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CALIFORNIA

# Wellness in the Hybrid Workplace



Presented by the 2021 UC-Coro Systemwide  
Leadership Collaborative Northern Cohort

# 2021 UC-Coro Northern Cohort

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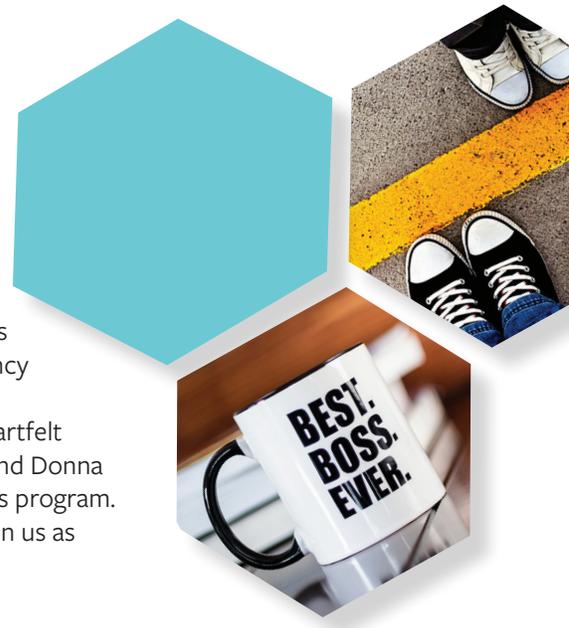
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## Acknowledgments

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Thank you!



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March 14, 2022

CORO SLC Project

As we begin to emerge from the pandemic, we find ourselves taking stock. We are in the midst of a once in a century opportunity to transform the way we work. Like other moments of upheaval in our history, it will take some time before we can really assess what has been gained, and what has been lost. But we know already that past assumptions about remote and hybrid work have been challenged and are forcing us to evolve.

As an employer, the moment is upon us. The University of California's future is in the hands of the brilliant leaders we have across the system, and their teams. They have been hard at work developing valuable resources to help managers and employees succeed and to keep this amazing institution thriving and growing.

The University of California's "future of work" strategy must support our supervisors and managers to be the most effective they can be, so that our workforce remains engaged and committed to our great University and its mission. This year's Northern Cohort recognized the urgent need to focus resources on mental and emotional wellness and curated a set of essential resources from across the system to provide tools and support to supervisors in managing their hybrid teams effectively. This report will be required reading for my leadership team and I hope many others will follow suit. I am grateful to the Northern Cohort for taking on this important work and leading the way to a more balanced and thriving work environment.

Rachael Nava  
Executive Vice President – Chief Operating Officer  
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Executive Sponsor of Northern Cohort, UC-CORO Systemwide Leadership Collaborative

# From Our Sponsors

Berkeley **People & Culture**

March 8, 2022

As a Project Sponsor for the UC-Coro SLC NorCal cohort and in my role as the Associate Vice Chancellor of Human Resources at UC Berkeley, I am sharing my unreserved support for the cohort's project, **Wellness in the Hybrid Workplace: Recommendations and Resources for UC**.

Our UC locations responded to the COVID-19 pandemic to address the myriad of operational, safety, and instructional issues in their own remarkable ways. Resources to support individual emotional and psychosocial well-being can also be found in varying degrees at each of our locations. With this said, this project recognizes the disproportionate challenge that managers and supervisors have had during this time to support their staff and teams while managing their own emotional and mental wellness.

The genius of this highly curated collection of resources is to ensure equal access to information and best practices for all managers and supervisors across the system, regardless of their location. It highlights the collective strength of the UC system and the immense opportunity of this position. It is a resource that will benefit all employees for many years to come even after we transition away from pandemic circumstances and I expect that at least a noticeable portion of our workforce will continue to work remotely partially or fully for the foreseeable future.



**Eugene Whitlock**

People & Culture

University of California, Berkeley

# From Our Sponsors



**BERKELEY LAB**

Human Resources

March 9, 2022

I am writing to you on behalf of the UC Coro SLC NorCal cohorts project - **Wellness in the Hybrid Workplace: Recommendations and Resources for UC**. As a Project Sponsor for the team and in my role as the Chief Human Resources Officer at Lawrence Berkeley National Laboratory, I fully support this project.

During the pandemic, each location valiantly managed a multitude of issues when it came to addressing safety, operations, and instruction in a variety of ways. While each location may have resources to support individuals' emotional and psychosocial well-being, there is value in a central and curated compilation of resources to ensure equal access to information and best practices for all managers and supervisors.

Simply stated, our most valuable asset is our people. As each location shifts into different work modalities such as hybrid or remote, additional attention to mental and emotional wellness will be more important than ever. It will serve as a vital resource for managers and supervisors as they help individuals through offerings of encouragement, reassurance, and compassion. It will also provide them with the pragmatic tools they need to effectively manage and engage hybrid teams.

As a leader who is managing a team that is working in a multitude of work modalities, I understand the importance of connecting with and providing emotional support for my direct reports regardless of their location. A collection of resources focused on wellness, as we shift to being a hybrid workforce, will benefit all locations for years to come. There will always be a need for resources to support wellness in the workplace, greater flexibility and work/life balance.

