Flex/**Dynamic Work**
at Harvard & HL/HCL

Kim Van Savage

Director, Human Resources

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Our Vision for the HL/HCL Workplace of the Future

The Harvard Library is a welcoming, dynamic, inclusive, and high performing organization focused on outcomes. We creatively design our work and spaces to facilitate the success and engagement of library staff, students, faculty, and visitors. We support and strengthen organizational, team, and personal effectiveness through work and space designs that incorporate the best of on and off-site work, foster a strong sense of community, and ensure that all can be engaged, included, and connected.

Harvard's Guiding Principles for Dynamic Work

(*Abbreviated*)

Harvard University's Guiding Principles for Dynamic Work

Dynamic and evolving workplace – We take a dynamic view of the workplace and demonstrate our willingness to engage in an ongoing learning process that improves performance and the work experience *through iteration and frequent assessment.*

Intentional presence – Leaders conduct a thoughtful analysis of what work is best performed on or off-campus, resulting in meaningful employee engagement.

Outcomes-based performance – Managers are skilled at and empowered to manage in distributed environments, prioritizing outcomes and trust in employees over control and physical oversight.

Harvard's Guiding Principles for Dynamic Work

Equity – We are committed to ensuring equitable access to professional development, career mobility, rewards, and recognition for all employees, and *enabling them to be fully seen, heard, and valued regardless of their work location.*
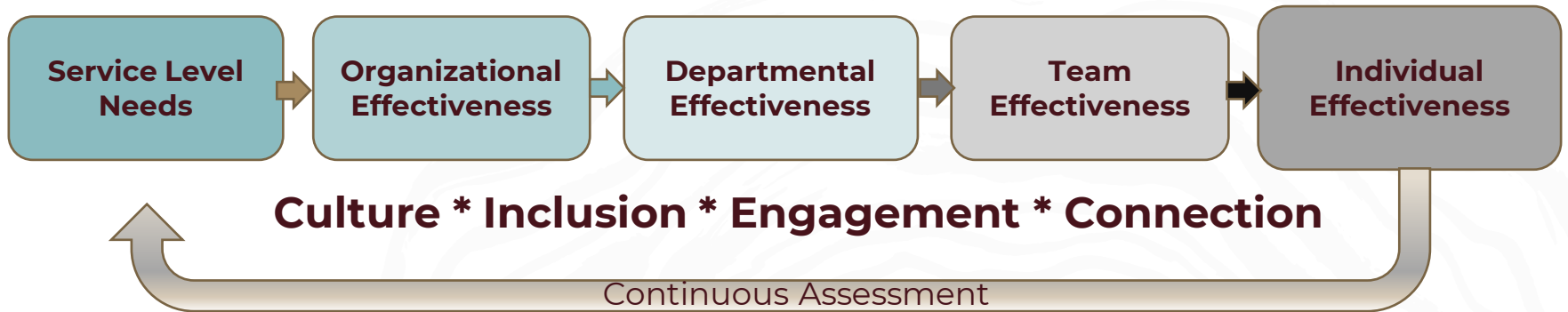
Flexibility – Both managers and staff demonstrate flexibility in *where, when, and how* work is performed while ensuring alignment with university, school/unit, or department priorities.

Wellbeing – We tend to one another's wellbeing in all aspects of our work relationships and acknowledge the connection between employees' quality of life and their work performance.

Reminder: HL/HCL Cascading Consideration

Values * Vision * Mission * Strategy

| Service Level Needs | → | Organizational Effectiveness | → | Departmental Effectiveness | → | Team Effectiveness | → | Individual Effectiveness |

Culture * Inclusion * Engagement * Connection

Continuous Assessment

Our workplace models must consider service-level needs -- and organizational, department, team, and individual effectiveness **--** while also answering the questions: *What do we do to ensure inclusion, community, connection and engagement?*

