

HL/HCL

# Future Flex Planning

July 2021

# Pulse Survey Learnings

- Experiences with remote and hybrid work since the start of the pandemic vary widely.
- We cannot make assumptions about the experiences of others based on our own experiences.
- What we've been doing has been working to meet critical organizational needs.
- We still have a lot of work to do to create “Future Flex” models that maximize organizational and individual effectiveness.
- The survey results provide guidance on how to make the most of on and off-site work.
- **Pulse Survey results can be found on slides 12-21**



## 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.*

# Our Future Workplace

There is no “one-size-fits-all” approach to the period of experimentation that we are entering. Our principles for decision-making through this process include:

- **Organizational needs** must come first.
- The process for determining flexwork is **equitable**.
- Decisions are to be made **without bias or favoritism**.
- Flexwork design is **outcomes-focused** and **job appropriate**.
- Flexwork must have a **net-neutral** or **net-positive effect**.
- Flexwork must be **responsive** to the changing needs of the workplace and is not to be considered “permanent.”

**Establishing our future workplace will be iterative; it will take some time to get this right!**



# Our Future Workplace

Values \* Vision \* Mission \* Strategy



**Our future workplace models must consider service-level needs -- and organizational, department, team, and individual effectiveness -- while also answering the questions: *How do we modify our practices to support our goals of camaraderie, staying connected, and keeping everyone engaged long-term? How do we create and maintain a positive and inclusive work environment as we modify our patterns of being together regardless of location?***



# Steps for Considering Future Work Models

**Step 1: Service Level Needs:** These are determined based on University expectations at the level of: VP, VPDR, Department Heads and Directors.

**Step 2: Organizational Effectiveness:** Every member of the HL and HCL community must understand and work in support of, and in alignment with, the organizations mission, vision and goals. Towards this end, all employees will be expected to participate in the broader Library community as follows:

**Attend monthly Harvard Library All Staff (and, for HL/HCL managers, HL/HCL Managers meetings).** These are expected to be virtual for the foreseeable future.

**Plan to attend two to four on-site, community-wide events each year.** These will be designed to strengthen community and facilitate development and knowledge in support of strategic priorities.

**Read email regularly and respond in a timely fashion.** Email continues to be a key means of communicating important organizational information.

**Gain comfort with Zoom** and other communications and planning tools that support engagement and inclusivity.

**Be accessible!** All employees with remote work schedules must have access to sufficient Wi-Fi to effectively support remote work tools.



# Steps for Considering Team Future Flex Models

## Steps 3 and 4: Department and Team Effectiveness

At both department and team levels, managers should 1) ensure that all service level and organizational needs have been communicated, and 2) **engage their teams to develop norms and expectations** that are consistent with overarching principles and in alignment with organizational expectations but are particular to the department and teams.

- What are the communications vehicles that your department/team will be using?
- What are the expectations for response times and responsiveness generally?
- What are the expectations for attendance and participation in department/team meetings and events?
- Does it make sense to have “anchor days” when all are on-site to facilitate collaboration and build community?
- What norms will you establish to ensure inclusion of all, whether on-site or off?
- How will the effectiveness of new work models be evaluated, and at what intervals will they be revisited?



# Steps for Considering Team Future Flex Models

## Step 5: Individual Effectiveness

### Where

Fully On-site  
Primarily On-site  
Partially Remote  
Primarily Remote

### When

Standard Work Hours  
Flex Hours  
Compressed Week

### How

Reduced Hours  
Job Share  
Schedule Rotations  
Work Share or 80/20

Think creatively about how positions can be designed to enable each employee to work most effectively in consideration of their job responsibilities.



# Assumptions

- 1) **All teams must complete the Team Future Flex Plan** form before implementing their new work models. Once approved by the corresponding VPDR member, plans will move to facilities and IT to begin site preparation. Teams will be cleared to bring additional team members on site and start implementing their flex work plans **once facilities are prepared and all have been trained on any compliance protocols.**
- 2) **The upcoming academic year will be an experimental one.** Teams will be expected to continually reassess the effectiveness of any new work models tried and adjust as needed to most effectively meet business needs and enhance team and individual effectiveness. We will also conduct regular assessments on an organizational level.
- 3) **We will encourage creative use of existing space and equipment** through this period of experimentation and will take more time to assess effective models for space usage in the longer term before investing in infrastructure.
- 4) **Plan implementation is dependent on compliance with all COVID safety protocols.**



# Team Future Flex Plan Design Process Timeline

(Timelines may vary by department.)

