

# UCOP Future of Work

## Frequently Asked Questions

Updated: October 14, 2021

We welcome your feedback and questions. Please email [UCOP-FutureofWork@ucop.edu](mailto:UCOP-FutureofWork@ucop.edu).

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## UCOP Future of Work Frequently Asked Questions

Updated: October 14, 2021

### General Future of Work Information

#### **What is the UCOP Future of Work Initiative?**

The UCOP Future of Work initiative includes a mix of on-site, hybrid and remote work options. This approach supports the cultural and organizational needs that employees and supervisors identified, while also providing flexibility that many of us have appreciated during our time working away from the office.

As we move into the new way of working, we expect to assess, learn, and adapt to best balance the needs of the organization and well-being of our employees to retain our current employees and attract new talent. This will be a learning process for us all and will require patience and flexibility.

#### **What are the objectives and guiding principles for the Future of Work?**

The objectives for UCOP's Future of Work initiative are to:

- Strive for a culture in which our employees can thrive
- Support UCOP in becoming a leading employer of choice
- Create a physical work environment that complements the operating model and supports workforce and collaboration needs
- Realize cost savings by consolidating and reducing real estate footprint and operational overhead costs

We will follow these guiding principles:

- Balance needs of the organization, teams and employees
- Proactively and intentionally support UCOP's values and vision, including culture, connectivity, equity, inclusion and accessibility
- Align with evolving workforce trends – considering higher education and other industries with which UCOP retains current talent and is positioned well to compete for talent
- Consider operational implications
- Consider cost implications
- Consider internal and external stakeholder perceptions

#### **What is the value proposition behind the Future of Work?**

The Future of Work program benefits both the organization and the individual employee. The organization benefits from increased competitiveness in attracting and retaining talent, improvements in employee job satisfaction, and potential gains in productivity related to less commute time and more satisfied employees. Ultimately, UCOP may also be able to reduce its facilities costs by reducing space usage as well as related utility, services and other costs, and contribute to climate goals with reduced commute emissions.

There are also direct benefits to employees for many of the same reasons mentioned above as benefits to the organization. In addition, many employees save money on commute costs, are better able to balance work and personal/life commitments, and find more time to attend to their well-being due to a more flexible work schedule. Being together in person some of the time may also provide benefits, including an increased sense of community, and opportunities for team building, brainstorming and collaboration.

While all organizations including UCOP will need to continue to learn how each of these factors and others are impacted once we fully return to the office, UCOP sees value in this new approach for both the individual and the organization.

**Does the Future of Work apply to all UCOP staff or just non-represented staff?**

The UCOP future of work program applies to all UCOP staff.

**What are the phases for the Future of Work initiative?**

The UCOP Future of Work program will be implemented in three phases. The first phase, which is currently underway, focuses on defining the Future of Work program and our phased UCOP re-opening at all of our locations.

In Phase 2, we will continue to refine processes, identify how we can support culture change, and conduct initial Future of Work assessments and adjust as necessary.

In Phase 3, we will continue to assess the program and closely look at how we can best create a culture that allows both UCOP and our employees to thrive.

**What is the timeline for UCOP's Future of Work effort?**

The Future of Work team is continuing its work and readjusting the milestones and deadlines to the new January 2022 return date. The next step will be to determine position eligibility for specific work arrangements, and hold discussions with employees. Please see the [Future of Work website](#) for what's been completed, happening now, and planned.

## **Future of Work and UCOP's Return to On-site Operations**

**How does the Future of Work initiative interconnect with UCOP's return to on-site operations?**

The Future of Work program is integrated with the return to on-site operations (R2OO) initiative, the implementation of the systemwide UC Vaccination policy, our ongoing COVID-19 response and protocols, and re-opening of all UCOP offices. While these elements are interdependent, they are separate efforts.

**When will UCOP return to on-site operations?**

UCOP extended the start date of our phased return to on-site work to January 2022. Following is an excerpt from the August [messages from Executive Vice President and Chief Operating Officer Rachael Nava](#):

“When I wrote to you in March, COVID-related cases were declining steadily and it was looking like we could return to working on-site this fall. However, in light of the unfortunate surge in COVID-19 cases throughout the U.S. due to the Delta variant, and evolving guidance from the Centers for Disease Control and Prevention and other public health authorities, we have decided to revise our plans.

