



UNIVERSITY
of MARYLAND
BALTIMORE



**FUTURE OF WORK
TASK FORCE**
2023 Committee Report

Photo credit: Matthew D'Agostino, Photographer, UMB Office of Communications and Public Affairs

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FUTURE OF WORK EXECUTIVE SUMMARY

Purpose

The University of Maryland, Baltimore (UMB) Future of Work Task Force members were appointed in June 2022 to think through the changing needs of the University, support its existing workforce, and plan for the future.

A diverse group of 30 UMB employees, including faculty and staff from every school and division, came together to develop recommendations related to:

- Work flexibility (how, when, and where we work),
- Employee value proposition (why people want to work at UMB and remain here), and
- Employee well-being (mental, physical, and financial).

The Future of Work Task Force was instructed to think big, be creative, and embrace UMB's core value set of innovation and discovery when developing short- and long-term recommendations for senior leaders to consider.

Two Human Resources workgroups were also established to (1) develop a tool and methodology to determine suitability for staff work flexibility and (2) develop a strategic workforce planning framework to prepare for future workforce planning and analysis.

Methods

Using UMB's core values as their guiding principles, the Future of Work Task Force examined thousands of primary and secondary sources, including best practices from peer institutions, federal and state research, news articles, peer-reviewed journals, and more.

The Task Force also received meaningful feedback from employees across UMB through listening sessions and surveys. Committee members read every comment and analyzed quantitative data.

Conclusion

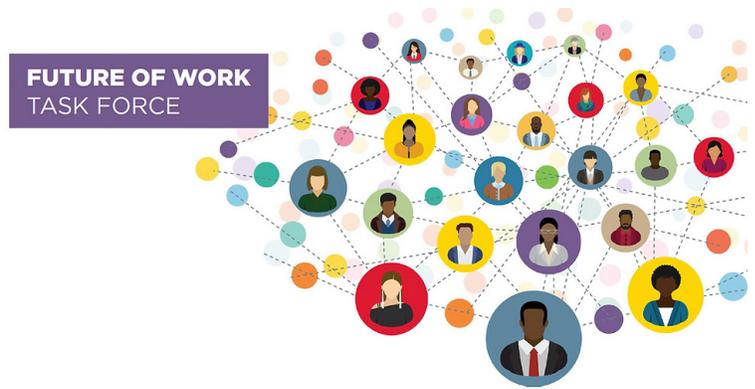
As the nature of work evolves, so too must UMB. The Task Force identified 14 major recommendations that reflect a culmination of a year of work. These recommendations will serve as the foundation for flexible work, professional development, technological advancements, a culture of care, and more.

The Future of Work Task Force embodies UMB's commitment to address workplace reform with creativity and transparency. This report is only the first step and should be shared University-wide. We expect this report will only be the beginning of the conversation and look forward to watching UMB become a leader in the future of work.

Recommendations	
1	Formally evaluate all positions to identify the potential for remote work – including 100 percent remote, when appropriate.
2	Continue to provide a variety of flexible work schedule options.
3	Formalize a permanent infrastructure to support the Future of Work.
4	Strengthen, expand, and promote well-being opportunities, resources, and programs to create a culture of care.
5	Provide alternate services and subsidies to support fully on-site employees.
6	Support effective, equitable, and sustainable parking and transportation systems.
7	Evaluate and provide compensation, benefits, and growth opportunities.
8	Foster inclusivity and accessibility to meet the needs of all employees.
9	Conduct a space analysis to determine effective space allocation and use of buildings as workplace flexibility increases.
10	Employ ongoing and robust communications strategies to connect employees with information, services, and one another.
11	Support, promote, and model healthy work habits.
12	Provide training and resources to supervisors and employees to support flexible work environments.
13	Use innovative strategies to successfully recruit talent.
14	Strengthen employee transitions to increase employee engagement and maximize employee success and retention.

INTRODUCTION

The COVID-19 pandemic profoundly impacted the workplace and the way many people worked and viewed work. In only a few months, digital technology accelerated exponentially; organizations had to quickly adopt these new technologies to facilitate remote work and maintain business continuity (McKinsey & Company, 2020). Employees found that remote work provided them with more flexibility in managing their work and personal lives and generally improved their work-life balance (PwC, 2021).



The increase in remote work in 2020 generated conversations about additional types of workplace flexibility. Universities across the United States – such as the University of North Carolina at Chapel Hill and the University of Michigan – began to embrace flexible work hours in addition to remote work. These flexible scheduling options reduced or eliminated commute time and saved employees money on after-school care, work clothing, and meals at work (University of Michigan, 2023). In Iceland and the United Kingdom, thousands of employees received 100 percent pay for working 80 percent fewer hours, resulting in increased employee well-being, productivity, and prospective employee applications (Cooban, 2022).

The workforce's needs are also shifting as the Baby Boomer generation retires. As Millennials' role in the workforce grows, their values also take center stage – well-being, work-life balance, and health (Nermoe, 2022). The “worth-it” equation – what people want from work and what they were willing to give in return – changed. Flexibility and well-being became non-negotiable values for employees, which organizations cannot afford to ignore (Teevan, 2022). With these shifting priorities in mind, it is still important to focus on meeting the needs and priorities of both young and aging workers.

Aware of nationwide workforce trends surrounding vacancy rates, quantity of candidate pools, and the length of time to fill positions, the University of Maryland, Baltimore (UMB) Human Resource Services (HRS) knew that attracting and retaining a highly qualified workforce would impact UMB's ability to effectively achieve its mission, vision, and strategic goals. In April 2022, UMB HRS delivered a presentation to inform senior leadership about these trends and suggested creating a task force to further study the issues and to make more detailed recommendations.

After the presentation, UMB President Bruce Jarrell, MD, FACS sent a letter to the UMB community directing a Future of Work Task Force to be created. In that letter, President Jarrell acknowledged the unique opportunity to reevaluate the needs of the workforce and to develop innovative strategies to remain an employer of choice. “We are fundamentally an in-person institution,” he wrote, “but we aren't living in a pre-pandemic world.”

Thirty UMB employees from across every school and division were appointed to the Future of Work Task Force. The Task Force was entrusted with thinking through the changing needs of UMB and developing recommendations that considered work flexibility (when, where, and how we work), recognized our employees' value, and supported the well-being of our workforce, with the ultimate goal of assisting UMB leadership in planning for the future.

In the year that followed, the Task Force identified challenges and possible solutions to improve the workplace and the workforce. These recommendations create a roadmap for UMB leadership to not only plan for the future but take action to establish a strong foundation and commitment to the future of work at UMB.

Through these recommendations, the committee's intention is to improve the human condition for UMB employees and to make UMB a stronger, more forward-thinking institution in education, research, and public service.

Adopting these recommendations will require time, resources, and a shift in University priorities. As the University engages in this work, doing so with intention will be critical to ensure that historically marginalized members of our community are not excluded from opportunities to participate, engage, and lead meaningfully. We value the diversity of expertise, knowledge, and experiences represented by these members of our community. Simultaneously, they should not be disproportionately burdened when this work is not explicitly integrated into their current responsibilities (e.g., consider decreasing their other professional responsibilities, providing a stipend to recognize the cost of this work, guidance for their direct supervisors to ensure they'll receive appropriate support). Given the magnitude of the committee's charge, these should not be perceived as challenges, but rather opportunities for UMB to demonstrate its commitment to innovation and discovery.

The Task Force was structured into three committees and two Human Resource (HR) workgroups. The three committees had broad and inclusive representation from the various schools and units, including staff, faculty, and supervisors ([Appendix 1](#)). Each committee was given a specific charge:



- **Work Flexibility Committee:** Examine how, where, and when we work, and identify the training, skills development, and technology needs and resources needed to support flexible work arrangements.
- **Employee Value Proposition Committee:** Identify and examine UMB differentiators; changes to the employee experience; branding and marketing efforts; technology, training, and development needs; and resources to strengthen efforts to attract, retain, and engage faculty and staff.
- **Employee Well-Being Committee:** Examine how we can optimize mental, physical, and financial health (programs, resources, benefits, and training), while maintaining employee engagement, building social and emotional connections, and enhancing work-life balance for faculty and staff. Identify technology, training, and development needs and resources necessary to support these efforts.

The Work Flexibility Committee scope included only staff, while the other two committees' scope included both faculty and staff.

The HR workgroups were comprised of staff from central HR, HR Council, and HR Partners. These workgroups were charged with gathering and analyzing data, then recommending actions and future considerations to leadership. Each HR workgroup was given a specific charge:

- **Strategic Workforce Planning HR Workgroup:** Develop a strategic workforce planning framework to prepare for future workforce planning and analysis ([Appendix 10E](#)). The strategic workforce planning process identifies and addresses the gaps between the current and future workforce talent needs. This framework will identify:
 - Major focus areas used to guide workforce planning efforts.
 - Data and reports to be used for workforce analysis.
 - Barriers to workforce planning and potential opportunities for improvement and overcoming barriers.
 - Requirements to be included in a Request for Proposal (RFP) process for workforce planning.
 - Recommendations on policies that need to be developed and/or updated to support workforce planning.
- **Work Flexibility Job Assessment HR Workgroup:** Develop a clearly defined tool and methodology to be used to determine suitability for staff work flexibility ([Appendix 10B-D](#)). There are multiple factors that should be considered when determining flexible work arrangements, such as business need, position suitability, employee suitability, supervisor suitability, and team effectiveness. The guide will assist leaders and managers to critically think about flexibility and how it relates to the operational needs of their school or department. It will assist supervisors and leaders with identifying jobs that are eligible for flexible work options and provide

a level of equity and consistency across UMB and across similar units/roles. It will consider the differences in operational needs among units and the diversity of workstyles in teams. The instructions and guidance that the guide will provide will help employees understand the rationale for decision-making around work flexibility and promote employee satisfaction as well as optimal performance outcomes.

Each committee was tasked with creating short-term (6 to 12 months) and long-term (12 to 24 months) recommendations that are practical, enhance the University culture, align with UMB's core values, and position the University for future success. In addition, the Task Force was charged with ensuring that their recommendations align with UMB's broader goals:

- Campus health and safety
- Employee well-being and workplace flexibility
- Promotion of diversity, equity, and inclusion
- Strong sustainability and carbon footprint
- Exemplification of core values

The Task Force's executive sponsors – Senior Vice President and Chief Business and Finance Officer, Dawn Rhodes, DBA and Provost Roger Ward, EdD, JD, MSL, MPA – charged the committees with embracing the University's core value of innovation. The importance of this charge cannot be overstated. Forward-thinking organizations are proactive in anticipating and adapting to changes, which enables them to respond quickly to new opportunities and challenges. These organizations recognize the importance of continuous improvement and are open to exploring new ideas, experimenting with new approaches, and embracing technological advancements.

Through this charge, the committees read countless pages of research, employee and supervisor feedback, survey results, news articles, and much more. The committees identified several key themes, including equitable workplace flexibility, well-being (including trust, empathy, and respect), inclusivity and accessibility, and communication. Based on these findings, hundreds of recommendations were developed, discussed, considered, and simplified into this document, resulting in our 14 overarching recommendations.

As Maryland's public health, law, and human services university, UMB has a wide breadth of employee roles and responsibilities. The workplace requirements for a security officer or environmental services employee vary drastically from that of a clinician or lecturer. The committees' recommendations were written broadly to capture these differences and provide equity for employees across UMB. While the recommendations themselves are general, the committees discussed countless specific recommendations, many of which are referenced in the introductions of each recommendation. These introductions provide insight into the committees' decision-making process and offer specific ideas that could be used for some functional areas to implement but may not be feasible in other departments. Because of UMB's diverse workforce, the Task Force opted to create high-level, over-arching recommendations that could be applied most broadly across the University.

Many of the committees' recommendations and sub-recommendations are intertwined. For example, many recommendations will require a training component. The committees worked to consolidate their recommendations whenever possible. However, many recommendations reference and link to other sections within the document, emphasizing how all recommendations work together to address the changing needs of the workforce and workplace.

Over the past year, the Task Force has worked diligently and collaboratively. Each member gave countless hours above and beyond their regular jobs to this endeavor. Together, the members of the Task Force thoughtfully researched, analyzed, discussed, and created these recommendations to fulfill the charge established by President Jarrell in April 2022. We are proud to present these recommendations to you and hope our work will help UMB to excel as a leader in the future of work.



Pictured clockwise from top left: Future of Work Executive Sponsor Roger Ward, EdD, JD, MSL, MPA; Future of Work Executive Sponsor Dawn Rhodes, DBA; Future of Work Chair Diane Forbes Berthoud, PhD, MA; Future of Work Project Managers Elisa Medina, MSW, and Patricia Hoffmann, MA, MSL; Future of Work Chair Malika Monger, MPA

Overview

This section outlines the research methods and data sources used in the creation of this report, including technology, tools, and materials utilized in the data collection and analysis techniques. The purpose of this research is to provide University leadership and decision-makers with strategies that address post-pandemic workforce issues. To execute this project, the following tasks were executed.

Future of Work Committee Work

The Future of Work committees had access to all the Future of Work research (e.g., news articles, research reports, peer institution best practices, etc.) previously gathered by the project managers before and after the creation of the Task Force. In addition, the committees were encouraged to do additional research, including empirical research, to provide further insight into the areas of concern their groups were charged to address.

A Future of Work survey was sent out to the campus during Fall 2022 to obtain valuable input. Over 1,900 employees participated in this survey, which yielded both qualitative and quantitative feedback. Employee input was also obtained through a series of six listening sessions that provided employees with another platform through which to share their feedback.

Research

Literature and empirical research related to the Future of Work was gathered to provide deeper insight into the issues and possible solutions. Special focus was given to addressing topics such as employee well-being and defining the University's employee value proposition to attract and retain talented employees. A dedicated Microsoft Teams site was created and used to store and facilitate the accessibility of all research. The Microsoft Teams site also assisted with the facilitation of meetings and other communications within and between the committees.

A sample of the committee's research can be found in [Appendix 3](#) and [Appendix 4](#).

Future of Work Survey

In addition to articles and research, a Future of Work survey was developed to gather valuable employee input. The Qualtrics-based survey was sent via email to 7,000 regular employees across UMB, soliciting responses from October 17, 2022, through October 28, 2022. A total of 1,905 employees, or 27.21 percent of those invited to participate, completed the Future of Work survey.

The Future of Work survey contained three sections:

1. Work Flexibility
 - a. Employee section:
8 questions: (1) Likert scale question, (6) quantitative questions, and (1) open-ended qualitative question.
 - a. Supervisor section:
8 questions: (1) Likert scale question, (6) quantitative questions, and (1) open-ended qualitative question.
2. Employee Value Proposition (EVP)
 - a. Employee section:
8 questions: (1) Likert scale question, (6) quantitative questions, and (1) open-ended qualitative question.
 - b. Supervisor section:
8 questions: (1) Likert scale question, (4) quantitative questions, and (1) open-ended qualitative question.

3. Well-Being

a. Employee section:

8 questions: (1) Likert scale question, (4) quantitative questions, and (1) open-ended qualitative question.

b. Supervisor section:

8 questions: (1) Likert scale question, (5) quantitative questions, and (1) open-ended qualitative question.

The qualitative questions served as a mechanism for employees to provide any input not already covered by the Likert scale and quantitative questions.

The survey also contained eight demographic questions that provided insight into how diverse groups and individuals responded. The survey participants provided their demographic information, including:

- School or administrative unit
- Employee class (faculty or staff)
- Gender identity
- Race/ethnicity
- Generation
- Number of days currently working on campus
- Any other identity they wished to share (e.g., caregiver, parent, veteran, person with disabilities)
- Supervisor or non-supervisor

In early January 2023, the EVP committee conducted a new hire survey for all 702 employees who had been hired during the previous six months. There were 230 respondents for a 37 percent response rate.

Data Analysis

Following the closure of the survey, the quantitative data was analyzed utilizing the CrosstabIQ data analysis functionality included with the Qualtrics application. The qualitative data was analyzed and summarized by an outside consultant, Maryland Marketing Source.

The Future of Work survey results can be found in [Appendix 4B](#) and [Appendix 4C](#).

Future of Work Listening Sessions

Each of the Future of Work committees held two listening sessions. The first listening session was targeted towards all employees, while the second was targeted towards supervisors. Additionally, the Well-Being Committee held a third listening session specifically for fully on-site employees in Environmental Services (EVS).

Work Flexibility Committee:

- October 26, 2022: 124 employees attended.
- October 27, 2022: 77 supervisors attended.

Employee Value Proposition Committee:

- November 29, 2022: 191 employees attended.
- November 30, 2022: 102 supervisors attended.

Well-Being Committee:

- January 17, 2022: 178 employees attended.
- January 18, 2023: 97 supervisors attended.
- February 14, 2023: 17 EVS employees attended.

The Future of Work Task Force thanks Nicole Palmore, MSW, for her support during the Well-Being Committee's listening sessions and her facilitation of a co-chair discussion.

Selections from the Future of Work listening sessions can be found in [Appendix 3](#).

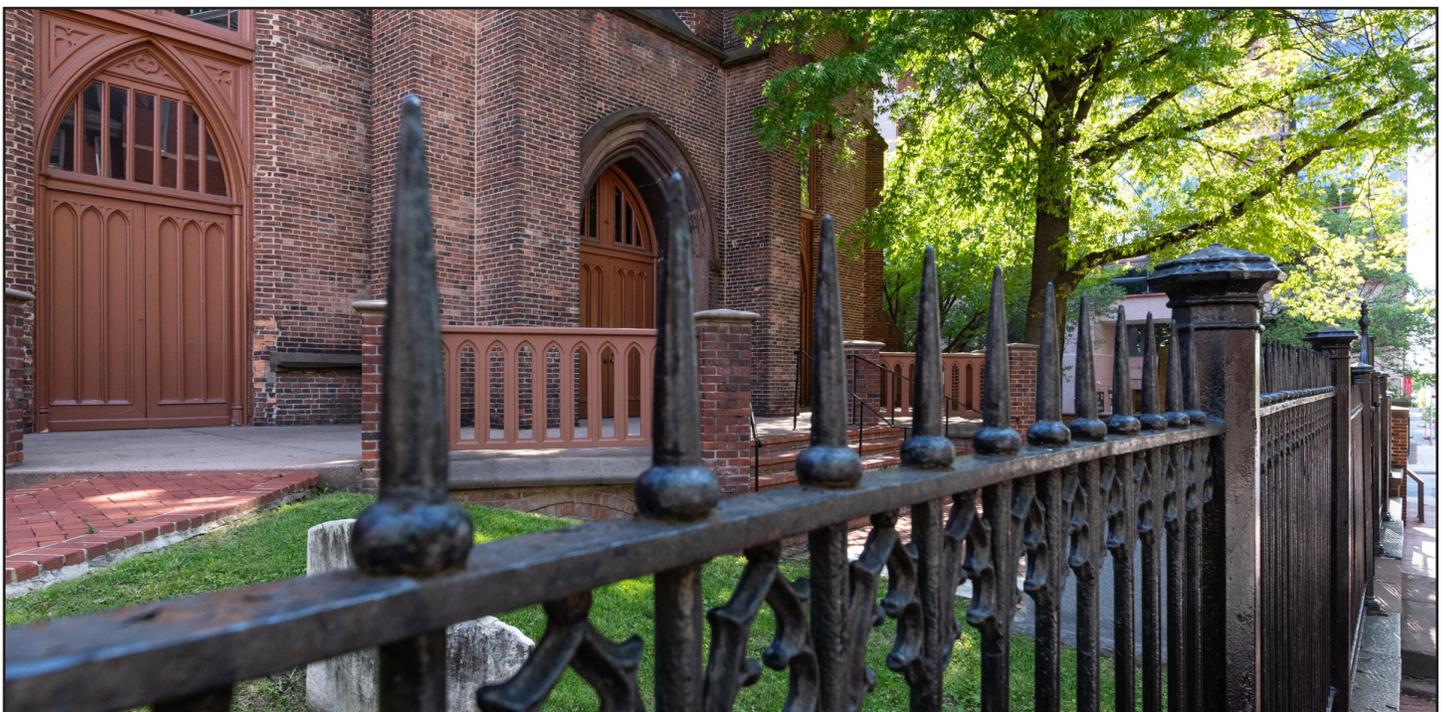
Identification of Themes

Most of the Future of Work committees worked with a facilitator to establish themes and recommendations based on the research and employee feedback. Several key themes emerged:

- Employees want more competitive and equitable pay.
- Employees expect UMB to demonstrate that they are valued, respected, and included.
- Employees prioritize better work/life balance.
- Employees value equitable work flexibility.

Recommendations

Based on literature research, review of peer institutions, relevant state and federal research, Future of Work survey results, and Future of Work listening sessions, the committees identified themes and overall recommendations. Committee chairs collaborated in facilitated meetings to address those recommendations which overlapped between groups. These discussions identified the overall recommendations and the actions that would support each recommendation.



FUTURE OF WORK RECOMMENDATIONS

Maintain Flexible Work Successes at UMB

In the 2022 UMB Staff Experience Survey, 70 percent of employees said they are both satisfied and likely to recommend working at UMB. As an employer of choice, UMB should continue providing flexible work options while also considering innovative new approaches to extend workplace flexibility (Recommendations 1 and 2).

1. Formally evaluate all positions to identify the potential for remote work – including 100 percent remote, when appropriate.

In March 2020, employees nationwide began working remotely as the COVID-19 pandemic began. Over the next year, many workers proved that they were able to perform their duties 100 percent remotely. However, by Fall 2021, most University of Maryland, Baltimore (UMB) employees were expected to return to campus in some capacity.

“I cannot express to you the change in morale and attitude I witnessed when the administrative staff was allowed to work most days from home,” said one employee in their Future of Work survey feedback. “They were happier and more satisfied than I had ever seen them. Since I returned to work, morale has plummeted, and turnover has increased. Neither were unexpected.”

Among Gen Z and Millennial employees, remote work is a top priority. Younger employees reported a willingness to give up 10 percent or more of their future earnings in exchange for the option to work virtually (Tillman, 2021). Eighty-four percent reported that working remotely would make them happier, with many even willing to take a pay cut (Robinson, 2022).

“I just started (at UMB) and the reason for choosing this lower paying job from its higher paying competition (mostly government and military contracts) is the ability to work from home and flexibility,” said another UMB employee. “If decisions are made to start restricting working from home to be more like the other higher paying positions, then it will force me to look elsewhere.”

Increasing remote work, which is just one facet of workplace flexibility, improved work satisfaction scores and reduced attrition rates by 35 percent (Pickert, 2022). In a randomized controlled study, a group that worked from home two days a week was more productive (Rosalsky, 2022).

Flexible work also speaks to the University’s core values of equity and justice. For employees who “may be hiding a disability, gender identity, or sexual orientation...research shows that efforts to conceal such identities may take a toll on an employee’s well-being and performance” (Dowling, 2022). For those uncomfortable with sharing these identities with colleagues, “hybrid work environments can relieve some of the strain” (Dowling, 2022).

An article in *The Washington Post* also addresses the appeal of remote work for people of color, women, and people with disabilities who deal with microaggressions in the office. These microaggressions, while not “serious enough to merit HR confrontations...drain mental energy and satisfaction” (Miller, 2021). “Allowing people to work in an environment where they don’t feel the need to keep their guard up means ‘releasing that mental burden from people who are...getting paid to think’,” which increases productivity and efficiency (Miller, 2021).

At UMB, the lack of a University-wide system for flexible work eligibility leaves the decision up to supervisors on a case-by-case basis. This creates a lack of uniformity across schools, departments, divisions, and units. Some employees reported having drastically different workplace flexibility from other employees with similar roles due to supervisor or dean preference.

This lack of consistency creates employee uncertainty and resentment. “There is no reason for me to be on campus three of the five days per week,” said one employee. “I am able to do my job 100 percent remote, but I understand we need to have a presence on campus as well.”

At the same time, the committees understand that UMB employees have a diversity of roles and responsibilities.

Two similar positions may have drastically different needs. Supervisors must act in good faith to provide flexibility to their employees whenever possible ([Rec. 2.5](#)) while understanding that the University's needs are constantly evolving due to staffing shortages, campus density, and project timelines. Hybrid employees should also be able to take advantage of additional flexibility under special circumstances ([Rec. 2.3](#) and [Rec. 2.4](#)).

As workplace flexibility increases, training must be provided to supervisors to ensure they have the tools to manage fully remote and hybrid workers ([Rec. 12.1](#)). This change will require a shift in culture University-wide.

Evaluating all positions – both exempt and non-exempt employees – by an employee's ability to work fully remote, fully on-site, or hybrid, will create clearer expectations between employees and supervisors. This creates systems of accountability and provides employees with a process to appeal inequitable decisions about flexible work ([Rec. 3.1](#)).

These classifications are the first step in creating transparency, accountability, and equity for flexible work at UMB.

1.1 Evaluate all positions – both exempt and non-exempt employees – and classify by an employee's ability to work fully remote, fully on-site, or hybrid.

Benefits

- The uniformity of flexible work classifications will create clear and established expectations between supervisors and employees.
- The option for fully remote work provides UMB with access to a wider pool of talent, leading to greater recruitment.
- Hybrid and fully remote work increases employees' autonomy and control over their work environment, which can increase job satisfaction and motivation. This includes reducing or eliminating equity, diversity, and inclusion (EDI) concerns, such as microaggressions in the workplace (Miller, 2021).
- Classifications of positions will allow employees the recourse to appeal (e.g., misclassification by Human Resource Services (HRS), supervisor overreach, etc.).

Timeline

- Short term

1.2 Allow employees with positions classified as “hybrid” to have the option of working between 0-5 days remote per week depending on a multitude of factors (e.g., time of year, staffing levels, functional responsibilities), in coordination with their supervisor.

Benefits

- Remote work, where functionally appropriate, increases productivity, well-being, and retention. Improved work-life balance can lead to greater job satisfaction and retention.
- Hybrid work reduces the environmental impact by reducing or removing employee commutes and associated emissions, in line with UMB's core value of sustainability.
- The needs of on-site work can shift depending on the academic season, staffing levels, and numerous other factors. Hybrid work allows supervisors the flexibility to provide employees with fully remote work when available, while also meeting the functional needs of on-site work when needed.
- Purposeful on-site work has the advantage of reinforcing office culture and in-person communication. Managers must transparently communicate the meaning and importance of on-site work to create employee trust and buy-in.

Timeline

- Short term

2. Continue to provide a variety of flexible work schedule options.

At the heart of workplace flexibility is when, where, and how employees work. When the co-chair of the Workplace Flexibility committee, Elizabeth Graham, was invited to present on this topic at Morgan State University, she shared several ideas the committee was considering. During the presentation, Graham discussed measuring work by results rather than hours worked. “People applauded,” she said. At the core of this philosophy is the belief that supervisor flexibility and employee productivity are not mutually exclusive.

While operationalizing results-driven work is difficult, the Workplace Flexibility committee strongly believes that flexibility must be prioritized whenever possible. This includes sustaining situations in which the University of Maryland, Baltimore (UMB) is already prioritizing workplace flexibility. It is worth noting that as workplace flexibility increased between 2019 and 2022, research shows the employee experience drastically improved across almost all areas measured in the 2022 Staff Experience Survey. This recommendation encapsulates multiple flexible work situations – innovative ideas, standard practices, and special circumstances.

Employees’ external responsibilities, commutes, and most productive hours can vary widely. Caregivers may need additional flexibility during school breaks, inclement weather, and school bus drop-off or pick-up. In addition to remote work, flexible schedules must be considered.

“A more flexible schedule means (employees) can work at their own most productive hours. While some people get most work done in the morning, other people do their best work in the evenings. Where a standard 9 to 5 workday expects all people to be productive within the same time frame, a flexible workplace allows employees to work when the work will be completed more efficiently” (Todd, 2023).

Workplace flexibility has a myriad of benefits, including reduced commute time, cost savings on work clothing and meals at work, and more (University of Michigan, 2023). Providing access to flexible work schedules, when possible, improves productivity and happiness (Todd, 2023).

During the height of the pandemic, employees who received a positive COVID test were required to stay home for weeks. In cases where employees were asymptomatic and capable of working, their projects and responsibilities sat dormant – or worse, required coworkers to pick up their slack – while the asymptomatic COVID-positive employee sat idly at home using their accrued sick time.

From this, we learned the importance of flexible work when recovering from injury or illness. While sick time should be encouraged to allow for rest and recovery when needed, for those who may have an injury or mild sickness, UMB would benefit by allowing flexible work. Employees will not feel rushed to return to work – which could spread disease – and the University would benefit from improved productivity.

Similarly, flexible work must be equitable during inclement weather. While some employees are essential for on-campus operations during inclement weather (and should receive compensation/benefits accordingly ([Rec. 5.2](#))), the current UMB Policy on Telework is confusing and allows some employees to receive administrative leave while others are required to telework. Revising this policy will create consistency among hybrid and remote employees.

The 2022 Future of Work survey identified the top answer for “what can UMB do to strengthen its ability to retain



you” as “offer work flexibility” (17.24 percent). The top concern for employees was their level of work/life balance (15.28 percent).

During the 2022-2023 Maryland Legislative Session, Maryland House Bill 181 was introduced to promote a pilot program for a four-day (32-hour) workweek at the employees’ full salary and benefits. Employee salaries would remain the same, but employees would decrease the number of hours worked each week. While Maryland House Bill 181 did not advance, it shows an increased interest in workplace flexibility, even in the legislature.

During a WYPR interview about the future of work, UMB Provost Roger Ward said, “After Commencement in May, I go to a four-day work week personally, just to manage my time over the summer before I return for the Fall semester. Everything for us is on the table” (Miller, 2023).

Studies show the four-day (32-hour) work week resulted in “a variety of benefits related to sleep, stress levels, personal lives, and mental health” (Timsit, 2023). The four-day workweek resulted in new systems for increased productivity, more inspired and creative ideas, and an increase in job applications (Cooban, 2022). Resignations decreased and revenue rose by 35 percent on average when compared to previous years when the company followed a traditional 40-hour workweek (Timsit, 2023).

Employees echoed the desire for more flexible work schedules in listening sessions and in the Future of Work surveys. One employee asked for “a more lenient telework policy during the summer and January when there are less events happening and less students on campus.” Another asked that employees be allowed to choose their eight-hour shift. “As long as the employee works eight hours and there is no conflict with our customers, the employee should be able to pick their shift.”

If there is no evidence-based harm to UMB operations, flexibility should be provided whenever possible within the position’s flexibility classification ([Rec. 1.1](#)).

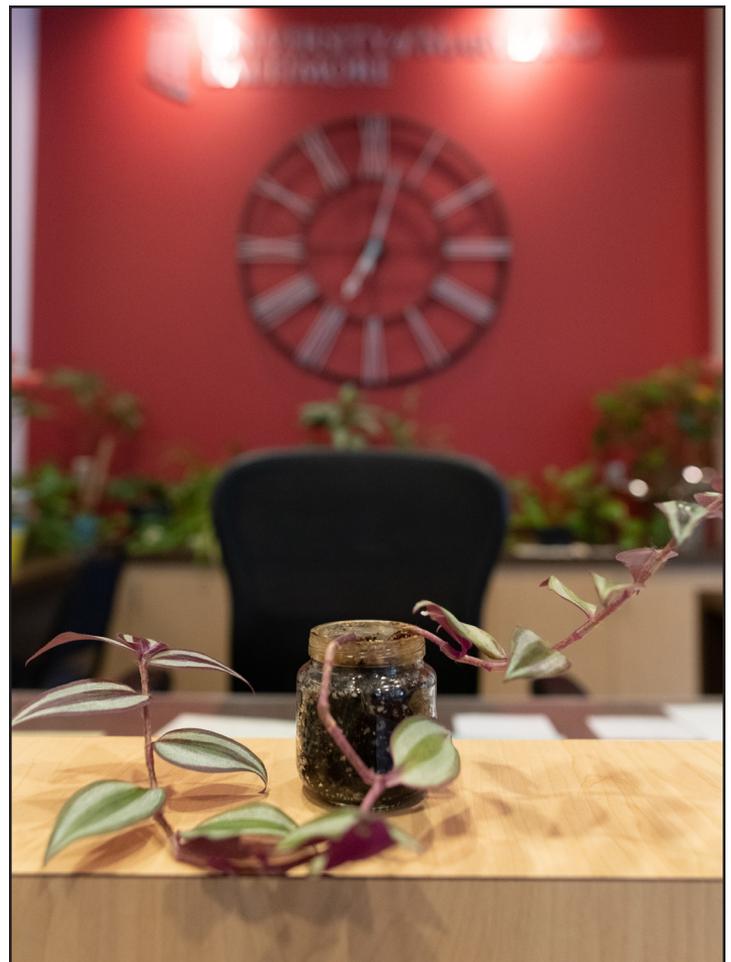
2.1 Increase workplace flexibility during times of decreased density on campus (e.g., spring break, winter break, summer).

Benefits

- Offering increased flexibility during times of decreased density on campus allows for the benefits of workplace flexibility (e.g., reduced days and/or hours of work, increase in remote work) for those who do not have flexible work options throughout the year due to their functional work.
- Those with caregiver responsibilities also have increased strain during school breaks when children/dependents may be home. Increased flexibility would allow those with dependents who need less supervision to telework effectively while being able to respond to pressing needs of their dependents. This does not mean that employees should be able to stay home to care for their child/dependent full-time (in alignment with the current UMB Policy on Telework).

Timeline

- Short term



2.2 Pilot a true 4-day work week – 32 hours of work at full salary and benefits – in schools, units, and/or departments where feasible.

Benefits

- Piloting a 4-day work week allows employees to fulfill personal responsibilities that must occur during the work week (e.g., medical appointments, financial appointments, dependent/childcare needs, errands). This allows employees to complete these responsibilities on a weekday without having to take time off work, which would otherwise negatively impact coworkers' workloads and decrease morale.
- A 4-day work week has been discussed in the Maryland legislature with proposed tax incentives for businesses who take advantage of the program. As a leader in flexible work, UMB should pilot this program within schools, units, and/or departments where it is functionally possible and conduct research on the results.
- This innovative program would attract a wide pool of prospective employees.
- A 4-day work week would improve mental health and sleep, giving employees more mental space and energy to dedicate to work when at work.

Timeline

- Short term

2.3 Provide employees who are coping with short- or long-term illness, but have the capacity for remote work, with flexible scheduling opportunities.

Benefits

- Expanding remote work opportunities can reduce exposure to contagious illnesses, reduce sick time, and create a safer campus environment.
- The University gets more work out of employees by allowing them to work from home instead of forcing sick time on people who are still able to work effectively.

Timeline

- Short term

2.4 Allow employees who do not have on-campus essential responsibilities to work remotely as an alternative to liberal leave during inclement weather.

Benefits

- Employees live in areas impacted differently by inclement weather. By allowing remote work as an alternative to liberal leave, UMB will ensure employee safety.
- Providing additional flexibility allows caregivers with dependents who need less supervision to be home during school closures rather than having to find dependent/childcare, which reduces the financial impact on parents.
- As it is currently written, the UMB Policy on Telework creates confusion for employees as to whether or not they are approved to telework during inclement weather. Employees who are "approved to telework" must continue to do so, while others receive a free day of administrative leave. Clarifying and adapting this policy to allow telework for employees without on-campus essential responsibilities avoids resentment and fosters a sense of fairness.

Timeline

- Short term

2.5 Support flexible schedules unless there is evidence-based harm to UMB operations.

Benefits

- The flexibility to choose one's hours will drastically improve employee well-being and work productivity. This will positively impact situations such as when a caregiver needs to take an hour out of the workday to pick up a child from school or to visit an ailing parent in the hospital. Rather than requiring employees to take leave, the University would benefit from employees completing their workload on an alternate schedule.
- Flexibility can mean many things, including measuring work by results rather than hours. While the committee noted that this would be difficult to implement, supervisors should be given the flexibility to consider this option when appropriate. Employees will be motivated to use innovative ideas to complete their tasks efficiently rather than dragging the project out to fill their hours.
- This approach to supporting flexible work facilitates productive communication between employees and supervisors to craft schedules that meet the needs of both the department and employee. It also represents a necessary shift in the culture that signals flexibility should be provided as long as functions and services are being met.
- Communicating the benefits of existing flexible work options will increase awareness among UMB employees ([Rec. 10](#))

Timeline

- Short term



Build an Infrastructure to Support Lasting Change

When it comes to workplace flexibility, some employees perceive that policies are not equitably carried out. The workplace and workforce are constantly evolving. Creating a permanent infrastructure to support the future of work will ensure UMB remains an employer of the future (Recommendation 3).

3. Formalize a permanent infrastructure to support the Future of Work.

The Future of Work Task Force was formed “to think through the changing needs of UMB (the University of Maryland, Baltimore) and develop recommendations that allow for increased work flexibility, recognize our employee value proposition, support the well-being of our workforce, and assist senior leadership in planning for the future” (UMB, 2022). Its creation clearly demonstrated UMB’s commitment to understanding shifts in workplace trends, embracing workplace flexibility, and ensuring the institution is well-positioned to address future changes. The work of the current Task Force represents a critical first step; however, to ensure UMB remains a national leader in promoting workplace flexibility, a continued commitment to these values is necessary. In this spirit, the Workplace Flexibility committee recommends establishing permanent, dynamic, and sustainable infrastructure to support the future of work at UMB.

Throughout the UMB Future of Work survey and listening sessions, employees shared their concerns about the inequitable administration of flexible work (e.g., unclear policies, supervisors unwilling to accommodate reasonable requests, insufficient resources). While the Task Force has invested an extraordinary amount of work into crafting recommendations that address these concerns, it also recognizes that supporting the future workforce requires designated resources, skills, and authority.

In the same way that inequities with regard to diversity, inclusion, and accessibility necessitated dedicated personnel (i.e., UMB’s Office of Equity, Diversity, and Inclusion (EDI)) to help address these issues, having an individual dedicated to address the inequitable application of current and anticipated future of work policies will not only facilitate greater consistency across the University, but also examine these issues through an EDI lens. For example, it is well documented that some historically marginalized groups prefer hybrid work arrangements. At the same time, there is concern that individuals working remotely may not feel as connected in the workplace (Women in the Workplace, 2022). Due to the anticipated dynamic nature of these issues and the volume of work the Office of EDI is already committed to providing, creating a new full-time position to act both as an advocate and resource to UMB will increase the likelihood that any adopted recommendations from this report are integrated successfully.

Building UMB’s workforce of the future also requires an assessment of skills, knowledge, competencies, and capabilities as well as a deep understanding of current and future needs to be successful in a competitive marketplace. The purpose of a strategic workforce planning process is to provide clear and relevant workforce planning guidance that aligns staffing and competencies with an organization’s current and future strategic business needs. As a core function of human resource management, the strategic workforce planning process provides guidance for developing a comprehensive workforce plan that contains strategies typically addressing five main areas of workforce planning: recruitment, retention, employee development, knowledge transfer, and succession management (California Department of Human Resources, n.d.).

Having a permanent strategic workforce planning process in place is crucial for organizations when considering the future of work. It can enable an organization to anticipate skill needs, adapt to technological disruptions, address talent shortages, and manage shifting demographics. Technology, such as Artificial Intelligence (AI), is already transforming industries and job roles. Higher education will surely be a part of that transformation, even if exactly how that will happen is not currently understood. For example, as of as of March 2023, the share of U.S. job postings on LinkedIn mentioning AI was up 79 percent (Microsoft Work Trend Index Report, 2023). Eighty-two percent of leaders in the Microsoft Work Trend Index Annual Report say their employees will need new skills to be prepared for the growth of AI (Microsoft Work Trend Index Report, 2023). A strategic workforce planning process would be able to identify areas where technology might replace or augment human labor. This will enable the organization to plan for re-skilling or redeploying employees to new roles that align with technological advancements, thus minimizing the impact of potential job displacement.

As part of this process, data analytics are used to provide insight into the gaps between current and future human capital needs. Basic internal workforce data is currently available in different places in our systems. As the Human Capital Management (HCM) project develops, it will provide an opportunity to utilize this new system to integrate and analyze the necessary data, which will help UMB navigate the uncertainties and complexities of the future of work while building a resilient and future-ready workforce.

3.1 Create a full-time position in the Office of Equity, Diversity, and Inclusion to provide ongoing assessment and mediation, to support the operationalization of work flexibility, and to offer targeted services including training, programming, and coaching related to flexible work.

Benefits

- Having a full-time employee (FTE) position devoted to the topic of flexible work will create a consistent focus on updated research and the evolving needs of the University community.
- The position would oversee the development of a process to mediate employee concerns with flexible work. This will create accountability for the University and for supervisors to ensure that policies are followed, and flexible work is equitably distributed.
- By adopting this recommendation first, the subsequent recommendations in this report will benefit from having a designated individual whose job is to ensure UMB's commitment to implementing effective and equitable future of work policies.
- Given the disproportionate impact future of work policies have on historically marginalized members of the UMB community, creating a new position in the Office of EDI will help ensure future of work policies are analyzed through the appropriate lens.
- This FTE position will serve as a resource to both managers and employees looking to implement effective and equitable flexible work strategies, creating a support network during this transition and into the future.
- This position represents an opportunity to effectively address inequities relating to the operationalization of flexible work.

Timeline

- Short term

3.2 Establish a President's Council on the Future of Work to support the evolving needs of UMB.

Benefits

- The future of work is continuously evolving. The work of the Task Force must continue to ensure UMB is a continuing leader in workplace flexibility.
- By establishing a council outside of a human resources function (similar to the President's Council for Women), UMB leadership would benefit from the advice, efforts, and expertise of diverse voices from across the campus. The diversity of future of work issues being expressed across campus are best represented by the individuals experiencing them.
- Just as the original Future of Work Task Force was comprised of staff and also faculty with direct reports for the benefit of ensuring diverse representation, the proposed council should draft similar membership parameters into its bylaws.

Timeline

- Long term

3.3 Develop a strategic workforce planning process which involves analyzing and forecasting the current and future workforce needs of UMB.

Benefits

- A strategic workforce planning process creates an opportunity to develop a deeper understanding of talent and staffing needs.
- This process allows UMB to proactively anticipate and appropriately respond to any significant changes such as demographic shifts, aging workforce, increased competition for talent, artificial intelligence, and the need to re- or up-skill the workforce. This process can help to ensure employees are equipped with the necessary knowledge, skills, and abilities to achieve immediate and future business goals.

Timeline

- Long term



Strengthen Employee Well-Being to Improve the Human Condition

An employee's worth extends beyond their work achievements. Caring for each person's gifts, challenges, and needs promotes human dignity and promotes employee value. Each employee has different needs which should be addressed equitably through alternate services/subsidies, accessibility resources, and more (Recommendations 4-8).

4. Strengthen, expand, and promote well-being opportunities, resources, and programs to create a culture of care.

A culture of care encompasses active listening, information sharing, recognition of individuality, appreciation of contributions, and respect for employees' personal lives. In Jesuit universities, this concept is known as *cura personalis* – “care for the entire person” – and means that each person's gifts, challenges, and needs are all equally worthy of care and attention. *Cura personalis* includes not only academic achievement, but also physical health, mental health, and development as a “citizen of the world” (Georgetown University, n.d.). In short, this culture of care speaks to the University of Maryland, Baltimore's (UMB) mission to improve the human condition.

Well-being, a core value of UMB, is essential to maintaining a healthy, engaged, and productive workforce. Millennials – the largest generation in the workforce – value family (79 percent), health and wellness (53 percent), friends (39 percent) and spirituality (31 percent) most, with just 27 percent saying they valued work most (Normoe, 2022). “They are more likely than other generations to view work-life balance – 41 percent – and not enough free time – 36 percent – as major career concerns” (Normoe, 2022).

