Staff Flexible Work Survey

• Objective: Inform UCR Operational Continuity Workgroup
  • Develop recommendations to UCR leadership which may include:
    • Alternative ways of working
    • Office space planning
    • Other considerations that best support staff and UCR in a post pandemic “normal”.

• Survey Design:
  • Reflect on how staff employees worked prior to the pandemic
  • Consider current work arrangements
  • Factors that may influence staff employees’ future work location preferences
  • Gathering preferences from supervisors regarding future work arrangements
Survey Information

Survey administration from Jun 15 – Jun 28

47% response rate*

1319** total responses

Individual Contributor: 903
Supervisor/Manager: 416

15-17 survey questions

5 Sections

Prior to campus closure working:
On-site: 1,138
Hybrid: 73
100% Remote: 49
Not employed/on leave: 59

Currently working:
On-site: 157
Hybrid: 180
100% Remote: 982

* 2830 staff employees invited to participate
**Respondents allowed to skip certain questions
Survey Participation by Organization
**Survey - Key Findings**

**Remote/Hybrid vs. On-site**
- 93% Prefer remote or hybrid work options
- 74% Supervisors/Managers feel their teams could be successful in a remote/hybrid model
- 89% Supervisors/Managers feel their teams are performing at the same or improved level

**Support & Resource Needs**
- 30% Indicate no challenge working remote
- 74% Need nothing to do their job well working remotely
- 54% Did not need additional resources/support

**Return to Campus**
- 31% Feel safe
- 11% Concerned about social/physical distancing
- 11% Concerned about vaccination of our campus community
Recurring Themes to Survey Questions

<table>
<thead>
<tr>
<th>Communication/ Collaboration Tools</th>
<th>What is the biggest challenge you are currently facing?</th>
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<tbody>
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<td>What do you need to feel safe when you and/or your colleagues return on-site?</td>
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<th>What do you need to feel safe when you and/or your colleagues return on-site?</th>
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<th>What is the biggest challenge you are currently facing?</th>
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Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences

n= 1162 (x% of total respondents)
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n= 1162 (x% of total respondents)

<table>
<thead>
<tr>
<th></th>
<th>5 I feel as productive as I was in the office:</th>
<th>6 It is easy to communicate with my colleagues:</th>
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<tbody>
<tr>
<td></td>
<td>Total Favorable</td>
<td>Neither</td>
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<tr>
<td>Overall</td>
<td></td>
<td>90</td>
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<tr>
<td></td>
<td>Favorable (Statistically Significant)</td>
<td>Favorable</td>
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<td></td>
<td>6</td>
<td>5</td>
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</tbody>
</table>
Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences

What is the biggest challenge you are currently facing?

n=517 (x% of total respondents)

- **None**: 29.5%
- **Other (Enter in comments)**: 18.4%
- **Childcare**: 8.1%
- **Social isolation**: 6.4%
- **Communication w/co-workers is hard**: 6.4%
- **My physical workspace**: 6.2%
- **Internet connectivity**: 5.8%
- **Supervisor/manager lack of support**: 4.5%
- **Keeping a regular schedule**: 4.3%
- **Impact of COVID on my life**: 3.5%
- **Insufficient tools/info to do work**: 3.1%
- **Too many distractions at home**: 2.3%
- **Sick/helping others who are sick**: 1.6%

Other:
- Not Being Allowed to Work Remotely
- Work-Life Balance
- Lack of Office Equip/Supplies Reimbursement
- Prefer In-Person Interaction
- Too Many Emails/Zoom Meetings
Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences

What else do you need from your supervisor to do your job well while working hybrid/remote?

n=1163 (x% of total respondents)

- None: 74.1%
- Office Equipment/Supplies: 7.7%
- Improved Communication/Direction/Expectations/Planning/Goals/Support: 2.9%
- Other: 2.4%
- Trust/Empathy/Encouragement/Compassion: 2.1%
- Flexibility/Work Life Balance: 2.0%
- Ability to continue working remotely: 1.6%
- UCR Paid Internet/Phone: 1.1%
- Team Meetings/Engagement Activities: 1.1%
- Ergonomic Support: 1.0%
- Collaboration tool: 0.9%
- Supervisor Availability/Response: 0.9%
- Regular/Consistent 1:1 Meetings: 0.7%
- Supervisor Training: 0.4%
- Next Level Manager Respect: 0.3%
- Professional Development Opportunities: 0.3%
- On-site Support: 0.3%
Section 2: Factors that influence your preference for work location and arrangements

What do you need to feel safe when you and/or your colleagues return on-site?