After much discussion with President Drake and UCOP leadership, for the safety and well-being of everyone we have decided to extend the start date of our phased return to on-site work to January 2022.

Essential staff currently working on-site will continue to do so. Other departments also doing essential work, such as RASC and UCPath, will proceed with their plans to return select staff critical to optimal operations. In addition, the UCDC program will be open to students for the fall and their

staff will also be on-site, and our state and federal governmental relations offices may need some staff in the office in order to meet governmental and legislative schedules.”

President Drake has asked us to re-evaluate the new return plan in mid-November to determine if the January timeframe should be revisited. We will communicate any changes at that time.

**How is UCOP’s return to on-site operations affected by the constantly evolving COVID-19 situation and guidelines?**

UCOP plans to return to the office using a phased approach to avoid bringing large groups back at the same time. We are continually monitoring the COVID-19 situation. If indicated by public health guidance, the UCOP COVID-19 response team will consider whether to recommend that UCOP shift or modify re-opening plans. At this time, there is no public health guidance that would cause us to change timing, but we understand that the situation is dynamic.

In addition, we will keep COVID-19 protocols in place as indicated by public health guidance. We understand that employees may not want to take public transportation and we are working to provide options, such as access to parking and bike lockers.

**What are the return to on-site operations plans for each UCOP location and who can I contact for more information?**

For all locations, UCOP’s return to on-site operations plans will follow UC policy and guidance and COVID-19 protocols from the Centers for Disease Control and Prevention (CDC) and the National Institute of Health (NIH) as well as state and local guidance from agencies, such as the California Department of Public Health (CDPH) and Washington D.C. Department of Health (DC Health).

At this time, all staff who come to a UCOP location must be in compliance with the UC Vaccination policy and are required to follow COVID-19 protocols, including wearing a face-covering and following all physical distance requirements.

Specific plans vary by UCOP location. Following are high-level plans by location:

- **Franklin-Broadway Campus, including UC Press** – We are working on plans and will communicate as soon as we have final move-in dates. Essential staff currently working on-site will continue to do so. Other departments also doing essential work, such as RASC, will proceed with their plans to return select staff critical to optimal operations. We are also in the process of completing our Oakland office consolidation work. As of September 1, 2021, the Oakland office was opened for limited voluntary return to on-site work. The full return to on-site operations will coincide with the UCOP timeline for return to work. **Contact:** Email your Department Move Coordinator
- **Sacramento State Governmental Relations** – Our state governmental relations office may need some staff in the office in order to meet governmental and legislative schedules. However, important seismic work is underway at our 1130 K Street location. Temporary workspaces for hybrid work assignment will be available through the end of the 2021 calendar year. The full return to on-site operations will coincide with the UCOP timeline for return to work. **Contact:** Email [Kelley.Ogden@ucop.edu](mailto:Kelley.Ogden@ucop.edu)
- **UCDC** – UCDC opened to students for the fall and staff are on-site. In addition, our federal governmental relations office may need some staff in the office in order to meet governmental and legislative schedules; otherwise, they will return to on-site operations in accordance with the UCOP timeline for return to work. **Contact:** Email [Mac.Hamlett@ucop.edu](mailto:Mac.Hamlett@ucop.edu)

- **UCPath** – As of August 1, 2021, UCPath began a voluntary program for returning on-site. The full return to on-site operations will coincide with the UCOP timeline for return to work. **Contact:** Your manager or supervisor

**Can I volunteer to come on-site before January 2022?**

Yes. Although UCOP has pushed back the start date of our phased full return to on-site work to January 2022, interested staff can request to voluntarily return to on-site work (effective September 1, 2021) while following all COVID-19 protocols, including masking, physical distancing and restrictions on large gatherings. Temporary space assignments will be made available for these requests and must be approved in advance and coordinated with the appropriate staff, as follows:

- **Franklin-Broadway Campus, including UC Press:** Complete the [UCOP Voluntary Return: Request for Interim Workspace form](#)
- **UCDC:** Email [Mac.Hamlett@ucop.edu](mailto:Mac.Hamlett@ucop.edu)
- **UCOP State Government Relations – Sacramento:** Email [Kelley.Ogden@ucop.edu](mailto:Kelley.Ogden@ucop.edu)
- **UCPath:** Work with your manager or supervisor

**Are those with children or caring for others going to be considered during the return to work?**

Managers and supervisors will work with employees to support them during the transition and allow sufficient notice of at least 30 days to make arrangements for family care or other situations. In addition, should the COVID-19 situation related to schools change, for example back to hybrid or Zoom, we would work to accommodate family needs.

