2021-2022 End of the Year Report: Employee Relations and Benefits Committee

Chair Brandi Hess, Vice Chair Betsy Jo Mullins.
Committee Members:

Nick Bebout, Teresa Grisham, Michelle Kirk, Ingrid Lindy, Paula Nurrenbern, Ray Simmons, Robert Threet, Laurie Wilson.

Carryover IFCs from Previous Terms:
The committee inherited the following IFCs from the previous term:

Tuition Benefit
This is carried over from an IFC that was similar to a charge Faculty Senate worked on and submitted to University Leadership. Since the IFC was very similar to ours, we did not continue the work on our IFC, but continued to follow the progress of the Faculty Senate version. As of this report, the proposal is still on hold with University Leadership and we do not have an update.

Sick Leave Bank
This proposal was approved June 2020, but due to the Pandemic, was put on hold.

Parental Leave
An IFC was submitted prior to the COVID-19 pandemic to extend Parental Leave. Due to pandemic the IFC work was put on hold. The 2021-22 ERB committee revisited the IFC and voted to dismiss the proposal at this time.

Floating Holiday
An IFC was submitted during COVID to add a floating holiday to paid time off. The committee did not feel the timing was right to request an additional day off since two paid days off were added in the past year (day before Thanksgiving and Dec 23). The committee considered repurposing "Good Friday" since most public schools in Indiana do not observe that as a paid holiday. During discussions in Senate, this idea was not widely agreed upon. The committee continued its work and opted to clarify language in the University Handbook to include a new paragraph:

> **Special or Religious Holiday**
> An employee may take time off to observe a special or religious holiday if the supervisor determines that the time off does not cause undue hardship to the department. Employees may use accrued vacation, and/or compensatory time off, or they may take unpaid leave.
>
> RATIONALE AND BENEFIT TO THE USI COMMUNITY
> As stated on USI's Strategic Plan website, one of our Core Values states:

> Inclusive and Diverse Community
> We believe in the value of human diversity. We continue/strive to foster respect and care for one another and welcome everyone to be a part of our institution.

> In the spirit of inclusion, the ERB committee recommends modifying the language for section D.4 of the employee handbook to include availability to use accrued vacation, compensatory time, or leave without pay (if employee does not accrue vacation or compensatory time) to observe a special or religious holiday not listed above.

While this proposal does not satisfy the original request for an additional day off to be used as a floating holiday to be applied for other religious observances, it does provide clarification for what employees may do if they would like to observe a holiday outside of the posted paid holidays in the handbook.

January 19, 2022 – the Senate voted to approve the proposal and submit to the Equity Diversity and Inclusion Committee (EDIC)

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2021 – 2022 IFCs and Proposals

- Flexible / Remote Work – Proposal approved in Senate November 17, 2021; Presented to the Executive Team in December 2021. Full proposal, including research and supporting materials attached.

- Allow Retiree spouse access to RFW and pool when accompanied with retired spouse. Assigned October 6, 2021: Currently retirement benefit is just the retiree, not the spouse. This is similar to previous IFCs with requesting RFWC access to spouses of current employees. Since the aquatic center is new, perhaps a new policy exists for use of that facility. The senate assigned this IFC to the Employee Relations and Benefits committee.

  Reported November 17, 2021: The ERB Committee investigated the use of the RFWC. The operation of the building is funded by student fees, which is why it is used primarily for students, with permission for employees and retirees only. Since the intent of the IFC sounded like the retiree and spouse wanted to work out together, the committee investigated gym discounts and had a discussion with Jeff Sponn in Procurement. He said most west side gyms do offer a USI discount if you ask, even though it's not listed on our discount website. He also told Hess he thought there was a free gym membership at the Y for retirees. Further investigation with HR Benefits revealed that yes, there is a retirement benefit with Medicare UHC (65 or older - supplement USI offers) if enrolled in that, there is a free gym membership at the Y. The IFC did mention the new aquatics center. It is the committees understanding the pool is open to students, employees, and retirees for now. Then next year broadening that to the community. The committee feels the retiree and spouse issue will be resolved at that time. Having investigated this request thoroughly, the committee feels there are options available for retiree and spouse and this IFC is resolved. A member of ERB will follow-up with the submitter and let them know of their findings.

- Dependent Tuition and Fee Waiver eligibility extension upon death of active employee – ***Ongoing proposal for 2022-23 Session.***
  Assigned May 4, 2022: Dependent Tuition and Fee Waiver eligibility should be changed to include spouses and children of eligible employees, who die as an active employee, for an appropriate amount of time.

  There are many university employees who have worked at the university for ten years or more who plan to have their dependents take advantage of the fee waiver benefit that is available to them. Under the current policy, the dependents of an eligible employee who has worked for years at the university in hopes of their children using that benefit one day will be ineligible if they are too young to be enrolled in classes at the time of their parent's death.

  As of June 30, 2022 the committee continues its work on a proposal. The committee discussed a minimum term of service should be served (5 years), dependent eligibility if they're at a certain point in their high school career - that is perhaps waived with even further years of service. Waiver extended to the widow/widower spouse until eligibility requirements no longer apply. A formal proposal will be presented to the Senate soon.

ATTACHMENT – FlexWork Policy - FULL PACKET and PROPOSAL APPROVED BY ADMINISTRATIVE SENATE

Presented to Administrative Senate on November 17, 2021
Approved by Administrative Senate as FINAL on November 17, 2021

RECOMMENDATION

The University of Southern Indiana must always be appropriately staffed to effectively pursue our strategic goals and educational mission. In recognition of the wide range of professional responsibilities and duties required of University employees, there may be circumstances in which a flexible work arrangement can be implemented. Alternative work arrangements are a method of meeting the needs of the department and can have greater work efficiency and productivity resulting from fewer interruptions and disruptions that are typical at the campus workplace. Benefits of offering flexible work arrangements include increased employee retention, improved employee job satisfaction, and the ability to attract new employees. Flexibility can also increase space utilization, extend student services hours and availability, and realize equipment and other cost savings.

This flexibility, in terms of time or location, is neither a universal employee right nor a universal employee benefit; it is a management option for an alternative work arrangement in what we call "FlexWork" and offers the following types of flexibility:

- FlexTime (compressed schedule or staggered shift schedule)
- FlexLocation (hybrid or full remote work)

The employee's supervisor is responsible for determining whether FlexWork is suitable for a particular job and reviewing all agreements. The supervisor may approve or deny requests, and arrangements can be renewed or terminated.

The Administrative Senate Employee Relations and Benefits committee respectfully submits the FlexWork Policy for approval (2021, FlexWork Policy, Appendix 1). It is further the committee's recommendation a resource webpage be created for this policy so that employees and supervisors have access to resources such as the FlexWork Arrangement Form, best practice for determining if this is a suitable arrangement for the position and employee, and FAQs (2021, Webpage Information, Appendix 4).

BACKGROUND

Prior to March 2020, only a small number of USI employees had a remote work agreement with their supervisor. Because of the COVID-19 Pandemic safety protocols, from March 2020-August 2, 2021, several USI employees performed their job duties remotely. As a result, many employees demonstrated success with this model with no impact on performance or service. Consequently, when it was time to return to campus in full force, Administrative Senate received a record number of "Items for Consideration" to research and develop a non-pandemic related, long-term remote work and flexibility Policy.

In August 2021, Administrative Senate included several questions in the Fall Survey to gauge interest among the campus community (2021, Fall Survey, Appendix 3). To summarize, the result tells us the overwhelmingly majority of administrators (94%) would like the option to work remote. Of those:

- 49% would like to work remote on a regular schedule with some days on campus and some remote.
- 43% would like the option to work remote on occasion such as when a situation at home comes up (waiting on a repair person) and their duties can still be performed.
- 8% would like the option to work remote full-time.

(See more in Key Takeaways in Appendix 4.)

As a result of the demonstrated interest in a remote work and flexibility policy among Administrators, the Administrative Senate Employee Relations and Benefits committee started researching many universities with post-pandemic remote work and flexibility plans. Like USI, many universities during the Pandemic discovered that remote work was well suited for some employee positions and in fact, were able to effectively work remotely with no consequences to performance, collaboration, or the level of service provided by that role. (2021, List of Universities, Appendix 4)

The committee also discovered a former USI Telecommuting Policy to use as a framework for an updated policy (1997, University Handbook, Appendix 2).

It is through this culmination of research; the committee developed a new policy called "FlexWork Policy".

RATIONALE AND BENEFIT TO THE USI COMMUNITY
Given the changing demographics of today's workforce, and the increased competition for qualified employees, it has become increasingly important to find alternative ways to compete in today's labor market. The COVID-19 Pandemic has shown many businesses and organizations that employees can successfully work remotely and can benefit from cost savings from having reduced space needs, utilities and other expenses. As a result, several businesses, including those in the Evansville and surrounding area, have implemented flexible alternatives as a permanent option for their workforce. Alternate work schedules and remote work can be cost effective ways to not only enhance the favorability of working at USI, but fulfill business needs, assist with recruitment and retention, improve productivity and creativity, and accommodate a changing workforce.

- Advantages of an Alternate or Remote Work Schedule:
- Enhanced recruitment and retention of employees
- Improved employee morale, commitment and job satisfaction
- Reduced stress through the ability to better balance work and personal responsibilities
- Reduced absences and tardiness
- Improved access to services through extended departmental work hours
- Improved ability to schedule coverage for peak workloads
- Additional office space options and associated savings
- Reduced congestion in traffic and parking lots
- Potential for reduced environmental impact
- Reduced transportation time and cost for employees
- Potential for uninterrupted work time

SOURCE: www.colorado.edu/hr/remote-working-and-alternate-work-schedule-manager-guidance

RECOMMENDED IMPLEMENTATION TIMELINE

The pandemic served as a demonstration, or pilot program, of how a remote work and flexible arrangement could work at USI. Based on that experience, upon approval of this policy and creation of any resources and forms, this policy could be started immediately.

APPENDIX

1. 2021 Remote Work Policy (FINAL – Approved November 17, 2021)
2. 2021 Fall Survey Key Takeaway and Raw Survey Results
3. List of Universities researched with notes
4. Supplemental Website Information
5. USI Telecommuting Guidelines, University Handbook, dated January 17, 1997

APPENDIX 1

SUMMARY:

FINAL FlexWork Policy

Submitted by Administrative Senate Employee Relations and Benefits Committee and approved by Administrative Senate November 17, 2021

FLEXWORK POLICY

This policy is for full-time, benefit-eligible Administrative employees in good standing. In this policy, the term "employee" is defined as Administrative.

The University of Southern Indiana must always be appropriately staffed to effectively pursue our strategic goals and educational mission. In recognition of the wide range of professional responsibilities and duties required of University employees, there may be circumstances in which a flexible work arrangement can be implemented.

FlexWork is neither a universal employee right nor a universal employee benefit; it is a management option for an alternative work arrangement in terms of FlexTime (compressed schedule or staggered shift schedule) or FlexLocation (hybrid or full remote work). The employee's supervisor is responsible for determining whether FlexWork is suitable for a particular job and reviewing all agreements.

FlexWork is an alternative method of meeting the needs of the department and can have greater work efficiency and productivity resulting from fewer interruptions and disruptions that are typical at the campus workplace. Benefits of offering flexible work arrangements include increased employee retention, improved employee job satisfaction, and the ability to attract new employees. Flexibility can also increase space utilization, extend student services hours and availability, and other cost savings.

DEFINITIONS:

FlexWork – Flexible alternatives to the hours or location employees perform work. Arrangements are voluntary and subject to a trial period and annual review. All FlexWork arrangements must be approved by the employee's supervisor or department head.

> **FlexTime Compressed Work Schedule** – A traditional 37.5-hour work week is completed in less than the standard five full workdays. For example, a full-time employee scheduled for 37.5 hours per week could work three 9.5 hour and one 9-hour days a week, instead of five 7.5 hour days.
>
> **FlexTime Stagger Shift Schedule** – Staggered start and end work times. For example, instead of 8 a.m. – 4:30 p.m., start at 9 a.m. and end at 5:30 p.m.
>
> **FlexLocation** – Flexibility with the location work is performed during a workweek, also known as Remote Work.
> Types of Locations
> - Hybrid Remote – A flexible combination of both on campus and remote worksite (such as home, library or business center) for a specified portion of the workweek.
> - Fully Remote – Work is performed remotely during the entire workweek.

FlexWork Arrangement Form – An online form for employees participating in FlexWork to complete prior to starting a FlexWork schedule. The form outlines the type of FlexWork arrangement (FlexTime or FlexLocation) and affirms that the employee understands the FlexWork policy in the University Handbook and will abide by the stated terms and conditions associated with FlexWork. Completed forms do not guarantee approval for FlexWork. All arrangements are subject to approval by the supervisor or department head. The agreement is valid only for the employee, position, and FlexWork type and timeframe noted in the agreement. Agreements may be terminated or renewed as described in the "Conditions of Employment" section of the FlexWork policy.

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The following information is applicable to FlexWork arrangements:

REQUEST FOR FLEX WORK:
Employees interested in FlexWork should discuss and review a proposed FlexTime or FlexLocation plan with their supervisor. If the employee is interested in a FlexLocation arrangement, the supervisor and employee will need to determine if the position can be performed remotely by taking into consideration position-specific tasks and requirements, impact on students, coworkers, and the public, and any employee performance concerns.

SUPERVISOR DECISION:
Eligibility for FlexWork is based on the operating needs of the University, individual departments, and whether a particular job can be performed with an altered schedule or remote location. FlexWork is not appropriate for all employees and positions and does not need to be approved for all employees in the same or similar positions. FlexWork should be considered on a non-discriminatory, case-by-case basis with consistent evaluation among those interested in participating. Agreement should be evaluated based on the business need of the department and the specifics of each employee's work abilities and job description. If the supervisor determines FlexWork isn't appropriate, they may deny the request.

An employee who disagrees with the denial of a FlexWork arrangement is encouraged to discuss their concerns with their supervisor. If the discussion with the supervisor does not resolve the issue, the employee may appeal the denial to Human Resources. Supervisors are strongly encouraged to consult with HR before denying a request. Employees may propose an adjusted or new FlexWork arrangement at any time.

TRIAL PERIOD, RENEWAL, TERMINATION OF ARRANGEMENT:
Trial periods of 30 days are recommended for new arrangements. At the end of the trial period, the supervisor will evaluate the arrangement considering factors in the policy, performance, and productivity and impact of the arrangement on department operations. Upon successful review, the FlexWork arrangement may be renewed annually.

A supervisor may terminate a FlexWork arrangement if the supervisor determines the arrangement is no longer consistent with the department's obligations or if the employee isn't

meeting performance expectations. Supervisors shall make every effort to provide the employee with at least 30 calendar days written notice. If the arrangement is terminated for poor performance, the arrangement may be terminated immediately.

The University also reserves the right to terminate the FlexWork arrangement without notice for any violations of university policy, a violation of the conditions of the arrangement, or when there is a relevant change in university policy.

CONDITIONS OF EMPLOYMENT:
This policy is for full-time, benefit eligible Administrative employees in good standing.

The FlexWork employee's condition of employment with the University remain the same as for non-FlexWork University employees and are subject to the policies and procedures outlined in the University Handbook.

Employee salary, benefits, and University-sponsored insurance coverage will not change as a result of FlexWork.

FlexWork's flexible schedule and remote work alternatives are a management option not an employee benefit. Arrangements may be terminated by the supervisor (see Trial Period and Renewal).

JOB PERFORMANCE AND EXPECTATIONS:
The employee will be expected to perform as defined in the appropriate job description. Performance appraisals will be conducted in accordance with established policies. Job performance will be measured based upon successful, on-time completion of assigned projects and tasks, as determined by the employee's supervisor.

