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**Campus outcomes** – ALIGNING WORKPLANS WITH GOALS AND MISSION

1. Service needs
2. Campus vibrancy
3. Supports, engages, and cares

What goes into your plan(s)? –

- Included elements
- Review and submission timeline

**Developing plans through a collaborative process**

Considering varied perspectives

- Type(s) of work
- Employee expectations
- Views
- Impacts

**Appendices and additional resources**

- Checklist of items to include in plans
- Mirroring our existing processes
- Staffing Options
- What this might look like – examples
- Glossary of key terms
Our Campus Goals and Mission

UC Merced’s mission has not changed, and our campus has stepped up mightily to ensure that even in the face of changing demands, environments, methodology, and systems, we continue to provide our students, campus members, and the valley community with the services they need, request and expect.

On-site planning and execution requires we:

1. **Ensure** campus service needs are met

2. **Create and generate** vibrancy for our entire campus community

3. **Provide** on-site plans and environments that engage, support, and work for our UC Merced Bobcat family
1. Ensure Campus Service Needs Are Met

- **Meets** service, business, and quality needs irrespective of how service is being provided (remote/in-person/hybrid)
- **Builds** upon innovations and improvements
- **Honors** those who have been on-site
- **Accounts** for change, feedback, and course corrections
- **Gathers** data on impact, satisfaction, and effectiveness
2. Create And Generate Vibrancy For Our Entire Campus Community

✓ **Includes** students, staff, visitors, community members, colleagues across the UC system, and more

✓ Vibrancy is **not about #’s or %’s** of in-person staff, but rather **the quality** of our interactions whether virtual or in-person

✓ **Utilizes** innovative approaches, supports new modes of service delivery that are responsive to stakeholder needs, and intentionally inclusive

✓ **Celebrates** and accounts for those on-site and purposefully includes those who are remote

✓ **Allows** for change, [feedback](#), and course correction by relying upon data, satisfaction, and effectiveness for all

✓ **Flexes** for all potential scenarios

✓ **Variance** in worksite planning and execution is expected, as long as vibrancy is present
3. Provide On-site Plans And Environments That Engage, Support, And Care For Our Campus Community:

✓ **Offers** flexibility where possible and reinforces confidence in our [safety protocols](#)

✓ **Provides** collaborative planning discussions

✓ **Builds** upon innovations and improvements

✓ **Seeks insight** from those who’ve been on-site

✓ **Solicits** feedback and is open to course corrections
Campus Leadership and Your Plan will Examine:

1. Strategies and plans for **adding vibrancy to on-site learning and working experience** and engaging our students, staff, faculty and other academic appointees while **maintaining our Campus Communities confidence** in our safety protocols.

2. **Innovative practices and efficiencies** in operations through delivery of remote services learned over the past year.

3. **Sequencing/phasing of staff for on-site service beginning July 1, 2021.**

4. Strategies for **monitoring implementation and assessing efficacy of service delivery throughout Fall 2021 term** and adjusting or updating plans at regular intervals.

Submit work group plan to Luanna Putney at lputney@ucmerced.edu by June 1, 2021

Should questions arise during the development of your plan contact:
David Ellington dellington@ucmerced.edu
Fabiola Elizalde felizalde@ucmerced.edu
Kevin Reyes kreyes58@ucmerced.edu
On-Site Planning Timeline:
review periods are provided for discussions, development and adjustments

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>START</th>
<th>CLOSE</th>
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</thead>
<tbody>
<tr>
<td>Divisions draft operational plans</td>
<td>26-Apr</td>
<td>14-May</td>
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<tr>
<td>Joint Council Discussion of Divisional Plans</td>
<td>18-May</td>
<td></td>
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<tr>
<td>Plan adjustment period</td>
<td>18-May</td>
<td>31-May</td>
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<tr>
<td>Finalize operational plans and Division Lead shares with division</td>
<td>1-Jun</td>
<td></td>
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<tr>
<td>Staff prepares for on-site work &amp; revises Telecommute Agreements appropriately</td>
<td>1-Jun</td>
<td>30-Jun</td>
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<tr>
<td>Temporary Telecommute Agreements Expire</td>
<td>30-Jun</td>
<td></td>
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<tr>
<td>Continuous evaluation/adjustment of all plans and implementations</td>
<td>1-Jul</td>
<td>end of Fall term</td>
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Scheduling your “On-Site Planning” Collaborative Conversations

Use these following resources to hold conversations with your team; assess all levels of on-site planning (current on-site, future on-site, student presence or lack thereof, etc.); and create your team/unit or divisional On-site Plan.

Collaborative discussion should be held addressing proposed options for:

1. appropriateness of on-site work, remote work or hybrid work* in deliver of services and contributions to vibrancy
2. possible service gaps
3. identified risks and mitigations
4. space allocation
5. backfills and cross-training
6. Monitoring and assessing effectiveness* of on-site plans

* Determination of remote vs. on-site work should be predicated on position requirements and the service needs of each position. We expect managers will continue to re-evaluate their plan throughout the Fall semester and provide periodic updates as appropriate.
Varying Type(s) of Work*

Work type, expectations, efficacy, and frequency have direct impacts to the planning, scheduling, and execution of work.

Examples of this are work that...