**Work Arrangements and Position Eligibility**

**What are the work arrangement options for UCOP?**

Overall, there are three work arrangement options as follows. UCOP is currently assessing which positions will be eligible for which work arrangements.

**On-site**

- On-site with assigned on-site workspace

**Hybrid**

- Partially on-site and partially off-site; noted as 3/2, 2/3, 4/1 or 1/4 (on-site/off-site)
- Number of days on-site and specific days of the week will range across the organization
- Minimum of three regular days on-site required for assigned space
- If less than three days on-site, staff have access to reservable and drop-in UCOP hoteling workspace

**Remote**

- Remote (off-site) without assigned on-site workspace
- Distance to primary work location establishes service levels – distance vs. outside commute distance
- Access to reservable and drop-in UCOP hoteling workspace

For more information about each work arrangement option, including supplies, travel reimbursement and impact to benefits, visit the [Future of Work website](#).

**What is the process for determining who is eligible to work on-site, remote or hybrid?**

Work arrangement decisions will be made as follows:

- 1a. Position eligibility assessment
- 1b. Employee work arrangement discussions with managers and employee preference selection
2. HR review across the organization for equity and recommendations for review of potential issues
3. Final review with leadership for informational purposes
4. Employee work arrangement finalization

For more information on each step of the process, visit the Work Arrangements page on the [Future of Work website](#).

**What is HR's role in reviewing work arrangement options, and can they take away work arrangement options for my position?**

HR will review all decisions to ensure there is equity and consistency across positions and to identify any notable differences between divisions and sub-divisions. HR will discuss any identified differences with the division leaders and chiefs of staff so there is a common understanding of why there are differences and to ensure the differences do not create inequities. Division leaders approve overall work arrangements for their divisions.

**Will there be an exception or appeals process if I do not agree with the work arrangement options for me or my position?**

You should start by talking with your manager. If the issue cannot be resolved with your manager, you should follow UCOP's normal process for resolving complaints, which includes [PPSM-70 Complaint Resolution](#) and policies for represented staff through their collective bargaining agreements.

**How much will a manager's or other leader's personal preference to have their team in the office impact an employee's ability to have a hybrid schedule?**

The focus of the position eligibility assessment process is on a position's core functions and tasks and where those can best be performed while also considering how to best meet the organization's objectives and needs, our organizational culture, and our sense of community. We are making decisions that take into account the benefits of in-person interactions for collaboration, coaching and mentoring, and innovation, and an individual employee's well-being. Managers will take all these factors into account in determining eligibility for hybrid and remote arrangements and make the decision that best supports the work of the team while balancing employee well-being.

Division leaders will review and discuss requests before final decisions are made. This should help avoid conflicting decisions. In addition, there may be times when division leaders or managers require all team members to be on-site for all-hands meetings, team collaboration meetings, etc.

**Can managers or leaders set an expectation that for certain meetings, such as monthly all-hands, other key meetings, in-person participation is required? Will there be any HR guidance?**

Yes. UCOP managers and leaders can set expectations for employees to be on-site for meetings such as monthly all-hands and other key meetings.

**Will emergency in-person meetings happen and would there be an expectation that an employee would need to come to the office within an hour?**

Generally, it is unlikely that an employee will need to be in the office unexpectedly within an hour. This may be required if an employee's role includes emergency response or there is an unexpected event that requires hands-on work or in-person collaboration.

**For remote or hybrid employees, would travel expenses to UCOP be a business expense?**

Generally, travel to the office is considered a personal commute expense and is not reimbursable. This aligns with what is expected if you work on-site.

**Can I work remotely permanently?**

If remote work is determined to be an option for your position through the position eligibility assessment process, yes. All remote work arrangements will be reviewed periodically to ensure that they continue to meet the needs of the organization, department and the individual.