The employee is to report to the supervisor on a regular basis, as determined by the supervisor. For payroll reporting purposes, the employee must complete the appropriate time sheet/absence report for each pay period. Any requests for leave of absence or training should be requested in the usual manner.

A supervisor may terminate a FlexWork arrangement if the supervisor determines the arrangement is no longer consistent with the department's obligations or if the employee isn't meeting performance expectations. Supervisors shall make every effort to provide the employee with at least 30 calendar days written notice. If the arrangement is terminated for poor performance, the arrangement may be terminated immediately.

ADDITIONAL FLEXLOCATION SPECIFIC POLICIES:

> While working remotely, employees should be reachable via phone, within reason, during agreed upon work hours. Remote workers must notify the office if they leave

work, much like they would inform the administrative assistant or supervisor when leaving the traditional office during the workday.

The total number of hours that employees are expected to work ordinarily will not change, regardless of work location. Employees agree to apply themselves to their work during regularly scheduled work hours as determined by the supervisor. Supervisors must ensure that procedures are in place to accurately document the work hours of employees who work remotely, ensuring compliance with the Fair Labor Standards Act.

A supervisor may require remote workers to be present on-campus for mandatory campus meetings or other specific meetings, events or activities.

EQUIPMENT:
University property that is taken to a private residence for remote work must be documented with the supervisor.

The University will be responsible for the repair and maintenance of the equipment provided by the University. The employee will be responsible for any intentional damage to the equipment or for damage resulting from gross negligence by the employee or any member of the employee's family or visitors. Damage or theft that occurs outside the employee's control may be covered by the University's insurance policy. The University does not assume liability for loss, damage or wear of any non-University equipment, furniture or property.

WORKSPACE/LOCATION:
FlexWork employees are responsible for establishing an environment free of interruptions and distractions that would affect performance and professional workplace conduct.

Employees must maintain an internet connection that is stable and fast enough to support video conferencing, email, chat, file editing and other day-to-day work tasks. Internet services, phone lines, or cell phones for remote work use are not provided by the University and are an expense of the employee.

If the FlexLocation experiences a power or internet outage at the remote location, the employee is advised to find an alternative working location for the day, which may include coming to campus.

Alterations, renovations or construction to the employee's remote physical workspace/home/alternate location in order to accommodate equipment, furniture or other items will be the responsibility of the employee.

SECURITY AND PRIVACY:

A FlexLocation employee is expected to follow the same expectations as employees performing similar duties on-campus. In terms of cybersecurity and privacy, this means complying with USI's Information Security Policy for securing a remote workstation and using safeguards to maintain the privacy, confidentiality, security, and integrity of all data, including written and spoken communications.

INJURIES:
The employee will be covered by worker's compensation for all job-related injuries and should be treated as other on-campus injuries. Since the workplace and home will be one and the same, worker's compensation will NOT apply to non-job-related injuries that might occur in the home.

DEPENDENT CARE:
FlexWork is not designed to be a substitute for active dependent or elder care. The FlexLocation employee will not undertake and provide primary care for a child under 12 years of age during at-home working hours. If such children will be in the home during the employee's at-home working hours, some other individual must be present to provide primary care for those children. However, if a child under 12 is ill, the employee may on a temporary basis provide primary care for that child, subject to the approval of the employee's supervisor. The employee also will not undertake and provide primary care for an elderly adult, who would otherwise require the care of a nurse, while working at home. Exceptions may be granted for a rare circumstance by the supervisor.

During exceptional circumstances such as suspended operations, modified operations, or as communicated by executive leadership, working at home while providing dependent care is approved. For example, during a pandemic or university closure for bad weather.

ADMINISTRATIVE SENATE APPROVED AS FINAL: 17 November 2021

APPENDIX 2

SUMMARY:

2021 Fall Survey - Conducted August 17 - September 1, 2021

Page 1 Key Takeaways document
Page 2 Raw survey data

USI Remote Work Survey Results

Key Takeaways

Nearly 98% of administrators say their job is one that could be performed all or some of the time remotely.

The **overwhelming majority** of administrators (94%) would like the option to work remote.

Of those:

- 49% would like to work remote on a regular schedule with **some days on campus and some remote**

- 43% would like the option to work remote **on occasion** such as when a situation at home comes up (waiting on a repair person) and their duties can still be performed

- 8% would like the option to work remote **full-time**.

Of those who would like the option to work remote on a weekly basis, **the majority (85%)** would like to work remote **2 to 3 days per week.**

- 3% – 1 remote day per week
- 42% – 2 remote days per week
- 43% – 3 remote days per week
- 12% – 4 remote days per week

For many administrators (57%), working remotely during the pandemic **made a positive impact** to their work productivity.

- 57% – positive impact
- 27% – no impact positive or negative
- 16% – negative impact

Only 13% of supervisors felt working remotely during the pandemic had a negative impact on their staff's quality of work.

Employee Retention and Recruitment

Nearly 53% of Administrators say they, or someone they know at USI, is seriously considering leaving USI for a position that offers remote work.

Almost 52% of USI supervisors expect to have challenges recruiting new employees because USI currently does not offer remote work options.

Candidates are asking...
Supervisors serving on search committees said candidates have asked (45%) about long-term remote work options at USI during interviews.

Methodology
Fall Survey was conducted August 17 - September 1, 2021.

There were 586 respondants among Faculty, Support Staff and Adminstrators. This document is reporting the administrator segment.

Some questions were further segmented to employees in supervisory roles.

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote

Is your job one that could be performed remotely...

	All of the time		Some of the time, but do need to be on campus part of the time		Not at all - my job duties cannot be performed remotely	
	Count	N %	Count	N %	Count	N %
Faculty	81	38.6%	122	58.1%	7	3.3%
Administrative Staff	80	39.4%	118	58.1%	5	2.5%
Support Staff	40	24.5%	81	49.7%	42	25.8%
Part-time employee	6	60.0%	2	20.0%	2	20.0%

Please select the response that best reflects the impact working remotely had on your... - Ability to collaborate with coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	26	12.9%	70	34.7%	76	37.6%	18	8.9%	12	5.9%
Administrative Staff	3	1.5%	40	20.4%	93	47.4%	30	15.3%	30	15.3%
Support Staff	3	2.5%	17	14.4%	54	45.8%	27	22.9%	17	14.4%
Part-time employee	0	0.0%	1	12.5%	4	50.0%	1	12.5%	2	25.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote

Please select the response that best reflects the impact working remotely had on your... - Support from coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	13	6.5%	72	35.8%	80	39.8%	25	12.4%	11	5.5%
Administrative Staff	1	0.5%	34	17.3%	94	48.0%	40	20.4%	27	13.8%
Support Staff	2	1.7%	17	14.4%	48	40.7%	28	23.7%	23	19.5%
Part-time employee	0	0.0%	1	12.5%	4	50.0%	0	0.0%	3	37.5%

Please select the response that best reflects the impact working remotely had on your... - Overall quality of work

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	4	2.0%	47	23.3%	91	45.0%	37	18.3%	23	11.4%
Administrative Staff	0	0.0%	19	9.7%	82	41.8%	52	26.5%	43	21.9%
Support Staff	3	2.5%	13	11.0%	47	39.8%	31	26.3%	24	20.3%
Part-time employee	0	0.0%	0	0.0%	4	50.0%	1	12.5%	3	37.5%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote

Please select the response that best reflects the impact working remotely had on your... - Work productivity

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	9	4.5%	50	24.9%	62	30.8%	47	23.4%	33	16.4%
Administrative Staff	2	1.0%	30	15.3%	52	26.5%	60	30.6%	52	26.5%
Support Staff	4	3.4%	15	12.7%	38	32.2%	32	27.1%	29	24.6%
Part-time employee	0	0.0%	0	0.0%	2	25.0%	3	37.5%	3	37.5%

Please select the response that best reflects the impact working remotely had on your... - Workplace morale

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	35	17.3%	70	34.7%	56	27.7%	25	12.4%	16	7.9%
Administrative Staff	11	5.6%	48	24.5%	45	23.0%	37	18.9%	55	28.1%
Support Staff	8	6.8%	23	19.5%	35	29.7%	25	21.2%	27	22.9%
Part-time employee	0	0.0%	1	12.5%	3	37.5%	2	25.0%	2	25.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote

The return to campus has had a _____ impact on my... - Ability to collaborate with coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	0.5%	10	5.0%	86	42.6%	90	44.6%	15	7.4%
Administrative Staff	3	1.5%	10	5.1%	105	53.6%	66	33.7%	12	6.1%
Support Staff	0	0.0%	11	9.5%	58	50.0%	37	31.9%	10	8.6%
Part-time employee	1	12.5%	0	0.0%	3	37.5%	4	50.0%	0	0.0%

The return to campus has had a _____ impact on my... - Support from coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	0.5%	13	6.5%	87	43.3%	88	43.8%	12	6.0%
Administrative Staff	4	2.0%	6	3.1%	116	59.2%	59	30.1%	11	5.6%
Support Staff	1	0.9%	6	5.2%	66	56.9%	34	29.3%	9	7.8%
Part-time employee	1	12.5%	0	0.0%	3	37.5%	4	50.0%	0	0.0%

The return to campus has had a _____ impact on my... - Overall quality of work

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	3	1.5%	18	9.0%	109	54.2%	63	31.3%	8	4.0%
Administrative Staff	7	3.6%	15	7.7%	128	65.6%	39	20.0%	6	3.1%
Support Staff	0	0.0%	8	6.9%	73	62.9%	24	20.7%	11	9.5%
Part-time employee	1	12.5%	1	12.5%	5	62.5%	1	12.5%	0	0.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote

The return to campus has had a _____ impact on my... - Work productivity

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	9	4.5%	44	21.9%	82	40.8%	56	27.9%	10	5.0%
Administrative Staff	7	3.6%	40	20.4%	94	48.0%	47	24.0%	8	4.1%
Support Staff	2	1.7%	14	12.1%	61	52.6%	26	22.4%	13	11.2%
Part-time employee	1	12.5%	1	12.5%	5	62.5%	1	12.5%	0	0.0%

The return to campus has had a _____ impact on my... - Workplace morale

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	15	7.5%	27	13.4%	74	36.8%	69	34.3%	16	8.0%
Administrative Staff	29	14.8%	44	22.4%	47	24.0%	62	31.6%	14	7.1%
Support Staff	5	4.3%	30	25.9%	37	31.9%	33	28.4%	11	9.5%
Part-time employee	2	25.0%	0	0.0%	4	50.0%	1	12.5%	1	12.5%

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<u>Impact of the Return to Campus:</u>

The return to campus has had a _____ impact on my... - Ability to collaborate with coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	0.5%	10	5.0%	86	42.6%	90	44.6%	15	7.4%
Administrative Staff	3	1.5%	10	5.1%	105	53.6%	66	33.7%	12	6.1%
Support Staff	0	0.0%	11	9.5%	58	50.0%	37	31.9%	10	8.6%
Part-time employee	1	12.5%	0	0.0%	3	37.5%	4	50.0%	0	0.0%

The return to campus has had a _____ impact on my... - Support from coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	0.5%	13	6.5%	87	43.3%	88	43.8%	12	6.0%
Administrative Staff	4	2.0%	6	3.1%	116	59.2%	59	30.1%	11	5.6%
Support Staff	1	0.9%	6	5.2%	66	56.9%	34	29.3%	9	7.8%
Part-time employee	1	12.5%	0	0.0%	3	37.5%	4	50.0%	0	0.0%

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Impact of the Return to Campus:

The return to campus has had a _____ impact on my... - Overall quality of work

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	3	1.5%	18	9.0%	109	54.2%	63	31.3%	8	4.0%
Administrative Staff	7	3.6%	15	7.7%	128	65.6%	39	20.0%	6	3.1%
Support Staff	0	0.0%	8	6.9%	73	62.9%	24	20.7%	11	9.5%
Part-time employee	1	12.5%	1	12.5%	5	62.5%	1	12.5%	0	0.0%

The return to campus has had a _____ impact on my... - Work productivity

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	9	4.5%	44	21.9%	82	40.8%	56	27.9%	10	5.0%
Administrative Staff	7	3.6%	40	20.4%	94	48.0%	47	24.0%	8	4.1%
Support Staff	2	1.7%	14	12.1%	61	52.6%	26	22.4%	13	11.2%
Part-time employee	1	12.5%	1	12.5%	5	62.5%	1	12.5%	0	0.0%

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Impact of the Return to Campus:

The return to campus has had a _____ impact on my... - Workplace morale

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	15	7.5%	27	13.4%	74	36.8%	69	34.3%	16	8.0%
Administrative Staff	29	14.8%	44	22.4%	47	24.0%	62	31.6%	14	7.1%
Support Staff	5	4.3%	30	25.9%	37	31.9%	33	28.4%	11	9.5%
Part-time employee	2	25.0%	0	0.0%	4	50.0%	1	12.5%	1	12.5%

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Post COVID Work Arrangement Preference -- Asked only of Administrators & Support Staff

I would prefer to work_____ once COVID-19 is no longer a concern.

	entirely on campus		on campus but would like occasional flexibility to remote work if a situation at home requires me to be there, but I can still perform work duties		remote for some days of week, but on campus some days		exclusively remote	
	Count	N %	Count	N %	Count	N %	Count	N %
Administrative Staff	12	5.9%	82	40.4%	93	45.8%	16	7.9%
Support Staff	43	26.7%	46	28.6%	67	41.6%	5	3.1%
Part-time employee	0	0.0%	5	55.6%	0	0.0%	4	44.4%

In an ideal world, how many days per week would you like the option to work remote, while coming to campus at least once a week?

	One		Two		Three		Four	
	Count	N %	Count	N %	Count	N %	Count	N %
Administrative Staff	3	3.2%	39	41.9%	40	43.0%	11	11.8%
Support Staff	7	10.4%	21	31.3%	27	40.3%	12	17.9%
Part-time employee	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Are you or someone you know at USI seriously considering leaving USI for a position that offers remote work options?

	Yes		No	
	Count	N %	Count	N %
Administrative Staff	107	52.7%	96	47.3%
Support Staff	60	38.2%	97	61.8%
Part-time employee	3	30.0%	7	70.0%

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<u>Flex Time Experience -- Asked only of Administrators & Support Staff</u>

When it is available, have you participated in USI's Summer Flex program?

		Yes		No		Wanted to but supervisor did not allow	
		Count	N %	Count	N %	Count	N %
What is your primary role at USI?	Faculty	0	0.0%	0	0.0%	0	0.0%
	Administrative Staff	65	32.3%	119	59.2%	17	8.5%
	Support Staff	60	37.5%	78	48.8%	22	13.8%
	Part-time employee	1	11.1%	7	77.8%	1	11.1%

If a flexible hour program was available year round, how interested would you be in participating?

		Very Interested		Some what interested / maybe		Not interested	
		Count	N %	Count	N %	Count	N %
What is your primary role at USI?	Faculty	0	0.0%	0	0.0%	0	0.0%
	Administrative Staff	101	50.0%	74	36.6%	27	13.4%
	Support Staff	78	48.1%	59	36.4%	25	15.4%
	Part-time employee	5	55.6%	1	11.1%	3	33.3%

What type of flexible hour scenario would you be most interested in?

