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**CHANCELLORS  
LAWRENCE BERKELEY NATIONAL LABORATORY DIRECTOR  
MEDICAL CENTER CHIEF EXECUTIVE OFFICERS  
VICE PRESIDENT—AGRICULTURE AND NATURAL RESOURCES**

Dear Colleagues:

As we know, the global COVID-19 pandemic has created countless monumental changes in all of our personal and professional lives. The University of California community has risen to these challenges admirably, with the spirit of inclusivity, flexibility, and collegiality that is characteristic of our values. Over this last year, the University has had to scale remote work across the employee population broadly for the first time in its history. In doing so, we have seen both the pain points and the advantages of flexible work arrangements, and we have been given the opportunity to rewrite the rules for how we do our work in service of our mission.

This moment gives the University a chance to better align our workforce and culture with our values and to modernize the way we work. Flexible work arrangements allow employees to work in an environment that will help balance work and personal responsibilities. The benefits of workplace flexibility can increase productivity and performance, enhance employee recruitment and retention, provide relief of space constraints and promote sustainability. At the same time, the institutional challenges of hybrid or fully remote work are numerous, and affect the full lifecycle of the employee experience, from onboarding to succession planning.

Beyond the “why” of scaling flexible work, we need to ensure that any decisions affecting employees are made equitably, and serve both employee success and operational needs. As we look forward to returning to the workplace, a topic on everyone’s mind is: how can the UC maximize its position as an employer of choice in the “new normal” workplace? To this end, several work groups have been established across the University, including a cross-functional UCOP task force to review the current state of remote work and look at future state planning.

Systemwide Human Resources has also recognized the need to provide written guidance for locations to make the best decisions they can regarding flexible work, and has prepared the following document entitled “Guidance Regarding Flexible Work for Staff.” This Guidance is intended to offer locations a resource as they identify the issues necessary to establish local procedure and advise employees on flexible work arrangements moving forward.

Sincerely,



Cheryl Lloyd  
Interim Vice President, Systemwide Human Resources

Attachments

cc: President Drake  
Provost Brown  
Executive Vice President Brostrom  
Executive Vice President Nava  
Executive Vice President Byington  
Senior Vice President Bustamante  
Senior Vice President Holmes  
General Counsel Robinson  
Vice Provost Carlson  
Vice Chancellors – Administration  
Vice Chancellors – Planning and Budget  
Deputy General Counsel Woodall  
Chief Human Resources Officers  
Executive Director and Chief of Staff Henderson  
Associate Vice Provost Lee  
Senior Counsel Chin  
Manager Carr  
Policy Specialist Norris  
Policy Specialist Zundel