UCI Human Resources
Empower People Success

FREQUENTLY ASKED QUESTIONS

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LEADERSHIP EXPECTATIONS

1. **Aside from trainings being made available, how are we ensuring that all managers/team leaders are embracing this new program?**
   UCI's Chancellor, Provost, Vice Chancellor for Health Affairs, and Chief Executive Officer of UCI Health are all champions of the Work Reimagined program who have shared their support within their leadership teams and publicly through venues like the Town Hall. Support for this program is then cascaded down through leaders. All leaders are expected to support the vision and principles of Work Reimagined. Additionally, Human Resources is partnering with units to work through tools and to challenge old ways of thinking.

2. **How do leaders reinforce that remote work is not an entitlement?**
   Unit leadership should continue to reinforce that unit operational goals are the foundation for flexible work arrangements. Below are some recommendations:
   1) Leverage the tools consistently (Work Reimagined Principles & Guidelines, Implementation Workbook, and decision criteria checklists)
   2) Engage employees in the process by listening and being clear with expectations
   3) Create intentional structured opportunities for team building and engagement
   4) Be open and flexible with new and different ways of executing work
   5) Participate in the training programs being offered by HR
   6) Remember, one size will not work for all
   7) Check in with your teams in 3, 6, and 9 months to see how it is going
   8) Do not be afraid to make changes if the current process is not working. In those situations, you will need to start at item 1 again.

3. **How is this message being distilled to faculty?**
   As part of the school communications plan on Work Reimagined, Deans will host meetings with Chairs and other academics to clarify and align on the school's expectations for Work Reimagined.

4. **What if your division has not communicated with individual employees?**
   Ask your unit administrative leader about the plans to communicate the unit's approach to the Work Reimagined Program.

5. **How do we measure progress, beyond whether staff are accomplishing their assigned work and if they like their work arrangements?**
   We encourage leaders to have frequent and regular chats with team members to ask how things are going overall and if there are any adjustments that should be made. Ideally, units should plan to conduct regular "pulse surveys" to gauge how staff and leaders are feeling about Work Reimagined. We will also add questions about flexible work arrangements in our Gallup Survey.

6. **What can I do to help my manager trust me more? I feel micromanaged, with unreasonable response times and cameras required to be on every call.**

The first step is to have a candid conversation with your supervisor about the impact of their requirements on your engagement and productivity. If you are not comfortable having that dialogue, ask your designated HR Professional for further guidance.

7. **What are some ways to measure productivity to remote staff?**
   Leverage the Work Reimagined website for ideas on how to measure productivity and to engage staff. Resources for Leaders in Work Reimagined

8. **What advice can you give to managers about designing hybrid work requirements for service teams that have a mix of represented and non-represented staff?**
   All staff should be given the same level of consideration for flexible work arrangements, ensuring that we are following appropriate policies and Collective Bargaining Agreements. Leverage the Work Reimagined website for ideas on how to measure productivity and to engage staff. Please consult with your designated HR Professional for further guidance.

9. **As a supervisor, if we are performance managing someone, is removing their remote/hybrid schedule, and requiring attendance in-office appropriate?**
   In some scenarios, it may be appropriate to change a remote schedule in response to a performance concern. Seek guidance from your designated HR Professional to determine appropriate steps in performance management.

FLEXIBLE WORK SCHEDULES

10. **What if a staff member asks for changes in their work schedule?**
    If operationally feasible, consider adjusting the staff member's schedule to accommodate their request. Flexible Work Schedule Criteria Checklist

    Changes in schedules or location frequency may be agreed upon between employee and supervisor and do not require an updated Remote Work Agreement. For represented staff, any changes to the location or schedules should be reviewed in advance by Workforce Relations.

11. **Can working from home be used for a day you are sick?**
    No, remote work is not a substitution for illness. Staff who are working remotely are expected to be fully dedicated to work during work hours. Staff should not come to work ill, nor work remotely when ill.

