFO SYS MGR 1	1	1	West Wing	E	99	Fully	Remote	Office	Hoteling
Bartlet, Josiah	TWW	Hoynes	FINANCIAL ANL 1	1	1	West Wing	N	99	Ineligible	Onsite	Workstation	Workstation
Ziegler, Toby	TWW	Hoynes	FINANCIAL ANL 3	0	1	West Wing	N	99	Ineligible	Onsite	Workstation	Workstation
Seaborn, Samuel	TWW	Hoynes	PROJECT POLICY ANL 2	1	1	West Wing	N	99	Ineligible	Onsite	Workstation	Workstation
Rose, David	SC	Levy	EXTERNAL REL SPEC 2	1	1	Pacific Princess	N	99	Ineligible	Onsite	Workstation	Workstation
Budd, Stevie	SC	Levy	COMM SPEC 3	0	1	Pacific Princess	E	99	Ineligible	Onsite	Office	Office
Sands, Twyla	SC	Levy	EVENTS SPEC 3	1	1	Pacific Princess	E	99	Ineligible	Onsite	Office	Office
Brewer, Patrick	SC	Levy	EVENTS SPEC 3	1	1	Pacific Princess	E	99	Ineligible	Onsite	Office	Office
Stubing, Merrill	LB	Spelling	EXEC AST 3	1	1	Pacific Princess	E	99	Ineligible	Onsite	Office	Office
Bricker, Adam	LB	Spelling	FINANCIAL ANL MGR 1	1	1	Pacific Princess	E	99	Partial	3+ Onsite	Office	Office
Smith, Burl	LB	Spelling	FINANCIAL SVC ANL 3	1	1	Pacific Princess	N	99	Partial	3+ Onsite	Workstation	Workstation
Washington, Isaac	LB	Spelling	INDUSTRY ALLNS SPEC 3	1	1	Pacific Princess	N	99	Partial	1-2 Onsite	Workstation	Shared Workspace
McCoy, Julie	LB	Spelling	MARKETING SPEC 2	1	1	Pacific Princess	N	99	Partial	1-2 Onsite	Workstation	Shared Workspace
Stubing, Victoria	LB	Spelling	PROJECT POLICY ANL 3	1	1	Pacific Princess	E	99	Partial	1-2 Onsite	Office	Shared Workspace

Question Break!



Phase 2 | Staff Planning Template, Steps 1a-1b

Step 1a

Department mission, objectives, services, service hours

Project Manager

- Identify Department Mission, Objectives, Services & Service Hours
- Document on Planning Template, Email to Project Manager

Step 1b Pre-Work

Remote Criteria Checklists

Project Manager/
Area
Leaders

- Remote Criteria Checklists by Department

Leadership Decision Checkpoint

Remote Eligibility Approval

Unit
Leader

- Leadership to determine remote-eligibility of unit roles based on the following: business need (step 1a) and summary of data collected with remote criteria checklists (step 1b pre-work)

Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

Project
Manager

- Workforce Composition (# and % Onsite; Partially Remote; Remote)
- List of Working Titles Working Onsite, 3+ Days, 1-2 Days or Remote
- Benefits/Challenges of Hybrid Model & how they will be addressed

Leadership Decision Checkpoint

Workforce Composition by Department

Unit
Leader

- Leadership to approve department recommendations for workforce composition (% Onsite/Remote), Step 1b

Change Management

Change
Manager/
Area
Leaders

- Announcement about remote-eligibility decisions by role and preparation for forthcoming work location and equipment preference survey to all staff
- Managers meet with employees individually on remote-eligibility decisions by role

Phase 2 | Staff Planning Template, Steps 1a-1b

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Manager/
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Leaders

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- Managers meet with employees individually on remote-eligibility decisions by role

Sample Planning Template Step 1a

Step 1a: Determine if and how work done onsite, remote or a blend of both aligns with your unit's mission, objectives, services, and service hours.

Determining the strategic direction for your workforce model involves understanding your unit's mission, objectives, services and service hours, and how the workforce should be aligned to achieve them.

What are your unit's mission, objectives, services and service hours? Are there any student experience, client or key stakeholder considerations? Could a workforce that is onsite, remote, or blend of both support those needs?

The Basket-Weaving team's mission is to provide strategic guidance, management, and services for high level, university-wide basket creation. We develop and design basket programs that support the University's priorities and mission to reflect positively on UCI's image, and to foster relationships with internal and external audiences. Most if not all basket-weaving events will be in person, however design and planning for the basket-weaving can be accomplished with a blend of both onsite and remote activities.

Phase 2 | Staff Planning Template, Steps 1a-1b

Step 1a

Department mission, objectives, services, service hours

Project Manager

- Identify Department Mission, Objectives, Services & Service Hours
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Step 1b Pre-Work

Remote Criteria Checklists

Project Manager/
Area
Leaders

- Remote Criteria Checklists by Department

Leadership Decision Checkpoint

Remote Eligibility Approval

Unit
Leader

- Leadership to determine remote-eligibility of unit roles based on the following: business need (step 1a) and summary of data collected with remote criteria checklists (step 1b pre-work)

Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

Project
Manager

- Workforce Composition (# and % Onsite; Partially Remote; Remote)
- List of Working Titles Working Onsite, 3+ Days, 1-2 Days or Remote
- Benefits/Challenges of Hybrid Model & how they will be addressed

Leadership Decision Checkpoint

Workforce Composition by Department

Unit
Leader


- Leadership to approve department recommendations for workforce composition (% Onsite/Remote), Step 1b

Change Management

Change
Manager/
Area
Leaders

- Announcement about remote-eligibility decisions by role and preparation for forthcoming work location and equipment preference survey to all staff
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Sample Staff Remote Work Criteria Checklist