n=1319 (x% of total respondents)

- None
- Social/Physical Distancing/Low Density
- All On-Site Employees/Students/Visitors Vaccinated
- Safety Measures/PPE/Training/COVID Screening/Policies Enforced
- Improved Cleaning/Sanitation
- Other
- Proper Ventilation
- Own Work Space/Work Space Protection
- All Required to Wear Masks
- Colleague/Student Vaccination Proof/Status Awareness
- Continue Working Remote
- Improved Campus Security
- I Will Not Feel Safe
- Sick Stay Home
- Non-Vaccinated Wear Masks
- Flexible/Hybrid Schedule
- Staggered Return to Campus/Schedules
- High Vaccination Rates
- N/A
- COVID Completely Gone
- Return to Campus Plan/Communication
- Emotional/Mental Safety/Non-shaming
- Non-Mandated Vaccine Policy

None: 30.9%
- Vaccinated – so feel safe
- Comfortable with procedures/safety measures in place

Social/Physical Distancing/Low Density: 11.3%
All On-Site Employees/Students/Faculty Vaccinated: 11.1%
Safety Measures/PPE/Training/COVID Screening/Policies Enforced: 10.5%
Improved Cleaning/Sanitation: 8.7%
Other: 6.1%
Proper Ventilation: 3.3%
Own Work Space/Work Space Protection: 2.6%
All Required to Wear Masks: 2.4%
Colleague/Student Vaccination Proof/Status Awareness: 2.4%
Continue Working Remote: 1.9%
Improved Campus Security: 1.7%
I Will Not Feel Safe: 1.4%
Sick Stay Home: 1.1%
Non-Vaccinated Wear Masks: 0.9%
Flexible/Hybrid Schedule: 0.8%
Staggered Return to Campus/Schedules: 0.8%
High Vaccination Rates: 0.7%
N/A: 0.4%
COVID Completely Gone: 0.4%
Return to Campus Plan/Communication: 0.3%
Emotional/Mental Safety/Non-shaming: 0.2%
Non-Mandated Vaccine Policy: 0.2%
Section 2: Factors that influence your preference for work location and arrangements

Which campus communication channel is the most effective for you?

n=269 (x% of total respondents)

- **Email**: 60.6%
- **Other (Enter in comments section)**: 23.0%
- **Town Halls**: 9.7%
- **Online campus communications**: 6.7%

Other:
- Campus Communications - Multiple Channels
- Team Communications – Zoom/Teams/Slack/Email
## Section 2: Factors that influence your preference for work location and arrangements

**What is/was missing or problematic in your remote interactions? n=332 (x% of total respondents)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-person interactions/Dropping by a colleague's office</td>
<td>28.6%</td>
</tr>
<tr>
<td>Nothing is missing or problematic</td>
<td>19.3%</td>
</tr>
<tr>
<td>Other (Enter in comments section)</td>
<td>18.4%</td>
</tr>
<tr>
<td>Missing small social gatherings</td>
<td>11.4%</td>
</tr>
<tr>
<td>Missing updates/info at the office</td>
<td>6.9%</td>
</tr>
<tr>
<td>Body language communication</td>
<td>5.1%</td>
</tr>
<tr>
<td>Being included in decision making</td>
<td>5.1%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>2.7%</td>
</tr>
<tr>
<td>Receiving less recognition</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Other (Top 2):</strong></td>
<td></td>
</tr>
<tr>
<td>Lack of Availability/Timely Response</td>
<td></td>
</tr>
<tr>
<td>Better Communication</td>
<td></td>
</tr>
</tbody>
</table>
Section 3: Individual work location preferences

If your job qualifies and you are given the option and approval for remote or hybrid work, how likely would you be to request the following?

n=412 (x% of total respondents)

**Remote A:** Remote full-time within commute distance
- **Hybrid A:** On-site 3-4 days/wk, 1-2 days remote
- **Hybrid B:** On-site 1-2 days/wk., 3-4 days remote
- **Remote B:** Remote full-time outside of commute distance
- **On-site:** Full-time on-site at a UCR work

<table>
<thead>
<tr>
<th>Location</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote A</td>
<td>29.9%</td>
</tr>
<tr>
<td>Hybrid A</td>
<td>22.1%</td>
</tr>
<tr>
<td>Hybrid B</td>
<td>29.6%</td>
</tr>
<tr>
<td>Remote B</td>
<td>10.7%</td>
</tr>
<tr>
<td>On-site</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

52% Hybrid (A = 22.1% & B = 29.6%)
41% Remote Full-time (A = 29.9% & B = 10.7%)
8% On-site
## Section 4. Supervisor’s team work location assessment

n= 416 (x% of total respondents)