12. **Are remote work arrangements appropriate as alternatives for childcare and/or care of other individuals?**
    Remote work is not a substitution for child or dependent care. Although an employee's schedule may be modified to complement child or dependent care needs, the focus of the arrangement must remain on maintaining job performance and meeting business demands. Various resources are available in the Childcare section and at Connecting Families to Care Resources

13. **Can a unit leader set the expectation they would like to have staff be in-person at least 3 days a week across the board during the academic year?**
    Yes. If the unit leadership has determined that to meet the unit's service and operational needs, 3 days onsite per week is required, that is in alignment with Work Reimagined.

14. **Can being allowed to work remotely be a way to recognize and reward employees?**
    No. The primary decision criterion for remote work starts with the unit's operational needs. We must first ensure that the services we provide to students, patients and other clients are being met.

15. **Can options be tailored individually per staff, or does the option have to be consistent for all employees in the same department in the same job title?**
    Every work arrangement may differ, even between two similarly classified staff, due to unit operational differences and individual situations and preferences. See your supervisor if you have any questions about altering your work arrangement.

16. **If a non-Exempt employee has a doctor's appointment during work hours, instead of taking sick time for those hours, can they work at other hours of the day and not take sick time?**
    Possibly, if the unit operations and services will not be impacted, and the supervisor can review and approve this schedule flexibility.

17. **Has the University considered how this program impacts the engagement of essential staff, who do not have the ability to work remotely?**
    Yes, schedule flexibility has been added as an important aspect of Work Reimagined. Staff should discuss possible alternate schedules with their supervisor.

CUSTOMER SERVICE

18. **How will we ensure customer service is not negatively impacted?**
    Being available for customers is a continuing expectation. Minimum Core In-Person Services Hours, clear contact instructions (via multiple modes) and implementing standard response time expectations are some strategies to ensure our clients' needs are met in a timely manner.

REMOTE WORK ELIGIBILITY

19. **How are decisions made about a position being eligible for remote work?**
    Decisions on which positions are eligible for remote work are based on operational and business needs and are made without bias or favoritism. The supervisor determines if flexible work is a viable option for the staff member and the position by considering factors including, but not limited to, the mission of the unit/department, job responsibilities and nature of the work, flexible work arrangement practices established by schools/unit, access to equipment necessary to perform the work, accessibility and protection of

proprietary, private, and sensitive information, cost effectiveness, scheduling, space allocation, and department workload.

Not all positions and staff are suitable for remote (partially or fully) work; however, each new or modified remote work arrangement is evaluated objectively and fairly to ensure an equitable process. See the Staff Remote-Work Criteria Checklist

20. Are all staff eligible for remote work?

Staff members who are Career, contract, limited or casual/restricted staff are eligible to be considered for remote work. However, leaders first consider a unit's mission, goals, services, and service hours, and then review the position to determine if the responsibilities and duties may be performed partially or fully remote. Not all staff in positions deemed eligible for remote work are approved for remote work. Additional considerations which may limit a staff member's eligibility for remote work include, but are not limited to, recent performance concerns where the supervisor requires direct observation of an employee, access to offsite space that is a safe workspace and conducive to performing duties, or access to appropriate equipment to perform duties.

21. Can a remote work arrangement for the same position in different units or schools be handled differently? Can one be approved and the other denied?

Yes. Since every job, staff member and situation are different, it cannot be assumed that the same decision is appropriate for similar positions. Supervisors know the operations of their department/unit(s) best and are responsible for recommending decisions on how to get the work accomplished. Unit/department senior leadership is accountable for the final decision. But keep in mind that supervisors have the authority to say yes or no to a remote work arrangement, or to postpone consideration of a remote work arrangement to another time.

22. How should a supervisor handle a situation where it may be appropriate to approve one person's remote work agreement and deny another?

All decisions should be focused on organizational needs and objective criteria related to work performance and job demands. A consistent approach to analyzing the situation should be applied. See the Staff Remote-Work Criteria Checklist, which must be completed by each supervisor for each staff member when considering a remote work decision. Documenting the basis for these decisions is strongly recommended in case questions arise later. It is also important to communicate to each staff member the decision and its rationale. Your HR Business Partner can help you develop a strategy for ensuring equitable treatment and communicating your decision.