	
Staff Remote Work Criteria Checklist* <i>To be completed by supervisors of staff eligible to work partially or fully remotely</i>	
Incumbent Staff Name: <input type="text" value="Peter Anteater"/>	
Incumbent Staff Position: <input type="text" value="Mascot"/> Supervisor Name: <input type="text" value="Howard Gillman"/>	
POSITION CRITERIA <i>Based on unit mission, objectives, services and service hours</i>	
Position duties can be accomplished effectively without daily on-site presence and/or daily face-to-face, real-time interactions with on-site colleagues, students, faculty or clients	If No, provide comments below <input type="button" value="Yes"/>
Position duties can be accomplished effectively without access to specialized technology and/or equipment including higher internet bandwidth that would require on site work	<input type="button" value="Yes"/>
Position's remote work aligns with objectives, services and service hours of school/unit operations	<input type="button" value="Yes"/>
Position has clearly defined expectations for work outcomes and work quality evaluation	<input type="button" value="Yes"/>
Vacant position is difficult to fill; utilizing partial or fully remote opportunity to expand talent pool	<input type="button" value="NA"/>
STAFF CRITERIA	
Staff member is UCI career, contract, limited, or casual/restricted staff	If No, provide comments below <input type="button" value="Yes"/>
Staff member has indicated a preference for partial or fully remote work	<input type="button" value="Yes"/>
Staff member has been advised of the expected work outcomes for completion of position duties	<input type="button" value="Yes"/>
Staff member has demonstrated satisfactory work performance over the last 12 months <i>If new hire, staff member understands performance expectations</i>	<input type="button" value="Yes"/>
If role is nonexempt, staff member has demonstrated routine ability to take meal and rest periods, accurately record work time and effectively complete assigned tasks	<input type="button" value="Yes"/>
Staff member has adequate business tools necessary to effectively perform their job partially or fully remotely (e.g., access to internet at own cost, suitable workspace, and any other equipment)	<input type="button" value="Yes"/>
Staff member is provided same opportunities for remote or onsite work as similarly situated staff in the same team (staff performing similar job duties, with similar client groups, and in similar classifications)	<input type="button" value="Yes"/>
SUPERVISOR COMMENTS and APPROVALS	
Comments: <i>Note: If any answers above are "No," comment here and consult with department leadership and HR</i> _____ _____	
Eligible for partial or fully remote work based on position and staff criteria above	Partially Remote <input type="button" value="Yes"/> Fully Remote <input type="button" value="No"/>
Recommendation has been reviewed by department HR	<input type="button" value="Y/N"/>



Sample Checklist Burndown Curve – Tab 3

Burndown Template
INSTRUCTIONS

Objective Complete one checklist for each staff member in the unit.

Action Step 1) Determine how many weeks you want to complete checklists
Step 2) Add or remove "week" columns and update formula to reflect number of weeks from four if you plan to complete checklists over more or less than four weeks. Update the formulas in rows four and five of the burndown input worksheet.

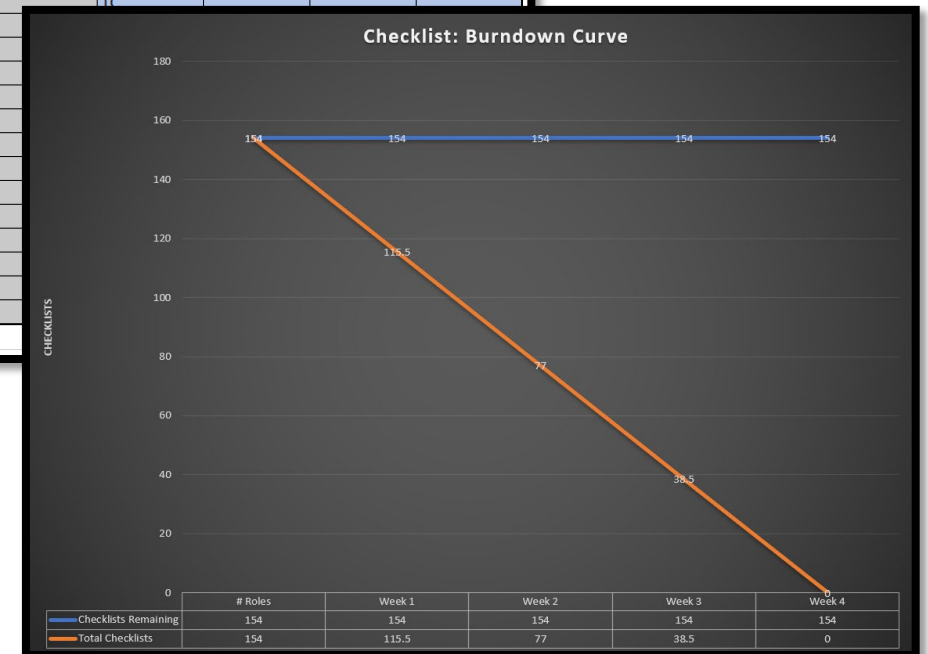
What to complete All fields where cells are shaded blue. Do not delete or change formulas or calculation.

Content Requirements

Name	Description
Department	Update the
# of checklists	Number of
Weekly Entries	Enter the number of checklists until the department
Completed Conversations	Automatic calculation week
Remaining Conversations	Automatic calculation week
Chart Contents	The chart will be made in

	# Roles	Week 1	Week 2	Week 3	Week 4									
Remaining Conversations	154	154	154	154	154									
Total Conversations	154	115.5	77	38.5	0									

