



**ESC Future of Work Proposal**  
**July 13, 2022**

**Background**

ESC conducted a survey to hear feedback from the CEAS community about recent hybrid work modalities, including the Future of Work (FOW) Pilot (June 21, 2021-May 15, 2022) and the Summer Hybrid Schedule (SHS) Pilot (May 16, 2022 - present).

**Key Survey Results**

The survey received 195 responses, 50 from supervisors and 145 from non-supervisors for a 73.5% response rate. Not every person answered every question.

***Flexibility vs. Community***

Staff were asked to assess the impact of hybrid work modalities on employee retention, while taking into consideration both community and flexibility as needs of our employees. Of the 159 respondents to this question,

- 148 said that the availability of hybrid modalities impacts retention
- 110 called out flexibility as important to retention
- 13 called out community as a need that impacts retention
- 27 said directly that they would quit if they did not have a hybrid working option
- 8 said that hybrid modalities are not important to retention

Staff were asked how the hybrid pilots impacted their feeling of community within their units and CEAS. Written feedback was categorized into the following:

	<b>Positive Impact</b>	<b>No Change</b>	<b>Negative Impact</b>	<b>Total</b>
<b>Supervisors</b>	14 (35%)	15 (38%)	11 (28%)	40
<b>Non-Supervisors</b>	35 (30%)	62 (53%)	19 (16%)	116

***Benefits of Hybrid Work Modalities***

Staff were asked to describe what went well for them and their units during the pilots.

The most frequently noted things that went well, in order by prevalence:

- Increased focus and/or productivity on remote days
- Increased flexibility
- Less commute and cost
- Good communication amongst team
- Work/life balance

It was also noted that staff appreciate the flexibility that the SHS pilot provided to flex which days were on/off campus each week.

### ***Drawbacks of Hybrid Work Modalities***

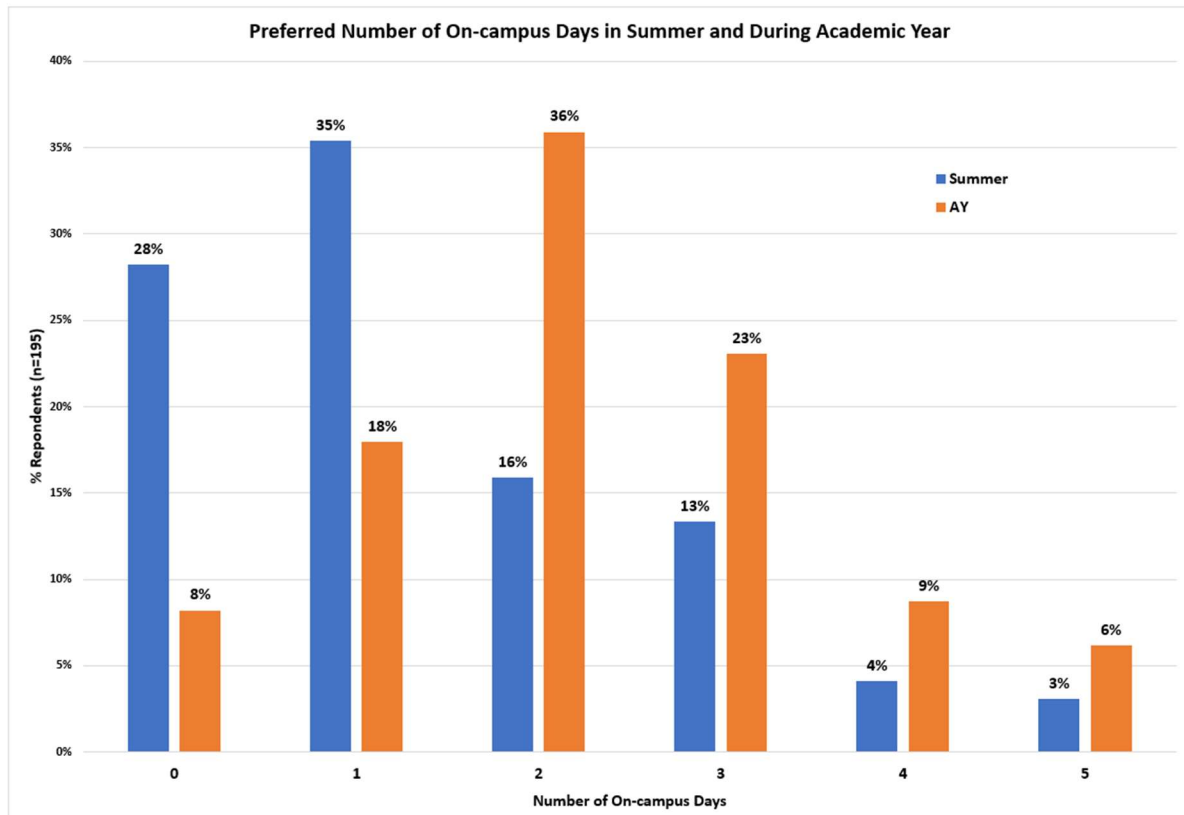
Staff were asked to describe the drawbacks of these pilots for them and their units.

