

2021-22 UC-CORO Northern California Cohort: Manager Narrative Survey

UC Manager Directions: Please use this template to provide background and qualitative data regarding your experience working and managing direct reports and/or students in a hybrid environment.

NOTE: Even if all of your employees work in-person, you likely have experience navigating and working with other managers and employees who are working remotely or in a hybrid (in-person/remote combination) setting now, and you will have valuable insights to share.

We encourage you to be brief in your answers (2 to 3 sentences or phrases), but you are welcome to write as much or as little as you would like.

The survey is set up so that you can edit your responses and request a copy of your responses by providing your email address.

BACKGROUND: In March 2020, as a result of the COVID-19 pandemic, the University of California shifted to an unprecedented degree of remote and hybrid (combination of in-person and remote) work and instruction, creating new challenges and opportunities for leaders, managers, employees and students. Two years later, January 2022, with a fourth surge of this pandemic, the UC continues to grapple with the implications of remote work and instruction, and the 2021-22 Northern California UC-CORO Cohort is undertaking a project to assess this unprecedented shift in the UC and provide findings and resources for UC leaders and managers to strategically evolve our leadership and management in a hybrid workplace environment.

This template was created in January 2022 for the 2021-22 UC-CORO Cohort to provide a qualitative data collection tool for gathering information from managers in the University of California about managing in a hybrid/flexible work environment.

* Required

[Questions begin on next page]

Survey Questions:

1. Email *

Personal background data

2. Please list your current, primary UC location: *

Mark only one oval.

- Berkeley
- Davis
- Davis Health
- Irvine
- Irvine Health
- Los Angeles
- Los Angeles Health
- Merced
- Riverside
- San Diego
- San Diego Health San
- Francisco
- San Francisco Health Santa
- Barbara
- Santa Cruz
- UC Agriculture and Natural Resources
- UC Office of the President, UC Washington Center, Casa de la Universidad de California en Mexico
- UC/US Lawrence Berkeley National Laboratory

3. How many years have you worked at the UC? *

4. Do you currently have a flexible or hybrid work arrangement? *

Mark only one oval.

- Yes
- No
- Other: _____

5. Prior to the COVID pandemic response in March 2020, did you have a flexible or hybrid work arrangement? *

Mark only one oval.

- Yes
- No
- Other: _____

Managerial experience background data

6. How many years have you supervised or been in a managerial role at the UC? *

7. Have you on-boarded or off-boarded any employees since March 2020? *

Mark only one oval.

- Yes
- No

8. Do you currently manage employees who have flexible work arrangements? *

Mark only one oval.

- Yes Skip to question 9
- No Skip to question 10

Current management of flex/hybrid employees

9. You indicated that you manage employees with flexible work arrangements; please check all that apply:
If you select "Other," please briefly describe these arrangements.

Check all that apply.

- All Remote
- Some Remote
- All In-Person
- Flexible Work Schedules Fixed
- Shift Schedules
- Other: _____

10. Prior to the COVID pandemic response in March 2020, did you manage employees with flexible work arrangements? *

Mark only one oval.

Yes Skip to question 11

No Skip to question 12

Pre-COVID management of flex/hybrid employees

11. You indicated that prior to the pandemic, you managed employees with flexible work arrangements; please check all that apply:

If you select "Other," please briefly describe these arrangements.

Check all that apply.

All Remote

Some Remote

All In-Person

Flexible Work Schedules

Fixed Shift Schedules

Other: _____

Managerial CHALLENGES with respect to the hybrid/flexible work environment

Please provide brief responses.

The project is particularly interested in wellness challenges you have faced as a manager, but you are invited and encouraged to share any type of challenges that result from managing in a hybrid work environment.

12. Briefly explain what challenges related to hybrid work environment/flexible work arrangements you have had to respond to, as a manager, from: a) your employees/supervised students; b) your peer managers and colleagues; c) your supervisor; d) senior leadership; e) your customers/clients/external partners. (The next section will allow you to describe personal challenges and opportunities.)

13. What solutions, if any, have you found to address these challenges?

Managerial OPPORTUNITIES with respect to the hybrid/flexible work environment

Please provide brief responses.

The project is particularly interested in wellness opportunities you have faced as a manager, but you are invited and encouraged to share any type of opportunities that result from managing in a hybrid work environment.

14. Briefly explain what opportunities, if any, related to hybrid work environment/flexible work arrangements you have found, as a manager. (The next section will allow you to describe personal challenges and opportunities.)

15. How have you created and maintained community among your team?

Your personal experience

16. Briefly describe both challenges and opportunities related to a hybrid/flexible work environment that you have experienced personally.

Resources

17. What resources, information, leadership guidance, etc. do you wish you had as a manager leading in a hybrid work environment?

18. Where have you looked/would you look for resources to help your work as a manager?
(Check all that apply.)

- My campus/location
- Other UC campuses/locations UC
- Office of the President
- UC Agriculture and Natural Resources
- UC/US Lawrence Berkeley National Laboratory
- External resources (outside of the UC)
- Other: _____

Conclusion

Thank you for your contributions and time. There are two final questions in this survey:

19. Is there anything else you'd like to share with us?

20. The sharing of experiences and individual stories enriches the data we are collecting. If you would prefer that your information not be attributed to you, please indicate here (check box).

- Do not attribute my responses

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