23. Can a supervisor mandate a remote work arrangement for an entire unit or department?

As we move forward into a new way of working, units may find that onsite workspaces may not be needed and opt for a virtual environment. Unit leadership will determine what is best for their unit. It is in the supervisor's interest to consider individual applicability to avoid reduced productivity or the challenges and costs of turnover. However, a supervisor may decide that a remote working arrangement for an entire unit or department is best to meet organizational needs.

24. What if someone disagrees about their position's eligibility for or denial of remote work?

If a staff member disagrees with a remote work decision, they may seek a reconsideration process to review the process and criteria that a school or administrative unit used to make their decision. The reconsideration process will first be handled through a local review process (e.g., local Human Resources and local leadership). If after reconsideration, the staff is still seeking further review, HR Policy and Compliance may review the decision for any issues of process consistency and equity. See Reconsideration Process for further details.

25. What options are available if an employee thinks the manager is not following the Work Reimagined criteria or guidelines?

If a staff member disagrees with a remote or flexible work decision, they may seek a reconsideration process to review the process and criteria that a school or administrative unit used to make their decisions. The reconsideration process will first be handled through a local unit review process (e.g., local leadership and designated HR). If after reconsideration, the staff is still seeking further review, HR Policy and Compliance may review the decision for any issues of process consistency and equity. See Reconsideration Process for further details.

REMOTE WORK ARRANGEMENTS

26. Can staff work remotely outside of California, within the United States?

Exempt staff may work remotely outside of California (within the United States) after review and approval from unit leader, local HR, and review by HR Policy & Compliance, including the completion of an Out-Of-State Remote Work Agreement. See Out of State Work Information for additional details.

Non-exempt staff working out-of-state on an approved remote work agreement prior to October 1, 2022, may continue working out of state at the discretion of their supervisor and HR. Local HR should contact HR Policy & Compliance for state-by-state guidance on wage and hour law.

After September 30, 2022, non-exempt staff who are not already working out of state will not be allowed to work out-of-state.

27. I am a non-exempt staff who is already working out of state. With the new guidelines that only exempt staff can work out of state, what will happen to me?

Non-exempt staff working out-of-state on an approved flexible work agreement prior to October 1, 2022, may be approved to continue working out-of-state at the discretion of their supervisor and HR Policy & Compliance. Non-exempt staff are paid hourly and are eligible for overtime. See Remote Work Outside of California for more details.

28. Can staff work remotely outside of the United States?

No, UCI staff are not permitted to work remotely in other countries. Consult your HR Business Partner should there be a short-term situation with exceptional circumstances.

29. Is there any time when a supervisor can terminate or vary the remote work arrangement?

Yes, remote work agreements are subject to ongoing review by supervisors and staff and may be modified or rescinded with reasonable notice in accordance with local procedures: UCI Remote Work Procedures. A supervisor can terminate or amend the agreement based on a number or reasons, including operational changes, staffing changes, leadership changes, performance, etc. If the termination or amendment to the arrangement is not a mutual agreement, the supervisor must provide at least 30 days of notice in writing to the staff member.

30. Are represented staff eligible for remote work arrangements?

Yes, the collective bargaining agreements have language giving management the right to determine the location of work. As such, considerations for work location eligibility or decisions will be the same for represented and non-represented staff.

31. Are staff in non-exempt positions eligible for remote work arrangements?

Non-exempt staff are eligible for remote work in the state of California. Supervisors must ensure that appropriate breaks are taken, that all hours worked are reflected as time worked and that overtime has advance approval by the supervisor. See Remote Work Guidelines

32. When hiring out-of-state candidates, can we take into consideration the cost of living of the candidate's locality?

No, at this point we will continue to use the UCI salary ranges and step structures to make compensation decisions for UCI employees.

33. Must all staff sign a remote work agreement?

Yes, a remote work agreement must be completed before the staff member begins a remote work arrangement.

34. Are newly hired staff eligible to participate in remote work?

Yes, and typically a pilot period is recommended to ensure the arrangement if successful. A remote work agreement must be completed before the newly hired staff member begins a remote work arrangement.

