

# Staff Flexible Work Survey


Survey Results

July 2021


# 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:**

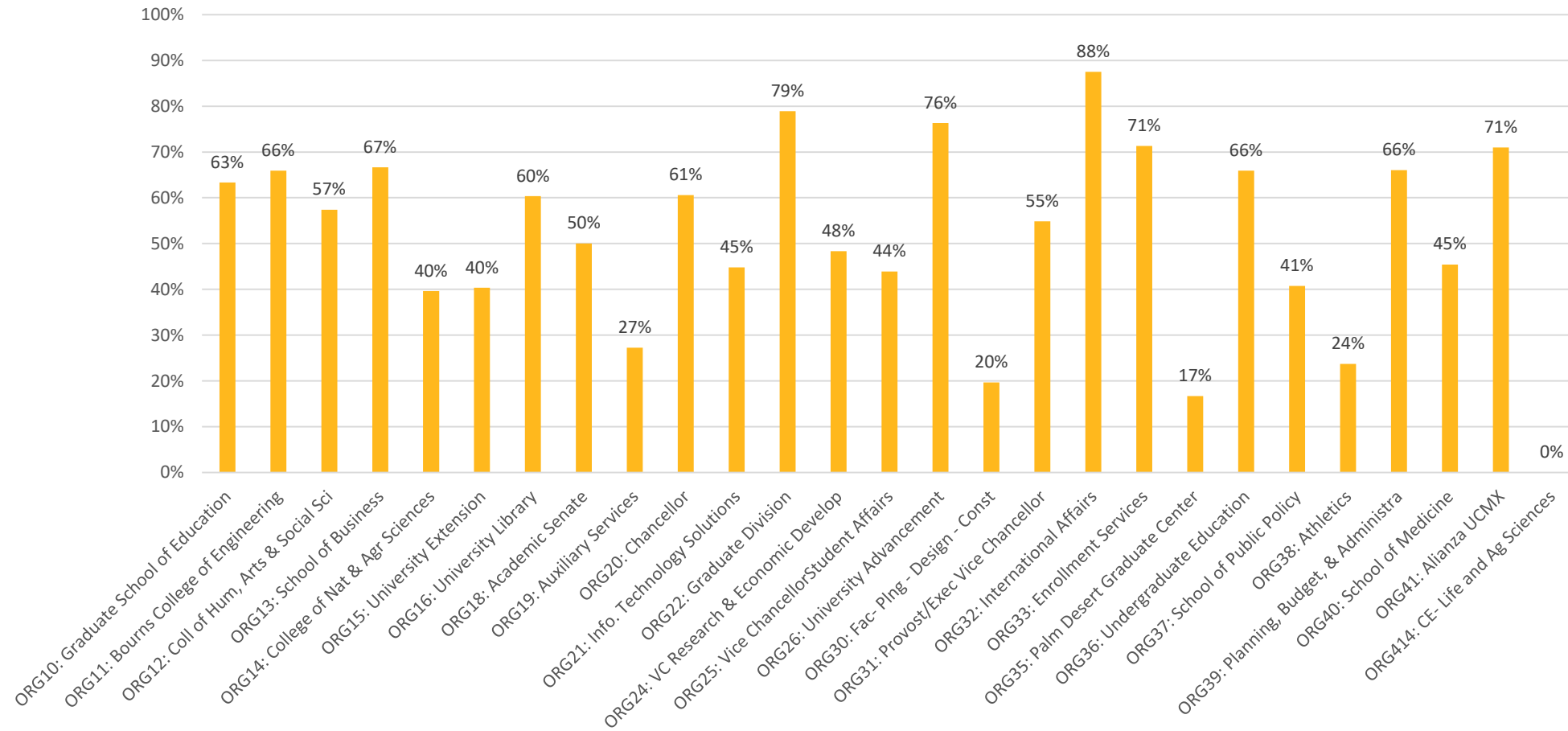
On-site: 1,138  
Hybrid: 73  
100% Remote: 49  
Not employed/on leave: 59

**Currently working:**

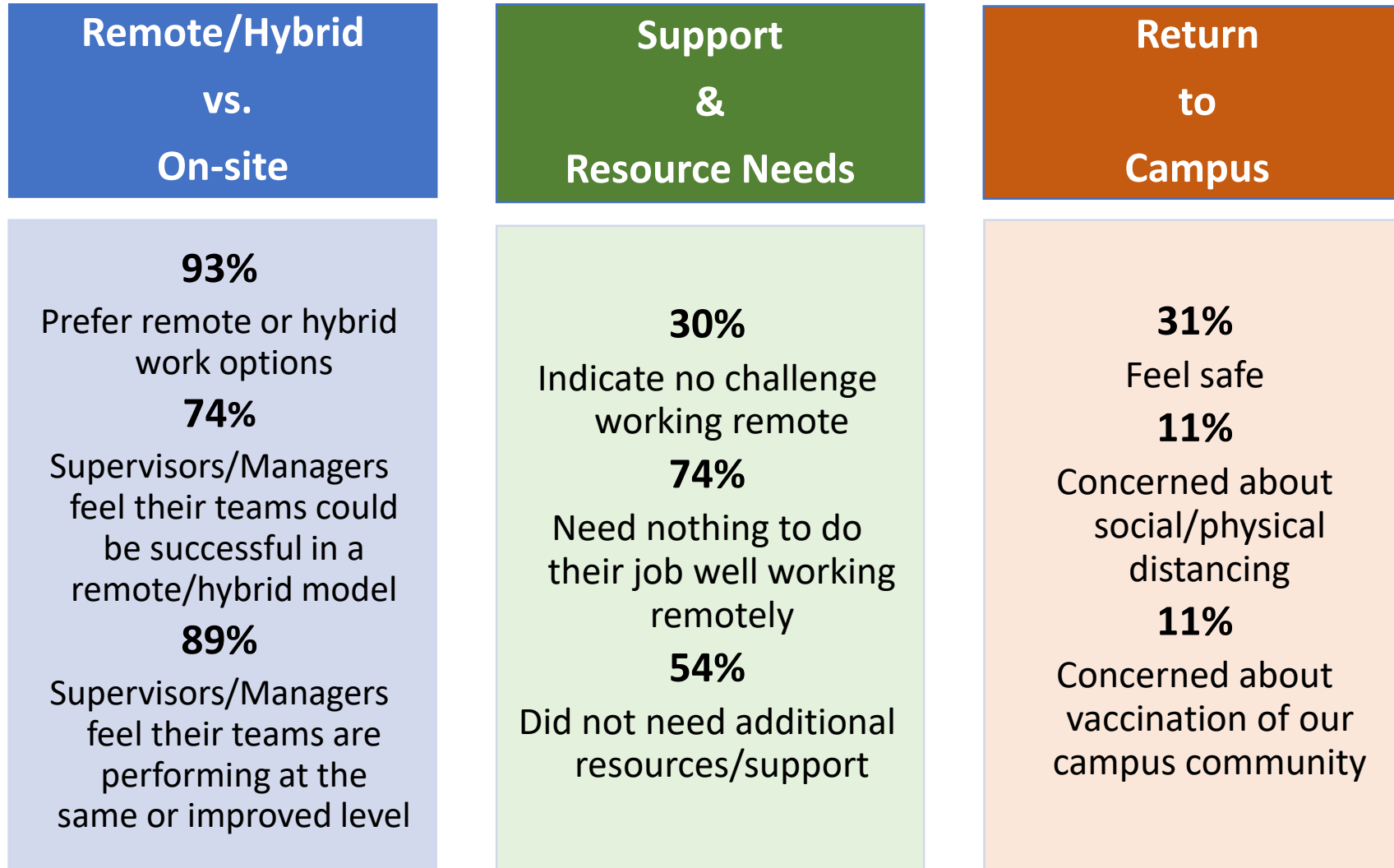
On-site: 157  
Hybrid: 180  
100% Remote: 982