Well-being can be achieved through many avenues, including employee recognition. A study by Deloitte found that organizations with effective recognition programs have 31 percent lower voluntary turnover rates than organizations with ineffective programs (Bersin, 2012). A study by Indeed research found that 90 percent of employees “believe that how we feel at work matters, yet only 49 percent feel their organization is focused on measuring and improving well-being” (Emeritus, 2022).

When it comes to the Future of Work, well-being and flexibility go hand-in-hand. A study by Pew Research found that 57 percent of workers who quit their job in 2021 said they left because they felt disrespected at work. Forty-five percent pointed to a lack of workplace flexibility as their reason for leaving (Moss, 2022).

Still others left because of unsustainable workloads and employee burnout (Moss, 2022). “Now, employers are finally starting to listen, as employees renegotiate their social contracts with work. Mental health awareness, a focus on increasing fairness, hybrid offerings and flexible hours, more active listening, real-time feedback, and personalizing communication are all initiatives that are working to solve issues around burnout in a more upstream manner than we've seen before. Leaders are beginning to have a clearer understanding that new workplace policies are not just ‘nice to have,’ but a necessity going forward” (Moss, 2022).

When crafting these recommendations, the committees focused on the U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being ([Appendix 4A](#)), which defines and illustrates five essential pillars of mental health and well-being: protection from harm; connection and community; work-life harmony; mattering at work; and opportunity for growth.



UMB already offers several services and programs to enhance employee well-being. For instance, UMB offers legal services, health care support, social work programs, and more that are free to employees. Communicating these resources to employees will enable them to take advantage. However, supervisors must also prioritize well-being for their employees.

“When I did take the time to go see someone here on campus for the benefit of my mental health, the brief visit and the short walk from my office to her(s) were considered my one break I was allowed on those few days, which undermines the concepts of being supportive,” wrote one employee in the Future of Work survey. While providing well-being services is a wonderful start, employees must also be able to receive these resources in a meaningful way ([Rec. 11.1](#)).

In alignment with the U.S. Surgeon General’s Framework, strengthening existing programs and expanding others will maintain and increase employee well-being, mental health, work/life balance, and the social connection needs of employees. Only then will *cura personalis*, or a culture of care, be fully embraced at UMB.

4.1 Identify and promote existing social, legal, and/or health care support services available for employees through UMB academic programs and central administration.

Benefits

- Awareness and utilization of University resources will help to improve employee engagement and increase well-being and morale.
- An increase employee awareness of the benefits offered by UMB and their ability to use benefits (e.g., sick leave, flexible work) supports mental health and employee well-being.

Timeline

- Long term

4.2 Assess existing employee recognition programs, maintain meaningful programs, and explore additional opportunities for employee recognition.

Benefits

- Creating additional recognition opportunities helps to ensure that all employees are acknowledged in ways that are meaningful to them.
- Recognition helps to boost employee retention.
- Engaged employees are more productive and loyal.
- Recognition lets individuals know that they matter and that their contributions also matter, which makes employees feel more engaged, appreciated, and a sense of belonging.
- Reassessing existing recognition program parameters will ensure employee contributions are not excluded because of alternative work schedules and/or locations.
- A positive culture at the University may be viewed as a critical component of the employee experience and embedded in the organization’s culture and values, which is essential to retaining employees.

Timeline

- Long term

5. Provide alternate services and subsidies to support fully on-site employees.

Those who do not have the option to work flexibly are often the lowest paid employees at the University of Maryland, Baltimore (UMB): security officers, police communications operators, environmental services staff, facilities staff, parking staff, and others. While the Future of Work committees strongly support flexible work whenever possible, we acknowledge that there are some positions which must be done fully on-site during specific hours. As such, we recommend providing alternative services and/or subsidies to support these employees who are unable to benefit from flexible work options.

“I am concerned for my staff who cannot telework due to the nature of their positions,” wrote one supervisor. “They feel like the opportunity to telework is essentially a raise because it saves on transportation, food, childcare, clothing, etc. Meanwhile, they are at work 5 days a week, some even during the University’s closure, and do not feel recognized or compensated. I don’t know how to help them.”

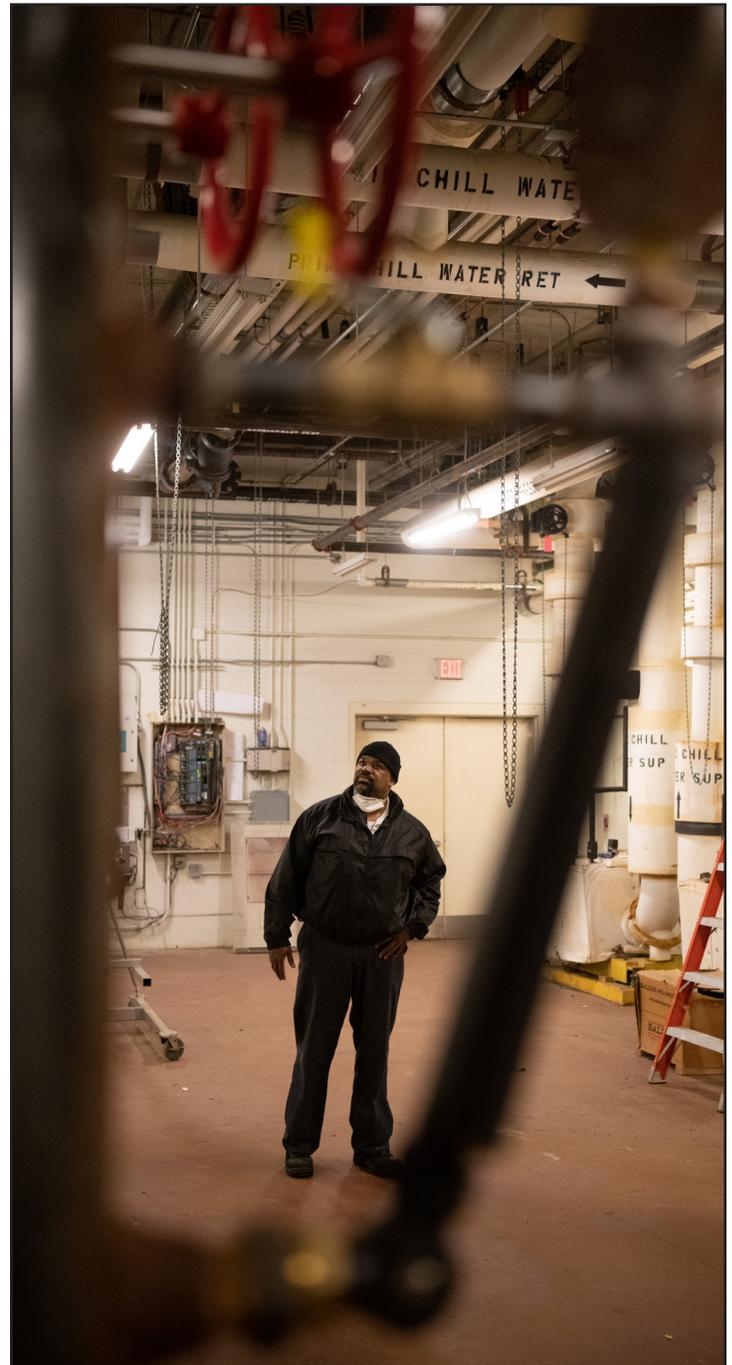
Between commuting costs, parking expenses, professional clothing, eating out, and more, “the average person can save up to \$6,000 (per year) working at home half the time in a hybrid role and up to \$12,000 per year by working remotely full-time” (Howington, 2022). For those without the luxury of working remotely, these costs add up.

A focus group with UMB Environmental Services staff found that employees wanted more flexibility with leave time, leave bank ([Rec. 11.5](#)), training opportunities, and a break room ([Rec. 9.3](#)). In the Future of Work survey, for employees who work on campus five days a week, the top three answers to the question “What can UMB do to strengthen its ability to retain you?” were: (1) competitive salaries, (2) more opportunities for career advancement, and (3) work flexibility.

“Most frontline employees view career advancement primarily as a means toward more income and financial security,” says one employee. “Tangible benefits—specifically, higher pay—are one of the most important factors for frontline employees hoping to advance their careers.”

The committee members, in conjunction with employees who attended the UMB listening sessions, discussed several options for income, services, and/or subsidies which could be provided for fully on-site employees ([Rec. 5.2](#)). Examples include, but are not limited to:

- Pay differential
- Additional paid time off
- Professional development opportunities
- Reduced cost and/or priority parking ([Rec. 6.2](#))
- Improved office space
- Relaxed work attire guidelines (e.g., casual Fridays)



- Free/discounted work attire (e.g., UMB-provided branded clothing or discounts to professional clothing stores)
- Free/reduced lunch, coffee, snacks, etc. on campus or at nearby businesses
- Departmental social gatherings and/or activities
- Free/reduced membership at URecFit
- Free/reduced fitness expenses (e.g., home exercise equipment, gym membership)
- Universal lunch break
- Free/discounted services at nearby businesses
- Free/discounted grocery or meal delivery
- Free/discounted car detailing
- Free/discounted dry cleaning
- Free/discounted tax preparation services
- Free/discounted music streaming services
- Free/discounted audiobook services
- Free gift-wrapping during the holidays
- Free/discounted pet care
- Free/discounted elder care
- Expanded childcare grants and/or childcare on campus ([Rec. 7.6](#))
- Increased services benefiting employees on campus ([Rec. 5.2](#))
- Ability to attend well-being events without interruption ([Rec. 11.1](#))

These are only a few considerations for providing services and/or subsidies for fully on-site employees; there are certainly many additional options. The committees recommend that University leadership ask these employees what they want through surveys and listening sessions to ensure their needs are being met.

5.1 Increase engagement with fully on-site staff (e.g., surveys, listening sessions) to better understand what resources and services they need to feel supported as a whole person.

Benefits

- The Workplace Flexibility committee repeatedly heard during listening sessions that employees were happy to have their voices heard through listening sessions and surveys. Providing additional opportunities for employee feedback will improve trust and engagement between employees and UMB leadership.
- Conducting a survey will ensure that the University is not spending money on services or benefits that are not beneficial or desired by employees.

Timeline

- Long term

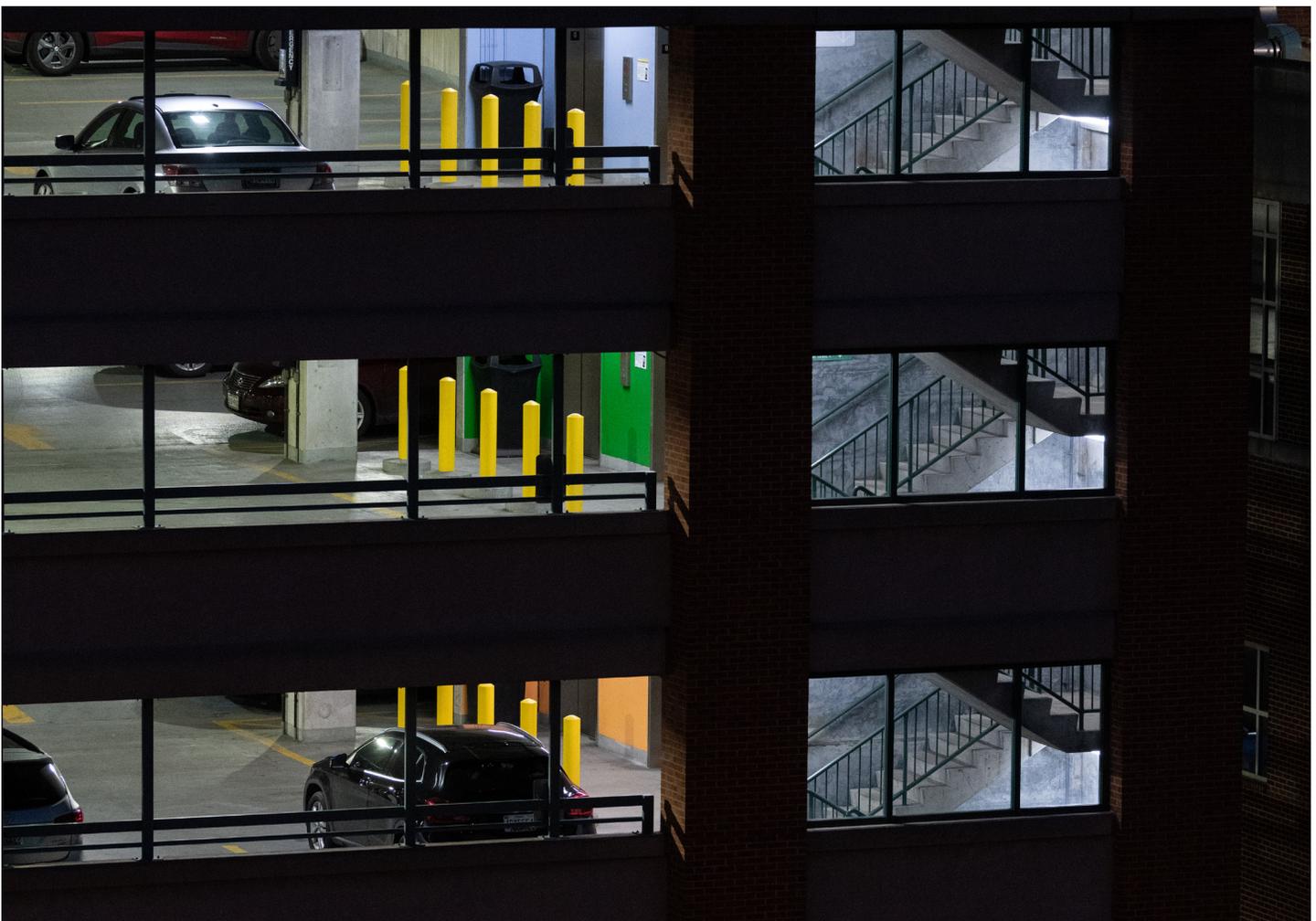
5.2 Evaluate and provide additional income, services, and/or subsidies to assist with costs associated with being fully on-site (e.g., pay differential, preferential parking, meal subsidies).

Benefits

- What matters most to employees is autonomy – structural choices about where to work, how to work, and when to work. For those employees who do not have a choice regarding those matters, providing additional perks may provide an incentive to stay with the University.
- These benefits would provide equity for employees who cannot have flexible work hours and locations due to the nature of their roles.
- Subsidies would make UMB a more attractive employer for fully on-site employees.
- Employee well-being and morale would improve.
- Providing incentives such as job training and professional development opportunities, as well as removing barriers (e.g., time, workload, leadership approval) to accessing these resources, will allow employees to obtain skills which will allow them to be elevated to a job with more flexibility in the future, if they choose.

Timeline

- Long term



6. Support effective, equitable, and sustainable parking and transportation systems.

University of Maryland, Baltimore (UMB) employees feel strongly about parking. Whether it's the location, expense, or "fairness" of parking options, the committees received robust feedback with concerns about the current parking system.

As workplace flexibility increases, hybrid workers say it is unfair to have to pay the full monthly cost for a parking spot they are not using as often. "It is a bit odd that cost of parking has increased when the majority of employees have reduced the use of garages from 5 days a week to 1-2 days a week," says one UMB employee. "Paying over 100 dollars a month to park 8 times is quite ridiculous. This equates to over 12 dollars a day which is almost the daily parking rate."

"The fees for parking should be adjusted to account for people only coming on campus 3 days a week," wrote another employee. "It is unreasonable that we are paying higher fees to park on campus fewer days a week and with more chaos in the garages."

To save money, some employees forego UMB parking garages in favor of street parking in neighboring communities. This adds congestion and emissions to those communities and reduces community members' access to their homes, businesses, and the UMB Community Engagement Center. These parking locations are also not monitored by UMB Police and Public Safety, creating potential safety concerns for employees and students.

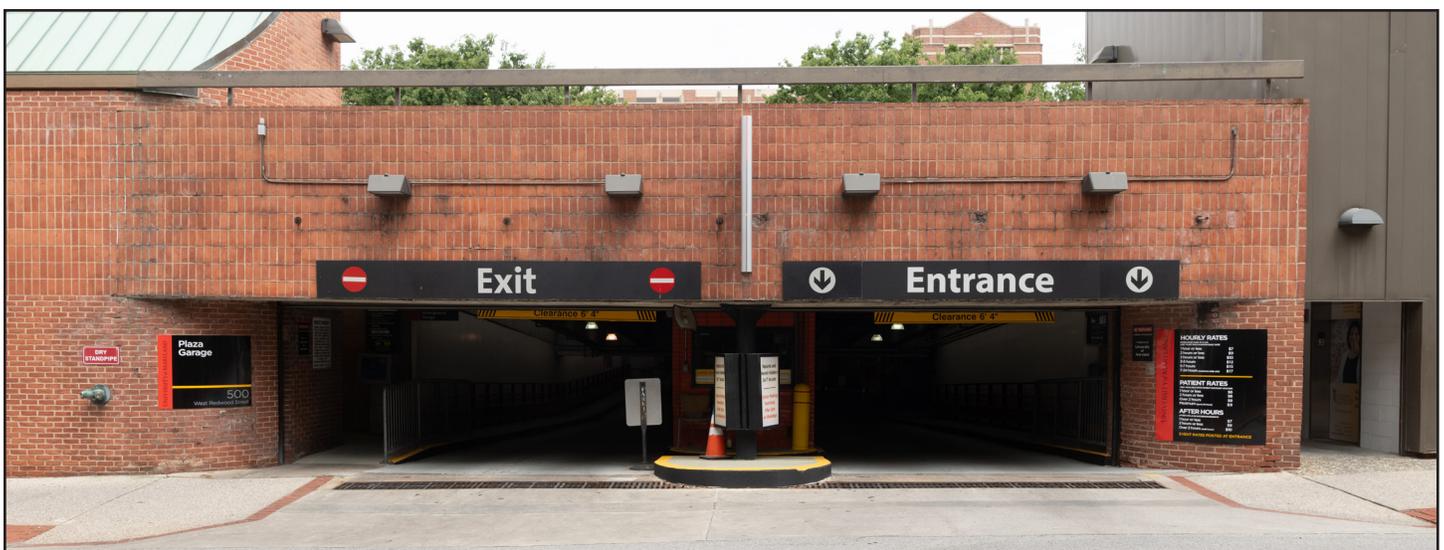
Employees who are fully on-site also expressed discontent. These employees – often the lowest paid employees at the University – park in their assigned garage, which may be far from their primary workplace, and walk past half-full garages that are underutilized by hybrid employees assigned to park there.

The committees considered multiple options to provide more equitable parking. These include: (a) a tiered parking system, which would provide multiple parking payment options (e.g., 2 days a week, 10 days a month, etc.); (b) a sliding scale, which would provide payment options based on an employee's salary; or (c) free or reduced parking for lower-paid employees.

"The parking fee is an equity issue," writes one employee. "No matter what your salary is, we pay the same amount of parking fee. This fee is a significant amount for my family."

The committees also recommend supporting fully on-site employees by: (a) prioritizing parking in the closest garage to their primary worksite; and/or (b) reserved spaces/floors in parking garages for fully on-site employees. This is in line with [Rec. 5](#) to provide support for fully on-site employees.

Providing more options for parking equity – and transparently communicating about these options – will address employee discontent and provide more understanding for employees.



6.1 Establish equitable parking payment options for both hybrid and fully on-site employees through a (a) tiered, (b) sliding scale, and/or (c) subsidized payment system.

Benefits

- Employees are extremely vocal about their discontent with the current parking permit program. Devising a more equitable parking structure will significantly improve employee well-being and show that the University cares about employee costs to work at UMB.
 - For hybrid employees, a tiered system would diminish frustration about paying for monthly parking, which they don't use every day.
 - For lower-paid employees, a sliding scale or subsidies would help with pay equity.
- Reducing costs will encourage more UMB parkers to use UMB garages, which will reduce the impact of street parking in nearby residential areas and increase safety.

Timeline

- Long term

6.2 Develop a process for distributing parking assignments, with consideration for the number of days an employee is required to work on campus and other criteria (e.g., workplace location, University role). Examples include but are not limited to: providing fully on-site employees with (a) prioritized parking in the closest garage to their primary worksite; and/or (b) reserved spaces/floors in parking garages for fully on-site employees.

Benefits

- Providing preferred parking (e.g., preferred parking garage, level of the parking garage, specific spots) for fully on-site employees will improve safety (avoiding long walks to a garage in the early morning or after dark) and employee happiness. Parking spots and garages should not sit empty because they are reserved for an employee who is working from home.
- Informed parking choices for fully on-site employees provides safer options for those employees who use parking garages most frequently.
- Parking is one the most contentious issues discussed with the committees. By creating a system where (a) fully on-site employees receive priority, and (b) hybrid/remote employees are provided with parking payment options ([Rec. 6.1](#)), the University would improve employee well-being and retention.

Timeline

- Long term



6.3 Communicate parking information (e.g., options, costs) transparently and comprehensively.

Benefits

- Parking and transportation were a common frustration among employees during the listening sessions. By combining recommended changes ([Rec. 6.1](#) and [Rec. 6.2](#)) with clear communications, employees will feel heard and appreciated.
- Creating ways for employees to communicate about sustainable transportation options, including coordinating carpools, can lessen the burden on parking garages.
- Parking liaisons within each school can be leveraged to help spread the word and answer questions proactively.
- Communicating parking costs for students, faculty, staff, visitors, and special events can create transparency. Adding area parking cost comparisons to the UMB website can help the community make informed choices about parking options on and around campus.

Timeline

- Short term

7. Evaluate and provide compensation, benefits, and growth opportunities.

The University of Maryland, Baltimore (UMB) offers many generous benefits for its employees, including tuition remission, healthcare, retirement plans, childcare grants, leave programs, and more. The Future of Work survey and listening sessions show that employees recognize and appreciate the University's benefits package. "The best thing about working at UMB are the non-pay benefits," said one employee.

However, the committees learned that many employees are not aware of some of UMB's benefits or do not know the actual value of the benefits package. Many employees do not know where to find information about pay and pay equity. Compensation is the most important factor for 49 percent of employees when accepting a new job (Thakkar, 2022). In the Future of Work survey, the top response for "what can UMB do to strengthen its ability to retain you" was "competitive salaries."

"The cost of living has risen immensely, and our salaries at the 'lower' level are not able to keep up. It does not matter how much supervisors and leadership show appreciation or shower us in praises. What we really need is more money," wrote one UMB employee.

The inaccessibility of actual salary and pay determination information creates a perception that the University is not paying employees fairly. Transparent policies that detail how pay is determined and measured need to be more readily available and easy to find within the UMB Human Resource Services (HRS) webpage. Also, providing a total compensation statement could give this information to employees and give them greater insight into their work's value.

Rising childcare costs also create a strain on employees' paychecks. Downtown Baltimore Child Care (DBCC), located on UMB's campus, costs \$2,240 per month for infants and toddlers. While UMB offers a childcare grant for up to \$5,000 annually for qualifying individuals making less than \$150,000 household income, these costs continue to be a strain.

For instance, an employee earning \$40,000 per year would spend 32 percent of their annual income on childcare if they received the maximum offered tuition assistance from DBCC and UMB's full childcare grant. This leaves an estimated \$797 per paycheck to cover their mortgage or rent, food, utilities, and other living expenses. An employee earning \$80,000 per year and receiving the maximum tuition assistance and childcare grant would spend 36 percent of their income on childcare ([Appendix 3](#)).

"Quality childcare investments signal workforce value to prospective employees, providing competitive differentiation, reducing turnover costs and increasing diversity of recruitment." (U.S. Chamber of Commerce Foundation, 2021).



In the Future of Work survey responses, employees shared that retaining employees should receive equal priority to recruiting new talent ([Rec. 13](#)). “It would be nice if more emphasis was put on retaining employees rather than attracting new hires. It is insulting to long term UMB employees that HR will not approve promotions or increases for existing employees yet provide hiring bonuses and higher incoming salaries to external candidates.”

Another employee shared that their colleague left UMB after unsuccessfully asking for a promotion and/or raise for nearly a year. “Once they left, that job was reposted in a higher classification. That is really concerning to me,” the employee wrote. “We are losing tons of institutional knowledge all because promoting a staff member in their current role is nearly impossible at UMB, and some new person will reap the benefits of the higher role. Where’s the fairness in that?”

Fairly compensating employees for additional work was a common theme during listening sessions. Several employees said they were doing work far beyond their written job description without additional compensation. One employee shared that they advocated for their position to be reclassified, but their new position still did not encompass the vast amount of work they were already doing. Continued self-advocacy and feeling that their work was not appropriately valued led the employee to burnout, frustration, and apathy towards work that was once their passion.

“Employers who ‘double down’ on talent redeployment, mobility, reskilling, and upskilling tend to see improvement across a range of financial, organizational, and employee experience metrics,” according to McKinsey & Company. “Investing in your employees’ capabilities can drive financial returns, is often cheaper than hiring, and signals to employees that they are valued and have an important role in the organization.”

Providing employees with professional development and opportunities for advancement play a key role in retention. The top two reasons for employees quitting their job were lack of career development/advancement and inadequate total compensation (De Smet et al., 2022). For those in entry-level positions, providing funding for career development would be meaningful.

“My unit has a lot of non-exempt employees without high school diplomas. Some would like financial support to assist with attaining the GED and then to move into a community college environment,” wrote one UMB employee. “The current benefit does not cover either option for the employees who could most benefit from this type of institutional support.”

At the University of Virginia, a maximum of \$5,250 is available for job or career-growth, professional development, certification training, conferences, and tuition (UVA HR, n.d.).

Growth opportunities are extremely important to employees at UMB. What constitutes growth for one person may differ for another based on their aspirations, career goals, and personal preferences. However, expanding one’s skills, knowledge, experiences, and responsibilities will help lead to personal and professional growth. These opportunities are essential for engaging and retaining employees because they support personal development, enhance motivation and performance, and improve employee satisfaction. When UMB prioritizes and invests in its employees’ growth, it demonstrates a commitment to our workforce, leading to higher levels of engagement, productivity, and long-term success.

7.1 Ensure employees are advised and/or fairly compensated when taking on additional responsibilities due to inadequate staffing levels (e.g., regularly reviewing workload and job duties, identifying additional duties in writing, providing a support plan, identifying a timeline and target date of completion of the additional duties, and re-evaluating the position if needed).

Benefits

- If supervisors regularly review and address workloads of employees whose roles and responsibilities have increased, it will build trust and employees will feel valued.

- A review of job duties can assure the supervisor and the employee of whether the employee is in the appropriate job description. If not, the supervisor can submit a request to HRS Compensation to determine if the employee is in the appropriate job description or if other action (e.g., revising the workload of the employee, submitting a job action, revising the position description, etc.).
- By training supervisors, they will be better able to navigate this process.
- Employees who believe they are recognized and are compensated fairly are less likely to leave the University.
- Recognition, communication, and support can reduce employee burnout. Employees who have support plans know that their additional work is not overlooked.

Timeline

- Short term

7.2 Provide transparency for employees about compensation, benefits, and career growth opportunities. This includes but is not limited to: (a) developing a total compensation/rewards statement for each employee so they can see their current salary and benefits; (b) providing information about the job description system, career ladders, and the promotion/re-evaluation process; and (c) providing flexible work schedules.

Benefits

- Addressing pay transparency can help employees understand how their pay was determined, how UMB uses relevant market data to benchmark pay, and what role experience and education play in pay determination.
- Employees would have direct knowledge of their value to the University, including how it was calculated.
- Employees who believe they are compensated fairly are less likely to leave UMB.
- Retention of talented employees reduces recruitment costs and turnover.
- By simplifying and/or educating employees on the promotion/re-evaluation process, employees can make informed decisions about their careers at UMB, set goals, and advocate for themselves in either their current role or future roles. Supervisors can help coach employees effectively and help them set and realize their career goals.

Timeline

- Long term

7.3 Provide and promote opportunities for career development and advancement, including but not limited to: (a) creating advancement opportunities once certain criteria are met (e.g., years of service, positive PDP evaluations, etc.); (b) providing career coaching to all employees, especially targeting those without a high school or college degree; and (c) developing robust 1:1 or group coaching/mentor programs, including Community of Practice groups, for employees and supervisors.

Benefits

- If there is a clearer path towards advancement, employees would be less frustrated and discouraged, feel less stagnant, and would be more invested in having longer-term careers at UMB.
- With more achievable steps in their career pathway, employees could experience a sense of accomplishment and growth and also feel more recognized and valued for their hard work.
- Providing career coaching, especially to those without a high school or college degree, will provide

employees with important information about how to grow their careers, how to take advantage of all the resources and benefits available to them and increase their sense of empowerment and agency.

- More formalized coaching and mentoring programs, along with campus-wide “Community of Practice” groups, will help employees and supervisors feel supported, share resources and expertise, apply new skills, and grow personally and professionally.

Timeline

- Long term

7.4 Develop and promote benefits and incentives that can offset living expenses of UMB’s lowest-paid employees (e.g., food pantry for employees, subsidies for parking, child/dependent care, gym memberships, employee discounts at local businesses and events, etc.).

Benefits

- Understanding that increasing salary is not always within the University’s ability, providing opportunities and benefits will improve employee well-being and support lower-earning employees through benefits, subsidies, discounts, and more.
- While UMB already offers many of these programs and discounts, some employees are not aware that they exist. Promoting and regularly communicating special offers and discounts to employees may help increase awareness.
- For lower-earning employees, providing benefits to offset the living wage gap can increase retention and recruitment.

Timeline

- Long term



7.5 Provide dedicated funding and time to employees pursuing GED and non-credit coursework, certifications, certificate programs, non-credit training courses, and professional association memberships.

Benefits

- Funding of GED and other coursework, training, memberships, and certifications increase employee knowledge, which benefits UMB.
- Discussion of developmental opportunities should be included in the PDP discussion between the employee and the supervisor. It also gives both a chance to connect and share goals and visions.
- Employees would feel more valued, respected, and trusted if the supervisor shows they are invested in that employee.

Timeline

- Long term

7.6 Expand the childcare grant program budget to reach more employees and/or provide a childcare center on campus.

Benefits

- On-campus childcare is convenient for employees as they are near their child(ren).
- Because childcare is very expensive for many employees, any assistance is of great financial help.
- If childcare is not adequately addressed, employees may have to leave.

Timeline

- Long term



8. Foster inclusivity and accessibility to meet the needs of all employees.

Inclusivity and accessibility in the workplace refer to creating an environment that values and accommodates individuals from diverse backgrounds and with diverse needs. Both inclusivity and accessibility are crucial for creating a workplace that is fair, respectful, and supportive of all individuals, regardless of their differences. By fostering inclusivity and providing accessibility, the University of Maryland, Baltimore (UMB) can enhance employee engagement, productivity, and overall well-being, while also attracting and retaining diverse talent.

Fully integrating hybrid and fully remote employees into the UMB culture should also be prioritized to ensure inclusivity. Hosting analogous hybrid events will allow all employees to interact and participate in a way that best suits their situation ([Rec. 8.1](#)). Beyond remote work, events and training opportunities should also be offered at a variety of times, to include those with flexible working schedules. All meeting rooms should be equipped for hybrid meetings to ensure ease of operations, simplify support, and allow in-office workers to meet in person without alienating virtual colleagues.

Currently, training, activities, and/or services across UMB are facilitated by those who have varying levels of understanding in diverse learning styles, abilities, and accessibility needs. Employees with disabilities often have to ask for accommodation when inclusive best practices are not universally implemented. Employees who have learning disabilities, hearing impairment, or are neurodivergent expressed frustrations and concerns regarding how information is presented. Some training has been described as having ableist and neurotypical biases. There is a gap in readily available assistive technology, such as closed captioning in webinars and on University-issued phones (e.g., traditional landlines).

Meeting the needs of diverse learners begins with developing training and materials – including implementing Universal Design (UD) principles – to ensure that training, websites, designs, services, and activities meet the needs of all UMB employees. Integrating learning into the workflow, introducing interactive learning activities, creating physical collaborative workspaces, rethinking blended learning, and identifying and recognizing the way employees learn best will also help to build accessibility (Baragwanath, n.d.).

Nearly 2,000 employees completed the Future of Work survey, with 71 people identifying as having a disability. While the type of disability is unknown, according to the Learning Disabilities Association of America, 1 in 5 people have a learning disability, which is often described as being invisible (Barto, n.d.). This statistic could be higher due to lack of formal diagnosis. The 3.7 percent disclosure rate of employees suggests there are likely more employees who have disabilities who either didn't disclose or are not aware. This response rate falls into the national average disclosure rate. According to "Accessibility: The Missing Piece in Your Workplace DEI Initiative," employers should operate in a manner in which "accessibility is proactively integrated, not a mere afterthought" (MacLean and Trudelle, 2022).

Another way to create equitable and inclusive opportunities for all employees is to support and encourage the formation of employee resource groups or affinity groups focused on specific diversity dimensions, including disabilities. These groups provide a platform for employees to connect, share experiences, and offer support to one another. The groups can also serve as a method to collectively advocate for their needs and to ensure that leadership includes their perspectives in UMB's inclusivity initiatives.

8.1 Create analogous opportunities for all employees to benefit from and/or contribute to in-person activities and/or services.

Benefits

- No employee should feel excluded from receiving important information or participating in opportunities simply because they are engaged in hybrid work. By adapting in-person events to include considerations for those who are not on campus, the University will better serve all employees and strengthen the lines of communication at all levels.
- Fully remote employees can feel as though they are missing out on in-person connections, causing damage to their social capital. By providing alternatives to or extensions of in-person events (e.g., Fall Fest, Wellness

Fairs, National Night Out), UMB can ensure employees not only receive pertinent information, but are included in the culture of campus.

- University activities, such as training, learning, and development programs create a vibrant and stimulating environment for employees. A University-wide and centralized platform will provide a streamlined location for these activities, reducing confusion and making it easier to access training and professional development opportunities. This will create a higher sense of empowerment for employees as they navigate their careers at UMB. It will also increase utilization of these activities.

Timeline

- Long term

8.2 Develop and provide training and materials (e.g., FAQs and resource toolkits) for UMB applications, services, and devices that would benefit those with disabilities, including implementing Universal Design principles for all trainings, websites, and designs.



Benefits

- The benefits of Universal Design (UD) principles are that it provides flexibility and increases equitable access to the learning environment. UD prioritizes multiple means of representation, expression, and engagement to encourage a variety of learning styles, preferences, and circumstances ([Appendix 9](#)).
- Utilizing UD principles would reduce the need for employees to initiate requests for accommodation and would also benefit employees who don't disclose their disability or haven't been formally diagnosed. This would also foster a culture of equity and justice as opposed to compliance. Having centralized technological resources and recommendations listed not only benefits employees with Americans with Disabilities Act (ADA) accommodations, but could aid departments in addressing the varied needs of all their employees.

Timeline

- Long term

8.3 Promote and support affinity groups focused on commonalities (e.g., race, gender, generation, disability, gender identity) to foster inclusion and provide ways for employees to connect, share experiences, and offer support to one another.

Benefits

- Creating supportive groups on campus fosters a culture of care among employees.
- Feeling included inspires employee loyalty and cultivates community.
- Historically underrepresented and/or marginalized communities face unique challenges in the workplace. Affinity groups create a space where these employees can feel heard and understood.

Timeline

- Long term

Maximize University Resources

UMB offers a wide variety of resources for employees — multicultural spaces, break rooms, professional development, training, and more. Reviewing and evaluating UMB's current building use can create more productive, sustainable spaces at UMB. Effective and creative communication can then connect employees with these spaces and opportunities to maximize University resources (Recommendations 9 and 10).

9. Conduct a space analysis to determine effective space allocation and use of buildings as workplace flexibility increases.

With more employees working remotely, space at the University of Maryland, Baltimore (UMB) is not being optimally used. Many offices or entire suites sit dormant for extended periods of time. In line with the University's core value of sustainability, effective allocation and use of space must be considered.

As an urban and historic campus, UMB has a diversity of spaces on its campus. This diversity means that some employees are working in an updated workspace while others are in older spaces which require maintenance work and/or may not reflect their current workspace needs.

“In the modern business world, not caring for the setting that your employees are working in will instantly translate into the thought that you don't care enough about them, or your business. Working in a dull, outdated office space is certainly going to break your employee's spirit and their enthusiasm to stay in the workspace any longer than they are required to.” (Dahir, 2019)

At the University of California Los Angeles (UCLA), their remote program was able to “reduce real estate and physical space demands, reduce the cost of utilities and transportation subsidies, offer employees work-life balance, and contribute to traffic reduction and improved air quality” (Administrative Vice Chancellor, 2023). Increasing hoteling spaces “minimizes space and real estate costs; allows for more flexible staffing and scheduling options; allows employees to be more mobile, moving among various work locations for meetings, different servicing areas, etc.; and enhances quality of work life for employees” (NIH, 2023).

In addition, more could be done to make UMB's physical spaces more inclusive and accessible to all employees. Office designs in some buildings on campus do not offer every employee with designated space (e.g., office, cubicle, break room). Because of the nature of their work, some employees do not have any space to use during the workday, either for gathering, privacy, or for breaks. In particular, Environmental Services (EVS) employees expressed frustration and disappointment with not being welcomed in common areas in some buildings where they work. It is not acceptable that some EVS employees feel relegated to eat their lunch in stairwells, loading docks, or empty classrooms. In alignment with our core values of equity and respect, we must provide space where every employee – no matter their work – can take a break with dignity.

Upon implementing increased workplace flexibility, an assessment of the University's space will determine effective and ineffective use of space. For unutilized or underutilized areas, a space release will allow better utilization for hoteling, commercialization, multicultural spaces, well-being rooms, and other uses. In some instances, space analysis has already begun in UMB buildings.

Selling UMB space could prove financially beneficial to the University and attractive to prospective employees. The committees believes that, if space is used for commercialization, the type of business should be used to benefit on-campus employees (e.g., dependent/childcare, bank, dry cleaner, restaurant, etc. – [Rec. 5](#)). On-campus employees should be asked to determine which types of businesses would be most helpful ([Rec. 5.1](#)).

Using UMB space for the benefit of the West Baltimore community should also be considered. As an anchor institution, UMB can welcome start-up businesses at reduced rates to our neighbors. This speaks to UMB's mission of improving the human condition.

Space is a scarce resource at UMB. By conducting a space analysis following the increase in flexible work, the University can use its space more effectively to benefit, recruit, and retain employees in a sustainable and equitable way.

9.1 Review existing UMB space (e.g., buildings, vacant offices, underutilized areas, exterior areas) with attention to accessibility, safety, cleanliness, attractiveness, and ease of navigation.

Benefits

- A space analysis will lead to a more equitable use of space. Those who are on campus every day could make use of larger spaces/offices which are currently unused or infrequently used.
- Buildings with limited occupancy due to employees working from home run inefficiently and increase energy demand, especially because many University buildings' HVAC systems are not zoned. Studying and better utilizing this space will improve sustainability at UMB.
- Assessing and managing space needs can also prevent waste (e.g., excess furniture, equipment, etc.).
- Unutilized/underutilized space presents an opportunity to explore a campus-wide room reservation system for use for hoteling, office space, conference room space, etc.

Timeline

- Long term



9.2 Evaluate how to effectively allocate space for the benefit of the UMB community (e.g., hoteling, commercialization, safety) upon completion of the space analysis.

Benefits

- Assuming it is possible, commercializing space provides an opportunity for additional income and/or resources for the University.
- Bringing businesses on campus could provide additional benefits to employees who are on-site (e.g., dry cleaner, bank, dependent/childcare).
- As an anchor institution, providing reduced-rate and/or free short- and long-term rentals, pop-up shops, and more in UMB buildings could provide connection and opportunities for our West Baltimore neighbors.
- The revenue from these rentals could be used to make UMB buildings more sustainable, including adding solar panels and green walls to existing buildings.

Timeline

- Long term

9.3 Identify or create a designated break and lunch space for non-exempt employee groups (e.g., custodial services, facilities maintenance, pest control). This includes having a designated space for table, chairs, and food storage.

Benefits

- Having a space to take a break is a basic dignity that must be provided to all UMB employees. If all employees are given access to space, no matter which building they are in on which days, they will feel more included and valued and will have the same opportunities as other employees with designated workspace to gather, recharge, or take part in other practices beneficial to their well-being.

Timeline

- Short term

9.4 Allocate and/or create hoteling space in each UMB building for occasional in-person work and collaboration by fully remote or hybrid employees.

Benefits

- Hoteling and co-locating departments ensure more sustainable use of space.
- Creating hoteling suites across campus will break down silos between schools, departments, and units so employees can meet colleagues they may not typically have had an opportunity to interact with.

Timeline

- Long term

10. Employ ongoing and robust communications strategies to connect employees with information, services, and one another.

As the workplace and workforce changes, effective methods of communication must evolve. Previously, communications strategies relied on in-person methods, such as digital displays inside University of Maryland, Baltimore (UMB) buildings, fliers, on-site events, and more. Digital communications strategies, such as email, Elm Weekly, social media, mobile app, websites, and more have been expanded to meet the increasingly digital and remote workforce. However, employees have become oversaturated with communications, often deleting emails and e-newsletters before reading them and ignoring social media or websites altogether.

The “Marketing Rule of 7” states that earning the trust of a customer (in this case, UMB employees) needs to be repeated at least seven times through varied types of communication (Indeed, 2022). Effective communication will rely on continuing to utilize both in-person and digital tactics, as well as innovative approaches to ensure all employees are reached.

These methods must be used to convey UMB and University System of Maryland (USM) benefits and opportunities to employees. During group discussions, the Future of Work committees learned about multiple opportunities of which they were previously unaware – volunteer hours, training opportunities, institutional memberships and discounts, and more. These benefits were created for the well-being of employees. To be effective, employees must learn about these opportunities so they can take advantage of them.

Millennial employees (born 1981-1996) comprise the largest group in the workforce, with Baby Boomers (born 1946 to 1964) retiring (Fry, 2018). Millennials are more diverse, strongly motivated by flexible work, and prefer written rather than in-person communication (Gallup, 2023).

Standardizing intra-office communications tools and standards ([Rec. 10.4](#)) will maximize collaboration and teamwork between on-site and remote workers and accommodate skills and preferences of employees from different age groups and cultural backgrounds. This will maximize adoption, productivity, and employee job satisfaction.

During listening sessions, supervisors also communicated the need for resource and support groups. In the Future of Work survey, 14.67 percent of supervisors said that “effective communication and feedback” would unleash their potential at work, while 14.17 percent pointed to “feeling valued, respected, and included.” Creating these support groups can allow supervisors to connect, share resources, lessons learned, and more, fostering a sense of inclusion and value for supervisors.

By creating a culture of communication, employees will feel connected with managers and teammates through regular, purposeful connection – whether on-site or remote. This equal access to opportunities for connection sends the message that all employees are valued members of the UMB community. This includes providing communications that are accessible to all UMB employees ([Rec. 8.2](#)).

As UMB increases meaningful connections between employees, it is also important to create opportunities for connection between employees and University leadership. Employees have expressed that decisions feel as though they are made in a vacuum; “effective and timely communication from managers and within teams is cited as one of the leading complaints of workers” (Solomon, 2015). By creating opportunities for two-way communication and active listening, leaders can better serve their organization (Bryant & Sharer, 2021).

10.1 Create communication channels for hybrid, fully on-site, and fully remote employees to meaningfully connect, share resources, and enhance well-being.

Benefits

- Create opportunities for employees and supervisors (separately and/or together) to discuss what’s working well and what’s not enables supervisors to build a network within UMB and to learn from other schools, departments, and units that they may not typically interact with ([Rec. 7.3](#)). This breaks down silos and increases knowledge sharing.