35. What happens if a staff member who is working remotely wants to return to work primarily on-site?

The staff member should discuss this with their supervisor at least two weeks prior to the change date. The supervisor will evaluate the request based on the needs of the business unit. Any changes to an agreed upon remote work arrangement will be in writing if arrangement is rescinded or have an updated remote work agreement completed.

36. What happens if a staff member with a remote work arrangement transfers to another unit or department?

The staff member and the staff member's new supervisor should discuss the situation and determine if the staff member's current remote work arrangement is appropriate for the new position and department. The staff member may have to complete a new remote work agreement.

37. What if my schedule changes? Do I need to complete a new Remote Work Agreement?

Agreements must be updated *only if* there are changes in work location. Changes in schedules or location frequency may be agreed upon between employee and supervisor and do not require an updated Remote Work Agreement. For represented staff, any changes to the location or schedules should be reviewed in advance by Workforce Relations.

38. How do we handle employee requests for disability accommodations in a remote work arrangement?

Requests for disability accommodation should be handled in accordance with Personnel Policies for Staff (Reasonable Accommodation) or the applicable CBA. This includes situations where an employee with a disability requests a hybrid work arrangement as a reasonable accommodation. It also includes situations where a remote employee with a disability or a hybrid remote employee with a disability may need a reasonable accommodation to perform the essential functions of their position. Staff requesting reasonable accommodations should contact their supervisors, or one of the following UCI HR specialists:

Campus:
Wendy Pawling
Disability Management Specialist
(949) 824-9756
wpawling@uci.edu

Health:
Katie Dizdarevic
Disability Management Specialist
(714)-559-5200
kliquori@hs.uci.edu

WHILE WORKING REMOTELY

39. How do we handle workers' compensation claims for remote workers?

Work-related injuries incurred in the non-university worksite should be reported promptly to the supervisor. Such reports of injuries will be handled in the same manner as reports of injuries in the normal workplace.

Staff working in California should follow the Workers' Compensation procedures: Workers Compensation Website. Workers' compensation laws vary by state. Staff working outside California should address any questions to the UCI Workers Compensation Contacts.

40. What should a staff member do if they have connection issues while working?

If a staff member experiences internet, phone, or power outages, they should get in touch with their supervisor as soon as possible. The supervisor will work with the staff employee to determine what work can still be performed during the outage and if any makeup time will be required. If problems persist, the supervisor will revisit the remote work arrangement to determine if the staff member's offsite location is suitable for continued remote work.

41. What if a staff member falls or hurts themselves during remote work hours?

They should contact their supervisor immediately and follow the Workers' Compensation procedures posted here: Workers Compensation Website.

42. What if a staff member is ill when they are to be remote working?

If illness or other issues prevent a staff member from working whether on site or remotely, they will be expected to take appropriate leave (sick, vacation, PTO), and follow the normal process for reporting off work.

43. Will staff be allowed to work remotely while traveling on vacation?

Vacation and paid time off (PTO) are opportunities for individuals to rest and recharge. If an individual is working, they are not on vacation or PTO. However, staff members may request from their supervisor to work remotely at an alternate location, within the United States. The supervisor may consider the request and set expectations for hours to be worked and work outcomes to be achieved. The supervisor should always know where their staff members are located.

44. What are the emergency procedures for when a disaster occurs at either UCI or at the remote work location?

Staff members should reference the emergency procedures provided by their unit and UCI Emergency Management. Supervisors are encouraged to set up a telephone tree or other communication method to check on the safety of their employees.

45. How will staff members' performance be evaluated while remote working?

Supervisors will evaluate staff members' performance in the same manner as they would if they were onsite. Supervisors should focus on communicating clear expectations, setting

goals, and reviewing outcomes. Supervisors should consult their HR Business Partners should they need assistance.

EXPENSE ELIGIBILITY AND REIMBURSEMENT

46. Are a remote staff's personal internet data plan, home Wi-Fi and/or personal cell phone reimbursed?

No. Only business-related equipment that can be returned to the office at the end of the remote work arrangement should be reimbursed. If any item needs to be installed, charges related to the installation are the responsibility of the employee. UCI will evaluate on a case-by-case basis where reimbursement is necessary for staff with specific needs not already met with existing resources.