\* 2830 staff employees invited to participate  
\*\* Respondents allowed to skip certain questions

# Survey Participation by Organization



# Survey - Key Findings



# Recurring Themes to Survey Questions

## Communication/ Collaboration Tools

- What is the biggest challenge you are currently facing?
- What do you need to feel safe when you and/or your colleagues return on-site?
- What else do you need from your supervisor to do your job well while working hybrid/remotely?
- What additional support or resources do you need to manage remote or hybrid teams?
- What questions do you have for campus leadership related to transitioning to a flexible work environment?
- What challenges would you anticipate to face with a workforce that is both on-site and remote in some capacity?
- What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?

## Trust/Leadership Support of Remote/Hybrid

- What else do you need from your supervisor to do your job well while working hybrid/remotely?
- What questions do you have for campus leadership related to transitioning to a flexible work environment?
- What additional support or resources do you need to manage remote or hybrid teams?
- What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?

## Safety Upon Return

- What do you need to feel safe when you and/or your colleagues return on-site?
- What questions do you have for campus leadership related to transitioning to a flexible work environment?
- What challenges would you anticipate to face with a workforce that is both on-site and remote in some capacity?
- What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?

## Parking/Parking Fees Adjustment

- What questions do you have for campus leadership related to transitioning to a flexible work environment?
- What challenges would you anticipate to face with a workforce that is both on-site and remote in some capacity?
- What additional considerations should be addressed in planning for returning to campus and moving towards a flexible work environment?

## Dual Workstations/ Improved Technology

- What is the biggest challenge you are currently facing?
- What else do you need from your supervisor to do your job well while working hybrid/remotely?
- What additional support or resources do you need to manage remote or hybrid teams?

# Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences

n= 1162 (x% of total respondents)

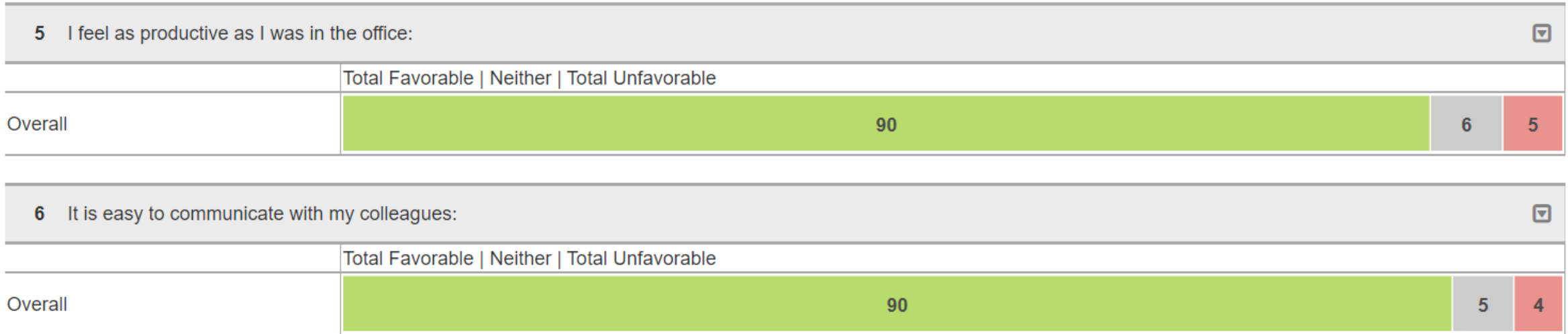


2 My work objectives are clear each day and each week: <span style="float: right;">▼</span>	
	Total Favorable   Neither   Total Unfavorable
Overall	<div style="display: flex; align-items: center;"> <div style="flex-grow: 1; background-color: #90EE90; text-align: center; padding: 5px;">96</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">3</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">1</div> </div>
3 I feel supported and trusted by my team leader: <span style="float: right;">▼</span>	
	Total Favorable   Neither   Total Unfavorable
Overall	<div style="display: flex; align-items: center;"> <div style="flex-grow: 1; background-color: #90EE90; text-align: center; padding: 5px;">92</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">5</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">4</div> </div>
4 I have all the equipment and remote tools to complete my work to my usual ability. <span style="float: right;">▼</span>	
	Total Favorable   Neither   Total Unfavorable
Overall	<div style="display: flex; align-items: center;"> <div style="flex-grow: 1; background-color: #90EE90; text-align: center; padding: 5px;">90</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">5</div> <div style="border-left: 1px solid #ccc; padding-left: 5px; text-align: center;">5</div> </div>

# Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences



n= 1162 (x% of total respondents)