Department	# of Roles	Week 1	Week 2	Week 3	Week 4	Completed Conversations	Remaining Conversations	Department	Leader 1	Leader 2	Leader 4	Leader 4
A2	15	0	0	0	0	0	15	A2	1A			
B	5	0	0	0	0	0	5	B	1B			
C	9	0	0	0	0	0	9	C	1C			
D4	8	0	0	0	0	0	8	D4				
E2	5	0	0	0	0	0	5	E2				
F20	12	0	0	0	0	0	12	F20				
G	15	0	0	0	0	0	15	G				
H	15	0	0	0	0	0	15	H				
I	34	0	0	0	0	0	34	I				
J	6	0	0	0	0	0	6	J				
K	10	0	0	0	0	0	10	K				
L	4	0	0	0	0	0	4	L				
M	8	0	0	0	0	0	8	M				
N	3	0	0	0	0	0	3	N				
O	2	0	0	0	0	0	2	O				
P	3	0	0	0	0	0	3	P				
Total Conversations	154	0	0	0	0	0	154					

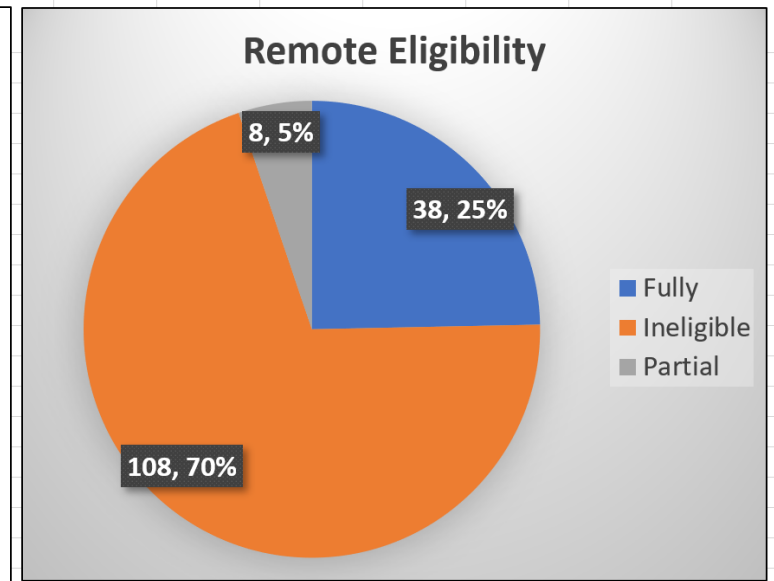
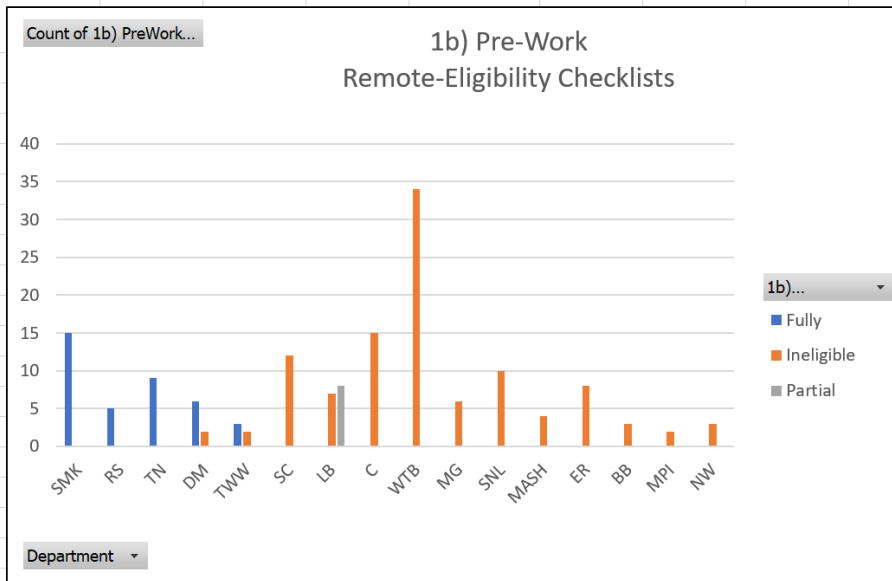




Sample Remote Eligibility Data – Tab 5

Employee Name	Department	Leader	Title Name	Unique Role	Remote Checklist	Location	FLSA	Union	1b) PreWork Remote Eligible?	1b) Workforce Composition	Current Workspace	New Workspace
Holt, Laura	SMK	Townsend	PROSPECT RSCH SPEC 2	1	1	Agency	N	99	Partial	3+ Onsite	Office	Office
Steele, Remington	SMK	Townsend	PROSPECT RSCH SPEC 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Duncan, Sabrina	SMK	Townsend	PROJECT POLICY ANL 2	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Stetson, Lee	SMK	Townsend	BUS SYS ANL 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
King, Amanda	SMK	Townsend	BUS SYS ANL 3	0	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Bosley, John	RS	Brady	BUS SYS ANL 4	1	1	Flushing	E	99	Fully	Remote	Office	Hoteling
Krebs, Mildred	RS	Brady	PROJECT POLICY ANL 2	1	1	Flushing	E	99	Fully	Remote	Workstation	Hoteling
Fine, Fran	TN	Melrose	FINANCIAL ANL MGR 1	1	1	Flushing	E	99	Partial	3+ Onsite	Office	Shared Workspace

Fully	Ineligible	Partial	Grand Total
15			15
5			5
9			9
6	2		8
3	2		5
	12		12
	7	8	15
	15		15
	34		34
	6		6
	10		10
	4		4
	8		8
	3		3
	2		2
	3		3
38	108	8	154



Phase 2 | Staff Planning Template, Steps 1a-1b

Step 1a

Department mission, objectives, services, service hours

Project Manager

- Identify Department Mission, Objectives, Services & Service Hours
- Document on Planning Template, Email to Project Manager

Step 1b Pre-Work

Remote Criteria Checklists

Project Manager/
Area
Leaders

- Remote Criteria Checklists by Department

Leadership Decision Checkpoint

Remote Eligibility Approval

Unit
Leader

- Leadership to determine remote-eligibility of unit roles based on the following: business need (step 1a) and summary of data collected with remote criteria checklists (step 1b pre-work)

Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

Project
Manager

- Workforce Composition (# and % Onsite; Partially Remote; Remote)
- List of Working Titles Working Onsite, 3+ Days, 1-2 Days or Remote
- Benefits/Challenges of Hybrid Model & how they will be addressed

Leadership Decision Checkpoint

Workforce Composition by Department

Unit
Leader

- Leadership to approve department recommendations for workforce composition (% Onsite/Remote), Step 1b

Change Management

Change
Manager/
Area
Leaders

- Announcement about remote-eligibility decisions by role and preparation for forthcoming work location and equipment preference survey to all staff
- Managers meet with employees individually on remote-eligibility decisions by role

Phase 2 | Staff Planning Template, Steps 1a-1b

Step 1a

Department mission, objectives, services, service hours

Project Manager

- Identify Department Mission, Objectives, Services & Service Hours
- Document on Planning Template, Email to Project Manager

Step 1b Pre-Work

Remote Criteria Checklists

Project Manager/
Area
Leaders

- Remote Criteria Checklists by Department

Leadership Decision Checkpoint

Remote Eligibility Approval

Unit
Leader

- Leadership to determine remote-eligibility of unit roles based on the following: business need (step 1a) and summary of data collected with remote criteria checklists (step 1b pre-work)

Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

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Manager

- Workforce Composition (# and % Onsite; Partially Remote; Remote)
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Leadership Decision Checkpoint

Workforce Composition by Department

Unit
Leader

- Leadership to approve department recommendations for workforce composition (% Onsite/Remote), Step 1b

Change Management

Change
Manager/
Area
Leaders

- Announcement about remote-eligibility decisions by role and preparation for forthcoming work location and equipment preference survey to all staff
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Sample Workforce Composition – Step 1b

Step 1b: Forecast your workforce needs to meet the unit’s mission, objectives, services and service hours.

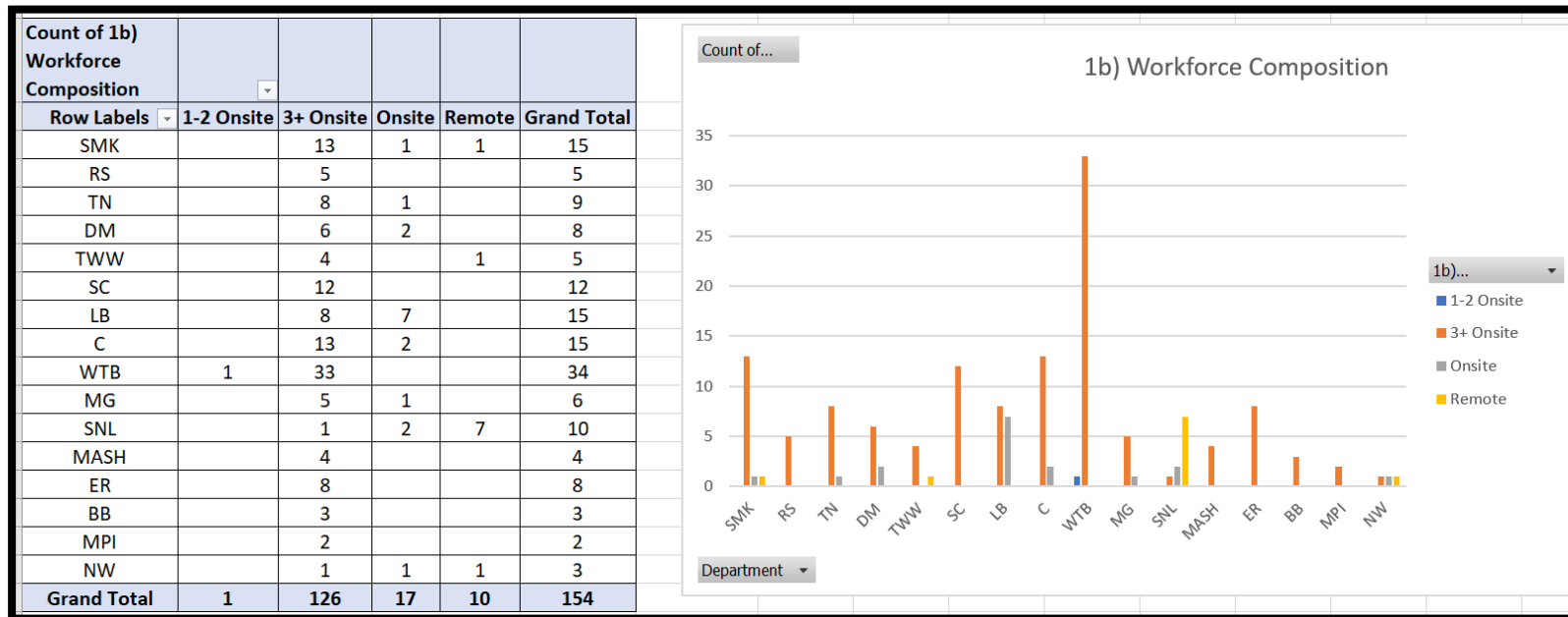
Based on the above, assess if and how a Hybrid Workforce Model might address those needs.

Projected Workforce				
Based on key unit objectives and services, what is the appropriate workforce composition?	# and % of Staff Fully Onsite <i>(regular work is onsite)</i>		# and % of Staff Both Onsite and Remote <i>(regular work is both onsite and remote)</i>	
			4 - 100%	
List working titles of jobs that can effectively work in each designated workplace. <i>Large units may attach a spreadsheet breaking out titles and % of time onsite, remote, or both.</i>	Fully Onsite	3+ days Onsite	1-2 days Onsite	Fully Remote
		Director, Basket-Weaving Senior Basket Analyst Associate Director of Basket Weaving Operations Admin Specialist		
What are the benefits and challenges of this Hybrid Workforce Model?	Benefits		Challenges	
	Fewer interruptions create more productivity and higher quality baskets.		Since staff will be working more than 50% onsite anything that cannot be done at home can be completed during time at the office.	
How will you address any challenges of a Hybrid Workforce Model?	Weekly staff meetings will include review of any challenges with the setup. We have been working successfully in a hybrid model during the past few months, we don't foresee any major challenges.			



