

Addendum
RETURN TO CAMPUS TASK FORCE RECOMMENDATIONS

INTRODUCTION & SCOPE OF WORK:

The Return to Campus Task Force convened in the Spring 2021 semester. Our charges were to evaluate all aspects of a hybrid work environment and submit recommendations by the end of the Spring semester.

The recommendations that follows are based on the needs of individual teams, feedback from open forums and research materials. And of course, these recommendations would *not* supersede any university policies.

TERMINOLOGY DEFINED:

We have defined the following terms in the document for consistency of understanding.

- **Hybrid schedule:** A schedule that uses a combination of on-site and off-site workspaces. It includes defined intervals of time where the team is on-site together.
- **On-Site Workspace:** This is generally at the employee's assigned office or workplace provided by the Division. It includes a distraction free work area, technology, and internet connectivity needed to complete work tasks efficiently. (see Technology Requirements for more details).
- **Off-Site Workspace:** This is generally a site chosen by the employee with technology provided by the employee. It could include their home office but is not restricted to one location if all expectations are met. Expectations include a designated work area with the required technology and internet connectivity in a distraction free environment to efficiently complete work tasks. (see Technology Requirements for more details).
- **Post Pandemic:** Period in time when the CDC and UCF has deemed it is safe for employees to return to campus. Mask wearing and physical distancing may still be a mandate. (As deemed by the University and CDC).
- **Functional Positions:** (may need different hybrid schedules as determined in collaboration with team leads and division leadership.)
 - Supervisors – Required to work on-site if OPS are working on-site. Other designated supervisors could be appointed. They may be required to attend on-site leadership meetings.
 - OPS part-time, OPS full-time: consider the same with regards to hybrid work schedules
 - Faculty/Instructional Designers: Planned on-site/hybrid work activities subject to the Collective Bargaining Agreement regulations.

EXCEPTIONS:

Each department is responsible for creating and utilizing a hybrid work plan that meets its unique scheduling needs using the overall parameters set by the division. Minor exceptions, such as schedule changes, will be handled within the affected unit, with the same discretion as is used to handle any other department policies and procedures. New employees or OPS staff, at supervisor's discretion, may be required to work on-site for a stated period before being eligible to work off-site. Employees who are underperforming or facing environmental or technological issues that impede their work performance may be required to work on-site

100% of the time for a period that is set at the supervisor’s discretion. Requests for accommodation will follow normal procedures.

PRECEDENT:

Division employees need to reside within the state of Florida. More precisely, they need to be within a reasonable distance from Campus that allows them to be on-site every day to accommodate changes in schedule and in-person activities. Employees must be able to reliably attend all required in-person meetings and on-site workdays. Requests for accommodation will follow normal procedures. When planning temporary work outside the local area, notification and approval is required before traveling.

TECHNOLOGY

All employees should meet minimal technology requirements to support off-site work. Employees must have access to computer equipment and reliable internet. The Division will not provide 2 sets of technology to outfit on-site and off-site offices. Instead, providing one set of necessary technology for on-site locations that is flexible to be used in multiple locations (such as a laptop instead of a desktop computer).

The following table lists the minimum on- and off-site technology requirements for **most** of the division. The table does not address teams or departments that have specialized technology or equipment needs (CDL video, CDL graphics, etc.).

Note: Any unique or individual needs for technology needs to be approved by the employee’s supervisor on a case-by-case basis.

Off-site	On-site
Department issued laptop	Department issued laptop or desktop
Department issued Webcam (internal/external)	Department issued Webcam (internal/external)
Department issued headset	Department issued headset
Internet bandwidth >20Mbps	Wireless connection
	Department issued Dual Monitor display w/dock
	Department issued Mouse/keyboard

MEETING ROOM REQUIREMENTS

Technology to support both face to face and online meetings will be in all DLC meeting spaces. We highly encourage the evaluation and use of any technologies that increase ease-of-use and individual contributor inclusiveness in a hybrid meeting landscape.

BEST PRACTICES: The list that follows are the areas the committee felt were crucial and should be incorporated in a hybrid work environment.

- Innovation
 - Freedom for employees to explore new ideas in both our work and workplace.