		Working 7.5 hours a day, but coming in later and then leaving later		Working 7.5 hours a day, but coming in early and then leaving early.		Working longer hours each day, so you could take a half day or full day off during the week	
		Count	N %	Count	N %	Count	N %
What is your primary role at USI?	Faculty	0	0.0%	0	0.0%	0	0.0%
	Administrative Staff	18	10.5%	42	24.6%	111	64.9%
	Support Staff	4	3.0%	40	29.6%	91	67.4%
	Part-time employee	0	0.0%	1	16.7%	5	83.3%

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Administrators Only - Other comments regarding remote work or flexible hours options.

A flexible work schedule improves worker morale, which I think is at a low at this point. Since relevant pay raises have not been possible and may not be possible for some time, things like a flexible work schedule and possibly the option to work remote may tempt people to stay.

After the year we have all had, I think we should find ways to be innovative with our work schedules. It is hard to come back full time knowing that in terms of exposure we are worse than we were when we closed in March when the pandemic first hit us. We have learned that a combination approach is possible and to not continue it or even seriously consider it is hard for morale. I felt good about being back for several days a week but having a few to work from home. Some projects lend themselves to remote work so it seems to me that we should explore it as a viable option.

Although flex time would be nice, I'd much prefer remote work. I get much, much more done working remotely (without unnecessary interruptions from people who just "stop by"), I start work earlier and typically work later when working remotely, save on commute time and expense, and don't have to go home at lunch to let my pets out. I would forego a pay raise if I could work remotely.

Although I missed my coworkers, I was more efficient working remotely because I had no interruptions/distractions at home. I am an empty nester, and I know this is probably opposite from those employees that have children at home, but it worked well for me. I personally would not consider leaving for another job that offered remote work, but I have heard several others that are looking.

Although the switch to remote work was initially challenging, our team adapted quickly and developed a way to keep communication open. In some ways this worked better than when on campus. Because we were able to adapt, I found I was more productive at times. I missed the camaraderie that we shared on campus, but feel that the intentional effort put in by all of our team members actually strengthened our team. This experience taught me that we can be productive and effective working remotely and I believe that given the chance to implement similar flexibility would help with morale.

As a supervisor, if we had flexible hour options, it would need to be a set schedule and not changing every week. That would be difficult to manage and know who was to be in.

As an IT person that does NOT have direct reports or front facing clientele, I can be any where in the world to do my job. I am more productive out of the basement. I was able to provide more morning and evening hours to USI since commute time was removed. I also worked through most lunches since USI provided me that opportunity.

As an IT professional, my job duties are easily completed anywhere. I would appreciate the option to be able to work remotely if I so choose.

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Administrators Only - Other comments regarding remote work or flexible hours options.

Being asked to do more with less has been my entire experience in the 5+ years I have worked here. The University's attempts at flexibility pre-pandemic were disappointing, but at least there was something offered in the summer (even though only some offices could take part and many supervisors were stringent in allowing their staff to participate). When USI was forced to move remote, I worked just as hard (if not harder) to make sure I was doing everything I would have done in person. I was happy to come back to campus, but having the ability to work from home a day or 2 during the week was a godsend. I was able to focus at home and wasn't bothered with constant interruptions that I would have had in the office. Tasks that I would sometimes stay after work to complete on campus, could be tackled in the quiet, comfortable setting at home within the work day. I was more refreshed when I was on campus after having a day working from home. I had more energy to complete the in person pieces of my job. At home I could eat something besides Chick-fil-a or Sub Co or a frozen meal. I didn't have to commute and had more time to spend with my family. My dept. has been asked to take on more and more AND MORE responsibilities with very little in compensation change. Dealing with all these additions, being thinly staffed and compounded by the expectations of getting and keeping students here, plus an ongoing pandemic... my mental health has been degrading more rapidly. Suffice to say... flexibility has gotten us this far, why can't we continue to be flexible for the wellbeing of our staff and faculty?

During 2020 I had a negative experience for what I thought was a reasonable request. I requested to be able to use my lunch hour at the end of the day 2-3 times a week to use my fitness equipment at home so I could exercise unmasked. I submitted doctor documentation immediately after the initial email went out to submit COVID related medical documentation. I was advised by my immediate supervisor that it was prohibited in the handbook, that there must be a certain number of people in our hallway, and that the 15-minute rest period rule applied to lunch breaks. Since I had the necessary medical documentation already on file and had a reasonable request (especially following Dr. Rochon's message for grace and flexibility), I did not foresee that it would be denied. It seemed like a no-brainer to me, exercise is good for your health and mental well-being. I wasn't asking for additional time, just that I could use my lunch hour at the end of the day. After my immediate supervisor denied my request, I then took my request to our division supervisor who reasoned that I needed to be visible providing services at 3:30 each day. This was an unfortunate experience for me because I would have preferred to work on-campus, but instead worked from home for a year simply so I could use my lunch hour to exercise for my health. Not only did I have a death happen that year, I also was and still am taking coursework and sharing caring for my mother with dementia with my sister. Working out after work is not an option for me. At a time when my supervisors could have demonstrated care and concern, I had the opposite communicated to me. It would benefit all employees greatly if they had the freedom or option to work with their supervisors to flex an hour here or there for family doctor appointments or whatever needs. Personally, I'd rather work on campus most of the time but would greatly appreciate the option to adjust as needed. I would greatly appreciate starting work early .

each day is different. I prefer to be on campus but would like the flexibility to maybe work online in the morning and then come to campus when the meetings and everything else becomes busy and needed.

Flex hours has allowed me to focus on project work at optimal times.

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Administrators Only - Other comments regarding remote work or flexible hours options.

Flexibility is key for me, for my work-life balance, for my family, for my productivity and for my overall morale and job satisfaction. There are few opportunities in my position currently at USI to advance but flexibility would go a long way to retaining me and many of my colleagues as employees. My job can be done remotely and I found it took me less time to accomplish things when I was remote than when I am constantly interrupted with non-essential interruptions during the day when I am in the office.   My office on campus is always cold, dark and makes for an uncomfortable work environment, but I realized how much positive my outlook was when I was working remote and I could be comfortable and was more efficient with my time.   As a parent of a small child with special needs, flexibility with remote working or a hybrid schedule would be so much more beneficial for me as an employee and parent. Meeting her therapy needs and being a productive employee are important to me. I need to address her needs but as a working parent with these hours and restraints make it difficult to do both when the only options for her therapy are the same as my current work hours.   I feel like we were all thrust into the remote work suddenly last year and were successful and the continuity and the quality of our work did not suffer, even on the hybrid schedule, it was beneficial for my life, in so many ways over the last year and a half. But it feels like we are now being punished and all flexibility has been taken away and it has me looking for more friendly options for employment for my family. We are not given many monetary raises and incentives like other companies and industries in the area - which goes a long way to feel valued, so flexibility would go a long way to compensating the lack of monetary raises.   I find the frustrating part is that some departments and supervisors are being flexible with their employees on campus with some circumstances, but I do not have one of those.

Flexible hours during the week would be very rewarding for those of us that work inconsistent hours due to after-hours programming and are on campus longer than the 7.5 hours a day.

Flexible remote would be my favorite. plan to come in 1 day a week to the office, knowing that i would come in more if a situation arises that need me to be in person more in a week.

Flexible work hours is now seen as a definite "benefit" to employees, but also makes the employer more attractive to current employees and those seeking employment. People need flexibility without having to take a vacation day to wait for a repairman to show up in a 4-hour window, or flexibility with this whole COVID situation, especially working parents whose children are quarantined. We certainly worked remote fully and then partly and remained productive, at least our department did!

Given how we effectively pivoted to remote work, it makes sense for the University to consider the benefits of flexibility going forward - particularly for morale. Just as it is important to recruit and retain our students, we need to be forward thinking about how to recruit and retain our talented staff and faculty. I would like to be on campus most days, but would also appreciate the flexibility to leave early for greater work/life balance, or have the option to work from home if I have someone coming to my house for maintenance. Flexibility is a no-cost way to make USI an attractive place to work, and is something that most employees are seeking from an employer - particularly in a post-pandemic world.

Having a flexible work schedule and allowing remote work automatically boosts employee morale and provides a better work life balance. Not having a guaranteed retirement from a pension and not knowing how many years I will be working to be able to afford to retire would not seem as stressful if I had a flexible/remote work schedule, so I could enjoy my work experience more. Thank for caring enough to send this survey to gather our feedback.

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Administrators Only - Other comments regarding remote work or flexible hours options.

Honestly, the biggest challenge for my position with regard to remote work is internet speed. Needing to transmit 10+milliion rows of data (pulling it down, processing it, and reupload it) is very time consuming at home it takes 1.5 hours - on campus is it 15 minutes on a bad day. Remote work would be nice as an earned benefit (like vacation time) for use with supervisor approval. "I need to be home to accept an important delivery; I have an appliance repair scheduled, etc." - all it would be nice in those instances.   Flexible schedules with longer hours for a 4 or 4.5 day work week..4.5 day weeks do not really work in my experience - everyone ends up working on Friday afternoon and leaves roughly an hour early relative to the other four days - its carrot that you never really get and when you do - resentment from coworkers inevitably follows. It is a false benefit that employers typically use to steal time from their employees. 4 day workweeks would maybe OK - but the whole of the university need to be on board.

I actually wasn't aware of this "Summer flex program," so I'm just responding on my assumptions about what this is.   In my field (curatorial and art administration), I am constantly networking, thinking through projects, researching artists, etc. To help USI to have a strong presence in the institutional art world (exhibitions, collections, and education), relevant connections and partnerships are crucial. I love in-person connections the most, but I find that the kind of work I do happens in multiple different formats. This is especially the case in this more rural region of Southern Indiana, which has few resources in the Arts and is very overlooked by working artists and arts workers. The improvement of these resources and connections can directly influence the quality of education that art students can receive, the competitiveness of the art & design program, and the professional opportunities available for graduates.   The option to work remotely through digital meetings has greatly expanded my resources and my ability to forge new partnerships on behalf of USI.

I am one of the individuals who is actively applying for remote positions at other universities, with the intent to leave come December 2021 if the university continues to not allow remote work. How sad it would be to have someone with my institutional knowledge living less than 30 miles from the university, but will be gladly employed at a university who puts value on my work rather than my butt sitting in a seat where I am proven to be LESS productive. I love working here and would hate to go, but my family's health and wellbeing are more important to me than an employer who is forcing my hand to physically come into campus due to the "optics of a full parking lot". What about the success of the ONLINE programs here at the university?? Where are those cars? Where are those "butts in seats"?? My point is this; the university cannot fully support the growth of online programs without supporting the faculty and staff in working remotely- we are sending mixed messages to our students at that point... that the only way to "learn" or "work" is being physically present which is far from the truth. Sadly, if the leadership at this university doesn't see this, then we are doomed to fail and we will see the mass exodus of individuals, much like myself, leave for other opportunities.

I believe the ability to be flexible will be crucial for not only our campus, but for the workforce at large. It is time we acknowledge the negative impact that inflexibility has on our everyday lives.   Remote work, even on a part time basis, can provide staff the ability to do menial things as basic as signing for a package when it is delivered, to saving hundreds and hundreds of dollars. I spend $50 a week on gas. Working remote, even part time, would save me more money than I would get in a raise. This is without even considering those who would save money on daycare for children.   Prioritizing my home life more is something I wish I could do. I currently get home at 5:30-5:45, and am in bed no later than 9:00. Should I ever have a child, I would immediately look for a place with remote/flexible work hours. I also believe that, outside of covid, people can work from home while sick. In general, people come to the office when they have colds because they aren't bed-ridden and don't want to use sick time, and then spread germs. Staying at home would mean no lapse in work, and a safe working environment for all. I also believe flexible work hours can help improve quality of life. For example, If I have a quick 15 minute doctor's appointment, I have to take off a whole afternoon/morning to attend. If I could be allowed a flexible schedule or allowed to work remote on specific days, then I could easily just use my lunch time to complete those appointments. The ability to decide my hours would mean more opportunities for me to live my life, more opportunities for me to better myself and have less stress overall.   I do believe that all of this must come with complete transparency. People should utilize their calendars to mark out of/in office days. They should include office hours on their email signatures. It would be a huge cultural change, but one that I hope not just USI, but the workforce at large, adopts post-covid. This is the time to be innovators and front

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Administrators Only - Other comments regarding remote work or flexible hours options.

I believe this University should entrust the managers they hire to decide how remote schedule should work. Not all offices are the same here. The DOSO is more student centered while Procurement never sees students. IT, Business Office, HR need to be staffed to keep the office open, however most tasks could still be performed remotely. And that's where the University executive administration should trust their managers to make the best decision for their office. A cookie cutter solution will not work.

I did not use the FLEX time because I have plenty of vacation time. If I want to be off every Friday, I could use vacation time. So, that question was a bit tricky. I personally feel that SOME people who used the flex time would come in early - but not work...or stay late and not work (or leave as soon as they could get away with it... not staying their entire time. Not everyone - just some.

I have spoken to many friends and professional colleagues about job openings on campus. The main reasons they choose not to apply are low salaries and the lack of flexible work conditions. If we are unable to pay low- and mid-level administrators at a level that is comparable to other institutions, the University has to come up with some benefits to entice them to apply and flexible schedules are at the top of the list for those I know who are applying (especially Gen X and Xennials).

I hope the university will seriously consider remote and flexible work options to match the flexibility in comparable jobs in the greater jobs market. Being competitive in this area will help us retain quality employees.

I love the atmosphere of campus, so I enjoy being here most of the time. I can do much of my work from home and get more done since I save almost two hours of drive time, an hour of "getting ready", and I work undisturbed. I feel like I am more productive at home, but I enjoy the social aspect of being on campus. I would love to have flexible work days.

I loved remote work. I like the flexibility of coming to work sometimes and working from home sometimes. I don't like a "buts in seats" mentality, when I was giving 150% when I wasn't even allowed to come on campus. It's a real morale crusher.

I personally believe that our department has made the most of the remote work operations, despite the fact that many of our processes were not really intended for remote operations. I personally find that I am more productive at home. Currently, I commute to campus just to sit in my office alone with the door shut. We've been encouraged to limit our face-to-face meetings. It just doesn't make sense to commute to work just to sit in my office alone, unable to meet in person, when I can do this from home. To that end, I would prefer to work remotely unless there was a reason I needed to be on campus (and my position does require me to be on campus at times, so I am not requesting a 100% remote arrangement, but would like consideration for some flexibility of remote work in the future).

I prefer 2 or 3 days in the office and the other days remote. In addition, I prefer the remote days to be flexible for start and end times so that lunch time could be longer (best part of the day).

I really enjoyed the combination of working remotely and working on campus. Being on campus 100% has added to my anxiety and depression. I am taking more anti anxiety meds because of this.

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<u>**Administrators Only - Other comments regarding remote work or flexible hours options.**</u>

I think it would be wise to consider rotating remote work schedules until COVID-19 is no longer a threat.

I think we should maximize flexibility in the workplace whenever possible.

I was pleasantly surprised at how easy the transition was to remote work - and I am surprised at how much I miss this option, although it has been great to see everyone.

I was surprised and pleased at the success I had working from home. I felt I was very productive and worked more hours than if I was in the office. I had less distraction and was able to focus more without the distractions.