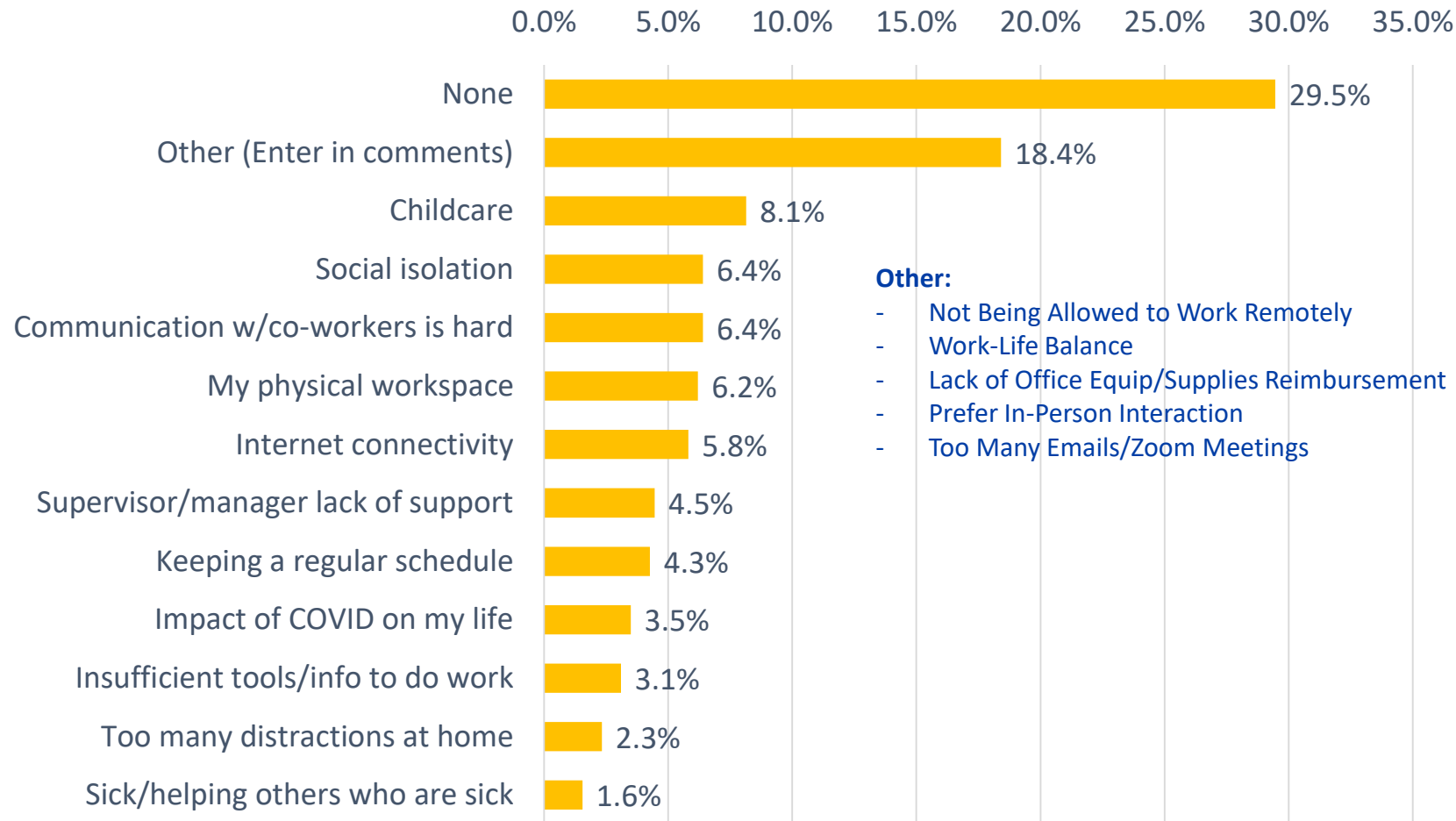




# Section 1: Current work arrangements and comparison to pre-pandemic work arrangements and experiences

## What is the biggest challenge you are currently facing?

n=517 (x% of total respondents)



30%

None

18%

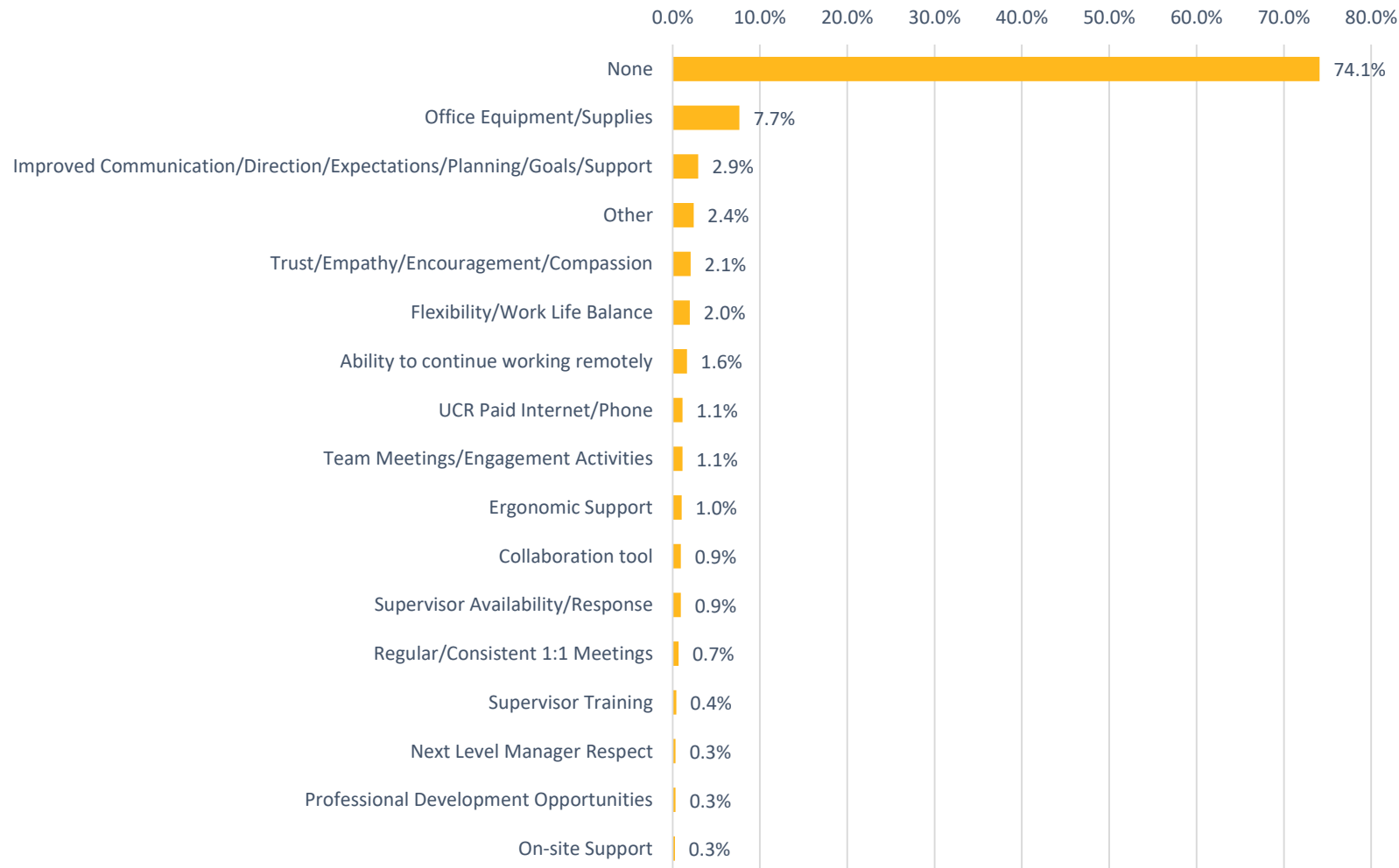
Other

8%

Childcare

# 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/remotely?  
n=1163 (x% of total respondents)



74%

None

8%

Office Equipment/Supplies

2%

Improved Communication  
Delegation/Planning, etc.