- Creating a work culture inclusive of both fully on-site, hybrid, and fully remote workers will enable UMB to maintain a positive work culture, ensure open and effective communication, and prevent discrimination against those with a flexible work schedule.
- Generating new, strategic, and innovative ways to connect across work locations and schedules allows UMB to plan for what the future workforce will look like and have the technology to meet the future needs of the University.
- Developing a repository of communication best practices will empower supervisors to create proactive methods for employees to deepen connections within their units.

Timeline

- Short term



10.2 Provide listening sessions and other ongoing opportunities to enhance open communication between UMB employees and leadership on topics including, but not limited to, employee well-being, University programs, and flexible work.

Benefits

- While annual “climate surveys” are helpful to measure how people feel at the University, listening sessions enable two-way communication between leadership and employees. These sessions would enable employees to share their concerns and suggestions in a moderated space with people who can advocate for them. It makes employees feel that they are heard and included in the decision-making, rather than submitting a comment that may or may not be read.
- Survey fatigue can skew the campus climate survey. Employing a combination of surveys, listening sessions, and other feedback methods can help UMB hear from more employees and help employees engage and respond through a forum that meets their needs. For example, listening sessions will enable employees to meet University leadership and feel more included in the decision-making process.
- By creating open communication and focusing messaging on UMB’s core values, the University will help to create a culture of care ([Rec. 4](#)).

Timeline

- Long term

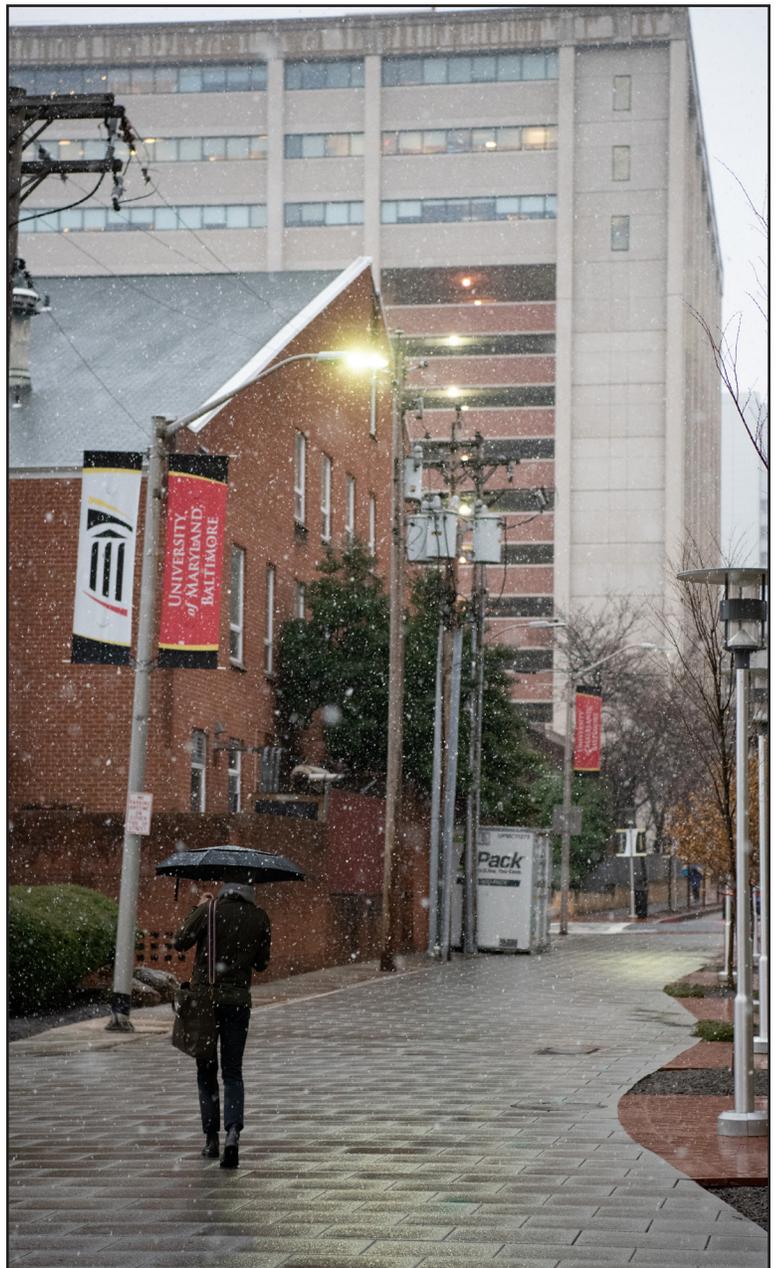
10.3 Communicate University opportunities (e.g., institutional memberships, trainings, resource toolkits, events) through multiple communications channels to reach all UMB employees.

Benefits

- Communicating University opportunities allows employees to take advantage of benefits provided to them through UMB and USM. If these benefits are available, employees should be aware so they can utilize them.
- Employees will be able to increase their overall well-being, creating an overall healthier atmosphere for employees.
- Oversaturation is inherent in communicating with a large group of individuals with varied ways of consuming information. By utilizing multiple communication channels (e.g., social media, digital displays, news articles, etc.), UMB can ensure that employees are reached through a method that is best for them.

Timeline

- Short term





10.4 Consolidate multiple University-wide employee communication channels to one primary platform to increase focus on security, upgrades, training, and enterprise-wide communication.

Benefits

- Transitioning to one primary platform will allow everyone across UMB to work from the same system, which will improve communications. All employees will know which system is being used to store files, to “chat,” and other functions. Cross-departmental collaboration and information sharing will be simplified.
- Employees will become increasingly familiar with the technology if using one primary platform. The current use of multiple platforms causes confusion among employees who have to learn and navigate multiple systems.
- Using one primary system will improve security, as the UMB Center for Information Technology Services (CITS) can focus training and security efforts on this primary technology. Technical maintenance and upgrades will be simpler and more effective.
- Consolidating technology use to one primary platform could reduce the need for additional systems, saving money. However, many employees who work with external stakeholders will need to retain secondary system access (e.g., Zoom, Webex) if it is the primary platform used by other agencies.
- New employee orientation and training will be streamlined.

Timeline

- Long term

Enhance the Workplace Culture at UMB

Promoting a workplace culture of flexibility, well-being, and employee value requires time, resources, and shifting priorities. This shift begins with learning, understanding, and modeling this behavior. By starting with emphasizing and encouraging this positive behavior, UMB will continue to be an employer of the future. (Recommendation 11 and 12).

11. Support, promote, and model healthy work habits.

Healthy work habits contribute to an employees' overall well-being, job satisfaction, and productivity. When leaders and managers prioritize their own well-being and demonstrate healthy habits, it sets a powerful example for others to follow. Prioritizing and investing in these healthy work habits can “reduce absenteeism and healthcare costs, increase employee engagement and productivity, improve employee morale, and create an attractive employer branding” (Gallup, n.d.). But what exactly are “healthy work habits”?

These habits consist of an array of behaviors that promote well-being at the University of Maryland, Baltimore (UMB): providing opportunities to attend wellness events, setting boundaries around leave and workplace flexibility, and efficient use of time are all examples of healthy work habits.

“UMB stresses the importance of self-care and promotes available mental health services, but many employees don't have the freedom to ‘take-off’ from their work responsibilities to utilize services/programs,” wrote one employee in the Future of Work survey.

An article in the *Harvard Business Review* found that 60 percent of employees said they would be open to participating in wellness programs, but don't attend for a variety of reasons. “Topping the list were a lack of information or awareness inconvenience, unsupportive company culture, and trust and privacy concerns with their employer” (McManamy, 2016).

Research from Gartner found that only 23 percent of employees use mental and emotional well-being resources, but that number could be improved through increased communication, reduced stigma, and reduced time and effort needed to participate in well-being programs (Valencia, 2021). By removing barriers to attending wellness activities, UMB will increase attendance at these events and improve employee well-being.

Adhering to healthy habits also includes placing boundaries around employees' time, including flexible work schedules as well as annual, sick, holiday, personal, or any other leave. According to the U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being, boundaries must be respected between work and non-work time. “When leaders and supervisors set, respect, and model clear boundaries between time on and off the job, without penalizing workers for this flexibility needed, workers report a greater sense of well-being. This also helps workers have the critical time needed for rest to optimize their health, productivity, and creativity, while alleviating anxiety or fears of missing work demands.” (U.S. Surgeon General, 2022).

These boundaries should also be implemented as workplace flexibility increases. Receiving an email from a colleague or supervisor who is working a different schedule should not require an immediate response during another colleague's off-hours. Communicating these expectations will ensure all employees are on the same page.

Effective use of time is another healthy habit that should be embraced at UMB. What started as a joke – “this meeting could have been an email” – was transformed during COVID-19 when Zoom meetings ran rampant. “Even before the pandemic, 71 percent of managers thought meetings were costly and unproductive” (Peatman, 2022). As the number of meetings increase, stress levels spike (Torres, 2022). While purposeful meetings can be extremely important, “people shouldn't ask, ‘what was the point?’ (after the meeting). Every meeting needs a clear objective. Regularly convening 40 employees to have each one spell out what they're working on, and listen to 39 others do the same, doesn't count. Instead, status updates should be done in one-on-one conversations, over email or in a spreadsheet” (Dill, 2022).

Supervisors can model healthy habits by considering a meeting free day, which improves overall work and satisfaction (Teevan et al., 2022). Use that time to provide a break, promote well-being initiatives, or simply get work done.

By supporting and promoting practices such as work-life balance, regular breaks, and stress and boundary management, UMB is creating an environment that prioritizes physical and mental health. This fosters a culture that values work-life balance, self-care, and employee support, creating a positive work culture, reducing burnout and improving overall morale.

11.1 Prioritize and promote employee well-being and need for self-care through unscheduled, uninterrupted time for employees to attend hybrid and in-person “Launch Your Life” and/or other wellness events during the workday.

Benefits

- Employee stress can be decreased with easy access to attend campus-sponsored mental health and well-being sessions. Employees should be empowered to attend these activities and events with supervisor support.
- By creating hybrid well-being opportunities ([Rec. 8.1](#)), all employees – fully on-site, fully remote, and hybrid – will benefit from improved mental health and deepened social connections.

Timeline

- Short term

11.2 Develop email signatures and out-of-office templates to reflect UMB’s commitment to healthy work habits and alignment with our core values; encourage University leadership and administrators to model consistent use of these communication tools.

Benefits

- Encouraging University-wide communication will help change the culture of flexible work at UMB. The Well-Being committee recommends that all email signatures include a well-being and work boundary statement in alignment with our core values.
- Encouraging employees to not check their email while on leave and to use away message language that reflects work/life boundaries will improve well-being. Supervisors and leadership should also model this behavior to encourage employees that this practice is acceptable and encouraged.
- Leaders modeling healthy work habits empower employees to do the same.

Timeline

- Short term



11.3 Establish a culture of meeting efficiency, including but not limited to: (a) designating one day a week as a ‘No Meeting Day’; (b) shortening standing meeting times to 45-minutes, allowing time for breaks and to move between meetings; and (c) soliciting routine anonymous feedback to determine whether recurring meetings are effective.

Benefits

- Efficient meetings increase work productivity by allowing time and space to focus on projects uninterrupted.
- Shortened standing meeting times allow for breaks and to move between meetings, improving employee well-being.
- Reducing the number of meetings on employees’ schedules can reduce burnout by assisting with setting boundaries around work schedules.

Timeline

- Short term

11.4 Promote the wellness benefits of taking leave and encourage employees to use their available leave, especially when they are approaching the limit of total accrued leave.

Benefits

- By taking time off, employees can achieve a better work-life balance, leading to higher job satisfaction and improved morale.
- Using leave creates opportunities for cross-training and collaboration among team members.
- Promoting and modeling healthy boundaries around leave – such as not checking work email or taking work calls during time away – allows employees time to relax and refresh before returning to the workplace.

Timeline

- Short term

11.5 Create a “leave bank,” modeled after the State of Maryland leave bank, to support employees that need to take more leave than they have available.

Benefits

- Employees with significant challenges (e.g., extended bereavement, illness, family concerns, etc.) can receive support without going on unpaid FMLA leave once they have used all of their individual leave.
- Employees can support one another by donating their unneeded leave to their colleagues, contributing to a culture of care for one another as human beings.

Timeline

- Long term

12. Provide training and resources to supervisors and employees to support flexible work environments.

As the Future of Work committees considered flexible work recommendations, a common theme arose. Employees shared that their supervisors did not trust them to work flexibly. Supervisors expressed that *they* were not given the flexibility to allow flexible work for their own employees.

“Supervisors should have the flexibility to allow staff to work from home as needed,” said one supervisor. “(My employees) are responsible and mature enough to manage their own time but still produce results.”

However, studies show that not all managers are confident supervising remote staff. The *Harvard Business Review* found that 40 percent of managers expressed low self-confidence in their ability to manage workers remotely (Parker, 2020).

Managers face challenges in effective communication with remote workers, including setting clear expectations, providing feedback, and collaborating on projects. Without being able to observe employees’ work in-person, supervisors must learn to measure and evaluate remote workers’ performance.

“In a study on management perceptions and telework, 31 percent of managers assumed that employees perform worse when working remotely,” wrote University of Maryland, Baltimore (UMB) Staff Senate President Greg Brightbill. In fact, studies show that workplace flexibility leads to increased worker productivity (Indeed, 2023). “This is not an employee problem but a management one,” Brightbill says. “By training managers to manage by results, we allow our employees to showcase their work through goal achievement rather than hourly measures connected to a 40-plus-hour workweek.”

The Workplace Flexibility committee overwhelmingly agreed that supervisor training is critical to the success of flexible work, with 89 percent of committee members strongly agreeing and 11 percent agreeing. Providing supervisors with training focused on understanding and managing flexible schedules will improve trust between managers and their employees.

“If an employee isn’t doing their work, then of course the manager needs to address it, but this should happen whether the employee is remote or in-person,” said one UMB employee. “If the manager isn’t sure how to monitor work when the employee is remote, then the manager needs more training and coaching on how to do this!”

While providing training for supervisors is a needed first step, it cannot be the end. While employees receive Performance Development Programs (PDPs) reviews each year, supervisors don’t always receive feedback on their ability to effectively manage – especially as flexible work expands. An annual 360 review for supervisors should be added to the existing performance review process to gather feedback from employees, colleagues, and/or customers. This will help identify gaps and inform training needs.

The committees recommend that every supervisor takes a foundational course for flexible work, followed by annual training based on each person’s needs. A list of suggested training opportunities is provided in [Appendix 5](#).

Additional supervisor support can also be provided through supervisor mentorship programs, a supervisor “leadership academy,” supervisor groups, and more ([Rec. 7.3](#)).

In addition to training, fully remote and hybrid employees also need resources, including hardware, software, and telecommunications equipment. In the Future of Work survey, 18.61 percent of employees said upgraded technology (and training) for remote/hybrid work was their top need to consider UMB as an employer of choice. The third highest response (16.73 percent) was subsidies for home office expenses.

“Technology that allows for the same setup on campus and remotely would give much more flexibility,” says one employee.

Whether fully remote, hybrid, or fully on-site, employees must have the resources to succeed. Remote employees must be able to provide equal contributions to those employees who are in the room. Investing in technology on-campus and in employees’ homes will bridge this gap in flexible work.

12.1 Establish a variety of annual supervisor trainings focused on understanding and managing flexible work schedules (e.g., communications strategies, balancing hybrid work considerations, fostering productivity, establishing clear expectations, employee accountability).

Benefits

- Providing supervisor training would foster more effective communication between supervisors and employees. This would lead to improved team morale and inclusivity, as well as increased performance, productivity, motivation, retention, and employee satisfaction.
- This training also improves management performance, setting up both supervisors and employees for success.
- Continuous training for supervisors is in line with UMB's commitment to lifelong learning. Annual training should be provided, with different training being offered each year to prevent supervisor apathy towards routine training. This also allows supervisors to continuously learn new skills, which will ensure increased performance from supervisors and reduce the number of grievances from employees.
- UMB can leverage existing training requirements in the PDP to prioritize improvements to supervisor management skills.
- The Future of Work committees also provides suggested trainings for supervisors and employees ([Appendix 5](#)). This will allow supervisors to choose the training most impactful to them and to capture the changing needs of managers. One size does not fit all. Different supervisors may benefit from diverse types of management training depending on where they are in their career.
- Remote workers may come from diverse backgrounds and have different working styles, so supervisor training and coaching will foster the creation of an inclusive workplace that accommodates these differences. By understanding how to manage a diverse workforce, supervisors can promote a more positive and inclusive work environment, which can improve team cohesion and productivity.
- Training and coaching/support groups go hand-in-hand to foster a culture of support for supervisors ([Rec. 7.3](#))

Timeline

- Long term



12.2 Incorporate an annual 360 review for supervisors as part of the existing PDP process.

Benefits

- A 360 review provides an opportunity for a supervisor to receive feedback from not only their supervisor, but also colleagues, direct reports, and/or customers.
- This feedback will provide insight to better determine if training is effective and identify opportunities for improvement.

Timeline

- Long term

12.3 Provide University-issued, discounted, and/or subsidized equipment (e.g., laptops, monitors, office supplies), software, and telecommunications services to UMB employees.

Benefits

- Workers who have high quality equipment and speedy internet will function more efficiently with fewer interruptions and ultimately be more productive.
- By showing UMB values the work performed by remote workers through investment in their remote workspace, UMB can experience better retention, employee satisfaction, and morale.
- When providing University-issued equipment, purchasing this equipment in bulk (e.g., cameras, microphones, laptops, etc.) will reduce costs.
- Providing University equipment for remote employees can reduce the risk of data breaches and system failures from employees' personal equipment.
- Employees will experience fewer work disruptions due to inclement weather, public health emergencies, and sick days if they are able to be as productive working remotely as on-site.

Timeline

- Long term

12.4 Ensure all University facilities have the necessary equipment to facilitate hybrid work environments.

Benefits

- By investing in systems to promote hybrid work (e.g., cameras and sound equipment for conference rooms, common communications software ([Rec. 10.4](#))), UMB will be able to promote a more equitable flexible working environment.

Timeline

- Long term

Employ Innovative Strategies to Recruit and Retain Talent

In order to attract prospective talent to UMB, the institution must develop and implement recruitment and retention strategies that simultaneously maintain hiring best practices and consider new and innovative ideas. Supporting employees throughout their employment at UMB – from their first day to their last – will improve employee well-being and strengthen UMB’s role as an employer of choice (Recommendation 13 and 14).

13. Use innovative strategies to successfully recruit talent.

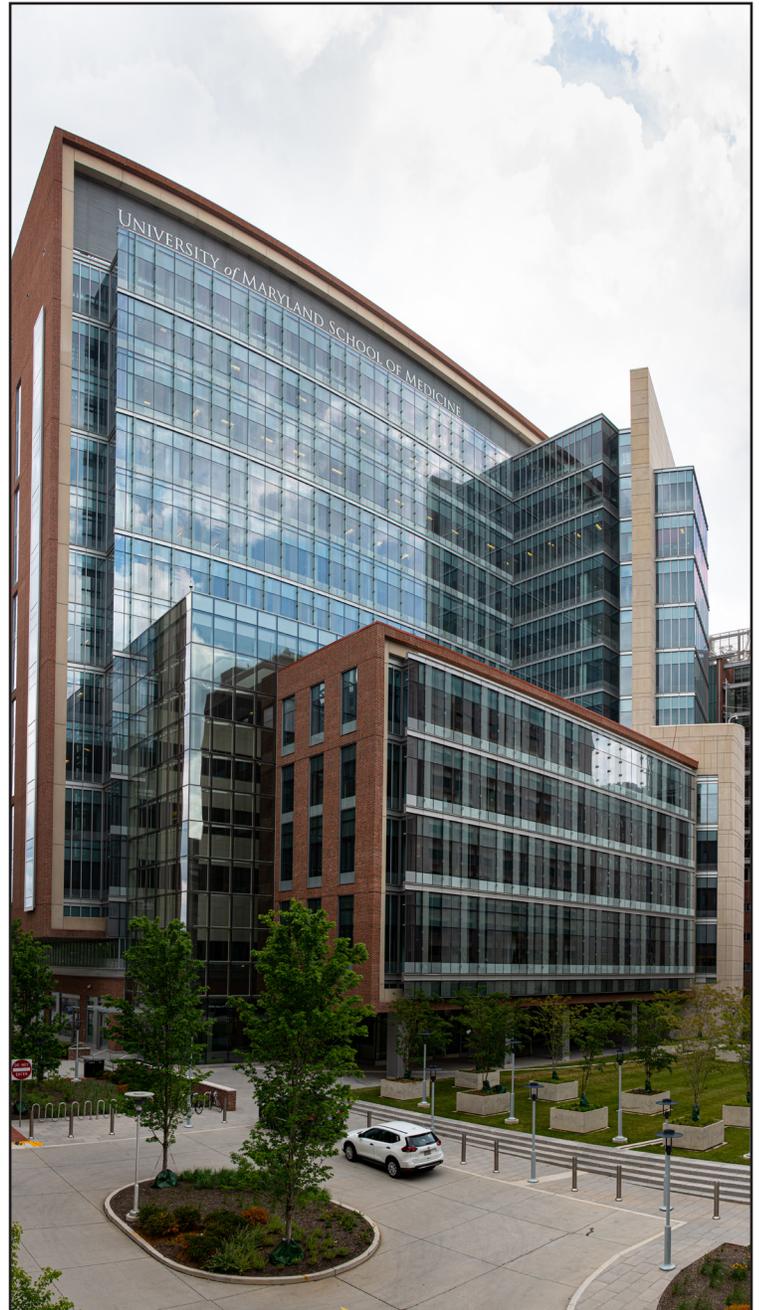
The University of Maryland, Baltimore (UMB) consistently ranks among America’s best employers according to Forbes. The University was named a 2022 and 2023 Best Employer for Diversity and in 2021 was ranked third-highest among colleges in the *Forbes* America’s Best Large Employers Survey (Forbes, 2023). These accolades make UMB an attractive employer. Putting training and processes in place – in addition to prioritizing workplace flexibility and employee well-being – will ensure that the University continues to successfully recruit talent.

The UMB Future of Work survey identified appropriate staffing as a top concern. In response to the question, “what resources, training, or technology do you need to support your work?”, “additional staff” was the third highest response, including by more than 71 percent of staff and 68 percent of females. “Adequate staffing” was the fourth highest response (20.3 percent) for the question, “what can UMB do to strengthen its ability to retain you?”

In effect, recruiting and hiring talent not only increases the number of new employees, but can also help to retain existing employees who may have taken on additional responsibilities ([Rec. 7.1](#)). Recruitment, retention, and employee burnout can also be linked to “unfair treatment, an unmanageable workload, lack of role clarity, and a lack of communication and support from one’s manager” (Pendell, 2022). This need for supervisor communication and training, which will ultimately ensure that UMB retains a strong workforce, is identified by the committees as [Rec. 12.1](#).

The needs of the workforce continue to change in the wake of COVID-19. Eighty-four percent of employees “reported that working remotely after the pandemic would make them happier, with many even willing to take a pay cut” (Robinson, 2022). Companies offering flexible work opportunities are at a distinct competitive advantage, especially when recruiting underrepresented groups (e.g., people with disabilities, Black, Hispanic, Alaskan Native, Native American, veterans, and women) (Tsipursky, 2023). “They’re lowering costs of labor while increasing diversity” (Tsipursky, 2023).

Recruiting practices in place prior to the COVID-19



pandemic no longer suffice. UMB must develop and implement a recruiting strategy that considers industry best practices, including training hiring personnel, disseminating job postings in new and innovative ways, and analyzing data to ensure recruitment effectiveness. Aligning these practices with the present and future needs of the University will attract prospective talent to UMB.

13.1 Provide all employees involved in the hiring process with training (e.g., implicit bias, designing a job, selecting candidates, engaging in equitable and timely hiring processes) to foster a culture of hiring excellence.

Benefits

- Providing training for employees involved in the hiring process creates fairness and consistency.
- The benefit of training is increased awareness of the complexity of the hiring process and knowledge about best practices.

Timeline

- Short term

13.2 Increase recruitment by expanding and creatively developing and disseminating job postings (e.g., a statement that UMB supports flexible work; the amount of remote work for the position, salary range, and benefits; whether experience can be substituted for education (or vice versa); posting on job sites for underrepresented groups) and offering referral incentives for employees.

Benefits

- Previously untapped pools of qualified candidates can be reached by creatively disseminating job postings in the markets (e.g., Indeed, Idealist, etc.).
- Candidates should be provided all information about job requirements, salary range, level of work flexibility, and benefits so they have a clear understanding of what is expected.

Timeline

- Short term

13.3 Collect and analyze data to determine hiring, retention, promotion, turnover rates, time-to-fill, etc. (by position type, unit, school, or other factors) to determine if current advertising dollars and selected platforms are yielding a high return on investment through the most diverse and qualified candidates.

Benefits

- By investing in advertising positions in the best publications to find a skilled and diverse talent pool, UMB can yield a more effective hiring timeline and talent pool.
- Collecting and analyzing data (e.g., time-to-fill, retention, turnover rates) can provide insight into which effective corrective actions can be taken. This data can highlight areas that are key challenges and need closer attention.

Timeline

- Long term

14. Strengthen employee transitions to increase employee engagement and maximize employee success and retention.

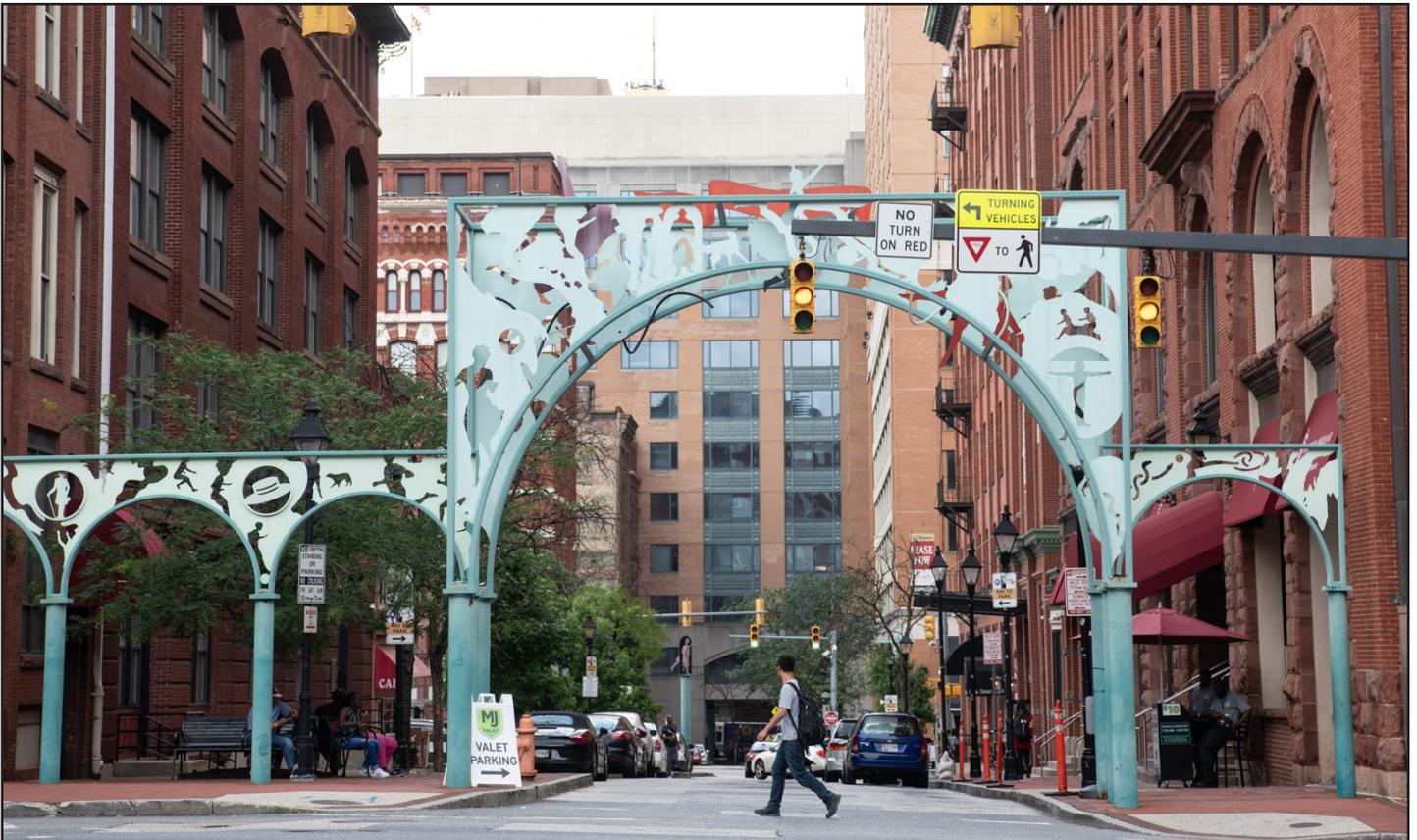
From an employee's first day at the University of Maryland, Baltimore (UMB) to their last, creating efficient and effective transition processes can play a huge role in worker success and retention. In fact, companies with a well-designed onboarding process experience 50 percent greater new hire retention (Thakkar, 2022).

Knowledge transfer, talent acquisition, organizational growth, succession planning, culture development, and employee engagement are all fundamental elements of UMB's success. As UMB supports the *cura personalis* – care for the whole person – and a culture of care ([Rec. 4](#)), these principles should also apply to supporting workers throughout their employment at UMB. This support can be strengthened through onboarding, offboarding, and stay interviews.

Onboarding is a process which can help new employees quickly integrate into the University, understand their roles, and contribute to their fullest potential. However, UMB's current onboarding process formally ends after a one-day campus-wide orientation. Ideally, onboarding should be led by hiring managers and/or department heads in coordination with Human Resource Services (HRS) in the weeks/months after a new employee is hired.

Gallup finds that when managers take an active role in onboarding, employees are 3.4 times as likely to strongly agree that their onboarding experience was exceptional (Wigert & Pendell, 2019). In 2017, a presentation to UMB senior leadership recommended extending onboarding responsibilities beyond HRS. The presentation emphasized that managers should play a critical role by establishing 30-, 60-, 90-day action markers to support new employees. This would also create greater synchronicity among HRS, hiring departments, and schools.

Over the past year, HRS-led orientation has transitioned back to an in-person, near full-day experience. Additionally, the HRS website now includes robust information for both employees and supervisors related to materials and tasks that need to be completed within the first day and/or week of employment.



Survey results from new employees who attend orientation show that, overall, participants are satisfied with the content and structure of onboarding. However, after day-one orientation, it is unclear what (if any) additional onboarding activities occur at the school and department levels. Standardizing day-two onboarding University-wide – with a checklist template as a guide – would help create a sense of ownership for departmental onboarding and ensure that employees and supervisors understand their role in maximizing this important transition.

A stay interview is a structured conversation between an employer or manager and an employee focusing on understanding the employee’s experiences, needs, aspirations, and concerns, with the goal of enhancing retention, engagement, and job satisfaction. It is unclear how many departments or individual supervisors conduct stay interviews, either as part of the Performance Development Plan (PDP) process or independent of it. One supervisor shared the questions she uses during annual stay interviews with her employees ([Appendix 7](#)).

Offboarding occurs when an employee resigns, retires, or is terminated. Employers or managers can provide the employee with an exit interview, transition of duties, and knowledge transfer. While it is unclear which individual schools and departments conduct offboarding activities, exit interviews are a valuable opportunity to provide important information to employees (e.g., instructions for continuation of eligible benefits) and gain insights from employees as they exit their position. An anonymous survey could easily be sent to all outgoing employees to capture this information and incorporate it into the Human Capital Management (HCM) project. Many University System of Maryland (USM) schools and professional organizations provide sample exit interview questions ([Appendix 8](#)).

14.1 Create a comprehensive new employee guide for supervisors to effectively onboard new employees beyond day one (e.g., 30-, 60-, 90-day action markers).

Benefits

- Creating a guide (including a checklist) to ensure that all onboarding steps and tasks are consistently covered for each new employee, reducing the risk of important items being overlooked. By having a clear roadmap, supervisors can streamline the onboarding process, which saves time and effort. A checklist can also help supervisors ensure that legal and administrative requirements are fulfilled during the onboarding process. The checklist serves as a guide for supervisors, clarifying their roles and responsibilities and it can prompt supervisors to communicate valuable information, expectations, and resources, fostering open lines of communication and setting a positive tone for future interactions.
- A well-structured checklist alleviates stress and anxiety for both supervisors and new employees by providing a clear plan, ensuring that nothing essential is missed and enabling a smoother transition into UMB.

Timeline

- Long term

14.2 Conduct “stay” interviews between unit leaders and their employees to determine why employees stay in their roles and/or stay with the University.

Benefits

- Stay interviews help identify and address issues that may cause employees to consider leaving. By proactively understanding their needs and concerns, UMB can take preventive measures to retain valuable talent. The insights gained can inform strategic decisions, enhance employee experiences, and drive positive organizational change.
- Stay interviews demonstrate that UMB values its employees’ opinions and concerns. It can empower employees by providing a platform for open communication, recognition, and career growth opportunities.

Timeline

- Short term

14.3 Create and consistently conduct standardized exit surveys and provide the opportunity for an in-person or virtual exit interview for all employees who leave employment at UMB. Data collected from these interviews should be aggregated and tracked over time to capture trends and inform decision-making.

Benefits

- Exit interviews allow for a smooth transition and conclusion of the employee's tenure in a positive and professional manner.
- Exit interviews provide important information about the employee's experiences that can inform decision making, especially when data gathered is analyzed in a systemic manner.

Timeline

- Long term

APPENDIX 1: LIST OF FUTURE OF WORK TASK FORCE MEMBERS

Executive Sponsors

- Dawn Rhodes, DBA
- Roger Ward, EdD, JD, MSL, MPA

Chairs

- Diane Forbes Berthoud, PhD, MA
- Flavius Lily, PhD, MA, MPH
- Malika Monger, MPA

Project Managers

- Patricia Hoffmann, MA, MSL
- Elisa Medina, MSW

Work Flexibility Committee

- Gail Betz, MLIS
- **Carin Cardella, MA, MS**
- **Neijma Celestine-Donnor, MSW, JD**
- **Liz Graham, MLIS**
- Paulette Harris-Gross, MS
- Carey Martin, MA, MBA
- Isabel May, PhD
- Terria McClain, MBA
- E. John McKee, MA
- Lei Sun, PhD, MBA

Employee Value Proposition Committee

- Amy Daniels, PhD
- Taylor DeBoer, MA
- Danielle Harris, MSW
- **Laura Kozak, MA**
- Andrea Morgan, DDS
- Winny Mwaura, PhD
- Angela Ober, BS
- **Aisha Samples, MS**
- Scott Stafford, MSW

Employee Well-being Committee

- Kelsey Bradford, MD, MPH
- Shani Fleming, MSHS, MPH
- Isabelle Garcia, BA
- Aaron Graham, JD
- **Jill Hamilton, MSW**
- Elyse Markwitz, BS
- Denise Meyer
- Tony Nguyen, MLIS
- **Chanise Reese-Queen, EdD, MSA**
- Barbara Resnick, PhD

***Bold names indicate committee chairs**

APPENDIX 2: GLOSSARY AND ACRONYMS

Glossary

Adequate staffing levels: The optimal number of employees needed to effectively perform the work required by an organization.

Benefits: Additional perks and rewards that an employer offers to employees, such as health insurance, retirement plans, and vacation time.

Boundary Management: The process of establishing and maintaining boundaries between different aspects of one's life, particularly in the context of work-life balance. It involves consciously and effectively managing the boundaries between work and personal life to achieve a harmonious integration of the two.

Community of Practice: A group of individuals who share a common area of expertise in their academic or professional domain. These communities are formed to facilitate collaborative learning, knowledge exchange, and professional development among members.

Culture of Care: A workplace environment that prioritizes and fosters well-being, support, and empathy for its employees.

Employee referral program: A recruiting strategy where current employees are rewarded for referring qualified candidates for employment.

Employee Resource Groups: Sometimes also called affinity groups, they are employee groups that come together based on a common interest or background such as race, ethnicity, gender, disability, sexual orientation, parental status, national origin, religion or belief, or generation.

Employee Value Proposition (EVP): The unique set of benefits and rewards that an employer offers to employees in exchange for their skills and labor. EVP is critical to the future of work because it is the key to attracting and retaining top talent in a highly competitive and rapidly changing labor market. EVP encompasses the total value that an organization offers to its employees in exchange for their skills and contributions, including compensation, benefits, work-life balance, career development opportunities, and company culture. By developing a compelling EVP that aligns with the needs and expectations of today's workers, organizations can differentiate themselves from competitors and create a more engaged and productive workforce. In the future of work, where employees have more choices than ever before, a strong EVP will be essential for organizations that want to succeed and thrive.

Employment status: The classification of an employee based on their working hours, contract type, and other employment factors. (Regular, contingent 1 and 2, part-time, full-time, adjunct, exempt, non-exempt)

Flexible work: A work arrangement related to where, when, and how employees work. An arrangement whereby employees can work outside of traditional 9-5 hours, work remotely, or have flexible schedules.

Fully on-site/in-person employees: Employees who work entirely at a physical office or worksite.

Growth: The process of improving and expanding skills, knowledge, and abilities.

Human Capital Management (HCM): A comprehensive suite of cloud-based software solutions that aims to streamline HR operations and enhance workforce efficiency.

Hybrid work: A work arrangement that combines both in-person and remote work.

Inclusion: Fostering a welcoming, empowering environment for all employees.

Living Wage: A salary or income that enables a person to meet their basic needs and sustain a reasonable standard of living.

Manager: An employee who is engaged predominantly in executive and management functions. May or may not be a supervisor. ("Manager" and "Supervisor" can sometimes be used interchangeably.)

Offboarding: The process of managing an employee's exit from an organization. It involves various tasks and procedures to ensure a smooth transition and to wrap up the employee's tenure in a positive and professional manner. Offboarding typically occurs when an employee resigns, retires, or is terminated and can include exit interviews, transition of duties, and knowledge transfer.

Onboarding: The process of integrating and orienting new employees into an organization or a team. It is designed to help new hires become productive, engaged, and successful in their roles. Onboarding typically begins as soon as an employee accepts a job offer and continues for a defined period, which could range from a few days to several months.

Productivity: A measure of output divided by units of input (such as hours worked, number of workers or cost of labor). Output is hard to measure in the case of intangible work products. Certain types of inputs (e.g., hours worked) may also be difficult to measure.

Professional development: Activities designed to help employees improve their knowledge and skills related to their profession or industry.

Remote work: (Sometimes called telework or work-from-home) A work arrangement where employees can perform their job duties outside of the traditional office or workplace.

Social Capital: The value derived from social interactions, collaboration, and mutual support among coworkers. Social capital is built through shared experiences, communication, and the development of strong relationships and networks within the workplace.

Supervisor: Someone who oversees and manages an employee or team of employees to ensure that they are working effectively and efficiently towards the goals of the organization. The supervisor is responsible for guiding, coaching, and providing feedback to their team, as well as delegating tasks and monitoring performance. Additionally, they are accountable for ensuring that their team follows organizational policies and procedures, and for reporting progress and problems to higher-level management. A new supervisor is someone who is either new to the organization or a person who is new to the role of supervising employees. ("Manager" and "Supervisor" can sometimes be used interchangeably)

Total compensation: The overall financial package an employee receives, including salary, bonuses, and benefits.

Total rewards: The combination of all the benefits and compensation an employee receives from their employer.

Training: The process of teaching employees new skills or improving existing ones.

Turnover rate: The rate at which employees leave an organization.

Universal Design: The design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Well-being: The state of being physically, mentally, and emotionally healthy and happy.

Acronyms

Acronym	Expansion
ADA	Americans with Disabilities Act
AHEAD	Association on Higher Education and Disability
AI	Artificial Intelligence
CITS	Center for Information Technology Services
DBCC	Downtown Baltimore Child Care
EDI	Equity, Diversity, and Inclusion
EVP	Employee Value Proposition
EVS	Environmental Services
FTE	Full Time Employee
HCM	Human Capital Management
HR	Human Resources
HRS	Human Resource Services
PDP	Performance Development Program
Rec.	Recommendation
RFP	Request for Proposal
ROAR	Rebuild, Overcome, and Rise
UCLA	University of California Los Angeles
UD	Universal Design
UMB	University of Maryland, Baltimore
USM	University System of Maryland

APPENDIX 3: RECOMMENDATION CITATIONS AND JUSTIFICATIONS

The Future of Work committees conducted considerable research over the past year. Academic research, best practices from peer institutions, news articles, listening session feedback, survey results, and more were consulted when crafting the recommendations in this document.

Many recommendations include an introduction which references some of that research. However, since all recommendations are grounded in considerable research, the committees wanted to share the extensive justifications which led to this final document.

This appendix is sorted by recommendation, with research and references included in a table below each heading. Quotes or statistics that the committees found particularly meaningful have been extricated and included in the left-hand column, or the source as a whole may have been summarized.

1. Formally evaluate all positions to identify the potential for remote work – including 100 percent remote, when appropriate.