**How much notice will I receive when my work arrangement changes?**

Managers and supervisors will work with employees to support them during the transition and allow sufficient notice of at least 30 days to prepare and make arrangements for family care or other personal matters.

**Is there an option for people who want to continue to work from home until the COVID-19 issue is resolved?**

Employees will work with their managers to determine work schedules based on organizational, team and individual needs. It is expected that all staff will transition to their new approved work arrangement when UCOP offices reopen.

**Is UCOP open to considering alternative work schedules and flexible work hours, such as 9/80 or 4/10 schedules and/or hours that vary by individual?**

We are developing guidelines regarding flexible work hours. In general, office hours should be based on the needs of the business and agreed upon with your manager.

An employee request for an alternative work schedule must be reviewed by the employee's manager or supervisor and Human Resources to determine what – if any – special work arrangements will be made to accommodate a UCOP employee's request.

## **Work Arrangements – Where Employees Work**

**What will be my primary work location?**

Your primary work location will be determined by your specific work arrangement, as follows:

- On-site – Your primary work location will be within a UCOP facility
- Hybrid and off-site 1 or 2 days per week – Your primary work location will be in your assigned UCOP facility
- Hybrid and off-site 3+ days per week – Your primary work location will be off-site
- Remote – Your primary work location will be off-site

**If an employee is allowed to work 100% remotely, can they do so while living in another country?**

No. UCOP employees are not approved to work outside the U.S. due to significant variation in labor laws, benefit availability, tax consequences, and other considerations.

**Can a UCOP employee work remotely from another state?**

A request to work remotely out-of-state will require a business case and exceptional approval.

**When you say the United States, what do you mean?**

Within the 50 states. It does not include U.S. territories.

**Are there any guidance or restrictions regarding the distance between an employee's residence and work location? For hybrid remote working? For full-time remote working?**

The primary approved work location will determine where an employee can work. If the primary work location is on-site or hybrid on-site, it is the employee's responsibility to be able to get to the office in a timely way regardless of where they live. Usually commute distance is defined as 50 miles, but we understand some employees commuted more than 50 miles prior to the pandemic.

If the primary work arrangement is remote work beyond a reasonable commute distance, it is the employee's responsibility to get to the office and travel expenses are not reimbursable.

Any requests for out of state work will require a business case and exceptional approval.

**How many miles from UCOP is considered "commuting distance?"**

Commuting distance is generally considered to be within 50 miles of a UCOP facility. We are aware that prior to the pandemic, some employees commuted longer distances, and commutes of greater than 50 miles are permitted provided that the employee is able to get to the office in a timely way.

**For UCOP employees who have relocated to another state and will not be returning to California, is there a chance of losing our jobs even though we have been working very successfully remotely? How will 'equity' be determined when it comes to staff members who moved during the pandemic and are fully remote?**

If an employee's position is identified as one that is not designated as remote and the employee is not on a previously approved remote work agreement (pre-pandemic), the employee may request an exceptional approval, however if exceptional approval is not granted, the employee is subject to being recalled back to on-site work.

If an employee has left the state without an approved telecommuting agreement, the employee may request an exceptional approval, however if exceptional approval is not granted, the employee may be subject to recall to their assigned UCOP office.

Exceptional approvals will be reviewed by UCOP Human Resources and approved by UCOP senior leadership. If approved, a telecommuting agreement will be required. Any travel to the work location will be at the cost of the employee and not a reimbursable expense.

## **Work Arrangements – People Management**

**How long will remote and hybrid work arrangements be set for, and is there an opportunity to change them?**

Initially the Future of Work core team recommends setting schedules for the coming six months so supervisors and teams can anticipate who will be where and when for the purpose of scheduling and collaboration. This also allows our operations support staff to best provide on-site support based on when people are expected to be on-site.

That said, we understand that some departments may need flexibility to make adjustments sooner or more frequently. We would appreciate notification of any major changes in on-site work schedules so the UCOP Operations and other support teams can plan accordingly.

Short-term changes due to urgent needs can be accommodated using regular hoteling space or by requesting an urgent space reassignment through the BASC space manager. Units can initiate a request through the Work Management Center.