<p><b>Earliest possible date for start of any Team Future Flex Plan that bring employees back on-site.</b> Plans must have been approved by VPDR and Facilities and IT given time for site prep and employee and manager orientation to on-site protocols and compliance monitoring. <b>Plans will be approved and implemented on a slow rolling basis.</b></p>	<p><i>Monday, August 2</i></p>
<p>Departments and teams to <b>brainstorm and discuss flex possibilities</b> and work to develop team norms and expectations for flex work and <b>seek VPDR approval of plans</b></p>	<p><i>Now – Friday, August 13</i></p>
<p><b>Flex work plans due to facilities and IT</b> for all teams planning to implement new work models starting September 13</p>	<p><i>Friday, August 20</i></p>
<p><b>Employees not yet on site should assume that new flex/hybrid work models will begin by this date and plan accordingly</b> (e.g.; dependent care, transportation)</p>	<p><i>Monday, September 13</i></p>



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# Pulse Survey

MAY 2021

# Survey Goals

- Understand what has **worked well** and what has been **challenging** for you and your colleagues over the past year.
- Use data to inform the tools and resources we create for employees and managers as we develop **new work models and best practices** for most effectively accomplishing our work for the longer term, both off-site and on-site.

# Survey Highlights

## Participation

- **323** people participated
- **Approximately 70%** response rate
- **26%** of the participants are managers, **74%** are staff
- From **23** departments