*Michelle Lee*

Michelle F. Lee  
Chief Human Resources Officer  
Lawrence Berkeley National Laboratory

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# Executive Summary

In March 2020, the COVID-19 pandemic forced the University of California (UC) to shift to mostly hybrid and remote work. The final project of the 2021 UC-Coro Systemwide Leadership Collaborative Northern Cohort examines **how this new work model affected the UC community and how it will influence the future.**

Across many employment sectors and U.S. higher education institutions, hybrid and remote work presented numerous challenges:

- Lack of social connection
- Stress of caring for loved ones while working
- Mental and physical exhaustion
- Reduced feelings of personal accomplishment
- Inequities that present greater challenges for underrepresented employees

Within this context, we witnessed unprecedented rates of workplace burnout; the “Great Resignation” also has shown us that employees consider their mental health when deciding whether to stay at a job or leave, and that they often value a flexible and supportive work culture over higher salaries.

The specific goal of our project is two-fold: 1) to curate a set of resources from around UC to promote effective and healthy hybrid and remote work, and 2) to articulate a set of recommendations to further support the mental and emotional wellness of both individuals and teams in remote and hybrid environments.

Within UC, we found that resources to address mental wellness and hybrid work are available, but scattered throughout the system. In response to this, we have developed a “one-stop shop” resource to provide managers and supervisors access and clarity to aid them in addressing hybrid work and mental wellness issues for their employees.

While we were able to gather important information about remote work arrangements with the assistance of our sponsors and senior Human Resources professionals, we also found that consistent and comparable data on hybrid and remote work in the UC system is not readily available. We recommend strategies to improve UC’s ability to understand trends in hybrid and remote work in the UC, as well as to monitor outcomes within the UC workforce.

The specific goal of our project is two-fold:

1 Curate a set of resources from around UC to promote effective and healthy hybrid and remote work.

2 Articulate a set of recommendations to further support the mental and emotional wellness of both individuals and teams in remote and hybrid environments.

# Introduction

## Problem and Opportunities Statement

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In March 2020, because of the COVID-19 pandemic, the University of California shifted to an unprecedented degree of remote and hybrid (combination of in-person and remote) work and instruction, creating new challenges and opportunities for leaders, managers, employees, and students. Two years later, still amid the pandemic, UC continues to grapple with the implications of remote and hybrid work and instruction — and their place in the future of the university.

Given that remote and hybrid work, in some form, are likely here to stay, the final project of the Northern Cohort of the 2021 UC-Coro Systemwide Leadership Collaborative addresses the challenges that managers and supervisors face when it comes to caring for the mental and emotional well-being of their teams in remote and hybrid environments. For this project, we share our own stories that highlight some of the challenges we have faced in leading and supporting the wellness of our remote and hybrid teams.

The goal of our project is twofold: 1) to curate resources from around UC to promote effective remote and hybrid work, and 2) to articulate recommendations that can further support the mental and emotional wellness of both individuals and teams in remote and hybrid environments.

Our project draws attention to the many valuable resources that already exist throughout UC, while acknowledging the challenges of navigating our diverse systems and knowledge bases. The sheer quantity of information housed on UC websites is vast. In many cases, resources were developed urgently, in “real-time,” while battling the COVID-19 pandemic. On the one hand, this created a rich proliferation of resources; on the other hand, it



created a situation in which managers and supervisors do not always know where to look to find what they need. In our curatorial effort, **we focus on mental and emotional wellness**, in particular, because of the unprecedented pervasiveness of employee burnout in the U.S. workforce stemming from the COVID-19 pandemic.

**We want to ensure that critical resources developed throughout the UC system are gathered in one place and organized in a way that makes them easily accessible to managers and supervisors.** In broad terms, our work builds upon the 2020 Southern Cohort’s recommendation that UC support “wellness and mental health for staff and their families” by providing “expanded online resources.” (See: [Our UC Story](#))

## Key Terms

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The following definitions informed our project. We have borrowed some of them directly or adapted them from Lawrence Berkeley National Laboratory’s Abridged Flexible Work Toolkit, the National Institutes of Health, and the Centers for Disease Control and Prevention:

**Hybrid Work:** A hybrid work arrangement is one in which an employee is required to work on site for a portion of their time but can telework effectively from an alternate location for the balance of their work time.

**Remote Work:** Remote work is an arrangement for an employee to work full time from a site other than a UC location.

**Emotional Wellness:** Emotional wellness is the ability to successfully handle life's stresses and adapt to change and difficult times.

**Mental Health:** Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make healthy choices.

## Mental Wellness and the U.S. Workforce during COVID-19

The COVID-19 pandemic has deeply impacted the United States workforce. The sudden shift to remote and hybrid work that began in March 2020 has brought benefits and challenges. Some benefits to employees include:

- Greater degrees of happiness largely due to more time spent with friends and family
- Money saved on commuting, work wardrobes, and eating outside the home
- Sense of increased productivity

Employers have benefited from the ability to access a larger pool of talent than that available in local markets. Moreover, they have benefited from reduced real estate and utilities costs and from the ability to retain more workers in a highly competitive environment.

