



# UC Merced WORKING FORWARD

Planning and Preparations  
Thought Guide

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*aligning workplans with goals and mission*

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

By May 14 submit work group plan to Luanna Putney or Sharon Butler (for all EVC/P units, including the schools) at [lputney@ucmerced.edu](mailto:lputney@ucmerced.edu) or [sbutler9@ucmerced.edu](mailto:sbutler9@ucmerced.edu)

Contact us if specific questions arise during your plan development:

Talent/Compensation/Employee and Labor Relations -

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Physical Space Readiness -

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# On-Site Planning Timeline:

Each division, school and office at UC Merced is tasked with developing a plan for on-site operations as the University continues its careful transition to Working Forward.

*REVIEW PERIODS ARE PROVIDED FOR DISCUSSIONS, DEVELOPMENT AND ADJUSTMENTS*

Activity	Start	Close
Divisions draft operational plans.	April 26	May 14
Joint Council discusses operational plans.	May 18	
Adjustment period for plans.	May 18	May 31
Operation plans are finalized; leaders share details with personnel.	June 1	
Preparation for on-site work. Telecommute agreements revised as appropriate.	June 1	June 30
Current telecommute agreements expire.	June 30	
Continuous evaluation and adjustment of operational plans and implementations.	July 1	End of Fall Semester





# Scheduling Collaborative Planning 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 or remote work\* in delivery 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 changing work [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. If someone wipes down common spaces before or after use it is not a direct reflection of your cleanliness (or lack thereof).
- ***vaccinations and precautions*** – individuals have differing 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
- ☐ Proposed schedule start date  
(e.g. July, 1, August 1, planned phase in over time, etc.)
- ☐ What metrics/data will your team use to monitor and assess effectiveness or performance of service(s)
- ☐ Completion of [telecommute agreements](#) for **all** employees with **any** scheduled remote work. Items to include are:
  1. Percentage time On and/or Off-Site (e.g. 60/40%).
  2. Reporting/Schedule change notification requirements (availability timeframe) for On-site work.
  3. Types of meetings, work events, etc., requiring On-Site presence
  4. Requirements for engagement when working Off-site (e.g. cameras on for Zoom; use of MS-teams, box, slack, for collaboration; etc.).
  5. Innovative practices or ideas related to hybrid work and/or monitoring of data/metrics to assess effectiveness or performance of service(s).
- ☐ What more can campus leadership provide to assist?

By May 14, submit work group plan to Luanna Putney or Sharon Butler (for all EVC/P units, including the schools) at [lputney@ucmerced.edu](mailto:lputney@ucmerced.edu) or [sbutler9@ucmerced.edu](mailto:sbutler9@ucmerced.edu)