Content	Source
<p>"Employees avoid lengthy commutes and spend more time with their family. Employers have access to talent regardless of location, improve resiliency through a distributed workforce, and reduce expenses by optimizing their real estate footprint. Even the environment gets a break thanks to fewer people commuting, less business travel, and less heating and cooling of office space. The Remote Work Survey shows that 73 percent of employees would like to work remotely at least two days a week"</p>	<p>Caglar, D., Faccio, E., Ryback, E. (2020). Creating the Office of the Future. <i>Strategy+Business</i>. https://www.strategy-business.com/article/Creating-the-office-of-the-future</p>
<p>This source includes an interesting chart that identifies people's roles and how much time they should spend in the office. E.g., if you work individually vs. with a team, if your job requires in-office elements vs. no fixed space"</p>	
<ul style="list-style-type: none"> • Telework is a "key tool for attracting and retaining staff" • More productive without long commutes and inflexible hours • Companies must adapt or face decreased applications, employees leaving. 	<p>Ellis, L. (2021). 'A Mass Exodus': Inflexible Remote-Work Policies Could Bring Major Staff Turnover. <i>The Chronicle of Higher Education</i>. https://www.chronicle.com/article/a-mass-exodus-inflexible-remote-work-policies-may-bring-major-staff-turnover-for-colleges</p>
<p>"Extended remote work during the pandemic has highlighted how much energy people of color, women, and people with disabilities expend dealing with microaggressions in the office. Some are reluctant to return because of it."</p>	<p>Miller, K. (2021). Microaggressions at the office can make remote work even more appealing. <i>The Washington Post</i>. https://www.washingtonpost.com/business/2021/05/13/workplace-microaggressions-remote-workers/</p>
<p>"Black knowledge workers had a greater sense of belonging when they didn't feel the constant need to "code-switch" to fit in with a majority-White office environment."</p>	
<p>"Research shows that many people thrive when they have autonomy over their work, their environment (no more thermostat wars) and flexibility in arranging schedules. With less stressful commutes and more flexibility, most of us are available to bring our A games to work."</p>	<p>Neeley, T. (2021). The Biggest Mistakes Bosses Will Make with Workers Returning After Covid-19. <i>The Wall Street Journal</i>. https://www.wsj.com/articles/bosses-mistakes-return-work-11628795898</p>

Content	Source
<ul style="list-style-type: none"> Attrition rate reduced by 35% Improved work satisfaction scores No negative impact on performance ratings or promotions Slightly increased productivity 	Pickert, R. (2022). Hybrid Work Reduced Attrition Rate by a Third, Study Shows. <i>Bloomberg</i> . https://www.bloomberg.com/news/articles/2022-07-25/hybrid-work-reduced-attrition-rate-by-a-third-new-study-shows#xj4y7vzkg
<p>"According to their projections, 25% of all professional jobs in North America will be remote by the end of 2022, and remote opportunities will continue to increase through 2023."</p>	Robinson, B. (2022). Remote Work Is Here to Stay and Will Increase Into 2023, Experts Say. <i>Forbes</i> . https://www.forbes.com/sites/bryanrobinson/2022/02/01/remote-work-is-here-to-stay-and-will-increase-into-2023-experts-say/?sh=21d22f0620a6
<p>"90% of the 2,050 full-time remote workers surveyed said they were as productive or more productive working remotely, compared to when they toiled in the office. Another 74% said after the pandemic, working from home is better for their mental health, and 84% reported that working remotely after the pandemic would make them happier, with many even willing to take a pay cut."</p>	
<ul style="list-style-type: none"> In randomized controlled trial, the group that worked from home two days a week was more productive 35% lower attrition rate 	Rosalski, G. (2022). Why your bad boss will probably lose the remote-work wars. <i>NPR</i> . https://www.npr.org/sections/money/2022/09/20/1123560338/bad-boss-lose-remote-work-wars
<p>The University of North Carolina at Chapel Hill created a Flexible Work Options playbook to identify work options for individuals, including location, resources needed, and schedule.</p>	The University of North Carolina at Chapel Hill. (n.d.) Work Location Form. <i>The University of North Carolina at Chapel Hill</i> . https://hr.unc.edu/wp-content/uploads/sites/222/2022/02/FoW-Work-Location-Form.pdf
<p>Remote work is a top priority for young workers - nearly half of Gen Z and Millennial employees said they were willing to give up 10% or more of their future earnings in exchange for the option to work virtually; Workers equate personal time with pay</p>	Tillman, R. (2021). How do Gen-Z, Millennials feel about returning to full-time office work? <i>Spectrum News</i> . https://spectrumlocalnews.com/nys/central-ny/news/2021/06/16/millennial-gen-z-work-force-pandemic-office--
<ul style="list-style-type: none"> Lower-paid employees tend to not be given opportunities for remote work "Black workers face a more negative in-person workplace environment" 	Williams, J., Korn, R., & Boginsky, M. (2021). Don't Lose the Democratizing Effect of Remote Work. <i>Harvard Business Review</i> . https://hbr.org/2021/08/dont-lose-the-democratizing-effect-of-remote-work
<ul style="list-style-type: none"> 71% of workers cite less flexibility, 58% as commuting to work as their biggest source of anxiety for returning to work. "Employees are hesitant to let go of autonomy when it comes to their well-being." 	World at Work. (2021). Wellbeing Issue. #Evolve. https://worldatwork.org/resources/publications/evolve/q3-2021

Content	Source
<p>“Flexibility should depend on the job function, not the department.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“The determination of a flexible work schedule and/or remote work should be evaluated on an individual basis. What is good for one may or may not be good for all.”</p>	
<p>“Flexibility for employees is not one size fits all. It should be based on the ability to perform consistently, whether remote or in the office. There is a certain amount of onsite interaction that is needed to perform any job. But that varies with the job type, level of experience, and department workflow.”</p>	
<p>“Work flexibility should be addressed and considered on a case-by-case basis, rather than some blanket ‘everyone who works in this department or for this team must all work the same schedules.’”</p>	
<p>“I am very satisfied with the balance of work flexibility. Being on campus in person at least once a week should be a requirement for all staff. In person interaction enriches the university and provides better comradery. Being able to work from home is also great and should be continued.”</p>	
<p>“The pandemic has proved that a significant portion of jobs at UMB can be performed efficiently and effectively with 100% Remote/Telework. In addition, a lot of employers have already implemented 100% Telework. UMB should offer 100% Telework to employees that can perform all of their duties remotely, to retain employees and increase morale.”</p>	
<p>“I believe we should be allowed to telework and or alter our work schedules more. There is no reason for me to be on campus 3 of the 5 days per week (maybe 1-2). I am able to do my job 100% remote but understand we need to have a presence on campus as well.”</p>	
<p>“Staff with student-facing positions are generally understood to be on campus to be available for students. This makes sense, except that many students still prefer virtual meetings for their own convenience and privacy. Allowing for these staff to have 2 days remote vs just 1 would not have a detrimental effect on student support since students still often prefer virtual.”</p>	
<p>“I would like to take a moment to advocate for coworkers whose work can be done entirely (or at least 90%) from home. I cannot express to you the change in morale and attitude I witnessed when the administrative staff was allowed to work most days from home. They were happier and more satisfied than I had ever seen them. Since I returned to work, morale has plummeted, and turnover has increased. Neither were unexpected.”</p>	
<p>“I just started and the reason for choosing this lower paying job from its higher paying competition (mostly government and military contracts) is the ability to work from home and flexibility. If decisions are made to start restricting working from home to be more like the other higher paying positions, then it will force me to look elsewhere.”</p>	

2. Continue to provide a variety of flexible work schedule options.

Content	Source
<p>"So why not embrace increased telework opportunities and use them as an incentive to keep good employees? For example, during student breaks in the summer and winter, why not temporarily increase the number of telework days permitted so that employees can spend more time in the comfort of their homes?"</p>	<p>Brightbill, G. (2021). UMB and the Great Resignation. <i>The Elm</i>. https://elm.umaryland.edu/voices-and-opinions/Voices--Opinions-Content/The-University-of-Maryland-Baltimore-and-the-Great-Resignation.php</p>
<p>"A flexible work schedule (hereinafter referred to as "flextime") is defined as an 8 ½-hour (or less, if part-time), 9 ½-hour or 10 ½-hour work schedule, Monday through Friday, in which an employee is allowed to vary his/her arrival time on a daily basis within the Agency's established arrival times. A full-time employee on a 9 ½-hour flextime schedule works eight, 9 ½-hour days, one 8 ½-hour day and one non-workday during the biweekly pay period. A full-time employee on a 10 ½-hour flextime schedule works eight, 10 ½-hour days and two non-workdays during the biweekly pay period. In Central Office, employees may report for work anytime between 6:30 a.m. and 10:00 a.m. Regional Office reporting times may vary."</p>	<p>Centers for Medicare and Medicaid Services. (2023). <i>Employee Benefits</i>. https://www.cms.gov/About-CMS/Career-Information/CareersatCMS/EmployeeBenefits</p>
<p>"There are different four-day workweek models: from cutting one workday, reducing working hours and being paid the same wage; to intense working hours, where five days' worth of work is crammed into four longer shifts. The former set-up is generally the goal; achieved by a combination of the introduction of new tools and operating practices that boost efficiency and result in a rise in worker wellbeing that fuels productivity."</p>	<p>Christian, A. (2022). The realities of the four-day workweek. <i>BBC</i>. https://www.bbc.com/worklife/article/20220322-the-realities-of-the-four-day-workweek</p>
<p>Worker well-being increased; new systems for productivity; More inspired and creative; productivity increased; people happier and healthier; increased applications.</p>	<p>Cooban, A. (2022). How the world's biggest four-day workweek trial run changed people's lives. <i>CNN Business</i>. https://www.cnn.com/2022/08/01/business/4-day-work-week-uk-trial/index.html</p>
<p>"Consider, for example, the employee who may be hiding a disability, gender identity, or sexual orientation to avoid the stigma that can come with declaring it. Research shows that efforts to conceal such identities may take a toll on an employee's well-being and performance. Ideally, employees would be comfortable sharing these identities... When they do not, however, hybrid work environments can relieve some of the strain."</p>	<p>Dowling, B., Goldstein, D. Park, M., & Price, H. (2022). Hybrid work: Making it fit with your diversity, equity, and inclusion strategy. <i>McKinsey</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy</p>
<p>"A new survey by Omdia found that 48% of the workforce will continue to work remotely or in a hybrid fashion, though questions about the future of work remain. While 54% of Omdia's survey respondents believe work-from-home has increased productivity... As employers and employees test a range of approaches to hybrid and remote work, companies will need to take employee feedback and concerns into careful consideration to avoid retention backlash."</p>	<p>Emeritus. (2022). 12 Workplace Trends to Expect in 2023. <i>Emeritus</i>. https://emeritus.org/blog/the-future-of-work-workplace-trends/</p>

Content	Source
Maryland House Bill 181 promoted a pilot program for a four-day work week. While the bill failed this year, it shows increased interest in workplace flexibility, even in the legislature.	Four-Day Workweek Pilot Program and Income Tax Credit – Established (Four-Day Workweek Act of 2023), HB0181 (2023). https://mgaleg.maryland.gov/mgawebsite/Legislation/Details/hb0181?ys=2023RS
“Four-day workweeks of a full 40 hours are now offered by 32 percent of U.S. employers to all employees for all or part of the year. While the business remains open for a normal workweek, employees have greater flexibility over their work schedules.”	Gresing-Pophal, L. (2020). 5 Steps for Adopting a Four-Day Workweek. <i>Society for Human Resource Management</i> . https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/steps-to-adopt-a-four-day-workweek.aspx
“Working two to three days in the office each week tends to be optimal for employee engagement, but it’s not a universal solution. The ‘right number’ of days on-site varies greatly by job and type of collaboration each role demands... The practice of asking team members to collaboratively craft their hybrid work policy is one of the most engaging single work practices Gallup has studied among employees who are returning to the office.”	Harter, J., Wigert, B., & Agrawal, S. (2022). Coordinating Hybrid Work Schedules – 5 Important Findings. <i>Gallup</i> . https://www.gallup.com/workplace/401738/coordinating-hybrid-work-schedules-5-important-findings.aspx
“Compressed Workweek: Full-time employees compress a full-time workload to complete all job responsibilities into fewer than five days per week (usually completing one week’s work in four days, known as a “4/5” schedule) or in fewer than ten days over two weeks (usually completing two weeks’ work in nine days, or “9/10”).”	Harvard University. (2022). <i>Flexwork Policy & Guidelines</i> . https://hr.harvard.edu/files/humanresources/files/flexwork_policy_and_guidelines.pdf
Compressed workweeks offer extended coverage if compressed weeks are appropriately sequenced.	
Compressed workweeks bring special challenges, such as how to ensure coverage and equitable workloads.	
“Worker sentiment has shifted and workers are advocating for workplace models that best support their needs and well-being. Many workers now consider the ability to work remotely as an inalienable right. According to a recent study, two-thirds of workers globally (64%) say they have already considered (or would consider) looking for a new job if their employer wanted them back in the office full time.”	Hatfield, S., Mahoutchian, T., Paynter, N., & Scoble-Williams, N. (2023). Activating the Future of Workplace. <i>Deloitte</i> . https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2023/future-workplace-trends.html
“A compressed work week is one in which the traditional 40-hour 5-day work week is reduced to three or four days of 12- or 10-hour shifts.” Alternative work schedules: flextime and the compressed work week.	Hurrell, J. & Colligan, M. (1985). Alternative work schedules: flextime and the compressed work week. <i>CDC</i> . https://www.cdc.gov/niosh/nioshtic-2/00205175.html
The benefits of working flexible hours include greater work-life balance, increased productivity, greater job satisfaction and the ability to avoid traffic.	Indeed Editorial Team. (2023). What Does Flexible Hours Mean? <i>Indeed</i> . https://www.indeed.com/career-advice/career-development/what-does-flexible-hours-mean

Content	Source
Increased productivity (employees may work harder throughout the week); flexibility; easier commute; work-life balance	Indeed Editorial Team. (2023). What Is a 9/80 Work Schedule? Advantages and Disadvantages. <i>Indeed</i> . https://www.indeed.com/career-advice/career-development/80-work-schedule
Roger Ward: “Everything is on the table. After Commencement in May, I go to a 4-day workweek personally just to manage my time over the summer before I return for the Fall semester, so everything for us is on the table.”	Miller, J., Rogers, T., Sivak, R., & Pinkard-Pierre, M. (2023). The future of work: The new forces changing where and how we labor. <i>WYPR</i> . https://www.wypr.org/show/midday/2023-02-20/the-future-of-work-the-new-forces-changing-where-and-how-we-labor
“Advancing policies that support equitable paid leave also reduces the downstream effect of women taking the bulk of unpaid labor hours. This lack of fairness issue had devastating impacts on the female labor force during the pandemic. From February 2020 to January 2022, male workers regained all jobs they had lost due to the public health crisis. And yet, more than 12.2 million jobs, held by women were lost between February and April 2020, reversing an entire decade of job gains since the end of the Great Recession.”	Moss, J. (2022). The Pandemic Changed Us. Now Companies Have to Change Too. <i>Harvard Business Review</i> . https://hbr.org/2022/07/the-pandemic-changed-us-now-companies-have-to-change-too
When working from home, “The most compelling data was the increase in time spent ‘collaborating.’ For example, between February 2020 and February 2022: Weekly Teams meetings increased by a whopping 252%! 6 billion more emails were sent (2021 Trends Report); We were chatting 32% more frequently; And the average after-hours work increased by 28%.”	
“Alternative Work Schedules (AWS) refer to a variety of schedule options that provide an alternative to the standard workweek. Adjustable work hours can assist employees in balancing the demands of the workplace with their personal responsibilities and as well as help alleviate commuting frustrations. AWS encompasses Compressed Work Schedules (CWS) and Flexible Work Schedules (FWS).” Alternative Work Schedule.	National Institutes of Health. (2023). Alternative Work Schedule. <i>Office of Human Resources</i> . https://hr.nih.gov/working-nih/workplace-flexibilities/alternative-work-schedule
“Seventy-five percent of Gen Zs and 76% of millennial survey respondents said they would prefer a hybrid or remote working pattern. However, hybrid work strategies work best when they also foster inclusivity where everyone has equal opportunities to form connections, learn, and grow. This will ensure that those who spend less time in the physical office aren’t penalized.”	Parmelee, M. (2022). Don’t want to lose your Gen Z and millennial talent? Here’s what you can do. <i>Deloitte</i> . https://www2.deloitte.com/us/en/insights/topics/talent/deloitte-millennial-survey.html
“As companies grapple with workers returning to office, it is important to think through why workers should come back to office. My ongoing research with the all-remote firm Zapier suggests that while workers can work-from-anywhere, temporarily co-locating with peers a few times a year (in the case of Zapier at a retreat), strengthens workplace friendships and facilitates knowledge flows within the firm.”	Senz, K. (2021). Reunited and It Feels (Not) So Good: Tips for Managing a Rocky Return. <i>Harvard Business School</i> . https://hbswk.hbs.edu/item/tips-for-managing-a-rocky-return-to-offices-covid

Content	Source
<p>"Employees whose family status involves childcare or elder care responsibilities may find a compressed workweek to be of particular value. Employees save time and commuting expenses by reporting for duty on fewer days. Employers...may save on the cost of utilities and other overhead"</p>	<p>Society for Human Resource Management. (2023). <i>Managing Flexible Work Arrangements</i>. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingflexibleworkarrangements.aspx</p>
<p>"Flexible work hours: a temporary or one-time change in an employee's regular work schedule to adjust for a specific event... Flexible work schedule: recurring or regular flexibility or adjustments in the scheduling of work hours, such as alternative work schedules (e.g., alternative work hours, flex time and compressed workweeks) and arrangements regarding shift and break schedules."</p>	<p>The University of North Carolina at Chapel Hill. (2021). <i>Flexible Work Arrangements for University Employees</i>. https://policies.unc.edu/TDClient/2833/Portal/KB/ArticleDet?ID=131752</p>
<p>"At the end of the experiment, employees reported a variety of benefits related to their sleep, stress levels, personal lives and mental health, according to results published Tuesday. Companies' revenue "stayed broadly the same" during the six-month trial but rose 35 percent on average when compared with a similar period from previous years. Resignations decreased."</p>	<p>Timsit, A. (2023). A four-day workweek pilot was so successful most firms say they won't go back. <i>The Washington Post</i>. https://www.washingtonpost.com/wellness/2023/02/21/four-day-work-week-results-uk/</p>
<p>"Workplace flexibility has a big effect on productivity. Not only does overall happiness shine through an employee's work, but a more flexible schedule means that he or she can work at their own most productive hours. While some people get most work done in the morning, other people do their best work in the evenings. Where a standard 9 to 5 workday expects all people to be productive within the same time frame, a flexible workplace allows employees to work when the work will be completed more efficiently."</p>	<p>Todd, S. (2023). Workplace Flexibility and Job Satisfaction (Determining Job Satisfaction with a Flexible Employer). <i>Open Sources Workplace</i>. http://opensourcedworkplace.com/news/workplace-flexibility-and-job-satisfaction-determining-job-satisfaction-with-a-flexible-employer</p>
<p>"For women of color who work remotely, finding advancement opportunities can be even more challenging. Several studies show women of color are most likely to experience harassment in the workplace and shoulder most of the responsibilities for childcare and domestic work, which makes them more likely to prefer remote work. Women of color already make less money than white women and men, exacerbating the effects of proximity bias."</p>	<p>Udavant, S. (2022). Employers risk neglecting remote BIPOC workers because of proximity bias. <i>Prism</i>. https://prismreports.org/2022/07/29/employers-remote-bipoc-workers-proximity-bias/</p>
<p>Flexible Work Schedule may create difficulty in keeping track of hours, and supervisors may not provide supervision at all hours. Under Compressed Work Schedule, employee may not receive supervision at all hours.</p>	<p>University of California Berkeley. (2023). <i>Types of Flexible Work Arrangements</i>. https://hr.berkeley.edu/return-campus/flexible-work-arrangements/types-flexible-work-arrangements</p>

Content	Source
<p>“A flexible schedule could reduce travel time by avoiding rush hour, eliminate a day of travel or eliminate almost all travel to the office. Savings include cost of gas, childcare (particularly after school care), work clothing and meals at work.”</p>	<p>University of Michigan. (2023). <i>Benefits of Flexible Work</i>. https://hr.umich.edu/benefits-wellness/work-life/flexible-work-options/benefits-flexible-work</p>
<p>“Managers that find ways to accommodate employees who request flexibility at different points in their life path are rewarded by keeping experienced, engaged employees on board longer.”</p>	
<p>“Flexible work schedules can enhance health and wellbeing by enabling staff to meet the often-conflicting demands of work, family and self-care.”</p>	
<p>“Decreased stress due to use of workflex to fit employee life needs has a demonstrated return on the loyalty, focus and satisfaction of employees.”</p>	
<p>“Regarding Work flexibility, what major concerns do you have?”</p> <ul style="list-style-type: none"> • 15.48% - My level of work/life balance • 8.02% - Balancing in-person needs of the department and flexible work 	<p>UMB Future of Work survey result</p>
<p>Future of Work Survey results for: “What can UMB do to strengthen its ability to retain you?” 776 (17.42%) responded with “Offer work flexibility”; 290 (18.1%) of supervisors said the same for retaining their employees.</p>	
<p>Future of Work Survey results for: “For you, what sets UMB apart from other employers?” The fourth most selected response was “Flexibility” from 534 (12.91%) of respondents. “Flexibility” was also fourth for supervisor responses, with 206 (14.06%) respondents selecting it.</p>	
<p>“Allow employees to pick their eight-hour shift from 6 AM to 2:30pm, 6:30 AM to 3pm, 7am to 3:30pm and 7:30am to 4pm. As long as the employee works 8 hours and there is no conflict with our customers the employee should be able to pick their shift as long as the shift is within the window of 6am to 4pm.”</p>	
<p>“Look at flexible start times or partial work from home days versus full days. For example, a parent may want to work from home for an hour or two in the morning and/or an hour or two in the evening to accommodate school schedules and kids getting on/off the bus. That would be more beneficial than a full day of work from home or even several work from home days because it’s easier to manage schedules when they are consistent.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“Option for four 10-hour days (2 in office and 2 telework) would be nice.”</p>	
<p>“There needs to be guidelines in place that cover in person and remote work for example core hours so those who are in the office are not feeling stressed by those who decide to work their own hours to answer emails outside of their work hours.”</p>	
<p>“Offer flexibility throughout the year in the amount of time required in the office. For example, a more lenient telework policy during the summer and January when there are less events happening and less students on campus.”</p>	

Content	Source
<p>"I end up on virtual calls even when I am in the office, so I don't understand why I need to be physically present. This happens because of calls with external partners or whenever one person on our team is not here physically (which happens often). Sometimes 3 or more of us are on a virtual call with the one person who is working from home that day, so we end up on a virtual call anyway."</p>	<p>UMB survey responses and listening session feedback</p>
<p>"The days I have to be on campus are set arbitrarily by my supervisor. I am working on a project where I do need to be here in person, but not necessarily on the days when I am scheduled. I wish I had control over my schedule and could come in when I truly need to be on campus."</p>	
<p>"I often come to campus to spend my entire day in remote video conferences. I'd like to talk about thoughtful use of in-person resources and making the office space more welcoming and a more pleasant space to be so that people are happier when they're on campus."</p>	
<p>"Rather than be assigned arbitrary days, our time on campus and in offices should be based on work duties and tasks and have flexibility that reflects that. Being told to be on campus on arbitrary days regardless of job duties and description reflect that this a leadership decision based on control rather than effective work functioning."</p>	
<p>People in the town halls on workplace flexibility repeatedly noted that they appreciated being able to work remotely when sick, when their family members were sick, or when they are immunocompromised, and their coworkers are sick/there's a high level of germs going around</p>	
<p>"Again, since the pandemic there has been quite a lot of perks for non-clinical and state employees that have not been applied across the board. A perfect example is inclement weather. Employees who work from home can remain home and be paid without using their time while those of us not assigned to work from home must try and navigate getting to work or use our time if we are late or unable to get in to work. Another example is sick time. If employees who work from home are ill, they can just work from home without using any PTO while everyone else must use their time to stay home when we are not feeling well. It has caused quite a bit of negative feelings toward the administration from a staff point of view."</p>	
<p>"COVID-19 has forced us to adapt and learn how to function differently from what we've experienced prior. Employees have proven their ability to work successfully from home. For those in positions that were able to work from home, it makes sense that increased flexibility would be desired. I personally, would prefer increased work flexibility as it means reduced transportation costs (gas, parking,), sitting in traffic for hours, safety concerns (crime on campus and surrounding areas, squeegee boys), and not having to deal with inclement weather. Work flexibility also provides me with the optimal environment to foster work productivity: I'm safe, minimal to no distractions (I don't have to worry about the intrusions and disruptions of the office environment), and it minimizes my exposure to current and future sickness/disease. With the looming threat of ongoing viruses and outbreaks, I think the University could be proactive by allowing increased work flexibility as opposed to reactive during the height of a pandemic."</p>	<p>UMB survey responses and listening session feedback</p>

3. Formalize a permanent infrastructure to support the Future of Work.

Content	Source
<p>This source provides a definition of workforce planning and its elements and components and provides an example of a large institution that views workforce planning as a core function of human resource management.</p>	<p>Administrative Services Gateway. (n.d.). Develop a Workforce Plan. <i>University at Buffalo</i>. https://www.buffalo.edu/administrative-services/managing-people/managing-hr/manage-staff-positions/develop-workforce-plan.html</p>
<p>“In many ways, through the pandemic and subsequent talent shortages, higher education is entering the contemporary world of workforce management, forced to be creative, innovative, and nimble. Some will embrace this change and advance and others will suffer and get dragged along eventually.” - Bryan Garey, Vice President for Human Resources at Virginia Tech University</p>	<p>Deloitte. (2022). A Higher Education CHRO’s guide to thriving post-pandemic. <i>Deloitte</i>. https://www2.deloitte.com/content/dam/Deloitte/us/Documents/public-sector/us-a-higher-education-chros-guide-to-thriving-post-pandemic.pdf</p>
<p>“Workforce planning in higher education has never been more important.”</p>	
<p>“The option to work remotely is especially important to women. Only 1 in 10 women wants to work mostly on-site, and many women point to remote and hybrid work options as one of their top reasons for joining or staying with an organization. These preferences are about more than flexibility. When women work remotely at least some of the time, they experience fewer microaggressions and higher levels of psychological safety. The decrease in microaggressions is especially pronounced for women of color, LGBTQ+ women, and women with disabilities—groups who typically face more demeaning and othering behavior.”</p>	<p>Lean In. (2022) Women in the Work-place. https://leanin.org/women-in-the-workplace/2022/were-in-the-midst-of-a-great-breakup</p>
<p>“Companies are adding job titles focused on remote or hybrid work experiences as the shift to work from home becomes a lasting phenomenon that will require more accountability and greater attention from its leadership ranks.”</p>	<p>McGregor, J. (2022). The Next In-Demand Job Title: Head of The Future of Work. <i>Forbes</i>. https://www.forbes.com/sites/jenamcgregor/2022/01/18/the-next-in-demand-job-title-head-of-the-future-of-work/?sh=7c50af7760b8</p>
<p>“Nine months into a monumental shift to work-from-home, business leaders are more convinced about the productivity gains achieved, but some are no closer to giving up the office.”</p>	<p>PwC. (2021). It’s Time to Reimagine Where and How Work Will Get Done. <i>PricewaterhouseCoopers</i>. https://www.pwc.com/us/en/services/consulting/business-transformation/library/covid-19-us-remote-work-survey.html</p>
<p>This site includes an example of bylaws for a UMB President’s Council.</p>	<p>University of Maryland, Baltimore President’s Council for Women. (n.d.). Bylaws. <i>University of Maryland, Baltimore</i>. https://www.umaryland.edu/pcw/bylaws/</p>

Content	Source
This source includes frequently asked questions about the Future of Work Task Force.	University of Maryland, Baltimore (2022). Frequently Asked Questions. https://www.umaryland.edu/future-of-work/fag/
The University of California Office of the President undertook a workforce planning effort following the California State Department of Human Resources workforce plan template.	University of California Office of the President Human Resources. (n.d.). Workforce Planning Overview. <i>University of California</i> . https://www.ucop.edu/local-human-resources/manager-resources/workforce-planning/wfp.html
	California Department of Human Resources. (n.d.). State of California Workforce Planning Model. <i>State of California</i> . https://www.calhr.ca.gov/state-hr-professionals/Pages/state-of-california-workforce-planning-model.aspx

4. Strengthen, expand, and promote well-being opportunities, resources, and programs to create a culture of care.

Content	Source
<p>A study by Bersin by Deloitte found that organizations with effective recognition programs have 31% lower voluntary turnover rates than organizations with ineffective programs.</p>	<p>Bersin, J. (2012). New Recognition Research: A Hidden Secret to Talent Management. <i>Josh Bersin</i>. https://joshbersin.com/2012/06/bersinaunches-new-recognition-research-a-hidden-secret-to-talent-management/</p>
<p>“New data suggests that for almost 70% of people, their manager has more impact on their mental health than their therapist or their doctor—and it’s equal to the impact of their partner.”</p>	<p>Bower, T. (2023). Managers Have Major Impact on Mental Health: How to Lead for Wellbeing. <i>Forbes</i>. https://www.forbes.com/sites/tracybrower/2023/01/29/managers-have-major-impact-on-mental-health-how-to-lead-for-wellbeing/?sh=45e6decf2ec1</p>
<p>Connect people to resources—whether it’s an employee assistance program, the HR team or programs to support them. According to the Workforce Institute study, 70% of people would like their manager to do more to support mental health—and these are ways you can do just that.</p>	
<p>When people have positive mental health, 63% say they are committed to their work and 80% say they’re energized.</p>	
<p>A large number of people are affected by stress. In fact, according to the study, 43% of employees report they are exhausted, and 78% say stress negatively impacts their work performance. Other aspects of life are also affected as 71% say stress at work negatively impinges on their home life, 64% say it detracts from their wellbeing and 62% say it degrades their relationships.</p>	
<p>“Empower people with as much choice as possible in where, when and how they work. Give them control over the projects they work on and the way they get things done. Of course, some jobs will lend themselves to greater flexibility than others, but providing autonomy where it’s possible is a significant contributor to employee wellbeing.”</p>	
<p>According to recent Gallup research, when people work in a hybrid manner (which is a substantial proportion of workers today), they may especially struggle with feeling connected to the purpose of the organization and its culture, and they may not be clear about their expectations or the meaning of their work. You can help by inspiring purpose and giving them a clear sense of what success means for their job, and how it connects to the work of their colleagues and customers.</p>	
<p>Also connect team members with others in the organization. Connection is critical to wellbeing and happiness, whether people are introverts or extroverts. Help team members set up mentoring relationships, organize work so people are collaborating across departments and consider sponsoring volunteer efforts for team members to join together in serving the community.</p>	

Content	Source
<p>Power, influence, and responsibility play a key role in managers' impact on employee mental health</p>	<p>Bower, T. (2023). Should Managers Matter That Much to Mental Health? 3 Critical Considerations. <i>Forbes</i>. https://www.forbes.com/sites/tracybrower/2023/02/21/should-managers-matter-that-much-to-mental-health-3-critical-considerations/?sh=61358db86211</p>
<p>"According to Indeed research, 90% of people believe that how we feel at work matters, yet only 49% feel their organization is focused on measuring and improving well-being. Efforts to prioritize employees' happiness and health can include providing additional employee benefits, greater flexibility, sign-on bonuses, and an overall positive workplace experience."</p>	<p>Emeritus. (2022). 12 Workplace Trends to Expect in 2023. <i>Emeritus</i>. https://emeritus.org/blog/the-future-of-work-workplace-trends/</p>
<p>"One of the central tenets that animates the Georgetown approach to education is cura personalis, a Latin phrase meaning "care of the whole person." The idea of cura personalis, rooted in the Jesuit tradition, is borne out in all aspects of the Georgetown University College of Arts & Sciences experience.</p> <p>What does that mean? It means that the university is committed not just to your academic achievement, but also your mental and physical health, your spiritual growth, and your development as a citizen of the world. All of our faculty, staff, coaches and other representatives you meet will consider you as a whole person, which we believe fosters a healthy and vibrant university community."</p>	<p>Georgetown University. (n.d.) Cura Personalis. <i>Georgetown University</i>. https://college.georgetown.edu/discover/cura-personalis/</p>
<p>Studies show that collaboration is the No. 1 purpose for a physical office—a finding that applies regardless of geography, industry, role, or generation. As such, when creating a workplace model—whether physical, digital, or hybrid—you need to intentionally design it to support and foster connectivity and collaboration.</p>	<p>Hatfield, S. et al. (2023). Activating the Future of Workplace. <i>Deloitte</i>. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2023/future-workplace-trends.html</p>
<p>As part of their 2019 Global Human Capital Trends Report, Deloitte found that while many organizations have recognition programs in place, these programs often fall short in terms of effectiveness and impact. One reason for this is that recognition programs may not receive the necessary resources or attention from leadership.</p>	<p>Insights. (2019). Leading the Social Enterprise: Reinvent with a Human Focus. 2019 Deloitte Global Human Capital Trends. <i>Deloitte</i>. https://www2.deloitte.com/content/dam/insights/us/articles/5136_HC-Trends-2019/DI_HC-Trends-2019.pdf</p>
<p>The vast majority of employees want flexible work—a preference even more universal among traditionally underrepresented groups, such as employees with disabilities, Black employees, and LGBTQ+* employees. In response, many employers are downsizing offices and implementing desk-sharing schemes.</p>	<p>Kirschner, P., Ouslis, N., & Sperling-Magro, J. (2022). Returning to the office can be a choice, not a challenge. <i>McKinsey</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/returning-to-the-office-can-be-a-choice-not-a-challenge</p>

Content	Source
<p>“During the pandemic, the global workforce was toiling away under the weight of chronic stress, financial insecurity, and collective grief. We became exhausted, self-efficacy decreased, and cynicism grew. It’s no wonder that people eventually hit the wall and started leaving their jobs in droves. One of the biggest reasons why people left? Unsustainable workloads. Still, many organizations kept marching ahead. Stretch goals remained, despite employees being unable to meet the demand. Too many employees were pushed past their breaking points. Now, employers are finally starting to listen, as employees renegotiate their social contracts with work. Mental health awareness, a focus on increasing fairness, hybrid offerings and flexible hours, more active listening, real-time feedback, and personalizing communication are all initiatives that are working to solve issues around burnout in a more upstream manner than we’ve seen before. Leaders are beginning to have a clearer understanding that new workplace policies are not just “nice to haves,” but a necessity going forward.”</p>	<p>Moss, J. (2022). The Pandemic Changed Us. Now Companies Have to Change Too. <i>Harvard Business Review</i>. https://hbr.org/2022/07/the-pandemic-changed-us-now-companies-have-to-change-too</p>
<p>“Organizations need to work harder to make themselves the kind of place where employees want to work, by building and maintaining a strong culture that nurtures employees instead of burning them out.”</p>	
<p>In 2021, 76% of survey respondents with 500 or more employees said that addressing employees’ mental and emotional health would be a top priority over the next three to five years.</p>	
<p>In a recent Oracle AI@Work study, 88% said the meaning of success has changed for them, and that they’re now prioritizing things like work-life balance, mental health, and flexibility.</p>	
<p>A Pew Research study found similar trends. Fifty-seven percent of workers who quit a job in 2021 said feeling disrespected at work was the reason they left, and 45% said lack of flexibility to choose when they put in their hours were reasons why they quit.</p>	
<p>The Microsoft 2022 Work Trend Index, a study of more than 31,000 people in 31 countries, discusses this extraordinary workforce disruption. The report found that 43% of the workforce is considering leaving their jobs in the coming year. One of the biggest reasons why people are leaving? It’s not pay, the study claims. It’s unsustainable workloads.</p>	
<p>“With the exception of family, millennials value health the most. In a recent study, 79% said family was important in their lives, followed by health and wellness at 53%, friends at 39%, spirituality at 31% and career at 27%.”</p>	<p>Nermoe, K. (2022). Millennials: The ‘Wellness Generation.’ <i>Sanford Health</i>. https://news.sanfordhealth.org/sanford-health-plan/millennials-wellness-generation/</p>
<p>“Millennials often are criticized for their lack of loyalty or “job hopping,” but it is critical to note they leave their jobs for one key reason — they do not share these industrial-age values. They value education, higher purpose and collaboration across organizational ranks, and they want to be recognized and rewarded for their ideas and creative thinking.”</p>	
<p>“Along with their prioritization of health and wellness, it isn’t a surprise that millennials expect work-life balance. They are more likely than other generations to view work-life balance — 41% — and not enough free time — 36% — as major career concerns. Only 29% of Gen Xers and 20% of baby boomers feel the same.”</p>	

Content	Source
<p>“Companies are finding their hybrid workplace policy to be a successful solution for their organization.” “One of the key benefits of a hybrid workplace policy is the increased flexibility it provides for employees and the lack of a commute, which helps boost productivity. For example, a survey by Mercer of 800 HR leaders reported that 94% found that the staff at their companies were more or equally productive working remotely compared to working in the office.” “A two-year survey by Great Place to Work of more than 800,000 employees showed that the shift to working remotely during the pandemic boosted worker productivity by 6% on average.” “Consider a survey by Cisco of 28,000 full-time employees: 78% of respondents said that remote and hybrid work improved their overall well-being.”</p>	<p>Tsipurski, G. (2023). The return to the office once seemed inevitable. A new study shows companies are already reversing course. <i>Fortune</i>. https://fortune.com/2023/03/09/return-to-office-seemed-inevitable-new-study-shows-companies-already-reversing-course-careers-remote-work-qlb-tsipursky/</p>
<p>“I have absolutely no idea what my career path could look like at UMB. UMB and individual departments and managers need to be better about defining potential career paths for employees. I also have no sense on what I’m being evaluated on and how the evaluation process works.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“The training needs of supervisors to manage their teams has changed dramatically with the move to hybrid and telework. Staff experiences are impacted (positively or negatively) by their direct supervisors in more significant ways since the pandemic, so more training and support for supervisors is essential.”</p>	
<p>“UMB does not have a clear promotion process and HR does not have clear procedures and policies to help supervisors and staff navigate the process. This creates negative feelings and impacts the mental health of workers who want to advance in the UMB system.”</p>	
<p>“When I did take the time to go see someone here on campus for the benefit of my mental health, the brief visit and the short walk from my office to hers, were considered my one break I was allowed on those few days, which undermines the concepts of being supportive.”</p>	
<p>“UMB stresses the importance of self-care and promotes available mental health services, but many employees don’t have the freedom to ‘take-off’ from their work responsibilities to utilize services/programs. Additionally, supervisors determine the experience of employees to a strong degree and need training in how to support employees they supervise.”</p>	
<p>“Current Telework policy and hybrid work arrangements do not adequately support flexibility equitably across campus. Supervisors and teams desire more training, support, and clarity around managing hybrid and telework roles.”</p>	

5. Provide alternate services and subsidies to support fully on-site employees.

Content	Source
<p>“Most frontline employees view career advancement primarily as a means toward more income and financial security. Tangible benefits—specifically, higher pay—are one of the most important factors for frontline employees hoping to advance their careers.”</p>	<p>Bhaskaran, S., Davis, A., Desbrière, C., & Wasserteil, S. (2022). Bridging the advancement gap: What frontline employees want—and what employers think they want. <i>McKinsey & Company</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/bridging-the-advancement-gap-what-frontline-employees-want-and-what-employers-think-they-want</p>
<p>“A Gartner 2022 Candidate Survey of 680 frontline candidates found that the job characteristics most likely to attract them to roles are:</p> <ul style="list-style-type: none"> • More control over their schedules • More paid leave • More stability in work schedules <p>Fifty-three percent of hourly frontline workers say that flexibility over their working hours is important to them, and 46% say that flexibility over the days they work is important. Hourly frontline workers are also interested in obtaining other types of flexibility, including flexibility in what they work on, who they work with and the amount they work.”</p>	<p>Gartner. (2023). HR Toolkit: Tackling 2023 Future of Work Trends. <i>Gartner</i>. https://emtemp.gcom.cloud/ngw/globalassets/en/human-resources/documents/trends/hr-toolkit-tackling-2023-future-of-work-trends.pdf</p>
<p>“Working remotely comes with a number of perks, including financial savings. While you’re probably aware that you’re saving money by working from home (no parking fees, for example), have you sat down to figure out exactly how much you’re saving?</p> <p>Spoiler alert: The average person can save up to \$6,000 working at home half the time in a hybrid role and up to \$12,000 per year by working remotely full-time.”</p>	<p>Howington, J. (2023). 6 Ways Working from Home Can Save You \$6,000 or More Annually. <i>FlexJobs</i>. https://www.flexjobs.com/blog/post/does-working-remotely-save-you-money/</p>
<p>Hybrid equity will be the key to a thriving organization. Bridging the divide between on-site and hybrid employees is key to organizational cohesion, culture and collaboration. Employers can address these resentments between on-site and hybrid employees with strategies and tactics like transparency and flexibility on work arrangements, and more sick time for on-site workers.</p>	<p>Kelly, M. & Shoemaker, N. (2021). Telecommuting: Creating a Resentful On-Site Workforce. <i>Journal of Organizational Psychology</i>, 21(1), 11-15</p>

Content	Source
<p>“80 percent of frontline employees say that their company provides few connection opportunities at work.”</p>	<p>Lauricella, T., Parsons, J., Pineault, L., Schaninger, B. & Weddle, B. (2022). Three actions to boost frontline engagement and retention. <i>McKinsey & Company</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/three-actions-to-boost-frontline-engagement-and-retention</p>
<p>61% of US workers surveyed who want to work remotely said they’d return to the office if their salary was increased.</p>	<p>Segal, E. (2022). The Most Effective Perks and Best Practices to Lure Workers Back to the Office. <i>Society for Human Resource Management</i>. https://www.shrm.org/executive/resources/articles/pages/effective-perks-workers-return-to-office.aspx</p>
<p>Top three responses for employees who are on campus five days a week and answering, “What can UMB do to strengthen its ability to retain you?”:</p> <ul style="list-style-type: none"> • Competitive salaries (202 responses/22.57%) • Offer more opportunities for career advancement (114/12.74%) • Offer work flexibility (95/10.61%) 	<p>UMB Future of Work Survey Results</p>
<p>A focus group with EVS revealed that employees wanted more flexibility with leave time, a leave donation bank, leave time for safety skills training, ability to bank holiday and vacation time year-over-year, and a private space/break room for eating lunch.</p>	<p>UMB survey responses and listening session feedback</p>
<p>“I am always worried about safety when I have to work in the office. Walking a few blocks in Baltimore is too dangerous. UMB must consider arranging the relationship between the employee’s office and the garage.”</p>	
<p>“Consider offering some incentives (perks) for individuals who are not allowed telework regularly or at all. Consider pay differentials, free parking, free lunch or departmental social gatherings.”</p>	
<p>“I am comfortable with the level of flexibility I have as a supervisor teleworking 2 days per week. I am concerned for my staff who cannot telework due to the nature of their positions. They see others who telework 2 or 3 days who complain that they want even more and feel embittered. They feel like the opportunity to telework is essentially a raise because it saves on transportation, food, childcare, clothing, etc. Meanwhile, they are at work 5 days a week, some even during the University’s closure and do not feel recognized or compensated. I don’t know how to help them.”</p>	

Content	Source
<p>“Very little accommodations were/are made for staff that must be on Campus (reduced parking fees/reduced gym memberships could be options). There should be pay adjustments for those that are required to be on campus daily as opposed to those that get to work from home. Difficult to staff positions due to non-competitive wages and lack of opportunity to work remotely.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“My assigned parking garage is SEVEN blocks from my building and although a shuttle is available, sometimes it’s more time consuming and quicker to walk but I am consistently looking over my shoulder.”</p>	

6. Support effective, equitable, and sustainable parking and transportation systems.

Content	Source
<p>“Our single occupancy vehicle-centric system is responsible for almost 30 percent of the greenhouse gases we release into the air. A shift away from this dependence toward reliable, accessible public transit, connected to the region, along with safer routes for pedestrians, and bicyclists can be enormously positive for Baltimore’s economic mobility, prosperity, and safety.”</p>	<p>Baltimore Sustainability. (2019). The Sustainability Plan: Human-Made Systems. <i>Baltimore Sustainability</i>. https://www.baltimoresustainability.org/wp-content/uploads/2019/02/Sustainability-Plan_Ch5-2_HumanMadeSystems.pdf</p>
<p>“For most Marylanders, it’s over a 30-minute commute. Here are some more fast facts: Maryland travel time is the second worst in the nation at 33.8 minutes, behind only New York at 34.7 minutes. In comparison, the national average is 26 minutes.”</p>	<p>Commuter Choice Maryland. (n.d.). Employers – Commuter Relief is Here! <i>Maryland Department of Transportation</i>. https://mdot.maryland.gov/OPCP/BusinessEmployer_Handout.pdf</p>
<p>“A monthly parking permit functions like a big fee on the first day, and then subsequent days are “free.” Once a commuter pays for a full month, there is little incentive to skip a day and take public transit or bike to work, and most commuters will drive to work every day. If parking is charged by the day, there is an incentive to think about each day’s commute. Daily fee programs are no more expensive for employers or employees and are relatively easily implemented.”</p>	<p>Lutenegger, B. (2017). The Psychology of Daily Versus Monthly Parking Fees. <i>State Smart Transportation Initiative</i>. https://ssti.us/2017/08/28/the-psychology-of-daily-versus-monthly-parking-fees/</p>
<p>It may no longer be true that, according to the UMB Parking and Transportation Master Plan, rates for “faculty, and staff are substantially lower than peer institutions”</p>	<p>Parking and Transportation. (n.d.). UMB Parking and Transportation Services Master Plan Presentation. <i>University of Maryland, Baltimore</i>. https://www.umaryland.edu/media/umb/parking/documents/parking_study_presentation_pts.pdf</p>
<p>“With the university’s goal of carbon neutrality by 2025, sustainable transportation is more important than ever. However, we understand that sometimes you just need to drive to campus. We offer flexible parking permit options that can work for your individual working, living and learning situation.”</p>	<p>Transportation Services. (n.d.). Park with Us. <i>University of Maryland</i>. https://transportation.umd.edu/parking</p>
<p>“Among the 45% of employees who prioritize environmental issues, six in 10 (58%) would leave an employer with weak environmental initiatives for a 5% pay increase.”</p>	<p>WTW. (2022). 2022 Global Benefits Attitudes Survey. <i>WTW</i>. https://www.wtwco.com/en-us/insights/2022/06/2022-global-benefits-attitude-survey</p>