I was very disappointed we weren't allowed summer flex, that is a time when I usually unwind and take personal time with my family and to have it taken away was really deflating. To give an excuse that HR didn't want to handle the program right now wasn't acceptable. Summer flex could have been given to supervisors. And saying "we've been flexing all year" was laughable when you worked in a department where we weren't allowed flexibility through this. If we were allowed to be flexible with our time as stated, we sure weren't aware of it in our area. We need flexible work arrangements all year, but at minimum in the summer. If COVID has taught us anything, it should be that the University should be understanding of work/life balance. If someone is productive and able to work at home, they should be given that option. Perhaps not full time, but if there is a way to coordinate time away with others in your department (to maintain the forward-facing environment) then it should be allowed. Not everyone on this campus can easily maintain an 8-4:30 work time, so why not rotate and let some work early, or work late? Then offices could be open longer for students while still having the same amount of productivity. Or how about allowing someone to come in late one day and make it up by working later another day instead of forcing a half day of family sick on someone for needing to take a child to a dr. appt at 8 am. Employees are treated like factory workers, punching in and punching out, expecting everyone to rotate their home life to fit into the work schedule. It doesn't need to be that way any longer. Supervisors should be allowed to be flexible with their staff as long as daily operations and student services are still not negatively impacted. At one point I was told I could not take the last half hour of my lunch to go to an exercise class at the end of my work day because it would constitute taking a late lunch. Who cares? I worked 7.5 hours and took a shorter lunch

I work in my terminal almost entirely all day, every day. Whether that terminal is in my office or at home makes very little difference.

I work more than 37.5 hours each week. O Flex i would work more at home. accomplishing work requiring thought and quite a bit of time is not easy in my office as i am interrupted quite a bit each day.

I would strongly prefer something available all year and not just summer. Also, I am far more interested in remote work than flex hours. I have heard several coworkers are actively seeking remote positions elsewhere since it is not currently permitted at USI and not expected in the near future. I have seen several other universities with policies that permit up to 2 days a week remote with supervisor approval. (And working remotely more than 2 days a week requires HR approval.) I wish USI would delegate authority similarly and allow directors to approve remote work requests depending on the needs of their departments.

Ideally, I would love to be able to flex my time in a true "Flex" fashion from day to day/week to week. This would allow for doctors appointments, kids activities, aging parent care, etc.

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It allows me flexibility with my health conditions and back and forth to doctors appointments.

It is really baffling to me that remote work isn't an option for people that have zero face time with students. We just demonstrated for 15 months that it is a viable solution for some positions.

It seems that we should offer employees as much flexibility in their work schedule as possible - all year around. I believe the pandemic has proven that a significant amount of work can be taken care of remotely. If we are unable to offer higher wages to individuals, the perk of saving the cost of gasoline and time to travel here may be appealing.

It would be nice to just have the ability to take a remote day if needed. I like working on campus with my co-workers, but the flexibility would be useful to me and also make me feel like this university actually cares about my needs.

It's been great to see changes to campus-wide/cross-campus processes to make them more streamlined and virtual based due to remote arrangements - even with a return to on-campus work, those processes certainly needed updating. If any remote work arrangements are reinstated, it would be even more important to consider transferring other outdated (primarily paper-based) processes to a remote/virtual system.

Just do it. They pay has been so terrible, except for those at the top, that you owe it to us to make our work life easier

Most of administrators are exempt and working more than the 37.5 hour week anyway. So allowing them to work 4 or 4.5 days a week would fit well.

My colleagues and I were even more productive and had greater morale when working remotely due to the nature of our positions. A huge and growing number of universities and other companies are offering remote work as a benefit, and there are a growing number of job opportunities. In my opinion, not offering this to the positions for which it is conducive is not in the best interest of the university, since it will be extremely difficult to hire and retain quality employees. The flex schedule did not work for my area because it was only offered for a small period of the year, and as full-time, year-round, non-student facing employees we were unable to take advantage of it due to the requirement to be in the office all 5 days of the week due to the rules of our department. The idea of "fairness" has been discussed when talking about remote work due to some student facing positions not being able to work remotely. However, this aspect is not considered when some areas like ours are unable to take advantage of the flex scheduling, while many student facing positions are able to do so. I do not see all positions at the university as a one-size fits all in this regard, especially for non-student facing positions. I believe if we do not make a change in this area, we will continue to lose quality employees to other job opportunities that not only pay more highly, but also offer remote work as a benefit as well. I would also ask how we can consider ourselves to be innovative in our strategic plan, when we are lagging behind what a growing number of other universities are already doing, many of whom had policies of working remotely at least 2 days a week before COVID was even a concern.

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Administrators Only - Other comments regarding remote work or flexible hours options.

My department does not have a front desk for customers. We don't see anyone. We just work. The work I do can be done 100% remotely. I was very productive during the pandemic remote period. I often put in more time because it was easy to work before 8AM and after 4:30PM since there wasn't a commute. I also found ways to balance this for work-life balance and don't feel as stressed as I do when I'm physically in the office. Remote work did not impact the collaboration and support with co-workers. We actually met and talked about projects more frequently over Teams than if we were in the office together. My morale and wellbeing has suffered since being required to perform my job on campus vs. remote.

My department was required to return to work on campus full time in July 2020, so my answers to these questions are probably not the best. If I had been allowed to work remotely more, then I might have a better understanding of the positive and negative aspects of remote work. I believe my department could have functioned just fine with remote work post July 2020, but that was unfortunately not an option per my supervisor.

My past inability to participate in the flex program had more to do with the inflexibility in the hours of my children's daycare. In the past, I could not work longer days in the summer because my children had to be picked up by 5 p.m. I also have always had a solid collection of vacation hours, so it's not been necessary to use flex time. I would just take a day off as I needed to, with supervisor approval. My children are older now, which means daycare hours are no longer a factor. I actually would have selected all three scenarios on the previous screen, had I been permitted. There are days starting early would help; there are days starting late would help; and there are days that I now could work longer to "earn" a half or full day of vacation. With my supervisor hat on, I know several employees were very disappointed not to have the summer flex option in 2021.

My position is ideal for flexible hours and partial remote work, and with how many evening and weekend hours I put it (I'm salaried), it would significantly reduce stress in my life and improve job satisfaction. However, my supervisor has a tendency towards rigidness, and a desire for control and for others to conform to the same schedule and work-style that she prefers for herself. That, however, is not conducive to my productivity, or to the overall productivity of our office. Additionally, when I'm working 20-30 hours extra each week for several weeks in a row for events, it would be very helpful to flex some of that time and take a day off the following week or come in late the day after we have a late-evening event. I can tell how much it affects my health to not be able to slow down or take a little time after several weeks of working days, evenings and weekends straight. I don't feel like those of us working those hours should have to dip into our vacation time to have a flex day or two during those times of the year. I see other departments allowing flexibility, but our department rarely allows for it even though we are a department that typically only needs one of us to be present on campus at any time. Additionally, even when our supervisor allows for some flexibility, she tends to communicate disapproval through passive-aggressiveness that's not worth the stress. Both I and another employee in our office are applying and looking into job options that are more flexible and reasonable.

My position is one that can be completely remote and is more productive remote. I also tend to put in extra hours when remote because I am comfortable at home. I have zero distractions at home and it works great for me. When the flex time is offered I cannot take advantage due to the number of hours needed to work at that time. I could do all those hours successfully at home. I was happier and more content in my job even when stressed out. I had no issues completing my tasks or communicating with anyone I needed to. Please seriously consider remote work for those that can do it.

My position requires me to work evenings or weekends at times for meetings, events or programs which go longer than the 7.5 hour day. This was the case even when these programs were held virtually. The remote work option was nice, because I could still work and be productive at home, but it also cut down on drive time, etc. and created a better work/life balance. The flexible work hours were never really an option for me due to being a supervisor and also having programs and events where a set weekly schedule was impossible to keep.

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Administrators Only - Other comments regarding remote work or flexible hours options.

My schedule can be very random week to week with morning or evening programs, so how can that be woven into having a flexible schedule? Currently, some supervisors give allowance for extra hours and others do not. It would be nice to have a fair and flexible system across the board.

Now that everyone is set up to work remotely, I find it hard to explain why one couldn't work from home prior to their 9:00am appointment then come into work after. Therefore using less time off and at the same time being more productive for USI. I found that working remotely was very positive for my staff and they did not fall behind and continued to provide excellent service. It helped managing work/life balance and during this crisis we felt protected by the University. While I managed my staff well, it might have been useful to provide resources for supervisors that may not have been able to adjust as quickly to remote supervising. Personally, my staff and I are still operating as if we are not here, meeting mostly by zoom and Teams, even though we are right next door to one another.

Our department is not conducive to working remotely. We are a 24/7 operation

Overall, I felt more productive while working from home. There were fewer interruptions by coworkers chatting, yet when questions arose we were able to collaborate through Teams, chat, or Zoom calls. This also saved me nearly 2 hours of travel time per day and the cost of fuel.

People would rather have remote work than a flexible start and end times

Perhaps the flex option could involve working from home some days.

Personally, I have been heavily considering and searching out for other job opportunities that will provide a remote work option. I honestly believe that USI completely fumbled when requiring all (at least non-student facing) administrative and staff positions to come back in person 5 days a week, right after everyone proved to the administration that we could operate remotely for over a year. Remote work truly needs to be department based and schedules should be at least flexible in nature. Equality for all employees at USI does not equal Equity. Fairness does not mean if some areas and employees can operate remotely, that all positions are required to have this option. Fairness would be to allow the option for remote work to employees whose jobs have the potential to do so. Please allow remote work going into this semester.

Please bring back the option for remote work soon for positions that are possible to be done fully or partially remote. If you want to be an employer of choice, this should be a no-brainer. Failure to do so will come with a cost as other employers embrace this new reality for their workforce.

reality check- the soft benefits of working for USI and the monetary reward received has always been a delicate balance. Based on evidence and not theory, it has been shown that productivity for many can be maintained by working remotely. It is an opportunity to restore the equilibrium of benefits that has attracted and kept employees, without outlays of scarce funding. The competition for good people will not decrease, the brain drain of experienced personnel will continue, and the prediction of inflationary impacts of COVID are on the horizon. The need to control the roll out is understood. However, It is opportunity to trade rhetoric for action, and move boldly

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Administrators Only - Other comments regarding remote work or flexible hours options.

Remote and flexible hours are a win/win for the campus. Certain offices could be open later or earlier, and morale would be better. My life was transformed by having the opportunity to work from home. Mentally and physically. I'm suffering depression now that I'm required to sit in my office all day and my productivity has gone way down.

Remote work brought the most productive and most rewarding year of my career. Co-workers were a lot more calm and collaborative while working remotely. I believe companies that adapt to this structure will be able be a desirable workplace and be able to adapt to the future the best.

Remote work should be encouraged more instead of discouraged from happening at all - more flexibility. The attitude from HR seems to be that we have to be in the office where a supervisor can be looking over our shoulder or else we won't get any work done.

Remote work two days a week was great at preventing burnout and increasing productivity. It encouraged our team to be flexible and responsive to student needs and our own needs in a way that didn't sacrifice any of the exceptional service we provide our students. In fact, it made it easier to provide that service, because the ability to work from home two days a week kept our team refreshed and excited to come in the office when their in-person days arrived. Being fully remote during the beginning of the pandemic was not ideal, but two days a week was the sweet spot in terms of delivering the best service and being our best as employees. I believe that offering this option to employees going forward would best serve the university and those who work for it.

Remote work, for those who can complete their jobs, should be approved. It also needs to be consistent throughout the University, not "if the supervisor approves."

Smart phones and Zoom technology allow for much more flexibility to respond to student needs and for teaching and learning. Remote work makes it more feasible to work with students at 5 - 6 pm or weekends and still maintain a work/life balance.

Some departments didn't have a choice when campus reopened, they had to have staff come in. While others kept working from home full-time. Some areas proved that they could successfully do their jobs from home and have the flexible schedule to come to campus when needed. We need to respect that and allow those who need to care for elderly family members to remain working a flexible schedule

Supervisors do need the flexibility to be compassionate with regard to work from home when needed. I realize some people abuse the system - but they abuse other parts of the system as well. The vast majority are good people trying to get stuff done. That flexibility is key.

Thank you for asking these questions. My productivity at home was great, and usually much better than being on campus. (Distractions here). I do like being on campus too. I think the best fit for me is a combination of both with flexibility depending on my tasks for the day.

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<u>**Administrators Only - Other comments regarding remote work or flexible hours options.**</u>

The IT department showed how productive we could be during the pandemic. We came to campus when we needed to but we were highly capable of doing the most of the work remotely. For example, the Vcenter environment that houses 98% of the Windows and Linux Servers was built remotely. The person working on this environment came in to campus when needed to add RAM to the Host Servers but other then that the environment was build remotely.

The lack of interruptions increased work productivity and efficiency. Greater job satisfaction.

USI has demonstrated an ability to do the work in various modalities. There is no reason this should not be an option that is investigated and vetted through each of the governing bodies. If we can deliver remote coursework and have delivered remote services, we should research possibilities to this idea as a way to attract future USI employees.

We had a greater reach to our students through remote work related opportunities. Students are grateful for the increased availability through remote means, and the way business is conducted in 2021 has changed. More offices are offering remote work across multiple industries and I personally know colleagues that are actively looking for other opportunities with that level of flexibility and work place opportunity.

We have discovered that it can be done remotely and be flexible.

We have proven working remotely can be done effectively using Zoom and Teams and other changes that the pandemic brought about. Understandably, positions such as public safety and custodial staff can't work remotely, but all office positions should be able to have the choice of remote days. It would improve employee morale, which is at an all time low and make the employee feel appreciated. With most companies in Evansville and nation-wide moving to a more flexible work model which includes remote work, USI would be smart to implement a remote program to retain and recruit quality employees.

We need to accept change to our work environment. COVID-19 caused an external factor of competition of remote work. The University has proven it can successfully and productively operate most positions remotely. We must offer remote work for retention and recruitment to remain competitive with the work force.

Whatever flex options may come into existence, they need to be clearly defined so that there is not ambiguity between staff scenarios.

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Administrators Only - Other comments regarding remote work or flexible hours options.

While the University is promoting the idea of fairness in remote work and flexible hours, the reality of implementation of these programs has not been "fair" for all workers. Fair does not mean treating everyone with all positions the same. Fair means allowing supervisors to make a determination of their office needs and working out a schedule with those employees. Some offices do not have the staff available or have different busy times than others, so the flexible hours that have been offered in the past have never been "fair" because it has not been available to all workers, and there has been no regard in the past to adjust work schedules to make it "fair." It is also not "fair" to evaluate all remote work based on some employees taking advantage of the situation. If a supervisor finds an employee is disregarding policy and not completing their job, then the supervisor should consider disciplining the employee or educating them on how to complete the tasks in a remote environment.

Without consideration of a remote/hybrid work option, I fear we may continue to see an exodus of employees. I have personally seen numerous people already leave the institution to pursue remote offerings.

Working remotely definitely had a positive impact in my department. Everyone felt like they accomplished more in their work and home life and were much more productive in all aspects of life. i know USI is only going to care about the work life, and all seemed happier and more productive in work life.

Would like to see remote as options for summer flex.

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA (KD) 9/16/2021

Support Staff only - Other comments regarding remote work or flexible hours option.

A large portion of the work in our area can be accomplished remotely without a loss of productivity. We were able to come in once every 2 weeks to handle checks that came in the mail, and we could certainly modify the hours here to accomplish our responsibilities. I feel that we actually were more productive while working remotely due to being able to upload files for review without having to generate hard copies. I feel that we create a great deal of paperwork in our area that could be better (more efficiently) handled electronically. Since we already save it electronically in two, or sometimes three, systems I believe the hard copies are redundant and waste time and resources. The flow of work was definitely smoother while we were working remotely. The only thing I missed was the daily interaction with my co-workers.

A remote work schedule would be better than the flexible hours for those that have to drop off and pick up children especially if you do not live close to USI. Daycare/Preschool hours will most likely not accommodate if you need to drop off your child sooner or need to pick up later. Remote work gave a chance to be more present for my family, save gas money and car maintenance overall, and not feel as exhausted from traveling to and from the University (especially when all work could be done remotely). My office is still able to maintain the same level of (if not more) productivity working remote vs in office. Right now in office feels the same as if I'm working remotely.

