Looking Forward to Returning to Campus - 2021

Deep Dive: Guidance for supervisors leading return-to-campus efforts
This meeting will cover:

• Questions you've asked

• Sample scenarios and decision tools to consider with return to campus

• Final thoughts and moving forward
We’re not going BACK, we’re moving FORWARD...
President's Message: Flexibility As We Transition

• Starting May 17, 2021, units that are not already engaged in on-campus work may begin to transition back.
• Work with leadership, Human Resources, Risk Management, and other University resources when developing transition plan.
• The pandemic is not over – Safety directives are still in place.
• Employees should work with you, their supervisors, about needed flexibility during this transition period.
Resources can be found at https://hr.arizona.edu/

Workplace Decisions Guidance For Supervisors

Making decisions in a new business environment

Guidance, support and information for supervisors as you think about work-from-home arrangements and transitioning back to on-campus work.

LEARN MORE
Questions Previously Posed

- If we continue a hybrid model, are we required to submit the request and agreement form?
- Is the expectation that distancing requirements will still be in effect at the start of the fall semester?
- Is this information also going to be shared directly with Deans/Associate Deans/etc.?
Questions Previously Posed (cont.)

• Where can I find the Flexible Work Agreements online?

• Do we have to document continued remote work with the DRC?

• When do we expect the WFH Policy to be presented?
Workplace Location Decision Tree

As you consider flexible work arrangements, your decisions might be different depending on the needs of the position and your unit. However, the process you use to evaluate unit needs and individual requests should be consistent and equitable. We offer this decision tree and suggested questions as a framework to ensure a consistent process.

Questions to Consider

1. What are the essential functions of the position?
2. Would working from home compromise those essential functions? If so, how?
3. Would working from home cause an undue burden on the department? Why or why not?
4. Is it necessary to be back on campus/worksites? Why?
5. Does the job description support working from home?
6. What personnel, software, or equipment might exist if work from home is approved?
7. Are there space constraints alleviated by a work-from-home solution?
8. Are there elements of the position that require in-person customer/doctor facing activities?
9. What flexible options might work in this scenario:
   - 1-2 days on campus
   - 3-4 days on campus
   - Full week on campus
   - Full week from home
10. What aspects of the request should not be considered in the final decision? Be to be aware of your own biases and personal assumptions about people’s needs. Base your decision on your employee’s request, the position, and how the request does or does not meet the needs of your department.
11. Does the employee have the necessary equipment and technology support to complete work in a hybrid model? Consider privacy, confidentiality/security.
   
   Notes:
   - Employees will be responsible for additional responsibilities, office equipment, etc.

Employee requests a Flexible Work Arrangement

Is your department offering flexibility to employees to work from home? (Fully off-site or hybrid)

If YES, continue.

Does your department have concerns about working on site due to disability, or a medical-related reason?

If YES, continue.

Employee contacts the HR Solutions about available options.

If NO, continue.

Does the employee have concerns about working on site due to disability, or a medical-related reason?

If YES, continue.

Employee speaks to the DAC at 520-621-3240.

If NO, continue.

Does the employee have concerns about working on site due to the position's needs?

If YES, continue.

Employee completes the Flexible Work Agreement.

If NO, continue.

Employee works from home (Fully off-site or hybrid).

Review the employee’s flexible work decision and work plan.

Employee contacts their HR Consultant.

Supervisor approves Flexible Work Arrangement (May request for arrangement as needed moving forward).

The University of Arizona
There's just not enough room...

You have alerted your team that you’d like to have the entire team return to campus workspace by June 1, but because of the still existing university safety directives you determine the full team cannot be in the office at one time.
There’s just not enough room...

Possible Actions?

1) Assess your department/unit workspace
   - How many people can the space safely accommodate?
   - Are the space constraints alleviated by a work from home rotation?

2) Work with your people
   - Does the job description support working from home?
   - What jobs/positions need to be on-site because of the in-person customer/student-facing role requirements? Do they need to be there every day?
Many departments/units have found much success with employees working from home.

During this past year, although temporarily mandated, you’ve excelled in your work from home. Now we need to discuss the unit's transition plan back to campus.

You’ve asked the employee their thoughts and they’ve requested a flexible work arrangement. What do you do now?
I’m more effective from home...

Possible Actions?

1) Review the Workplace Location Decision Tree. If your department is offering flexibility to employees to work from home, provide the employee with the link to the Flexible work arrangement guideline and agreement.

2) Once complete, review the technology expectations and productivity goals. Determine the weekly schedule and additional expectations i.e. work requirements, on campus meetings, etc.

3) Explain the cadence of agreement reviews (30, 60, 90 day).
Workplace Location Decision Tree

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Questions to Consider

1. What are the essential functions of the position?
2. Would working from home compromise those essential functions? If so, how?
3. Would working from home cause an undue burden on the department? Why or why not?
4. Is it necessary to be back on campus/campus space? Why?
5. Does the job description support working from home?
6. What personal offices are required or may exist if work from home is approved?
7. Are there space constraints alleviated by a work from home solution?
8. Are there elements of the position that require in-person customer interaction facing activities?
9. If other flexible options might work in this scenario:
   - 1-2 days on campus
   - 3-4 days on campus
   - Full week on campus
   - Full week from home
10. What aspects of the request should be considered in the final decision? Be aware of your unit’s mission and personal assumptions about people’s needs. Base your decision on your employee’s request, the position, and not the request does or does not meet the needs of your department.
11. Does the employee have the necessary equipment and technology support to complete work in a hybrid model? Consider privacy/confidentiality concerns.

Note: Employees will be responsible for all additional responsibilities, office equipment, etc.
You work for a department that has decided all employees need to return to working on-site.

An employee that you supervise approaches you and shares that they are immune-compromised and they do not feel comfortable returning to work in-person. What do you do?
1) Tell the employee that they must return to working on-site with their fellow colleagues.

2) Encourage the employee to contact the Disability Resource Center to explore if accommodations would be reasonable.

3) Encourage the employee to contact Human Resources.
Encourage the employee to contact the Disability Resource Center to explore if accommodations would be reasonable.
You’ve asked the full team to transition to campus over the next 30 days. One of your employees has shared with you that they’ve moved to Colorado to help their mom who’s been recovering from COVID. How do you respond?
Where in the world is my staff???

Possible Actions?

1) Demonstrate empathy for the employee's situation. Remind the employee that there may be leave options. Refer the employee to HR Solutions.

2) Discuss the nature of the position and the expectation of Arizona based employment.

3) This is currently in review; more communication to come soon.
Be on the lookout for signs of...

- Disrespect and incivility
- Perceptions of inequity
- Shaming behavior
Some Final Thoughts....

- Transition is an adjustment
- WFH due to COVID was an emergency situation
- The End in Mind is a full and robust campus
- Contact your HR consultant for assistance if needed