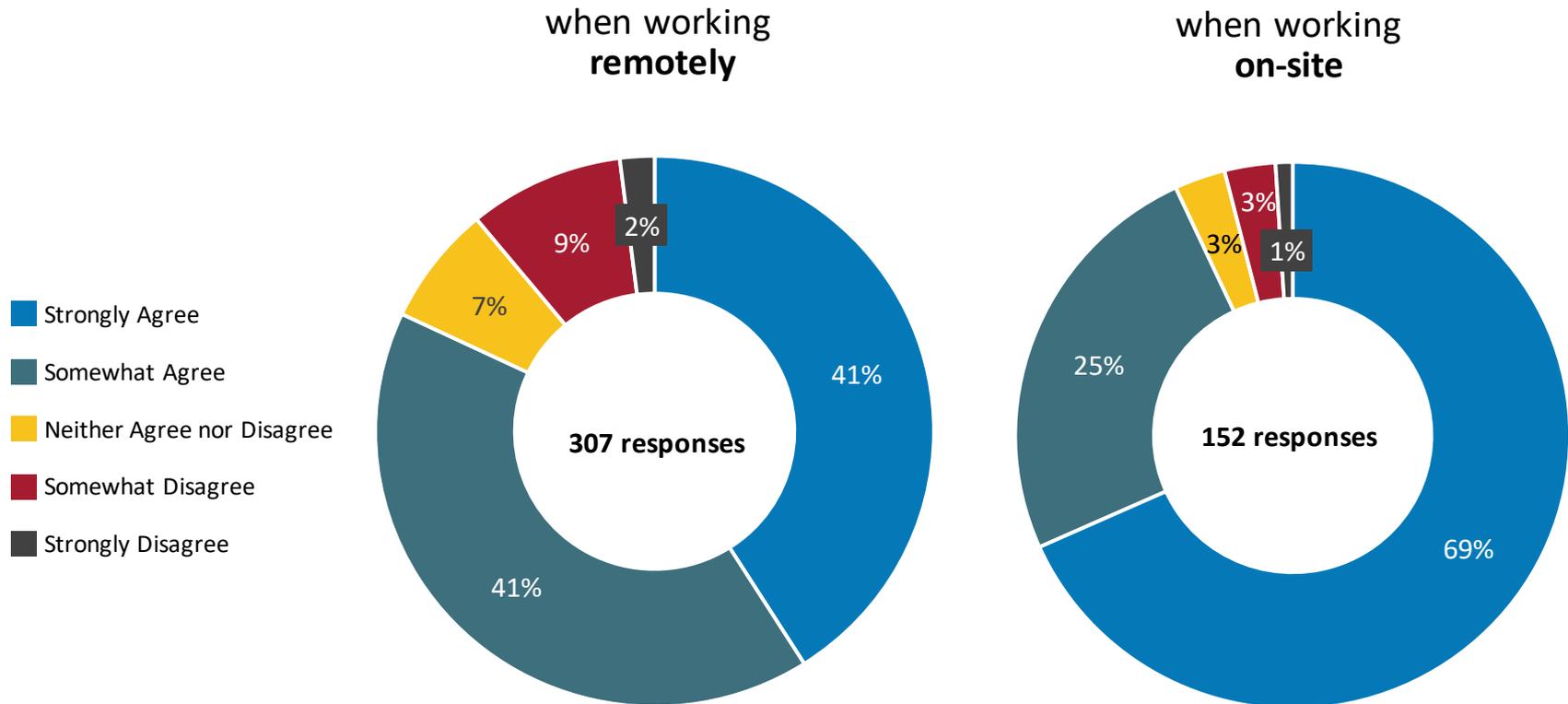
## Location of work

- **50%** of participants work on-site (any portion of their work), **50%** are off-site
  - **From those already working** on-site, 47% reported working 2-3 days per week, 21% every day, and 17% work one day per week.

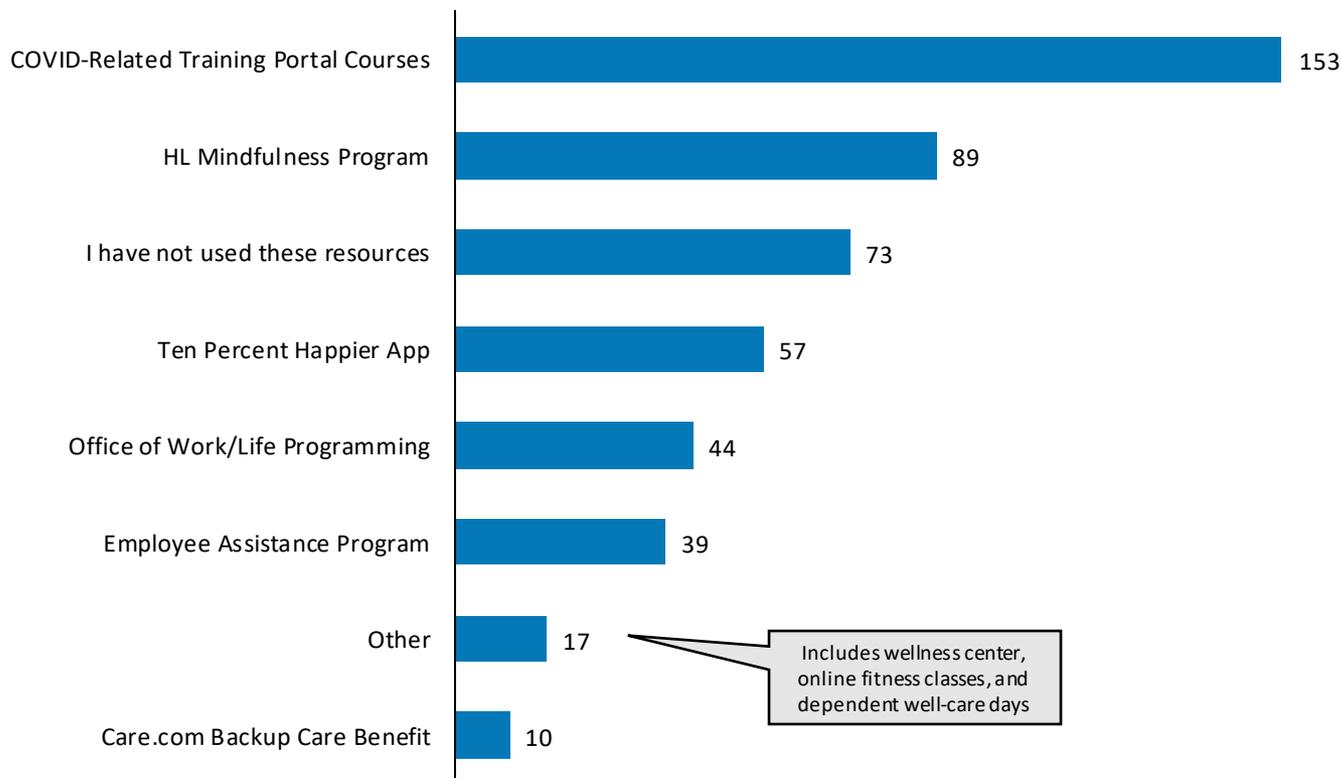
## Keep Harvard Healthy

- **94%** of participants have taken the EHS on-site work training
- **75%** understand the most recent Harvard University health and safety policies and protocols

