

Flexible Work Toolbox

Video Transcript

Welcome everyone to our toolbox.

Talk on being flexible with flexible work.

It's my pleasure to introduce our speaker today,

Adrian Howorth Moore.

She's the Associate Vice Chancellor for Human Resources

and Chief Human Resources Officer for the University

of Colorado Anschutz Medical Campus.

And she joined CU in June of 2023.

Prior to joining CU Anschutz, she served

as the Associate Vice President

and Chief Human Resources Officer for the University

of Texas at Austin.

Adrian's experience and expertise include health

and welfare benefits, plan design, retirement programs,

occupational health

and workplace wellness programs,

ADA accommodations leave management, workers' compensation,

employee engagement, anti-discrimination practices,

employee relations, workforce safety

and threat assessment expertise

and media relations, including crisis communications.

She holds a bachelor's degree in nursing from UT Austin,

as well as an MBA from Texas Women's University.

She's a licensed registered nurse

and a former certified occupational health case manager

and certified occupational health nurse specialist.

Please help me in welcoming Adrian.

Hi, everyone. Oh, wait, let me make sure I'm,

I normally have a loud voice and don't need the microphone,

but I know we have folks online, so welcome.

I know for those of you who are online, you not,

you don't necessarily see this.

We still have quite a few people

that are coming into the auditorium

and grabbing their Chick-fil-A, so, uh,

you might hear some noises coming

in, but we'll go ahead and get started.

In the interest of time, um, I'm excited

to talk about this topic

because I will just share with you in full transparency,

I am a fan of flexible work,

but we're gonna talk about different kinds of flexible work

because I think sometimes people are not necessarily

flexible in what they think about in terms of flexible work.

Some people, when they think of flexible work,

think of remote only.

Some people think it's only hybrid.

Some people neglect

or forget about different flexible options with shifts,

especially for employees where it's not conducive for them

to have a remote or a hybrid option.

So we're gonna talk a little bit today about all the

different types of flexible work arrangements

that exist here at CU Anschutz.

And so then hopefully you'll have a better understanding,

maybe if you are exploring one for yourself,

maybe you are already in one,

but you're thinking about how it might be changed.

Um, and it'll just give you a little bit better grounding

about all of the different ways that we have flexible work.

As Alan kind of gave my introduction.

Many of you who know me, you know that my background is,

I was a reg, well, I am a registered nurse,

although you do not want me

to take care of you in the hospital.

But I still give a really great shot.

But for the first 18 years of my career,

I worked in a factory setting.

I was an occupational health regional manager.

I had multiple, uh, responsibilities

for sites all across the globe.

So back in the nineties, I was doing remote work concepts.

We didn't have Zoom, we didn't have teams.

There was no video image for those of you of a certain age.

You might remember the first video conference calls

that were very pixelated and your lips would move,

and the sound was very disconnected.

But we used tools like net meeting and Adobe Connect.

I, however, had to be on campus all the time.

I supported a factory. There was chemicals involved.

I was certified as a hazmat technician

and would need to go into the factory setting

to help pull out any of our technicians

that might have had a chemical exposure that

required me to be on site.

So I was on site the full duration

of my career at both Motorola

and Freescale Semiconductor, even though it was high tech.

And even though every single day I had

to oversee operations in Phoenix, in ous, France,

and in Kuala Lumpur, Malaysia.

So I was using remote tools even though I physically

had to be on site.

So I would say to you,

we very much used flexible work technology

and tools, even though my job, me personally, I had

to be on campus where our factory employees needed me most.

Now, did we have engineers that could work fully remote?

Absolutely, we did. And so there's different types of jobs that lend themselves to different types of flexible work arrangements.

So I just wanted you to know that that's kind of the background that I came from.

So when I first stepped into higher education, again, full transparency, I worked at the University of Texas at Austin, really big tier one research institution, flagship of Texas.

I arrived there in and my amazingly wonderful IT support person,

Brian was his name, he set me up

for my laptop day one, you know, very friendly.

I was all excited, Ooh, I'm gonna work in higher education.

And and I opened up my laptop

and was getting everything situated,

and I said, oh, well, where's net meeting?

And he goes, what? And I said, net meeting.

I said, you know, where I can connect

with people remotely if I need to have a meeting?

And he said, you walk there. And I was like, what?

And again, 2009, in my mind,

I had already been in high tech for 18 years.

I had already had employees in Malaysia.

I was like, wow, you guys walk back

and forth across campus for meetings?

And he was like, yep. Every day, all day, all the meetings.

So I very quickly learned about how just different cultures
and different work environments operate.

So again, I was on campus,

I thought I could operate in a remote way,

but still be on campus,

but the culture on my campus did not lend itself to that.

So again, just different ways that different cultures
and different industries view flexible work.

Now, flash forward, we have COVID, we have the pandemic.

All of a sudden, leaders who told me there is no way
possible for this job to ever be remote.

And they're calling me saying,

how do we turn my entire department

into a remote department?

Right? So all of a sudden,

what seemed impossible became possible.

It still couldn't accomplish everything.

There were always employees on campus at UT.

Just like I know here at CU Anschutz,

there were always employees on this campus during COVID,

I always use, I I, I'm careful about now

how I use the word privilege

because of different connotations.