Content	Source
<ul style="list-style-type: none"> • UMB parking <ul style="list-style-type: none"> ○ Annual Lexington Market Garage: \$799.50 (up to 5.6% of total UMB spots) ○ Annual Other garages: \$1,495 ○ Daily rate: \$9 ○ Discounts for motorcycle Program, UCommuterPOOL Program, bike parking • Universities at Shady Grove <ul style="list-style-type: none"> ○ Annual Parking Rates based on salary tiers 1-4: \$304 for Tier 1: Employees who earn \$0-\$25,000 \$425 for Tier 2: Employees who earn \$25,001 - \$50,000 \$697 for Tier 4: Employees who earn \$75,001+ ○ Daily: \$8 • Johns Hopkins University <ul style="list-style-type: none"> ○ Annual Garage general space/reserved: \$1,308/\$1,872 ○ Annual Surface Lot: \$816 • University of Maryland College Park <ul style="list-style-type: none"> ○ Most parking is on lots not in garages. ○ Annual rate below does not include summer parking, which is extra. ○ Annual Permits 2022 Rates based on salary tiers 1-5: \$494 for Tier 1: Employees who earn \$30,000 or less \$627 for Tier 3: Employees who earn \$45,001 - \$60,000 \$986 for Tier 5: Employees who earn \$80,001+ ○ Discounts for carpool qualifying green vehicles. ○ Spring 2022 2-day/3-day per week permits RATES Based on salary tiers 1-5: \$76/\$114 for Tier 1: Employees who earn \$30,000 or less \$96.48/\$144.72 for Tier 3: Employees who earn \$45,001 - \$60,000 \$151.68/\$227.52 for Tier 5: Employees who earn \$80,001+ ○ Daily Permits: \$60 for a five-pack • University of Maryland Baltimore County <ul style="list-style-type: none"> ○ Mostly parking lots. A few streets and garages. ○ Annual Non-Gated -\$280 ○ Annual Gated -\$380 ○ Daily Permits - \$2 each, also available in a 5, 10, or 20-pack. 	<p>Data on parking fees for USM institutions, Baltimore City universities, and public/private garages in Baltimore City</p>
<ul style="list-style-type: none"> • City-Owned garages <ul style="list-style-type: none"> ○ 221 North Paca Street: \$9 daily/\$1,080 annually ○ 1 Wilkes Lane: \$1,920-\$2,520 annually • Privately-Owned <ul style="list-style-type: none"> ○ Medco - Redwood St Garage: \$20.90 daily ○ 210 West Baltimore Street: \$16 daily, \$2,148 annually 	<p>Data on parking fees for USM institutions, Baltimore City universities, and public/private garages in Baltimore City</p>

Content	Source
<p>“The employee I supervises uses public transportation. The rise in crime, construction, and homelessness has led to fear during their commute, especially when in the fall/winter when it gets dark earlier. I personally drive and have similar sentiments especially with the high cost of parking. It is discouraging to calculate the cost of gas to drive in and what I pay to park just so that I can step over feces to get into my building.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“Parking and transportation costs are my biggest concern. To take over \$1,200 per year in order to park blocks away is just not fair to employees. Especially when those employees have a moderate to low salary.”</p>	
<p>“UMB does not support its employees. With the continuous increase in parking fees, inability to gain salary increases or promotions, lack of flexibility, and just understaffed departments and increasing levels of burn out - it is difficult to feel valued.”</p>	
<p>“The fees for parking should be adjusted to account for people only coming on campus 3 days a week. It is unreasonable that we are paying higher fees to park on campus fewer days a week and with more chaos in the garages.”</p>	
<p>“Offer free parking. Parking fee is an equity issue. No matter what your salary is, we pay the same amount of parking fee. This fee is a significant amount for my family.”</p>	
<p>“It is a bit odd that cost of parking has increased when the majority of employees have reduced the use of garages from 5 days a week to 1-2 days a week. This seems a bit unfair, and I hope the University looks into fairer pricing to reflect the reduced garage usages. Paying over 100 dollars a month to park 8 times is quite ridiculous. This equates to over 12 dollars a day which is almost the daily parking rate.”</p>	
<p>“Making a new parking permit option for hybrid workers would improve the experience - something in between daily and monthly.”</p>	
<p>“Parking costs and accessibility. I should be able to park at a closer building without paying extra for it due to the parking lot assignment. This is also a safety issue for me because I had to walk half a mile to my assigned parking lot.”</p>	
<p>“I am always worried about safety when I have to work in the office. Walking a few blocks in Baltimore is too dangerous. UMB must consider arranging the relationship between the employee's office and the garage.”</p>	

7. Evaluate and provide compensation, benefits, and growth opportunities.

Content	Source
<p>Since 2017, women have been paid consistently and considerably less than White men, a pattern that has worsened over time, particularly for women in office and clerical positions. Men of color were paid more equitably in 2022 when compared to 2017.</p>	<p>College and University Professional Association for Human Resources. (2023). Staff Composition and Pay Equity by Gender and Race/Ethnicity. <i>College and University Professional Association for Human Resources</i>. https://www.cupahr.org/surveys/workforce-data/staff-composition-and-pay-equity/</p>
<p>“Top two reasons for quitting previous job, April 2021-April 2022 were lack of career development and advancement, inadequate total compensation.”</p>	<p>De Smet, A., Dowling, B., Hancock, B., & Schaninger, B. (2022). The Great Attrition is making hiring harder. Are you searching the right talent pools? <i>McKinsey & Company</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-great-attrition-is-making-hiring-harder-are-you-searching-the-right-talent-pools</p>
<p>The pandemic forced many childcare providers to close or scale down: between February and April 2020, the industry lost 370,600 jobs — 95% of which were held by women. Unfortunately, the recovery has not been swift; as late as September 2021, childcare industry employment remained 10 percent lower than pre-pandemic levels.</p>	<p>Ferguson, S. (2023). Understanding America’s Labor Shortage. <i>U.S. Chamber of Commerce</i>. https://www.uschamber.com/workforce/understanding-americas-labor-shortage</p>
<p>“Additionally, women are participating in the labor force the lowest rates since the 1970s. In the spring of 2020, 3.5 million mothers left their job, driving the labor force participation rate for working moms from around 70% to 55%. This number is improving – but it has not fully rebounded.”</p>	
<p>“In 2021, Maryland women who were full-time wage and salary workers had median usual weekly earnings of \$1,134, or 85.4 percent of the \$1,328 median usual weekly earnings of their male counterparts, the U.S. Bureau of Labor Statistics reported today.”</p>	<p>Mid-Atlantic Information Office. (2023). Women’s Earnings in Maryland – 2021. <i>U.S. Bureau of Labor Statistics</i>. https://www.bls.gov/regions/mid-atlantic/news-release/womensearnings_maryland.htm</p>
<p>“The most important factors in accepting a new job are compensation (49%), professional development (33%), and better work/life balance (29%).”</p>	<p>Thakkar, R. (2022). Top 100 Hiring Statistics for 2022. <i>LinkedIn</i>. https://www.linkedin.com/pulse/top-100-hiring-statistics-2022-rinku-thakkar</p>

Content	Source
<p>“... according to Meta chief diversity officer Maxine Williams, the candidates who accepted job offers for remote positions were ‘substantially more likely’ to come from diverse communities: people with disabilities, Black, Hispanic, Alaskan Native, Native American, veterans, and women. The numbers bear out these claims: people with disabilities increased from 4.7% to 6.2% of Meta’s employees from mid-2019 to mid-2022.”</p>	<p>Tsipursky, G. (2023). Disabled people have been demanding remote work for decades. Here’s what happened when the pandemic made it possible. <i>Fortune</i>. https://fortune.com/well/2023/01/03/disabled-people-remote-work-jobs-pandemic-covid-careers-health-qlab-tsipursky/</p>
<p>“... companies that offer remote work opportunities are seizing a competitive advantage by recruiting these underrepresented candidates and expanding their talent pool by 15%. They’re lowering costs of labor while increasing diversity.”</p>	
<p>“89% of employers are looking for solutions to childcare for their frontline workers but don’t feel equipped to take the next steps.”</p>	<p>U.S. Chamber of Commerce Foundation. (2021). Essential Care for Essential Workers. <i>U.S. Chamber of Commerce Foundation</i>. https://www.uschamberfoundation.org/sites/default/files/media-uploads/ECE%20Executive%20Briefing_Jan2021.pdf</p>
<p>“Understand what kind of support providers in the community need and what role your organization can play in fulfilling those needs.”</p>	
<p>“Quality childcare investments signal workforce value to prospective employees, providing competitive differentiation, reducing turnover costs and increasing diversity of recruitment.”</p>	
<p>“Many employers seek to implement flexibility in their scheduling for working parents, directly benefitting them, while also advocating for public investments in childcare to indirectly benefit their business and impact community supply of childcare.”</p>	
<p>“Employers often couple flexible and/or predictive scheduling and vouchers to provide parents control at several levels. Vouchers help working parents use the childcare provider of their choice, while flexible scheduling enables them to have advanced notice of their schedule and arrange for childcare accordingly.”</p>	
<p>University of Virginia Education Benefits Program offers two options - Tuition Benefit or Professional Development Benefit. “A maximum of \$5,250 is available for use between the two benefits per calendar year. The Professional Development Benefit is available for use on job or career-growth offerings relevant to your current job. Up to \$2,000 may be used for professional development, including classes, certification training, and conferences. This leaves \$3,250 to be used toward the Tuition Benefit if you also choose to pursue a degree or certificate program.”</p>	<p>UVA HR. (n.d.) UVA Education Benefits Program. <i>University of Virginia</i>. https://hr.virginia.edu/career-development/education-benefits-1</p>
<p>According to the information below there is mismatch in terms of what focus on in terms of what employees and employers prioritize for benefit improvements. Employees and employers were asked “‘Which of the following are priorities to improve your benefits (employee)/the benefits you offer (employer)? Please select top three.’ Employees top seven from highest to lowest: Increased flexibility and choice, Wellbeing support, Listening strategy, Benefits for low wage, Enhanced tools, Improved communication, Inclusion and diversity (I&D) in benefit provision. Employers prioritized top seven from highest to lowest: Wellbeing support, Improved communication, Enhanced tools, I&D in benefit provision, Increased flexibility and choice, Listening strategy, and benefits for low wage.”</p>	<p>WTW. (2022). 2022 Global Benefits Attitudes Survey. <i>WTW</i>. https://www.wtco.com/en-us/insights/2022/06/2022-global-benefits-attitude-survey</p>

Content	Source
<p>"... employees born after 1995, those who have been with their current employer less than five years and those who say their benefit package doesn't meet their needs are more likely to be looking for a career change or new employer."</p>	<p>WTW. (2022). 2022 Global Benefits Attitudes Survey. WTW. https://www.wtwco.com/en-us/insights/2022/06/2022-global-benefits-attitude-survey</p>
<p>"Certain employee groups are less likely to report they trust products and providers suggested by their employer more than the one they can find on their own." "Lower levels of trust can result in lower levels of employee engagement and reduce participation in employer wellbeing initiatives."</p>	
<p>"Seven in 10 employees (69%) are saving less for retirement than they think they should. Employees attribute their low savings rate to paying off debts (36%); saving for other reasons, such as a holiday, car, or education (28%); and not being able to save more (27%)."</p>	
<p>"Low-wage employees and minorities are less likely to say that their benefits meet their needs, which can jeopardize overall employee wellbeing."</p>	
<p>"In addition to providing choice, employees want employers to help them make informed benefit selections. Confidence in benefit selections is strongly linked to effective, personalized communication, education and access to support from employers."</p>	
<p>"Use employee listening tools, such as surveys and traditional or virtual focus groups, to understand how your employees are feeling and what support and resources they want and need most. Those needs may differ by various audience segments.... Plan listening activities to broadly understand employee needs, preferences and attitudes toward mental health and determine if employees are aware of their employer's commitment to mental health and the mental health resources available to them."</p>	
<p>"Benefits play an increasingly important role in employee decisions to stay or leave. Many employees – especially those in countries with tight labor markets – are looking for new job opportunities. The exit risk is often particularly high among senior staff. Pay and job security are key to attracting and retaining talent. Flexible work arrangements are also an important consideration for employees weighing job options."</p>	
<p>"More than half of employees (56%) cite pay as a top reason they would move to a new job. Two in five (41%) indicate that they would leave for a 5% pay increase, while one in five (19%) would take a new job for the same pay."</p>	

Content	Source
<p>“Many colleges are making substantive pay adjustments, according to recently released data from the College and University Professional Association for Human Resources, which found that raises in the 2022-23 academic year were the largest recorded in the last seven years. Median pay for employees increased as much as 5.3 percent for staff members. Administrators and professionals saw 4.5- and 4.4-percent median raises, respectively, while tenure-track and non-tenure-track faculty members got median bumps of 2.9 and 3.2 percent. Still, the CUPA-HR analysis found, higher-ed salaries aren’t outpacing inflation, which sits at 7.1 percent.”</p>	<p>Zahneis, M. (2023). Higher Ed’s Hiring Challenges are Getting Worse. <i>The Chronicle of Higher Education</i>. https://www.chronicle.com/article/higher-eds-hiring-challenges-are-getting-worse</p>
<p>“... the [hiring] challenges appear to have gotten worse for most respondents: 62 percent of college leaders who completed the survey said that hiring for staff and administrative jobs during January, February, and March had been more difficult than it was in 2022, while 32 percent said it had been about the same.”</p>	
<p>“Hiring in several areas of the campus work force continues to be a challenge. Information technology remains a top priority for hiring; nearly three-quarters of respondents said landing new staff members there had been a moderate or serious problem in 2023. Dining services and building services were also in the highest demand in January, February, and March, just as they were in July, August, and September 2022.”</p>	
<ul style="list-style-type: none"> • Downtown Baltimore Child Care Financial Assistance – based on adjusted gross household income. <ul style="list-style-type: none"> ○ Less than \$60,000 = 50% maximum award ○ \$60,000-\$70,000 = 40% maximum award ○ \$70,000-\$80,000 = 25% maximum award ○ \$80,000-\$90,000 = 10% maximum award • UMB Child Care Grant – based on household income. <ul style="list-style-type: none"> ○ Less than \$150,000 = \$5,000 maximum total annual grant <p>Take-home pay is calculated to take taxes and insurance into account.</p> <ul style="list-style-type: none"> • There are additional UMB deductions/withholding (e.g., medical insurance, retirement) that are not taken into account and would result in even lower take-home pay. • To simplify these calculations, monthly take-home pay was used. However, UMB employees are paid bi-weekly, meaning employees receive three paychecks during some months. • This is only an estimate for illustrative purposes. 	<p>Calculations in opening paragraph: Downtown Baltimore Child Care. (n.d.). http://dbcckids.org/ Benefits. (n.d.). UMB Child Care Grant. <i>University of Maryland, Baltimore</i>. https://www.umaryland.edu/hrs/benefits/umb-child-care-grant/ Smart Asset. (2023). Maryland Paycheck Calculator. <i>Smart Asset</i>. https://smartasset.com/taxes/maryland-paycheck-calculator#maryland</p>

Content	Source
<ul style="list-style-type: none"> • For an employee earning a \$40,000 annual salary: <ul style="list-style-type: none"> ○ Monthly take home pay = \$2,358 Annual take home pay = \$28,295 DBCC childcare cost = \$2,240 / month ○ Subtract 50% maximum DBCC financial assistance = \$1,179 / month ○ DBCC annual childcare cost = \$1,179 x 12 = \$14,148 ○ \$14,148 (DBCC annual childcare cost) - \$5,000 (UMB maximum annual childcare grant) = \$9,148 childcare cost / year ○ \$9,148 (childcare cost per year) / 12 = \$762.33 childcare cost / month ○ \$762.33 (monthly childcare cost) / \$2,358 (monthly take home pay) = 0.32 x 100 = 32% ○ 32% of monthly take-home pay for an employee earning a \$40,000 annual salary would be spent on childcare if that employee received the full financial assistance from both DBCC and UMB ○ \$2,358 (monthly take home pay) - \$762.33 (monthly childcare cost) = \$1,595.67. ○ Accounting for UMB's bi-weekly pay periods: \$1,595.67 / 2 = \$797.83 (estimated bi-weekly take-home pay after childcare costs) 	<p>Calculations in opening paragraph</p>
<ul style="list-style-type: none"> • For an employee earning a \$80,000 annual salary: <ul style="list-style-type: none"> ○ Monthly take home pay = \$4,346 Annual take home pay = \$52,152 DBCC childcare cost = \$2,240 / month ○ Subtract 10% maximum DBCC financial assistance = \$2,016 / month ○ DBCC annual childcare cost = \$2,016 x 12 = \$24,192 ○ \$24,192 (DBCC annual childcare cost) - \$5,000 (UMB maximum annual childcare grant) = \$19,192 childcare cost / year ○ \$19,192 (childcare cost per year) / 12 = \$1,599.33 childcare cost / month ○ \$1,599.33 (monthly childcare cost) / \$4,346 (monthly take home pay) = 0.36 x 100 = 36% ○ 36% of monthly take-home pay for an employee earning an \$80,000 annual salary would be spent on childcare if that employee received the full financial assistance from both DBCC and UMB 	<p>Calculations in opening paragraph</p>

Content	Source
<p>The top responses from new hires to "Which of the following had the most influence on your decision to accept employment at UMB?" were: Good opportunities for career advancement (31.98%); Benefits such as tuition remission, healthcare, retirement and childcare (16.22%); competitive salary (17.57%); and Work flexibility (8.11%). EVP New Hire Survey</p>	<p>UMB Employee Value Proposition (EVP) New Hire Survey</p>
<p>The top responses to "other than compensation and health benefits, what is the most important benefit that we offer?" were: Work Flexibility (30.77%), Vacation/sick time (23.08%), Tuition remission (19.46%), Retirement benefits (19%).</p>	
<p>"It would be nice if more emphasis was put on retaining employees rather than attracting new hires. It is insulting to long term UMB employees that HR will not approve promotions or increases for existing employees yet provide hiring bonuses and higher incoming salaries to external candidates."</p>	<p>UMB survey responses and listening session feedback</p>
<p>"I also wish to raise an issue regarding career advancement and pay. A colleague of mine recently left for a promotion at a different school. They had asked for a promotion/raise at our school for nearly a year, after having served in that role for 5+. That seemed worthy in my opinion. For whatever bureaucratic/HR reasons, that promotion never came. They didn't want to leave our school, but the opportunity for a promotion and more pay was hard to pass up. Had they received a similar offer in the original school, I think they would've stayed. Once they left, that job was reposted in a higher classification. That is really concerning to me. I understand the reality of the processes of reclassifying someone, etc., but when you step back and view this on a macro level: this employee left one unit of UMB for another because they couldn't get the same level of pay or title at the original school. And then UMB will hire someone else at the higher classification after the original person left. So, we are losing tons of institutional knowledge all because promoting a staff member in their current role is nearly impossible at UMB, and some new person will reap the benefits of the higher role. Where's the fairness in that?"</p>	
<p>"Offer on-site and affordable childcare."</p>	
<p>"Offer free parking. Parking fee is an equity issue. No matter what your salary is, we pay the same amount of parking fee. This fee is a significant amount for my family."</p>	
<p>"Provide additional Safe Ride vehicles to support the staff that Live Near their Work and have faced extremely long wait times for the vehicles to arrive at the homes and transport them to and from campus. The framework needs to be updated to include additional vehicles."</p>	
<p>"The corporate world is adapting quicker to meet the demands of top candidates - our benefits aren't as competitive as they used to be. tuition remission for dependents is a huge draw but it can't be used for dependents until after 2 years of service. I know many people personally who work for private companies and have an almost equal or better leave program now. UMB, USM and the State need to reevaluate the benefits program to see if it's still competitive."</p>	

Content	Source	
"I feel like many do not know the benefits of working for the University and it should be promoted more."	UMB survey responses and listening session feedback	
"Expand tuition remission to include non-USM institutions."		
During an EVP Listening Session there were suggestions or requests for benefits that UMB already offers: flexible scheduling, Leave Reserve Fund, Bereavement Leave.		
"Tuition benefit should be made available to all employees and regardless of the education attainment. My unit has a lot of non-exempt employees without high school diplomas. Some would like financial support to assist with attaining the GED and then to move into a community college environment. The current benefit does not cover either option for the employees who could most benefit from this type of institutional support."		
"The problem with working for a university as a staff member is that not having a doctorate places a hard ceiling on my room to grow. Yet I have very few options for getting a doctorate while working here, and as a single person, I have no support for doing it without having a paying job. If I had more educational options and if I didn't feel like I'll always be in a lower caste, I could happily stay here, continue to grow, and even be content with a salary that would be lower than one could get in private industry."		
"Benefits: paid parental leave should be added."		
"With regards to UMB differentiators, the leave benefits and the work life balance are the positives that UMB should focus on. The leave benefits are very nice, and it's great to have different buckets of leave (personal days, annual leave, sick time and good holidays)."		
"The University is missing an opportunity to offer telework benefits to its employees. Many other current employers offer tuition remission, higher salaries, and generous leave packages, while also offering more flexible telework and remote work opportunities."		
"I am a contingent II staff but have been a regular university employee in the past. The benefits are vastly different. I switched to the CII position from regular staff in a lateral move to gain experience in a different area, but because I am no longer receiving the same amount of time off, pension plan, or lower-cost health benefits, I am no longer enticed to stay. At the end of my contract, I will be seeking a new position. I will consider UMB among employers as I start my job search, but only if I can find a regular university position. The CII employees overall have sub-standard benefits. "		
"For most people, their job is just a job. More on campus opportunities (wellness programs, etc.) are a waste of resources. People want better pay, better benefits, and more time with the people they love (not pasta making classes during lunch)."		
"UMB does not support its employees. With the continuous increase in parking fees, inability to gain salary increases or promotions, lack of flexibility, and just understaffed departments and increasing levels of burn out - it is difficult to feel valued."		
"The best thing about working at UMB are the non-pay benefits."		

Content	Source
<p>"The cost of living has risen immensely, and our salaries at the 'lower' level are not able to keep up. It does not matter how much supervisors and leadership show appreciation or shower us in praises. What we really need is more money. I don't want or need university events where I get a free coffee, or the President of the University comes to say hello. These are all meaningless especially when I go home and fret and worry about my bank account, retirement plan, and ability to afford a house. We keep seeing university leadership get gigantic raises but little to nothing for the employees who keep the university running and perform essential functions. The stark lack of equity is glaring and jarring."</p>	<p>UMB survey responses and listening session feedback</p>
<p>"Leadership needs to understand that state salaries are public information, so there might as well be more transparency and accountability on the matter of salary equity. Otherwise, resentment can grow on why certain people are getting paid more than others."</p>	
<p>"Overall time at UMB and experience should be looked at more closely for those who work together and are in the same pay grade. My direct co-worker makes almost \$10k more than I do but we have the same time at the University, are in the same pay grade, and I actually have more schooling than she does. We've tried several times to get a within pay level adjustment but it is denied each time because I'm already one of the highest paid in my title. At over 2 decades here, I would be, I shouldn't be punished for that, and my co-worker though a different title, is in the same paygrade yet, she can receive such a larger salary and that gap continues to increase with each COLA/merit."</p>	
<p>"I would like to see more attention to bringing up the salary level to that of other skilled employees with the same responsibilities. Certified Peer Support specialists deserve overtime for Saturdays and Sundays, not just option for comp time. How are we to see ourselves as professionals if Univ. of MD. Does not compensate peers as professionals. Poverty level pay allows us to struggle to make ends meet, choose between having dinner every night or paying BGE or clothing our children.... perhaps owning a car or saving for a home. Actions speak louder than words.... SHOW appreciation by rewarding long time employees with a decent living wage!!!"</p>	
<p>"The cost of living has dramatically increased, i.e., gas, food and clothing. Why do I pay the same amount for parking as the Dean, if they pay at all? I enjoy my work here at UMB, but I find myself asking, "is this worth it? As the day light grows shorter and crime continues at a high rate in Baltimore, I feel more unsafe."</p>	
<p>"At a campus level, salaries for clinicians need to be transparent- because there should not be a pay cut to move from being an np at the SOM to the SON."</p>	
<p>"Salaries are not fairly distributed. I shouldn't have to bring it up to my supervisor that I think my pay isn't what it should be compared to others on my team. I think this should be reviewed yearly with supervisor and employee. It shouldn't just be on the employee to bring up salary"</p>	

Content	Source
<p>"UMB should perform an equity in salaries survey yearly according to employees' education and experience. I have been here for four years and have never seen it. Equal pay does not happen here. The salary depends on your supervisor's input, which is ridiculous in an education facility."</p>	<p>UMB survey responses and listening session feedback</p>
<p>"Because we are an institution where salaries are public, there is an opportunity for everyone to see salaries and where theirs falls among their peers. We need to have very clear information about the criteria for salary and raise decisions that are written down and disseminated among the faculty and staff."</p>	
<p>The top three responses from supervisors to "What issues related to equity, diversity, and inclusion need to be addressed for your employees to distinguish UMB as an employer of choice?" were: Equity in Salaries, Competitive Salaries, Inclusive Work Culture. Asian or Pacific Islander, Black or African American (not Latinx or Hispanic), and White (Latinx or Hispanic) supervisors weighted Competitive Salaries at #1 over the other two top choices."</p>	
<p>The top three responses from supervisors to "For you what sets UMB apart from other employers?" were: Competitive Benefits, Job Security, Being Part of the USM/State.</p>	
<p>"UMB is a great place to work! That could be improved by ... subsidies for transportation for those who work on campus...."</p>	
<p>The top responses from all employees, including supervisors, to "What can UMB do to strengthen its ability to retain you?" were: Competitive Salaries, Offer Work Flexibility, Offer More Opportunities for Career Advancement. Biracial or Multiracial employees ranked Offer Work Flexibility over Competitive Salaries. Supervisors that are faculty in Dentistry and Medicine placed Adequate Staffing in their top three.</p>	
<p>"It would be nice if more emphasis was put on the retaining employees rather than attracting new hires. It is insulting to long term UMB employees that HR will not approve promotions or increases for existing employees yet provide hiring bonuses and higher incoming salaries to external candidates."</p>	
<p>"The salary here has always been the struggle. lack of raises; many companies/universities pay more. people now want the flexibility of working from home, most companies provide that and provide pay, bonuses for work well done."</p>	
<p>"I speak for myself and other similar staff members that while (we) enjoy working at UMB for the university ethos and mission, I wouldn't be here if the pay, benefits, other perks, etc. did not meet my expectations. That is the bottom line. My unit recently had a couple staff departures (which I know isn't unique at UMB), but that has affected my work responsibilities – and will continue to for months. I am not receiving extra compensation for picking up those responsibilities, and my view of work is negatively impacted due to the situation. Hiring in general always takes a long time, so despite the fact that we reposted the job(s) quickly after the person left, the reality is it will be months before replacements come."</p>	

Content	Source
<p>“In regard to equity in the workplace, I see that as equity in compensation and opportunity. In my dealings with HR, I have found them to be pretty good and ensuring fair compensation; however, I would like to understand the HR processes better. Supervisors prepare the paperwork, submit it to HR/Compensation, and then the process gets pretty fuzzy. It would be helpful to understand the guidelines by which HR makes decisions.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“Our department’s services were included and emphasized in the University strategic goals. Yet, when the director of our department left the university and our three-person team eight months ago and our than two-person department prepared to expand our service population from one department at one school to all departments across all schools of the UMB system - our team was not equitably compensated for the additional job responsibilities due to restructuring and expansion. The university should ensure that ALL employees have ample lines of communication during these transition periods in order to assess and reevaluate job responsibilities and equitable compensation.”</p>	

8. Foster inclusivity and accessibility to meet the needs of all employees.

Content	Source
<p>“One study shows nine out of ten companies will be combining in-office and remote work.”</p> <p>“60% of respondents said breakout spaces were indispensable for getting away from their desks to brainstorm and collaborate. Of the employees we surveyed, 54% want to learn from their manager, and 46% want to learn from their peers. Physical and virtual collaborative workspaces give you more options for making that happen.”</p>	<p>Baragwanath, T. (n.d.) How to Give Learners What They Want in a Hybrid Workplace. <i>360 Learning</i>. https://360learning.com/blog/hybrid-workplace/</p>
<p>1 in 5 people have a learning disability, often described as an invisible disability. According to the National Center for Learning Disabilities only 46% of working-age adults with learning disabilities are employed compared with adults who do not have learning disabilities. Adults with learning and attention issues are twice as likely to be jobless as their peers without learning disabilities.</p>	<p>Barto, A. (n.d.) The State of Learning Disabilities Today. <i>Learning Disabilities Association of America</i>. https://ldaamerica.org/lda-today/the-state-of-learning-disabilities-today/</p>
<p>Association on Higher Education and Disability (AHEAD) 2022 Report for UMB School of Social Work, Summary and Recommendations</p>	<p>Kraus, A. (2022). Summary and Recommendations of AHEAD External Review. <i>University of Maryland Baltimore School of Social Work</i>. https://www.umaryland.edu/media/umb/president/future-of-work-task-force/Summary-and-Recommendations-from-AHEAD-Report-SSW.pdf</p>
<p>Only 3-5% of individuals in the workforce self-identify as having a disability. The ideal is a workplace where individuals do not feel pressured to hide their disability and where accessibility is proactively integrated, not a mere afterthought.</p>	<p>MacLean, E. & Trudelle, M. (2022). Accessibility: The Missing Piece in Your Workplace DEI Initiative. <i>WTIA</i>. https://www.washingtontechnology.org/accessibility-the-missing-piece-in-your-workplace-dei-initiative/</p>
<p>Using the case study approach, the researchers interviewed 31 team managers responsible for 650 employees of which 247 have a disability. Leaders reported having started as autocratic managers and transitioned to inclusive managers using “relationship-based leadership.” Their inclusive management style is key to successful adaptive organizations and the focus of this paper’s findings.</p>	<p>Moore (2020). Disability Inclusion: Catalyst to Adaptive Organizations. <i>Organization Development Journal</i>.</p>
<p>According to the Center for Universal Design: Definition of Universal Design: the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.</p>	<p>NC State University. (n.d.). Defining Universal Design (UD). <i>NC State University</i>. https://disabilityandmultimodality.wordpress.ncsu.edu/universal-design-ud/#:~:text=According%20to%20the%20Center%20for,for%20adaptation%20or%20specialized%20design%E2%80%9D</p>

Content	Source
<p>The idea is to unwind, get away from the stresses of the job long enough that the brain resets, and when the batteries are fully recharged, the employee emerges ready to tackle even the toughest projects with renewed energy.</p>	<p>Pochepan, J. (2018). Recharge Rooms Are the Next Trend Your Employees Need in the Office. <i>Inc.</i> https://www.inc.com/jeff-pochepan/recharge-rooms-are-next-trend-your-employees-need-in-office.html</p>
<p>“I have an employee who is hard of hearing. We have been fighting with CITS since she started about the best tools and they are not helpful. We have had to google things ourselves and order them. Our phones have captioning capabilities but campus will not pay for the service.”</p>	<p>UMB survey responses and listening session feedback</p>

9. Conduct a space analysis to determine effective space allocation and use of buildings as workplace flexibility increases.

Content	Source
Long-term and Short-term rental examples:	Administrative Services Gateway. (2023). Using University Space and Facilities. <i>University at Buffalo</i> . https://www.buffalo.edu/administrative-services/managing-procurement/using-university-space-and-facilities.html
“UCLA’s remote work program helps reduce real estate and physical space demands, reduce the cost of utilities and transportation subsidies, offer employees work-life balance, and contribute to traffic reduction and improved air quality.”	Administrative Vice Chancellor. (2023). Telework/Remote Work at UCLA: Guidance and Resources. <i>UCLA</i> . https://adminvc.ucla.edu/telecommuting-guide
“By implementing a workplace reservation system that manages your workspaces and resources, you can see which spaces get used most often and by whom. Having that information means you can create and optimize a hybrid workplace that works for everyone.”	Agilquest. (2023). Your Guide to the Post-Covid, Hybrid Workplace. <i>Agilquest</i> . https://agilquest.com/guides/your-guide-to-hybrid-workplace/
Short term rental examples: Event & Space Rentals at the Katzen.	American University. (2023). Event & Space Rentals at the Katzen. <i>American University</i> . https://www.american.edu/cas/katzen/facilities/
“Before the pandemic, occupancy studies revealed that office space was underutilized much of the time. Today, this is more widely acknowledged, especially as we anticipate the return of workers who use the office much differently than in the past. As a result, companies are looking to shift their seating plans away from one-to-one ratios and toward a desk-sharing basis”	Barkham, R., Whelan, J., & Deese, T. (2021). Office Occupier Sentiment Survey. <i>CBRE</i> . https://www.cbre.com/-/media/project/cbre/shared-site/insights/articles/the-future-of-the-office-2021-us-occupier-sentiment-survey/occupier-survey-q2-2021-united-states-results.pdf
“Reflecting on the process and triumph of the Bloomberg project, Kara notes a variety of technical innovations that position the headquarters as an exemplar of the “workspace of the future,” one that promotes personal well-being for inhabitants, environmental sustainability (RIBA writes that the building has been credited as the most sustainable office in the world), and employee productivity and idea-sharing.”	Dagenais, T. (2018). Hanif Kara on the research, engineering, and collaboration behind the Stirling Prize-winning Bloomberg headquarters in London. <i>Harvard University Graduate School of Design</i> . https://www.gsd.harvard.edu/2018/10/hanif-kara-on-the-research-engineering-and-collaboration-behind-the-stirling-prize-winning-bloomberg-headquarters-in-london/

Content	Source
<p>“In the modern business world, not caring for the setting that your employees are working in will instantly translate into the thought that you don’t care enough about them, or your business. Working in a dull, outdated office space is certainly going to break your employee’s spirit and their enthusiasm to stay in the workspace any longer than they are required to. With this in mind, it’s essential that your workspace design is up to date and set up to be the best possible working environment it can be—to make your employees comfortable, satisfied, and productive.”</p>	<p>Dahir. (2019). What You’re Losing by Having an Old Styled Office Space. <i>TruSpace</i>. https://truspace.ca/blog/what-youre-losing-by-having-an-old-styled-office-space/</p>
<p>“Studies have long shown that frequent in-person interactions lead to commitment, support, and cooperation among people on teams.”</p>	<p>Fayard, A., Weeks, J., & Khan, M. (2021). Designing the Hybrid Office. <i>Harvard Business Review</i>. https://hbr.org/2021/03/designing-the-hybrid-office</p>
<p>“...consider where and how people interact. Studies show that collaboration is the No. 1 purpose for a physical office—a finding that applies regardless of geography, industry, role, or generation.³ As such, when creating a workplace model—whether physical, digital, or hybrid—you need to intentionally design it to support and foster connectivity and collaboration.”</p>	<p>Hatfield, S., Mahoutchian, T., Paynter, N., & Scoble-Williams, N. (2023). Activating the Future of Workplace. <i>Deloitte</i>. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2023/future-workplace-trends.html</p>
<p>Shifting part of our workforce to telework arrangements is expected to reduce the need for leased and owned office space and reduce related operating costs.</p>	<p>Health Information and Technology. (2023). Telework Guidelines and Frequently Asked Questions (FAQs). <i>UVA Health</i>. https://hit.healthsystem.virginia.edu/service-catalog/telework/telework-forms-and-documents/telework-guidelines-and-frequently-asked-questions-faqs/</p>
<p>Telecommuting, or working from an alternative space such as home or other workspace, can save costs on office space, furnishings, utilities and computer equipment when deployed on a regular basis.</p> <p>This strategy can be very useful to the University if implemented on a large scale for workers whose primary activity is computer based. It can be useful for smaller units, especially those whose primary funding is grant income, who are responsible for contributing to the cost of space and equipment used on site. This strategy also decreases pressure on needs for parking on campus and contributes to a healthier environment for the community by decreasing the number of people commuting long distances to work.</p>	<p>Human Resources. (2023). Benefits of Flexible Work. <i>University of Michigan</i>. https://hr.umich.edu/benefits-wellness/work-life/flexible-work-options/benefits-flexible-work</p>
<p>UM and non-profit room-rental rates.</p>	<p>Matthaei Botanical Gardens and Nichols Arboretum. (2023). UM and non-profit room-rental rates. <i>University of Michigan</i>. https://mbgna.umich.edu/rentals/room-rentals/um-nonprofit-discount/</p>

Content	Source
Office attendance is 30% lower than pre-pandemic. “As of fall 2022, workers were going to the office just 3.5 days per week, on average, some 30 percent below prepandemic norms.”	Mischke, et al. (2023). Empty Spaces and Hybrid Places: The Pandemic’s Lasting Impact on Real Estate. <i>McKinsey Global Institute</i> .
Facility Rates.	Morgan State University. (2023). Facility Rates. <i>Morgan State University</i> . https://www.morgan.edu/murphy-fine-arts-center/facilities/facility-rates
Departments/units that are considering reducing their space use due to increased remote work may find co-locating with another department/unit to be the most viable solution. Space use, footprints and telework planning for HR and facilities staff.	Office of Financial Management. (2021). Space use, footprints and telework planning for HR and facilities staff. <i>State of Washington</i> . https://ofm.wa.gov/state-human-resources/statewide-telework-and-hybrid-work-resources/space-use-footprints-and-telework-planning-hr-and-facilities-staff
Hoteling Benefits: “Minimizes space and real estate costs. The lower the square footage, the lower the cost to build or lease the space. Allows for more flexible staffing and scheduling options. Allows employees to be more mobile, moving among various work locations for meetings, different servicing areas, etc. Enhances quality of work life for employees.”	Office of Human Resources. (2023). Hoteling. <i>National Institutes of Health</i> . https://hr.nih.gov/working-nih/workplace-flexibilities/telework/hoteling
The onsite/hoteling workspace should be assigned in accordance with each individual’s work arrangement.	Office of the President. (n.d.). Future of Work. <i>University of California</i> . https://www.ucop.edu/future-of-work/work-arrangements.html
Off Campus Groups.	Student Centers. (2023). Off Campus Grounds. <i>University of Houston</i> . https://uh.edu/studentcenters/reservations/off-campus/
Facility Rental.	Texas A&M University Texarkana. (2023). Facility Rental. <i>Texas A&M University Texarkana</i> . https://tamut.edu/about/Facility-Rental.html
Campus Venues.	Towson University. (2023). Campus Venues. <i>Towson University</i> . https://www.towson.edu/campus/planningevents/venues.html

10. Employ ongoing and robust communications strategies to connect employees with information, services, and one another.