Three Step Process for Teams
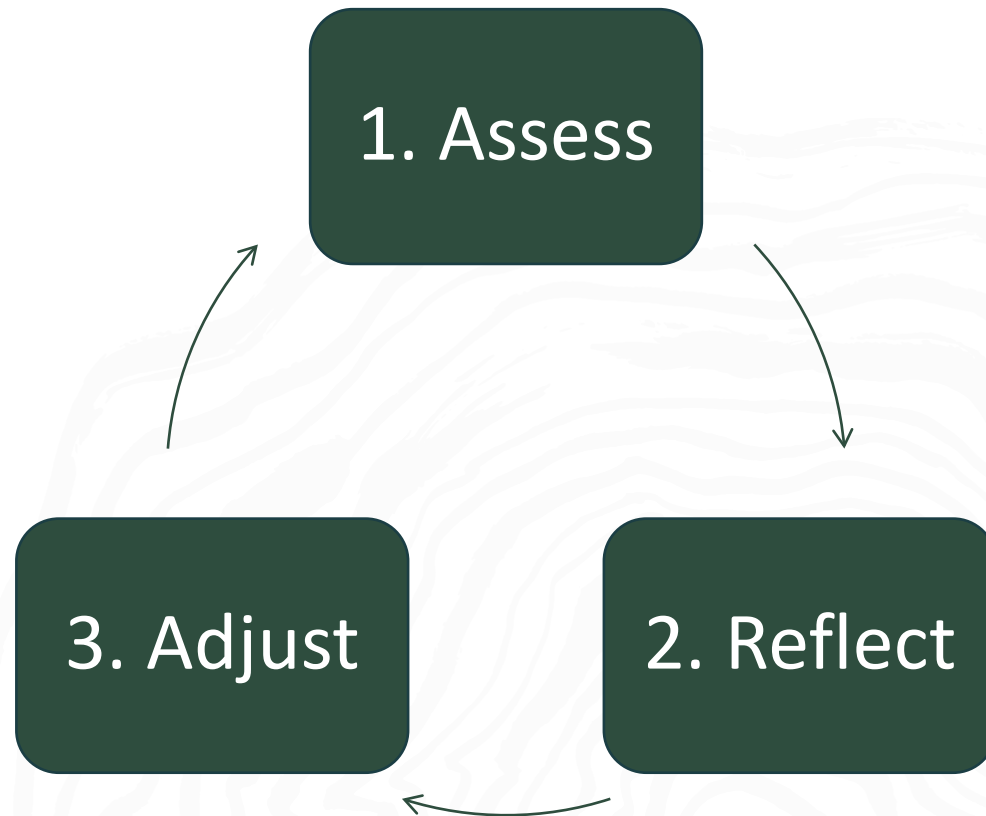
Step 1: Assess

Managers are expected to regularly assess and work with their teams to adjust their work designs.

To gain insight into our current ways of working at a local and organization-wide level, teams that have not yet completed the HL/HCL Flex Work Survey should do so now.

Survey questions can be found, along with other flex work resources, **here.** Please reach out to **HR** to find out more and to launch the survey.

What does this assessment measure?

— Communication

— Resources

— Trust

— Equity

— Connection / inclusion

— Balance / wellbeing

— Team effectiveness (as viewed by managers)

Step 2: Reflect

Share survey results with your teams and use them as a conversation starter. Brainstorm ideas for improvement with your team. Enlist <u>HR</u> for support!

Be sure to inquire about where staff think team norms are clear, communicated, and working well. Some norms include the following:

— On-site work expectations (fair, equitable, meet work and team needs)

— Communication vehicles and protocols, including such details as expected participation levels, response times, and when team members are expected to have video on when in Zoom meetings

— Norms for inclusion; ensuring participation of all, whether on-site or offsite

— Anything else that came up in the survey or brainstorming

Step 3: Adjust

— Following your team brainstorming sessions, make and communicate any adjustments to your flex work plans and team norms and the reasons for them.

— Communicate these adjustments in follow-up meetings orally and in writing.

— Ensure that your teams know you will regularly review and assess how things are working and share your plans for regular assessment.