But if you have a job that is remote work capable,

meaning it lends itself to hybrid

or remote work, that is in itself a niche job.

There are other jobs that we have on campus

that we're gonna talk about in a little bit where

that is just not a feasible flexible work option.

You think about the safety when you come on this campus,

why are the sidewalks and roads safe?

Even when it's snowing and icy outside, it's

because there are hardworking

employees ensuring that that happens.

Why is it that when you end up in the emergency room

and you're receiving IV medical treatment

and injections, it's because there's amazing medical

and clinical staff physically there to do that.

So there's always been employees on this campus

that have had to be here throughout the pandemic.

But today, I know a lot of people signed up

and are interested because we made a change

to our hybrid work model.

And so you might be interested in understanding why did we

make the change and how did that change come about?

So let's dive into some of those basics.

So we're gonna talk about flexible work arrangements.

Just to set the stage, we're gonna talk about some

of the flexible work trends that are happening nationally.

Um, then we're gonna talk very specifically about the CU

Anschutz hybrid work schedule change that was updated,

effective for January 5th of this year.

I'm gonna touch on fully remote work considerations.

I'm not gonna do a deep dive into this

because honestly, this is a whole

presentation all on its own.

But I at least want you to walk away with knowing

that there are some additional considerations that need

to be made if you are going to employ someone fully remote,

especially if they're fully remote,

out of state or out of country.

And then we'll open it up for questions.

So in this session, we're gonna do a broad overview.

I wish we had time to go do deeper dives,

but we just don't in about 45 minutes,

that's just not feasible.

So we're not gonna be able

to address very specific employee scenarios and questions,

but you will know who I am.

You will know who your HR partners are,

you can always reach out to your department, HR partner,

your department leadership,

or feel free to reach out to us in central hr

and we can hopefully help answer any questions

that you might have that are specific to your situation.

Whoops, there we go. So, flexible work arrangements.

What are they? There's so many different options.

So this is just a smattering, I'm sure I have missed a few.

But when it comes to flexible work,

this includes alternate work schedules.

So adjusting start and stop times for shifts.

Yes, there's a traditional eight to five Monday

through Friday, but there are also opportunities

for departments to consider and think about.

Is it okay if we have employees come in at seven

and work until three 30?

Is it okay that we have employees come in at nine o'clock

and work until six essentially extending the workday so

that clients can see people earlier or see people later.

But in some ways, that also helps the employees,

especially if they have maybe childcare

drop off and pickup needs.

Uh, maybe there's elder care needs,

maybe it's pet care needs.

So just different ways

to think about alternate work schedules.

We also can have compressed work weeks

where some employees may work three twelves,

other employees may work four tens.

So these are the types of opportunities
that employees whose jobs cannot lend themselves to hybrid
or fully remote, but maybe the nature
of the work in their department might lend itself
to a compressed work schedule.

There's split shifts.

Now, traditionally, some split shifts are you literally work
a first shift, you have an extended
break, and then you work a third.

We really don't have that type of work scenario.

Maybe if there's some emergency situations.

But another type of split shift is

where you work maybe the first half of the day.

You then have some personal obligations in the middle

of the day, and your office

and work environment lends itself to you taking that two

to three hour break in the middle of the day

and then picking up

and working from six to eight o'clock in the evening.

For some people, that's helpful.

For other people, that would be a nightmare, right?

For some people, it's like once they log off at the end

of the the day, they don't want the idea

that they would have to log back in.

But again, that's why flexibility should always be part

of flexible work because what would be an awful schedule

for someone might be the perfect schedule for someone else.

There's also staggered shifts.

Again, talked a little bit about

that when we talked about shifts start and stop times.

This is where maybe there are core work hours

that a department must cover, but

because they have enough staffing, they can sit there

and really think through with their team

how many people might wanna come in on the earlier hours,

how many people wanna come in on the later hours.

And it essentially extends the hours

of their operation while still meeting the core hours

and expectations of their department.

And then there's rotating shifts.

When it comes to fully remote,

there's three different kinds.

There's in-state, fully remote,

you live in Colorado, but you're fully remote.

There is out of state, which is pretty obvious.

You don't live in Colorado.

And then there's out of country,

and we'll talk a little bit more about this

at the end of the presentation.

And then there's hybrid work.

And with hybrid work, sometimes we just

refer to it as one thing.

But really hybrid work also has flexibility within it.

And so for hybrid work, hybrid work can be adjustable,

meaning the expectation is for you to work three days a week

to come on campus two days a week at home

or in a remote location,

and you adjust to fit the needs of your department

and to fit the needs of your schedule.

You can accommodate meeting coming in on certain days

for certain meetings, and you

and your manager can adjust from week to week what

that hybrid schedule looks like.

Then there's something called hybrid fixed.

So again, based on the needs of the department, there needs

to be assurance of coverage.

They require

that somebody be physically present in the office

for certain tasks and duties.

So in that case, a department leadership decision might be

that, yes, we support hybrid work,

but we need a fixed model.

We need to ensure that there's always gonna be somebody

there on Monday to accept and receive mail and deliveries.

We need to always ensure

that there's somebody there on Friday.

Maybe there's signature requirements.

Not everybody excepts DocuSign.

So there are definitely some times

where a department may need a fixed schedule.