Despite these benefits, however, the challenges are many.

- Incredible rates of burnout due to a lack of

social interaction

- Lack of in-person connection among teams
- Stresses of balancing work with the duties of caring for children and loved ones
- Increased workloads
- General blurring of boundaries between work and life.

Of 1,500 Harvard Business Review readers surveyed in the fall of 2020 to measure indicators contributing to employees' rates of burnout during COVID-19, the vast majority of respondents reported that both their "general well-being" (85 percent) and "workplace well-being" (89 percent) declined during the pandemic (Campbell and Gavett). Employees attributed the decline in their workplace well-being to increased job demands (56 percent) and a loss of connection to others (24 percent).



Today, in March 2022, workplace burnout — recently recognized as an occupational health hazard by the World Health Organization — remains an urgent problem with disproportionate effects across the population. More than half the American workforce reports feeling burned out (Doniger) and remains susceptible to burnout's common symptoms, including but not limited to mental and physical exhaustion, callousness toward others, and reduced

feelings of personal accomplishment (U.S. Workers Say Burnout Has Gotten Worse).

Furthermore, studies have consistently shown — importantly — that burnout does not affect the workforce in equal measure: throughout the pandemic, people of color and women have experienced proportionally higher degrees of burnout when compared to those who are not part of those groups.

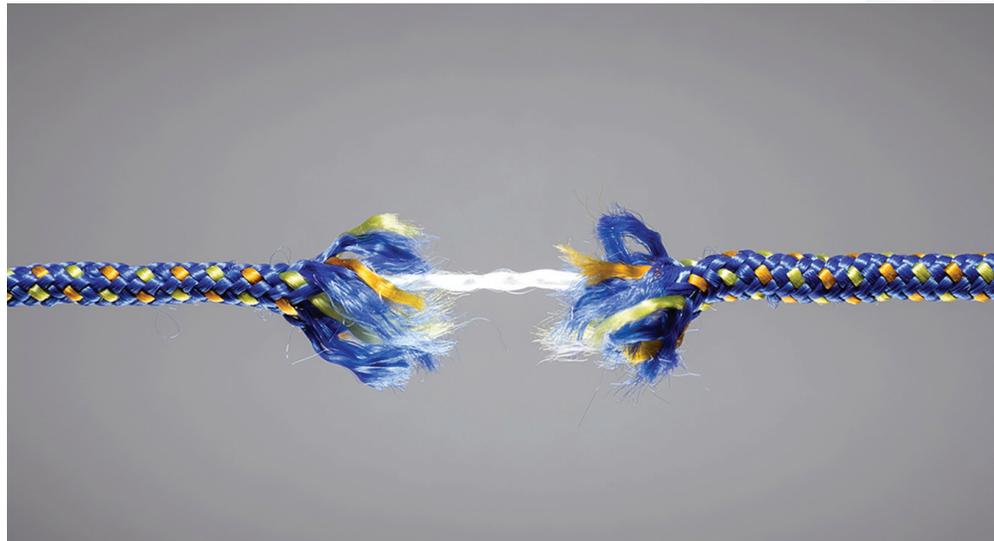
Academia is not exempt from the burnout phenomenon. A February 2022 article in *The Chronicle of Higher Education* shared the results of a 2021 survey conducted at the University of Wisconsin at Milwaukee in which 73 percent of employee respondents reported having at least one symptom of post-traumatic stress disorder (PTSD) caused by the pandemic; nearly 40 percent reported having three or more symptoms (Brown).

Interestingly, while work proved to be a stressor for many of those surveyed, for others work was one of the few venues, even when remote, in which people could make and maintain social connections.

Yet all work experiences are not alike. James Topitzes, a professor of social work at the University of Wisconsin at Milwaukee who analyzed the survey results, noted that “if managers [were to] cut back busywork and meetings and instead [give] employees more creative outlets, [it] could help avoid frustration and burnout” (Brown). The UW-Milwaukee survey made abundantly clear that **employees want flexible work, but they also want meaningful work — opportunities to collaborate, to feel like they are contributing to their organization’s greater goals, and to know that their employer cares about their well-being**. Employees don’t just want to hear messages about self-care, they want

to have the space in their workday and their lives to practice it.

Given the pervasiveness of burnout, companies and organizations, in general, are currently facing what has become known colloquially as the “Great Resignation.” According to a January 2022 CBS News



report, “the most recent data show people quitting jobs across the board: 4.4 percent of all positions in education are open, over 6 percent in retail, and more than 8 percent in healthcare. Open jobs in hotels and restaurants are nearly 9 percent” (Whitaker). In total, there are currently almost 1.5 million vacant positions in the United States, making it a job seeker’s market and one in which employers must pay more attention than ever to the holistic needs of employees in order to attract and retain them.