Content	Source
<p>“Senior leaders, particularly CEOs, confront a central paradox in their work: They generally have access to more lines of communication than anybody else, but the information that flows to them is suspect and compromised. Warning signals are tamped down. Key facts are omitted. Data sets are given a positive spin. All of it isolates leaders in a dangerous information bubble.</p> <p>But they can escape that bubble, the authors argue, by working actively to create a more expansive “listening ecosystem.” They first have to learn how to listen actively themselves, without distraction or judgment, purely for comprehension; then they have to create systems and processes all around them that elevate listening to a constant state of hypervigilance. This sort of sustained attention to listening allows leaders to pick up on early signs of both danger and opportunity—and that, in turn, allows them to do their jobs and serve their organizations better. The authors conclude this piece by sharing advice—gleaned from interviews and personal experience—about how leaders can learn to listen better.”</p>	<p>Bryant, A. & Sharer, K. (2021). Are You Really Listening? <i>Harvard Business Review</i>. https://hbr.org/2021/03/are-you-really-listening</p>
<p>“More than one-in-three American labor force participants (35%) are Millennials, making them the largest generation in the U.S. labor force, according to a Pew Research Center analysis of U.S. Census Bureau data.</p> <p>As of 2017 – the most recent year for which data are available – 56 million Millennials (those ages 21 to 36 in 2017) were working or looking for work. That was more than the 53 million Generation Xers, who accounted for a third of the labor force. And it was well ahead of the 41 million Baby Boomers, who represented a quarter of the total. Millennials surpassed Gen Xers in 2016.”</p>	<p>Fry, R. (2018). Millennials are the largest generation in the U.S. labor force. <i>Pew Research Center</i>. https://www.pewresearch.org/short-reads/2018/04/11/millennials-largest-generation-us-labor-force/</p>
<p>Examines how millennials work</p>	<p>Gallup. (2023). How Millennials Want to Work and Live. <i>Gallup</i>. https://www.gallup.com/workplace/238073/millennials-work-live.aspx</p>
<p>Tips for managing the hybrid workplace</p>	<p>Human Resources. (n.d.). Managing the Hybrid Workplace. <i>University of Washington</i>. https://hr.uw.edu/hybridwork/managing-the-hybrid-workplace/</p>
<p>“The rule of seven in marketing states that brands that engage with a customer seven times are more likely to earn the trust and business of that customer. Frequent communications allow the brand to build a relationship with customers, which is important for making sales and strengthening the brand. Learning the importance of this rule and how you can use it to convert leads can help you when creating a marketing strategy.”</p>	<p>Indeed, Editorial Team. (2022). The Marketing Rule of 7: Tips for Using It To Convert Leads. <i>Indeed</i>. https://www.indeed.com/career-advice/career-development/rule-of-7-marketing</p>

Content	Source
A toolkit with resources for how to manage hybrid teams	Learning Solutions. (n.d.). Managing Hybrid Teams: Resources Toolkit. <i>Johns Hopkins University</i> . https://hr.jhu.edu/wp-content/uploads/HybridTeamsToolkit_fillable.pdf
<p>The paragraph highlights three critical issues when it comes to any company’s flexible work program:</p> <ul style="list-style-type: none"> • Corporate culture and purpose • Talent retention and attraction • Organizational trust 	Pontefract, D. (2022). Apple Employees Write Scathing Hybrid Work Open Letter. <i>Forbes</i> . https://www.forbes.com/sites/danpontefract/2022/05/03/apple-employees-write-scathing-hybrid-work-open-letter/?sh=5f7963a7fa34
“Leaders must develop a much deeper empathy for what employees are going through and pair that empathy with the compassion to act and change,” said Aaron De Smet, a consultant at McKinsey. “Only then can employers properly reexamine the wants and needs of their employees and begin to provide the flexibility, connectivity and sense of unity and purpose that people crave.”	Robb, D. (2022). How AI-driven sentiment analysis can enhance employee satisfaction. <i>VentureBeat</i> . https://venturebeat.com/ai/how-ai-driven-sentiment-analysis-can-enhance-employee-satisfaction/
It isn’t just about getting employees into the office when you tell them to. It’s about making sure they are productive and creative.	Samuel, A. & Griffith, T. (2022). Six Signs Your Hybrid Workplace Plan Isn’t Working. <i>The Wall Street Journal</i> . wsj.com/articles/hybrid-workplace-not-working-signs-11670852685
“Yet she chose to spend her first three months talking with employees, understanding their concerns, and testing their reactions to potential solutions to the company’s problems. What she learned informed her strategy for the turnaround, which she then communicated through a series of town halls, roundtables, and memos. In fact, she logged nearly 200,000 miles that first year as she traveled to each site to share the strategy and reignite enthusiasm about the future of Xerox. “The response was overwhelming,” Mulcahy said. “Defection slowed to a trickle. Hope rekindled. Energy returned.” And she restored the company’s profitability — the turnaround was a success.”	Sanchez, P. (2016). Leaders Who Get Change Right Know How to Listen. <i>Harvard Business Review</i> . https://hbr.org/2016/10/leaders-who-get-change-right-know-how-to-listen
Effective and timely communication from managers and within teams is cited as one of the leading complaints of workers	Solomon, L. (2015). The Top Complaints from Employees About Their Leaders. <i>Harvard Business Review</i> . https://hbr.org/2015/06/the-top-complaints-from-employees-about-their-leaders?registration=success

Content	Source
Properly managed telework may actually increase creative collaboration	Thompson, L. (2020). Virtual Collaboration Won't Be the Death of Creativity. <i>MIT Sloan</i> . https://sloanreview.mit.edu/article/virtual-collaboration-wont-be-the-death-of-creativity/
Systems, software, and cultural norms used to coordinate and collaborate are mostly a hodgepodge of pre-pandemic office norms and pandemic-era “fixes” implemented to adapt quickly to remote work. Although poorly managed or resourced units found that telework and hybrid work often inhibited effective work between units	Yang, L. et al. (2021). The Effects of Remote Work on Collaboration Among Information Workers. <i>Nature</i> . https://www.nature.com/articles/s41562-021-01196-4
10.43% of respondents say that “effective communication and feedback” helps unleash their potential at work.	UMB Future of Work Survey Results
12.85% of employees say that “feeling valued, respected and included” also helps unleash their potential at work.	
14.17% of supervisors share that “feeling valued, respected, and included” helps them unleash their potential at work, while 14.67% point to “effective communication and feedback”	
When asked what issues related to DEI should UMB address to better support their work, 14.81% responded that UMB should demonstrate that employees are valued, respected, and included. This is the second most popular response to that question.	
Supervisors cited “inclusive work culture” as one of the DEI issues that need to be addressed.	
“UMB stresses the importance of self-care and promotes available mental health services, but many employees don't have the freedom to ‘take-off’ from their work responsibilities to utilize services/programs. Additionally, supervisors determine the experience of employees to a strong degree and need training in how to support employees they supervise.”	UMB survey responses and listening session feedback

11. Support, promote, and model healthy work habits.

Content	Source
<p>“Burnout and stress are at all-time highs across professions, and among already strained health care workers, they are exacerbated by the politicization of mask-wearing and other unrelenting stressors”</p>	<p>Abramson, A. (2022). Burnout and Stress are Everywhere. <i>American Psychological Association</i>. https://www.apa.org/monitor/2022/01/special-burnout-stress</p>
<p>The article also states that not only does flexible work helps attract top talent, but it also makes employees more productive. In a survey conducted by Airtasker, remote employees worked 1.4 more days every month, or 16.8 more days every year, than office workers. And on those days, they were more productive. While office employees reported an average of 37 minutes each workday not getting work done, remote employees only lost 27 minutes of each workday to distractions.</p>	<p>Airtasker. (2020). The Benefits of Working from Home. <i>Airtasker Blog</i>. https://www.airtasker.com/blog/the-benefits-of-working-from-home/</p>
<p>The issue of work flexibility is still being discussed on campus. According to an article by Forbes, “All the generations expect flexibility in working options, according to a study by LiveCareer. Specifically, 76% of Millennials, 69% of Gen Z and 64% of Gen X express this expectation. In addition, when respondents were asked about the benefits which were most important, 38% of Millennials, 33% of Gen X and 32% of Gen Z identified flexible working benefits as most important.” Shifting the narrative around the use of leave would be one way of encouraging flexibility.</p>	<p>Brower, T. (2022). New Data Proves Flexible Work Really Works: 7 Factors for Success. <i>Forbes</i>. https://www.forbes.com/sites/tracybrower/2022/11/06/new-data-proves-flexible-work-really-works-7-factors-for-success/?sh=60b91dea5592</p>
<p>“As you create your out of office message, be sure to include the following information:</p> <ul style="list-style-type: none"> • A brief statement that you are out of the office and unavailable. You may provide some details about your absence (on vacation, away at a conference, etc.), but are under no obligation to do so. • If there are online resources that can answer commonly asked questions, be sure to include a link to that site. • Provide details about the day you are expected to return to work. • If relevant, provide contact information to whoever has been assigned to handle urgent requests.” 	<p>Chase, K. (n.d.). Great Out of Office Messages Can Help You Fight Burnout. <i>TopResume</i>. https://www.topresume.com/career-advice/great-out-of-office-messages-can-help-you-fight-burnout</p>
<p>“To obtain work-life harmony boundaries must be respected between work and non-work time. When leaders and supervisors set, respect, and model clear boundaries between time on and off the job, without penalizing workers for this flexibility needed, workers report a greater sense of well-being. This also helps workers have the critical time needed for rest to optimize their health, productivity, and creativity, while alleviating anxiety or fears of missing work demands.”</p>	<p>Current Priorities of the U.S. Surgeon General. (n.d.). Surgeon General’s Framework for Workplace Mental Health and Well-being. <i>U.S. Surgeon General</i>. https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html</p>

Content	Source
<p>“People hated meetings before the pandemic. Then Zoom transformed them, making meetings more plentiful, often less efficient and totally exhausting.</p> <p>Never-ending meetings and check-ins leave employees with no time to get their work done during business hours. Yet employees who skip run the risk of seeming checked out or disconnected from their teammates.”</p>	<p>Dill, K. (2022). This Could Have Been an Email and Other Ways to Have Better Meetings. <i>The Wall Street Journal</i>. https://www.wsj.com/articles/this-could-have-been-an-email-and-other-ways-to-have-better-meetings-11641474003</p>
<p>Prioritization of Employee Well-Being - Companies have increasingly been focusing on work-life balance and the mental health of employees—and this will continue as one of the key workplace trends of 2023. According to Indeed research, 90% of people believe that how we feel at work matters, yet only 49% feel their organization is focused on measuring and improving well-being. Efforts to prioritize employees’ happiness and health can include providing additional employee benefits, greater flexibility, sign-on bonuses, and an overall positive workplace experience.</p> <p>Increased Diversity, Equity, and Inclusion (DEI) Efforts - That commitment is essential for employee engagement and recruiting since a recent GoodHire survey found that 81% of respondents would seriously consider quitting their jobs if the company failed to demonstrate a true commitment to DEI.</p>	<p>Emeritus. (2022). 12 Workplace Trend to Expect in 2023. <i>Emeritus</i>. https://emeritus.org/blog/the-future-of-work-workplace-trends/</p>
<p>Employee well-being is important for employers to consider because it has a direct impact on employee productivity, engagement, and retention. According to a blog post by Semos Cloud, preventing issues related to poor employee well-being such as burnout, stress or sickness were more profitable than reacting to all these issues when they already happened. By investing in employee well-being, employers can reduce absenteeism and healthcare costs, increase employee engagement and productivity, improve employee morale, and create an attractive employer branding. Gallup reports that employers who care for employee health and well-being see numerous measurable benefits, from higher productivity and profitability to lower turnover and fewer safety incidents. Forbes reports that employee well-being has expanded beyond physical well-being to focus on building a culture of holistic well-being including physical, emotional, financial, social, career, and community.</p>	<p>Gallup. (n.d.) What is Employee Wellbeing and Why Does it Matter? <i>Gallup</i>. https://www.gallup.com/workplace/404105/importance-of-employee-wellbeing.aspx</p>
<p>According to the leaders who responded to the Deloitte 2023 Global Human Capital Trends survey, the biggest benefit they’ve seen from their future-workplace approach is increased worker engagement and well-being, while culture is the biggest barrier.</p>	<p>Hatfield, S., Mahoutchian, T., Paynter, N., & Scoble-Williams, N. (2023). Activating the Future of Workplace. <i>Deloitte</i>. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2023/future-workplace-trends.html</p>
<p>As organizations reimagine the workplace in a post pandemic world, the result is not a unique location or one-size-fits-all solution, but a variety of capabilities and spaces that support different ways of getting work done. This reimagination is not just limited to knowledge workers, but also extends to frontline workers.</p>	
<p>Organizations should do their best to align (or at least balance) their needs and desires with the needs and desires of their entire workforce. Organizations have the opportunity now to experiment boldly with their workplace model, balancing work outcomes with worker preferences, to unlock the new value they seek to create.</p>	

Content	Source
<ul style="list-style-type: none"> • Make hobbies a habit • When you're off, so is your phone • Have 'active holidays' 	<p>Jackson, A. (2022). 54% of workers can't fully disconnect during PTO – 3 tips for avoiding a 'workcation.' <i>CNBC</i>. https://www.cnbc.com/2022/10/14/how-to-fully-disconnect-from-work-on-vacation.html</p>
<p>"Virtual meetings are scheduled one after the other. There is no buffer time left to travel between meetings. We jump from one Zoom to another. The rise of the back-to-back-to-back Zoom meeting has some negative consequences. Frequently, we struggle to get out of one Zoom meeting to get to the next. It is not uncommon to have latecomers to a virtual meeting, with apologies that the last Zoom ran over. Having no buffer in between meetings is also exhausting. We need to instantly switch to the next topic, the next discussion, the next meeting."</p>	<p>Kim, J. (2022). 11 Ways Pandemic Zoom Changed Campus Meeting Culture. <i>Inside Higher Ed</i>. https://www.insidehighered.com/blogs/learning-innovation/11-ways-pandemic-zoom-changed-campus-meeting-culture</p>
<p>"Even as businesses reopen and workers gradually return to the office in some fashion, the topic of health and wellness remains a corporate priority with many organizations. The physical environment of offices today must account for both face-to-face interactions and hybrid arrangements. Being physically and mentally well in the office requires a rethinking in terms of spaces and programs with a holistic approach for employees to regenerate their energies."</p> <ul style="list-style-type: none"> • Redefine Wellbeing • Review Systemic Structures • Redesign the Workplace • Remodel the Wellness Designed Alliance 	<p>Lim, T. (2022). Four Ways to Sustain Health and Well-Being in the Workplace. <i>Forbes</i>. https://www.forbes.com/sites/forbescoachescouncil/2022/08/24/four-ways-to-sustain-health-and-well-being-in-the-workplace/?sh=1b55219139c4</p>
<p>Business leaders also know that a more engaged workforce is a more productive workforce, he [Dr. Mateo Cruz, an assistant professor of Management and organizational psychologist] notes, and that "the key to fostering employee engagement is creating a truly inclusive culture, where everyone has an opportunity to contribute and succeed."</p>	<p>Mastantuono, M. (2023). Why DEI Matters More Than Ever. <i>Bentley University</i>. https://www.bentley.edu/news/why-dei-matters-more-ever</p>
<p>According to a 2022 Pew Research Center survey, the top three reasons workers cited for leaving their jobs were low pay (63%), lack of opportunities for advancement (63%) and feeling disrespected at work (57%).</p>	
<p>Yet, while many companies have since expanded or intensified their DEI initiatives — according to global consulting firm McKinsey, businesses worldwide spent \$7.5 billion on DEI in 2020, an amount that's expected to double to \$15.4 billion by 2026 — those efforts have only marginally moved the needle: Among Fortune 500 companies in 2020, 90% of CEOs and more than 60% of board members were white men.</p>	

Content	Source
<p>Taking a systemic approach means addressing both toxic workplace behavior and redesigning work to be inclusive, sustainable, and supportive of individual learning and growth, including leader and employee adaptability skills. It means rethinking organizational systems, processes, and incentives to redesign work, job expectations, and team environments.</p>	<p>McKinsey Health Institute. (2022). Addressing Employee Burnout: Are You Solving the Right Problem? <i>McKinsey Health Institute</i>. https://www.mckinsey.com/mhi/our-insights/addressing-employee-burnout-are-you-solving-the-right-problem</p>
<p>“Yet nearly 60% of nonparticipants indicated that they would be open to participating in wellness programs but for a variety of reasons don’t. Topping the list were a lack of information or awareness inconvenience, unsupportive company culture, and trust and privacy concerns with their employer. Of all the barriers named, 69% of nonparticipants cited the former — employees saying they simply weren’t aware their workplace had a wellness program to begin with.”</p>	<p>McManamy, S. (2016). Why People Do – and Don’t – Participate in Wellness Programs. <i>Harvard Business Review</i>. https://hbr.org/2016/10/why-people-do-and-dont-participate-in-wellness-programs#:~:text=Topping%20the%20list%20were%20a,wellness%20program%20to%20begin%20with.</p>
<p>“Not every exchange has to be a meeting, not all meetings have to be 30 minutes or an hour.”</p>	<p>Milanesi, C. (2021). The Price We Pay for Back-to-Back Meetings. <i>Forbes</i>. https://www.forbes.com/sites/carolinamilanesi/2021/04/21/the-price-we-pay-for-back-to-back-meetings/?sh=9489ab552f18</p>
<p>“The most compelling data was the increase in time spent ‘collaborating.’ For example, between February 2020 and February 2022:</p> <ul style="list-style-type: none"> • Weekly Teams meetings increased by a whopping 252%! • 6 billion more emails were sent (2021 Trends Report). • We were chatting 32% more frequently. <p>And the average after-hours work increased by 28%.”</p>	<p>Moss, J. (2022). The Pandemic Changes Us. Now Companies Have to Change Too. <i>Harvard Business Review</i>. https://hbr.org/2022/07/the-pandemic-changed-us-now-companies-have-to-change-too</p>
<p>“Interestingly, the no meetings day phenomenon gained steam during the pandemic when, as Govmates co-founder Stephanie Alexander put it, ‘I felt like all we did was spend time on meetings and that nothing felt like it was getting accomplished.’</p> <p>Even before the pandemic, 71 percent of managers thought meetings were costly and unproductive,’ MIT Sloan Business School reported.</p> <p>Sloane MIT studied 70 companies with at least one No Meeting Day (NMD) and found that:</p> <ul style="list-style-type: none"> • 47 percent reduced meetings by 40 percent by introducing two NMDs per week. • 35 percent instituted three NMDs per week. • 11 percent implemented four NMDs per week. • 7 percent eradicated all meetings.” 	<p>Peatman, B. (2022). How No Meeting Days Will Help You Get Deep Work Done. <i>Prialto</i>. https://www.prialto.com/blog/no-meeting-days</p>

Content	Source
<p>In a post by the CDC, the author discusses how work flexibility can improve worker well-being. Workers seek flexibility to address their personal and family needs, including childcare, eldercare, schooling, and healthcare. Flexibility in terms of work location and schedule gives workers a sense of job control, and increases their job satisfaction, thereby improving their health and well-being. The blog post also provides evidence from studies that support the positive impact of work flexibility on worker well-being. The CDC article did also note that there are negatives to work flexibility. Mainly, that flexibility leads to the blurring between work and home in a way that may negatively impact the employee.</p>	<p>Ray, T. & Pana-Cryan, R. (2022). Work Flexibility and Worker Well-being: Evidence from the United States. <i>CDC</i>. https://blogs.cdc.gov/niosh-science-blog/2022/03/11/work-flexibility/</p>
<p>“For the participants deprived of breaks, researchers also noticed that the transition period between calls caused beta activity, or stress levels, to spike. Beta wave activity jumped again when new check ins started. When people took meditation breaks, by contrast, the increase in beta activity dropped between meetings.”</p>	<p>Rogers, B. (2021). Our Brains Need Breaks from Virtual Meetings. <i>Forbes</i>. https://www.forbes.com/sites/brucerogers/2021/04/20/our-brains-need-breaks-from-virtual-meetings/?sh=110c938c21e9</p>
<p>“A wellness champion network is a group of employees who work to improve the health and culture of the workplace in conjunction with an employer-sponsored wellness program. By socially connecting with others and helping to educate their co-workers about program offerings, wellness champions strive to achieve this shared goal.”</p>	<p>Seaverson, E. (2015). Building a Wellness Champion Network. <i>SHRM</i>. https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/wellness-champion-networks.aspx#:~:text=A%20wellness%20champion%20network%20is,an%20employer%2Dsponsored%20wellness%20program</p>
<p>Meeting-free days improve both cooperation and self-reliance.</p> <p>Having some meetings is essential for coordination and social ties, but meeting-free days improve overall work and satisfaction. The change to fewer meetings requires better meeting management.</p>	<p>Teevan, J. (2022) Searching for a New and Better Future of Work. <i>SIGIR '22: Proceedings of the 45th International ACM SIGIR Conference on Research and Development in Information Retrieval</i>. https://doi.org/10.1145/3477495.3532088</p>
<p>“You can actually see stress levels spike in people’s brainwaves when their work schedules are packed.”</p> <p>“Participants who took breaks showed positive frontal alpha asymmetry, suggesting higher engagement during the meetings, while those without breaks had negative asymmetry, indicating that they were more mentally withdrawn.”</p>	<p>Torres, M. (2022). This is What Happens to Your Brain When You’re in Back-to-Back Meetings. <i>Huffpost</i>. https://www.huffpost.com/entry/meetings-breaks-office-brain-study_1_638e4f82e4b06fdc9d907e03</p>
<p>New research from Gartner reveals that although 87% of employees have access to mental and emotional well-being offerings, only 23% of employees use them. The author suggests three strategies to boost employee participation in these programs and maximize their investment in employee well-being: 1) Increase employee understanding of well-being needs and offerings, 2) Reduce well-being stigma and apathy, and 3) Reduce the time and effort needed to participate in well-being programs.</p>	<p>Valencia, C. (2021). How to Get Employees to (Actually) Participate in Well-Being Programs. <i>Harvard Business Review</i>. https://hbr.org/2021/10/how-to-get-employees-to-actually-participate-in-well-being-programs</p>

Content	Source
<p>The aging global population means we'll see more multigenerational workplaces with a greater mix of workers of all ages rather than a pyramid of many younger and relatively few older workers.</p>	<p>Zavvy. (2023). 45 Future of Work Statistics and Facts 2023: Be Ready to Navigate Exciting and Uncertain Times. Zavvy. https://www.zavvy.io/blog/future-of-work-statistics</p>
<p>Despite messaging from management encouraging the use of benefits such as leave in recognition of employee stress, employees still express wariness in utilizing this benefit. Surveys and listening sessions indicate that there is a significant sense of fatigue and burnout among our staff and faculty. Many of our employees have expressed feeling overwhelmed and exhausted, with some indicating that they are struggling to maintain a healthy work-life balance. Some of the factors cited as contributing to this burnout include heavy workloads, insufficient resources and support, and a lack of opportunities for professional development and growth. Concerns over using leave only to come back to an even greater amount of works were shared. Additionally, some staff and faculty members have expressed frustration with a return to the more rigid office schedule.</p>	<p>UMB survey responses and listening session feedback</p>
<p>“We are short staffed. It’s almost impossible to fill open positions which leads to burnout”</p>	
<p>“Although launch your life and other programs are somewhat helpful the causes of burnout (such as understaffing) have to be addressed.”</p>	
<p>“Creating a culture where we intentionally carve out admin day/time to focus on catching up on files/emails/organizing. Creating a culture where we aren’t expected to respond to emails instantly but within 24 business hours—or something similar. Many of us do not work in emergency environments, but the culture expects us to respond with equal urgency to all request and emails.”</p>	
<p>“While it’s gotten better lately, people having meetings after 5pm was not appreciated. There are still a lot of meetings scheduled at noon when I would normally go for a walk or workout. Also, online meetings should be scheduled for 45 minutes, back-to-back meetings don’t give adequate time for bio-breaks.”</p>	
<p>“Employees expressed a feeling of insincerity in leadership when it came to core values. Specifically, one employee stated that “For some leaders, our core values are just some fancy words on a piece of paper. They should be held accountable.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>Employees expressed interest in programs that would award employees with leave or allow colleagues to share leave.</p>	

12. Provide training and resources to supervisors and employees to support flexible work environments.

Content	Source
<p>"...only 20-25% of companies pay or share the cost of home office equipment, furniture, cable, etc. And employees feel like their employers are only adequately or poorly supporting their general wellness (62%) and mental health (64%)."</p>	<p>Agilquest. (2023). Your Guide to the Post-Covid, Hybrid Workplace. <i>Agilquest</i>. https://agilquest.com/guides/your-guide-to-hybrid-workplace/</p>
<p>"We don't just want telework; we also want the option to use our time as we wish as long as we get the job done."</p>	<p>Brightbill, G. (2021). UMB and the Great Resignation. <i>The Elm</i>. https://elm.umaryland.edu/voices-and-opinions/Voices--Opinions-Content/The-University-of-Maryland-Baltimore-and-the-Great-Resignation.php</p>
<p>"The assumption that we have to be "managed" is degrading and ill-informed. In a study on management perceptions and telework, 31 percent of managers assumed that employees perform worse when working remotely. This is not an employee problem but a management one. By training managers to manage by results, we allow our employees to showcase their work through goal achievement rather than hourly measures connected to a 40-plus-hour workweek."</p>	<p>Chopra-McGowan, A. (2022). Effective Employee Development Starts with Managers. <i>Harvard Business Review</i>. https://hbr.org/2022/03/effective-employee-development-starts-with-managers</p>
<p>"Whether your company is considering a team-based structure or not, we believe there are ways to reinvent performance management and make it more valuable and less boss-centric. The opportunity to create a socially based feedback system feels even more urgent during the COVID-19 crisis, since many people are working remotely and without the same level of daily interactions with managers."</p>	<p>Di Fiore, A. & Souza, M. (2021). Are Peer Reviews the Future of Performance Evaluations? <i>Harvard Business Review</i>. https://hbr.org/2021/01/are-peer-reviews-the-future-of-performance-evaluations</p>
<p>"We also know that the way managers and teams behave day-to-day is the most powerful determinant of the individual employee experience. Regardless of working model, inclusive organizational cultures that foster trust and a sense of support increase retention, collaboration, and job satisfaction"</p>	<p>Dowling, B., Goldstein, D., Park, M., & Price, H. (2022). Hybrid work: Making it fit with your diversity, equity, and inclusion strategy. <i>McKinsey</i>. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/hybrid-work-making-it-fit-with-your-diversity-equity-and-inclusion-strategy</p>

Content	Source
<p>“Poor management, including reluctance to advocate for team members or micromanaging, has been amplified by the dual pressures of increased remote work (it is no longer possible to rely on direct observation as a performance management tactic) and employees’ evolving needs and expectations (it’s no longer enough to be present yet disengaged when you are your connection-starved employees’ primary connection to the organization).”</p>	<p>Gartner. (2023). HR Toolkit: Tackling 2023 Future of Work Trends. <i>Gartner</i>. https://emtemp.gcom.cloud/ngw/globalassets/en/human-resources/documents/trends/hr-toolkit-tackling-2023-future-of-work-trends.pdf</p>
<p>“In 2023, the best organizations will take two key actions to relieve pressure on managers. First, they will provide support and training to mitigate the widening managerial skills gap. The same approaches that were successful for managers in 2019 are ill-suited for the workforce of 2023. Second, HR leaders will clarify manager priorities, making it clear how managers should allocate their time when their responsibilities have increased dramatically and redesigning their roles where necessary.”</p>	
<p>“And many supervisors haven’t been trained to manage a team remotely, causing them to fall into the trap of over-monitoring employees, which tends to backfire.”</p>	<p>Hickok, H. (2021). Why remote work has eroded trust among colleagues. <i>BBC</i>. https://www.bbc.com/worklife/article/20210315-why-remote-work-has-eroded-trust-among-colleagues</p>
<p>“Leaders need to make people feel included, make sure their ideas are heard and empathize when they’re stressed, anxious or burned out.”</p>	
<p>“Consider revising the expected behaviors of leaders and employees to promote those that support virtual and hybrid work, like transparency and increased communication. For example, add more frequent informal check-ins that can take the place of hallway chats, or encourage teams to pick up the phone (or log onto Zoom) and reach out to one other even if a meeting isn’t scheduled.”</p>	<p>Kalevitch, B. & Jones, J. (2020). 4 culture strategies for creating a successful hybrid workplace. <i>Human Resource Executive</i>. https://hrexecutive.com/4-culture-strategies-for-creating-a-successful-hybrid-workplace/</p>
<p>“Recognize this new reality by redefining what it means to lead in a virtual environment. Take a more agile and flexible approach to leadership and adjust required skills and competencies to best support employees and customers from a distance. Retrain leaders and managers to demonstrate how they can adapt their style and continue to bring your values to life and deliver the business strategy.”</p>	
<p>“Employees need equal access to relevant, meaningful training that can benefit them irrespective of their geographical location. New tools and technology such as messaging apps, LMS platforms, email, and task management software help make remote working possible. But employees need to upskill themselves to make the best use of these tools.”</p>	<p>Kapadia, V. (2022). Best ways to manage training in a hybrid work culture. <i>Gyrus</i>. https://www.gyrus.com/best-ways-to-manage-training-in-a-hybrid-work-culture</p>
<p>“To drive a cultural change, you should go upstream to the source of where your culture starts – to the people who influence your culture on a daily basis in what they support, promote, permit and ignore. That source is your team of managers.”</p>	<p>Levy, A. (2021). How to Transform Your Company Culture by Training Your Managers. <i>Forbes</i>. https://www.forbes.com/sites/forbescoachescouncil/2021/03/26/how-to-transform-your-company-culture-by-training-your-managers/?sh=54e185d47c13</p>

Content	Source
<p>“People don’t leave companies, they leave managers. Bad managers not only play a huge role in turnover at an organization, they also hold back people and teams from being agile, innovative and ultimately productive. When looking at the key factors that drive business success, most CEOs look to sales, marketing and operational efficiency. We often overlook the most obvious driver of business performance: the person who leads the new sales initiative or the team who creates the next great marketing campaign. These innovations come from engaged employees looking to creatively solve a business problem.</p>	<p>Levy, A. (2020). Why Leadership Training Matters. <i>Forbes</i>. https://www.forbes.com/sites/forbescoachescouncil/2020/09/21/why-leadership-training-matters/?sh=13a045184629</p>
<p>According to Gallup, 70% of a team’s engagement depends on the manager. It’s no surprise then that Gallup also found that teams with great managers see 27% more revenue per employee.”</p>	
<p>“To work remotely, your company must believe that you can do your job not only without being seen by them, but without constant physical interaction with your teammates.”</p>	<p>Mao, Y. (2022). Why trust decides on the success or failure of remote working. <i>LinkedIn</i>. https://www.linkedin.com/pulse/why-trust-decides-success-failure-remote-working-yahya-mohamed-mao</p>
<p>“According to a recent study by Ernst & Young (EY), 54% of workers left a previous job because their boss wasn’t empathetic to their struggles at work, and 49% said employers were unsympathetic to their personal lives. This “business as usual” mentality caused a ripple effect that some experts believe may have contributed to the Great Resignation.”</p>	<p>Moss, J. (2022). The Pandemic Changed Us. Now Companies Have to Change Too. <i>Harvard Business Review</i>. https://hbr.org/2022/07/the-pandemic-changed-us-now-companies-have-to-change-too</p>
<p>“Research shows that managers who cannot “see” their direct reports sometimes struggle to trust that their employees are indeed working.”</p>	<p>Parker, S., Knight, C., & Keller, A. (2020). Remote Managers Are Having Trust Issues. <i>Harvard Business Review</i>. https://hbr.org/2020/07/remote-managers-are-having-trust-issues</p>
<p>“Our preliminary findings suggest that many managers are struggling in their roles and would benefit from more support. As we suspected, our research also suggests that better quality management will improve remote workers’ wellbeing and performance.”</p>	
<p>“About 40% of the 215 supervisors and managers in our study expressed low self-confidence in their ability to manage workers remotely.”</p>	
<p>“38% of managers agreed that remote workers usually perform worse than those who work in an office, with 22% being unsure”</p>	
<p>“...they [supervisors] need to learn new skills of delegation and empowerment to provide their workers with greater autonomy over their work methods and the timing of their work, which in turn will promote worker motivation, health, and performance. Sometimes managers confuse autonomy with abdication or abandonment of employees.”</p>	
<p>“When you give people the discretion to decide for themselves how and when they will work, it is important to assess whether they are delivering the results. Hence, managers need to put more focus on the outputs of the work than the inputs. An extreme version of managing by results is a Results Only Work Environment (or ROWE) in which you take little or no notice of when or where or even how people do their work, so long as they deliver the results.”</p>	

Content	Source
<p>“The trust needed for people to open up and seek help rests on the everyday behaviors and accessibility of their managers, which is why business leaders must act on building empathetic leadership skills and helping managers learn how to recognize and help with mental health challenges.”</p>	<p>Parmelee, M. (2022). Don't want to lose your Gen Z and millennial talent? Here's what you can do. <i>Deloitte</i>. https://www2.deloitte.com/us/en/insights/topics/talent/deloitte-millennial-survey.html</p>
<p>“Employees experience your organization through their manager. If your managers aren't doing it, it's not your culture. It is imperative that managers are trained to care about employees as people and set expectations of ethical and inclusive behavior.”</p>	<p>Udavant, S. (2022). Employers risk neglecting remote BIPOC workers because of proximity bias. <i>Prism</i>. https://prismreports.org/2022/07/29/employers-remote-bipoc-workers-proximity-bias/</p>
<p>“The ADA does not require an employer to offer a telework program to all employees. However, if an employer does offer telework, it must allow employees with disabilities an equal opportunity to participate in such a program”</p>	<p>U.S. Equal Employment Opportunity Commission. (2003). <i>Work at Home/Telework as a Reasonable Accommodation</i>. https://www.eeoc.gov/laws/guidance/work-hometelework-reasonable-accommodation</p>
<p>“Little emphasis on development and personal improvement. Most people want to grow, learn, and progress in life. They have a desire to learn new skills and develop additional capabilities. When people master new skills, they gain confidence and pride in themselves. When team members are only valued for what they can produce each day, they do not see much of a future in that job.”</p>	<p>Zenger, J. (2022). Can Leadership Development Temper The ‘Big Quit’? <i>Forbes</i>. https://www.forbes.com/sites/jackzenger/2022/03/17/can-leadership-development-temper-the-big-quit/?sh=315360a23094</p>
<p>WF3 1.3 790 total responses (allow for more flexible work)</p>	<p>UMB Future of Work Survey Results</p>
<p>WF4: 1.4 372 responses (training and support for supervisors on how to effectively manage a flexible workplace)</p>	
<p>What resources, technology, or training does UMB need to provide for you to view UMB as an employer of choice?</p> <p>Top response with 695 respondents (18.61%): Upgraded technology (and training) for remote/hybrid work.</p> <p>Third most selected response with 625 (16.73%) respondents: Subsidies for costs of home office</p>	
<p>What resources, technology, or training does UMB need to provide to you as a supervisor for you to view UMB as an employer of choice?</p> <ul style="list-style-type: none"> • Second most selected response with 209 (14.97%) of respondents: Upgraded technology (and training) for remote/hybrid work. • Third most selected response with 161 (11.53%) respondents: Subsidies for costs of home office. • Close fourth most selected response with 156 (11.17%) respondents: Training supervisors to manage in a remote/hybrid work environment. 	

Content	Source
<p>“Managers MUST get more training and support on how to work in a hybrid environment. It is undoubtedly more work on the manager’s part, but it doesn’t mean it shouldn’t happen. The old mindset of power and control over employees has forever changed. If an employee isn’t doing their work, then of course the manager needs to address it. But this should happen whether the employee is remote or in-person. If the manager isn’t sure how to monitor work when the employee is remote, then the manager needs more training and coaching on how to do this!”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“Leaders need to be able to balance communicating expectations and holding their staff accountable for the work and the wellbeing of their employees. This can be tricky, and managers need better training on how to do that in a compassionate manner.”</p>	
<p>“Supervisors need to model expectations.”</p>	
<p>“Having a fair and supportive supervisor that can communicate in a positive way.”</p>	
<p>“I think we should do more to support our amazing leaders of color. The entire university will benefit if we do more to listen to and support our fantastic leaders of color.”</p>	
<p>“Leadership needs to promote a culture where it is accepted to work a reasonable number of hours per week that is healthy to function. Everyone in our department is overextended, overworked, and stressed.”</p>	
<p>“Trusting employees that have demonstrated they are trustworthy is really important! I would also like to get more assistance as a supervisor with diverse recruiting and also performance assessment of faculty.”</p>	
<p>“Train supervisors. People don’t quit jobs, they quit bad supervisors...there’s no venue for staff to provide evaluative feedback on them.”</p>	
<p>“Allowing administrative time within the workday to complete epic/required trainings”</p>	
<p>“I am happy with UMB as a whole - I have no issues. I just wish supervisors could somehow have more accountability and/or training. I just switched out from a different department due to the supervisor work culture (and being overworked and not listened to).”</p>	
<p>“Supervisor Training: what is expected? ...Transparency on review. Ability to review supervisors.”</p>	
<p>“Training or drop-in IT support for software and personal hardware devices when using Microsoft etc.”</p>	
<p>“Every person in an administrative leadership role, demonstrates a lack of trust towards the staff. The lack of autonomy and level of micromanaging is semi-insulting, especially to experienced workers. We are constantly watched and judged. I know leadership does not value my contributions or those of my coworkers. They do not care about accomplishments I’ve made in my role or my growth as a professional. Which is why we have the turnover that we do.”</p>	
<p>“Technology that allows for the same setup on campus and remotely would give much more flexibility. Desktop computers limit this and require each employee to have multiple devices, where a powerful laptop could reduce the amount of needed equipment.”</p>	

Content	Source
<p>“Technology that allows for the same setup on campus and remotely would give much more flexibility. Desktop computers limit this and require each employee to have multiple devices, where a powerful laptop could reduce the amount of needed equipment.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>Employees don't understand why leadership "...value me being in a chair for eight hours a day over the output of my work"</p>	
<p>“Managers/Supervisors should be vetted and trained to ensure that they are always thinking from an "employee perspective" as employees are the most valuable resource that UMB has. Anything less and people will look for other opportunities with our competitors, as the massive attrition at UMB has already shown.”</p>	
<p>“Often, if a supervisor has a favorite employee, that person is given more opportunities for growth. There are no real checks/balances at the campus level on why a person receives a promotion every two years when others in the department are overlooked and been in the same position.”</p>	
<p>“More supervisor training is needed, including personalized DEI (Diversity, Equity, and Inclusion) training that deeply reviews and provides examples of micro-aggressions to create a better office culture. All supervisors need to be held accountable for behavior, empowering and cultivating staff (including effective onboarding practices), as well as performance outcomes.”</p>	
<p>“Supervisors/faculty should have the flexibility to allow staff to work from home as needed. Sometimes we are incredibly busy, and staff work long days and weekends. When it is quiet, they should have the opportunity to work from home. There are days when staff need to write, catch up on notes, complete paperwork, perform online training, participate in Zoom calls etc. They are responsible and mature enough to manage their own time but still produce results.”</p>	
<p>“When it comes to supervisor training and onboarding, keep in mind that some people become supervisors after already being employed at UMB. There isn't onboarding for this role.”</p>	

13. Use innovative strategies to successfully recruit talent.

Content	Source
<p>“Ongoing Hiring and Retention Challenges - Turnover also remains high in professional and managerial positions, where a lack of advancement opportunities is often a key motivator for departing employees. Investing in employee development programs, like upskilling and reskilling initiatives, can help companies improve their staffing levels in 2023.”</p>	<p>Emeritus. (2022). 12 Workplace Trends to Expect in 2023. <i>Emeritus</i>. https://emeritus.org/blog/the-future-of-work-workplace-trends/</p>
<p>Forbes lists UMB as a Best Employer for Diversity (2022, 2023), America’s Best Employers by State (2022), America’s Best Large Employers (2022).</p>	<p>Forbes (2023). University of Maryland, Baltimore. <i>Forbes</i>. https://www.forbes.com/companies/university-of-maryland-baltimore/?sh=24f3c9c76f31</p>
<p>The take one for the team approach is present in many fields. “When you are good at something and show you are responsible, hard-working and a high achiever, the reward for great work is often...more work.”</p>	<p>Gotian, R. (2021). When Good Work is Rewarded with More Work. <i>Forbes</i>. https://www.forbes.com/sites/ruthgotian/2021/09/21/when-good-work-is-rewarded-with-more-work/?sh=208ed8a72eae</p>
<p>When it comes to burnout “Taking a systemic approach means addressing both toxic workplace behavior and redesigning work to be inclusive, sustainable, and supportive of individual learning and growth, including leader and employee adaptability skills. It means rethinking organizational systems, processes, and incentives to redesign work, job expectations, and team environments.”</p>	<p>McKinsey & Company. (2022). Addressing Employee Burnout: Are you Solving the right problem? <i>McKinsey Health Institute</i>. https://www.mckinsey.com/mhi/our-insights/addressing-employee-burnout-are-you-solving-the-right-problem</p>
<p>Employers who “double down” on talent redeployment, mobility, reskilling, and upskilling tend to see improvement across a range of financial, organizational, and employee experience metrics.”</p>	
<p>“Investing in your employees’ capabilities can drive financial returns, is often cheaper than hiring, and signals to employees that they are valued and have an important role in the organization.”</p>	
<p>“The primary causes of burnout at work are unfair treatment, an unmanageable workload, lack of role clarity, and a lack of communication and support from one’s manager.”</p>	<p>Pendell, R. (2022). Employee Wellbeing Starts at Work. <i>Gallup</i>. https://www.gallup.com/workplace/394871/employee-wellbeing-starts-work.aspx</p>
<p>According to GALLUP, “In 2019, 30% of women and 27% of men said they “always” or “very often” felt burned out at work. That three-percentage-point gap expanded to 12 points in the pandemic-era months of 2020, from March to December, and has averaged eight points in 2021 -- 34% of women and 26% of men this year have reported feeling burned out.”</p>	<p>Saad, L., Agrawal, S., & Wigert, B. (2021). Gender Gap in Worker Burnout Widened Amid the Pandemic. <i>Gallup</i>. https://www.gallup.com/workplace/358349/gender-gap-worker-burnout-widened-amid-pandemic.aspx</p>
<p>“Employees who reach this breaking point of always or very often feeling burned out at work are 23% more likely to visit the emergency room, 63% more likely to take a sick day and 2.6 times as likely to leave their employer. Burnout is a serious workplace issue for all genders, races, ethnicities and job types.”</p>	

Content	Source
<p>“Companies that offer remote work opportunities are seizing a competitive advantage by recruiting these underrepresented candidates [people with disabilities, Black, Hispanic, Alaskan Native, Native American, veterans, and women] and expanding their talent pool by 15%. They’re lowering costs of labor while increasing diversity.</p>	<p>Tsipursky, G. (2023). Disabled people have been demanding remote work for decades. Here’s what happened when the pandemic made it possible. <i>Fortune</i>. https://fortune.com/well/2023/01/03/disabled-people-remote-work-jobs-pandemic-covid-careers-health-qlgb-tsipursky/</p>
<p>“...leaders can collaborate with workers to promote total worker safety. Efforts can include, but are not limited to, increasing access to workplace training and job tools in multiple languages, examining workload and adequacy of resources to meet job demands (e.g., staffing, coverage), reducing long working hours, and eliminating policies and productivity metrics that cause harm (e.g., limiting worker rest or bathroom breaks).</p>	<p>U.S. Surgeon General. (2022). The U.S. Surgeon General’s Framework for Workplace Mental Health & Well-Being. <i>U.S. Surgeon General</i>. https://www.hhs.gov/sites/default/files/workplace-mental-health-well-being.pdf</p>
<p>“Another group to consider are older adults (aged 65 years and up), for whom organizations can examine work environments and policies to enable them to remain in the workforce longer, while promoting their healthy longevity and well-being.”</p>	
<p>“Recent changes in the federal work-study (FWS) program and some statewide work-study programs have begun exploring ways to more closely link work-study jobs to student careers and local employment needs.”</p>	<p>Whitley, B. (2021). Federal & State Work-Study Program. <i>Most Policy Initiative</i>. https://mostpolicyinitiative.org/science-note/federal-state-work-study-programs/</p>
<p>“The study concludes that working 55 or more hours per week is associated with an estimated 35% higher risk of a stroke and a 17% higher risk of dying from ischemic heart disease, compared to working 35-40 hours a week.”</p>	<p>World Health Organization. (2021). Long Working Hours Increasing Deaths from Heart Disease and Stroke. <i>World Health Organization</i>. https://www.who.int/news/item/17-05-2021-long-working-hours-increasing-deaths-from-heart-disease-and-stroke-who-ilo</p>
<p>“Senior leaders should role model and encourage work/life balance and well-being of supervisors” is the top response from supervisors to “What can UMB do to support the social, mental, physical, and financial well-being of supervisors?”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“More efficient and speedy hiring” is a top five response (454 out of 1905 respondents, 23.8%) to “What can UMB do to strengthen its ability to attract new employees?”</p>	
<p>“Additional staff” is a top three response (27%, 517 out of 1905, 71.8% staff, 75.4% Generation X (1965-1979) and Millennial (1980-1999), 68.3% female, 58.4% White (not Latino/Latinx - Hispanic)) to “What resources, training or technology do you need to support your work?”</p>	
<p>“Adequate staffing” is a top four response (387 out of 1905, 20.3%) to “What can UMB do to strengthen its ability to retain you?”</p>	

Content	Source
<p>“Our dean is great about encouraging people to leave at 5 or 5:30. It seems to be a top-down philosophy in our school to have balance and that the work will still be here tomorrow.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>“Reasonable workload” is a top two response from supervisors to “What equity, diversity, and inclusion related issues need to be addressed to support the well-being of your employees?”</p>	

14. Strengthen employment transitions to increase employee engagement and maximize employee success and retention.

Content	Source
<p>This is an example from Fairfax County Government, Dept. of Family Services of how they onboard new employees. For each new employee, a “Learning Map” is created, which is a combination of overall agency onboarding activities and department and unit-specific learning activities. Once the date of onboarding is entered, subsequent due dates for all activities are automatically generated. Both supervisor and employee have shared access to the document. This provides opportunities not just for the supervisor to communicate expectations and monitor progress, but for the employee to know what is expected of themselves and their supervisor, department or overall agency.</p>	<p>Fairfax County Department of Family Services. (2012). Employee Learning Maps. <i>Fairfax County</i>.</p>
<p>Gallup’s Creating an Exceptional Onboarding Journey for Your New Employees suggests onboarding should take up the better part of a year.</p>	<p>SHRM. (n.d.). Understanding Employee Onboarding. <i>SHRM</i>. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/understanding-employee-onboarding.aspx</p>
<p>88% of companies don’t onboard efficiently.</p>	<p>Thakkar, R. (2022). Top Hiring Statistics for 2022. <i>LinkedIn</i>. https://www.linkedin.com/pulse/top-100-hiring-statistics-2022-rinku-thakkar</p>
<p>Companies with a well-designed onboarding process experience 50% greater new hire retention.</p>	
<p>Organizations that invest in a strong candidate experience improve the quality of their new hires by 70 percent.</p>	
<p>Gallup finds that when managers take an active role in onboarding, employees are 3.4 times as likely to strongly agree their onboarding experience was exceptional.</p> <p>According to the Society for Human Resource Management (SHRM), employee turnover can be as much as 50% in the first four months for hourly workers and 50% in the first 18 months for senior outside hires.</p> <p>Gallup has found that new employees typically take around 12 months to reach their full performance potential within a role. ... organizations should really think of onboarding as a much longer journey. They need to create regular check-in opportunities and developmental experiences well past the first month of employment. They also need to avoid comparing the performance of new employees with veteran employees too early.</p>	<p>Wigert, B. & Pendell, R. (2019). 7 Problems you’re your Onboarding Program. <i>Gallup</i>. https://www.gallup.com/workplace/247172/problems-onboarding-program.aspx</p>
<p>“There is so much to know as a new employee, onboarding isn’t just one day. There is enough to learn both on the job and about how UMB works where little pieces of on-boarding on different topics should be in one-hour chunks over the course of the employee’s first two weeks.”</p>	<p>UMB survey responses and listening session feedback</p>
<p>To the open-ended survey question “is there anything else you’d like to share related to the employee value proposition?” 16% said work culture needs improvement. Work culture is felt from the very beginning of an employee’s onboarding</p>	

APPENDIX 4: ADDITIONAL CITATIONS

A. Office of the Surgeon General: Framework for Workplace Mental Health and Well-Being

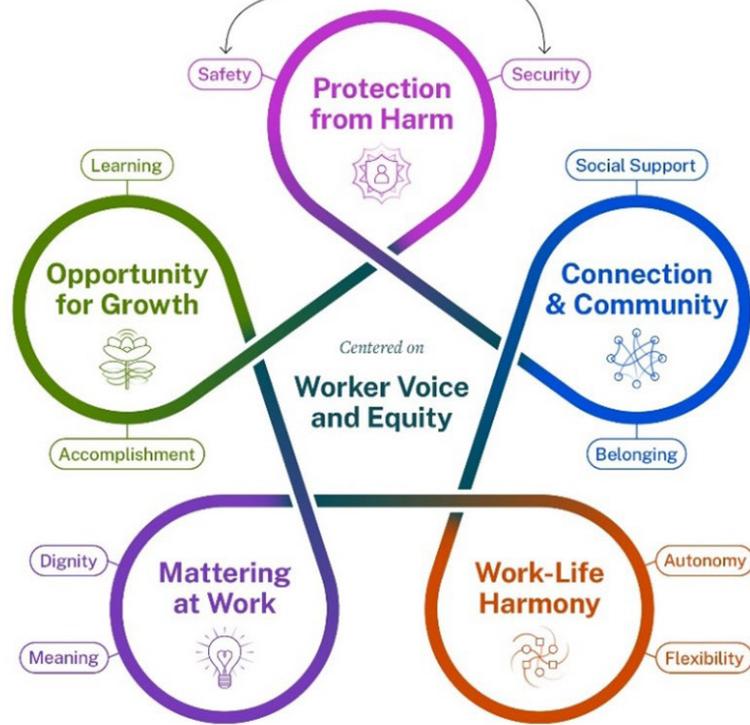
The Employee Well-Being committee embraced the Workplace Mental Health and Well-Being framework that was developed by the U.S. Surgeon General's Office and published in 2022. This framework, centered on worker voice and equity, outlines five different goals organizations should develop and institute to best support the mental health and well-being of employees. The Employee Well-Being committee found this framework to offer valuable guidance on the issues they sought to address. A description of the framework can be found on the following page.