**Will there be a grace period for space assignments to ensure that the remote or hybrid work arrangement is working over time?**

This is a learning process for all of us. UCOP currently has sufficient capacity at all its UCOP facilities for remote or hybrid workers to return on-site should a work arrangement not work as well as expected. Over time, UCOP will adjust (including possibly reducing or subletting) their facilities footprint to match the space demand.

Since approved work schedules can flex as agreed upon by the supervisor, no grace period is necessary, however departments are asked to consult with the Building and Administrative Service Center (BASC) in advance of significant proposed changes to space needs.

**What happens if an employee who is allowed to work remotely or hybrid is subsequently found to be non-productive or abuses the privilege?**

Managers are responsible for setting performance expectations with all employees and meeting regularly with their employees to discuss performance. If an employee is not meeting performance expectations regardless of the work assignment location – remote, hybrid, or on-site – the manager will work with the employee to manage performance.

## **Workspace – Equipment and Technology**

**Are we allowed to keep equipment issued during COVID (e.g., monitor, desk chair, and tables, etc.) to work from home, and, if not, do we need to purchase equipment for home-use?**

If your primary workspace is at home, equipment issued during the pandemic can remain at that location. If your primary workspace is in a UCOP facility, those items must be returned to that office location.

If you wish to have two fully equipped workspaces, you need to personally fund the home location while the UCOP-owned laptop would be expected to move with you between locations. Recommendations for purchases at home offices can be discussed with the ergonomist (Ruby Antonio) or the BASC moving team.

**Will laptop upgrades (extra ram) or desktop options be available for remote use?**

Laptop upgrades will continue to be assessed based on justification and the request needs to be submitted through a Service-Now ticket to the ITCS team. Desktop options may be available on a very limited basis for fully remote staff.

**What technology tools are available to help us work effectively in a hybrid work environment?**

There are many technology tools that can be used by teams and individual employees to help us work effectively in a hybrid work environment. Following are a few available tools:

- Zoom, including advanced meeting tools and setting your availability
- Outlook – using team calendars for vacation schedules, important meetings, etc., and setting your availability to “working off-site”

IT Client Services continues to explore new, robust technology tools, such as white-boarding and other collaboration tools and portable teleprompters for Zoom meeting presenters.

**If I need to bring back UC equipment from home, will parking be available?**

Yes. Our transition back to the office will have provision for the return of university equipment, including parking on the date of return.

**Workspace – Hoteling Spaces**

**What are hoteling spaces, what is provided in them, and how to I reserve one?**

Hoteling spaces are designated workspaces in UCOP facilities that employees can use for the day when they come to the office if they do not have an assigned workspace of their own.

Hoteling spaces for the Franklin-Broadway Campus must be reserved in advance by using the [Event Management System \(EMS\)](#), and include:

- Sit-stand desk and ergonomic chair
- Dual monitors
- Docking station and adaptors – Designated for either Dell or Mac computers, which will be noted in the [Event Management System \(EMS\)](#)
- Standard keyboard and mouse
- Lockable day-use storage cabinet,
- Access to printing, photocopying and faxing
- Disinfecting wipes, hand sanitizer and tissue
- Office supplies available in department supply rooms

Employees should bring their laptop and can choose to bring an ergonomic keyboard or mouse, and/or headset. Employees are advised to wipe down surfaces before use AND must clear out all personal items and wipe down touchpoints and surfaces after use.

Sacramento Governmental Relations staff have access to temporary workspaces through the end of the 2021 calendar year as important seismic work is underway at our 1130 K Street location.

UCDC and UCPath do not currently have formal Hoteling spaces. Any workspace needs should be handled via the local room reservation process.

**Will departments located in the Franklin-Broadway Campus have specific reserved workspace in their department areas for those who want to use the hybrid work model or come into the office when needed?**

Currently, hoteling spaces are only available on certain floors. When we return to full on-site operations after January 1, 2022, we are planning to make hoteling spaces available adjacent to most departments. That said, hoteling spaces will be available for reservation on an individual basis only, so if spaces near your department are fully reserved, you may need to reserve on a different floor. If you have a special need, such as access to department-specific equipment, please reach out to the Building and Administrative Services department.

