

Remote Work Planning

For Staff Departments/Units

Remote Work Arrangements (RWA) can increase productivity, enhance employee work-life balance, reduce space needs and environmental impact, and help attract and retain talent.

Use this guide to plan RWAs in your department and document them, as well as navigate the resources that can support successful RWAs in your area.

Guiding Principles

Embrace these principles as you plan for your department(s).

- Effective support of the **university mission** is the first priority.
- Physical, psychological and emotional **health and safety** concerns are foundational.
- Actual and perceived **fairness, equity and trust** among staff need to be measured, monitored and maintained.
- **Each functional area and its key positions should be assessed** for the appropriateness of remote work arrangements.

STEPS FOR REMOTE WORK PLANNING

1. Consider Department/Unit Requirements

Effective support of the university mission is our first priority.

Any work arrangements need to ensure the quality delivery of service to our students, employees and research, and that we maintain a vibrant and connected campus community.

Define On-Site Needs	<ul style="list-style-type: none"> • Times needed for in-person support of students or colleagues. • Specific job functions that require being on-site. • Number of staff and position types needed for on-site support/functions. • Needs for staff connection on-site (meetings, collaborative work, etc.).
Establish Core Hours	<ul style="list-style-type: none"> • Define core hours when all staff should be available
Communication Standards	<ul style="list-style-type: none"> • Establish expected response times. • Clarify means of communication (phone, webex, chat, email, texting, etc.). • Consider if team meetings can be effectively conducted remotely or as a mix of remote and in-person. • Consider unit's conferences spaces and availability for holding hybrid-remote meetings, with an in-room webcam, conference phones with Owl cameras, etc. • All Email and Collaboration Services are available through the Campus IST, which includes:
Resources	<ul style="list-style-type: none"> • WebEx and Google Meet for online conferencing, including video, web, and audio conferencing. • Google Drive for sharing and accessing files (documents, photos, spreadsheets) from anywhere. • Google Apps allow collaborative editing on documents, spreadsheets, presentations, forms and more. • Jabber allows employees to use their computer as a phone, with their UCD phone number.

2. Assess “Remote-ability” of All Positions/Individuals

To ensure equity and objectivity, it’s important that each position is assessed for its “remote-ability.”

As you consider which positions can have some element of remote work, try to think creatively about remote work opportunities. For example, can on-site job duties be distributed among more positions? Can positions that are typically on-site be set up with occasional remote time for training, paperwork, etc.?

Assess Position & Individual “Remote-ability”

- Do the job functions of the position support remote work?
- Is the individual interested in remote or hybrid-remote arrangements?
- Are there any performance issues with the individual?

Approving or Denying Requests for remote Work

It is important for managers and employees to know that remote work options are not guaranteed - not all positions lend themselves to remote work arrangements. Further, agreements for remote work can be modified or revoked in accordance with the needs of the University and unit.

To ensure objective, equitable decision-making requests should be elevated by the manager to Vice President/Dean/Division Head for approval and sent to HR for record keeping.

3. Remote Work Agreements

A Remote Work Agreement is required for any employee who will regularly work offsite, whether fully remote or in a hybrid-remote arrangement.

Define Schedule and Expectations

- Establish schedules and expectations regarding on-site/off-site work time for each employee.
- Clarify expectations regarding communication methods.
- Consult with the employee regarding their experience with remote work, lessons learned thus far, challenges (and resulting solutions) and preferences moving forward. Assure all parties agree on the expectations

Complete Remote Work Agreement

- Supervisor completes Remote Work Schedule, in collaboration with employee.
- Employee and Supervisor sign the Remote Work Agreement via DocuSign.
- Vice President/Dean signs off on RAW
- The agreement describes the terms and conditions for a remote or hybrid-remote work arrangement
- A copy of the signed agreement should be sent to HR

- Please note that if the arrangement is not working as originally planned, it can be modified or revoked.

Ensuring RWA Success

Managing FWA Requests / Denials

Requests by staff for remote work arrangements are to be elevated by their manager to their Dean/Division Head/Vice President for consideration. By doing so, the direct supervisor is not burdened alone with deciding such requests; and benefits from the knowledge, experience and added perspective of their manager. If the manager and supervisor determine a request should be denied and before they communicate that to the staff member, they will consult with the designated leader within their college or division. That leader reviews the matter to ensure a fair and equitable outcome.

Evaluating Performance

Use project-based metrics and outcomes to measure performance
Base performance on outcomes rather than real-time response time and/or line-of-sight management.

Take Advantage of Resources

- > Read the Remote Work Guidelines and Managing Remote Work for questions to ask yourself, a better understanding of remote work and specific items to consider when utilizing RWAs with an employee or team.
- > Refer to the Remote Work Resources and Tips for best practices working remotely.