Sample Workforce Composition Data – Tab 6

Employee Name	Department	Leader	Title Name	Unique Role	Remote Checklist	Location	FLSA	Union	1b) PreWork Remote Eligible?	1b) Workforce Composition	Current Workspace	New Workspace
Holt, Laura	SMK	Townsend	PROSPECT RSCH SPEC 2	1	1	Agency	N	99	Partial	3+ Onsite	Office	Office
Steele, Remington	SMK	Townsend	PROSPECT RSCH SPEC 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Duncan, Sabrina	SMK	Townsend	PROJECT POLICY ANL 2	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Stetson, Lee	SMK	Townsend	BUS SYS ANL 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
King, Amanda	SMK	Townsend	BUS SYS ANL 3	0	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Bosley, John	RS	Brady	BUS SYS ANL 4	1	1	Flushing	E	99	Fully	Remote	Office	Hoteling
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Fine, Fran	TN	Melrose	FINANCIAL ANL MGR 1	1	1	Flushing	E	99	Partial	3+ Onsite	Office	Shared Workspace



Phase 2 | Staff Planning Template, Steps 1a-1b

Step 1a

Department mission, objectives, services, service hours

Project Manager

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Step 1b Pre-Work

Remote Criteria Checklists

Project Manager/
Area Leaders

- Remote Criteria Checklists by Department

Leadership Decision Checkpoint

Remote Eligibility Approval

Unit Leader

- Leadership to determine remote-eligibility of unit roles based on the following: business need (step 1a) and summary of data collected with remote criteria checklists (step 1b pre-work)

Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

Project Manager

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- Benefits/Challenges of Hybrid Model & how they will be addressed

Leadership Decision Checkpoint

Workforce Composition by Department

Unit Leader

- Leadership to approve department recommendations for workforce composition (% Onsite/Remote), Step 1b

Change Management

Change Manager/
Area Leaders

- Announcement about remote-eligibility decisions by role and preparation for forthcoming work location and equipment preference survey to all staff
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Phase 2 | Staff Planning Template, Steps 1a-1b

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Project Manager/
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Remote Eligibility Approval

Unit
Leader

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Step 1b

Workforce Composition;
Benefits/Challenges of Hybrid Model

Project
Manager

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Workforce Composition by Department

Unit
Leader

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Change Management


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Manager/
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- Managers meet with employees individually on remote-eligibility decisions by role

Question Break!



Phase 2 | Staff Planning Template, Steps 2-4

 **Step 2 Pre-Work**
Employee Work Location/
Equipment Survey

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Work Schedules; Use of Office Space

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Checkpoint**

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Unit
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Final Department Planning Template

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Sample Work Location and Equipment Preference Survey

Work Location and Equipment Preference Survey

Target survey audience: Staff whose position has been determined to be eligible for partial or fully remote work.

Survey Purpose: Evaluate staff preferences and equipment needs.

Sample Survey Bel

Remote work eligibility is determined by School/Business strategy depends on many factors, including school/university hours, clients, and university policies and guidelines. We accommodate all individual work location preferences, for workspace and for a successful long-term hybrid work

NOTE: Those who work on site less than 3 days per week are housed in hoteling space, rather than a dedicated on-site workspace.

Your identity will be recorded with your responses.

QUESTION 1: Workplace Preference

How often would you prefer to work on-site?

- 3 - 5 days per week on-site
- 1 - 2 days per week on-site
- 0 days per week on-site, mostly

Note any other schedule preferences:

QUESTION 2: Remote Work Equipment

What equipment do you use working remotely and what else, if anything, do you need?

	I have this, and it is working well	I have this, but it needs additional support
Laptop Computer	<input type="checkbox"/>	<input type="checkbox"/>
Monitor(s)	<input type="checkbox"/>	<input type="checkbox"/>
Keyboard	<input type="checkbox"/>	<input type="checkbox"/>
Mouse	<input type="checkbox"/>	<input type="checkbox"/>
Desk/Riser	<input type="checkbox"/>	<input type="checkbox"/>
Chair	<input type="checkbox"/>	<input type="checkbox"/>
Headset	<input type="checkbox"/>	<input type="checkbox"/>

Other equipment needs:

What specifically is working well or *not* working well with your current remote working setup?

QUESTION 3: On-site Work Equipment

What equipment do you use working on-site and what else, if anything, do you need?

	I have this, and it is working well	I have this, but it needs additional support
Laptop or Desktop Computer	<input type="checkbox"/>	<input type="checkbox"/>
Monitor(s)	<input type="checkbox"/>	<input type="checkbox"/>
Keyboard	<input type="checkbox"/>	<input type="checkbox"/>
Mouse	<input type="checkbox"/>	<input type="checkbox"/>
Desk/Riser	<input type="checkbox"/>	<input type="checkbox"/>
Chair	<input type="checkbox"/>	<input type="checkbox"/>
Headset	<input type="checkbox"/>	<input type="checkbox"/>

Other equipment needs:

What specifically is working well or *not* working well with your current on-site working setup?

QUESTION 4: On-site Work Environment

When working on-site, what type of work environment is needed to effectively perform your role?

	All of the time	Occasionally	Rarely	N/A
Desk Space / Open environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dedicated Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Small meeting room (< 4 occupancy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium meeting room (< 10 occupancy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Large meeting room (>10 occupancy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Space needs:

What specifically is working well or *not* working well with your current on-site working setup?