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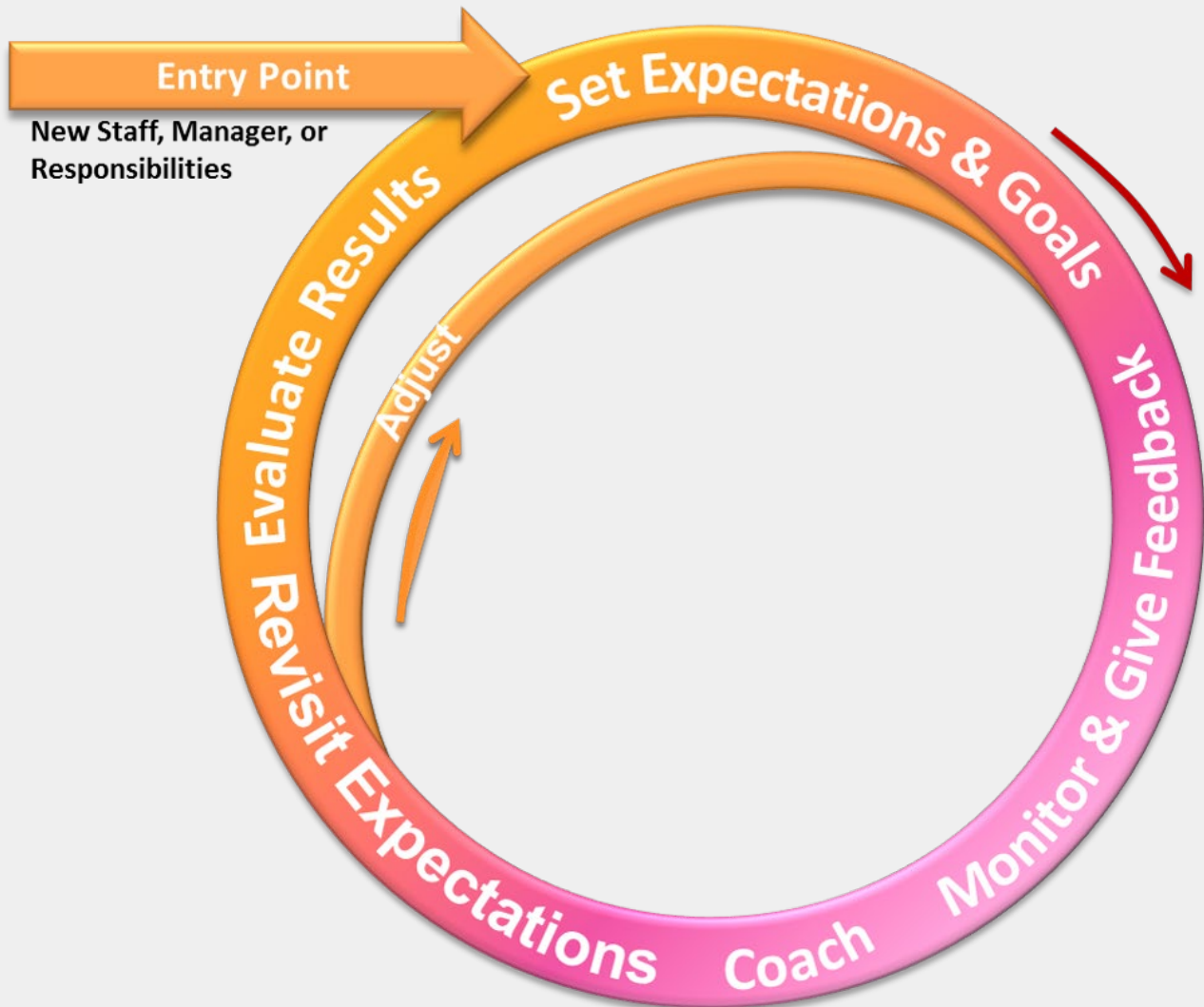
Kevin Reyes - [kreyes58@ucmerced.edu](mailto:kreyes58@ucmerced.edu)

Physical Space Readiness -

Maggie Saunders - [msaunders4@ucmerced.edu](mailto:msaunders4@ucmerced.edu)

# Mirror Our Processes:

## Performance Management and Goal Setting



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.

**Telecommute/Remote Work:** Those who can telecommute or 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 [telecommute or 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

	Fully On-site	Majority On-site	Majority Off-site	Fully Off-site
Considerations	Employee services require in-person delivery and scheduled working On-site	Employee services allow in-person delivery, or may be offered as both in-person and virtual, with the worksite location primarily On-site	Employee services allow predominately virtual and/or limited in-person service delivery with worksite location primarily Off-site	Employee services allow fully remote/virtual delivery. Employee may be requested On-site due to circumstances (outages, emergencies, etc.). See <a href="#">availability for notification</a>
	100% working hours On-site	At least 60% working hours On-site	At least 60% working hours Off-site	100% working hours Off-site
	Primary Workstation On-site	Primary Workstation On-site Secondary Off-site	Primary Workstation Off-site Secondary On-site	Assigned/Primary Workstation Off-site
	Off-site work, if operationally feasible, may be approved on a case-by-case basis between Employee and Manager	Off-site work is operationally feasible, and is typically scheduled at some regular cadence	Off-site work is operationally feasible, and is the primary schedule though some On-site may occur	Off-site work is operationally feasible, and is the primary schedule
University Supplied Equipment	<p>Employee has UC Merced-provided equipment required to perform services, this includes e.g. 1 laptop, with camera/microphone, VOIP or cellular phone, and required peripherals (e.g. mouse/touchpad, keyboard, external monitor, etc.).</p> <p><i>Generally, only 1 set of equipment will be provided by the University</i></p>			
Required Notice	Change to Fully On-site from any other category requires advance notice - as outlined in <i>remote or telecommute agreements</i>	During Off-site working hours, Employee is expected to be available to be on site with notice - as outlined in <a href="#">remote or telecommute</a> agreements		
Work-station	On-site workstations should meet <a href="#">Primary or Secondary Workspace/Workstation performance requirements</a> , depending on the demands of the Employee's function.		Off-site workstations should meet Primary or Secondary <a href="#">Workspace/Workstation performance requirements</a> . When working On-site Employee's role and work functions will dictate access to secondary On-site Workspaces/Workstation (e.g. service desks, kiosks, huddle, conference, or hoteling locations).	