Another example of a fixed schedule hybrid model is

because of space constraints.

Ideally, I think many of us, if you work a hybrid schedule,

again, don't wanna say for everybody,

but for many people they would prefer their hybrid days

to be Tuesday, Wednesday, Thursday,

and they would prefer to work at home on

Monday, Friday, right?

That's just a preference.

It not for everyone, but for a lot of people.

And so for a department that might have space constraints,
that may not be feasible.

And so they have to have a fixed model again, to ensure
that there's not too many people in the office on any single
day where it may exceed the capacity of their workstations.

Let's see. So the next question is,

is your job eligible for flexible work?

Now, I'm gonna let you know in my bind, my bias,
and especially as someone who is a registered nurse
and for a very long time worked in a very regimented

environment, I think flexible work is in fact eligible

for just about everyone.

That does not mean everyone is eligible for hybrid

or remote work, right?

So again, shifts start and stop times compress shifts.

Looking at shift design,

I think almost every job can lend itself to

that exploration.

But there are certain jobs that just do not lend themselves

to hybrid or remote work.

So again, as an example, as a nurse today,

maybe in the future we can figure out

a way to give a shot remotely.

But for right now, if you need to receive a shot,

I gotta be there in front of you in order

to deliver it, right?

So as a clinical specialist

or a clinical provider that requires physical procedures,

that job may not lend itself to hybrid

or remote work, public and client facing roles.

If you are a receptionist

that supports a clinical office environment

that greets guests and clients

and patients as they come in, that job may not lend itself

to remote or hybrid work research roles.

If you have animal care responsibilities, if you need
to physically observe, um, human subjects,
your job may not lend itself to remote or hybrid work.

I never say never,

because in fact, I did have a clinic operation

and I was staffed in a way that allowed me

to think creatively,

and I was able to give most

of my clinical staff the opportunity

to work from home at least one day every two weeks based

on our staffing model.

So I never wanna say clinical roles are never eligible,

but it is more challenging

and it does require certain staffing levels

in order to accomplish it.

And so then I always say, again,

as I said at the very beginning of this slide,

if your position is not eligible for remote

or hybrid work options,

that's when I think you can still be creative

and work with leadership

to think about our alternate work schedules feasible.

So work preferences.

Remember I started this presentation

with flexible work needs to be flexible.

So in positions that are suited for flexibility,
arrangements are shaped by both the business needs
and personal preferences.

And personal preferences goes both ways.

That means that as employees,
employees may have a preference
because they would prefer to work remote.

Maybe it's childcare, maybe it's pet care,
maybe it's elder care, maybe it's just their personality.

They might be more introverted
and it just takes less energy
to work at home than it does in a more social setting.

So those are all employee preferences.

Those are valid, and those are important.

But what I sometimes don't hear is

that leadership also has preferences,

and that leadership may find that they believe themselves

to be better leaders when they can physically engage

with the employees that they supervise.

They feel like they may be able

to offer mentoring opportunities better.

They feel like they can give coaching dialogues better.

They feel as though their clients are better supported when

there's physical presence in the office.

And sometimes it's just that spontaneity that they feel

that there is a spark of spontaneity

and creativity in just running into somebody in the hallway

or the elevator vestibule

that does not happen in a fully remote environment.

So those preferences are also valid.

So I think when we talk about hybrid work and flexibility

and remote work, we all have to remember

that employee preference is important

and should be considered and should be a mindful

consideration for leaders.

And, and employees need

to remember leadership preferences too.

And I just want you to know that when I have dialogues,

I do this both ways.

I will talk to employees very transparently and candidly

and say, if in this season of your life, you know,

with certainty that the only job for you is fully remote

and you know that that job is not available in the

department where you're at, then I say, you need

to explore other career opportunities.

That's an honest conversation

and dialogue that I have with people,

because I think it's not fair to tell them, well,

maybe it'll come in the future and then they're miserable

or it doesn't work for their life,

and it doesn't mean that maybe their entire

life that's their preference.

It might be for a season of their life.

I will also have difficult conversations with leaders

that tell me that the only way

that they think their department operates best is Monday

through Friday, eight to five, everyone in person.

I will tell you, I have these same candid conversations

with leaders and tell them, if you choose that model

and it's your choice as a leader to do so,

you will likely lose great talent.

You need to understand that

that's a consequence of your decision.

And so sometimes they get a little bit stumped when I tell

them that, but again, I wanna be honest with employees,

but I also wanna be honest with leaders

that in both cases there are consequences

to your preference.

And hopefully it doesn't always have

to be a bad consequence.

A consequence can be a positive consequence

where an employee says, you know, this just isn't

for me right now.

They go on and they find another job that fits better

with their personal needs, they then can thrive.

The manager can hire somebody who is conducive

to a hybrid work schedule or an in-person work schedule,

and then that manager's department thrives better.

So again, a consequence doesn't have to be a negative one,

it can be a positive one where both the manager

and the employee are better aligned in a job

that's better suited for each of them.

So what are the trends saying?

Hopefully you guys have been looking at the

news, but maybe you haven't.

Well, let me clarify. The news has been scary, right?

For the last month or two. So maybe you haven't been looking

at the news, but in terms of return to office trends,

there definitely has been a lot of new splashes.