- The framework's "protection from harm" component is fundamental to mental health and well-being, with a focus on promoting physical and psychological safety.
- The "connection and community" component promotes the need for social support and a feeling of belonging, which are also critical to mental health and well-being.
- The "work life harmony" component provides employees with autonomy and flexibility to perform their job while feeling a sense of balance in their work and home lives.
- The "mattering at work" component states that employees need to understand how their work is meaningful and be treated with dignity and respect in the workplace.
- Lastly, the "opportunity for growth" component emphasizes learning and professional development in addition to being recognized for accomplishments.

The goals of the Surgeon General's Five Essentials for Workplace Mental Health & Well-Being are integral to the culture change needed to address workplace mental health. This important shift calls for more vulnerability, compassion, and sustainable ways of working. The framework provided by the U.S. Surgeon General was designed with achievable, foundational goals that can be applied at any organization.

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

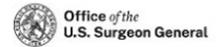
Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility



Source: U.S. Surgeon General. (2023). Five Essential for Workplace Mental Health & Well-Being. U.S. Surgeon General. <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>

B. Future of Work Survey Results Executive Summary

Background

- Point-in-Time survey to assess satisfaction and determine future needs of UMB as a workplace.
- Survey period: October- 17, 2022 through October 28, 2022.
- 7,000 total UMB employees invited to participate.
- Survey consisted of three satisfaction questions, 15 employee input questions, and 15 supervisor input questions.

Participation Response Rate Demographics

Overall response:

- 1,905 total participants
- 27.2142 percent of total UMB employees

Themes

The following top themes emerged from the survey data:

- More competitive and equitable pay
- Demonstrate employees are valued, respected, and included
- Better work/life balance
- More work flexibility

Responses

Response rate from participants who most closely identify as a person of color:

- 788 total participants who most closely identify as a person of color
- 11.2571 percent of total UMB employees

RACE (NON-WHITE)	TOTAL RESPONSES	PERCENT OF TOTAL UMB EMPLOYEES
American Indian/Alaskan Native	3	.0400%
Asian or Pacific Islander	166	2.3714%
Black or African American Latina/ Latinx – Hispanic	69	0.9857%
Black or African American not Latino/Latinx – Hispanic	339	4.8423%
Biracial or Multiracial	45	.6420%
Prefer to Self-describe	24	.3423%
Prefer Not to Say	142	2.0286%
TOTAL	788	11.2571%

Response rate from participants who most closely identify as white:

- 1,117 total participants who most closely identify as white.
- 15.9571 percent of total UMB employees

RACE (WHITE)	TOTAL RESPONSES	PERCENT OF TOTAL UMB EMPLOYEES
White	1,057	15.1000%
White Latino/Latinx - Hispanic	0	.8571%
TOTAL	1,117	15.9571%

Response by School

- Francis King Carey School of Law: 85
- Graduate School: 43
- School of Dentistry: 118
- School of Medicine: 705
- School of Nursing: 164
- School of Pharmacy: 112
- School of Social Work: 139
- UMB Administration: 441
- Other: 98
- **TOTAL: 1,905**

Response by Employee Class

- Staff: 1,424
- Faculty: 454
- Other: 27
- **TOTAL: 1,905**

Response by Generation

- Silent Generation (1925-1945): 9
- Baby Boomer (1946-1964): 410
- Generation X (1965-1979): 724
- Millennial (1980-1999): 676
- Generation Z (2000-1999): 12
- Prefer Not To Say: 74
- **TOTAL: 1,905**

Response by Gender Identity

- Female: 1,309
- Male: 501
- Non-Binary/Third Gender: 10
- Prefer To Self-Describe: 3
- Prefer Not To Say: 82
- **TOTAL: 1,905**

Response by Other Identity

- Parent: 586
- Person with Disabilities: 71
- Veteran: 26
- Caregiver: 174
- **TOTAL: 857**

Response by Number of Days on Campus

- 0 Days: 157
- 1 Day: 447
- 2 Days: 268
- 3 Days: 559
- 4 Days: 272
- 5 Days: 414
- Other: 121
- **TOTAL: 1,905**

Response by Supervisor/Non-Supervisor

- Supervisor: 697
 - 248 identify as a person of color
- Non-Supervisor: 1,207
- **TOTAL: 1,905**

Responses on Satisfaction Questions

Work Flexibility

	SOMEWHAT OR STRONGLY AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT OR STRONGLY DISAGREE	TOTAL
I feel satisfied with the level of work flexibility I have.	1194	106	421	1721
	69.3783%	6.1592%	24.4625%	100%

Employee Value Proposition

	SOMEWHAT OR STRONGLY AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT OR STRONGLY DISAGREE	TOTAL
UMB provides a positive work experience for me.	1190	217	187	1594
	74.6549	13.6136%	11.7345%	100%

Employee Well-Being

	SOMEWHAT OR STRONGLY AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT OR STRONGLY DISAGREE	TOTAL
I feel satisfied with my current level of well-being.	1000	246	291	1537
	65.0618%	16.0052%	18.9330%	100%

Survey Results Summaries

- Significant differences in responses are highlighted in yellow.
- Differences in responses greater than 5.0 indicate a significant difference in how all employees responded to the question versus how employees who closely identify as an employee of color (EOC) group responded. (Stronger question response from all employees group)
- Differences in responses greater than -5.0 indicate significant difference in how employees who closely identify as an employee of color (EOC) group responded versus how the “all employees” group responded. (Stronger question response from employees of color group)

WORK FLEXIBILITY SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK

Work Flexibility Concerns	% All	% EOC	% White	Diff	What would unleash employee potential?	% All	% EOC	% White	Diff	How can UMB provide better support to you?	% All	% EOC	% White	Diff
Limit-ed work flexibility negatively impacts well-being	25.2	23.9	25.2	-1.3	Autonomy & trust from leadership	37.7	33	37.7	-4.7	More competitive pay	53.5	48.6	53.9	-5.3
Transportation, parking, and fuel costs	44.1	46.2	44.1	2.1	Feeling valued, respected, & included	39.0	37.5	39.0	-1.5	More work flexibility	45.9	45.2	45.9	-0.7
Level of work/life balance	35.9	33.6	35.9	-2.3	Work Flexibility	36.5	39	36.5	2.5	Reduce transportation / parking costs	31.3	29.4	31.3	-1.9
Training/ Resource Needs	% All	% EOC	% White	Diff	DEI Actions to better support employees	% All	% EOC	% White	Diff	DEI Actions to better support teams	% All	% EOC	% White	Diff
Equipment to support remote work	34.7	32.1	34.7	-2.6	Pay equity	41.7	47.3	41.7	5.6	Demonstrate employees are valued, respected & included	49.6	50.5	49.6	0.9
					More diversity in leadership		30.1							
Additional staff	30.8	28.3	30.8	-2.5	Demonstrate employees are valued, respected & included	41.7	35.6	41.7	-6.1	Pay Equity	40.2	48.0	40.2	7.8
Professional / leadership development opportunities	32.5	35.5	32.5	3.0	Balance equity & job role requirements when determining flexibility level	26.2		26.2		Balance equity & job role requirements when determining flexibility level	30.2	28.7	30.2	-1.5

WORK FLEXIBILITY SURVEY RESULTS SUMMARY — EMPLOYEE FEEDBACK					
Other Work Flexibility thoughts? (Qualitative results)	% All	% EOC	% White	Diff	
Work flexibility is ideal	18.0	17.9	23.0	-5.1	
More efficient/productive working from home	16.0	18.2	27.0	-8.8	
Telework offers better work/life balance	11.0	15.3	19.0	-3.7	

WORK FLEXIBILITY SURVEY RESULTS SUMMARY — SUPERVISOR FEEDBACK					
Other Work Flexibility supervisor thoughts? (Qualitative results)	% All	% EOC	% White	Diff	
Full remote availability for those who can perform job at home	18.0				
Work flexibility is ideal	18.0				
More efficient/productive working from home	16.0				

WORK FLEXIBILITY SURVEY RESULTS SUMMARY – SUPERVISOR FEEDBACK

Work Flexibility Concerns	% All	% EOC	% White	Diff	What would unleash your employees' potential?	% All	% EOC	% White	Diff	How can UMB provide better support to your employees?	% All	% EOC	% White	Diff
Maintaining positive team morale & engagement	44.9	45.6	44.9	0.7	Feeling valued, respected, and included	48.5	41.3	48.5	-7.2	More competitive pay	59.9	62.0	59.9	2.1
Balancing department in-person needs and employee requests for telework	35.7	34.5	35.7	-1.2	Effective communication & feedback	43.9	42.7	43.9	-1.2	Allow for more work flexibility	40.1	43.9	40.1	3.8
					Work flexibility		39.8							
Supporting employee well-being	37.3	35.4	37.3	-1.9	Clear goals & expectations	42.8		42.8		Demonstrate employees are valued, respected, and included	31.6	28.3	31.6	-3.3

WORK FLEXIBILITY SURVEY RESULTS SUMMARY – SUPERVISOR FEEDBACK

How to better support you as a supervisor?	% All	% EOC	% White	Diff	Training/ Resource Needs for Team?	% All	% EOC	% White	Diff	DEI Actions to better support teams	% All	% EOC	% White	Diff	
Equitable flexible work in alignment with role/responsibilities	45.2	38.5	45.2	-6.7	Training on effective work and communication in a flexible workplace	41.2	36.6	41.2	-4.6	Demonstrate employees are valued, respected, and included	49.6	50.5	49.6	0.9	
Trust from leadership & autonomy to make decisions for the team	32.6	29.8	32.6	-2.8	Equipment to support remote work & better hybrid meetings	39.5	37.1	39.5	-2.4	Pay equity	40.2	48.0	40.2	7.8	
Training & support for supervisors on how to manage flexible work		32.2	28.7	3.5											
Clear & transparent policies, procedures, & guidance	29.9				Training on all available software & technology	33.3	33.2	33.8	-0.6	Balance equity & job role requirements when determining level of flexibility	30.2	28.7	30.2	-1.5	

EVP SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK

What sets UMB apart as an employer?	% All	% EOC	% White	Diff	How can UMB better attract new employees?	% All	% EOC	% White	Diff	How to retain you?	% All	% EOC	% White	Diff
Competitive benefits	58.0	55.8	58.0	-2.2	More competitive salaries	72.5	73.3	72.5	0.8	Competitive Salaries	64.5	67.2	64.5	2.7
Being part of USM/ State	46.3	48.1	46.3	1.8	More work flexibility	52.3	52	52.0	0.0	Offer work flexibility	48.7	48.0	48.7	-0.7
					More career advancement opportunities		35.8							
Job Security	35.8	34.1	35.8	-1.7	Reduce transportation costs	37.3		37.3		More opportunities for career advancement	30.9	34.1	30.9	3.2

EVP SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK

How to retain employees?	% All	% EOC	% White	Diff	Training/ Resource needs?	% All	% EOC	% White	Diff	DEI actions to better support employees	% All	% EOC	% White	Diff
Com-petitive salaries	73.9	73.9	73.9	0.0	Adequate remote technology	43.6	39.2	43.6	-4.4	Equity in salaries	50.0	53.8	50.0	3.8
Offer work flexibility	52.2	49.5	52.2	-2.7	More oppor-tunities for professional & leadership development	40.0	41.7	40.0	1.7	Equity in promotion process	26.3	31.1	26.3	4.8
More oppor-tunities for career advance-ment	37.2	37.8	37.2	0.6	Subsidize home office costs	39.2	37.8	39.2	-1.4	Diversity in Leadership	25.8	25.8	25.8	0.0
										Assess/ acknowledge/ address systemic issues within UMB	25.4			

EVP SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK				
Other EVP thoughts? (Qualitative results)	% All	% EOC	% White	Diff
Competitive Salaries	26.0	27.3	14.3	13.0
Review promotion/reevaluation process	16.0	15.8	7.1	8.7
Work culture needs improvements	16.0	17	21.4	-4.4

EVP SURVEY RESULTS SUMMARY – SUPERVISOR FEEDBACK									
DEI actions to distinguish UMB as employer of choice?	% All	% EOC	% White	Diff	Other EVP Supervisor thoughts? (Qualitative results)	% All	% EOC	% White	Diff
Equity in salaries	48.7	48.1	48.7	-0.6	Competitive salaries	26.0			
Competitive salaries	40.1	43.3	40.1	3.2	Work culture needs improvements	16.0			
Inclusive work culture	32.7	33.4	32.7	0.7	Review promotion/reevaluation process	16.0			

EVP SURVEY RESULTS SUMMARY – SUPERVISOR FEEDBACK

What sets UMB apart for your employees?	% All	% EOC	% White	Diff	How to retain your employees?	% All	% EOC	% White	Diff	Training/Resource Needs for Your Team?	% All	% EOC	% White	Diff
Com-petitive benefits	65.5	62	65.5	-3.5	Competitive Salaries	73.0	73.9	73.9	0.0	More opportunities for professional & leadership development	38.7	42.0	38.7	3.3
Being part of the USM/state	42.3	44.9	42.3	2.6	Work flexibility	52.2	49.5	52.2	-2.7	Adequate remote technology	38.0	35.1	38.0	-2.9
Job security	46.7	47.6	46.7	0.9	More oppor-tunities for career advance-ment	37.2	37.8	37.8	0.0	Subsidize home office costs	29.3	34.6	29.3	5.3

EMPLOYEE WELL-BEING SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK

	% All	% EOC	% White	Diff	Most important to your well-being?	% All	% EOC	% White	Diff	Actions UMB could do to support your well-being?	% All	% EOC	% White	Diff
Flexible work's impact on your well-being?	54.3	50.4	54.3	-3.9	Work/life balance	55.4	54.1	55.4	-1.3	Provide work flexibility	63.2	60.8	63.2	-2.4
Less stress due to reduced costs, reduced mental/physical stress, more time for other activities	54.3	50.4	54.3	-3.9	Work/life balance	55.4	54.1	55.4	-1.3	Provide work flexibility	63.2	60.8	63.2	-2.4
Better ability to focus	32.2	35.4	32.2	3.2	Work flexibility	39.4	49.8	49.4	0.4	Support work/life balance	60.4	49.3	60.4	-11.1
Better work/life balance	51.0	51.5	51.0	0.5	Competitive salaries	41.7	42	41.7	0.3	Competitive salaries	56.5	57.1	56.5	0.6

EMPLOYEE WELL-BEING SURVEY RESULTS SUMMARY – EMPLOYEE FEEDBACK									
DEI actions to better support your well-being?	% All	% EOC	% White	Diff	Other employee wellbeing thoughts? (Qualitative results)	% All	% EOC	% White	Diff
Pay equity	44.9	49.1	44.9	4.2	Workload balance, flexibility, and equality	19.0	18.8	25.0	-6.2
Reasonable workload	33.8	27.2	33.8	-6.6	Promote a more friendly work environment	12.0	11.9	16.7	-4.8
Flexible work offered equitably		27.8	26.5	1.3					0.0
Honesty & transparency from leadership	29.6				Remote work added to my well-being	18.0	9.9	25.0	-15.1

EMPLOYEE WELL-BEING SURVEY RESULTS SUMMARY — SUPERVISOR FEEDBACK

How has flexible work impacted your well-being?	% All	% EOC	% White	Diff	What is most important to the well-being of your employees?	% All	% EOC	% White	Diff	How to better support well-being of your employees?	% All	% EOC	% White	Diff
Better work/life balance	62.0	55.4	62.0	-6.6	Work/life balance	46.6	44.6	46.6	-2.0	Support work/life balance	61.3	60.7	61.3	-0.6
Lack of commute reduces costs, stress, and gives more time for other activities	55.3	50.3	55.3	-5.0	Work flexibility	49.6	49.2	49.6	-0.4	Provide work flexibility	62.5	62.4	62.5	-0.1
Feel more satisfied	29.6	28.1	29.6	-1.5	Competitive salaries	48.7	45.2	48.7	-3.5	Competitive salaries	58.7	59.2	58.7	0.5

EMPLOYEE WELL-BEING SURVEY RESULTS SUMMARY – SUPERVISOR FEEDBACK

How to better support well-being of supervisors?	% All	% EOC	% White	Diff	DEI actions to support well-being of your employees?	% All	% EOC	% White	Diff	Other Employee Well-being Supervisor thoughts? (Qualitative results)	% All	% EOC	% White	Diff
Senior leaders should model and encourage work/life balance and well-being of supervisors	52.1	52.6	52.1	0.5	Pay equity	51.5	51.7	51.5	0.2	Workload balance, flexibility, & equality	19.0			
Allow for more work flexibility	48.8	50.9	48.8	2.1	Reasonable workload	39.6	35.1	39.6	-4.5	Promote more friendly workforce	12.0			
Provide incentives/bonuses	44.2	49.1	44.2	4.9	Equitable opportunities for promotion	28.9	34.5	28.9	5.6	Remote work adds to my well-being	12.0			

Survey Questions

Work Flexibility – Select top 3:

Employee Questions:

1. I feel satisfied with the level of work flexibility that I currently have.
(Strongly Agree/Somewhat Agree/Neither Agree nor Disagree/Somewhat Disagree/Strongly Disagree)
2. Regarding work flexibility, what major concerns do you have?
3. What helps to unleash your potential at work?
4. What can UMB do to better support you in your work?
5. What resources, training or technology do you need to support your work?
6. What issues related to equity, diversity, and inclusion should UMB address to better support your work?
7. What issues related to equity, diversity, and inclusion should be addressed to best support your team's work?

Supervisor Questions:

1. Regarding work flexibility, what major concerns do you have for your or your employees?
2. What helps to unleash the potential of your employees?
3. What can UMB do to better support your employees?
4. What can UMB do to better support you as a supervisor?
5. What resources, training, or technology do you need to support flexible work for your employees?
6. What issues related to equity, diversity, and inclusion should be addressed to best support your team's work?

Employee Value Proposition – Select top 3:

Employee Questions:

1. UMB provides a positive employee experience for me.
(Strongly Agree/Somewhat Agree/Neither Agree nor Disagree/Somewhat Disagree/Strongly Disagree)
2. For you, what sets UMB apart from other employers?
3. What can UMB do to strengthen its ability to attract new employees?
4. What can UMB do to strengthen its ability to retain you?
What can UMB do to strengthen its ability to retain employees?
5. What resources, technology, or training does UMB need to provide for you to view UMB as an employer of choice?
6. What equity, diversity, and inclusion related issues need to be addressed to distinguish UMB as an employer of choice?

Supervisor Questions:

1. What do you think sets UMB apart for your employees?
2. What can UMB do to strengthen its ability to retain your employees?
3. What resources, technology, or training does UMB need to provide?
4. What issues related to equity, diversity, and inclusion need to be addressed for your employees to distinguish UMB as an employer of choice?

Employee Well-being – Select top 3:

Employee Questions:

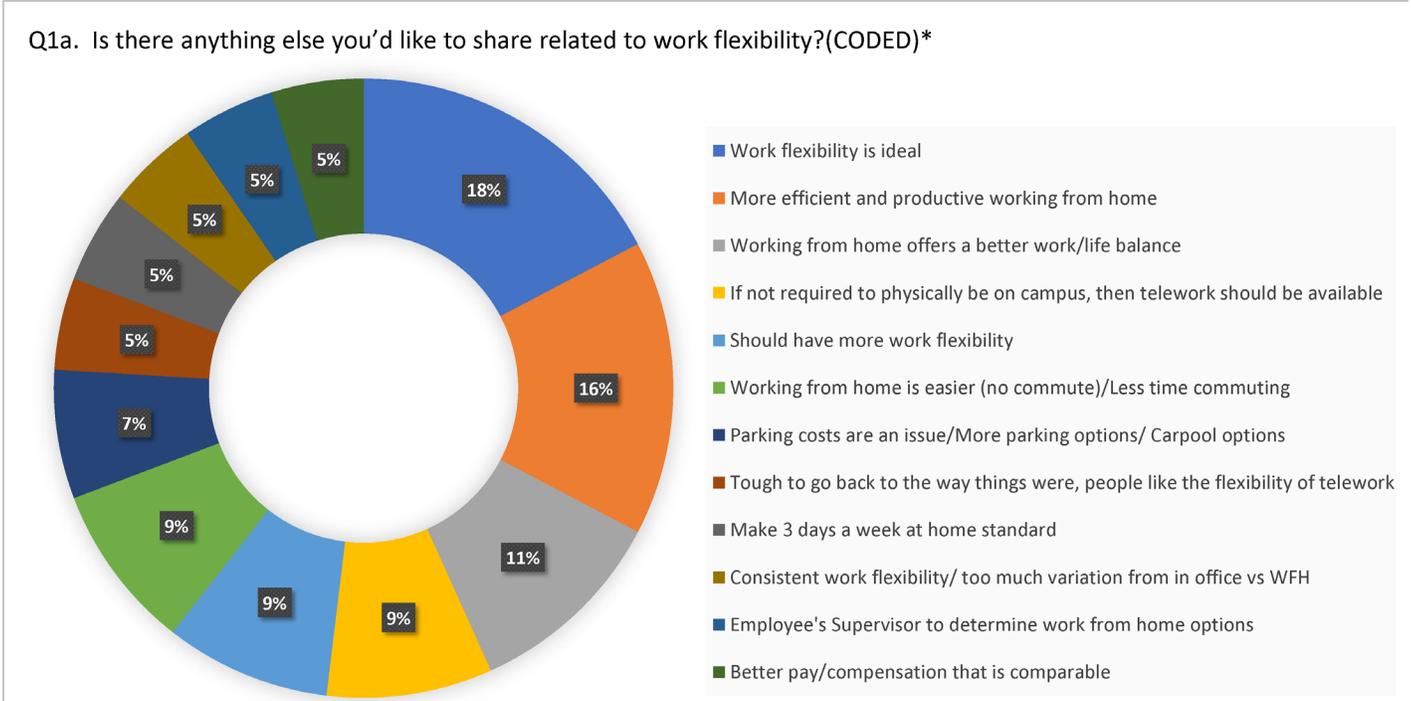
1. I feel satisfied with my current level of well-being.
(Strongly Agree/Somewhat Agree/Neither Agree nor Disagree/Somewhat Disagree/Strongly Disagree)
2. In what ways has flexible work impacted your social, mental, physical, and financial well-being?
3. What is most important to your social, mental, physical, and financial well-being?
4. What can UMB do to support your well-being?
5. What equity, diversity, and inclusion related issues need to be addressed to support your well-being?

Supervisor Questions:

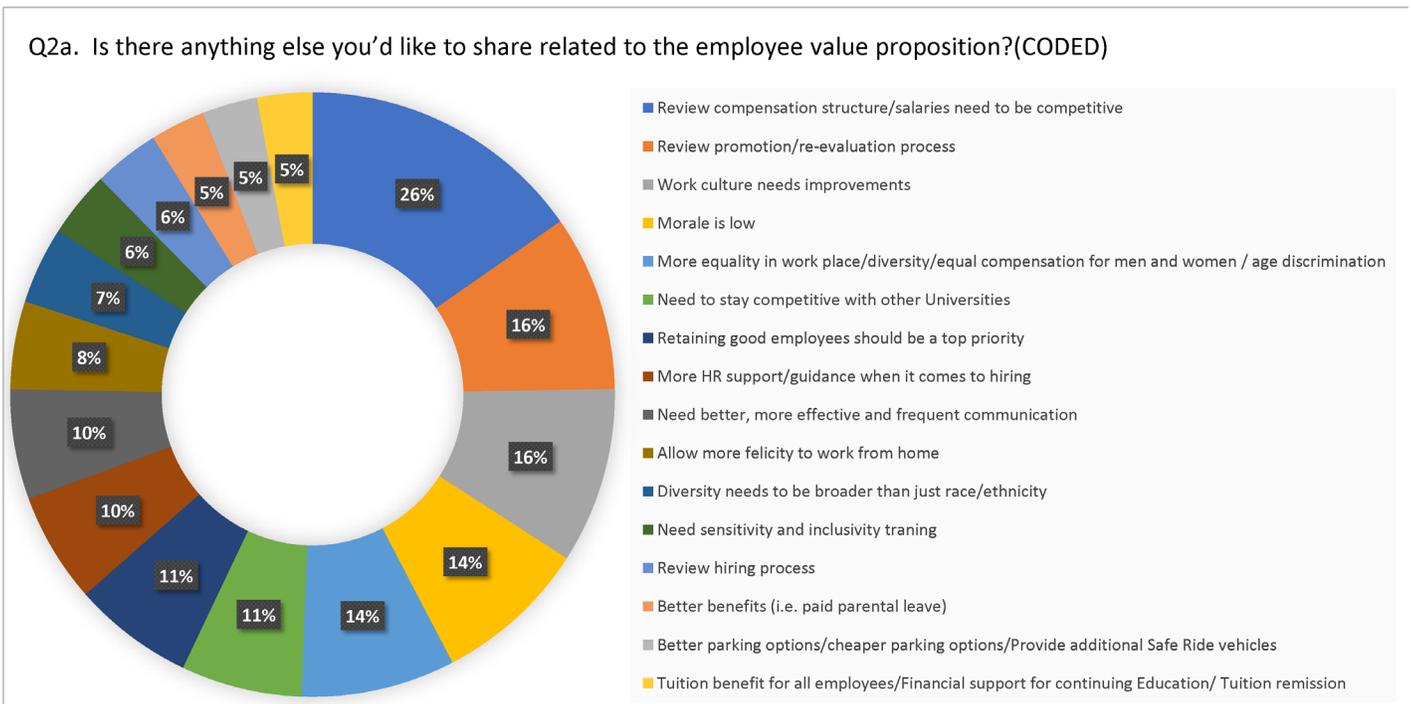
1. In what ways has flexible work impacted the social, mental, physical, and financial well-being of your employees?
2. What is most important to the social, mental, physical, and financial well-being of your employees?
3. What can UMB do to support the well-being of your employees?
What can UMB do to support the social, mental, physical, and financial well-being of supervisors?
4. What equity, diversity, and inclusion related issues need to be addressed to support the well-being of your employees?

C. Future of Work Survey Qualitative Results

To ensure the analysis of the qualitative data was accurate, the University of Maryland, Baltimore (UMB) contracted with Maryland Marketing Source to provide a full analysis of the three open-ended questions included in the Future of Work Survey. Maryland Marketing Source performed a full analysis of the responses and provided UMB with detailed crosstab reports and summary illustrations. The results of the open-ended questions have also been captured and included in each of the employee sections of the Future of Work Survey Results Executive Summary ([Appendix 4B](#)).

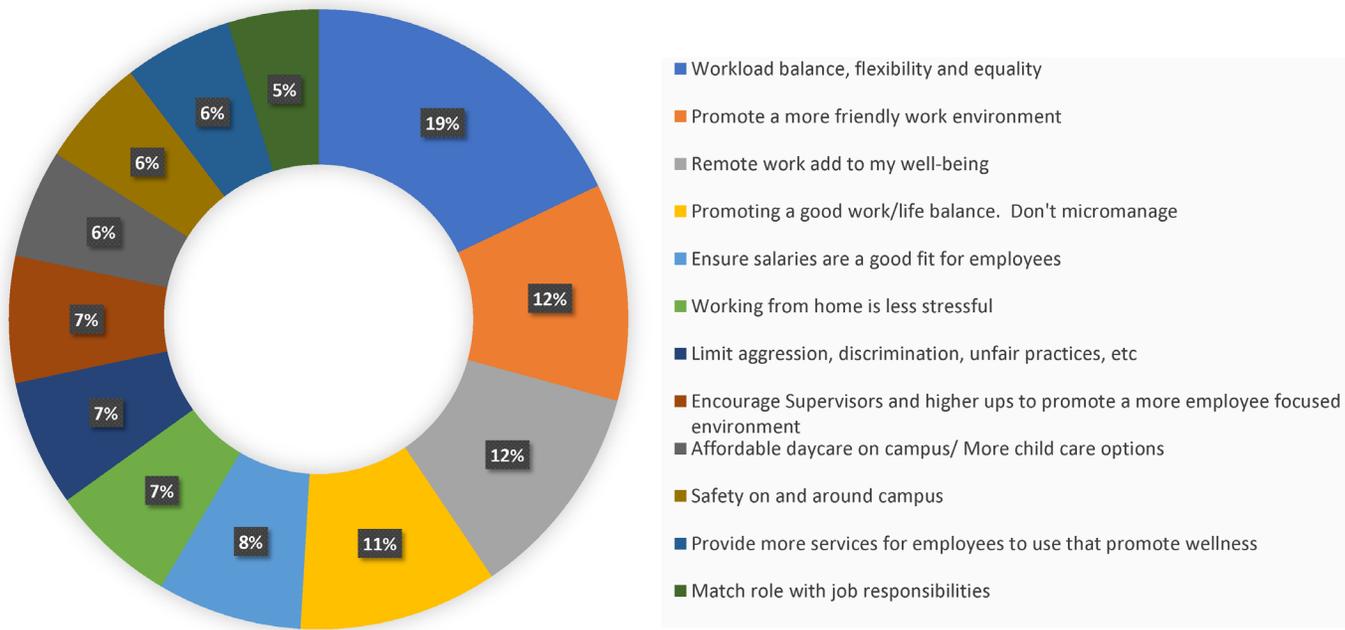


*Those response that were under 5% are not illustrated in the above chart.



*Those response that were under 5% are not illustrated in the above chart.

Q3a. Is there anything else you'd like to share regarding employee well-being?(CODED)



*Those response that were under 5% are not illustrated in the above chart.

APPENDIX 5: TRAINING RECOMMENDATIONS

Working in a flexible work environment requires employees and their supervisors to be well trained and open to developing new ways to collaborate and communicate. The Future of Work Task Force recommends complimenting the offerings from the University of Maryland, Baltimore (UMB) central Human Resource Services (HRS) with additional training and support for supervisors and employees on navigating flexible work environments. (See below for list of UMB's current offerings.)

The following is a list of potential topics that an instructor-led training, “Thriving in a Flexible Work Environment” or related trainings, could include. The list is not exhaustive. It has been compiled based on feedback from listening sessions, survey responses, and research into what peer institutions and other organizations are currently offering their employees. In addition to trainings, many institutions offer various toolkits and guides for employees and supervisors alike. The Task Force recommends that relevant toolkits be offered in conjunction with new trainings.

- Fostering trust and open communication
- Establishing and communicating expectations
- Staying connected
- Boundary management
- Effective use of technology
- Managing flexible schedules
- Managing employees who are remote or hybrid
- Fostering productivity, no matter the work location or schedule
- How to track and communicate performance in a hybrid environment
- Team norms for clarification, communication, and collaboration
- Establishing durable hybrid work routines to strengthen engagement
- Building connection and engagement in virtual teams
- Communicating across cultures virtually
- Positive conflict management
- Creating an intentional workspace
- Combating distance/presence bias
- Productive hybrid meetings

Sources:

- Federal Government:
 - <https://www.opm.gov/policy-data-oversight/future-of-the-workforce/hybrid-work-environment-toolkit/>
 - <https://www.telework.gov/>
- University of Michigan
 - <https://hr.umich.edu/working-u-m/professional-development/organizational-learning-resources-faculty-staff/professional-development-courses-resources/education-training-support-hybrid-workplace>
- Rutgers University
 - <https://uhr.rutgers.edu/future-of-work/home>

- Johns Hopkins University
 - <https://hr.jhu.edu/learn-grow/future-of-work/manager-resources-for-hybrid-work/>
- Duke University
 - <https://remotework.duke.edu/>
- University of North Carolina
 - <https://hr.unc.edu/employees/policies/flexible-work-arrangements/>
- University of Washington, Seattle
 - <https://hr.uw.edu/hybridwork/>

UMB's current training programs offered through HRS include a wide range of professional development opportunities. The following list is not exhaustive:

- Career Essentials
 - Personal Assessment & Teamwork
 - Understanding Your Organization & Culture
 - Communication and Interpersonal Skills
 - Customer Service Excellence
 - Diversity in the Workplace
- Management Essentials
 - Communication and Social Styles
 - Effective Delegation
 - Cultural Competency
 - Productive Conflict
 - Teamwork
 - Performance Feedback
- HR Essentials (fall 2023)
 - Staffing/Recruitment
 - Benefits
 - Service Center
 - Staff Development
 - EEO/Diversity
 - Compensation
 - Employee Labor Relations
- Self-paced learning courses through Percipio
- Virtual Employee Growth Seminars
- Building Bridges Across Maryland
- Emerging Leaders
- The UMBrella Coaching Program (in conjunction with The UMBrella Group)
- Launch Your Life trainings and activities for employee well-being

APPENDIX 6: FLEXIBLE WORK EMAIL TEMPLATE RECOMMENDATIONS

In alignment with the University of Maryland, Baltimore (UMB) core values, the Task Force recommends that email signatures and out-of-office messages by all employees – including University leadership and administrators – reflect healthy work habits and boundaries ([Rec. 10.2](#)). The committees have provided the following examples in support of this recommendation.

Examples include:

- “I work a flexible work schedule and am sending this message now because it works for me. Feel free to read, act on, or respond at a time that works for you.”
- “I choose to work flexibly and send emails outside normal office hours. No need to respond to my emails outside yours.”
- “At UMB, we value and respect flexible work arrangements so please respond when you are working.”
- “My workday may look different than your workday. Please do not feel obligated to respond outside of your normal working hours.”
- “I work flexibly and may send emails outside normal working hours. Your immediate response is not expected.”

APPENDIX 7: SAMPLE STAY INTERVIEW QUESTIONS

Introduction

- Sample script: “Thanks so much for taking time to meeting with me. I wanted to take this time to talk with you about some of the reasons you continue to work in our department at UMB so I may gain a better understanding of how I can continue to make this a great place to work for you. I also want to talk with you about how your job is going and how I can support you better, particularly with issues that are not immediately in my control. I want to encourage you to give me open and honest feedback – and confidential as well.”

Job Satisfaction

- What do you look forward to most when you begin work every day?
- What do you dread about work every day?
- What is the best part of your job?
- What would make your job even more satisfying?
- What part of your job would you cut out straight away if you could?
- Which of your talents are you not using in your current role?

Retention

- When was the last time you thought about leaving our department or UMB?
- What situation made you think of leaving?

Value

- Do you feel you’re getting clear goals and objectives?
- Do you feel valued and recognized in UMB?
- What have you felt good about accomplishing in your job and in your time here?
- What are we currently not doing as a department that you feel we should be doing?
- What opportunities for self-improvement would you like to have that go beyond your current role?
- If you could change one thing about your job, what would it be?

Flexible Work

- Are you satisfied with our current hybrid work situation? If not, what do you think we need to change?
- What do you feel we should definitely change about or add to our on-campus office?
- Do you have enough tools and resources to do your job properly? If not, what is missing?
- How satisfied are you with the tools you use to communicate with your colleagues when working remotely? (video calls, chat systems, shared docs, etc.)
- What additional kinds of flexibility would be helpful to you in balancing your work and home life?

My Management

- What advice do you have for me? What can I do more or less of?
- What more can I do to support you?
- How would you like to be recognized for the work you do?
- What question do you wish I would have asked you?

Source: Laura Kozak, Senior Associate Vice President, UMB Communications and Public Affairs

APPENDIX 8: SAMPLE EXIT INTERVIEW QUESTIONS

University of Maryland, Baltimore County (UMBC) Exit Survey

How much did the following influence your decision to leave?

	Did not influence	Somewhat	Neutral	Moderately	Strongly influenced
Career growth and development					
Management					
Unreasonable workload					
Wanted more telework/ flexibility					
Salary					
Benefits					

What is your primary reason for leaving UMBC?

- Career growth and development
- Salary
- Management
- Lack of opportunity to telework
- Other:

Please rate your supervisor:

	Strongly disagree	Somewhat disagree	Do not agree or disagree	Somewhat agree	Strongly agree
Communicated well					
Provided feedback					
Provided recognition					
Encouraged suggestions					
Fostered a positive culture/environment					

Would you recommend working at UMBC to a friend?

- Yes
- No

Is there something that could have been done to retain you? (Please elaborate.)

What would you like us to know about your experience at UMBC?

Source: <https://docs.google.com/forms/d/e/1FAIpQLSdjZ3iM8YEANiXyRz7FkXKztsCqsvirJyANtVJBU3luefHhrw/viewform>

Society for Human Resources Management (SHRM) Exit Interview Questions

- What factors contributed to your decision to resign?
- What might have been done to prevent you from leaving?
- What makes your new job more attractive than your present job?
- How did you learn about the job opening for the new position you have accepted?
- Why did you accept that job offer versus another?
- How was your overall experience working for this company?
- Would you consider returning to this company if a position were available in the future?
- Would you recommend a friend or family member work here? Why or why not?
- Were the duties and demands of this job described accurately during the interview process?
- Were you given training to perform the job? How would you assess the quality of that training? What are some of the areas for improvement?
- Were your own expectations for the job met?
- How would you describe our workplace environment to someone considering working here?
- What improvements do you suggest to make this job better, more challenging and/or more interesting?
- Were you and your supervisor able to work together effectively?
- What kind of feedback did you receive from your supervisor and how frequently?
- How could your supervisor have helped you more on the job?
- How would you describe your supervisor's management style?
- How would you describe the management style of your division head?
- How would you describe the management style of the organization overall?
- What do you like most about working here?
- What do you like the least about working here?

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/exit-interview-questions.aspx>

Society for Human Resources Management Interview Questionnaire

We would appreciate you taking about 8-10 minutes to answer the following questions as honestly as possible. Your individual responses are treated as confidential and will not become part of your personnel file.

We believe that the information is of vital importance and will assist in analyzing our employee retention and turnover. Thank you for your cooperation!

Name

Department

Position

Employment Date

Termination Date

Manager

What prompted you to seek alternative employment?

<i>Potential reasons for seeking alternate employment</i>	
<input type="checkbox"/> Type of Work	<input type="checkbox"/> Quality of Supervision
<input type="checkbox"/> Compensation	<input type="checkbox"/> Work Conditions
<input type="checkbox"/> Lack of Recognition	<input type="checkbox"/> Family Circumstances
<input type="checkbox"/> Company Culture	<input type="checkbox"/> Career Advancement Opportunity
<input type="checkbox"/> Business/Product Direction	<input type="checkbox"/> Other: _____

Before making your decision to leave, did you investigate other options that would enable you to stay?

Yes No

If "yes", describe : _____

What did you think of your supervision in regard to the following?

	Almost always	Sometimes	Never	Comments
Demonstrated fair and equal treatment				
Provided recognition on the job				
Developed cooperation and teamwork				
Encouraged/listened to suggestions				
Resolved complaints and problems				
Followed policies and practices				

How would you rate the following in relation to your job?

	Excellent	Good	Fair	Poor	Comments
Cooperation within your department					
Cooperation with other departments					
Communications in your department					
Communications within the company as a whole					
Communications between you and your manager					
Morale in your department					
Job Satisfaction					
Training you received					
Growth Potential					

Was your workload usually:

Too great

Varied, but all right

About right

Too light

How did you feel about your salary and the employee benefits?

	Excellent	Good	Fair	Poor	Comments
Base Salary					
Medical Plan					
Dental Plan					
Vision Plan					
401K Plan					
Life Insurance					
Paid-time-off					
STD/LTD Plan					
Stock Options					
Other					

Are there any other benefits you feel should have been offered?

Yes No

If "Yes", what? _____

Any other comments on benefits? _____

How frequently did you get performance feedback? _____

What were your feelings about the performance review process? _____

How frequently did you have discussions with your manager about your career goals? _____

What did you like most about your job and/or this company? _____

What did you like least about your job and/or this company? _____

What does your new job offer that your job with this company does not? _____

Why is the new job/company better? _____

Do you have any suggestions for improvement? Have you raised them in the past? _____

Would you recommend this company to a friend as a place to work?

Yes, without reservations Yes, with reservations No

Additional comments about your job or this company

APPENDIX 9: ASSOCIATION ON HIGHER EDUCATION AND DISABILITY (AHEAD) REPORT

An external review of the University of Maryland, Baltimore (UMB) School of Social Work (SSW) was conducted by the Association on Higher Education and Disability (AHEAD) in September 2022. While the report focused on the SSW, there were broad recommendations made that apply to all of UMB. Specifically:

- Area of Focus #1: Universal design
- Area of Focus #5: Inclusion, belonging, representation, and community
- Area of Focus #6: Employees with disabilities

The full report can be found here: <https://www.umaryland.edu/media/umb/president/future-of-work-task-force/Summary-and-Recommendations-from-AHEAD-Report-SSW.pdf>

The following is from the focus area #6 of the full report:

Summary

- The information received from employees with disabilities was limited in this review, though the consultant on the report, Amanda Kraus, PhD, noted that there were challenges in faculty and staff feeling validated in their requests for accommodations.
- The Future of Work Task Force, charged with making recommendations to senior leaders on how to improve the workplace at UMB, may be a helpful mechanism for raising awareness of the needs of employees with disabilities.
- Disability is primarily conceptualized through a compliance lens.