Being flexible and competitive with working styles is important for the newer generation of workers

Due to medical conditions, I worked remotely up until this summer when we were required to return. Now that cases are beginning to surge again, I would like to be given the option to return to remote work until the pandemic is no longer a concern. I have 2 blood clotting disorders and had a DVT (deep vein thrombosis) & PE (pulmonary embolism) in October 2019. Covid-19 is known to cause blood clots so my doctor suggested remote work be a good choice for me since I am already susceptible due to my clotting disorders and history of blood clots. The vaccines have also been known to cause clots & I was hesitant to get the vaccine due to this. I ended up getting the Pfizer shot May 4 and was in the hospital with new clots by May 14. So, now I have even more blood clots and only 1 shot of Pfizer. My doctor said it would probably be a good idea if I do NOT get the second shot So, now I'm here on campus, unprotected (aside from a mask) because I can't get the second vaccine shot and my condition doesn't fall under the ADA disabilities that would qualify me for remote work. I already have multiple clots and both Covid-19 & the vaccine cause clots, so I am constantly worrying about germs and being around large numbers of people. My anxiety has definitely been negatively impacted since returning to campus, especially now that all of the student's are returning.

Flex Hours to have Coverage as needed, but longer hours each day to take off and have a longer weekend. All work can still be accomplished in that scenario, proven from past experience here at USI.

flex never worked for me in the past as I cannot commit to a certain day of each week for an extended period, my schedule fluctuates so my flex schedule or remote work will need to be scheduled around my monthly work calendar

Flexible hours work as long as EVERYONE works together and will cover each other when needed for emergencies. Also rotating hours to be fair to everyone in the office.

For non-student/client/customer facing positions, I don't think that we need to be A) physically present or B) all available during the same typical business hours because a lot of business is conducted in an asynchronous way. The only time many of us need to be physically present is for mail/package processing or to collect supplies, etc. and a large amount of us have become really familiar and comfortable with electronic meetings. There are a lot of things that make working from home attractive for adults, especially those with children. I haven't noticed anyone in my team slacking off. Working at different times of day, maybe, but still working hard as ever.

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Support Staff only - Other comments regarding remote work or flexible hours option.

For someone in their 50's - working from home is great. Not having to dress up and able to have the flexibility for appointments.

I am already on campus early every single day because of daycare/school schedules. I am working during this time. I also rarely take lunch or just a 30 min lunch but still have to stay until 4:30. Being able to count my arrival time and take a shorter lunch to leave early would be extremely helpful to my work/home balance. I love working at USI and I don't really have many complaints about working here. But having the flexibility to change these hours would be a blessing.

I am part-time. I offered to do as much of my job remotely as possible, but the Safety Dept did not need me to do it. So, most of the questions do not apply to me. I so I skipped some.

I answered that my job could not be done remotely at all. However, there is nuance and that answer was closer to the reality. There are aspects of my job that do require computer work and communications that could be done remotely but that work is not concentrated usually, or is interspersed with the in person work that I do. I tried hard to do what I could from home during the first 4 months of the pandemic but ran out of things to do at some point. I was very grateful for the OneDrive capabilities of our computer network! I was grateful to have learned about Zoom and to have that access provided. I was ready to return to campus when were allowed to do so. As for the Summer Flex program, it just never was a need for me. If I need a day off I take a day off. I currently have a young child and I am often responsible to pick her up from y-care of day camp, so working longer hours on a regular basis is not a real option. I also get her ready for the school bus or take her to day camp in the Summer most mornings. I believe it is important to allow people who need flexible work hours the ability to do that in whatever way works for them and for their departments.

I believe that allowing remote work or flexible schedules year round would increase productivity and happiness, and reduce turnover, among employees - I also believe that a shorter work week (for example, 32 hours/week) without decreasing pay (for salary or hourly - even if that includes raising the hourly wages to match what employees are currently making weekly) would also increase productivity, employee satisfaction, and reduce turnover. Right now I believe that it's important to take in consideration that due to burnout, depression, and anxiety amplified by the pandemic that work productivity and output may be hindered whether working on campus or remote.

I believe the remote work option is important for staff morale and work flexibility. Some parts of the job can be done remotely if the individual has remote internet access via a dedicated internet service or hotspot capable service area. We are able to Zoom meetings and access work remotely as a safe work environment. This is also important if you have children or family that may need care.

I do know a couple of different situations

I don't interact as much with others in the office as I did before the pandemic started. For example, I rarely go upstairs now and see that part of our department. I see the same people I did when we were working some remote/some here. We shut our doors more often, however, and don't interact as much.

I found that I was much more productive when working remotely, I had fewer interruptions and was actively included in more group conversations than when I returned to campus. My work was more accurate and I found my work more engaging. My emotional and physical health was better as well because I didn't feel trapped in a cage or box with no windows. Unfortunately, overhead fluorescent lighting is a migraine trigger for me so often I leave work with a headache.

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Support Staff only - Other comments regarding remote work or flexible hours option.

I found that working remotely was very beneficial to not only my work productivity, but to my mental health. I have been back to campus full time since the beginning of July and it's difficult to retain the mental health incline that I had while working remotely. Even when we were working remotely every other week, it significantly improved my motivation to want to get work done because I was able to step away and take a much needed walk to de-stress and relax or do something similar if a stressful situation arose. Once I was able to have that small break away from my work responsibilities, I was better able to concentrate and get back on track to significantly improve the work that got done. Since we began working remotely last year, I have made comments to fellow coworkers about having remote work "time" built in to accrue like we have sick and vacation pay. This would honestly help those who work far away (like myself), have family members they need to care for, other job responsibilities, or home life that may be out of balance. Even providing a set number of days throughout the year for remote work would be beneficial to all employees across campus. My department did not approve flex work in the summer of 2019 because they claimed we did not have enough coverage for the office to offer it for support staff. However, we have more than proven ourselves to be fully capable of running the office from home or to be "short staffed" if we were to be offered flex hours again.

I have always been told that in order to do flex you have to have someone to flex with. My position there is no one to flex with.

I have always believed a 4 day work week would greatly benefit the campus community. We are one of the few industries where 4 day work weeks can successfully be implemented with little to no disruption in the quantity or quality of services we provide. Faculty are still able to provide education 4 days a week, administration would have longer days to complete their duties, and support staff, i.e. maintenance/custodial/grounds would be able to perform all of their duties and more during longer work days. Studies have been conducted around the world showing an increase in morale and productivity when 4 day work weeks are implemented. I also strongly believe that this would be a good hiring incentive when attempting to attract potential employees as I have yet to speak with any friends or family in my life who would not love a shorter work week/ longer weekend. I do believe in the coming decades there will be a general push towards 4 day work weeks, and it will be in USI's greatest interests to be ahead of that curve and leading the way versus other universities.

I love working at USI and will do whatever the university mandates however being a parent having the remote option does have advantages such as when things are needed for me to be home for such as maintenance like plumbers or my child is ill or daycare is closed. I understand my particular role at the campus is needed to be done in person for the most part but wouldn't turn down the option to be remote a few times a week especially with gas prices rising. With the flex hours again as a parent it would be great to work the hours that school runs such as 6am-2:30pm or even take a shorter lunch to be off in time to make the car pick up line during the regular semesters. During the summer there could be a few options such as giving the chance to be on campus for longer hours and be remote working shorter hours a few days or being off one of those days a week and another option could be working regular hours 3 days a week on campus and working remote 2 with a USI announcement that states Summer In-Office Hours are Mon-Wed with remote hours being Thurs-Fri please make accommodations for visits by emailing or calling. If the second option is considered you could have half the support staffs here Mon-Wed and the other half Wed-Fri to ensure there is someone on campus. These are just suggestions but ones that could work in the long run as well as be beneficial to USI community.

I see work becoming task driven rather than time driven in the future. I have a better work-life balance when working remotely.

I think that a 4 day work week would be very beneficial to both the campus and all of its workers.

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Support Staff only - Other comments regarding remote work or flexible hours option.

I was hired February 2020 and only worked on campus for 5 weeks before moving to remote work. I was trained as a contact tracer while on remote work and conducted my work in that role entirely remotely. I was hired into my current position in September 2020 and did the entirety of my training for this position remotely. I loved the flexibility of being able to be home to take care of things as needed. My performance reviews indicate that my supervisors have been satisfied with both the quantity and quality of my work. I was interested in the summer flex program this summer, but it was not offered university-wide. It's frustrating that my job is not really a customer-facing position requiring face-to-face meetings and most students don't even know my position exists and yet I have to come to campus 5 days a week to sit locked up in my office when I could do the same job sitting comfortably at home. It's also frustrating that I have to take extra time off for doctor's appointments and such because all of my doctors are on the east side of town and much closer to my home. Earlier this month, I had an appointment at 9:30 that lasted an hour. Instead of taking off for an hour or so, I had to take the entire morning off because it didn't make sense for me to drive to campus for an hour then drive 30 minutes to my doctor, take an hour for my appointment, and then drive 30 minutes back to campus. Instead of taking 1.5 hours of sick time if I could have worked remotely, I had to take 3. I also have a 12 year old daughter at home who is back in public school this year. If she winds up sick or having to quarantine or isolate, I'll have to use sick time to care for her instead of being able to work from home and check on her occasionally to tend to her needs. I realize that I need to be able to come to work 1-2 days a week to check my mail, but with the resources the University put in place during the first wave of the pandemic, there really isn't anything else I'm

I wish there was some kind of perk for those of us who are not able to work from home. My job, and all the jobs of those I supervise, are not ones that can be done remotely. The people that worked from home for a year and a half had a far greater level of flexibility. I feel that those who have been back since after that first month where almost everyone was at home should receive a thank you for their service and loyalty in the form of comp time. This way people could schedule a break for themselves, or have extra time to use in situations such as doctor appointments, not feeling well, suddenly needing to keep their kids home from school, etc. The people working from home didn't necessarily have to use time off for those types of things and probably had an easier time managing everything going on during the pandemic. There are a lot of hard working people who have been on campus this whole time who deserve a legitimate thank you for their dedication.

I work in a busy office and would appreciate to ability to work form home one day, to work on tasks I can't find time to at work.....because I'm in a busy office and am interrupted frequently.

I would highly prefer remote days over a flex hour schedule

I would work remote one day a week but most of the time, I am in the office to keep the doors and lights on in my department.

it may not work with my position. I oversee the daily workings in Academic Skills and perform placement tests with students online and in person. It is much easier when working in person at the University.

It's important to offer both yet. We are adults and can handle getting the work done. We do not have to be treated as if we are 8 years old and can't figure out being responsible.

ON the last question 7.5 early; 7.5 late; longer days -- actually none of the above would have been my answer -- be flexible by working remotely at least 3 days a week - you can adapt that time frame to best meet needs.

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Support Staff only - Other comments regarding remote work or flexible hours option.

Our department could more easily work remote during the summer that during the school year.

Remote is great and the flexibility was wonderful when my husband was in the hospital. It also made it easier to take classes.

Remote work is a option I think would be beneficial to the employees and the employer especially with the pandemic and different scenarios that could arise at any given time.

Remote work was difficult because I didn't have access to my files, so I came back and stayed on campus once we were allowed. Of course, I would do it if we had to again. I didn't feel that the flex time in the summer was fair to people who had a lot of vacation days earned. Why should I work ten hours a day for four days to be able to take off a day when I had plenty of vacation already? The problem was the people who did flex were able to take off on Fridays and Mondays (as they were encouraged to do), so non-flexers with vacation days were left with Tuesdays, Wednesdays and Thursdays.

The experience of working remotely forced me to shift methods of collaborating and performing job tasks. The experience taught me personally, and our college collectively, that we can successfully perform our work away from campus. Remote work also enhanced my home life and provided me with a good work-life balance. I personally am not actively looking for another position, but if I were to learn of a similar position with remote options, I would definitely be interested and possibly pursue the opportunity. I love working at USI, and I hope our university responds to what we now know about the success of remote work by creating opportunities for its staff to implement remote options into their work schedules.

The last 15 months or so have shown that positions, not just at USI, can work remotely and be successful. In most cases, productivity is increased due to limited distractions. For those here on campus that do not have a direct connection with academic students, the opportunity to work remote could potentially be a benefit to the University's budget as a whole. Allowing those an opportunity to work on campus just a few days each week continues the sense of community the University prides itself on and continues to be cost effective.

The one negative thing I found with working flex hours was that we were not allowed to take sick time for doctor's appointments. We were told we had to do that on our flex day. First, it is sometimes impossible to schedule a doctor's appointment on a specific day. Second, if we are still putting in the same amount of hours, why should we have to do these things on our own time when during a regular work schedule we would be allowed to take sick time?

The ones that can not work remote should be Compensated

The option to work remote one to two times a week would be nice during stressful or busy weeks.

The option to work remotely on an as-needed basis would be helpful, especially in encouraging myself/others NOT to come to work even mildly sick (with anything, not just COVID). I think it would also help those with children or family members to arrange a schedule that will allow for them to care for their loved ones as needed without compromising work duties. I understand that we are a people-facing university, but I believe we have more than enough staff to accommodate enough in-person interaction with students.

Support Staff only - Other comments regarding remote work or flexible hours option.