# Glossary of Key Terms

**On-site:** Worksite Location that is Campus-managed, such as the main campus, Downtown Campus Center, The Fresno Center, and facilities at Castle or Promenade. In this document, it represents a regularly used space/location for performing work.

**Off-site:** Worksite Location that is **not** campus-managed, typically an Employee's home or other personally procured space. This would include remote and/or telecommuting worksite(s).

**Service Modality:** The set of possible service delivery mode(s) for any given function performed by an Employee. Where the only possible means of delivering service is in-person, the worksite and work must be on-site. For those services that may be delivered virtually, worksite location is flexible to meet the operational needs and performance requirements as determined by the service owners and managers.

**On-site Availability (telecommute modification):** The set of standard minimum advanced business days a Manager should notify Employee to report On-site during a previously scheduled<sup>†</sup> instance of Off-site period of work.

- **Immediate Notice:** Employees working Off-site who must be able to report<sup>†</sup> On-site within the same business day of notice by Manager. Employee should be prepared\* for any Off-site working period to quickly shift to an On-site working period.
- **Short-Term Notice:** Employees working off-site who must be able to report<sup>†</sup> On-site within 1-3 business days of notice by Manager. Employee should be prepared\* for period(s) of required On-site work, though actual On-site work periods may vary depending upon service/operational needs.
- **Long-Term Notice:** Employee working off-site who must be able to report<sup>†</sup> On-site within 20 business days of notice by Manager.

*<sup>†</sup>Specifics for reporting and notice (e.g. specific number of business days' notice) should be consistent across Employees performing similar functions within Manager's team – as well as in accordance with union agreements – all specifics should be outlined in [telecommute](#) agreements.*

*\*Examples of preparedness include appropriate On-site attire, same-day access to transportation to get On-site, and ability to bring any Campus-provided equipment On-site as necessary to perform duties.*

**Remote, Telecommute or Alternate Working:** work schedule variations.

- **Remote:** Any schedule where 100% of work is routinely performed at a location other than a UC Merced site.
- **Telecommute:** A [work arrangement](#) in which an employee regularly performs work at an alternative or an off-campus site for a specified portion of the workweek/schedule (i.e. 3 days off-site/2 days on-site). Occasional/temporary work off-site is not telecommuting.

# Glossary of Key Terms

**Primary Workstation:** The actual location Employee is performing most (e.g., 60% or greater) of their weekly work during any given working period. May either be onsite or offsite depending on whether the employee is fully onsite, telecommuting, or remote. Must be sufficiently set up to ensure safety and productivity for typical working hour durations (ex: 8 hours/day).

**Secondary Workstation:** The actual location Employee is performing the least (e.g., less than 60%) of their weekly work during any given working period. May either be onsite or offsite depending on whether the employee is fully onsite, telecommuting, or remote. Must be sufficiently set up to ensure safety and productivity for typical working hour durations (ex: 8 hours/day).

## **Minimum Standards for all Workstations:**

1. Ergonomic working surface, desk, table, chair etc.
2. Power and internet connection
3. Equipment required to perform services, such as: laptop, web camera and microphone, monitor(s), keyboard and tray, mouse, etc.

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Minimum standards are the same for **all** workstations irrespective if they are set up On-Site or Off-Site. As a general rule, UC Merced will provide all employees with just one set of these standards, and will not provide power and internet, desks or chairs for Off-Site work.