Recommendations

1. Anti-ableism and anti-bias training for Human Resources team. Awareness of the social model of disability may be helpful.
2. Work with the Future of Work Task Force to increase understanding of the need and benefit of workplace accommodations.
3. Aligned with the core values of the University, UMB could work to enact both at a policy and climate level, processes that conceptualize disability through an equity and justice lens, rather than exclusively a compliance lens.

APPENDIX 10: HUMAN RESOURCES WORKGROUPS

The Human Resource (HR) workgroups were comprised of staff from central HR, HR Council, and HR Partners and were charged with gathering and analyzing data, then recommending potential solutions for consideration actions and future considerations to leadership. The HR workgroups were charged with creating a job needs assessment tool, ensuring policies and practices reflect the recommendations of the Future of Work Task Force, and identifying the strategic workforce planning needs of the University of Maryland, Baltimore (UMB).

This appendix contains draft information suggested by the HR Workgroups. Appendices B, C, and D were created by the Work Flexibility Job Assessment HR Workgroup. Appendix E was created by the Strategic Workforce Planning HR Workgroup.

These documents were created separately from the Future of Work Task Force committees and are possible options to be considered. Several Future of Work recommendations will require tools to be operationalized (e.g., [Rec. 2.1: Evaluate all positions – both exempt and non-exempt employees – and classify by an employee’s ability to work fully remote, fully on-site, or hybrid.](#)) [Appendix 10](#) contains examples researched and created by the HR Workgroups to assist with the implementation of the Future of Work recommendations.

A. List of HR Workgroup Members

Work Flexibility Job Assessment HR Workgroup

- **Liaison:** Patti Hoffmann, MA, MSL
- **Project Manager:** Jina Bacchus, MPH
- **Chair:** Erica Chaffin, MBA
- Andrew George, MS
- Denise Rollins, BS
- Linda Wise, MBA
- Jessica Grabowski, MS
- Alexandra Zouras-Wieneke, CPA
- Raymond Taylor, MS
- David Ingle, MBA

Strategic Workforce Planning HR Workgroup

- **Liaison:** Elisa Medina, MSW
- **Project Manager:** Emily Winkler, MS
- **Chair:** Zandra Rawlinson, EdD
- Melissa Morland, MBA, MS
- Jennifer Galang, MS
- Cherita Adams, MBA, MS
- Sheila Blackshear, MS, MSL
- Brian Coats, ScD, MS
- Christina Baker, MS
- Heidi Fancher, MPH

B. Manager's Guide to Flexible Work at UMB (Draft)

Summary

Work flexibility may be the key to retaining your most valuable employees or recruiting qualified talent. Managers may need support to better understand what flexible work is and what needs to be considered when approving or managing a hybrid work environment.

Overview

This guide is designed to provide managers with help and guidance on how to best manage flexible work options for staff. It will help managers to:

- Identify which flexible work options might be available for their employees.
- Identify which jobs might be suitable for teleworking.
- Provide support when your employees request flexible work.
- Determine when flexible work is appropriate or not.
- Find resources to help manage flexible work options.

In this guide, we define work flexibility to mean teleworking, having an alternative work schedule, or having the ability adjust the beginning and end of the workday to best suit an employee's needs while meeting the needs of the department. Work flexibility may be the key to (1) quickly fill or refill a position in your unit or (2) to retain your valuable employees.

Flexible work options are available at UMB that provide employees with several different ways they can manage their balance between their work and their lives. Managers need to know what they should consider when approving or managing flexible work in a hybrid work environment. This tool is intended to help managers with that decision making process.

What are Flexible Work Options?

Flexible Work Schedules

UMB's [Policy on Alternative Work Schedules](#) defines and outlines various work flexibility arrangements. One example of work flexibility may include a compressed work schedule, which are typically either four 10-hour workdays each week or nine 9-hour workdays over a 10-day pay period. Another option may be for a manager and employee to agree to a flex-time approach, whereby workday hours are performed outside of a typical schedule (i.e., employee begins work at 10 a.m. and ends their workday at 6:30 p.m.). It is important to keep in mind that these arrangements are typically only available to regular and CII employees in exempt and non-exempt positions.

Whether your employee works from the office or at home, always remain in contact with them to ensure their needs are met. You might also have open discussions and dialogue about the work schedules when a change might be able to be adopted. If the work flexibility cannot be accommodated, you will need to be prepared to have the conversation with the employee to explain the valid reasoning behind the decision.

Telework

UMB's policy on [Telework](#) provides that schools and administrative units can offer employees telework options. Depending on the nature of the job, remote work may not be an available option, but there are other options detailed below.

Assessing the Job

To consider if remote work is an option for an employee, a manager first must consider if the job can be performed remotely or if a flexible work schedule is a better option. The following steps can assist managers in determining if a telework option is the best fit for the employee.

Job Assessment

When an employee requests to telework, there are multiple dimensions that you, as a manager, must review before making any decision. We have provided managers with several tools to assist in that decision making.

1. The **[Flexible Work Assessment Tool]** is designed to serve as a first step to take when considering work flexibility for your employees. It is important to recognize and consider work flexibility as it relates to the components of the job and not the employee. This tool provides a high-level general assessment of the job duties of all exempt staff jobs and determines if those duties lend themselves to being performed remotely.
2. The **[Job Family Suitability Table]** is available to managers to provide a starting point for determining work flexibility options for a job. Keep in mind that this table is not a final determination of work flexibility for a given job but is a recommendation based on nature of the work performed by jobs within each subfamily. This table should be used as an initial flexibility point of consideration and managers should consider how the job being assessed will be utilized within their unit and determine the level of work flexibility that is applicable to the situation being reviewed. The needs of the operational unit being reviewed may differ from expected usage of jobs so unique consideration case by case should be made by managers in determining an appropriate level of work flexibility appropriate for a job.

Some things to keep in mind while completing the assessment include:

- Work hours
- Consider all flexible/ alternative / telework work schedule options
- Is the job required to be on campus? If so, why and can this be modified to allow more flexibility?
- Key interactions, when and how often they may occur
- Does the job require access to technology and equipment that may limit work flexibility?

Deeper Look at the Job

Review the primary duties of a job. When reviewing the job duties performed, a determination if the job can be done within a flexible work environment OR imagine what reasonable changes could be made for a job to be done within a flexible work environment. Attempt to provide as much flexibility as possible within reason and while also meeting all expectations of the job.

Assessment of the Employee

Review the **[Flexible Work Assessment Tool]** and determine how much supervision the employee(s) performing the job under review requires to complete tasks.

Next, assess the employee's performance. Consider the employee's ability to complete tasks both in-person and in a telework environment. Identify what type of interactions prove the most meaningful and effective. Are most interactions planned or are they more spontaneous and do they benefit more from in person conversation or is that a conversation that could be just as easily handled through remote means?

Assessment of the Team/Unit

Determine how the team or unit could support flexible work. Consider factors of when most team interactions take place and what resources would be ideal to support increased flexibility among the team while still meeting unit expectations. Determine the impact flexible work will have on the quality of the work and how the work is completed. Make sure you consider how equitably work flexibility is utilized throughout the team and for various jobs that frequently work together. Perceptions of work flexibility should also be reviewed and considered.

Showing empathy and being considerate of each person's situation is a good starting point. As a manager, you will be charged with striking the right balance between worker needs/desires versus job demands and necessities. It is important to be mindful of the environment and factors that can impact change related to decisions being made about flexible work arrangements. Some of these can include the performance of the individual and the performance of the team.

As mentioned above, individual and team needs for those in your unit are important to keep in mind. It will be incumbent upon you as a supervisor/manager to listen to the concerns of your employees and try to address their needs as best you can. A part of this may call for you to be flexible with your unit and how they do their work, being open minded to new work arrangements and ensuring that any decisions continue to meet the needs of the business.

Work flexibility often is misinterpreted as being a one size fits all, but we know each person's, or each unit's scope, scale and type of work can dictate different scenarios that call for a different application of those rules and/or policies. You will be responsible for managing your organizational unit and determining how work flexibility can be accomplished (if feasible) given the scope of the work to be performed.

Telework Locations

Telework is only for employees who telework from Maryland or from one of the state's contiguous to Maryland. Understand the facts of telework arrangements. See [Telework FAQs](#). Work outside of the state of Maryland or the states contiguous to Maryland is discouraged.

Know Where to Go When You Have Questions

If you have any questions regarding the information listed above, please contact your School/Administrative Unit HR Representative. Campus Human Resources policies can be found at <https://www.umaryland.edu/policies-and-procedures/library/human-resources/policies/>.

Reach out with questions before challenges occur. When an employee experiences performance issues, the manager should make the employee aware of the performance concern and discuss ways to improve performance and meet expectations. Management of poor performance should be addressed in a timely, constructive, and ongoing way, not as a newly introduced reason to refuse a request for flexibility. Performance-related concerns should be addressed separately if the cause of the problem is not related to the flexible workplace arrangement.

Consider if the employee's work arrangement (telework or alternative work schedule) is a factor. Does the employee need more on-site supervision or training that cannot be provided remotely? Would the employee benefit from being able to engage more directly with on-site colleagues? Does the employee display the level of independence and job knowledge required to successfully telework? Is the employee's work schedule not in line with the needs of the unit or the unit's customers (i.e., patients, students, faculty, researchers)?

If the work arrangement is a factor in the performance issues, discuss your concerns with the employee. Consider a temporary adjustment to the employee's work schedule.

Continue providing feedback and sharing performance observations with the employee. If performance improves, consider if the employee may return to their prior work arrangement or if it may be advisable to remain on the adjusted schedule. If performance is not improving, advise the employee that a performance improvement or action plan may be required. Contact your department HR representative or the campus Human Resources Employee and Labor Relations for assistance in developing a performance improvement or action plan.

Well-being and Sustainability

One of UMB new core values include [Well-Being and Sustainability](#) – we care about the welfare and people, planet, communities, and University. UMB is committed to providing faculty and staff with work-life and wellness resources to enhance health and well-being.

Make change happen where you work. From reducing energy waste to purchasing more sustainable and environmentally friendly products, individual employees can make a difference.

Many aspects of sustainability such as climate change, energy savings, and waste reduction have taken the forefront in our society. However, sustainability encompasses a much broader area and is multidimensional. At UMB, our definition of sustainability is comprehensive and encompasses three central pillars: equity, economy, and environment. UMB has a longstanding commitment to sustainability through implementing initiatives that fulfill all three of these pillars, and we look forward to continuing the work of building an inclusive culture of sustainability at UMB and in the city of Baltimore.

Manager Training on Flexible Work is Available

[To Be Determined]

C. Job Suitability Table

The job suitability table was created by the Human Resources Workgroup on Flexible Work Assessment. It is included here to reference that the work done by this committee supports our [Recommendation 2](#): “Formally evaluate all positions to identify the potential for remote work – including 100 percent remote, when appropriate.”

Job Family	Job Subfamily	General Suitability for Telework
Academic Affairs	Academic Administration	Limited Suitability
Academic Affairs	Academic Development	General Suitability
Academic Affairs	Academic Program Support Services	Limited Suitability
Academic Affairs	Admissions	Limited Suitability
Academic Affairs	Business/School Administration	Limited Suitability
Academic Affairs	Faculty Administration	Limited Suitability
Academic Affairs	Institutional Advancement	Limited Suitability
Academic Affairs	International Services	Limited Suitability
Academic Affairs	Lifelong Learning	Limited Suitability
Academic Affairs	Ombuds	Limited Suitability
Academic Affairs	Professional Development & Education	Limited Suitability
Arts and Graphics	Film & Digital Productions	Limited Suitability
Arts and Graphics	Graphic Design	General Suitability
Arts and Graphics	Medical Illustration	General Suitability
Arts and Graphics	Museum	Limited Suitability
Arts and Graphics	Photography	Limited Suitability
Arts and Graphics	Videography	Limited Suitability
Communications	Events	Limited Suitability
Communications	Graphic Design	General Suitability
Communications	Integrated Marketing	General Suitability
Communications	Leadership Communications	Limited Suitability
Communications	Marketing	General Suitability
Communications	Media & Public Relations	General Suitability
Communications	Media & Public Relations Management	General Suitability
Communications	Media Relations	General Suitability
Communications	Medical Research & Scientific Publication	General Suitability
Communications	Public Information & Relations	General Suitability
Communications	Publication & Editorial	General Suitability
Communications	Social Media	General Suitability
Communications	Web Content	General Suitability
Data Analytics	Business Analytics	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
Data Analytics	Data Architecture	General Suitability
Data Analytics	General Data Analytics	General Suitability
Data Analytics	Geospatial Analytics	General Suitability
Data Analytics	Statistics	General Suitability
Design & Construction	Architecture	Limited Suitability
Design & Construction	Capital Construction Projects	Limited Suitability
Design & Construction	Commissioning	Limited Suitability
Design & Construction	Cost Estimation	General Suitability
Design & Construction	Design & Construction Management	Limited Suitability
Design & Construction	Draftsman	Limited Suitability
Design & Construction	Electrical Engineering	Limited Suitability
Design & Construction	Mechanical Engineering	Limited Suitability
Design & Construction	Mechanical Systems	Limited Suitability
Design & Construction	Project Management	Limited Suitability
Design & Construction	Project Management - Architecture & Engineering	Limited Suitability
Design & Construction	Project Management - Capital Projects	Limited Suitability
Design & Construction	Project Management - Hazmat & Demolitions	Limited Suitability
Design & Construction	Project Review	Limited Suitability
Design & Construction	Project Support	Limited Suitability
Design & Construction	Project Support & Controls	Limited Suitability
Design & Construction	Quality Assurance	Limited Suitability
Design & Construction	Trades - Structural	Limited Suitability
Design & Construction	Utilities Optimization	Limited Suitability
Emergency Management	Business Continuity	Limited Suitability
Emergency Management	Campus Health	Limited Suitability
Emergency Management	Emergency Management Planning	Limited Suitability
Emergency Management	Logistics	Limited Suitability
Enterprise & Economic Development	Business Economic Development	General Suitability
Enterprise & Economic Development	Business Operations	General Suitability
Enterprise & Economic Development	Maryland (MD) Momentum Fund	General Suitability
Enterprise & Economic Development	New Ventures	General Suitability
Enterprise & Economic Development	Property Management	Limited Suitability
Enterprise & Economic Development	Research & Business Development Strategic Marketing	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
Enterprise & Economic Development	Research Impact	General Suitability
Environmental Health & Safety	Biosafety	Limited Suitability
Environmental Health & Safety	Chemical Safety	Limited Suitability
Environmental Health & Safety	Environmental Management	Limited Suitability
Environmental Health & Safety	Fire Protection	Limited Suitability
Environmental Health & Safety	Occupational Safety and Health	Limited Suitability
Environmental Health & Safety	Radiation Safety	Limited Suitability
Environmental Health & Safety	Research Safety	Limited Suitability
Environmental Health & Safety	Risk Management	Limited Suitability
Finance, Accounting, and Budget	Clinical Administration & Financial Operations	General Suitability
Finance, Accounting, and Budget	Clinical Financial Accounting	General Suitability
Finance, Accounting, and Budget	Financial Analysis & Budget	General Suitability
Finance, Accounting, and Budget	Financial Operations for School	General Suitability
Finance, Accounting, and Budget	Financial Services Disbursements	General Suitability
Finance, Accounting, and Budget	Financial Services General Accounting	General Suitability
Finance, Accounting, and Budget	Financial Systems	General Suitability
Finance, Accounting, and Budget	Financial Transaction Administration	General Suitability
Finance, Accounting, and Budget	General Accounting	General Suitability
Finance, Accounting, and Budget	General Budget	General Suitability
Finance, Accounting, and Budget	General Finance	General Suitability
Finance, Accounting, and Budget	Payroll Accounting	General Suitability
Finance, Accounting, and Budget	Sponsored Projects & Accounting Compliance Financial Systems	General Suitability
Finance, Accounting, and Budget	Sponsored Projects & Compliance Accounting	General Suitability
Finance, Accounting, and Budget	Sponsored Projects & Compliance Analysis	General Suitability
Finance, Accounting, and Budget	Sponsored Projects Cost Accounting	General Suitability
Finance, Accounting, and Budget	Student Accounting	Limited Suitability
Finance, Accounting, and Budget	Travel Coordination	General Suitability
General Business	Business Operations - Animal	Limited Suitability
General Business	Business & Quality Improvement	General Suitability
General Business	Business Administration	General Suitability
General Business	Business and Quality Improvement	General Suitability
General Business	Business Operations	General Suitability
General Business	Business Operations - Allied Health Department	General Suitability
General Business	Business Operations - Basic Science Department	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
General Business	Business Operations - Clinical	General Suitability
General Business	Business Operations - Clinical Department SOM	General Suitability
General Business	Business Operations - Comparative Medicine & Veterinary Resource	Limited Suitability
General Business	Business Operations - Institute	General Suitability
General Business	Business Operations - Maryland Global Initiatives Corporation (MGIC)	General Suitability
General Business	Business Operations - Pharmaceutical Clinical Department	General Suitability
General Business	Business Operations - Pharmaceutical Science Department	General Suitability
General Business	Business Operations - School of Law	General Suitability
General Business	General Policy	General Suitability
General Business	Public Policy	General Suitability
General Business	Special Advisor	General Suitability
General Business	Special Advisor to Executive	General Suitability
General Business	Sustainability & Operational Effectiveness	General Suitability
Healthcare	Acupuncture	Not Generally Suitable
Healthcare	Counseling	Limited Suitability
Healthcare	Health Education	Limited Suitability
Healthcare	Health Program Management	General Suitability
Healthcare	Infection Control	Limited Suitability
Healthcare	Magnetic Resonance Imaging (MRI)	Not Generally Suitable
Healthcare	Nursing	Not Generally Suitable
Healthcare	Nutrition	Limited Suitability
Healthcare	Pathology	Limited Suitability
Healthcare	Pharmaceutical Research Computing	General Suitability
Healthcare	Pharmacy - General	Limited Suitability
Healthcare	Pharmacy Specialty	Limited Suitability
Healthcare	Poison Control	Limited Suitability
Healthcare	Psychology	Limited Suitability
Healthcare	Research - Simulation	Limited Suitability
Healthcare	Social Work	Limited Suitability
Healthcare	Therapist	Limited Suitability
Healthcare	Ultrasound	Not Generally Suitable
Human Resources	Affirmative Action & Equal Employment	General Suitability
Human Resources	Analytics	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
Human Resources	Benefits	General Suitability
Human Resources	Career Development	General Suitability
Human Resources	Compensation	General Suitability
Human Resources	Employee and Labor Relations	General Suitability
Human Resources	Human Resource Business Partner	General Suitability
Human Resources	Human Resource Information Systems	General Suitability
Human Resources	Human Resource Special Projects	General Suitability
Human Resources	Human Resources Campus	General Suitability
Human Resources	Multifunctional University	General Suitability
Human Resources	Organizational and Employee Development	General Suitability
Human Resources	Service Center	General Suitability
Human Resources	Staffing	General Suitability
Human Resources	Wellness and Work Life Strategies	General Suitability
Information Technology	Application Development	General Suitability
Information Technology	Application Integration	General Suitability
Information Technology	Applications - Analysis	General Suitability
Information Technology	Bioinformatics Software	General Suitability
Information Technology	Data Quality Analysis	General Suitability
Information Technology	Database Administration	General Suitability
Information Technology	Directory Engineering	General Suitability
Information Technology	Enterprise Application Analysis	General Suitability
Information Technology	Enterprise Application Analysis (Oracle Cloud)	General Suitability
Information Technology	Enterprise Application Development	General Suitability
Information Technology	Enterprise Applications	General Suitability
Information Technology	Enterprise Architecture	General Suitability
Information Technology	Enterprise Business Intelligence Development	General Suitability
Information Technology	General IT	Limited Suitability
Information Technology	Help Desk	Limited Suitability
Information Technology	Identity Management & Integration Planning	General Suitability
Information Technology	Infrastructure Services	Limited Suitability
Information Technology	Instructional Support	Limited Suitability
Information Technology	Instructional Technology	Limited Suitability
Information Technology	Local Area Network (LAN) Administration	General Suitability
Information Technology	Network Operations	General Suitability
Information Technology	Privacy	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
Information Technology	Security	General Suitability
Information Technology	Systems Administration	General Suitability
Information Technology	Systems Administration (UNIX)	General Suitability
Information Technology	Systems and Controls	General Suitability
Information Technology	Systems Programming	General Suitability
Information Technology	Technical Training	General Suitability
Information Technology	Technology Operations	General Suitability
Information Technology	Technology Quality Assurance	General Suitability
Information Technology	User Support	Limited Suitability
Information Technology	Web Development	General Suitability
Institutional Affairs and Compliance	Accountability & Compliance Programs	Limited Suitability
Institutional Affairs and Compliance	Accountability & Regulatory Compliance	Limited Suitability
Institutional Affairs and Compliance	Animal Welfare Assurance	Limited Suitability
Institutional Affairs and Compliance	Campus Health	Limited Suitability
Institutional Affairs and Compliance	Clery Compliance	Limited Suitability
Institutional Affairs and Compliance	Diversity and Inclusion	Limited Suitability
Institutional Affairs and Compliance	Equity, Diversity, and Inclusion	Limited Suitability
Institutional Affairs and Compliance	General Policy	Limited Suitability
Institutional Affairs and Compliance	Governmental Affairs	Limited Suitability
Institutional Affairs and Compliance	Human Protection Quality Improvement & Compliance	Limited Suitability
Institutional Affairs and Compliance	Human Research Protection	Limited Suitability
Institutional Affairs and Compliance	Management Advisory (Financial Compliance)	Limited Suitability
Institutional Affairs and Compliance	Public Policy	Limited Suitability
Institutional Affairs and Compliance	Research Conflict of Interest & Conduct Compliance	Limited Suitability
Institutional Affairs and Compliance	Title IX Compliance	Limited Suitability
Legal	Clinical Law Program	Limited Suitability
Legal	Environmental Law Program	Limited Suitability
Legal	General Counsel Paralegal	Limited Suitability
Legal	Healthcare Law Program	Limited Suitability
Legal	Immigration Law	Limited Suitability
Legal	Law Program Paralegal	Limited Suitability
Legal	Legal Registration & Technology	Limited Suitability
Legal	Patent Attorney	Limited Suitability
Legal	Pro Bono & Public Service Initiatives	Limited Suitability
Legal	University Counsel and Attorneys	Limited Suitability
Library	Library Support	Limited Suitability

Job Family	Job Subfamily	General Suitability for Telework
Office Administration & Support	Dean Office	Limited Suitability
Office Administration & Support	Executive Office	Limited Suitability
Office Administration & Support	General Office	Limited Suitability
Office Administration & Support	Institute Office	Limited Suitability
Office Administration & Support	Legislative Affairs	Limited Suitability
Office Administration & Support	Patient Clinic	Not Generally Suitable
Office Administration & Support	Postal Services	Limited Suitability
Parking, Transportation, and Auxiliary	Business & Service Operation	Limited Suitability
Parking, Transportation, and Auxiliary	Parking and Transportation Management	Limited Suitability
Parking, Transportation, and Auxiliary	Systems Configuration Administration	Limited Suitability
Parking, Transportation, and Auxiliary	Transportation Demand Management	Limited Suitability
Philanthropy	Annual Giving and Leadership	General Suitability
Philanthropy	Annual/Alumni Giving	General Suitability
Philanthropy	Board Relations	General Suitability
Philanthropy	Business Operations	General Suitability
Philanthropy	Corporate & Foundation Relations	General Suitability
Philanthropy	Foundation Business Operations & Compliance and Board Relations	General Suitability
Philanthropy	Foundation Financial Operations	General Suitability
Philanthropy	Major Gifts	General Suitability
Philanthropy	Philanthropy Support	General Suitability
Philanthropy	Planned Giving	General Suitability
Philanthropy	Prospect Development	General Suitability
Philanthropy	SOM Foundation Relations	General Suitability
Philanthropy	Stewardship and Donor Relations	General Suitability
Philanthropy	Strategic Philanthropy Initiatives & Marketing	General Suitability
Physical Plant Operations	Environmental Services - Administration	Not Generally Suitable
Physical Plant Operations	Environmental Services - Building & Grounds	Not Generally Suitable
Physical Plant Operations	Environmental Services - Custodial	Not Generally Suitable
Physical Plant Operations	Facility Administration & Analysis	Limited Suitability
Physical Plant Operations	Facility Administration and Operations	Limited Suitability
Physical Plant Operations	Facility Information and Reporting	Limited Suitability
Physical Plant Operations	Facility Management and Operations	Limited Suitability

Job Family	Job Subfamily	General Suitability for Telework
Physical Plant Operations	Facility Service Center	Limited Suitability
Physical Plant Operations	Facility Service Contract Administration	Limited Suitability
Physical Plant Operations	Facility Space Management & Operations	Limited Suitability
Physical Plant Operations	Maintenance Administration	Limited Suitability
Physical Plant Operations	Maintenance Deferred Scheduling	Limited Suitability
Physical Plant Operations	Specialist, Building Envelope and Roof	Not Generally Suitable
Physical Plant Operations	Trades - Building Automation	Not Generally Suitable
Physical Plant Operations	Trades - Building Envelope and Roof	Not Generally Suitable
Physical Plant Operations	Trades - Electrical	Not Generally Suitable
Physical Plant Operations	Trades - Elevator	Not Generally Suitable
Physical Plant Operations	Trades - Mechanical	Not Generally Suitable
Physical Plant Operations	Trades - Non Technical	Not Generally Suitable
Physical Plant Operations	Trades - Structural	Not Generally Suitable
Physical Plant Operations	Trades - Technical	Not Generally Suitable
Planning	Capital Budget & Planning	Limited Suitability
Planning	Facility Planning	Limited Suitability
Planning	Real Estate, Planning, and Space Management	Limited Suitability
Police and Public Safety	Police Management	Limited Suitability
Program Management	Center Operations	General Suitability
Program Management	Child and Family Program Management	General Suitability
Program Management	Community Engagement Center & Programs	General Suitability
Program Management	Community Program Management	General Suitability
Program Management	Continuing Umbrella of Research Experiences (CURE)	General Suitability
Program Management	Core Services	General Suitability
Program Management	General Program Management	General Suitability
Program Management	General Program Training	General Suitability
Program Management	International In-Country Programs	General Suitability
Program Management	International Program Consultation (Stateside)	General Suitability
Program Management	SOM Program Administration	General Suitability
Program Management	STEM Curriculum	Not Generally Suitable
Program Management	Wraparound Implementation	General Suitability
Recreation and Fitness	Administration	Limited Suitability
Recreation and Fitness	Aquatics Safety & Education	Not Generally Suitable
Recreation and Fitness	Educator	Limited Suitability

Job Family	Job Subfamily	General Suitability for Telework
Recreation and Fitness	Operations	Limited Suitability
Research	Bioinformatics Analysis	General Suitability
Research	Biostatistics	General Suitability
Research	Clinical Genomics Laboratory	General Suitability
Research	Clinical Research	General Suitability
Research	Clinical Research Management	General Suitability
Research	Clinical Research Operations & Compliance	General Suitability
Research	Dosimetry	Limited Suitability
Research	Epidemiology Data Analytics	General Suitability
Research	Genomic Core Center - Administration	General Suitability
Research	Genomic Core Center - Scientific	General Suitability
Research	Laboratory Animal Research	Limited Suitability
Research	Laboratory Animal Research Management	Limited Suitability
Research	Laboratory Research	Limited Suitability
Research	Laboratory Research Management	Limited Suitability
Research	Medical Physicist, Departmental	Limited Suitability
Research	Next Generation Sequence Platform	Limited Suitability
Research	Public Policy	General Suitability
Research	Research Data Analytics	General Suitability
Research	Research Integrity	General Suitability
Research	Research Project Coordination	General Suitability
Research	Research Quality Improvement & Compliance	General Suitability
Research	Research Scientific/Technical Writing	General Suitability
Research	Veterinary Facility Operations & Management	Limited Suitability
Research Administration	Clinical Trials & Corporate Contracts Administration	General Suitability
Research Administration	Clinical Trials & Corporate Contracts Budget	General Suitability
Research Administration	International Post-Award Accounting	General Suitability
Research Administration	Post-Award Accounting	General Suitability
Research Administration	Pre-Award Coordination	General Suitability
Research Administration	Research Administration - International Lifecycle	General Suitability
Research Administration	Research Administration - Lifecycle	General Suitability
Research Administration	Sponsored Contract Administration	General Suitability

Job Family	Job Subfamily	General Suitability for Telework
Research Administration	Sponsored Grants Administration	General Suitability
Research Administration	Sponsored Program Administration Old Professional	General Suitability
Research Administration	Sponsored Programs Administration	General Suitability
Research Administration	Sponsored Programs Contracts	General Suitability
Research Administration	Sponsored Programs Grants	General Suitability
Strategic Sourcing and Acquisition	Construction and Maintenance Procurement	General Suitability
Strategic Sourcing and Acquisition	General Procurement	General Suitability
Strategic Sourcing and Acquisition	Logistics Services	General Suitability
Strategic Sourcing and Acquisition	Procurement Operations	General Suitability
Strategic Sourcing and Acquisition	Strategic Sourcing Business Development	General Suitability
Strategic Sourcing and Acquisition	Strategic Sourcing Business Development Program	General Suitability
Strategic Sourcing and Acquisition	Supply Chain Logistics	General Suitability
Student Affairs	Career Development & Placement	General Suitability
Student Affairs	Enrollment	General Suitability
Student Affairs	Experimental Learning	General Suitability
Student Affairs	Financial Aid	General Suitability
Student Affairs	Financial Planning	General Suitability
Student Affairs	Intercultural Leadership and Engagement	General Suitability
Student Affairs	Sign Interpretation	Limited Suitability
Student Affairs	Student Employment	Limited Suitability
Student Affairs	Writing Consultation & Resources	Limited Suitability
University Advancement & Development	Business Development & Research Alliance	General Suitability
University Advancement & Development	Community Partnerships	General Suitability
University Advancement & Development	Intellectual Property	General Suitability
University Advancement & Development	MPower Operations	General Suitability
University Advancement & Development	New Commercial Ventures	General Suitability
University Advancement & Development	Research Technology Transfer	General Suitability
University Advancement & Development	Technology Licensing	General Suitability
University Advancement & Development	University Planning and Program Development	General Suitability

D. Flexible Work Assessment Tool (Draft)

Section 1: Assessment of Position		
1	Does the General Job Family and Subfamily Flexibility Analysis (insert link) support job flexibility for this position?	Yes/Limited/No
2	Does the position require ongoing access to equipment, materials, and files or specialized space/equipment/technology that can only be accessed on site?	Always/Sometimes/Never
3	Does the position require in-person presence (for example, service delivery to students, supervisors, other employees including subordinates, or the public)?	Always/Sometimes/Never
4	How could a flexible work arrangement enhance, maintain, or diminish operational efficiencies? Employee well-being?	Enhance/Maintain/Diminish
5	Does the addition of flexible work arrangement enhance the productivity of the department and the employee?	Enhance/Maintain/Diminish

Notes:

Section 2: Assessment of Employee		
1	Does the employee possess appropriate time management and organizational skills? (e.g., does the employee consistently meet deadlines?)	Yes/No
2	Does the employee have the necessary computer skills to complete their required job functions outside of the office (e.g., fluency in Zoom, MS Teams, SharePoint, OneDrive, and other relevant software)?	Yes/No
3	Does the employee understand their role and expectations?	Yes/No
4	Does the employee have access to stable, high-speed internet to be able to complete their tasks and communicate with their supervisor and team effectively?	Yes/No

Notes:

Section 3: Assessment of Team		
1	Do team members frequently work on detailed and complex projects that require co-located collaboration and partnership?	Always/Sometimes/Never
2	Does an employee's work location impact teamwork processes and efficiency?	Always/Sometimes/Never
3	Can the team sustain engagement in a flexible or hybrid work environment?	Always/Sometimes/Never
4	Does the team possess resiliency to maintain a strong team morale in the face of challenges?	Always/Sometimes/Never
5	Would the team support and embrace a work environment with a combination of on-site and flexible work arrangements?	Always/Sometimes/Never

Notes:

This tool is designed to assist managers who are considering flexible work for an employee. There may be other considerations that you should discuss with your employee such as:

- High speed internet
- Computer Equipment
- Place to work
- Accessibility – Cell phone, computer
- Defined schedule
- Expectations for notification (e.g., lateness, absence)

Flexible work locations within Maryland or any of Maryland's contiguous states does not require additional approvals. Flexible work from other states requires advance approval and may be subject to limitations and other conditions. See [UMB Out-of-State Work Policy](#) for additional information.

Any employee who is working a flexible work schedule or teleworking must complete a Telework Agreement as described in the [UMB Telework Policy](#).

E. UMB Strategic Workforce Planning Framework Report from the HR Workgroup

This report was created by the Strategic Workforce Planning Framework Human Resources (HR) Workgroup:

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Background

UMB strives to be a forward-thinking institution that utilizes a systematic workforce planning process to identify and address the gaps between current and future workforce talent needs. The *Strategic Workforce Planning Framework* workgroup was charged with the development of a framework to prepare for the workforce planning process and analysis. Their research provides insight and essential elements to consider with the design and implementation of a strategic workforce planning process.

For UMB, strategic workforce planning would examine the current state of organizational effectiveness and integrate the findings. What are we doing well? What areas need improvement? Are there any areas of the organization that disproportionately drive success and/or excellence? Are there areas of the university where success has decreased but the workforce has not? Understanding the performance of the university holistically will inform decisions on where workforce investments are adequate, where they are lacking, where there are opportunities to grow, and where to consider restructuring. Further, while evaluating our current state, it is important to factor in the anticipated future needs of the university. Where we want to go, and the associated needs, combined with an assessment of where we are now will represent the starting point and destination of our workforce planning journey.

The following paragraphs will outline the essential information to consider with the development of a workforce planning framework. The literature review provides a summary of the research pertaining to strategic workforce planning. When considering the development of a workforce planning framework there are major focus areas organizations must consider. Through the usage of data and reports, they can lay out a workforce analysis to inform the decision-making process. Understanding the barriers, challenges, and opportunities gives space for creative problem-solving. As experts are considered for the implementation of the plan, specified requirements are needed for the RFP process. Lastly, there are university policies that may need to be updated to support the execution of the workforce plan.

Literature Review

When organizations are forecasting the future of their organizations, assessing the viability of the workforce is critical. The development of a strategic workforce plan positions organizations to take a proactive rather than reactive approach to workforce development. Through planning organizations can develop a deeper understanding of talent and staffing needs. They can appropriately respond to any significant changes such as demographic shifts, aging workforce, increased competition for talent or the need to upskill the workforce. Workforce planning can ensure organizations have employees equipped with the necessary knowledge, skills, and abilities to achieve immediate and future business goals.

While the research asserts there are many advantages to workforce planning, organizations need to consider the

disadvantages associated with the planning initiative as well. A top factor is cost. Costs may include the hiring of a consultant to lead the planning process, or the investment needed to train and re-train all staff. Strategic workforce planning is a long-term plan. Considerable time is needed for development, implementation, and the recognition of results. Employees' perception of the planning process may be in opposition to the initiative. For instance, employees may think they are being pushed out of their position or their position is being eliminated. Thus, creating massive resistance to the workforce planning process.

Workforce planning is a strategic tool for organizations to evaluate existing talent and predict the staffing needs for the future. When organizations are considering the initiation of strategic planning one must consider how to leverage the advantages in a manner that will minimize the disadvantages to achieve organizational success.

Major Focus Areas

There are six major focus areas to guide workforce planning efforts. These areas include recruitment, retention, talent management, succession planning, organizational effectiveness, and future needs of UMB.

Recruitment is an HR function dedicated to identifying and attracting potential employees to fill identified organizational roles. When aligned with strategic workforce planning, recruitment forecasting becomes an essential activity. Through forecasting, organizations can estimate the specific positions needed to be filled and how to fill them. It also provides an understanding of the talent demand and supply, labor cost, company growth, environmental trends, and revenue.

Retention involves actions to keep employees motivated, focused, and engaged while employed with the organization. Through workforce planning, strategic actions are initiated in a manner where employees elect to stay with the organization. These actions can include a competitive salary and benefits package, career advancement opportunities, flexible work schedules, and work-life balance. These actions can also prevent or minimize employee stress associated with the lack of staff and the loss of institutional knowledge. When employees are inspired by their work, organizations may see a reduction in turnover and related costs.

Talent management is often referred to as “putting the right person, in the right place, at the right time, at the right cost, with the right tools and incentives to do the job.” It is the mechanism to effectively execute the strategic workforce plan. Development opportunities and strategies are crafted to ensure the best performance by employees. The opportunities can include the construction of talent pipelines, career pathing, leadership development, faculty progression, and reskilling.

Succession planning is a systematic approach to identifying and professionally developing, usually, senior staff for a future leadership position. The strategies and goals for succession planning are typically a follow-up to workforce planning. Succession planning provides a framework for filling critical organizational positions and mitigating the potential loss of knowledge and skills due to employee retirement or separation.

Data Considerations

Developing a workforce plan for current and future purposes depends on accessible and consistent data. Part of the initial assessment should consist of what data is currently collected that is easily accessible and data that is not as easily accessible (e.g., data that is housed in the recruitment system like Taleo, but not necessarily assigned to its own separate data field that could be pulled into a data table). Data analytics can inform operational human resources issues such as time to fill positions, succession planning, skill and talent development, and future workforce needs based on the ever-changing landscape of a large research-based campus like UMB.

As the HCM project develops, it may be a unique opportunity to focus on what data can be captured and setting up ways to look at workforce data in relation to school/unit portfolios to better predict strategies to recruit, retain, and create career paths for staff, faculty, and students. Basic internal workforce data is already available to us in different places in our systems, but data is not necessarily readily available to be used in analysis. Internal data can be used to compare with external data like labor market data and trends to help our campus make decisions about where best to make investments in our workforce and understand where we have skill and management gaps.

Challenges, Barriers, and Opportunities

Strategic Workforce Planning works to identify and analyze future talent needs of an organization by aligning them with long-term business goals. It involves identifying the skills and gaps of an ever-changing demographic base. If UMB chooses to engage in strategic workforce planning, then consideration must be given to the challenges associated with the initiative.

There are four significant challenges to consider. Key business priorities must be translated into talent strategy. Human resources activities will need to be prioritized based on both current capabilities and projected needs. Communication and socialization will require leadership buy-in, investment and ongoing engagement. As the plan evolves, there is the need to integrate the ongoing changes in business and social conditions. These challenges may seem intense; however, it is imperative that proactive decision-making take precedence.

Along with challenges, one must contemplate the barriers associated with implementing a strategic workforce plan. Barriers can be categorized into three areas – leadership, business alignment and tools and resources. Leadership is critical for the execution of the workforce plan. If leaders provide little or no support initially or throughout the life cycle of the plan the institution decreases its opportunity to leverage proactive planning for future success. With workforce planning, alignment of business goals and collaborative planning engenders forward movement. If there is failure in aligning planning goals with business goals or lack of collaboration, then talent strategies are mis-aligned and demographic changes are not appropriately addressed. Tools and resources provide essential assets to carry out the workforce plan. When these assets are inappropriately utilized then we impede the integration of the plan. Examples of these assets may include incorrectly identified talent and skill gaps, lack of reliance on employee data, or not properly distinguishing the difference between resource planning and strategic workforce planning.

Although the challenges and barriers may require upfront contemplation there are many opportunities that arise from strategic workforce action. A leading opportunity is improved work-life balance for all employees. The plan could leverage internal and external market data to meet business objectives. With a systemic process in place, there is space for continuous engagement from all stakeholders and other talent development initiatives. Developers of the plan can take the lead in ensuring equity, diversity, inclusion, and justice are incorporated into all aspects of the institution.

RFP Requirements

When the primary project stakeholders are ready to secure expert knowledge, skills, and abilities then the development of a request for proposal (RFP) is needed. The RFP will push stakeholders to define the need, timeline, budget, and return on investment. There is no perfect RFP template, however it is fully recommended to utilize the existing UMB RFP template along with a vetted external RFP template example.

A vetted RFP template example is the Capacity Review and Strategic Workforce Plan developed by District of Squamish, British Columbia (Appendix). Specifically, Part B-Proposal Details of the Squamish RFP identify key sections to include in the UMB Strategic Workforce Planning RFP. The sections include:

- Background
 - The District of Squamish
 - Project Background
- Scope of Services Required
 - Range of Services to be Provided by the Proponent
 - Materials to be Provided by the District of Squamish
 - Engagement of Other Firms
- Required Submission Content
 - Name and Address of Company

- Overview of Company
- Proposed Contract Administrator/Company Contact
- Associates, Employees, Contractors of company
- References
- Fee Structure/Billing Information
- Additional Information

In addition to the suggested sections from the Squamish RFP there are two additional sections to consider – mandatory and desirable features. Mandatory features are the explicit “must have” features. These features include such items as assessment of workforce and workforce support structures and identify critical data needed to inform current and future strategic workforce process. While the desirable features are lesser in need yet could provide additional clarity to the project. Examples of desirable features are evaluating service level expectations and current resourcing to ensure appropriate staffing levels align with organizational objectives; and identifying critical workforce positions/functions that will guide the main workforce plan.

Policy Recommendations

As with any university-wide initiatives, policies may play a significant role with the integration of the new initiative. If a strategic workforce plan is initiated, then there are several policies to consider and perhaps they may need to be updated. The policies include:

- [*USM Policy on Employee Development for Non-Exempt and Exempt Staff Employees*](#)
- [*USM Policy on Impact of Changes in the Minimum Qualifications of Nonexempt Job Class Specifications*](#)
- [*UMB Policy on the Recruitment and Selection of Staff Employees*](#)
- [*MOU: Article 4, Section 2, Acting Capacity Pay \(performing in a position that is a higher level than the position the employee is currently in\); Article 16, Section 4, New Non-Exempt Job Classifications \(notifying the Union about any new job classifications created\)*](#)

Overall, strategic workforce planning is an expansive organizational project. There are many critical areas major stakeholders need to consider before initiating the project. The reported research outlines the advantages and disadvantages of engaging in a strategic workforce planning framework. The major focus areas such as recruitment, retention, talent management, succession planning, organizational effectiveness, and future needs are components one must consider in the planning process. Data analytics can provide insight into the gaps between current and future human capital needs. While evaluating the barriers, challenges, and opportunities give way to better action planning. Constructing a detailed RFP requirement widens the landscape for competitive bids from potential service providers. In addition to the above-mentioned items, updating policies are critical to help guide the daily operations of the strategic workforce plan.

References – Websites

- [10 Steps for Effective Strategic Workforce Planning](#)
- [Develop a Workforce Plan - Administrative Services Gateway - University at Buffalo](#)
- [Is There a Meaningful Distinction Between Workforce Planning and Succession Planning](#)
- [Managing for Employee Retention](#)
- [Overcoming Barriers to Strategic Workforce Planning](#)
- [Workforce Planning and Recruitment](#)
- [What Is People Analytics? An Essential Guide - AIHR](#)
- [What Is People Analytics? Definition, Process, Trends, and Tools | Spiceworks](#)
- [Capacity Review and Strategic Workforce Plan - District of Squamish, British Columbia](#)



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