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<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>2</td>
<td>9</td>
<td>38</td>
<td>31</td>
<td>19</td>
</tr>
</tbody>
</table>

1 – Significantly worse than before (2%)
2 – Somewhat worse than before (9%)
3 – The same as before (38%)
4 – Somewhat better than before (31%)
5 – Significantly better than before (19%)

89% Supervisors/Managers feel their teams are performing at the same or improved levels
Section 4. Supervisor’s team work location assessment

How would you feel your team could function most successfully? n=140 (x% of total respondents)

- Combined hybrid or remote: 73.6%
- All team members working remote FT: 14.3%
- All team members working on-site FT: 12.1%

Combined Hybrid or Remote: 74%
All Remote: 14%
All Onsite: 12%
### Section 4. Supervisor’s team work location assessment

What additional support or resources do you need to manage remote or hybrid teams? 

n=416 (x% of total respondents)

<table>
<thead>
<tr>
<th>Support/Resource</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>53.61%</td>
</tr>
<tr>
<td>Employee Dual (Home &amp; Office) Workstations</td>
<td>8.89%</td>
</tr>
<tr>
<td>Other</td>
<td>8.65%</td>
</tr>
<tr>
<td>Improved Technology</td>
<td>7.21%</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>5.29%</td>
</tr>
<tr>
<td>Collaboration Tool (single)/Training</td>
<td>3.37%</td>
</tr>
<tr>
<td>Flexible Work Policy/Guidelines</td>
<td>2.64%</td>
</tr>
<tr>
<td>Flexible Work Training</td>
<td>1.92%</td>
</tr>
<tr>
<td>UCR Paid Internet/Phone</td>
<td>1.68%</td>
</tr>
<tr>
<td>Leadership Supporting Remote Work</td>
<td>1.44%</td>
</tr>
<tr>
<td>Work Productivity/Monitoring Tools</td>
<td>1.20%</td>
</tr>
<tr>
<td>ITS Support for Remote Workers</td>
<td>0.96%</td>
</tr>
<tr>
<td>Ergonomics Assessment</td>
<td>0.96%</td>
</tr>
<tr>
<td>Faculty Supporting Remote Work</td>
<td>0.72%</td>
</tr>
<tr>
<td>Additional Funding</td>
<td>0.48%</td>
</tr>
<tr>
<td>Online File Storage</td>
<td>0.48%</td>
</tr>
<tr>
<td>Additional Staff</td>
<td>0.48%</td>
</tr>
</tbody>
</table>

**Other:**
- Streamlined processes
- Project management tools
- Campus supporting flexible work
- Sharing of best practices

54% None
9% Dual Workstations
7% Improved Technology
What questions do you have for campus leadership related to transitioning to a flexible work environment?

n= 922 (x% of total respondents)

Section 5. Open Ended Questions

- Will leadership recognize benefits of flexible work/change their mindset and...
- How will positions be determined eligible/approved for remote work? How will...
- Will parking fees be adjusted?
- Are Remote/Hybrid decisions final in order to best plan?
- Why is UCR taking so long to adopt flexible work?
- Would UCR consider alternative work schedules (e.g. 9/80 or 4/10, alternate...?
- Communicate/promote remote/hybrid reduces costs & environmental...
- Will essential/on-site workers obtain additional...
- Will UCR provide dual work stations and improve campus technology?
- If UCR does not support flexible work, how will we remain competitive?
- How will employees be held accountable/accessible/responsive?
- How will UCR support childcare issues?
- Will those who work hybrid be treated equally/fairly?
- How will remote/hybrid impact students/on-site employees/customer service?
- Will out input truly be taken into consideration?
- Will leadership recognize benefits of flexible work/change their mindset and...

Other:
- How can we support leadership to support flexible work
- Will we have the freedom to choose what works best for our own situation (not forced)

Other:
- Clear communication/policies/enforcement
- Need clear communication/guidance/policies/enforcement?
Open Ended Questions - Comments

“Why do we get so much miscommunication? Why is UCR behind in COVID planning? Why are we so slow to react, so afraid to make decisions?”

“Will the campus continue to use messaging that marginalize employees who choose not to be vaccinated...concerned about losing employees who no longer feel welcomed...based on messaging communicated that everyone “should” get vaccinated...messaging is far from inclusive and is single-handedly dividing the campus....”

“What questions do you have for campus leadership related to transitioning to a flexible work environment?”