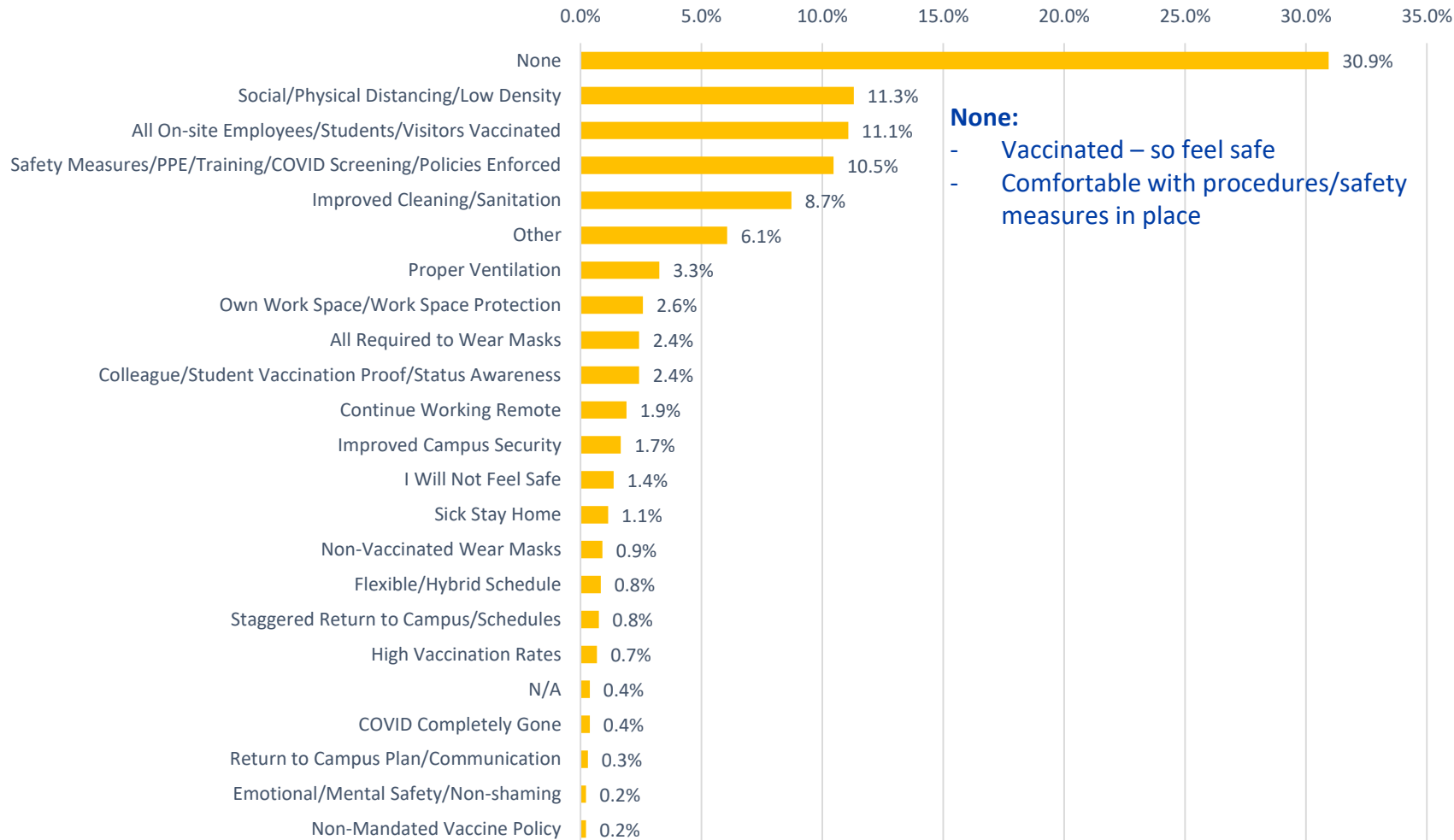
Trust/Empathy/Encouragement

Flexibility/Work-Life Balance

# 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:**  
 - Vaccinated – so feel safe  
 - Comfortable with procedures/safety measures in place