# “I have access to the resources I need to do my job effectively”

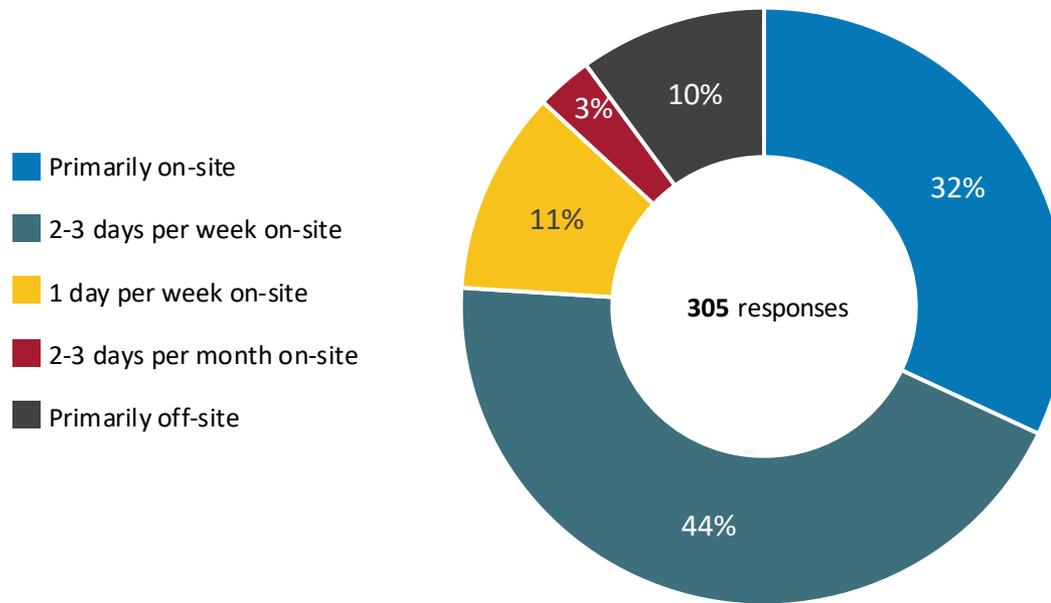


# Which of the University's well-being resources have you used, if any?

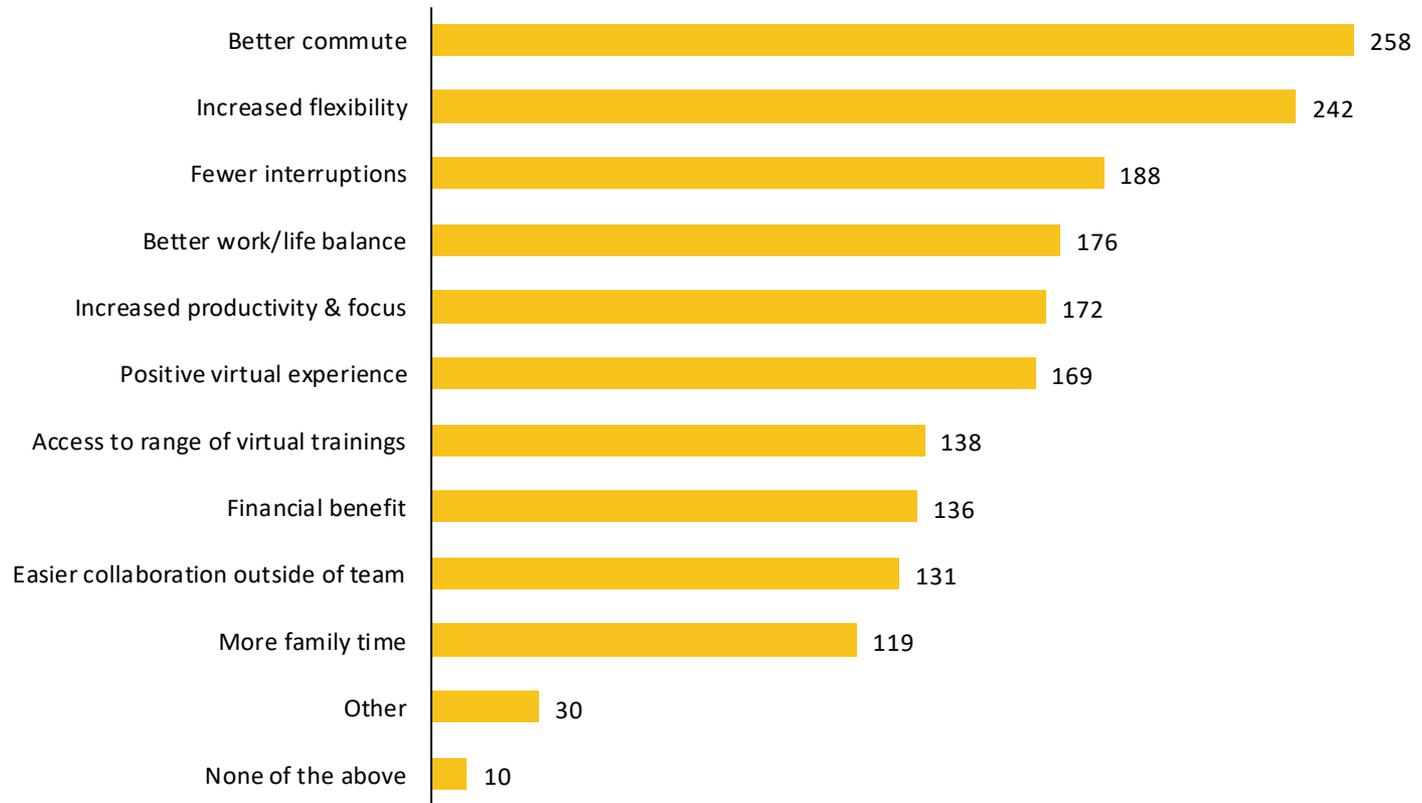


*Note: Participants were able to select multiple options.*

# Understanding that options will depend on many factors, how do you believe you would work most effectively post-pandemic?