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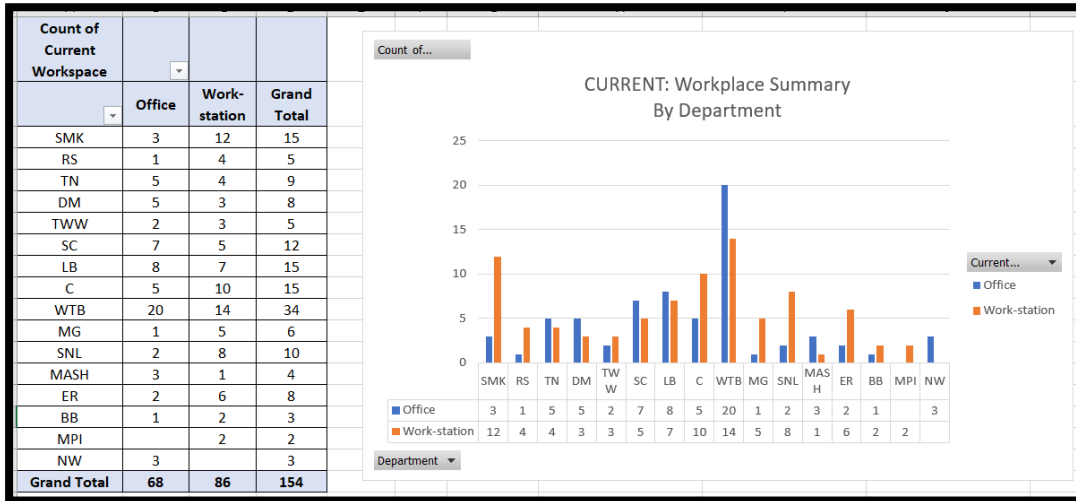
Sample Workspace Data – Step 2

Step 2: Rethink staff's work schedules and use of onsite space.							
Blended Workforce	For staff not 100% onsite, indicate names and schedules. Schedules may need to be rotated and updated to maintain equity. <i>Large units can attach spreadsheet.</i>						
	Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
	Holt Steele	King Stetson	Holt Steele King Stetson	Holt Steele King Stetson			
	Flexible Schedule (Describe below)						
Co-working Spaces Onsite	Based upon staff work schedule:						
	• How many offices/workstations do you currently have?			4			
	• How many offices/workstations can now be shared?			0			
	• How many hoteling workspaces are needed that are not assigned to specific employees?			0			
Technologies and Conference Rooms to support Hybrid Model	<ul style="list-style-type: none"> • What new or different technologies are needed to effectively support a hybrid workforce? <i>Refer to: Tech Guidelines/Suggestions for Hybrid Work Ready Conference and Huddle Rooms - Google Docs</i> • Do you have access to Smart Conference Rooms to ensure strong collaboration and communications? 						
	Nothing additional is needed						



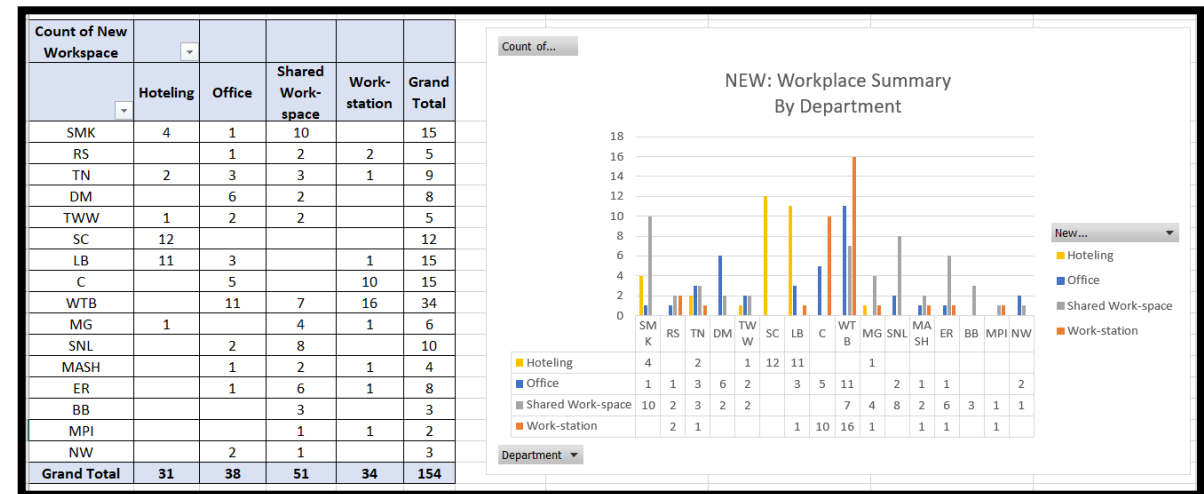
Sample Workspace Data – Tab 7

Employee Name	Department	Leader	Title Name	Unique Role	Remote Checklist	Location	FLSA	Union	1b) PreWork Remote Eligible?	1b) Workforce Composition	Current Workspace	New Workspace
Holt, Laura	SMK	Townsend	PROSPECT RSCH SPEC 2	1	1	Agency	N	99	Partial	3+ Onsite	Office	Office
Steele, Remington	SMK	Townsend	PROSPECT RSCH SPEC 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Duncan, Sabrina	SMK	Townsend	PROJECT POLICY ANL 2	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Stetson, Lee	SMK	Townsend	BUS SYS ANL 3	1	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
King, Amanda	SMK	Townsend	BUS SYS ANL 3	0	1	Agency	E	99	Partial	3+ Onsite	Workstation	Workstation
Bosley, John	RS	Brady	BUS SYS ANL 4	1	1	Flushing	E	99	Fully	Remote	Office	Hoteling
Krebs, Mildred	RS	Brady	PROJECT POLICY ANL 2	1	1	Flushing	E	99	Fully	Remote	Workstation	Hoteling
Fine, Fran	TN	Melrose	FINANCIAL ANL MGR 1	1	1	Flushing	E	99	Partial	3+ Onsite	Office	Shared Workspace



