Future of Work at the University of Illinois Urbana-Champaign

Prepared by
Return to On-Campus Operations Committee (Future of Work)

SUMMER 2021
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The committee's decisions and recommendations should be guided by these core principles:

- Protection of the safety and health of our students, faculty, staff, and local community
- Preservation of our land-grant missions of education, scholarship, service, and engagement
- Processes that are transparent, open, consultative, and respectful of our traditions of shared governance
The committee was tasked with identifying specific goals for the following items:

1. Strategies to maximize campus office space by allowing more staff to work remotely.
2. Guidelines for staff availability while working remotely.
3. Guidelines, policies, and procedures for staff working out of state.
4. Guidelines to determine which staff can permanently work remotely.
5. Guidelines for returning staff to on-campus work.
7. Performance management standards for staff who work remotely.
8. Guidelines, policies, and procedures for hiring employees in permanent remote positions.
9. Revise telecommuting guidelines as necessary.
10. Guidelines for in-person civil service testing.
12. Tools to help staff with mental health and wellness.
COMMITTEE MEMBERS

Chair - Elyne G. Cole, Senior Associate Chancellor for Human Resources
Committee Lead - James Gallaher, Jr., Executive Director of Strategic Initiatives, Illinois Human Resources

1. Skye Arseneau, Associate Director, Library Human Resources
2. Joe Bohn, Executive Director, ACES Human Resources
3. Claire Sharples Brooks, Associate Director, EEO
4. Robb Craddock, Senior Director of Labor and Employee Relations, IHR
5. Dave Boehm, Associate Director of Operations, Maintenance and Alt., Facilities and Services
6. Caitlin Bruning, Associate Director of Personnel and Administration, Mathematics
7. Jason Ensign, Food Service Administrator, Student Affairs Housing Division
8. Tori Exum, Deputy Director, Talent Acquisition, IHR
9. Dana Feldman Cohen, Assistant Director, Dual Career Program, IHR
10. Jacqueline Flowers, Deputy Director, Classification and Compensation, IHR
11. Tony Franklin, Associate Director, ACES/Extension
12. Stephanie Haas, Director of Human Resources, College of Education
13. Susan Key, Director of Portfolio HR, OVCRI
14. Terri Klinker, Associate Director, Strategic Business, Technology Services
15. Renee Lyell, Senior Manager, Marketing and Communications, IHR
16. Alicia Lowery, Director, Talent Acquisition, IHR
17. Melissa Madsen, Associate Director of Human Resources, Fine and Applied Arts
18. Brandi Pulleyblank, Human Resources Coordinator, Engineering
19. Nisar Qureshi, Director, Human Resources, DIA
20. Sharon Reynolds, Associate Provost for Faculty Employee Relations, Provost Office
21. Paul Redman, Associate Dean for Administration, College of Fine and Applied Arts
22. Jim Sims, Director of Engineering & Small Construction Services, Facilities and Services
23. Beth Slotnick, Senior Assistant Director of Human Resources, University Housing
24. Eric Smith, Director, Human Resources, Diversity & Strategy, Facilities and Services
25. Pete Varney, Director, Transportation and Automotive Services, Facilities and Services
26. Staci Wagers, Director of Human Resources, LAS Administration
27. Lori Willoughby, Executive Director of Human Resources, Engineering
28. Robbie Witt, Director, Classification, Compensation, Records Admin. & Appointment Processing, IHR
29. Anna Tsai, Sr. Executive Director for Administrative Services, Student Affairs
30. Gabe Gibson, Director, Technology Services, ATLAS (ex officio)
31. Chris Harris, Director of Strategic Communications, Public Affairs (ex officio)
32. Myra Sully, Assistant Head, Business and Strategic Planning, Department of Animal Sciences
33. Kristi Webster, Business and Financial Specialist, Materials Research Lab
The Return to On-Campus Operations Committee (Future of Work) was reconvened to develop plans for a Return to Campus Operations for Fall 2021, while ensuring the high standards expected for student engagement at a Land-Grant Institution. To ensure input from a variety of campus constituents, committee leadership requested a list of the top priorities from committee members and the HR Leadership Caucus. The priorities were grouped into common themes, which resulted in the seven primary areas of focus and the subsequent sub-committee structure. It was later decided that the Civil Service Testing and On-Campus Interviews Sub-committee would produce two separate committee reports, resulting in eight separate reports.
1. Unit/college leaders should define the culture and approach for remote and hybrid work in their organizations.

2. Design a modernized workforce that delivers high-quality services to be provided efficiently at peak operational levels.

3. Adopt a diversified workplace location strategy with clear, consistent parameters.

4. As a land-grant institution, our decisions must be based on prioritizing and optimizing face-to-face interactions with students while preserving service levels for faculty and staff.