There was a much better work/life balance working remotely. My mental and physical health was better working remotely. The quality of my work was enhanced.
Those making these decisions need to be open and forward thinking. Yes lots of people have the capability to work remotely based on their profession here. Some positions absolutely have no business working remotely. Preferential treatment to remote work because someone has children isn't fair to those that do not.
Totally would be interested. I actually feel that I was more productive. No interruptions. My work does not involve being around anyone. No face to face needed. Zoom takes it places among co-workers.
USI should be more willing to work with parents that have younger children in EVSC who does not allow for early drop off or cannot afford the early program. Understanding that home situation is strained when not taken into consideration.
With the COVID as BAD as it is i feel the employees that can remotely do their job should be able to continue to do so for their own health especially since the vaccinated are getting covid too, better to protect the employees because they students do not care if they get it or spread it and it will be the employees that suffer the consequences. most employees have either children/grandchildren or elderly parents to deal with so this really puts us in a bad position
Working remotely offers flexibility with ones schedule without compromising productivity or being able to collaborate with coworkers. The ideal of working remotely a few days a week and being on campus a few days a week is, I feel, a wonderful compromise to ensure employee morale, eliminate stress, and allow employees an opportunity to balance work and home life.
Would enjoy being able to work remotely when students are not present on campus.
would like to work 4 days and have 3 day weekends

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

Impact of Working Remote - Supervisor Experience

Please select the response that best reflects the impact working remotely had on your staff's... - Ability to collaborate with coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	3	7.5%	18	45.0%	12	30.0%	6	15.0%	1	2.5%
Administrative Staff	1	1.0%	38	38.0%	38	38.0%	11	11.0%	12	12.0%
Support Staff	6	26.1%	6	26.1%	8	34.8%	1	4.3%	2	8.7%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Please select the response that best reflects the impact working remotely had on your staff's...- Support from coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	2	5.0%	13	32.5%	19	47.5%	5	12.5%	1	2.5%
Administrative Staff	1	1.0%	29	29.0%	45	45.0%	14	14.0%	11	11.0%
Support Staff	4	17.4%	6	26.1%	10	43.5%	1	4.3%	2	8.7%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA 9/16/2021

<u>**Impact of Working Remote - Supervisor Experience**</u>

Please select the response that best reflects the impact working remotely had on your staff's...- Overall quality of work

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	2	5.0%	12	30.0%	20	50.0%	3	7.5%	3	7.5%
Administrative Staff	0	0.0%	13	13.0%	57	57.0%	17	17.0%	13	13.0%
Support Staff	4	17.4%	6	26.1%	9	39.1%	3	13.0%	1	4.3%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Please select the response that best reflects the impact working remotely had on your staff's... - Work productivity

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	2.5%	15	37.5%	16	40.0%	6	15.0%	2	5.0%
Administrative Staff	3	3.0%	18	18.0%	42	42.0%	23	23.0%	14	14.0%
Support Staff	5	21.7%	7	30.4%	7	30.4%	3	13.0%	1	4.3%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Please select the response that best reflects the impact working remotely had on your staff's... - Workplace morale

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	5	12.5%	16	40.0%	16	40.0%	2	5.0%	1	2.5%
Administrative Staff	2	2.0%	38	38.0%	20	20.0%	23	23.0%	17	17.0%
Support Staff	6	26.1%	4	17.4%	8	34.8%	3	13.0%	2	8.7%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA (KD) 9/16/2021

Impact of Return to Campus - Supervisor Experience

The return to campus has had a _____ impact on your staff's...... - Ability to collaborate with coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	0	0.0%	4	10.5%	17	44.7%	14	36.8%	3	7.9%
Administrative Staff	1	1.0%	6	6.1%	41	41.4%	48	48.5%	3	3.0%
Support Staff	0	0.0%	1	4.3%	8	34.8%	12	52.2%	2	8.7%
Part-time employee	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%

The return to campus has had a _____ impact on your staff's... - Support from coworkers

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	1	2.6%	5	13.2%	15	39.5%	15	39.5%	2	5.3%
Administrative Staff	0	0.0%	2	2.0%	54	54.5%	39	39.4%	4	4.0%
Support Staff	0	0.0%	1	4.3%	10	43.5%	10	43.5%	2	8.7%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA (KD) 9/16/2021

Impact of Return to Campus - Supervisor Experience

The return to campus has had a _____ impact on your staff's... - Overall quality of work

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	0	0.0%	3	7.9%	21	55.3%	11	28.9%	3	7.9%
Administrative Staff	0	0.0%	5	5.1%	62	62.6%	30	30.3%	2	2.0%
Support Staff	0	0.0%	0	0.0%	8	34.8%	12	52.2%	3	13.0%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

The return to campus has had a _____ impact on your staff's... - Work productivity

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	0	0.0%	6	15.8%	18	47.4%	11	28.9%	3	7.9%
Administrative Staff	0	0.0%	15	15.0%	50	50.0%	31	31.0%	4	4.0%
Support Staff	0	0.0%	1	4.3%	8	34.8%	11	47.8%	3	13.0%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

The return to campus has had a _____ impact on your staff's... - Workplace morale

	Significant negative impact		Negative impact		No impact		Positive impact		Significant positive impact	
	Count	N %	Count	N %	Count	N %	Count	N %	Count	N %
Faculty	2	5.3%	6	15.8%	15	39.5%	13	34.2%	2	5.3%
Administrative Staff	10	10.1%	20	20.2%	21	21.2%	40	40.4%	8	8.1%
Support Staff	1	4.3%	5	21.7%	5	21.7%	9	39.1%	3	13.0%
Part-time employee	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%

Remote Work Results - Fall Faculty Staff Survey 2021
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<u>**Supervisor Experience - Hiring and Losing Employees**</u>

Since the pandemic (March 2020), have you had any employees leave USI or are considering leaving for employment elsewhere that offers on-going/permanent remote work options?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	68	11.6	41.0	41.0
	No	98	16.7	59.0	100.0
	Total	166	28.3	100.0	
Missing	System	420	71.7		
Total		586	100.0		

If you've served on a search committee in the last 16 months, have any candidates inquired about long-term remote work options at USI?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	6.3	45.1	45.1
	No	45	7.7	54.9	100.0
	Total	82	14.0	100.0	
Missing	Have not served on a search committee in the past 16 months	84	14.3		
	System	420	71.7		
	Total	504	86.0		
Total		586	100.0		

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA (KD) 9/16/2021

<u>**Supervisor Experience - Hiring and Losing Employees**</u>

Do you expect to have challenges recruiting new employees because USI currently does not offer remote work options?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	14.5	51.8	51.8
	No	79	13.5	48.2	100.0
	Total	164	28.0	100.0	
Missing	System	422	72.0		
Total		586	100.0		

Remote Work Results - Fall Faculty Staff Survey 2021
Created for Administrative Senate by OPRA (KD) 9/16/2021

<u>Supervisor Experience - Flex Time</u>

Flex Time Options - Supervisor Experience

Have you had administrative or support staff members participate in the summer flex program in the past?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	99	16.9	61.9	61.9
	No	61	10.4	38.1	100.0
	Total	160	27.3	100.0	
Missing	System	426	72.7		
Total		586	100.0		

As a supervisor, please indicate how disruptive you believe it would be to allow administrative or support staff members to participate in some type of year round flexible hours program versus only in the summer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - Not at all disruptive	61	10.4	39.1	39.1
	2	37	6.3	23.7	62.8
	3	33	5.6	21.2	84.0
	4	14	2.4	9.0	92.9
	5 - Very disruptive	11	1.9	7.1	100.0
	Total	156	26.6	100.0	
Missing	System	430	73.4		
Total		586	100.0		

Remote Work Results - Fall Faculty Staff Survey 2021
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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

A happy employee will be a productive employee and will be best for the University. I 100% support remote work from a supervisor's prospective. I do not need to see faces in order to trust the work that needs to be done for the University. This is the new age in the workplace and our students and employees will need to learn how to thrive in this lifestyle. Remote work is a huge cost savings for the employee and employer. Not to mention your workplace can quickly become a desired place to work for anyone that has children due to the added flexibility of remote work. Due to social distancing and a pandemic that seems to go on forever, being on campus everyday is a hinderance to quantity and quality of work for those that do not have positions that demand a daily presence.

Again, I wasn't aware of this "Summer Flex Hour" program.

All support staff need significant raises to match current wages of their specialties in this area. Currently there is a huge shortage of support staff from all entities due to unable to match wages with local competitors.

Allow directors to make decisions that work for their areas rather than trying to construct a one-size-fits-all program. Some areas on campus do not operate on an academic-year calendar.

As a supervisor, I see the toll this has taken on staff. We have had staff members leave because USI's lack of flexibility. When we were all remote, we looked after each other and made sure everyone was okay. As we enter a new school year, we are still trying to recoup from the last one. I am not sure how we are going to make it through this time. Last year, we were able to take a day or 2 remote. This allowed a break from the near constant masking, a break from student/community potential exposures, and a break from each other. EVERYONE IS STRESSED OUT! Having planned remote days for our staff was exactly what we needed and i am concerned how we will fair without it.

As long as folks that are going to flex all year in theory are well organized and have everything lined up for the day they are away from work it will not be an issue. Communication/coordination will be the key to make this a success if USI is going to allow this to be a legitimate option for employees. It also has to be an option for ALL employees otherwise MORAL is going to go down drastically.

Currently, my supervisor has denied a reasonable request from one of the assistants we supervise to have a small amount of work schedule flexibility when needed. Our assistant has been interviewing for remote work positions that also offer significantly higher, and more reasonable, pay-rates for the type of work she does. By allowing employees more input and flexible work options, I believe USI can retain and motivate good employees (even in times when raises are not possible) because flexible work options communicate that we are valued and that our lives and health matter to our employer. Based on my graduate-level research conducted several years ago, valuing employee's health, time and input, and allowing for flexible work options, all significantly improve employee retention, satisfaction and overall productivity. In situations that allow for it, it's a win-win.

During the pandemic when we were 100% remote -- we had weekly zoom meetings for just one hour each -- this gave us time to share information, make collaborative plans etc., we had more information on what the others were doing -- when we came back to campus in August -- that communication dried up.

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Supervisor Experience - Hiring and Losing Employees

<u>Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.</u>

During the remote-work period, I had two staff reporting to me. My answers are based on one staff person disliking remote work and the isolation. The other staff person very much appreciated remote work but transferred to another position within USI.

Excellent communication is always important, and even of greater importance when a team is not in the same location. To work remotely and be successful, clear expectations need to be set.

Flex hours and remote work are not the same thing. Not sure about others but when IT workers work remotely - WE WORK REMOTELY. It is NOT a day off. Why is this being compared to flex time?

Flexible hours are great for staff, they can keep up with responsibilities and still be productive at work. It just takes planning and awareness from a supervisor perspective.

For my team, it remote or flexible scheduling would be great. Some have very long commutes and others just perform better in a remote environment.

For positions that can be accomplished entirely remote, as both profit and non-profit entities have discovered over these past 18 months, the validity of requiring all-hands to be on deck every working day becomes questioned. If any risk, no matter how small, can be mitigated by allowing someone to work remote, I sincerely hope the University critically thinks about these opportunities before the talent accepts positions elsewhere.

Hard to determine disruptiveness of the situation until we know the exact parameters to the flex schedule. Our personnel are fairly accommodating to revised schedules and working things out for planned vacations etc.

I am in favor of allowing a flexible schedule as long as there are some guidelines in place - not just a "free-for-all," where everyone comes and goes as they please.

I am new to my position and do not know the impact of flex time on the staff.

I believe staff would prefer the option of remote work one day per week over the flexible hours program.

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Supervisor Experience - Hiring and Losing Employees

<u>Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.</u>

I believe there are some roles on campus, my department included, in which remote hours and flex hours make it difficult to perform our duties. I am not, however, opposed to other departments allowing such things.
I believe you should let each department handle this as they see fit
I don't feel that remote work is disruptive...but flex can be a slight disruption or "inconvenience". However, I feel that if this can keep and/or help us acquire high quality employees, I think it is worth the tradeoff.
I feel strongly that removing the option of remote work - pandemic or no - is a mistake. Candidates will ask about it and will expect this option to be in place.   Current employees should also have the option of working from home, with their supervisor's approval and assuming that the unit is sufficiently covered, of course. This can absolutely be accomplished. If employees no longer have the option of remote work, USI will continue to lose great people and recruiting will become even more difficult.
I feel that flex time should be implemented year round.
I feel this is a good option to have available
I hope the university will consider remote and flexible hour options as a recruiting and retention tool.
i like the remote option better. our office can fully work remote and is much more safer to do so since the university makes us keep our doors open and we are continually exposed to students who are spreaders of covid
I personally prefer to be on campus serving our student needs in person
I supervise Student Workers only. When the campus was closed I had no working employees. My Student Workers Monitor Open Studios in The Art and Design dept. We have been back at work since Fall of 2020. There is no flexibility possible in the work arrangements I supervise.

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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

I think a year round flexible schedule could positively impact employees, however the success is really dependent on the employees. If it is flex time and employees are off, then I don't see issues, but if support staff is allowed to work remotely, it needs to be very clear that remote work is not "time off". Some employees understood this very well, while others struggled with getting work done at home and just let it wait until they were back in the office. I discussed it with the employee and it improved, but hearing it from the University leaders would be helpful also.

I think departments across USI are very different. Some might not be able to work remote or flexible hours (like security), but others can (like IT). And summer might be a better time for student-facing offices, but year-round might be better for offices that have zero student interaction.

I think depending on the time of year, it is more disruptive. But I think it might be able to work with each employee to coordinate times during the year that flexible hours might not be preferred or allowed.

I think it is a great option to offer support staff. Would like to see continued 12 months a year.

I think we should maximize remote/flexible hours options whenever possible.

I want to reply to this from my perspective as an employee and as a supervisor. I firmly believe that producing work and providing quality work should not be centered around designated work hours. If I or my employee can get the same amount of work finished in 5 hours of a normal 8 hour day, I feel as though work life balance should be considered. If that means that parents are able to pick their children up from school and still get the same amount of work complete, we should look at those options. That keeps productivity high and dead time low.

I was very frustrated when I calling and no one would answer the phone when working remotely.

I would say that it depends on the staff member if we had year around flex. I have some staff that would remain flexible if we had to change their approved schedule for the needs of the office and some individuals would be rigid about their new approved schedule and it would be a struggle to ask them adjust. Overall I like the idea as long as staff knew that it would be subject to change depending on the demands of the office.

If online teaching is to be a permanent part of USI course offerings, then so should flexible hours for faculty, admins, and support staff.

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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

If people can do their work remotely and we can have front-facing office coverage throughout the week, they should be allowed to have a couple of remote days a week. This would greatly improve my morale and my staff's morale.

If we intend to keep strong administrative assistances and support staff, we need to consider their needs and potential flexible work options.

IN Facility's, we would need to still have the same coverage by each department we have now.

It depends on what the flexible hours policy looks like as to the level of disruption.

It really depends on the department. Is it an essential area that has to be open for students and faculty? Some areas on campus it would be difficult. If it is a more behind the scene space, then it could easily happen.

It would take some adjustment, but see it as a positive for long-term morale.

It's a positive motivator, as the employee knows their work has to be done, they know they are accountable to be productive, and they know expectations. We are adults, if someone is abusing the policy, then the flexible work schedule is taken away from them, but the entire employee workforce does not need to be disallowed flexibility due to a handful of abusers of the policy.

It's difficult to answer the proceeding questions based on the whole team. Some were more productive than others so it's difficult to answer as a composite. A few people excelled had no issues and others struggled and preferred the office environment for various reasons, (i.e. they do better when someone is supervising them, access to files, printers/copiers, etc. or perhaps because it was more difficult to work from home due to their home situation. I have one employee who took part in the flexible work arrangement for several years and it was always a positive experience and did not impact their work.

It's hard to answer how disruptive flex hours would be because there are different options with flex hours. Coming in an hour early or an hour late, with leaving an hour early or an hour late, would not disrupt my department, but being "out" a half day or full day weekly on a long-term basis would be disruptive.

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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

My answers regarding whether remote work was positive or negative for my staff or me were somewhat difficult to convey. The period from March-June 2020 when we all were remote was emotionally very difficult for all of us. Some of us were working odd hours with young children underfoot, and some of us were completely isolated and alone for days on end. Many of my employees returned to the office in person in July 2020, and several have expressed that they never want to work remotely again. I had still other employees who preferred 100% remote work. It was all over the place, so it was very difficult to provide an averaged out answer for this survey. Furthermore, these responses relate to remote work and supervision of employees during a pandemic, which is the worst possible context in which to try this experiment. I think year-round flex time, if properly implemented, would be less disruptive than to implement it for a handful of employees just a few weeks a year. If I understand correctly, we aren't going to just let everyone do whatever they want, all the time. How would our customers know where and when to get help? I assume employees would need to set some kind of schedule or pattern, with supervisor approval and within the bounds of the new rules. I can definitely live with that, and I know many employees I have conversed with would like the freedom to work from home 1-2 days per week, post-pandemic, simply to foster a better work/life balance.

My job duties requires a presence each day during normal work hours. Flex Time really wouldn't serve as a benefit to me however I do see the importance of it to my coworkers who I do not supervise. I support the use of flexible hours if it would help my coworkers even though I have no direct need for it.

My support staff need to be on-campus for their positions. They are student facing and their work is on-campus. They enjoy being on-campus. I try to be flexible with them within the boundaries to keep them happy and know that I care about their work/life balance. It's hard being a parent with kids in multiple activities, working long hours, caring for elderly parents, etc. I can't squeeze everything in on Saturday and Sunday.

Our office's responsibilities are not conducive to flexible hours options.

Remote work had more confidential work environment for my staff since their campus work environment is an open cubicle.

Remote/Flexible hours can be quite beneficial for staff as long as there is good communication with the supervisor and all parties agree on means of contact. As long as work gets done and the channels of communication are open, flexible/remote work can highly increase a staff member's job satisfaction and work/life balance.