By Department, Current

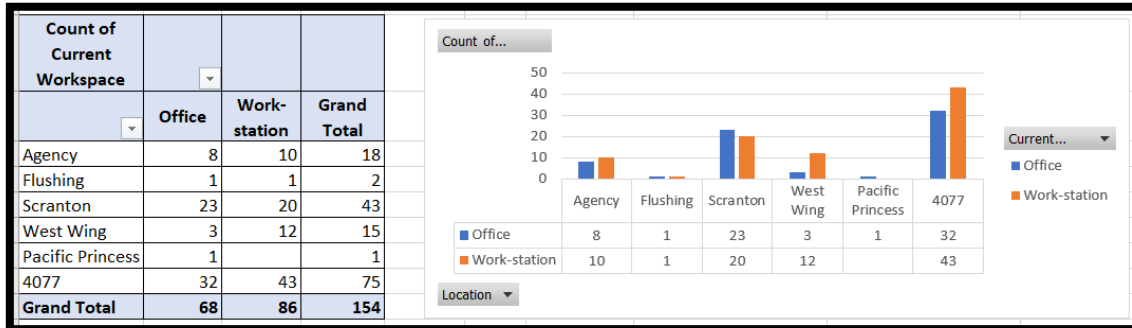
By Department, New





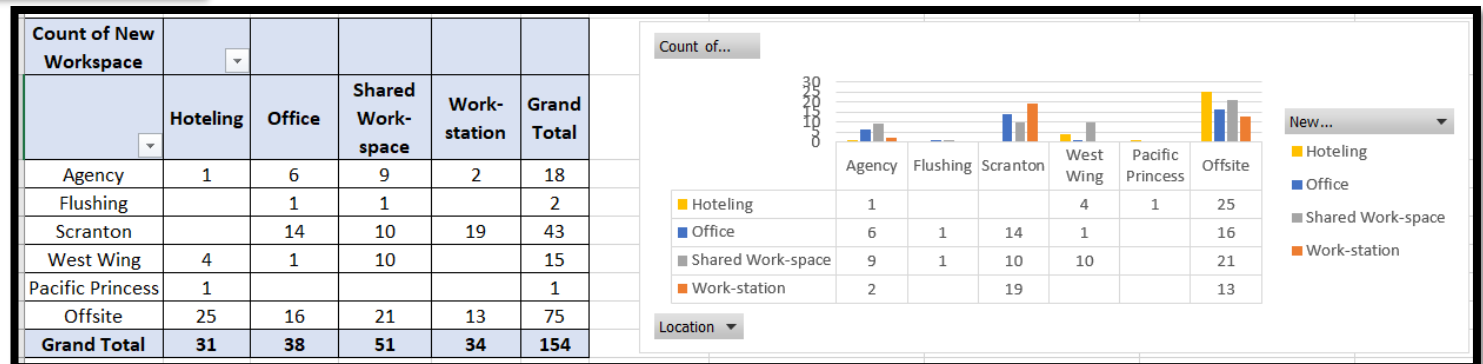
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By Location, Current

By Location, New



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Sample Employee Experience – Step 3

Step 3: For those leaders planning a hybrid workforce model, reimagine the employee experience and how to adapt as a leader.

Leaders need to be intentional about how to build and maintain a collaborative and inclusive work environment regardless of where staff are working.

Team Collaboration and Communication	<p>What specific practices will you use to ensure the entire team collaborates and communicates?</p> <ul style="list-style-type: none"> -- Communicate daily via phone, email, Microsoft Team -- Weekly team meeting -- Every other week one-on-one meetings
Inclusion and Connectivity	<p>What specific practices will you use to ensure all staff feel welcomed, engaged, valued and are treated equitably?</p> <ul style="list-style-type: none"> -- Staff were included in all discussions about this model -- Any changes in the future will also be communicated in advance -- Monthly games during team meeting
Team Resource Optimization	<p>Are there processes, systems, tools, equipment or training that could further enhance team performance in a Hybrid Workforce Model?</p> <ul style="list-style-type: none"> -- No other process/tools is needed at this time, we have been using Teams a lot this past year and found it very useful
Leadership	<p>What specific steps will you intentionally take to ensure you are effectively managing and leading in a Hybrid Workforce Model?</p> <ul style="list-style-type: none"> -- Monitoring daily activities in KFS, UCPath, and via CC-ing on emails -- Discussions with staff in group and one-on-one meetings <p>How will you address performance issues if you identify concerns with a remote worker?</p> <ul style="list-style-type: none"> -- Will discuss any issues directly with the staff

Sample Workspace Data – Step 4

Step 4: Plan your logistics and communications approach to bringing staff onsite.

Plan detailed and coordinated communications to staff and others to ensure that messaging is consistent and clear.

Briefly describe the approach you will take to bringing staff onsite (timing, phases, etc.)	Will follow directions from VC on dates to bring staff onsite and will ensure staff is aware of the timelines as they become available.
What key messages need to be communicated about the Hybrid Workforce Model?	The model must support our area and University Basket and Underwater Advancement as a whole Our workforce model will be evaluated and may be changed to align with UBUA's mission
What stakeholders need to hear the message(s)? (i.e., Staff, Faculty, Students, others in Schools/Units who interact with your School/Unit)	Staff. There will be no change to the way we interact with any of our colleagues or stakeholders
Who will deliver the message(s)?	I will deliver the message
How will the message(s) be delivered? <i>Tip: Important messages are best delivered in-person (or via Zoom)</i>	In person in group meetings or one-on-ones
When will the message(s) be delivered?	As soon decisions are finalized

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Phase 3 | Implement the New Model

Project Handoff to *Return Onsite Logistics Team*

Project
Manager/
Return
Onsite
Team

- Submit copies of the approved workforce model(s) to Return Onsite Logistics Team Project Manager and Sponsor
- Logistics, technology, execution of staff work agreements, etc. to be managed by the Return Onsite Logistics Team