5. Redefine the meaning of "flexibility" for work-life management (i.e., support ability to fit work into life rather than life into work) that empowers employees to prioritize time in their workday for self-care and work performance.

6. Reinforce our Diversity, Equity, and Inclusion initiatives by offering positions that can accommodate remote or hybrid work options.

7. Provide adequate resources, support, and guidance for leadership, supervisors, and employees.

8. Provide a culture that encourages creativity, innovation, and nimbleness that will allow us to be proactive and work more efficiently.

9. Encourage experimentation with new types of alternative work schedules (such as ones that might allow for increased flexibility for child or family care obligations during work hours).

10. Strive for balance in empowering employees for sound time management to ensure success and optimal work performance standards.
UNIT/COLLEGE LEADERSHIP

As we move forward into a new world of work, post pandemic, we anticipate opportunities to refine how work is done at the University of Illinois Urbana-Champaign. Hence, the committee’s charge is to develop human resource tactics, policies, and strategies to address the challenges and opportunities of returning to on-campus operations with a specific emphasis on conducting the business of the university differently post pandemic.

As a land-grant institution, the physical workplace remains essential to prioritizing and optimizing face-to-face interactions with students, building organization culture and fueling innovation. However, the University of Illinois Urbana-Champaign recognizes the value of modernizing its workforce policies and practices to provide enhanced options for work-life management.

SUPERVISORS

As we emerge from the pandemic, we must be prepared to support supervisors in effectively managing employees who work in-person (on campus/in office) and remotely. This will challenge leadership in new ways and requires the creation of new resources and training to maintain an engaged and high-performing workforce.

The creation of university policies that address off-site work, coupled with clear productivity expectations and a robust communication strategy, lays a solid foundation for units and teams, regardless of employee work location. A key recommendation to help supervisors adapt to enhanced workforce flexibility is to create three phases of supervisor training: Phase 1: How-To Guides/Checklists/FAQs, Phase 2: Remote Work Training Programs, and Phase 3: Explore Remote Work Certifications.

EMPLOYEES

By positioning the University of Illinois Urbana-Champaign as an innovative and flexible employer, we will continue to attract and retain a high quality workforce. We have the opportunity to enhance inclusion and equity for all employees; reduce some work-related costs for employees (e.g., parking, equipment); as well as increase work-life balance.

Addressing employee challenges such as time-management, mental wellbeing, and work-life management are areas of focus for the future. Recommendations include connecting employees to available resources as well as institutionalizing health and wellness as an employment priority.
Illinois Human Resources will continue to lead the Return to On-Campus Operations Committee (Future of Work) to accomplish the following action items.

### SUMMER 2021

#### DEVELOP COMPREHENSIVE CAMPUS-LEVEL REMOTE WORK POLICY

Include a clear statement that remote and hybrid work is the prerogative of the university, not an entitlement of the employee. Each unit/college should have a standard approach to remote/hybrid work. There should be clearly defined categories, procedures, and criteria for remote work when hiring new employees located in and outside of the Urbana-Champaign area.

- Provide procedural and support tools/addendums for remote work policy.
- Rename "Essential Workers" and provide a clear definition of the new term.
- Define employee remote work packages for each type of work arrangement.
- Track, measure, and report all remote work arrangements.

#### CREATE TRAINING, GUIDELINES, AND RESOURCES FOR CAMPUS

Create overarching strategy/framework for Employee and Supervisor Training that will focus on three specific audiences: unit/college leadership, supervisors, and employees. Include how-to-guides, lists of resources (e.g., checklists, weblinks to articles and training videos), as well as workshops/training sessions offered to employees to help ensure our units/supervisors and employees are successful.

#### ESTABLISH ORGANIZATIONAL CULTURE & COMMUNICATION EFFORTS

Begin to incorporate the 10 Cultural Standards throughout campus when speaking about this new Future of Work Initiative. Develop a robust communication strategy to reach all employees by including the unit/college level communicators to ensure all employees are aware of the Future of Work at the University of Illinois Urbana-Champaign.

- Develop strategy to ensure units are aware of new training, guidelines, and expectations for current employees as well as prospective candidates during the recruitment process.
- Communicate existing campus resources and initiatives to institutionalize health and wellness as an employment priority.
WORKSPACE, IT, AND EQUIPMENT GUIDELINES

Provide guidelines for hoteling space in each unit/college. Coordinate workspace recommendations and efforts with other campus committees and groups working on related activities.

Define employee IT packages and enhanced computer security tools for each type of work arrangement: fully on-campus, fully remote, and hybrid.

TESTING, HIRING, AND RECRUITMENT GUIDELINES

Continue to utilize virtual interviews, especially in initial phases as an efficient means to keep the hiring process moving, with added benefit of saving time and travel resources.