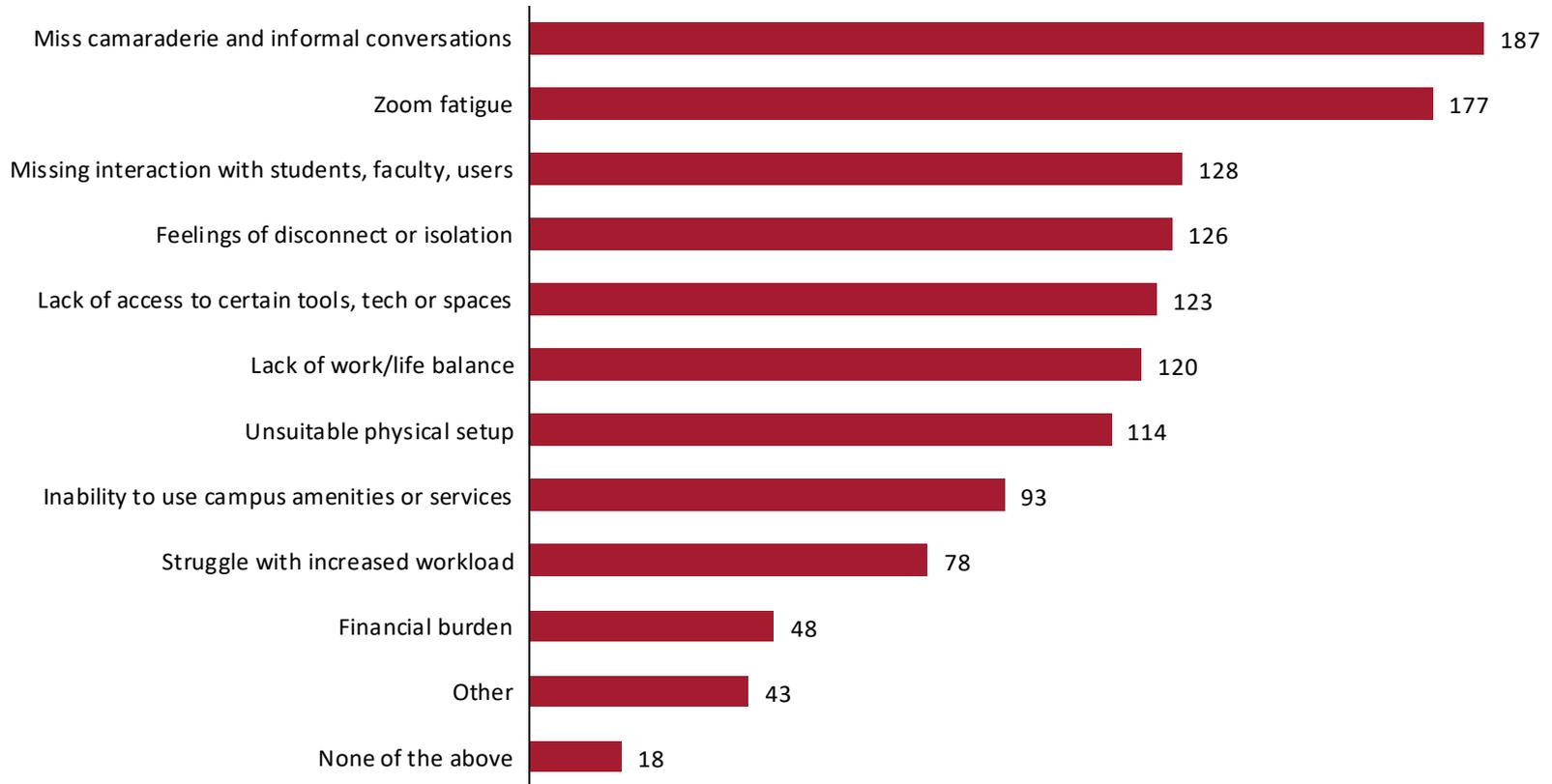


# What **advantages**, if any, have you experienced working remotely?