31%

None

11%

Social/Physical Distancing/  
Low Density

All On-Site  
Employees/Students/Faculty  
Vaccinated

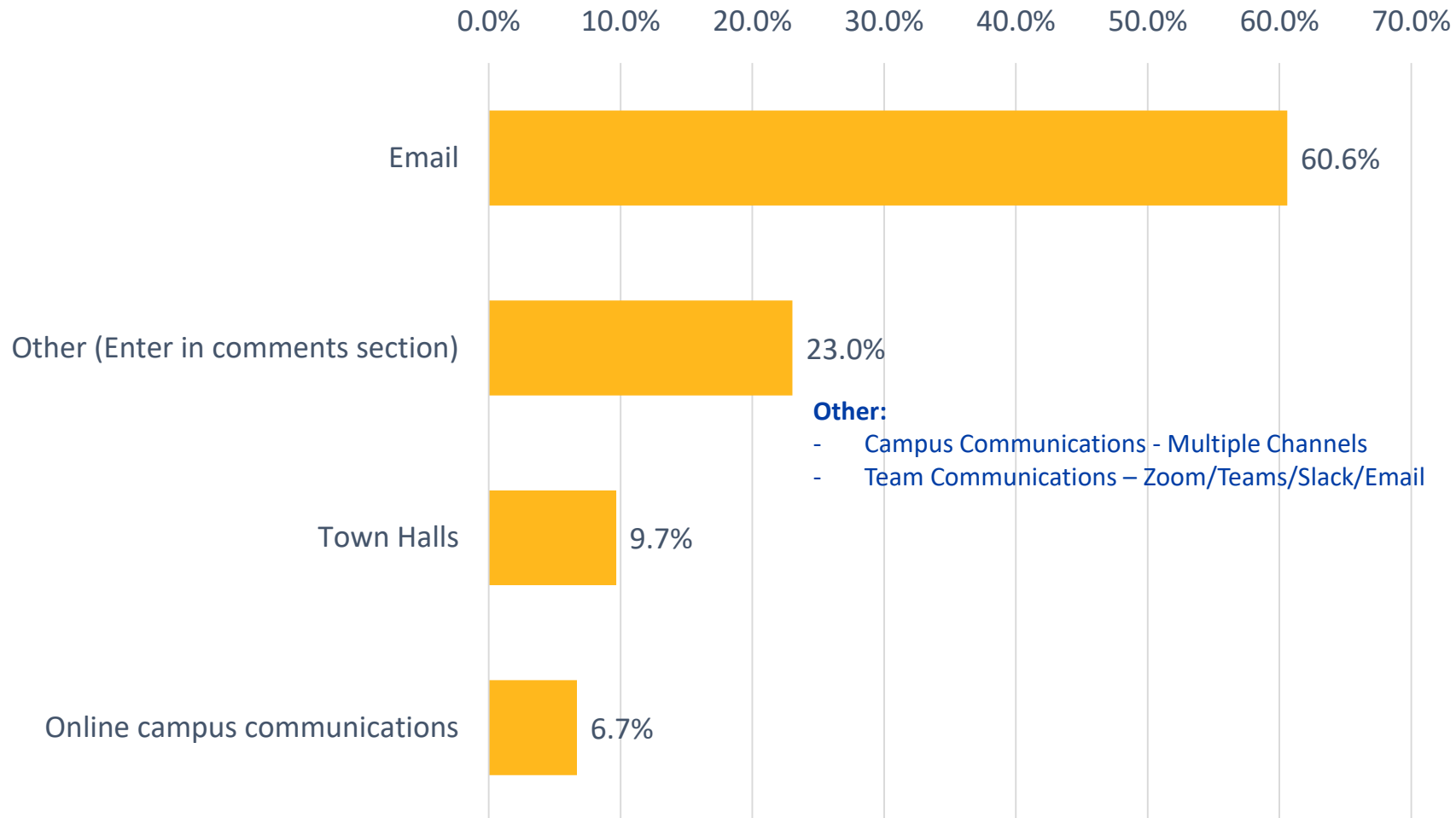
Safety Measures/Policies Enforced

9%

Improved Cleaning/Sanitation

## 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)



60%

Email

23%

Other

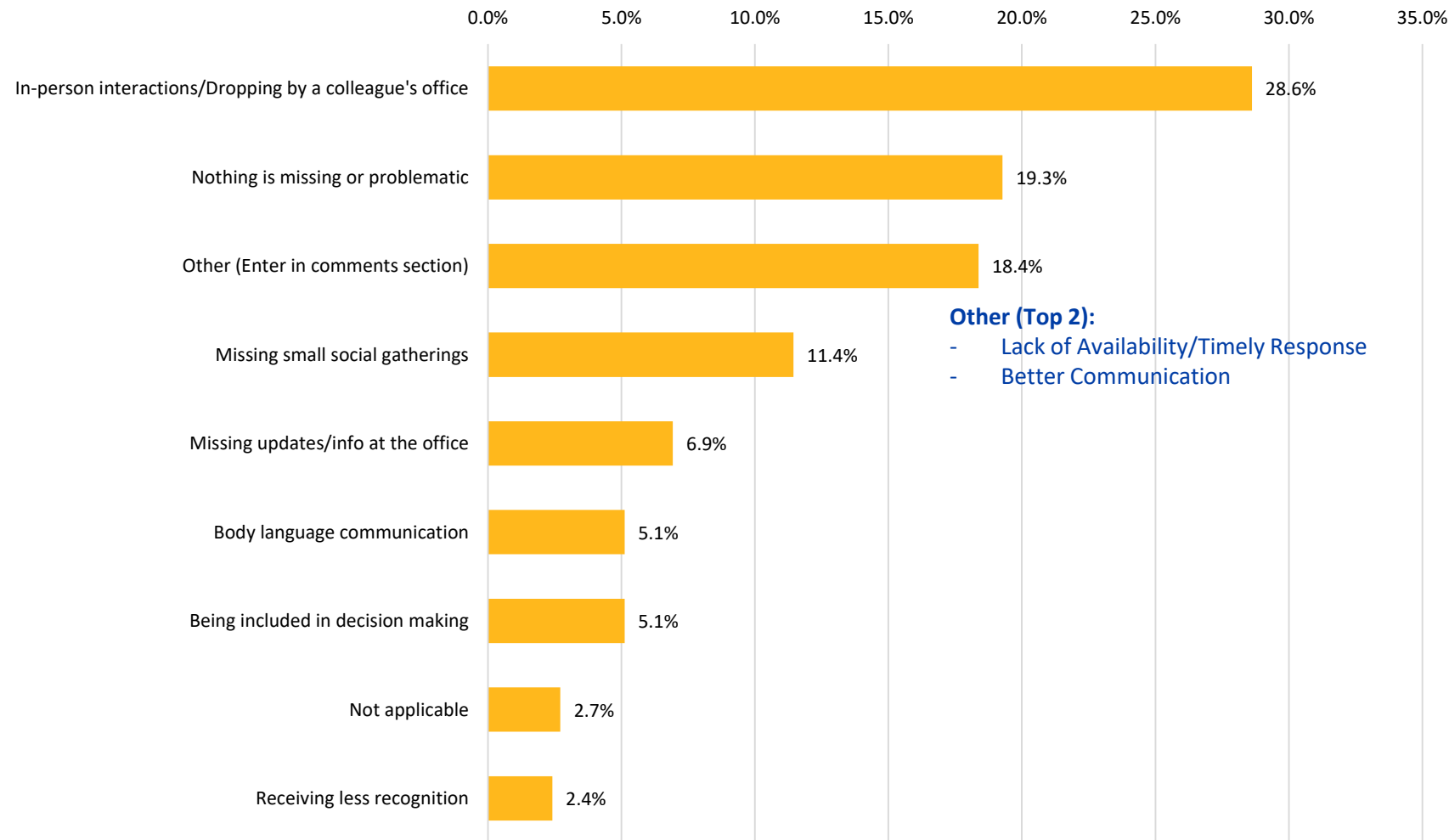
10%

Town Halls

## 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)



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**29%**  
In-person interactions/  
Dropping by office

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**19%**  
Nothing is  
missing/problematic

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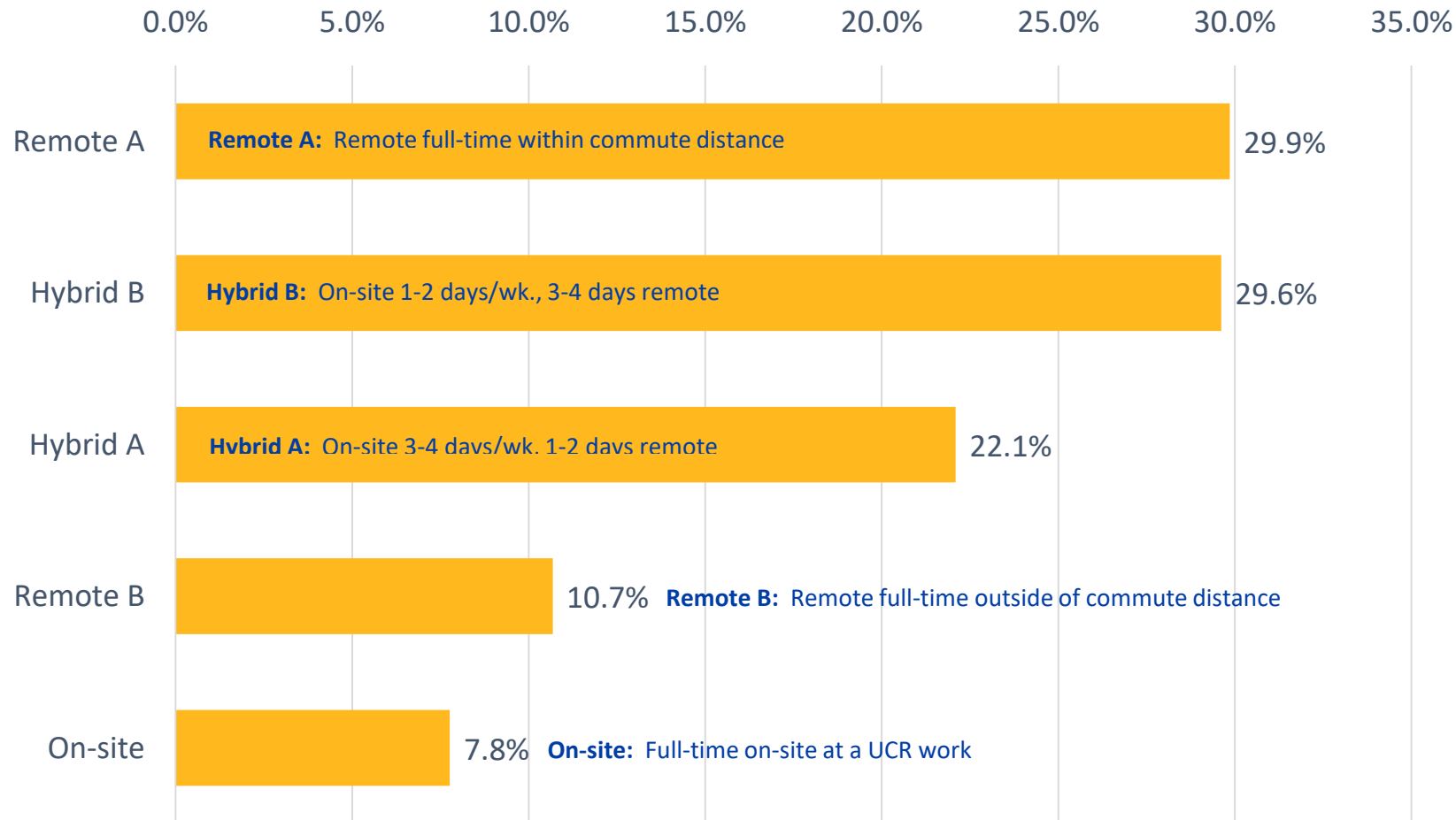
**18%**  
Other