Develop specific onboarding process for employees who do not physically work in a UI facility. This onboarding should be a combination of self-paced, virtual, or individualized presentations.

The civil service employment testing program requires specialized space and software to administer tests. Much of the civil service testing requires activities to take place in-person. Both the space and activities have been evaluated for safety and health concerns.

DEVELOP A CAMPUS-LEVEL STRATEGY & BRIEFING SERIES

Develop a coordinated “Power of I” and “UI Community” strategy that aligns with university-level “Power of I” branding which will be visible in all communications and the website.

Continually communicate the timeline for guidance with return-to-work operations by creating a briefing series. This series will include an address from the Chancellor, a session on the new policy and procedures that relate to return to work, as well as monthly themed HR-related briefings by Illinois Human Resources to assist with questions and issues that may arise.
New Hire Recruitment and Processes

Develop practical strategy and tools to help integrate new remote employees with the college/unit workplace culture.

Review and update employment policies and procedures to accommodate different types of work arrangements.

Create Employee and Supervisor Packages

Define employee remote work packages for each type of work arrangement: fully on-campus, fully remote, and hybrid (parking, supplies, internet, CPU, equipment, ergonomic assessment, etc.).

Provide guidance about meeting modality to be similar for in-person, Zoom, and hybrid attendees.

Develop training packages for employees and supervisors by using existing online modules and programs, revise/expand format found via the Remote Work website.

Community Workspace Partnership

Assess on-campus spaces that can be utilized for remote hybrid employees who occasionally need meeting space, work space, stable internet, etc. Explore partnership with the local community to provide off-campus (satellite) work locations for remote employees who occasionally need meeting space, work space, stable internet, etc. (i.e. Lincoln Square Mall).

New Hires and Recruitment

Investigate a civil service testing delivery strategy similar to the one used to accomplish remote university academic testing (State Universities Civil Service System will need to be engaged to facilitate this change).
Review and reinforce processes for online recruitment. Determine how to make the process efficient while meeting/exceeding EEO, ADA, AA, State Universities Civil Service System standards, among others. We should especially look at how to recruit for civil service positions in order to adopt some of the same recruitment processes that are used to attract academic professionals and faculty.

Use the employment brand initiative to sell potential future employees on what the university has to offer them, specifically highlighting innovative research, how employees contribute to the success of the university, and the relationships between the university and the community.

Ensure that all job descriptions accurately reflect remote and on-campus responsibilities as needed.

Develop a long-term strategy to move as many civil service exams as possible to a credential-based process rather than a written exam (State Universities Civil Service System will need to be engaged to facilitate this change).

NEW HIRES AND RECRUITMENT CONTINUED

EMPLOYEE AND SUPERVISOR TRAINING CERTIFICATIONS

Develop the third phase of the remote training structure by offering Remote Work Certifications.

WINTER 2021

Focus on strategically leveraging remote work as a competitive advantage to recruit top talent. Enhance our ability to recruit in the post-COVID-19 era by having a policy that allows for a unit to approve remote work locations. Evaluate success of remote work arrangements in order to adjust the long-term strategy.

FALL 2021 (PILOT) SPRING 2022 (CAMPUS ROLLOUT)

Implement an online performance management system at the campus level to allow for more effective management of remote employees.
ACTION ITEMS IN CHRONOLOGICAL ORDER

ONGOING

CIVIL SERVICE TESTING AND INTERVIEWS

IHR will maintain a periodic communication and reporting cycle to keep all campus stakeholders informed as the evolution of civil service testing and on-campus interview guidelines evolve.

CONTINUOUS COMMUNICATION AND EVALUATION

Continuously track, measure, and report all types of remote work arrangements. Ensure we have optimized levels of on-site, hybrid, and remote arrangements that best fulfill our land-grant mission.

Provide robust resources for transparency, clarity of policies, and procedures.

PERFORMANCE MANAGEMENT

Update job descriptions to accurately reflect remote and on-campus responsibilities as new positions are posted.

TBD PENDING SYSTEM LEVEL COMMITTEE AND WORK GROUP

Leverage existing and upcoming mental health initiatives to improve campus awareness of resources. (System Level Committee)

Assess impact of remote work on related laws and topics such as ADA accommodations for remote workers, Workers’ Compensation for remote workers, and the applicability of employment laws for employees who work in a different state/country. Work with campus units to draft acceptable language. (Existing system level group working on language.)
FOR MORE INFORMATION

WE STRIVE TO ATTAIN A MODERNIZED UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN WORKFORCE WHERE EMPLOYEES AND RELEVANT STAKEHOLDERS ARE KNOWLEDGEABLE ABOUT THE FUTURE OF WORK.

For additional detailed information, documents, and resources visit:

- Return to On-Campus Operations Committee (Future of Work) Report and Action Items
- Our website at https://go.illinois.edu/remotework