**Workspace – Accommodations**

**If I need to use a hoteling space, what are my options if I have a documented request for reasonable workspace accommodations?**

Hoteling spaces are designated workspaces in UCOP facilities that employees can use for the day when they come to the office if they do not have an assigned workspace of their own. The hoteling spaces are designed with ergonomics in mind, but since they're for temporary use by different employees each day, they are not customized for each employee.

Hoteling spaces for the Franklin-Broadway Campus include:

- Sit-stand desk and ergonomic chair
- Dual monitors
- Docking station and adaptors – Designated for either Dell or Mac computers, which will be noted in the [Event Management System \(EMS\)](#)
- Standard keyboard and mouse
- Lockable day-use storage cabinet
- Access to printing, photocopying and faxing
- Disinfecting wipes, hand sanitizer and tissue
- Office supplies available in department supply rooms

When using a hoteling space, employees should bring their laptop and can choose to bring an ergonomic keyboard or mouse, headset or other specific equipment or supplies they need.

Hoteling spaces for the Franklin-Broadway Campus must be reserved in advance by using the [Event Management System \(EMS\)](#). Sacramento Governmental Relations staff have access to temporary workspaces through the end of the 2021 calendar year as important seismic work is underway at our 1130 K Street location. UCDC and UCPath do not currently have formal hoteling spaces, so workspace needs should be handled via the local room reservation process.

If you have a disability-related concern, visit the UCOP HR Accommodations and Leave Services webpage [here](#) or email [leaveandaccommodations@ucop.edu](mailto:leaveandaccommodations@ucop.edu).

## Workspace – Ergonomics

### **Can I receive ergonomic support if I'm working from home as part of a hybrid or remote work arrangement?**

Employees can take ergonomics courses and are eligible to receive remote ergonomic assessments. Employees working remotely or hybrid will be required to complete a telecommuting agreement that outlines the employee's responsibility for maintaining a safe and secure work environment and for arranging the off-site workspace in an ergonomically sound manner.

## Workspace – Worker's Compensation

### **Will our worker's compensation policy and how it's applied change based on whether you are on-site, hybrid or remote?**

No. All employees are covered by worker's compensation regardless of their work location. We are not waiving worker's compensation.

## Working Effectively in a Hybrid Work Environment

### **How will meetings work when some people are in office and others are on Zoom?**

If meetings have both in-person and remote participants, then a Zoom option should be offered. All Franklin-Broadway conference rooms have equipment to support video participation. We are developing recommendations on how best to conduct meetings to ensure all voices are heard and that technology supports sharing what is happening in the room for those on Zoom. More information will come as we move closer to re-opening.

**When will I be able to reserve and use a conference room?**

Whether or not conference rooms can be used and at what capacity is determined by current health guidelines where the conference room is located. Our plan is to make conference rooms available via our normal reservation processes when we return to on-site operations after January 1, 2022.

In the interim, If you have a special request to use a conference room, contact Business Services at [business.services@ucop.edu](mailto:business.services@ucop.edu). Please note that any approved use will need to follow COVID-19 protocols with a limited number of people in the room.

## COVID-19 Protocols

**What are the COVID-19 protocols for UCOP facilities?**

Existing UCOP COVID-19 protocols, including wearing masks except if alone in a private office with the door closed, remain in effect regardless of whether you are vaccinated or not. In addition, employees must be in compliance with the systemwide UC Vaccination policy. UCOP will notify employees of changes to on-site COVID-19 protocols. For updates, visit [ucop.edu/coronavirus](http://ucop.edu/coronavirus). For questions, email us at [UCOP-COVID19-Response@ucop.edu](mailto:UCOP-COVID19-Response@ucop.edu).

## COVID-19 Vaccination Policy and Implementation

**Where can I find more information about the UC COVID-19 Vaccination Policy?**

For more information, read the [UC Vaccination policy](#) and the [UC Vaccination policy FAQs](#).

**How do I provide proof of my COVID-19 vaccination or request an exception, deferral or exemption?**

If you need to upload your proof of vaccination or request an exemption or deferral, please go to [UCOP COVID-19 Vaccine Tracker](#) and follow the instructions. For more information about the proof of vaccination or exception/deferral process, visit the [UCOP COVID-19 Vaccine Policy Implementation page](#). For questions about completing the online tracker, email [UCOP-COVID19-Vaccine@ucop.edu](mailto:UCOP-COVID19-Vaccine@ucop.edu).