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## 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)



52%

Hybrid

(A = 22.1% & B = 29.6%)

41%

Remote Full-time

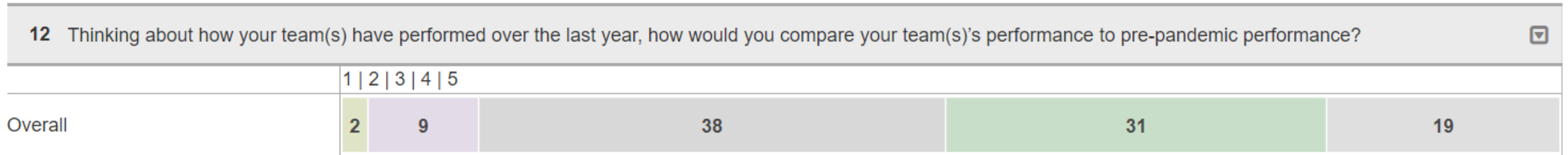
(A = 29.9% & B = 10.7%)

8%

On-site

## Section 4. Supervisor's team work location assessment

n= 416 (x% of total respondents)



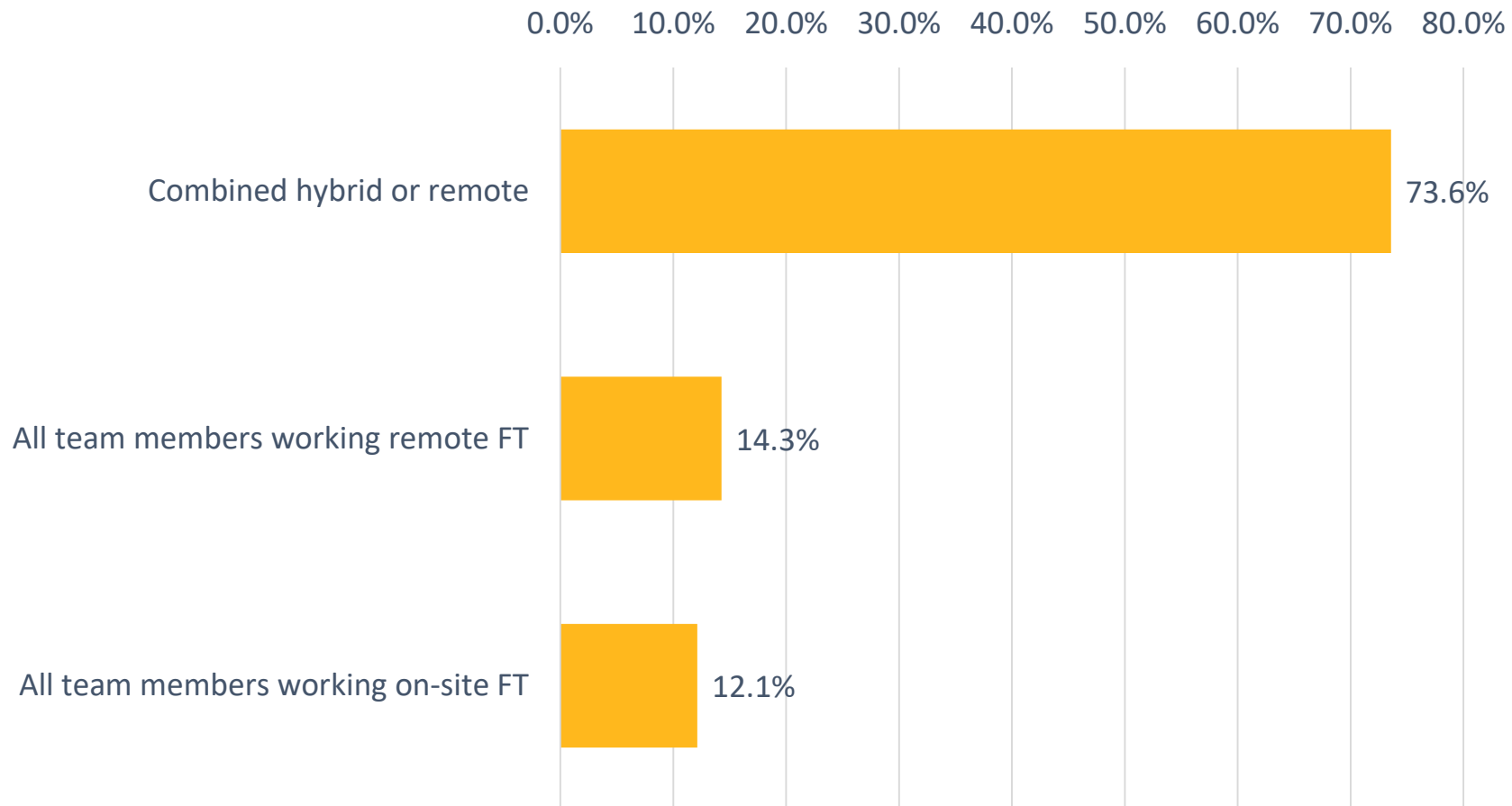
- 1 – Significantly worse than before (2%)
- 2 – Somewhat worse than before (9%)
- 3 – The same as before (38%)
- 4 – Somewhat better than before (31%)
- 5 – Significantly better than before (19%)

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)