Since the pay is below for comparable work, remote and flexible are great morale tools.

So long as there is a clearly designated on-campus person or resource to turn to (if needed), I don't see any reason why administrative and support staff couldn't do their work remotely and with flexible hours. That is, so long as they were accessible easily and quickly via email, phone or zoom while working remotely.

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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

The flexible hours options are quite problematic. It must be made clear to employees that flexible hours must be renegotiated with their current supervisor annually. Flexible work hours should not be viewed as an entitlement and supervisors should be able to say "no" or "not again" based on current situations, past performance, or supervisor preference. As an example, we had an administrative assistant who was on flexible release in the summers and expected to be able to forward her phone to other administrative assistants who were denied the ability to have flexible work assignments. The one person in my unit who had this arrangement pre-dated my tenure as dean. Now that she has departed I can assure you that I will not consider permitting additional employees' flexible summer work hours...they cause too much of a negative impact on the morale of others.

The office has not lost any employees who prefer remote work YET. I will not be surprised if as many as three employees leave due to not having remote work as an option. With that said, there are employees that do not like working remotely because they live in rural areas and do not have sufficient internet or simply enjoy the ability the "socialize" at work. Our office adapted quite well to the sudden switch to remote work and some of our processes actually improved throughout the period of remote work. It required us all to re-think our duties and find ways to do it remotely. With all of the retirements and resignations within the last year and a half and how hard it has been to find replacements, I think the university is missing an opportunity to attract talented folks and keep talented employees if they do not institute some type of remote work option for certain positions.

The people I have supervised were very grateful for the ability to work from home during covid. They made an effort to show their appreciation by being very receptive to emails and requests that I made .

The problem I have noticed with remote options is that you do not often get prompt responses. During normal business operations a call to an office could be made and there were multiple touch points to get an answer. When we are working remote a question may be directed to a single person and their response could be several hours or not returned to the next day.

The remote working actually increased productivity and quality of many of the our projects.

The working remote issue does not affect our department but the low pay has been an impediment to retention and getting applicants to apply.

There is inherent value to being on campus. Mandates, as are presently in place, are likely required to resume operations. Further empowering deans and chairs to find what works for colleges/departments is ideal.

There needs to be clear direction from HR regarding the boundaries and limitations of flex options.

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Supervisor Experience - Hiring and Losing Employees

Other comments regarding remote or flexible hours options for administrative or support staff from a supervisor perspective.

These are my personal comments on remote work. If we are given the option for remote work then I think the University should offer some allowance for setting up a home office. I managed to work remotely but it was not ideal. I was working off a laptop with no extra monitor and no mouse. I do not have a decent desk chair. I would say that connecting my laptop to the USI network messed up something and would much rather prefer having separate work and personal computers. If I had a better setup at home, I would work remotely some of the time. Also, my department did nothing to keep everyone on the same page. No Zoom meetings or usage of Microsoft Teams. This was keeping exactly in line with how we function when we work on campus - no interaction whatsoever. The pandemic made this situation much worse for me since I like being able to interact with coworkers. If I worked in a department that took advantage of Teams or at least tried to keep everyone in contact with each other then remote work would work for me. As a supervisor, my supervisee kept reiterating that she was more productive at home because she had fewer distractions.

This will be detrimental long-term for employees as they will not feel the personal contact that makes USI a special place. Remote does not and will not be a substitute for those interactions.   You did not ask if anyone would consider leaving if remote work was an option. This is a real possibility too so the questions on this were biased.

To effectively supervise staff, it is important to show that you have the authority to make decisions and allow for flexibility. It is also important to discipline those who try to take advantage of the system. With technology, there are all sorts of ways to keep track of employees' time worked. It would be even more helpful if we actually had an electronic system for employees to log their time.

We are a production center for campus departments and need to be here when the bulk of the staff are working on campus. It's too difficult to try to keep everyone's schedule straight.

We are highly needed to be present in the office and at least someone must be in our offices due to the nature of our clientele.

we have busy and not busy times - and that can vary by office for sure - again I believe flexibility goes a long way for folks

While I understand the need for flexibility and remote work in 2020, it had a significantly negative impact on my department. My employees did not return communication within an acceptable timeframe (if at all), work was completed inadequately, much work was late, and MANY things fell through the cracks. Student perceptions of teaching in my department also indicated that faculty were not available for them and did not respond to communications from them. Students also indicated that online courses did not promote learning within our clinical program. While it is nice for support staff to have flexible work time during the summer months when we are not as busy, it would be detrimental to our clinical program if our support staff were not present five days a week while our clinic is open and our students are in class/labs/clinicals. This would significantly impact our program in numerous ways, none of which are positive.

APPENDIX 3

SUMMARY:

List of 22 Universities and Research Notes

The committee worked from a list of universities that offered remote work and flexibility options. While some policies and websites were more robust than others, the committee gather sections on different topics to use as reference for developing the framework for the USI policy.

This appendix is a listing of those university and committee notes.

List of Universities with Remote Work and Flexibility Policies

The following universities were reviewed for policy and best practice examples. Notes used by the committee begin on page 2.

1. American University - https://www.american.edu/hr/how-we-work/
2. Columbia University - https://worklife.columbia.edu/content/flexible-work-arrangements
3. Cornell University - https://hr.cornell.edu/benefits-pay/pay/flexible-work/remote-work
4. George Mason University - https://flexwork.gmu.edu/
5. Harvard University - https://hr.harvard.edu/flexwork
6. Johns Hopkins University - https://hr.jhu.edu/working-here/workplace-flexibility/
7. Marquette University - https://www.marquette.edu/remote-work/
8. New York University - https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/telecommuting-policy---new-york.html
9. Northwestern University - https://www.northwestern.edu/hr/benefits/work-life/alternative-work-strategies/
10. Stanford University - https://cardinalatwork.stanford.edu/working-stanford/flexible-work/flexible-work-policies/remote-work-arrangement-policy
11. Syracuse University - https://hr.syr.edu/work-life-benefits-and-resources/flexible-work-arrangements
12. University of Arizona - https://hr.arizona.edu/content/Flexible-Work-Guidelines
13. University of Colorado – Boulder - https://www.colorado.edu/hr/cu-boulder-remote-working-toolkit
14. University of Denver - https://www.du.edu/coronavirus/operations/remote-work-telecommuting
15. University of Kentucky - https://www.uky.edu/hr/work-life-and-well-being/flexible-work
16. University of Maryland-University College - https://uhr.umd.edu/telework/
17. University of Michigan - https://hr.umich.edu/working-u-m/management-administration/remote-employment-policies-agreements
18. University of Missouri - https://hrs.missouri.edu/policies-and-procedures/workplace/flexible-work-arrangement
19. University of Utah - https://workreimagined.utah.edu/
20. University of Washington - https://hr.uw.edu/policies/telework/
21. Western Kentucky University - https://www.wku.edu/hr/tools/remotework.php
22. Yale University - https://your.yale.edu/work-yale/benefits/work-life-and-childcare/flexible-work-arrangements

NOTES FROM THE COMMITTEE.
Below are some definitions, requirements, and policies used by other universities to manage remote work.

DEFINITIONS OF REMOTE WORK:
"Hybrid" means a role in which an employee requested and is approved to work in different work locations (including home). In this case that means the employee works on campus at least two day a week, and at home the rest of the week. (Columbia)

"Alternate Day Arrangement" allows staff who can only do part of their job remotely on alternating days. (Syracuse)

"Telecommuting" is defined as working on a regular, part-time basis in a hybrid situation, provided the location is not on campus. (Columbia)

"Flextime/Staggered Shifts" Staggers start and end work times to reduce office density. (Syracuse)

"Remote Work" allows eligible staff to work from a remote home location. Full or partial days/weeks. (Syracuse)

"Compressed Work Schedule" allows eligible staff to work a 40-hour week over a shorter period of working days. (Syracuse)

"Core Day" - all hybrid schedules include one Core Day requirement when all members of the whole unit, or subgroup/team are together in the office in person. (American University)

"Flexible Work" defined as Flexible Schedules and Flexplaces - Flexible schedule is in regards to hours, Flexplaces is 'outside a university office or building, but located within the state. (University of Arizona)

"Types of working: Fully on campus; Hybrid/Partial on-site and remote; Fully remote; Surge Telecommuting" [Temporary telecommuting option on a mandatory action day or a special circumstance day (e.g., natural disaster, snow day, red air quality day, etc.)] (University of Utah)

Telecommuting - Telecommuting can benefit both the institution and the employee by promoting an effective work/life balance, increasing space utilization, reducing impact on the environment, and increasing employee recruitment and retention. (University of Utah)

"Workflex" varied types of employment available such as flexible start/stop times, compressed schedule, remote or flexible workplace. (University of Michigan)

REQUESTING REMOTE/FLEX TIME:
Any employee can submit a written proposal. Managers are required to review all proposals. Denials should be documented. Managers consult with HR before denying proposals. All arrangements must be documented. (Harvard)

Complete an online form to send a request to supervisors and department heads for signatures. Meet with manager. Launch Flexible Work Agreement form. Fill out the form completely and send. It will be visible under the performance review section of the employee's record. From there, it will be accepted or rejected. (GMU)

You must have been employed for a year to participate. Exceptions can be made, but rarely granted. (New York University)

A signed Agreement is valid only for the employee, position, and hybrid work location noted in the Agreement. Agreements are for one year in length and can be renewed if agreed by both parties for another year. Should an employee choose to move into another position at the university, or move to a different state or country, the Agreement becomes null and void. (Marquette University)

PILOTING, MODIFYING, TERMINATING ARRANGEMENTS:
Agreement revoked/canceled - If circumstances change and telecommuting is no longer appropriate, telecommuting arrangements may be discontinued by the University at any time, with a minimum of 15 business days' written notice to the employee. (University of Utah)

Three-month review. Fifteen month expiration. (GMU)

At least a 30-day pilot of all requests. At the end of pilot, supervisor will evaluate the arrangements considering factors in the guidelines, performance, and productivity and impact of the arrangement on department and other employees. Upon successful review, flexible work arrangement may be renewed semi-annually. (University of Arizona)

A supervisor may terminate a flexible work arrangement if the supervisor determines the arrangement is no longer consistent with the department's obligations or if the employee isn't meeting performance expectations. Supervisors shall make every effort to provide the employee with at least 30 calendar days written notice. If the arrangement is terminated for poor performance, arrangement may be terminated immediately. (University of Arizona)

Arrangements are subject to a 2 month trial period, and then evaluated annually thereafter, or sooner if appropriate. (New York University)

Any hybrid work arrangement made will be on a trial basis for the first three months and may be discontinued at any time. Every effort will be made to provide two weeks' notice of such change to accommodate issues that may arise from ending a hybrid work arrangement. There may be instances, however, when no notice is possible. Employees eligible for a formal hybrid work arrangement must be employed in their current role for a minimum of six months of continuous, regular employment and must have a satisfactory performance record. A hybrid work arrangement during the first six months is ordinarily not advisable because of the need to train the employee, clarify job responsibilities, establish relationships, and assess suitability for continued employment. (Marquette University)

USE OF UNIVERSITY EQUIPMENT, HOME INTERNET, OFFICE SPACE:
Employees working a hybrid arrangement of greater than 50% will not be eligible for a dedicated individual office or workstation but will have access to touchdown or "hotel" space in their work area (Marquette University)

University may purchase equipment and supplies or permit use of personal equipment Use an encrypted device. Contact insurance company to make sure JHU property (equipment) is covered. (JHU)

The employee must have all of the tools available to them at their flexplace to successfully perform all work duties (e.g. hardware and software, internet, phone, VPN or other access to electronic files, teleconferencing capabilities, etc.). Each employing unit will make the determination which, if any, costs will be supported, in whole or in part, by the unit. Any additional costs due to flexplace arrangements will be at the employee's expense. (University of Arizona)

University property that is taken to a private residence for work to be done at home requires prior approval by the employee's department. An employee's personal homeowner's or renter's insurance policy will be asked to cover any loss or damage to University property before University insurance becomes applicable to the loss. (University of Arizona)

Marquette University supplies an employee with a single standard IT configuration which typically includes a computer (laptop or desktop) and accessories appropriate for their job requirements and work schedule. The University will provide only one configuration to be used either at the on-site office or at the remote office. Employees approved to work a hybrid arrangement should select a laptop computer that they carry between both offices Employees must maintain an internet connection that is stable and fast enough to support video conferencing, email, chat, file editing and other day-to-day work tasks. Internet services (or stipends), phone lines, webcams, duplicate equipment (monitors, keyboards, and mouses), printers, cell phones, or other technology hardware for remote office use are not provided by the university and are an expense of the employee. (Marquette University)

You are responsible for establishing and furnishing a safe, ergonomic work area. Document all loaned furniture and equipment with the Off-Campus Equipment Form. The university will provide you with all appropriate and necessary office supplies. You must maintain sufficient bandwidth internet connection to be productive. The university will not reimburse internet or phone services for remote work, nor other costs for maintenance or other incidental costs. (University of Kentucky)

If you experience a power or internet outage at your remote location, you are advised to find an alternative working location for the day, which may include coming to campus. (University of Utah)

SECURITY AND PRIVACY:
Maintain data safety and security. (JHU)

ARRANGEMENTS, IF ANY, FOR DEPENDENT CARE:
Telecommuting is not designed to be a substitute for active dependent care (exceptions may be granted for exceptional circumstances, such as a pandemic). Work schedules may be negotiated as appropriate to accommodate dependent care needs. (University of Utah)

The focus of the hybrid work arrangement must remain on meeting university, college/unit, and job performance expectations. The work must be done in a place free of distractions and appropriately confidential. A professional work setting must be maintained free of non-job-related interruptions during the regularly scheduled workday. Hybrid workers must maintain a distinct separation between work activities and personal activities. For example, hybrid work is not a substitute for childcare or adult care. (Marquette University)

Working with family members at home - Telework generally should not be used to provide active care for a child or other dependent. However, during suspended operations, modified operations, or as communicated by executive leadership, working at home while providing dependent care is approved, provided norms and expectations are outlined in an employee's telework agreement for regular telework, or in email for occasional telework. (University of Washington)

TIME REPORTING:
Employees must record their alternative work location and/or schedule to [timekeeping system]. If the schedule cannot be kept, appropriate leave time must be taken. (JHU)

The total number of hours that employees are expected to work ordinarily will not change, regardless of work location. Employees agree to apply themselves to their work during regularly scheduled work hours as determined by the supervisor. Supervisors must ensure that procedures are in place to accurately document the work hours of employees who work remotely, ensuring compliance with the Fair Labor Standards Act. Non-exempt employees are always required to accurately report all time worked; this is especially important for hybrid work arrangements. Failure to accurately report all time worked may result in the termination of a hybrid work arrangement along with potential disciplinary action. (Marquette University)

Manager(s) are responsible to develop a means of evaluating Telecommuter hours worked and work performance, and holding the Telecommuter accountable, as they would normally do for an employee working in the office. (University of Utah)

NOTES:

Harvard University - Flexwork policy states the University provides options and procedures for flexwork, and no staff will be excluded from proposing flexwork regarding the times and places where their essential duties are performed, all have equitable access to propose, and proposals are subject to approval of management. Flexwork is part of Harvard's workforce strategy. Remote and partially remote work (hybrid) practices have become mainstream due to COVID, and flexwork is now further and permanently integrated into the University's approach. Employees and managers should focus on how the employee's request can be met in a net-neutral fashion. Managers are encouraged to speak to the HR Office before denying an employee's request. All arrangements must be documented.