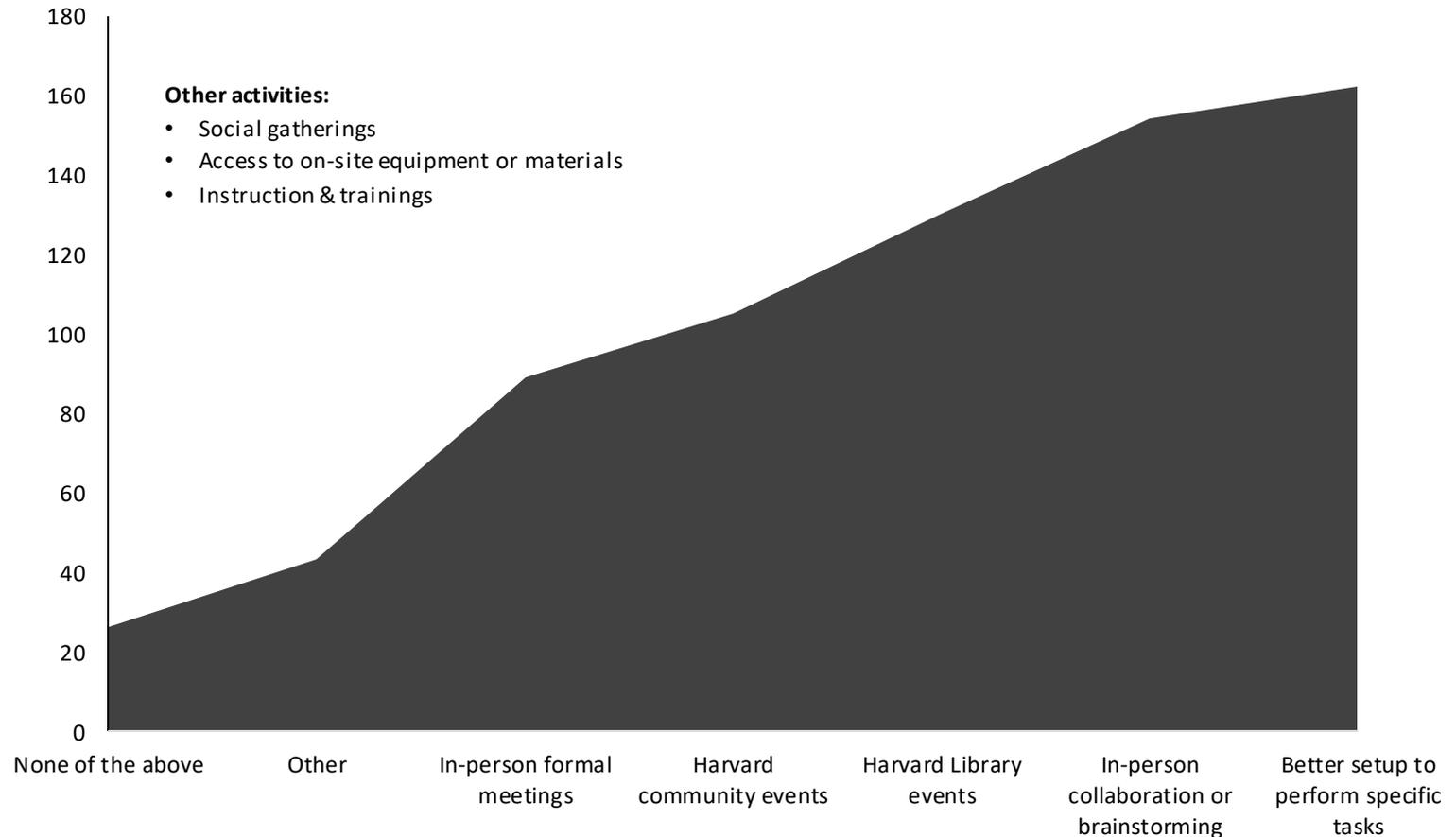
*Note: Participants were able to select multiple options.*