To be sure, employees are demanding more of their employers — including greater attention paid to their mental and emotional well-being. A September 2021 Forrester Consulting study on the changing attitudes about mental healthcare and the workplace pointed specifically to the role that mental health has played in the Great Resignation, noting that “roughly a third of [the] employees [surveyed considered] changing companies for the sake of their mental health” (Modern Health, *Shifting Tides* 4). Roughly 80 percent

of employees surveyed in the Forrester study — including managers and non-managers — said that they would be more likely to stay at a company that provides high-quality mental health resources, with some even going so far as to state that they value a supportive and flexible organizational culture over one that pays a higher salary. (See: [Modern Health, Shifting Tides](#))

**Evidence therefore points strongly to the fact that greater work flexibility coupled with attention to the physical, mental, and emotional well-being of employees will be vital ingredients for recruiting and retaining the workforce of the future.** In fact, 86 percent of younger employees (ages 18 to 29) surveyed by Forrester reported that they would be more likely to stay with a company that provides robust, high-quality mental wellness resources.

Still, a disconnect sometimes exists between what employees want and what their employers are willing to provide. Shockingly, the same Forrester study notes that 54 percent of C-suite leaders believe that mental health benefits should not be a priority. They worry that “focusing too much on mental health will result in employees working shorter hours, taking time out of their workday to focus on mental health, and being less available to the company outside of working hours.” (See: [Modern Health, Shifting Tides](#))

Contrary to this logic, Jennifer Moss, in *The Burnout Epidemic: The Rise of Chronic Stress and How We Can Fix It* (2021), advocates vigorously for “creating safe spaces, offering psychological safety and resources, and prioritizing employee mental health” as key ways in which employers can recruit and retain happy, highly productive employees (Doniger). **Particularly for underrepresented employees, flexibility – the ability to choose where and when they work – will be increasingly valued in the future** (Slack Future Forum).

“*I try, though often fail, to create clear blocks of time for myself and for my family (e.g., stopping at 5 p.m. to make dinner rather than working until 10 p.m. without a break for the family).*”

– Nikki H., LBNL

## The Status of Hybrid and Remote Work at UC

As the pandemic landscape continues to shift, so does the status of remote and hybrid work at UC. Our cohort was unable to find consistent and comparable data across UC locations to confirm precisely how many UC employees are currently working in remote, hybrid, and in-person modes. However, with the generous assistance of one of our project sponsors, we were able to obtain qualitative information (corroborated by some individual campus surveys and data from Human Resources departments) to draw general conclusions about the current status of hybrid and remote work across the system.

To obtain the data, we informally asked senior Human Resources professionals at the UC locations two questions:

- Does your campus philosophy [at present] skew more toward promoting hybrid work arrangements (including fully remote work) or toward encouraging in-person work?
- Do you know what percentage of your

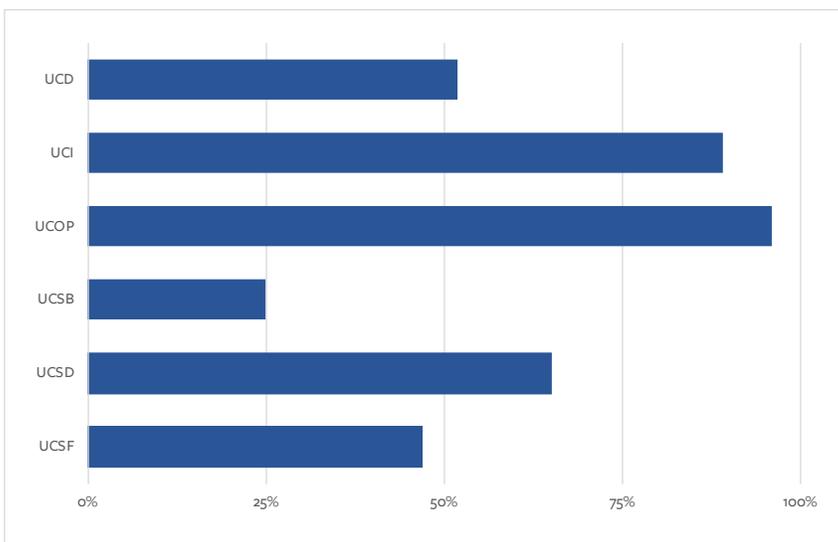
workforce today is 100 percent in person versus hybrid or 100 percent remote?

We received responses from eight locations (UCD, UCI, UCLA, UCM, UCSD, UCSB, UCSF, and UCOP). Two locations reported that they are still gathering data and were therefore unable to report. The data reported did not include UC medical centers.

Nearly all locations reported that they are encouraging flexible work arrangements – including remote and hybrid – when business needs allow for such arrangements. Several campus HR units acknowledged the difficulty of creating a “one size fits all” approach and instead noted the importance of supporting leaders and individual units to make the best decisions possible for their business needs and staff.

Some locations pointed out the challenges of taking a decentralized approach to making decisions regarding remote and hybrid work. They noted the possibility that messaging from individual units and managers might not always be consistent across a given campus. To mitigate this issue, one campus, for example, reported that it is currently working on a project designed to create as much consistency as possible across its locations for determining when employees will be allowed to work in remote and hybrid modes.