Cornell University - Flexible work decisions are at discretion of a college/unit's leadership and are not grievable. Flexible work decisions are made without bias or favoritism. One of the strategies to avoid bias is to include more than one person, such as both manager and HR Rep in evaluating all requests. It will not cause an ongoing net hardship or a lesser experience for colleagues/students. Arrangements must be documented and reviewed annually. It can be altered or discontinued at any time with a suggested notice period of no less than 30 days. Not all types of flexible work will be suitable for every position, as some require an on-campus presence to serve students or other clients. All approved flexible work arrangements must be documented. Types of flexible work arrangements: alternative work schedule; remote work; compressed work schedule; job sharing; occasional use flexibility (temporary); reduced schedule options such as phased retirement, part-time or partial year arrangement, etc.

University of Missouri - Flexibility can be accomplished without changing a department's regular hours of operation or altering the responsibility or authority of supervisors. Flexibility is a management tool that can help get the job done, not a perk or accommodation. It can be used employees in a range of jobs or levels. Employees reasons for wanting flexibility should not matter unless required by law as a reasonable accommodation. Work arrangements can be short-term or long-term.

Columbia University - Columbia recognizes the important role that workplace flexibility can play in an employee's ability to manage both professional and personal responsibilities. Columbia allows the department head to approve flexibility in accordance with the needs, requirements, and constraints of the department.

Yale University - Flexible work arrangements may be a beneficial alternative to traditional work schedule. Staff may experience improved morale, attendance, and productivity while departments may have the opportunity to expand their customer service hours and reduce costs. Flexible work schedules can help with work/life balance and increase workplace satisfaction. Supervisors are best positioned to determine which jobs are suitable for flexible work arrangements. Supervisors should think through potential challenges and ways to overcome those challenges before approving the flexible schedule.

George Mason University - Flexible Work policy requires a 90-day review of the agreement with your manager. This is an opportunity to determine whether to continue the plan as is, make modifications, or discontinue the arrangement based on clearly stated goals and objectives. Arrangement lasts for 12 months, and then is reviewed, and employee can request new 12-month flexible arrangement if approved by supervisor.

Northwestern University - Alternative Work Strategy may be requested by the employee and must be approved by the employee's supervisor and the school/unit leadership (or designee). The approval or denial of a request is based on business and operational needs. Participation in an Alternative Work Strategy may be terminated at any time by the supervisor or by the employee with the agreement of the supervisor. Both managers and employees

can consult with the Office of Well-being to discuss Alternative Work Strategies. Offer flex schedule, remote/telecommuting, compressed week, or part-time.

University of Denver - Remote work is an option for certain eligible staff after making an agreement with their unit leader under the Remote Work Policy. Remote work may be available for individuals and position that meet certain eligibility requirements - namely staff who can work independently, are in good standing without documented performance concerns, meet expectations in their current role and who come to a specific agreement with their unit supervisor. Telecommuting must be pre-approved and only permitted in circumstances detailed in Telecommuting Policy. It is only permitted for certain positions same as Remote Work. All Remote Work Plans and Telecommuting Plans should be submitted to the unit's HR partner for review and consultation.

University of Colorado, Boulder - Given the changing demographics of the workforce and the increased competition for qualified employees, it has become increasingly important to find alternative ways to compete in today's labor market. Alternate schedules and remote work can be a cost-effective way to enhance the existing salary and benefit package, fulfill business needs, assist with recruitment and retention, improve productivity and creativity, and accommodate a changing workforce. Remote work may be appropriate for some but not others; it is not an entitlement, nor an organizational benefit. Approval of alternate work arrangement is at discretion of department head and must be documented on appropriate form. Includes flexible schedules, compressed work weeks, flexplace or remote work and job sharing. Can be discontinued at any time at request of either employee or the organization. Supervisors can change the work arrangement of any employee to meet the needs of the unit.

University of Maryland - Telework is the concept of working from home or another location on a regular or intermittent basis. It is not a right for employees, and it is not possible/suitable for all positions. It is an alternative method of meeting the needs of the department and can have greater work efficiently and productivity resulting from fewer interruptions and disruptions that are typical at the campus workplace; staff may save time and money due to reduced commutes, and reduce carbon dioxide emissions and pollution due to reduced commutes; the University may also realize space, equipment and other cost savings. Employee's supervisor is responsible for determining whether telework is suitable for a particular job and reviewing all agreements.

University of Utah - Conducting a 24-month pilot of this right now. "Work Reimagined" https://workreimagined.utah.edu/ - By far the best site I've seen with clear guidance on options and a thorough FAQ for employees and supervisors. It addresses concerns about performance, snow days, revoking the agreement, how to fairly allow among large departments, expectations. Types: Fully on campus; Hybrid/Partial on-site and remote; Fully remote; Surge Telecommuting [Temporary telecommuting option on a mandatory action day or a special circumstance day (e.g., natural disaster, snow day, red air quality day, etc.)] "Benefits of continuing a hybrid of onsite work/telecommuting include increased employee retention, improved employee job satisfaction, and the ability to attract new employees. Telecommuting and changing commuter habits (from single occupancy vehicles to other forms of transit when staff work on site), will assist the University's efforts in helping to reduce pollution along the Wasatch Front. We will also increase space utilization, freeing up resources to reinvest in student success."

APPENDIX 4

SUMMARY:

Supplemental Website Information

During the committee's research, we found many universities that offered additional resources and websites to help support employees and managers determine if FlexWork was a good option.

In this appendix, we included a sample of website content for such a site and the online FlexWork Agreement form.

Supplemental Website Information
To help employees and supervisors determine suitability for flexible work arrangements.

Position suitability
A position(s) suitable for FlexLocation remote work is one that has responsibilities that can be conducted through remote working, using basic telecommunications technology at home without affecting service quality or organizational operations.

Characteristics of positions that DO NOT lend themselves to FlexLocation
- Job duties require access to specific personnel, on-campus files, or specialized space/equipment/technology in order to effectively perform the job.
- The position has regular in-person client/customer/student interaction which would become less efficient or effective in a remote environment.
- Position's job duties require participation in onsite meetings or presentations.
- An employee's continued remote work negatively impacts team performance.

Characteristics of positions that DO lend themselves to FlexLocation
- Job duties can be conducted outside of the worksite.
- Remote working does not affect the service quality or organizational operations.
- Remote working does not negatively impact team performance.

Employee suitability
FlexLocation suitability criteria
Some employees may be better prepared than others to manage the unique requirements of FlexLocation working. When evaluating a new FlexLocation request or a request to extend an existing FlexLocation agreement, supervisors should consider whether the employee has a record of satisfactory performance in the workplace and has demonstrated the ability to:

- Prioritize work to meet deadlines.
- Display self-discipline and accomplish job duties with minimal supervision/direction.
- Consistently follow USI policies and team norms regardless of work location.
- Understand their role and expectations.
- Be organized, highly disciplined and self-motivated.
- Communicate and coordinate effectively with clients, stakeholders, and team members over phone, email, and Zoom/Teams.
- Manage time effectively.
- Meet work performance and/or productivity levels whether on-campus or remotely.
- Before approving a FlexLocation request, consider any changes needed to ensure your team continues to meet its objectives. Ensure that the employee and work product will be as effectively managed as their on-site colleagues.

Additional considerations include:

- Whether the employee has space that supports and is conducive to successful remote work.
- Whether regular on-campus meetings or in-person client/customer/student interactions preclude a hybrid arrangement may depend on their frequency and degree to which they are within the FlexLocation employee's control (e.g., a consultant or trainer may be able to schedule sessions for days they are on-campus whereas an advisor whose students "drop in", or an employee at a customer service window cannot).

FAQs
To be determined.

FlexWork Arrangement Form

Qualtrics form submitted by the employee. FlexWork Agreements are approved by the supervisor or department head. Form submissions do not guarantee approval.

Name of employee: _____

Select FlexWork Arrangement:

Option 1 FlexLocation (Hybrid or fully remote work)	Option 2 FlexTime (Compressed schedule or Staggered Shift Schedule)

Depending on the answer above, the questions will be associated with that decision.

FlexLocation questions:
Please select the days of the week you wish to work in a FlexLocation.
I understand by choosing these days that the schedule may change based on meetings, campus events, or other circumstances. The schedule, and any changes, are mutually agreed by the employee and supervisor.

Monday
Tuesday
Wednesday
Thursday
Friday

List the University property provided for use at the remote work location (i.e., laptop, printer, monitor)

> (input box)

Please check the box to affirm:

> I understand all other terms and conditions of employment, as outlined in the University Handbook, apply. This FlexWork Arrangement may be terminated with or without cause.
>
> I have read and understand the University's FlexWork Policy and agree to the conditions of the program as outlined.
>
> I am aware FlexLocation employees are expected to follow the same expectations as employees performing similar duties on-campus. In terms of cybersecurity and privacy, this means complying with USI's Information Security Policy for securing a remote workstation and using safeguards to maintain the privacy, confidentiality, security, and integrity of all data, including written and spoken communications.

APPENDIX 5

SUMMARY:

USI Telecommuting Guidelines, dated January 17, 1997.

TELECOMMUTING AGREEMENT

These conditions for telecommuting are agreed upon by the employee, the supervisor/department and the University.

1. Name of telecommuting employee:_____

2. Alternate work location:_____

   Street Address: _____

   City:_____State: _____

   Telephone Line 1:_____ Telephone Line 2: _____

3. Description of designated work space at remote work location:

4. Telecommuting Schedule:
   Core Business Hours: _____

   Flex Hours:_____

   Days of Week: S   M   T   W   Th   F   S

5. University assets provided for use at remote work location:
   Description   I.D. Numbers

6. University Computer Information Systems accessed from alternate work location:

7. Installation of additional phone Line(s):

   ☐ Authorized   ☐ Not-Authorized

   Expenses Handled as Follows:

   Installation: _____

8. REPORTS TO BE SUBMITTED TO SUPERVISOR:

   Type/Frequency: _____

9. ROUTINE CONTACT WITH SUPERVISOR:

   Type/Frequency: _____

All other terms and conditions of employment, as outlined in the *University Handbook*, apply. This telecommuting agreement may be terminated with or without cause and with or without notice by either party.

I have read and understand the University's telecommuting policies and agree to the conditions of the program as outlined.

   Employee :_____   Date:_____

APPROVAL:
   Supervisor: _____   Date:_____

   Vice President _____   Date:_____

   Human Resources _____   Date:_____

TELECOMMUTING GUIDELINES

The USI Telecommuting Program is designed to help employees work effectively at home or an approved alternate work location. By understanding the following guidelines governing telecommuting, employees and supervisors will have a greater awareness of their obligations regarding the program. In support of the policy for telecommuting, the University provides these guidelines under which telecommuting can occur. The overall goal is to provide an alternative work method by which productivity will improve, communications will be maintained or enhanced, time will be effectively managed, and costs will be reduced. Requests to establish a telecommuting arrangement between the University and an employee for any period of time must be approved in advance by the department head, the Director of Human Resources and the appropriate Vice President. Such requests should be in writing and include a proposed job description.

The following information is applicable to telecommuting arrangements:

CONDITIONS OF EMPLOYMENT
The telecommuter's conditions of employment with the University remain the same as for non-telecommuting University employees.

Employee salary, benefits, and University-sponsored insurance coverage will not change as a result of telecommuting.

The telecommuter is subject to the policies and procedures outlined in the *University Handbook*. The telecommuter's primary work site will either be an approved alternate work location or the University; travel to the University to/from the University or the alternate work location is considered normal travel to/from work. Therefore, it is not covered by worker's compensation nor is it compensable in terms of mileage or time.

Telecommuting is a management option not an employee benefit. The employee or the University may terminate the telecommuting agreement with or without cause and with or without notice.

JOB PERFORMANCE
The employee will be expected to perform as defined in the appropriate job description. Performance appraisals will be conduced in accordance with established policies. Job performance will be measured based upon successful, on-time completion of assigned projects and tasks, as determined by the employee's supervisor. The employee maybe required to electronically submit a periodic status report to the supervisor.

Release of confidential information or unauthorized release of information (including announcements, grant awards, etc.) is a serious matter and will not be tolerated.

HOURS OF WORK AVAILABILITY
Employees are expected to work a minimum of 37.5 hours per week. In accordance with flexible scheduling of work hours, hours of work are at the discretion of the employee. However, the employee is expected, when feasible, to be available during core business hours as determined by the employee's supervisor. The employee also will be available for all mandatory meetings held on the University campus. Any changes to the above mentioned schedule must be reviewed and approved by the supervisor/department head in advance.

While telecommuting, employees should be reachable via telephone, within reason, during agreed upon work hours. Telecommuters must notify the office if they leave their telecommuting location, much like they would inform the receptionist when leaving the traditional office during the work day.

EQUIPMENT

Depending upon budgetary constraints, the University may supply all necessary computer equipment to the employee. This equipment would include, but is not limited to personal computer, modem, printer fax and telephone. Employees may, at their discretion, elect to use equipment of their own. In either case, the University will supply all necessary software and routine office supplies. No office furniture will be provided.

University-owned software shall not be duplicated. To ensure hardware and software security, all software used for telecommuting must be approved by the supervisor and manager before installation. The employee will be responsible for creating, maintaining, and providing an inventory listing of all University provided equipment and supplies to the Purchasing Department on an annual basis.

EQUIPMENT LIABILITY

The University will be responsible for the repair and maintenance of the equipment provided by the University. The employee will be responsible for any intentional damage to the equipment or for damage resulting from gross negligence by the employee or any member of the employee's family or visitors. Damage or theft that occurs outside the employee's control may be covered by the University's insurance policy. The University does not assume liability for loss, damage or wear of any non-University equipment, furniture or property.

WORK SPACE/LOCATION

The employee is responsible for establishing and maintaining adequate work space. The specific work location is to be identified and is subject to University approval. The supervisor will, upon reasonable notice, inspect the work space for adequacy and safety. Any alterations, renovations or construction to the physical employee's work space/home/alternate location in order to accommodate equipment, furniture or other items will be the responsibility of the employee.

INJURIES

The employee will be covered by worker's compensation for all job related injuries and should be treated as other on-campus injuries. Since the work place and home will be one and the same, worker's compensation will NOT apply to non-job related injuries that might occur in the home.

EXPENSES

The University will reimburse the employee for job-related expenses incurred by the employee at home or the alternate work location. The employee must present an itemized copy of the telephone bill monthly to the University in order to be eligible for reimbursement. The supervisor may pre-negotiate with the employee the extent of job related expenses that will be paid by the University.

Office supplies will be provided by the University and should be obtained through the department. Out-of-pocket expenses for supplies will not be reimbursed, without advance supervisory approval.

TIME REPORTING

The employee is to report to the supervisor on a regular basis, as determined by the supervisor. For payroll reporting purposes, the employee must complete the appropriate time sheet/absence report for each pay period. Any requests for leaves of absence or training should be requested in the usual manner.

TRAINING/PROGRAM REVIEW

A training session on the University's Telecommuting Guidelines will be conducted periodically by Human Resources for telecommuters and their supervisors. All telecommuters and their supervisors may be expected to participate in studies to evaluate the University's telecommuting program.

OTHER PROVISIONS

The telecommuting employee will not undertake and provide primary care for a child under 12 years of age during at-home working hours. If such children will be in the home during the employee's at-home working hours, some other individual must be present to provide primary care for those children. However, if a child under 12 is ill, the employee may on a temporary basis provide primary care for that child, subject to the approval of the employee's supervisor.

The employee also will not undertake and provide primary care for an elderly adult, who would otherwise require the care of a nurse, while working at home.

17-JAN-97