# What **disadvantages**, if any, have you experienced working remotely?



*Note: Participants were able to select multiple options.*

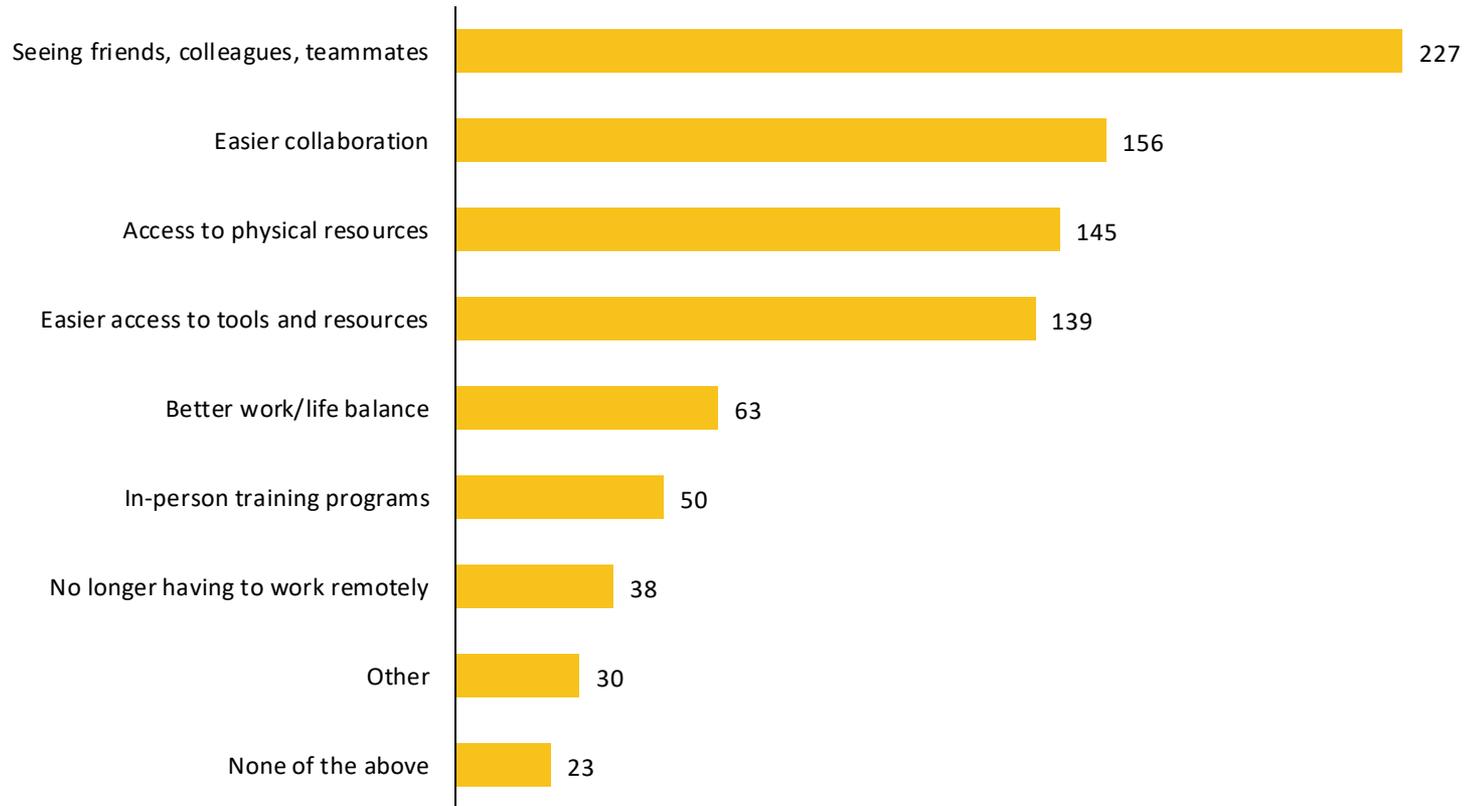
# What are some of the activities for which you think it would be optimal to be present on-site?