- Teambuilding activities that aid in continuity of culture and maintaining connections.
- Time for professional development and social networking.
- Systems that facilitate idea exchange, coordination, and collaboration.
- Trust
 - Frequent and open communication to instill autonomy in employees.
 - Clear expectations.
 - Open to feedback on both ends to ensure shared meaning.
- Intentional interactions
 - Motivating and empowering.
 - Individual Feedback.
 - Interactions focused on the whole employee not just work performance.
- Meetings
 - An event template for virtual/face to face meeting expectations:
 - Example: For this meeting it is requested that you participate with cameras on when speaking, muted mic when not speaking.
 - Use of non-verbal cues such as a head nod or raise hand button.
 - Use of chat box for links rather than just responses.
 - Reduce distractions during meetings (e.g. working on other projects or having others in your workspace).
 - Flexibility – Options, like provide meeting notes.
 - Choose a meeting format with the following priority:
 1. Full Virtual
 2. Hybrid
 3. In-Person
 - Extra care is needed in communicating meeting locations.
 - Consider using a consistent schedule for on-site meetings on certain days or within certain hours, with advance notice.
- Establish Team Norms
 - Expectations for how long it should take to respond to emails/pings/IM.
 - Clear task expectations and ownership within a team, including when they can move forward if a member of the team is unavailable.
 - Establish which systems your team uses to share information.
 - Enact frequent check-ins to stay in touch and establish an understanding of individual and group progress.
 - Set team/project goals in advance.
 - Scheduled shift hours, shared with your team members.
 - Notifications to leadership and peers when unavailable
 - Define outcomes if expectations are not met.
- On-Site Physical office spaces
 - Determined by department.
 - Dedicated individual spaces may be impacted by increased off-site time, depending on availability and goals of the team and department.

EXPECTATIONS:

- Communication
 - Establish agreed upon tools for team with frequent evaluations for effectiveness.
 - Use Outlook calendar (or other scheduling tool) for availability status.
 - Respect colleagues' free and busy times.
 - Frequent check-ins between team members and supervisor and employee.
 - Guidelines for when to use what channel — email, Teams, phone, etc.
 - Response expectations to emails and other communication venues.
 - Communicate hybrid work policies, expectations, etc. in a designated platform.
- Eligibility
 - Good standing (performing productively) for the duration of hybrid work period.
 - Off-site location free from disruption and with necessary technology, equipment, and supplies.
 - Signed agreement form that states clear policies and expectations.
- Training
 - Zoom and Teams showing the features on each platform that promote engagement.
 - Onboarding procedures to include hybrid work policies and expectations.
 - Tactics and approaches for encouraging and maintaining engaging work relationships.
 - Addressing and learning how to manage work/life balance.
 - Safety protocols.

COMMUNICATION VENUES:

Communication will be UCF campus-wide supported tools only (Outlook, MS Teams, Zoom). Teams and departments can decide to use other forms of communication internally.

- Email: Respond to emails within 24 hours, even if it is to acknowledge recipient.
- MS Teams (for IM use)
 - Monitor incoming direct messages via MS Teams.
 - Used for short or quick efficient responses.
 - Be mindful of a person's availability status when communicating via IM.
- Zoom/MS Teams Conferencing
 - If video/mic is preferred to be on, this should be stated clearly in the request.
 - Whether to use the video camera is at the discretion of the organizer but needs to be clearly stated.
 - Set professional headshot profile photo (These can be scheduled at the FMC at no charge to division employees).
 - Be mindful of virtual backgrounds or visible workspace to ensure a level of professionalism.
 - Use of headset for audio is recommended.
 - Lighting should be front-facing or side-facing. A light source behind you will often limit visibility or cause silhouetting.
- Phone Services
 - Skype for Business
 - Skype is slated to go away once VOIP functionality has been activated/integrated into MS Teams.

- Skype used only to make external calls outside of the university. It is not recommended that that Skype be used for IM communications.
- MS Teams
 - Leave voicemail.
 - Use as primary source of telephone/voice communication.
- Service Now
 - Used as workflow-based request when services are listed within ServiceNow catalog or defined by department.
 - Example: Graphics only uses ServiceNow for graphic requests.
- Team Specific/Project-based Communication Channels
- Do not rely on these services to communicate outside of your team. Instead, use university supported communication channels listed above.
- Misc Internal tools to each team (WhatsApp, Slack, etc).
- Gitlab.

SELECTED REFERENCES (more in RTC Task Force Team page):

<https://www.it.ucsb.edu/flexible-work-arrangements/remote-work-etiquette>

<https://hr.uccs.edu/covid-19-employee-guidelines-remote-work>

[Harvard Flexible Work Guidelines](#)

Various LinkedIn Learning Video