So I find this fascinating.

Again, as someone who came from the high tech space,

I have found it fascinating the number

of high tech companies who have had

mandated in-office return to work announcements

in industries that honestly had flexible work options

and hybrid work options 20 years ago,

long before the pandemic.

So it is an interesting, um, shift that for at least for me,

that I just find interesting.

So for example, Amazon, right to say full-time Monday

through Friday in the office, Dell,

I remember when I was at UT

and I was benchmarking Dell's hybrid work policy.

Dell's hybrid work policy predated the pandemic

by a decade or more.

So I find it fascinating right now that we're seeing, um,

within the high tech sector as well

as especially within banking

and financial sectors,

an in office full-time requirement.

So these are just some of the ones that

I highlighted.

Hubble actually has a list.

If you're just curious, Hubble maintains a list

of all publicly announced in-office returns

as well as hybrid returns.

So if you're curious to see the longer list of employers,

check out Hubble's list,

but hybrid requirement updates, Apple, Google Meta.

I mean Zoom, Zoom made me laugh.

I met the CHRO of Google, I mean, I'm sorry of Zoom.

About three years ago I met, I met them,

we were having a discussion about of all things remote work

and hybrid work tools.

And at that time, he was so solidly in the camp, of course,

of their business model, right?

Like, we provide the tools that enable this.

And so when I saw their announcement, I had to look, is

that CHRO still the same CHRO?

Like did they, did they completely overhaul leadership?

Which by the way, can happen.

A new leader comes in, sets a new strategy,

and feels as though there needs to be a change.

But again, I, I did find Zoom a little bit funny I didn't

put on here Twitter slash X probably, you know that yeah,

two years ago they also required a a

in-office full-time mandate.

So, yeah, so the trend is definitely out there

that right now, according to Hubble's list, the majority

of Fortune 100 companies, how now have

a full-time office mandate.

So does that mean that there is no more hybrid work

or there's no more fully remote work?

No, it does not mean that.

It just means that it's stabilized

and it's no longer growing.

It means that companies based on strategy

and leadership changes are making changes,

but it does mean it is still a viable work option,

and I think it's one in which our

leadership continues to embrace.

That is why our leadership did not mandate full-time in

office Monday through Friday for remote capable positions.

So when you look at Gallup's most recent poll,

it was interesting.

Now this is actually kind of the expectations of employees

who are remote capable.

And so you can see that 52% of employees

who have the ability to work remote are working hybrid,

but only 23% are working fully remote.

So now their preferences, when you look at the graph kind

of over here, off to the side, that's

what their preference would be.

So 52% work hybrid, but 61% would like to, right?

So 23% work fully remote,

but 33% would like to.

So that's kind of it, just letting you know

what their preferences are.

And as you can see, yeah,

working full-time in office every single day when you're in

a remote capable job, clearly not the favorite choice.

And so only 6% say, yeah, I wanna come

to the office every single day.

What are people

who actually work these jobs saying about why

they like hybrid work?

And again, we didn't have time to go into all of this,

but if you're curious and you wanna do some Googling,

there are some research, um, articles

that have gone in depth into what is the best type

of flexible work when it comes

between comparing remote and hybrid.

Hybrid does come out on top in terms

of social connectedness, um, mentorship,

promotional opportunities.

and so hybrid seems to be the sweet spot.

Again, I know that some people still prefer fully remote.

Again, that is an okay and valid choice.

I'm just letting you know where some

of the research is landing in terms of, um,

how people feel connected

and engaged with their organizations.

And so these are employees that are remote capable,

and it's their sentiment on why they think

hybrid is a good choice.

And so of course, improve work-life balance,

more efficient use of their time, less burnout

and fatigue at work, and they believe higher productivity.

This is self-report.

So this is not a company indicating

that there's higher productivity.

It's an employee's self-report that they believe themselves

to be more productive in a hybrid work model.

But they do acknowledge challenges.

And again, this is self-report.

These employees do self-report that they have less access

to resources, they feel less connected to their companies

or organizational culture.

They feel disconnect, Lord, less connected with their own,

collaborative partners in their own department,

and also cross collaborative partners.

So what are the types of industries

and occupations that are most likely remote capable?

This is according to Forbes.

So the industries, these, they kind of make sense, right?

Computer and IT accounting

and finance, marketing, consulting firms,

these are the types of industries

where you're gonna see a higher percentage of fully remote

and hybrid employees.

and then on the other side is occupations.

The types of occupations where we see more individuals.

So when we looked at those numbers, kind

of the 23% fully remote, of those 23%

that are fully remote, these are the types

of occupations that they're in.

Okay? So our model,

you probably have guessed it, the research indicates

that hybrid seems to be the sweet spot.

Our executive leadership still very much embraces flexible

work models and wants to ensure

that the employee sentiment remains important and heard.

And yet, executive leadership also feels strongly

that this is a medical campus with students

and they want students to feel vibrancy on this campus

and not walk through halls and,

and classroom environments that look empty.

They want, when patients come onto our campus

and are needing support and directions

and guidance, they don't want the campus to feel empty.

And so, and they want innovation,

they want those spontaneity opportunities

where you're bumping to somebody in the

hallway and you go, you know what?

Now that I'm seeing you, hey,

I've got this issue, I've got this problem.