305 responses

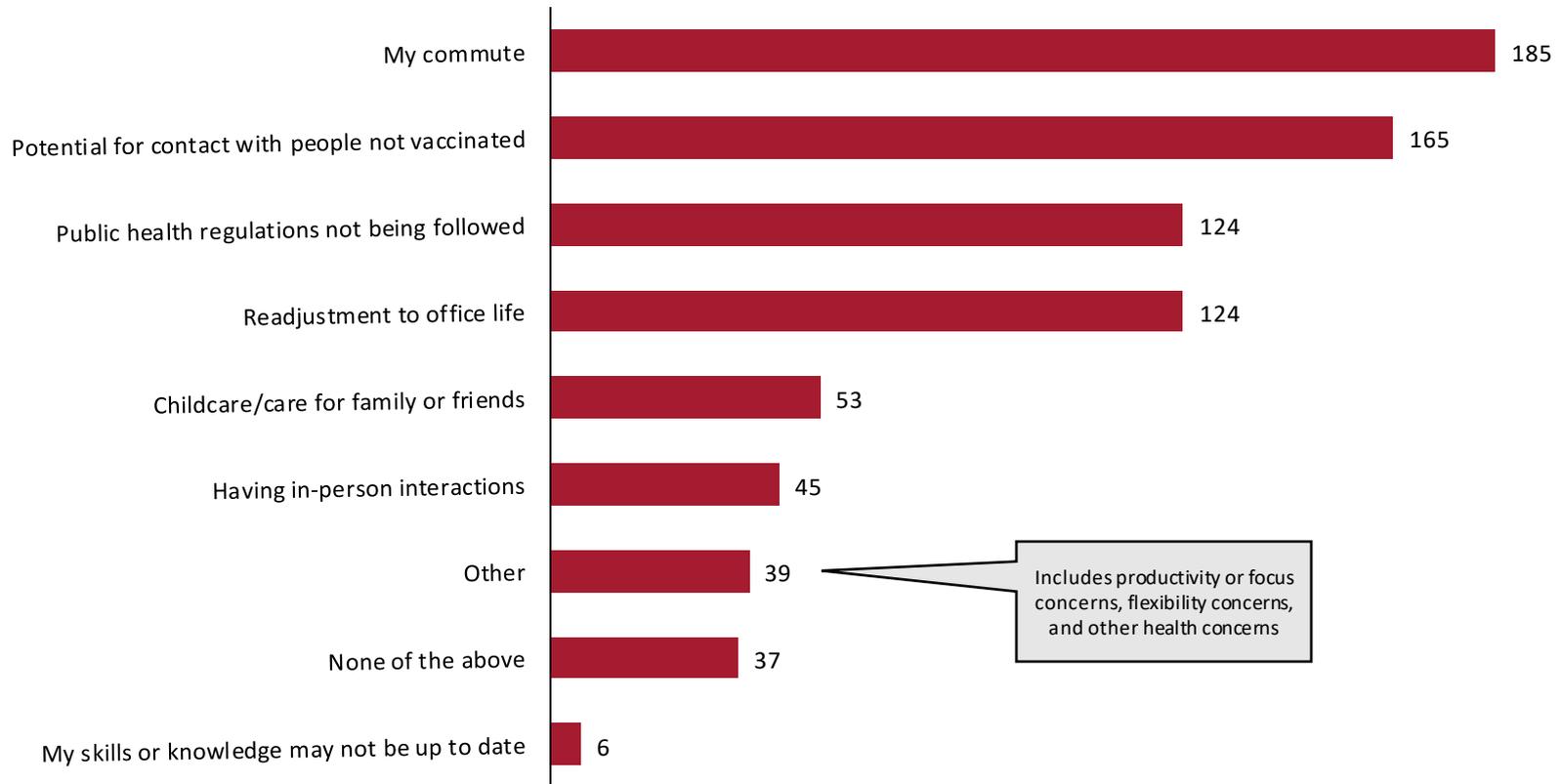
*Note: Participants were able to select multiple options.*

# What do you look forward to about working on-site?



*Note: Participants were able to select multiple options.*

# Do you have any **concerns** about working on-site?



*Note: Participants were able to select multiple options.*