“Why has the language changed so drastically. A few years ago there was a reluctance to remote. “it is not possible” was the language. Most of the last year it changed to really promoting the benefits of remote work. “we are even more productive than before”. Lately the language has changed to say that remote work is not really a good thing... This last change in communication messaging is confusing.”

“Quit making it sound like remote working is an option! For many student, front-facing offices and positions it is not. Staff in these offices are giving the managers in these departments a really hard time about wanting to continue to work remotely when it is not realistic and does not serve the students or the functions of our departments well. Some hybrid models my work for some limited positions but not many. But this discussion is making it impossible to get the staff to focus on reopening for Fall.”
Section 5. Open Ended Questions

What challenges would you anticipate to face with a workforce that is both on-site and remote in some capacity?

n= 1084 (x% of total respondents)

- Communication/Coordination/Scheduling between on-site vs. remote: 33%
- On-site/Remote Meeting Structure: 16%
- Obtaining/Maintaining Dual workstations: 7%
- Connection with co-workers/team: 16%
- Inefficiencies/Unfair treatment: 15%
- How will UCR keep employees safe (e.g. unvaccinated, social/physical distancing): 13%
- On-site workers resenting remote/hybrid workers: 12%
- Adjusting to being on-site (e.g. commuting, in-person meetings, expenses, etc.): 12%
- Technology (e.g. conf. rooms, IM, connectivity, phones, etc.): 12%
- Parking/Parking fees not adjusted: 12%
- Inequities/Unfair treatment: 11%
- Accessibility/Availability/Responsiveness: 10%
- Accountability for remote workers: 10%
- All employees adjusting to remote/hybrid (e.g. continued virtual meetings): 10%
- Childcare: 9%
- Unknown at this time: 9%
- Faculty/Leadership not supporting remote workers: 8%
- Inclusivity: 7%
- Supervisor’s lack of trust/support/micro-managing: 7%
- Fear of returning to campus: 7%
- COVID outbreak on campus: 7%
- Division between on-site and remote workers: 6%
- Losing staff if not allowed to work remote/hybrid: 6%
- Same as in-person challenges (e.g. communication): 6%
- Other: 3%
  - Time management
  - Coordination
  - One size does not fit all
  - Accountability (both for productivity and emergency situations)
Open Ended Questions – Comments

“I think this is largely a personal decision, and by this I mean as much a matter of human character and identification, as it is a policy or a standard of behavior, so letting people adjust and discover their individual preferences and strengths is more important than creating a rigid framework.”

“Perhaps some miscommunication and scheduling issues in the beginning until people get used to it. We’ve been doing it for a few months now and it seems to work well.”

What challenges would you anticipate to face with a workforce that is both on-site and remote in some capacity?

“Feeling unsafe, fear, anxiety, increase in mental and emotional instability, health issues for those working on campus as well as those in a hybrid capacity. Issues with daycare or separation anxiety for those with children. I believe those who are eligible for and fully capable of working remotely 100% should be allowed to do so if they have proven over the last year to perform at the same level or even more effectively in a remote environment.”

“I don’t anticipate any issue. However the rollout of this flexible schedule should make sure that supervisors are given sensitivity training so that all staff members can feel that psychological safety.”
Section 5. Open Ended Questions

What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?

n= 946 (x% of total respondents)

Leadership recognizing benefits/support remote/hybrid: 17%

Safety upon returning: 6%

Meeting room/office space/hoteling: 4%

- Differing vaccine views
- Consideration for all
- One size does not fit all
“Compassionately addressing and acknowledging vaccine safety concerns and providing more opt-out options (without possible stigmatization) would be warmly appreciated.”

“The campus needs to encourage directors, managers, supervisors to allow their employees to have options if their positions allow. Many of our leadership that supervise employees are so "old school" everyone needs to be in the office M-F 8-5. Things have changed and there are many employees that could benefit and have a better work-life balance if they worked a hybrid schedule. The campus needs to encourage …people to think outside the box when creating schedules for their employees.

“Folks should be encouraged to practice mindfulness and grace. We won’t get it right the first time, or even the second but if we can commit to a process of continuous improvement AND extend patience to all involved as we work through challenges, this option could be a game-changer for our institution. We could hire talent that we have been unable to recruit to live in Riverside, we can improve the work-life balance of our employees, and we it could give us the push to shift to a more modern outcome-based performance management model instead of task-based.”

“Placing the staff and the work objectives as a priority when making a decision. Most depts need to be here to serve the students, faculty and research. Allowing all to work remotely, decreases the service that is needed to be provided to our on-campus students and faculty to excel. We need to negotiate and make a balance between the two.”

What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?