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Wellness in the Hybrid Workplace

Resources and Recommendations for UC

Presented by UC-CORO
2021 Northern Cohort

Land Acknowledgment

The University of California recognizes that our campuses and other UC locations sit on the territory of Native peoples of California, and that these lands were and continue to be of great importance to Indigenous peoples. Every member of the UC community has benefitted and continues to benefit from the use and stewardship of these lands.

Consistent with our values of community and diversity, we acknowledge with gratitude and make visible the University's relationship to Native peoples.

Sponsor Acknowledgements

- Executive Project Sponsor: Rachael Nava
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2021 UC CORO Northern California

Agenda

- Problem Statement
- National Trends
- UC Trends
- UC-CORO Stories
- Resources
- UC Gaps
- Recommendations

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Problem Statement

The shift to a hybrid work model has brought challenges, change, and new opportunities to the UC system as well as heightened attention to wellness and equity among employees.

Given that remote and hybrid work – in some form – are likely here to stay, this project focuses on the challenges that managers and supervisors face when it comes to caring for the mental and emotional well-being of their teams in remote and hybrid environments.

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Project Goals

Goal 1:
Find and curate resources that promote healthy and effective remote and hybrid work.

Goal 2:
Identify and communicate recommendations that grow UC's ability to support mental and emotional wellness.

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Voices of Cohort Members

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Core Questions

- Nationally, what are the impacts of shifting work practices to remote and hybrid work on employees?

- How do these trends align with the opportunities/ challenges within the UC faculty/staff community?

- What resources currently exist to assist UC managers in supporting the emotional and mental wellness of teams?

- What can the UC system do to further support individuals and teams in our new hybrid environment?

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Definitions

Hybrid Work

Remote Work

Definitions (cont.)

- Emotional Wellness

- Mental Health

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Positive Hybrid Workforce Impacts

- Happiness

- Family time

- Money savings

- Productivity

- Talent pool

- Reduced overhead costs

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Challenging Hybrid Workforce Impacts

- Social integration

- Caring for loved ones

- Workload

- Blurred boundaries

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Pandemic-Related Burnout

50% of U.S. workers expressed burnout in 2021
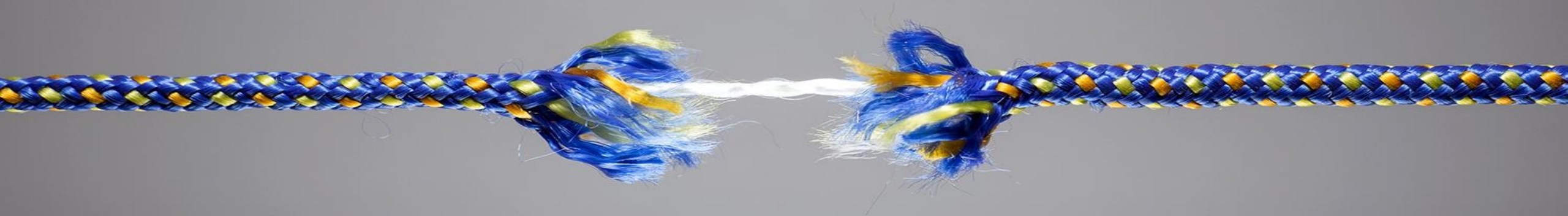
- Mental and Physical Exhaustion
- Callousness Toward Others

- Reduced Feelings of Personal Accomplishment

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The Great Resignation

1.5M
Open positions in the U.S.

4%
Of all education positions

8%
Of all health care positions

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Source: January 2022 CBS News report

Demanding More Mental Health Support
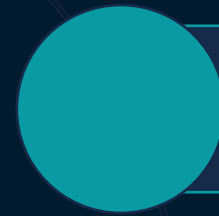
- 33% of employees considered changing jobs to improve mental health
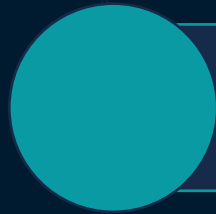
- 80% of employees are more likely to stay if mental health benefits improve
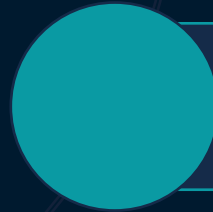
- 54% of C-suite leaders do not prioritize mental health

UCOP Pulse Survey #2 Results (shown in %)

Compared to Initial Survey June 2020 – (Overall 789)

		Total Favorable	Comparison to Previous Survey (886)
UCOP COVID-19 Pulse Survey #2		78	-2
1	Overall, I am satisfied with how UCOP is managing the COVID-19 situation.	88	0
2	I am satisfied with UCOP communications regarding the COVID-19 situation's impact on UCOP operations and staff.	88	8*
4	My department has been active in communicating how the current situation impacts our department.	81	-8*
5	Morale in my department is generally high.	60	n/a
6	UCOP cares about my well-being.	78	-5*
7	I am well prepared to fulfill my job duties under the current conditions.	88	-2
9	I am comfortable discussing my work-life challenges with my supervisor for assistance and guidance with balancing my workload.	81	n/a
11	My supervisor is supportive of balancing work and personal commitments that arise during the COVID-19 situation.	87	-4*
12	I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	85	n/a
13	I am comfortable using leave options if necessary without fear of losing my job.	78	n/a

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UCOP Pulse Survey Highlights

-8 Department Communications

-5 Cares about my well-being

-4 Manager helps with work/life balance

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UC-CORO 2021 Northern Cohort – What We've Learned

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Theme One – Direct Communications

Pandemic communication was viewed favorably, but respondents appreciate direct/ individual communications.

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Theme Two – Managers' Impact

Direct supervisors have a tremendous impact on the lived experiences and well-being of the UC workforce as it weathers an unprecedented crisis.