✓ cannot be completed remotely

✓ is more effective in-person

✓ could continue as currently executed remotely or on-site

✓ could continue to be performed remotely at greater frequency than pre-pandemic levels

✓ can continue to be performed remotely at frequency similar to pre-pandemic levels

✓ is difficult to fill in the local market and could continue remotely indefinitely

* See Staffing Options for guidance when addressing these concerns with your team
Varying Employee Expectations*

Given that working remotely was largely effective during the pandemic, employees may want more flexibility going forward. To retain our campus's great talent, we will want to provide competitive options.

This will include, but is not limited to:

- **optimal flexibility** – many staff will look for flexibility in hybrid schedules, fluidity in established schedules, and openness to flexible workflow and communication tools in the hybrid environment. Such flexibility allows for meeting service needs while supporting a pivot if needed in response to personal circumstances, environmental/public health mandates, etc.

- **work schedules** – to accommodate on-site demands for vibrancy, collaboration, or social events we may have fully on-site days, fully remote days, and/or a blend of these options. Time spent on-site should generally be used for in-person collaboration.

- **task, process, or workflow** – regardless of on-site or remote operations our process changes and improvements may provide opportunities for additional work efficiencies. This may include or dictate the cross-training of team members, the inclusion of backfill opportunities, or temporary/stretch assignments.

* See **Staffing Options** for guidance when addressing these concerns with your team
Varying Views

Not everyone across the university, or even within units, will feel the same way about:

- **remote or in-person work** – many people will still look to in-person work as an important social and cultural aspect of their careers even if they like remote work.

- **physical density** – some people will not be comfortable assembling with others, whether for social or business purposes. Some may be fine in crowds, but others may need time to re-acclimate.

- **physical mitigations** – barriers, flow, signage, face coverings and other changes may take time for adoption and adjustment. We should assume positive intent as well as exercise patience and respect when asking, discussing or enforcing new policies and procedures.

- **sanitation and cleaning** – some will want more cleaning of workspaces, while others will be fine with less. It is not a direct reflection of your cleanliness (or lack thereof) if someone wipes down common spaces before or after use.

- **vaccinations and precautions** – each individual has different personal/familial circumstances and beliefs that inform their views about safety, vaccines, and protective measures. These should be discussed personally with supervisors to ensure compliance, support, flexibility, and any necessary accommodation.
Varying Impacts

Shifting between remotely working and on-site working can have a significant impact upon parents and others with caregiving responsibilities.

This includes but is not limited to:

- **childcare/eldercare arrangements** – In order to successfully resume on-site operations and serve our students and other constituents, we must be mindful of the many dimensions of life that the pandemic is **impacting for all employees**.

- **transportation/logistics** – new schedules, **parking, carpool changes**, break-room access, lactation room access, restroom **access and capacity, etc.**, could have negative impacts on the ability of some staff to fairly succeed.

We will want to address these concerns individually with staff so we can best meet the needs of the business as well as the individual.
Appendices
What’s In Your On-site Plan:

- Name and campus/leased location(s) of the group
- Primary role and responsibilities of the group
- Proposed schedule start date (e.g. July 1, August 1, planned phase in over time, etc.)
- Maximum anticipated on-site density at any one time
- What metrics/data will your team use to assess effectiveness or performance of service(s)
- Completion of telecommute agreements for all employees with any scheduled remote work
- What more can campus leadership provide to assist?

Submit work group plan to Luanna Putney at lputney@ucmerced.edu by June 1st, 2021

Should questions arise during the development of your plan contact:
David Ellington (dellington@ucmerced.edu)
Fabiola Elizalde (felizalde@ucmerced.edu)
Kevin Reyes (kreyes58@ucmerced.edu)
Service needs, Goals, Planning, Monitoring, and Adjusting are all part of our usual processes. Continue to use open dialogue, collaborative goal setting, and regular check-ins to assess the expectations, goals, performance and any adjustments needed to ensure service needs are met AND that our community members are balancing demands, avoiding burnout, and provided opportunities to give feedback on our implementation.
Staffing Options
WHAT DOES FLEXIBILITY LOOK LIKE?

There are multiple service delivery options that unit heads, in consultation with division leaders, may consider as they seek to meet business needs and contribute to the vibrancy within the workplace while also offering flexibility to our workforce. Some of these options are included below.

**Remote Work:** Those who can work remotely to fulfill some or all of their work responsibilities may be authorized to continue to do so. This can be a full or partial day/week schedule as appropriate with a focus on supporting the business operations of the unit. Please refer to remote work guidance published by Human Resources.

**On-Site Partial Shifts:** Staff may be scheduled to work part of their work week on campus and the remaining time at home in a way that allows for additional physical distancing and optimizes office space for necessary on-site work. Department heads can explore these options in consultation with Human Resources.

**Compressed Work Weeks:** In cases where work is measured primarily in deliverable outcomes, i.e., exempt staff, rather than hours worked, a department or area may choose to offer compressed workweeks, e.g., a 4/10 schedule, which consists of four 10-hour days with an extra day off. Because these arrangements can impact payroll processing, please refer to flexible work schedule guidance.

These options provide flexibility and opportunities for collaboration and creativity; other options may exist. **All options** require advance planning, careful consideration of state and federal wage and hour regulations, collective bargaining agreements, personnel policies, and clear communication. Contact Human Resources for assistance in determining which arrangements will work best for you and your team.
What schedules might look like

To be covered in release 2.0
Glossary of Key Terms

To be covered in release 2.0