The data on percentages of UC staff working in remote and hybrid modes was obtained at different times ranging from mid- to late 2021. See chart below.



Although collected at different times and amid the evolving conditions of the pandemic, the data, in general, shows that significant percentages of UC staff have been and continue to work in either hybrid or remote arrangements.

The difficulty we encountered acquiring data also suggests a need for more robust, consistent, and updated surveying across the system if we are to fully understand the current and future status of hybrid and remote work at UC. Some locations, as noted, also are signaling a need for consistency of criteria for remote and hybrid work within individual UC locations.

## Toward an Increased Focus on Mental and Emotional Wellness at UC

As a premier employer in the State of California, UC offers generous benefits to its employees and focuses in many ways on employee health and well-being. Physical and mental health feature prominently as priorities at the systemwide level, as evidenced by initiatives such as UC Living Well, which includes programs and resources to enhance employees’ “emotional, financial, nutritional, and physical well-being.” Similar programs exist on the campuses that provide additional resources, articles, and trainings — many of which we have curated for this project — to help managers of hybrid teams enhance employees’ productivity and wellness.

However, it remains a challenge to ensure that resources are easily accessible and identifiable to managers and supervisors. This is because the abrupt shift to remote and hybrid work led to a dissociated and decentralized approach to equipping managers and supervisors to tackle the challenges of managing in remote and hybrid environments. While some resources were developed centrally, others were developed separately across the UC locations by campus-level Human Resources units and even individual colleges, schools, and departments. Both



the creation of these resources and their use have been overshadowed by the continuing pressures of responding to the COVID-19 pandemic and the “new normal” for getting work done.

In an uncertain and ever-evolving landscape, and with a plethora of available information, it is easy for managers and supervisors to feel lost or overwhelmed. They want resources to tackle issues that emerge in their employees’ and their own daily work lives, ranging from how to run an effective hybrid meeting to building strong team cultures or caring for employee emotional wellness in remote and hybrid environments. They wonder what the future will bring and if remote and hybrid work is here to stay. Many predict that it is.

Over the past two years, we have heard calls from within UC for leaders to provide greater flexibility to staff in cases where the nature of employees’ work permits hybrid or remote engagement. In September 2021, for example, The Council of UC Staff Assemblies (CUSA) wrote a letter calling on UC leaders to support flexibility for all UC employees. They acknowledge that while systemwide and campus executive leadership have supported flexibility in return-to-work plans and schedules, so long as business needs continue to be met, their message does not always reach those charged with implementation” (September 27, 2021).

They argue that further attention to equitable and healthy flexible work arrangements will ultimately improve retention and recruitment.

The 2020 Southern Cohort’s final report also includes a call for UC leadership to pay special attention to employees’ wellness and mental health. While they acknowledge the generous resources that UC provides and the care shown by its leadership, they also admonish that:

Staff want to feel encouraged, respected, and whole . . . This means that the UC leadership should pay particular attention to supporting employees as they navigate the current

“ *The challenges fall into some broad categories including logistics, equity, and community.* ”

– Alex B., UC Santa Cruz

pandemic, historical injustices and the resulting inequalities, and their future outlook on their career. The desired future . . . ensures access to wellness resources and supports work-life balance, including recreation, mindfulness, and coping during the pandemic and beyond. Not only should UC provide wellness and mental health support services for all employees, but it should also seek to reduce stresses that have long been thought of as ‘aspects of the job.’

(See: [Our UC Story](#))

Our project takes a first step toward responding to these calls to action by curating a manageable and navigable set of high-quality resources to support managers and supervisors in leading high-functioning, emotionally healthy, and culturally strong remote and hybrid teams. It also provides further recommendations for next steps to be considered by UC leaders.

## **Attitudes Toward Remote and Hybrid Work at UC**

The 2021 Northern Cohort’s Data Team worked closely with our day-to-day and executive sponsors to access existing data on attitudes toward remote and hybrid work within UC. We supplemented the data obtained with a qualitative survey of our own

cohort members, confident that the results of our own survey might corroborate and/or complement insights obtained from the UC data.

In all, we worked with five sets of data: two quantitative and three qualitative.

We began by looking carefully at two quantitative “Pulse” surveys administered by UCOP in May-June 2020 and January-February 2021, respectively. Both surveys contained three specific questions germane to the mental and emotional wellness focus of our project. Respondents were asked to respond using a Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) to the following statements: “UCOP cares about my well-being”; “My department has been active in communicating how the current [pandemic] situation impacts the department”; and “My supervisor is supportive of balancing work and personal commitments that arise during the COVID-19 situation.”

- In the first Pulse survey (May-June 2020), scores on these statements indicated an overall positive assessment. Of 886 employees surveyed, 83 percent responded favorably that UCOP cared about their well-being, 89 percent felt that their department had communicated actively, and 92 percent indicated that their supervisor was supportive of balancing work and personal commitments.

- In the second Pulse survey (January-February 2021), which had 789 respondents, overall scores remained favorable, though degrees of favorability decreased somewhat. Five percent (5 percent) fewer respondents agreed that UCOP cared about their well-being; 8 percent fewer respondents felt that their departments were communicating effectively; and 4 percent fewer respondents felt that their supervisors were supportive of balancing work and personal commitments.