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Theme Three - Burnout

Burnout is impacting employee health and wellness.

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Theme Four – Roadblocks to Resources

Workload and burnout are roadblocks to accessing available resources.

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Resources – Collection Process

374 Resources

Relevance to Five Themes → Accessibility to UC → Accessibility to UC Sites → Timeliness → Usability

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Resources - Five Categories

Communication

Avoiding Burnout

Empathy at Work

Resources for Caregivers

Management of Hybrid Teams

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Research and Resource Gaps
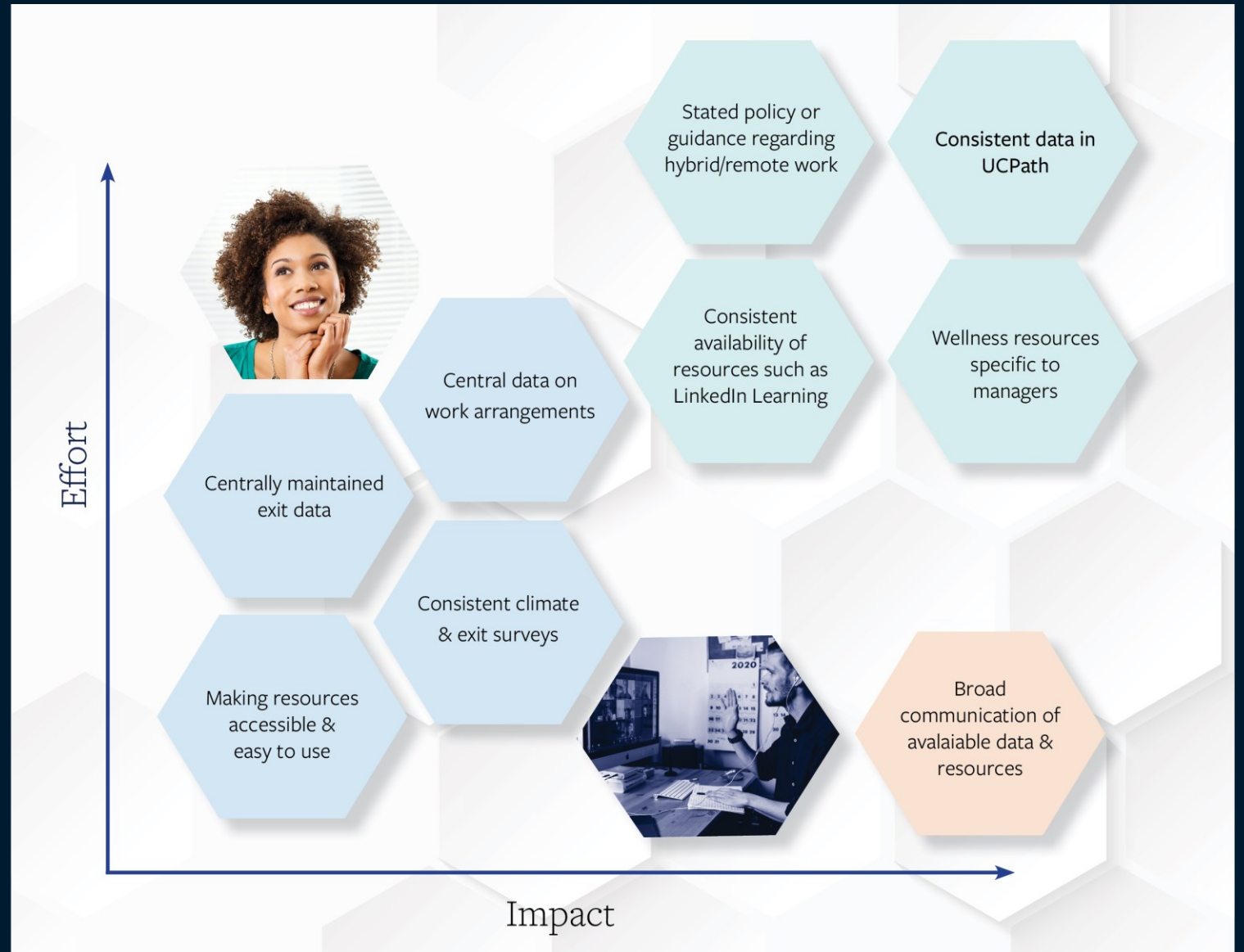
Recommendations - Strategy 1

Develop and make available comprehensive, consistent materials to help UC locations manage hybrid work environments.

- Create a UCOP-managed website that is one-stop shop for resources

- Develop UC systemwide policy or guidance

- Design wellness resources specifically for managers

- Communicate available resources

- Ensure equal access to externally supported resources

- Ensure ADA accessibility of all resources

Recommendations - Strategy 1 (cont.)

Recommendations - Strategy 2

Improve UC's ability to understand trends and monitor outcomes within the workforce.

- Use existing UCOP systems to capture missing data

- Centralize data capture of employee work arrangements

- Add exit survey reason codes that include remote work opportunities

- Normalize exit surveying at all campuses

- Refine UCPath fields for reporting

Recommendations - Strategy 3

Understand UC and campus-specific culture that contribute to wellness and over-communicate widely the available resources across the system.

Centrally collect climate survey results and implement exit surveys from all UC locations.

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UC-CORO 2021 Northern Cohort – Hopes for the Future

Jess E.
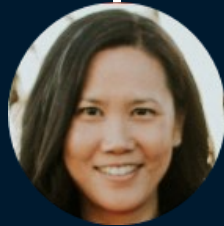UC Merced

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Ensuring Project Longevity

Gratitude to Cheryl Lloyd, Interim Vice President of Systemwide Human Resources, for supporting project next steps