47. What is reimbursed for remote office and technology equipment?

The university will provide staff with standard IT equipment needed to perform their job duties. Staff members who work remotely should not expect to have two workspaces equipped for them and should coordinate with their unit on sharing equipment when onsite or bringing equipment with them.

Additional equipment may be provided for accommodation needs, as identified through the interactive process. The staff member is responsible for supplying any additional equipment needed for their workspace not provided by the university. Any university-owned equipment must be properly returned prior to separating from university employment. The staff member is responsible for working with the appropriate department to arrange timely return of equipment.

The university provides a wide range of tools that aid effective and productive teamwork, including but not limited to virtual private network (VPN) software, single sign on (SSO) & two-factor authentication, email and calendar, soft phone dialer, video and audio conferencing, electronic document storage, and other corporate technology tools such as financial, collaboration and productivity applications. The staff and the unit are responsible for maintaining the compliance of the device and associated programs.

48. How do I ensure ergonomic safety while working remotely and what expenses are reimbursed for remote ergonomic equipment?

The university is responsible for ensuring that that work assigned to the employee can be performed safely offsite and for providing the employee with ergonomic equipment in accordance with local procedures. Campus EH&S Ergonomic resources for working remotely can be found here: Campus Ergonomics. Medical Center ergonomic resources can be found here: Medical Center Ergonomics.

When performing work for the university, the staff member is responsible for maintaining a safe and secure work environment and for arranging the remote worksite in an ergonomically sound manner. Managers should direct staff members to Environment Health and Safety for assistance in setting up an ergonomically correct non-University worksite.

Staff who wish to request ergonomic furniture for their homes as reasonable accommodations through an interactive process, should contact their supervisors, or one of the following UCI HR specialists:

Campus:
Wendy Pawling
Disability Management Specialist
(949) 824-9756
wpawling@uci.edu

Health:
Katie Dizdarevic
Disability Management Specialist
(714)-559-5200
kliquori@hs.uci.edu

49. If the staff lives 30 miles away from UCI, is that a reasonable reason to request to work from home full time to cut down on transportation costs?
No. Eligibility for working partially or fully remote are based upon unit/business operational and service needs and are not based upon distance that staff commute to campus.

50. Are staff who work remotely eligible to be reimbursed for mileage or parking to come to campus for occasional on-site meetings?
No. If a staff member (primarily remote or not) must travel to their job location, that is considered a non-reimbursable commuting expense. Staff who are working outside of the job location at their own convenience are not on travel status as defined in Business and Finance Bulletin G-28, Travel Regulations, as "the period during which a traveler is traveling on official University business outside the vicinity of their headquarters or residence.

Please view UCI Transportation's telecommute resources webpage for parking costs and options.

51. Are staff who work remotely eligible to be reimbursed for travel costs associated with business meetings not at UCI, professional conferences, or other university-related business purposes?
Yes. Staff that travel from their home to a non-UCI location for business purposes, may be reimbursed in accordance with Business and Finance Bulletin G-28, Travel Regulations. In certain circumstances and estimate of normal commuter costs from their home to their unit's UCI location may be deducted from their total travel costs.

52. What is reimbursed for office supplies for staff remote work location?
Staff should work with their departments for regular office supply needs. Such supplies may be shipped to remote staff if needed. As with equipment, all supplies and materials shall be returned to the unit upon the end of employment or transfer.

53. What is reimbursed for printing costs for staff remote work location?
Staff should work with their departments to determine the true need for printing supplies.

As we adopt greener practices and workflows that are primarily electronic, the use of printers and printer supplies should be minimized.

54. How can staff borrow University-owned equipment for remote-work use?
Refer to Procurement Services policy on Borrowing University-Owned

55. Will there be a lower cost parking permit or increase monthly permits offered to those who are hybrid?
For Irvine campus parking, Transportation & Distribution Services offers discounted daily parking passes and a new type of parking pass, the Occasional Use Pass, which provides up to 5 complimentary parking passes per month depending on the commute mode. See Transportation and Parking Resources for further details.