The most frequently noted drawbacks, in order by prevalence:

- “None”
- Having to come to campus “just because” and/or the burden of in-person days
- Lack of overlap with colleagues and/or quiet/lonely in office
- Inefficiency, tracking schedules
- Lack of flexibility to switch in-person days

### ***Days on campus vs. remote***

Staff were asked how many on-campus days would be best for them, taking into consideration personal preferences, job responsibilities, the needs of supported populations, and unit needs.



## **ESC's Proposal for Future of Work**

Taking into account the needs of our staff, retention concerns, and meeting customer (students and faculty) needs, ESC proposes the following guidelines. At a high level, this proposal combines the mandatory in-person time of the FOW Pilot with the flexibility of the SHS pilot.

### ***Overall Policy***

- Per campus policy, student facing offices must be staffed during business hours
- 16 hours/week mandatory on-campus time, plus mandatory meetings as needed
  - 16 hours equates to two-day per week minimum, while allowing the flexibility to stretch this time over several days
- Common “core” working hours of 10:00 am-3:00 pm, excluding lunch
  - Staff are expected to be working, whether in person or remote, during these times to provide consistency for colleagues and the people they serve
  - Staff may flex other hours to accommodate their personal schedules, e.g. working 8am-3pm on campus, leaving at 3pm to pick up a child from school, then working 4:30pm-5:30pm remotely to conclude the workday
- Schedules managed at unit level
  - Staff provide supervisors/unit heads with typical plan for in-person/remote days, and can flex days with supervisor approval based on employee and unit needs

### ***Differentiated Policies***

- Summer policy: because of the low volume of students on campus in the summer, work modality should be entirely at the discretion of the individual unit
- 100% remote positions: in some circumstances, 100% remote positions can be considered for non-customer facing positions, subject to supervisor, unit head, and CEAS senior leadership approval. A formal policy may need to be created to assess and approve these circumstances.

### ***Recommended Best Practices***

- Unit-based weekly “Common Day” is highly recommended
- In-person team meetings are strongly encouraged
- Utilize student employees to help staff front desk of smaller units, to allow more flexibility for the staff members of these units
- Intentional community-focused initiatives, within units and at College level

### ***Desired Outcomes***

ESC hopes that the proposed policy above, in conjunction with the recommended best practices, will help CEAS and its employees maximize the benefits of hybrid work while meeting the needs of a complex, service-oriented organization. It is clear from the feedback summarized above that the flexibility of hybrid schedule is of vital importance to staff retention, and that a majority of staff feel that they can meet the needs of their jobs, their units, and the College while enjoying the benefits of a hybrid schedule. It is the belief of ESC that this flexibility should continue to be available for staff.