To complement the quantitative data, both Pulse surveys included a set of qualitative questions asking respondents to assess in writing the positives and negatives of UCOP’s response to and communication about the pandemic. The second Pulse survey also included qualitative questions on employees’ ability to perform their jobs successfully under the pandemic conditions and their comfort level discussing work-life and workload challenges with their supervisors.

To assess the narrative comments from the Pulse surveys, we ran all comments through a word frequency counter and looked for trends in how often a single content word appeared in the comments. Based on this initial exercise, trends emerged that were statistically relevant. The most statistically relevant words can be found in the word cloud below.

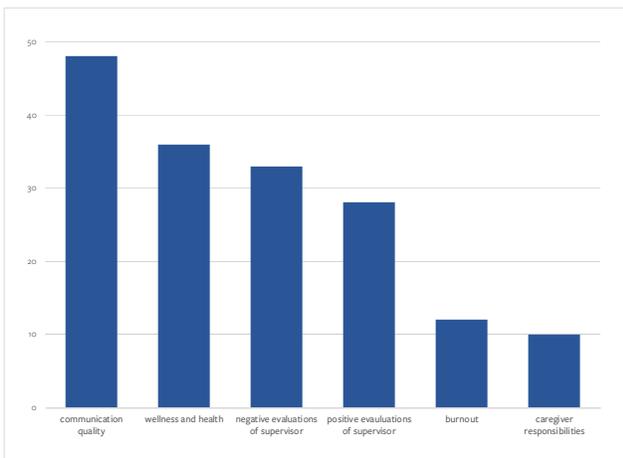


In a second level of analysis, we used the above words to search each document to ensure that there was substantive and relevant content associated with each word every time it occurred.

We used a similar analytical strategy to assess a third set of qualitative data generated by our cohort. As our project progressed, it became clear that members of our cohort, most of whom manage hybrid or remote teams, were struggling on multiple fronts, similar to those mentioned by the UCOP Pulse survey respondents. *Our own lived experiences as managers became another measure of the pandemic's impact on the UC workforce.*

Though the sample size was significantly smaller – 26 respondents – the data is significant when voiced by individuals who are now entering the third year of the pandemic and who are managing employees through multiple changes, stressors, and myriad personal and professional issues.

Based on the survey administered (see appendix 1 for the full survey text), we coded over 230 individual comments. Several concepts appeared with measurable frequency.



As with the Pulse survey data, we used these codes to take a closer look at our cohort's comments and identify trends.

In the aggregate, the following four themes emerged from the voices of the UC workforce over the past

two years, based on both the UC Pulse surveys and the survey of our cohort:

1 Overall communication around the pandemic has been favorable, but respondents appreciate more direct communication on the impacts of the pandemic on their individual work situations.

2 Direct supervisors have a tremendous impact on the lived experiences and well-being of the UC workforce as it weathers an unprecedented crisis.

3 Burnout is impacting employee health and wellness.

4 There is some knowledge of wellness resources among the UC workforce, but individuals may not have or be taking time to leverage those resources due to burnout or work constraints.

The quantitative and qualitative data we obtained and analyzed is not meant to be exhaustive but rather indicative of some of the issues that managers and supervisors are facing in supporting employee wellness in remote and hybrid environments.

## Project Scope

Our project is inspired by its place and time but conceived with an eye toward the future. The Northern Cohort of the 2021 UC-Coro Systemwide

Leadership Collaborative consists of leaders from throughout the UC system who have been managing teams in remote and hybrid environments for two years – at a unique moment in history. We know that the pandemic has left an indelible mark on the world of work and is forcing UC and other organizations to consider how the future of work will look.

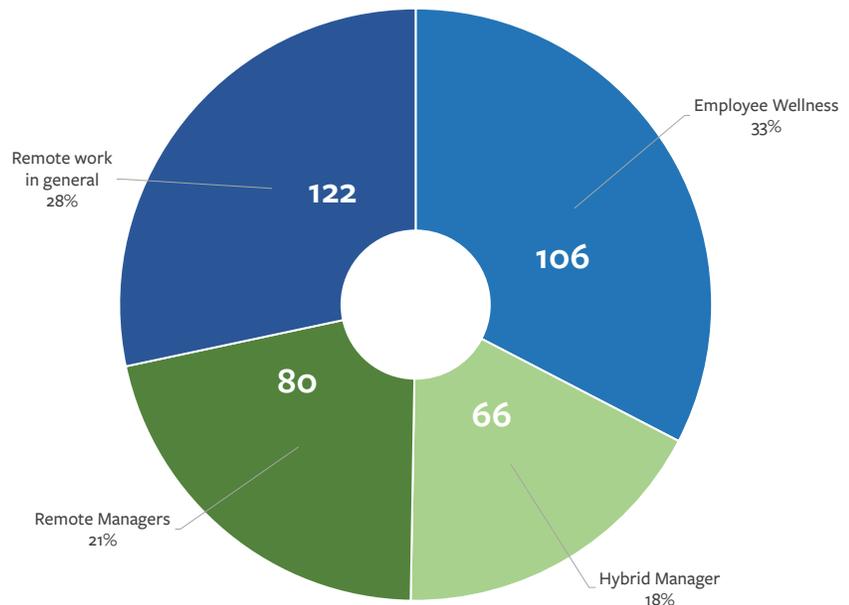
While, at first, we were interested in assessing the myriad impacts of the pandemic on work, our cohort made a collective decision to focus specifically on mental and emotional wellness given that managers and staff are, in their own ways, experiencing unprecedented degrees of burnout, feelings of isolation, and a lack of connectedness; this was apparent from our assessment of both the Pulse survey data and the testimonials of our own cohort.