And that you guys can have that kind

of just spontaneous conversation and do some brainstorming.

So for all of those reasons, our leadership made a decision

to modify the hybrid work expectation.

For some people, hybrid work was just once
or twice a month, right?

I would tell you based on definitions
that was actually fully remote, that wasn't actually hybrid,
that was fully remote.

But we, we weren't necessarily going
with all the definitions here.

We frequently called people that they were hybrid employees,
even though they only had an expectation to come
to campus once or twice a month.

So the new expectation that became effective January 5th is
to come to campus for three days a week

and work remote for two days a week.

Again, it's for all of the things I just discussed

to help have a vibrant campus environment

that promotes innovation, creativity, and spontaneity.

Supervisors continue to have flexibility

to adjust their hybrid work arrangements as needed

to support their operational requirements.

And that this updated guideline does not preclude a

supervisor from requiring their employees to be on campus.

Okay? So we are making it available.

It doesn't mean it's required

to have hybrid work environment.

So what's the standard onsite expectation?

Three days per week. But we knew that
that doesn't always work for everyone.

First of all, during the pandemic, we,
we reconfigured workspaces.

So there are some departments that gave up square footage
to help accommodate classrooms
or research space or clinical space.

And they gave up administrative office space
because there were so many people
that were working either hybrid or remote.

So to have those employees come back on a more frequent
basis, those departments can have some variations

away from the three days per week to account for that.

And so that's what we talk about in terms

of this is the standard expectation,

but it doesn't mean that departments still don't have some

discretion based on some legitimate business needs.

The days do not need to be consecutive, right?

Again, going back to all the hybrid choices,

for some departments it might be hybrid fixed schedule.

For other departments, it might be hybrid adjustable,

meaning it can adjust week to week.

For other departments, it may be hybrid on an

as needed or intermittent basis.

Okay? So what are some of those exceptions?

Legacy remote employees, people

that we hired without ever having an expectation

that they would come to campus, such

as out-of-state employees.

So there is a legacy remote, uh,

employee exception that exists.

Does that mean that a leader cannot say,

I would like all my roles to be in Colorado?

No, it doesn't. That leader can make that decision,

but that leader, when they have a conversation with me,

I'll let them know, you may lose that talent.

That person may not be in a position to move back

to Colorado, or maybe they never lived in

Colorado in the first place.

You hired them remote four years ago, three years ago.

Today. You want to change that role to be here in Colorado.

There may be a consequence for that decision, okay?

But if you choose to have them remain out of state, you are.

So you have the exception you can do that. Okay?

Also, we made an exception for employees

who live greater than 50 miles away

for the three days a week, okay?

So those employees have that exception if the leadership

chooses to take advantage of it.

Difficult to fill specialties.

So there are definitely some positions

that are very difficult to fill.

And so if a department has recruited

and can show based on their recruitment strategy

that there is just insufficient, um, talent within

that specialty area in the state of Colorado, um,

then we can expand it and they can go ahead

and hire fully remote out of state.

Okay? There's a lot of considerations

that I'll talk about in just a little bit.

But that option remains available, especially for some

of these hard to fill positions

where recruitment has been unsuccessful, office limitation,

capacity issues, I've already talked about that.

And then short-term expect ex uh, exceptions.

It may be that an employee can successfully work the three

days a week on campus, two days a week at home,

and then all of a sudden something happens in their life

unexpected and they just need some, um, variation

for a short period of time.

They can work with their manager on a case by case basis

to have that discussion and see if that's feasible.

And then always a DA considerations.

And so if somebody has an individual medical condition

for themselves that precludes them from being able

to work the three days per week on campus

for a temporary period of time, they can meet

with the ADA coordinator

and have an interactive dialogue about

what accommodations might be feasible and possible.

Okay? So flexible work agreement and our policy.

So we updated the guideline,

but our policy is a little bit stale.

Policies take a little bit longer.

At a higher education institution, we have

to get lots of stakeholder engagement.

So a policy update is coming soon.

I will tell you that really our policy today is not in

conflict with this hybrid work update,

but the policy itself, again, is a bit stale.

It really doesn't address some of the modern needs

that we have when it comes to flexible work.

It was written at a time to help expedite during COVID.

And so some of the questions that we get on a regular basis,

the policy just doesn't address them very well.

So we are in the process of updating the policy

and getting feedback from the important campus stakeholders,

including our governance bodies.

With that comes an update

to our flexible work agreement form.

So for those of you who have filled out that form,

it's not very user-friendly.

So we have already corrected the technology.

And so we have a person who has already worked on,

his name is Steven, he's already worked on the form.

It's much more user friendly. It now has an interface.

So many of the fields are pre-populated, so it'll be faster

and easier for employees to complete,

less opportunity for typos.

We know that sometimes employees submitted these

and it just sat there and never went anywhere.

And then they were going, why

didn't my manager respond to me?

And it's because it was sitting in limbo

because there was some typo.

And so hopefully now it'll be an automatic feed to the, uh,

managing supervisor who will make the approval decision

and the reporting has been significantly improved.

So, um, once we have the policy defined,

we can turn on the new form.

But in the interim,

people have asked, what do we do in the interim?

Should we even fill out the form?

Here's my advice, but I will tell you this.