**74%**

**Combined Hybrid or Remote**

**14%**

**All Remote**

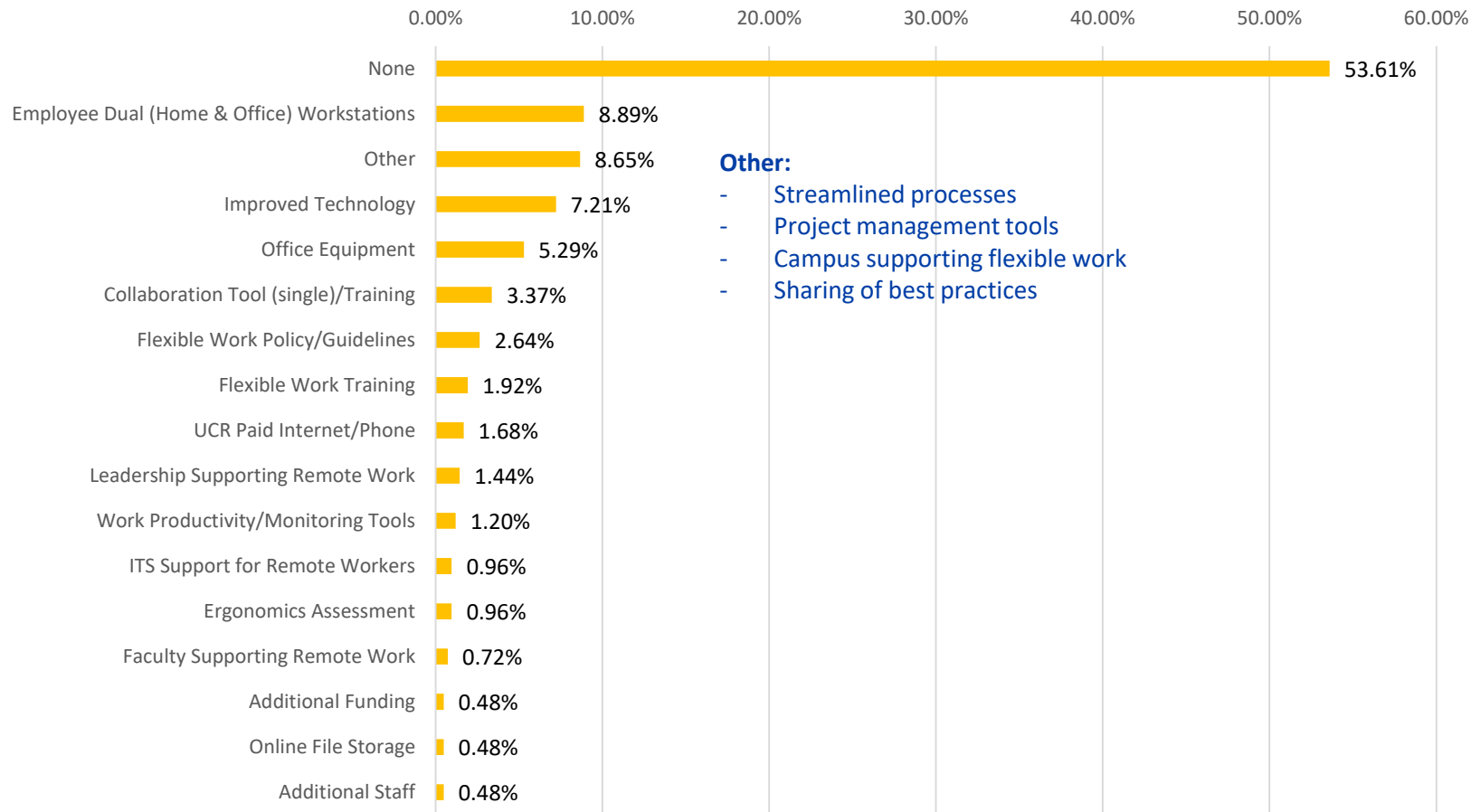
**12%**

**All Onsite**



## 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)



54%

None

9%

Dual Workstations

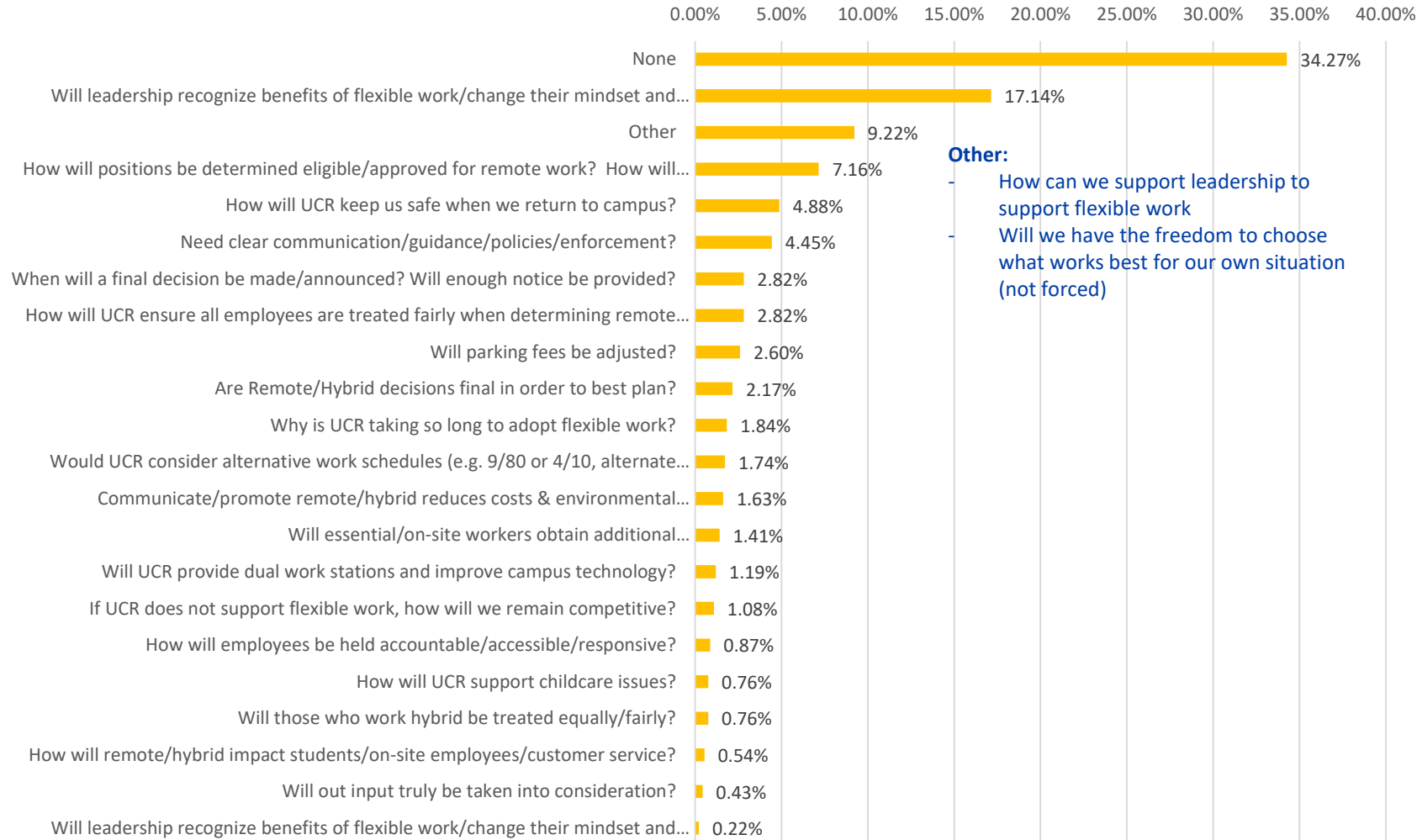
7%

Improved Technology

## Section 5. Open Ended Questions

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

n= 922 (x% of total respondents)