**Recognizing the urgency of the issue, we wanted to provide a service to the UC community that could make an immediate and tangible difference in the daily lives of managers and supervisors (and the staff they impact) while also leveraging our collective experiences and wisdom as leaders and managers to generate a set of broader recommendations for the future.**

In the end, we tailored our curated resources and recommendations to managers and supervisors, fully aware that the need for good resources to support mental and emotional wellness and effective hybrid work extends to the entire UC community, including faculty, students, and staff. By taking an inventory of and curating resources that exist throughout the UC system, we were able to identify gaps and make suggestions regarding how to fill them in the future. These are summarized in the “Research and Resource Gaps” and “Conclusion: Recommendations” sections of this report.

Our cohort initially compiled and assessed a total

of **374 digital resources** collected from all 10 UC campuses plus UCOP, UC Agricultural and Natural Resources (UCANR), and Lawrence Berkeley National Laboratory (LBNL). The 374 resources were grouped into various topics:



Based on our analysis of UC Pulse Survey data and our cohort’s testimonials, we refined the topics and limited the number of resources in each category to ensure a navigable collection that would be user-friendly for managers and supervisors. The final categories and number of resources curated are as follows:

- Communication (23 resources)
- Avoiding Burnout (17 resources)
- Empathy at Work (5 resources)
- Resources for Caregivers (8 resources)
- Resources for Managers of Hybrid and Remote Teams (23 resources)

The full list of resources and corresponding links can be found in the “Organizational Resources” section of this report. **We hope that managers and supervisors will be able to access the resources we’ve gathered in a “one-stop shop” format. Other high-quality resources can be added later as they are created.**

# Organizational Resources

*Wellness and Team Cohesion Resources for Managers and Supervisors of Hybrid and Remote Teams*

With the significant and sudden shift to remote work in March of 2020, institutions within the UC system began creating or expanding resources for hybrid work environments. The Northern Cohort of the 2021 UC-Coro Systemwide Leadership Collaborative conducted a review of hybrid management and wellness resources across the UC system. From this review, we produced a curated list of the most relevant resources for managers and supervisors of hybrid teams. This list of resources addresses five categories we identified based on our analysis of UC Pulse Survey data and our cohort's own testimonials. The categories are as follows:

1. Communication
2. Avoiding Burnout
3. Empathy at Work
4. Resources for Caregivers
5. Management of Hybrid Teams

In total, we assessed 374 resources found on UC platforms based on key criteria:

- **Accessibility:** Is the resource accessible to all UC employees?
- **Relevance:** Is the resource relevant to one of the five aforementioned themes?
- **Applicability:** Can the resource be applied at every UC site?
- **Timeliness:** Is the resource pandemic-specific, or will the resource be valuable years from now?
- **Usability:** Is it easy to access the resource, and is it easy to digest and navigate?

As hybrid work continues across UC, this curated list of resources will help managers lead successful and productive teams with high levels of mental and emotional well-being.

## Communication

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With physical distance and decreased face-to-face time, the need to improve communication is more vital than ever. The resources below provide strategies, tools and ideas for increasing communication effectiveness within the hybrid work environment.

[Connecting with Your Team](#) PDF | UC Davis

[Difficult Conversations, Virtually Speaking](#) Article | Medium

[How to Stay Connected Despite the Distance](#) PowerPoint | UCSB

[How to Collaborate Effectively If Your Team is Remote](#) Video | Harvard Business Review

[Providing the Feedback Most Remote Workers Need](#) PDF | UC Davis

“*Transparency is so important, and providing reasoning behind the decisions that are being made is critical. It is not a clear-cut solution, but it helps with morale, understanding and compliance.*”

– Jess E., UC Merced

## Avoiding Burnout

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The uncertainty, fear and constant change of the last two years have created more opportunity for employees to experience burnout. The following resources provide guidance on how to recognize burnout and how to manage it when it occurs.