My advice is general advice for the campus.

Your department may have specific guidance
for your department.

If that's the case, check with your department
and their expectations.

But from a central HR campus perspective,
I'm saying we are fine.

If you still have an old flexible work agreement on file
and your job hasn't changed
and there's really nothing of significance that you need
to update, keep your form.

It's okay if you have a new employee
that has nothing on file, it is good to get it documented.

The current form works.

It may be cumbersome, it may not be as nice as the new one,
but it still captures what needs to be captured so
that the employee can document their needs
and the manager can make an approval decision.

So use it if it's a new employee.

If you are a department who requires
that this particular form be updated annually,
first, I'll let you know.

Central HR does not require that.

That's a department choice to do that. Okay?

If your department has chosen to do that,

I would suggest holding off a bit

because the new form is coming soon.

So rather than have people fill out an updated form

that's maybe less com, that's maybe not as ideal.

I would just hold off, keep your current one on file

and wait for the new form to come online.

So fully remote considerations.

So with full remote considerations,

we do now have a Colorado first preference for hiring.

So when we are making hiring decisions, the expectation is

that we look and seek for talent in Colorado.

We're a public employer in the state of Colorado.

And so we do want to make sure

that we are supporting our Colorado community in terms
of employment opportunities.

That said, as I mentioned on the previous slide,

if there is a recruiting challenge

and the talent simply is not available,

we absolutely can make an exception

and go outside of Colorado.

But it should always be our starting place

when we're thinking about out-of-state considerations.

Maybe you, yourself, you're an employee already here working

and maybe your spouse gets another job

and you're like, Ooh, gosh, can I move?

Should I move? Could I keep my job?

So have the conversation.

If you're a hiring manager

or a manager in a position where an employee has come to you

with this request, please, please, please do not make

a statement such as, oh, yeah, that's easy.

No problem. Before you've talked to your HR partner

or your department leadership.

Because oftentimes we shield managers from the

behind the scenes administrative work associated

with out-of-state employment.

Out of state employment is not easy.

Our payroll has to run differently

for different state requirements.

There are different labor laws in different states.

There's different minimum wage laws in different states.

There's different, there are states

that have different definitions and ex

and exceptions for exempt versus non-exempt,

which means over time, maybe different in different states

for the same employee.

So an employee may be exempt here,

but they may be non-exempt if they go to California.

So there are considerations that oftentimes

managers are unaware of

because the administrative team

behind the scenes is taking care of it.

So before those decisions get approved,

that's why it's imperative that people speak

with their HR partner and their department leadership

because it really is incumbent on the department

to have the staffing resources necessary to monitor

all of those expectations.

Does the department have enough bandwidth to check

and see, did

that state just roll out a new sick leave policy?

Did that state just roll out a new disability plan

that's required that we participate in?

Did that state just change the way

that they manage income tax?

And we need to make sure that the employee has adjusted

their address so that they're appropriately being taxed?

So those are those kinds of considerations

that if you know your department administrative team doesn't

have the bandwidth to do that,

then approving an out-of-state work arrangement

may not be feasible for you.

It may be feasible for another department

who has the staffing resources to monitor it in that way.

Okay? So that's why you may have a situation where, well, so

and so in this department, they moved to Utah

and it was fine with their manager.

Their manager may have a different support structure

administratively than another department manager

who might only have one administrative professional

for the whole department.

Okay? So that's why I just want you to stop and pause.

If you're an employee who wants to make the request, make it

make your case, you'll never know unless you ask, right?

So ask the question, is it possible?

Again, I'll just share a personal anecdote.

I had an administrative professional

that was my front desk staff for my clinic, right?

So it was absolutely a patient facing role.

They needed to be there to check in staff.

It was not a role that lended itself to remote work,

especially out of state remote work.

And yet her partner accepted a job in Seattle.

She really wanted to, to follow along when we were having

the conversation, and she was turning in her two weeks

notice to me, I said, oh my gosh,

you've been such an amazing

administrative professional for me.

Would you consider working temporarily out of state

for six months so that I can hire a replacement

for you and you can train them?

She was elated. She was like, oh my gosh,

I don't have a job yet in Seattle.

Yes, that would be so helpful to me personally.

And for that was helpful to her.

So it was helpful to her because

that way she had a job going into a new

city in a new location.

It was helpful to my department.

'cause now instead of only having two weeks notice,

I was able to buy six months notice.

Okay? She wasn't doing her full job.

That is why it was temporary.

That was why it was not a role

that I could permanently approve, right?

And so in that case, we actually reduced her hours

down to 20 hours a week.

She continued to keep us running, afloat,

ordering our supplies.

She helped select the new replacement,

and she trained the new replacement.

So that was a creative way

to think about a job you wouldn't normally think would lend

itself to out-of-state work or lend itself to remote work.

And yet, for a temporary period of time, it benefited her

and it benefited me.

By the way, four years later, her husband came back

to the state because we had a great relationship.

She got hired back into the department,

and she's doing an amazing job as one

of the strategy partners back at my prior, uh, institution.

So again, if you create a good environment

and people leave, they want

to come back when they're in a different season

of their life, out

of country considerations even harder than out of state, out

of country considerations.

Again, oftentimes managers don't realize that the rest

of the world does not follow US labor laws.