56. What plans does UCI have for improving public transportation to and from work for those who need to be in the office?
Transportation and Distribution Services (T&DS) has several initiatives to ensure there are sufficient, clean, safe, affordable, and accessible parking and transportation options available to all staff. T&DS is currently rebuilding the number of vanpools back to the 25-pre-pandemic levels using GIS software to identify and communicate with those living within a vanpool area. They are also updating the Spanish collaterals to ensure we are reaching eligible staff effectively. They work with the unions and hiring departments who have large numbers of openings to ensure newly hired staff are aware of the transportation options. UCI currently has 14 active vanpools and 50 registered carpools that serve the cities of: Riverside, Moreno Valley, Long Beach, Santa Ana, Yorba Linda, Irvine, and San Clemente. T&DS also offers commute planning services via their sustainable transportation coordinators who can assist staff with identifying options with varying costs for commuting. See Transportation and Parking Resources for further details.

HOTELING/NON-DEDICATED WORKSPACE

57. Will there be a hoteling (for workspace) system that can be used across UCI?
Currently, we encourage units to designate available hoteling space for staff who do not work 3 or more days per week on site. In the future, we are considering how to share hoteling space across units and buildings.

58. Is UCI looking into general workspaces and open meeting rooms (like We Work) on campus that allow people to meet in person if needed?
Currently, we encourage units to designate available meeting spaces for staff. In the future, we are considering how to share meeting space across units and buildings.

59. If an entire team is remote, can we get a conference room to meet once a month to engage and interact with team members?
Yes, we encourage leaders of remote teams to leverage onsite facilities regularly to engage with their teams in person and create opportunities for recognition, team development, and bonding.

REPRESENTED STAFF

60. Will supervisors be able to determine the work schedule for each represented staff on an individual basis, based on the needs of their respective department/unit?

Yes, the collective bargaining agreements (CBAs) give UCI the right to schedule to meet operational needs. Depending on the schedule and the terms of the collective bargaining agreement, management might be required to provide notice to the union prior to changing a schedule. Consult your HR Business Partner or Enterprise Workforce Relations consultant for assistance or if you have questions about the ability to change a work schedule pursuant to a remote work agreement.

61. Will any kind of vote by represented staff in the same classification be required when adjusting work locations?

No vote is required when adjusting work location.

62. For represented staff, will each arrangement need to go through the Union for review, or will there be a blanket approval provided?

While it is a management right to determine which classifications will work remotely, we engaged in discussions with the various unions to review the university's plans for remote work. The unions do not need to be consulted nor provide approval regarding remote work agreements with staff.

CHILD CARE RESOURCES

63. Are there specific strategies for managers to address remote workers who have not secured childcare or to assist employees with small children who are struggling to find childcare?

There are many resources to support UCI employees with dependent care. In addition to UCI Child Care Services on-site childcare at the Irvine Campus, UCI has partnered with many local childcare centers to provide priority enrollment and in some cases, tuition, and registration discounts for children 6 weeks to 12 years. Current offerings include but are not limited to Little Scholars Academy of California Montessori, KinderCare, Bright Horizons Centers, and The Learning Care Group which includes La Petite Academy, Childtime Learning Centers, Tutor Time, and Children's Courtyard.

The UCI Employee Assistance Program can help assist with local childcare center searches. Employees and their families can call the EAP (Employee Assistance Program) at 844-824-3272 and request a custom search of local childcare centers that meet the specific needs of their family.

UCI also offers resources for in-home care. Through our partnership with Bright Horizons, UCI employees have free access to Sittercity, an online platform to help find childcare sitters and nannies, as well as discounts for personalized nanny placement services.

We also know that even the best childcare plans can fall through. Therefore, UCI provides extra support when uncertain times lead to care breakdown. All UCI employees and

graduate students have access to 10 days of highly subsidized Back-Up Care each year. Back-Up Care can be used anytime you need to be at work, but your family member needs care. Care can be booked 30 minutes up to 60 days in advance for in-home care for children, adults, and elders as well as center-based childcare. Back-Up Care is not intended to be a long-term solution, but rather extra support for a short-term solution to care needs.

For more information on all these resources listed above, please visit: Connecting Families to Care Resources.