Change Management Monitor and Adjust

Change
Manager

- Provide tools to monitor effectiveness of new workforce model and empower staff to share feedback
- Sample language for group meetings, one-on-one meetings, email communications; mechanisms for feedback and two-way discussions
- Continue to communicate and discuss workforce model and outcomes with staff and leadership

Phase 3 | Implement the New Model



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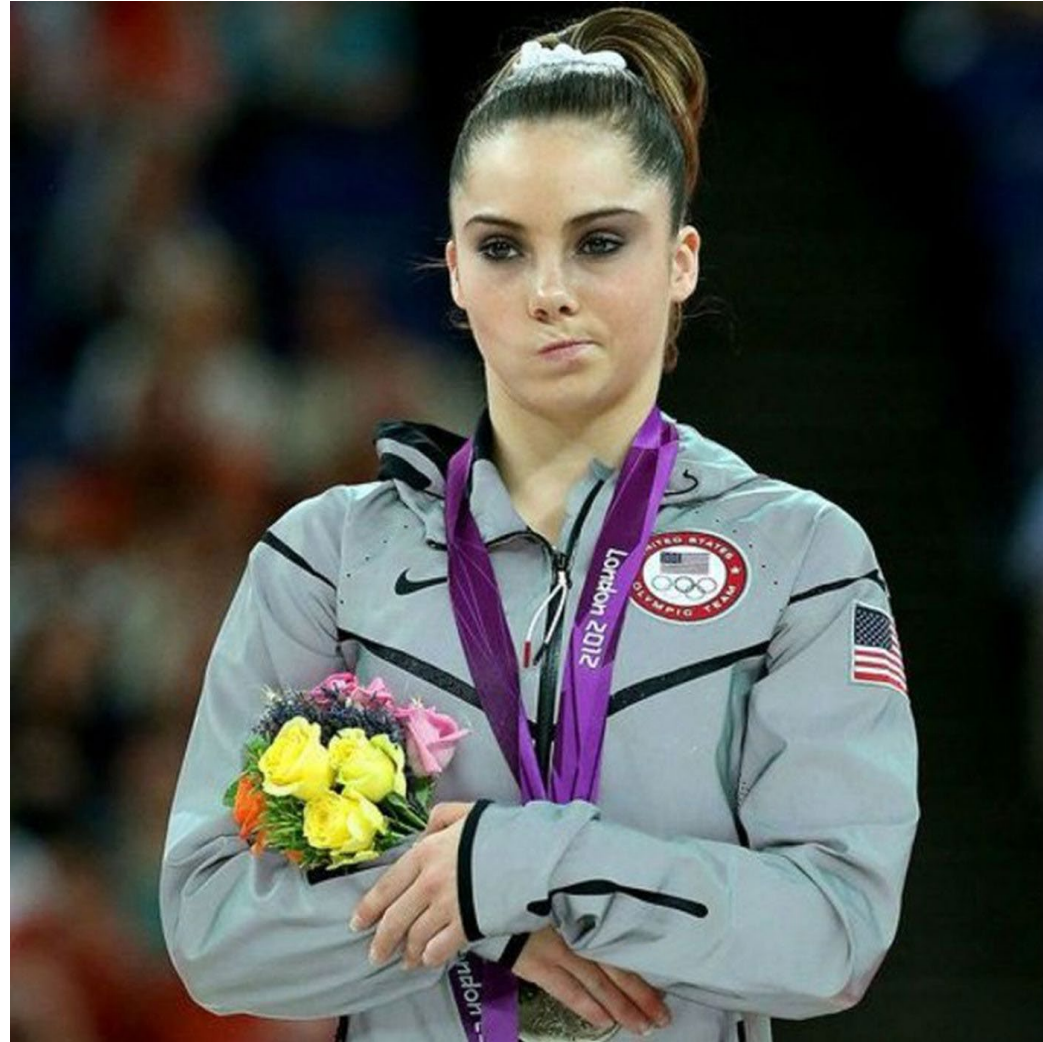
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ZOT! ZOT! ZOT!



Resources and Tools

- **Human Resources Future of Work Website**
(<https://hr.uci.edu/partnership/futureofwork/>)
- **Project Plan**
 - Excel Workbook Template
- **Change Management Toolkit**
 - Guide, Workbook, Worksheet
- **OIT TechPrep – Keep Working**
(<https://techprep.oit.uci.edu/working/>)

FUTURE of WORK / REMOTE WORKING

- Hybrid-ready Conference Rooms
- Laptop Computer Recommendations
- MiCollab Software Phones
- Connectivity Resources
- Collaboration Tools

PLANNING TOOLKIT FOR LEADERS



FAQs



Staff Workforce
Planning Guidelines



Staff Workforce
Planning Template



Staff Remote Work
Criteria Checklist



Staff Remote Work
Location & Equipment
Survey



Staff Remote Work
Guidelines & Agreement



Remote Work
Outside of California

RESOURCES FOR LEADERS

- Keys to Manager Success
- Tips for Leading a Hybrid Workforce
- Gallup Resources for Remote Leadership
- Leadership Mindset Shift:

Pandemic v Future of Work

Coming Soon!

Future of Work Resource Group

Email - FOW@uci.edu

Key Takeaways

- **Return Onsite**
 - Analyze workforce for remote or hybrid models
- **Change Management (it's the people)**
 - What can derail a project?
 - Lack of communication and collaboration about the project
 - What keeps a project on track?
 - Keeping people informed and involved
 - Communication is key
- **What's mandatory?**
 - Staff Workforce Planning Template
 - Staff Remote Work Criteria Checklist
- **What's good to do?**
 - Change management strategies
 - Return Onsite Project Plan

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Questions, Comments, Suggestions?