The rest of the world could care less about our IRS rules.

The rest of the world does not think

that the way we identify a contract employee is

how they identify a contract employee.

Because I oftentimes will have departments say,

can't we just make 'em a contract employee

and pay them as a contractor?

And I'm like, in that country, that is not an option.

They are considered an employee in that country.

Some countries are so strict that if you work

for more than five days in that country,

you are considered a resident of that country.

That's how strict they are.

And you would be subject to employment, um, taxes
and employment requirements.

So this is just an area

where we do not have the expertise to manage this.

And so we have hired Safeguard Global, which is a PEO.

They manage all of our out

of country permanent employment arrangements.

That means that the employee no longer is a CU employee.

They separate from cu and then safeguard hires them.

And Safeguard has expertise

to hire in over 150 countries around the world.

They ensure that the benefits match.

Some countries have nationalized health,

they don't need health insurance like CU offers, right?

But they might need something else.

Some countries require a three month severance package

if that employee separates.

So we need departments to think about that and know that

because they need to set aside three months salary right up

front for any hire in that country,

because if that employee leaves

that country requires three months severance.

Those are the kinds of unique scenarios that, again,

most departments will not have that expertise.

And so that's why we go through a PEO.

It, it doesn't matter about citizenship or residency status.

Again, sometimes I've had departments come to me

and say, well, my employee is a citizen of that country.

They know the laws.

I don't know about you guys,

but I can tell you, even as an HR professional,

I don't know all the laws in the United States,

sometimes employees will think, oh, well,

I know I've worked in my, my home country before.

Everything was fine because they were working

for a company in their home country.

So again, if it's an out of country decision, stop, pause,

talk to your HR partner, talk to your leadership,

and then you're gonna talk with safeguard.

Safeguard will go with through the checklist

and say, this is the benefits that's needed in this country.

This is the cost that's associated

with operating in this country,

and here's how we can make the transition.

And then your department can make an informed decision as

to whether or not they can approve

or not approve that employment arrangement.

But I think it's critical

because a lot of people think they're

still gonna be a CU employee.

So I think it's really important for the, for the employee

who might be making that request to understand,

they will no longer be an employee of cu.

Okay. So I know we covered a lot of information,

so I'm gonna open it up for questions.

And for those in the room, we do have microphones so

that those that are online can hear the questions,

but that sometimes means there's a little bit of a pause.

But I have some of my colleagues here

that have microphones that are gonna come around.

So, any questions?

Any questions online?

Yeah, I do. I

Don't know if you, you're gonna hear me, hear me.

with the updated three days minimum.

It has created a culture change in our school

where people are checking offices

and walking through hallways to see how

and if other departments are managing it.

How do you recommend politely telling these people

to mind their own business?

So for those of you who might not have been able

to hear the question, it was

that modifying our hybrid work schedule has created a

situation in this particular department

where other employees are going around

and checking to see who's showing up to the office.

That's a hard one.

I mean, and why I say it's hard is that

human behavior is not easy.

There are, there are scenarios where you would hope that

after middle school and high school,

you would grow out of certain behaviors.

But that isn't always true.

And so some people have this feeling of fairness that's

so ingrained that they feel like the only way I can ensure

that I am being treated fairly is if I go and inspect

and audit others from a how do you politely address that?

I would say that you're not in an audit role or function,

and that, um, employees can still go to their managers

and have a case by case dialogue,

and you may be unaware of all of the situations

and scenarios involved.

I know for some that still won't be satisfying,

but it's honest because there may be a coworker

or a colleague who has an ill parent.

There may be a coworker

or colleague that has a situation going on in,

in their home environment with their children

or with their house even.

I mean, there's just so many different scenarios.

There may be a situation

where an employee has an a DA accommodation

and your interest in their work schedule

is not the same as your right to know.

So that's, but, but I know it's not easy,

and I know that it's, it can affect morale.

So I don't wanna diminish the fact

that I know it can affect morale.

Any other questions online or in the room?

I see a couple up there.

I just had a question

for if you have any advice on making the new three days

in-office requirement not seem like such a checklist?

So, for example, we had a discussion about event we wanted

to have on campus for students.

And the question of,

or the thought of, oh, we're all already here on this day.

That's the day we should do it.

And I had to say, well, what's best for the students?

And the best for the students was Friday.

Well, nobody wants to come in on a Friday.

So then the question is, well,

I'm not gonna come in on Tuesday

because you're requiring me to come in on Friday now.

And like, that's just not where my mind is.

Like, I'll just come in on the Friday and my other days.

But there's very much this like,

almost like a checklist or a time punch.

Mm-hmm. Now that we're back to three days,

do you have any advice on navigating that?

Ooh, again, you guys are giving me such easy questions.

Again, human behavior's hard.

I think that a, a conversation between a manager

and employee about that when we talk about performance,

performance isn't just the objective goal, it's

how we accomplish the goals.

And so when you produce X, Y, z objective,

if the way in which you produced it is to create disharmony

amongst the team, that in itself is a

performance consideration.

And so I would say it's an honest conversation

that if a leader, you know, if it happens in a week,

it's just like, oh my gosh, I've already worked my two days.

I just really can't. I, I had already planned.