**17%**  
Requesting UCR Recognize Benefits of Flexible Work

**7%**  
How will remote/hybrid eligibility be determined

Clear communication/policies/enforcement

**5%**  
How will UCR keep us safe

# 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?**

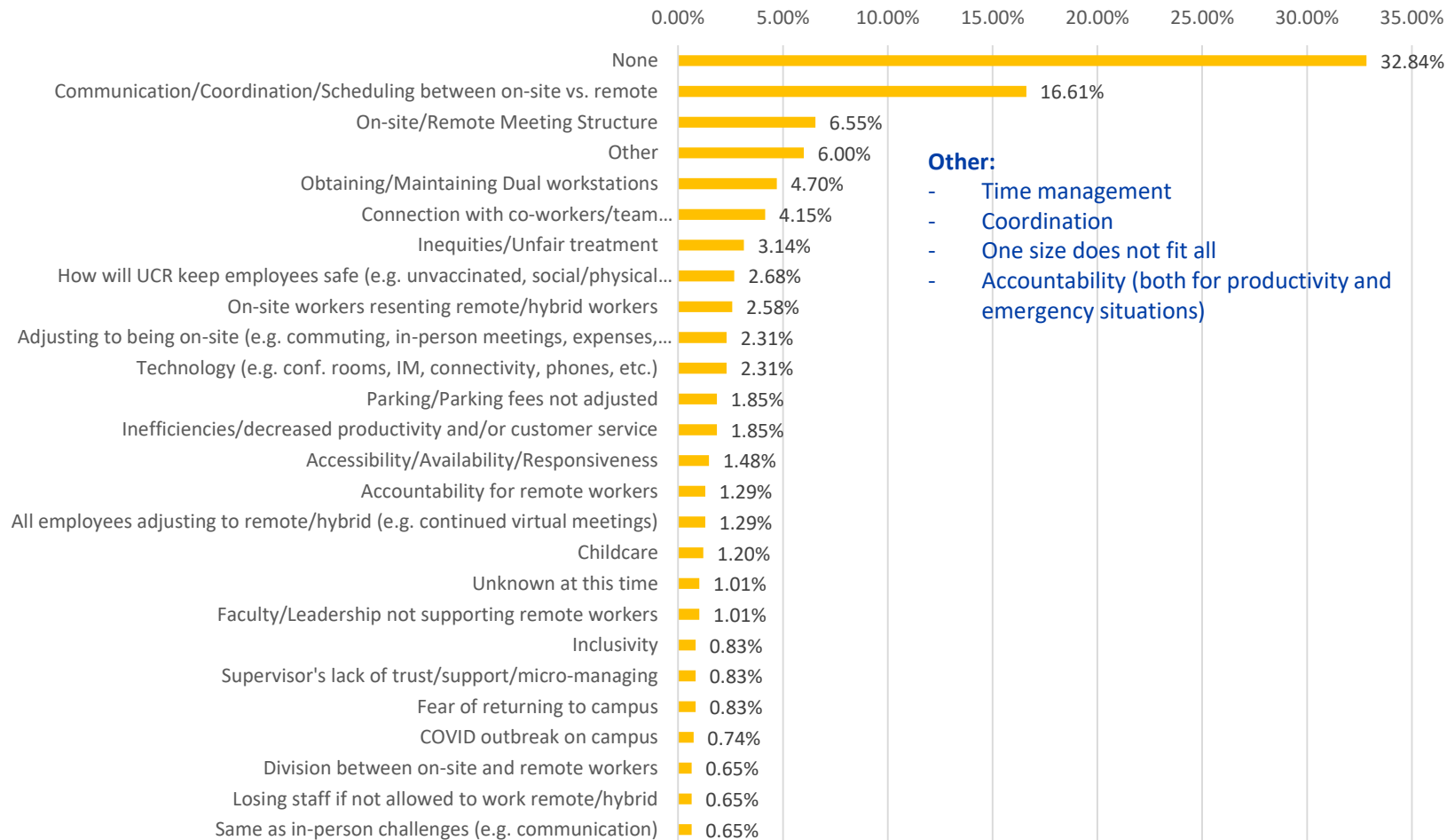
*"Why has the language changed so drastically. A few years ago there was a reluctance to remote. "it is not possible" was the language. Most of the last year it changed to really promoting the benefits of remote work. "we are even more productive than before". Lately the language has changed to say that 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)



33%

None

16%

Communication/Coordination/  
Scheduling

7%

On-site Meeting Structure

# 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?**

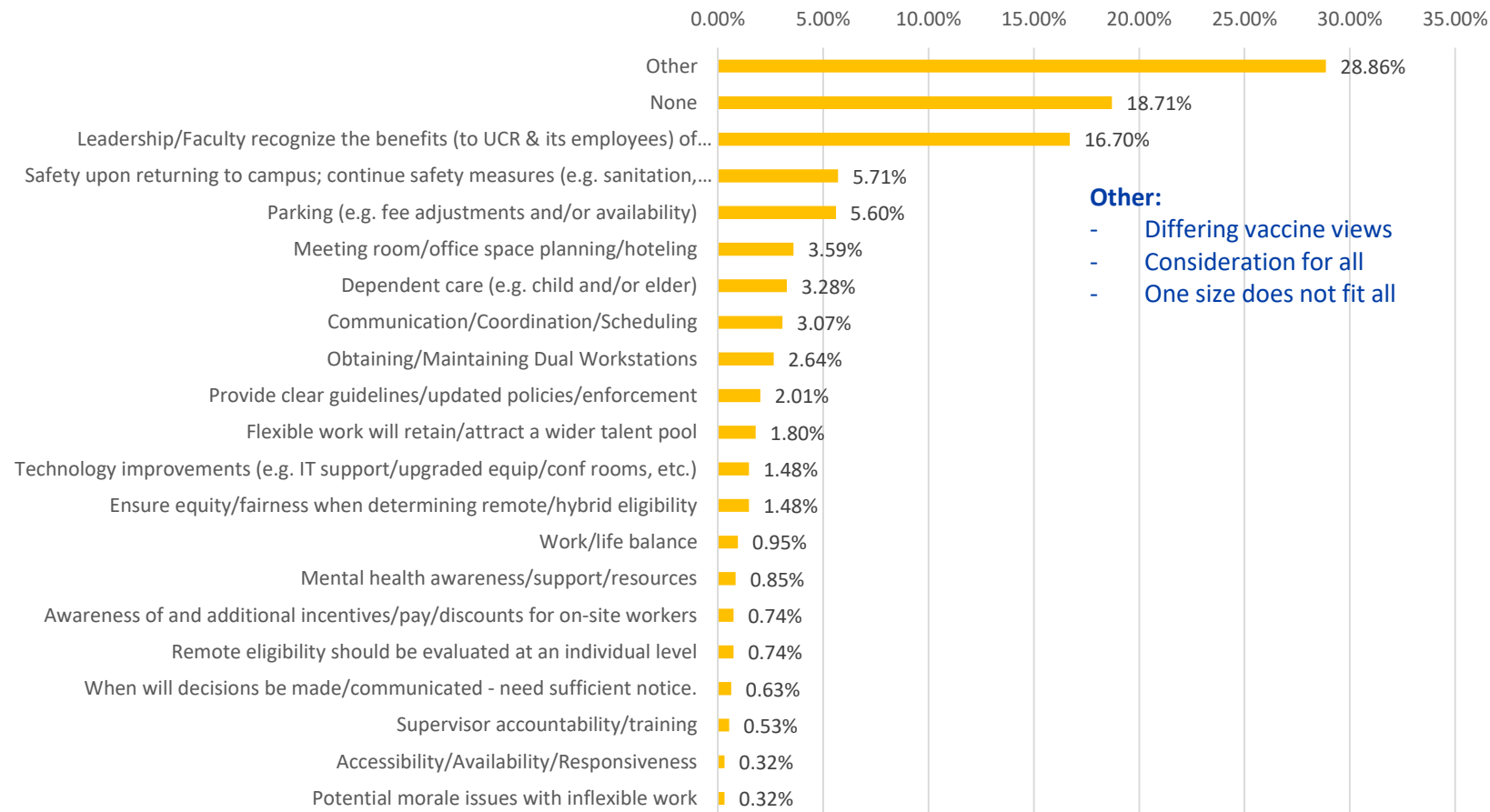
*“Feeling unsafe, fear, anxiety, increase in mental and emotional instability, health issues for those working on campus as well as those in a hybrid capacity. Issues with daycare or separation anxiety for those with children. I believe those who are eligible for and fully capable of working remotely 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)



17%

Leadership recognizing benefits/support remote/hybrid

6%

Safety upon returning

Parking (fees/availability)

4%

Meeting room/office space/hoteling

# Open Ended Questions – Comments

*“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.*

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

*“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.”*