I'm picking up, you know, I'd already committed to a carpool

and I'm picking up people on a Friday.

That's a different situation.

But if a manager notices a persistent pattern

where an employee, again,

with flexible work is not flexible, then I think that

that's a legitimate dialogue for a manager to have

with, with an employee.

Again, I think that this is a, a place where all of us,

think about that's, it's, it it is

between the manager and the employee.

It's not for coworkers to,

to school their fellow coworkers.

Yeah.

Any other questions?

Either in the room or online?

This is about tracking. Okay.

For hybrid flexible, how are department managers tracking this among employees?

Well, I think the, in terms of tracking,

I think it's up to the individual manager to decide.

I mean, in many cases, the manager knows just by simply a schedule, they know.

I mean, there's different ways to do it.

Some managers have people check in on teams and give an Im, oh,

I'm in the office today, that kind of thing.

Some managers have a fixed schedule of hybrid and so that they know somebody is there.

Managers visibly see

Because some managers like me, I am a proponent

of flexible work.

I love it. By the way, if something breaks at my apartment

or my house, I love the idea that I can take the time

to work at home so that the HVAC guy can come to my house.

That said, my work preference is

to come into the office every day

so I can visibly see when folks are in, in the office.

But again, so that's why I say it's variable,

but me being in the office every day, again, that's not

because my boss told me

I have to be in the office every day.

That's because me personally, when I'm at home,
that refrigerator is too tempting.

So, so I know that I'm distracted by that.

So I, I like to be in the office.

I have to walk down the hall to get to the refrigerator.

Oh, and I will, you know what this, I,

I don't know if this was the question

or if, if this question was going there.

I do just wanna say, I have heard, not necessarily in this,

in this session, but I have heard since, um, we,

we updated our hybrid model, some of the sentiment.

And so I do just wanna address it.

Tracking in general from the campus perspective, we do look to see how many occupancy or how many people are on our campus at any given time for a variety of reasons.

First of all, parking.

We wanna make sure that we have enough parking spaces.

That does not mean we are looking at individual license plates or videotaping people or cars.

It means that we go

and look to see, hey, are the car parking lots full?

And what time of day so that we can strategize

around expanding parking capacity,

which we've done in anticipation for hybrid work.

Our facilities and parking

and transportation folks did a lot of work

and redesigned several lots

and expanded a rock lot just to accommodate the fact

that we knew we would have more people on campus.

We also, from an emergency planning

and safety consideration, want

to understand occupancy certain times of day,

if there are emergency scenarios, do we have everybody out

of the building that we need to have out of the building?

Which buildings are peak at certain times of the day?

So when we think about scheduled maintenance,

we're not disrupting classrooms

or we're not disrupting a large number of office staff.

So occupancy in general is tracked,

but it's not tracked at an individual level.

It is tracked for other business needs

and considerations, safety being one of them.

So again, I don't, I don't know if that question was part of

that, but I do wanna address that.

'cause we've definitely had some people ask, you know,

oh my gosh, is my manager getting a report of

how often I pull into the parking lot?

So the answer is no. Our parking

and transportation folks are far too busy to,

to track individual employees in and out.

So the question was, are there dialogues

or conversations with RTD to talk about RTD services?

That is a great question.

I don't know the answer, although there's someone in the

room that might, Jim Campbell just so happens

to be in the room and yeah.

So do you wanna say,

and then I can just share out if there's been any

conversations with RTD

Frequently, we dial, we dial dialogue with RTD frequently

and often, um, just to make sure

that the services they're providing in

and around the campus are consistent, reliable,

and meeting needs of everybody, right?

However, we're just one place,

one employer in a very large RTD network, how much weight

that carries, it just depends, right?

So if we can gather support with hospitals, with the City

of Aurora, with other places

and make a larger voice,

then we might have a little bit more influence on that.

But they're not very flexible.

I'll just, I'll be honest about that.

So they do provide a, a large number of rail

and bus options back and forth to campus.

It's a pretty, pretty expansive network

and there's multiple options coming from

all directions to get here.

We're happy to share those with people.

If you have a hard time finding those online,

there's very easy access to find that on their website

and apps and things like that.

So if you have questions, yes, reach out to facilities

of management, you can just email

dispatch@cuchus.edu

or call our dispatch center, which is on our website.

So,

the R-lines, yeah, it was, it was every 15 minutes

and it go, it went to every 30 minutes.

Now we, we still run the shuttles around every 30 minutes.

We're waiting at that Fitzsimmons Light Rail station every

30 minutes when the train arrives from either direction

to bring people to campus easily and, and quickly

and all weather conditions.

So that's another service we provide for free for people.

So, yeah.

Thank you Jay.

just unexpected announcement with from Jay.

Thank you. Any other questions?

Well, I know we're near at time.

So this presentation has been recorded.

A transcript will be produced

and then it will be available online.

So if you have any colleagues

or friends that weren't able to make it

today, it should be available.

Make sure that you do use the QR code

and give yourself credit for coming

because we, we started a new Credly badge.

And so if you attend five

or more toolbox series in a year,

you'll receive a Credly badge at the end of the year

that you can add to your LinkedIn to your resume.

And so it's just a nice, uh, opportunity to say

that you participate and engage in on-campus education

and professional development.

So have a great afternoon, everyone. Take care.