[Preventing Staff Burnout: A Guide](#) PDF | UC Irvine

[Addressing Zoom Fatigue](#) PowerPoint | UC LBNL

[Building Resilience](#) PowerPoint | UC LBNL

[Supporting Employee Mental Well-Being](#) PDF | UC Davis

[Relaxing is a Skill](#) | *New York Times* Article

[How to Actually Work...When You're Working from Home](#) Video | *Harvard Business Review*

[Working Well Remotely Checklist](#) PDF | UC Irvine

[Working Healthy at Home – How to Get Started](#) PDF | UC Riverside

[Balancing Work & Life \(Working Well Remotely Series\)](#) Recorded Webinar | UC Irvine

[Working While Living Alone \(Working Well Remotely Series\)](#) Recorded Webinar | UC Irvine

[Mindfulness and Meditation Exercises](#) Available in Multiple Languages | UCLA Health

[UC San Diego Center for Mindfulness](#) Website | UC San Diego

[UC Wellness Resources](#) Website | UC

[UC Systemwide Well-Being Initiatives](#) Website | UC

[Emotional, Physical, Social, Financial, Environmental, Career, & Spiritual Wellness](#) Website | UC San Francisco

[Collection of Wellness YouTube Videos](#) Website | UC Irvine

[Collection of Wellness Resources](#) Website | UC San Francisco

## Empathy at Work

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The brain cares about other people; it's an evolutionary advantage. However, it can be difficult to connect with others in a two-dimensional world. We must practice empathy to keep the pathways strong. The resources in this section provide insights into how our brains benefit from empathy, ways we can combat the desire to “shut down” from over-stimulation, and how we can support our colleagues and staff from afar.

It is important to remember that we are all navigating these changes and uncertainties together. When climbing a hill with others, it appears less steep; your support, in the form of just being there for others, makes a difference.

[How to Keep Your Empathy Switched On](#) *Greater Good Magazine* | UC Berkeley

[How Noticing Emotions at Work Can Build Trust](#) Article – *Greater Good Magazine* | UC Berkeley

[T. Denny Sanford Institute for Empathy and Compassion](#) Website | UC San Diego

[Center for Mindfulness Empathy and Compassion](#) Recorded Sessions | UC San Diego

[How to Feel Someone Else's Pain](#) Video | University of California Research

## Resources for Caregivers

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The stress from uncertainty and change caused by current events is further complicated by supporting family members at home. Relationships and routines can provide strength and peace of mind, which can then mitigate stress. Proactivity and structure in the

*I feel as if my personal health has suffered from excessive hours spent in front of the computer. It's not unusual for me to have meetings from 7 a.m. until 5 p.m. or later with very few breaks. This is typically followed by emails and projects that go late into the evening and often spill over into weekends.*

– Michael L., UC Davis

form of a routine are beneficial for the entire family. The guidance in these resources highlights everything from self-care to recommendations on how to manage the moving parts of work and family from home.

[Wellness Resources for Caregivers](#) Website | UC ANR

[UC Systemwide Child and Family Resources](#) Website | UC

[UC Benefits Resources for Family Care](#) Website | UC

[A Guide to Working from Home for Parents](#) | *Harvard Business Review*

[Remote Work with Children at Home](#) Recorded Webinar | UC Irvine

[Parents' Guide to Choosing Child Care](#) Website | UC Santa Barbara

[Working From Home with Kids](#) PDF | UC Riverside

[Remote Work while Caring for Older Generations](#) Recorded Webinar | UC Irvine

## Managing Hybrid and Remote Teams

We are experiencing a once in a lifetime opportunity to reframe how we spend one-third of our lives. Employees are swapping commutes for more time with their families, training, or exercise; in some cases, the extra hours are being funneled back into work yielding higher productivity. Prior to the pandemic, managers likely contended with hybrid teams on a small scale; one or two staff members might have been permanently remote, or staff may have had a few days of telework per week. Since the pandemic, there has been a fundamental shift in how teams work; this, in turn, is driving change in the competencies that managers need to be effective. In order to be competitive, organizations need to offer flexibility, as well as processes and support to help staff be effective. The following articles and videos provide insights into how mindsets are shifting and what managers can do to help staff navigate these changes.

This set of resources is tailored to managing hybrid teams — some staff on site, some remote. It includes tips for collaboration, coordination, and measuring performance.

[Leadership Mindset Shifts for Hybrid Work](#) PDF | UC Irvine

[Guides for Working Together in Hybrid Environments](#) Website | UC LBNL

[Onsite Work Planning for Hybrid Managers](#) Website | UC Davis



[How to Do Hybrid Right](#) Article | *Harvard Business Review*

[What Psychological Safety Looks Like in a Hybrid Workplace](#) Article | *Harvard Business Review*

[Measure Performance: Strategies for Remote and Hybrid Teams](#) Article | Gallup

[A Guide to Managing Hybrid Teams](#) PDF | UC Berkeley

[Leadership Trends in a Hybrid Work Environment](#) Webinar | UC Irvine

[A Guide for Preparing Hybrid-Ready Conference Rooms](#) Website | UC Irvine

[Collaborative Meetings and Tools in a Hybrid Environment](#) Webinar | UC LBNL

The following resources are for managers dealing with fully remote teams. There have been companies that have been fully remote for years, particularly in the startup world. These resources have been curated to provide guidance specifically for staff in the UC or academic environment.

[Keys to Manager Success in a Remote Environment - A Guide](#) Website | UC Irvine

[Working Well Remotely: Managing Remote Workers](#) Video | UC Irvine

[Practical Advice for Remote Performance Development](#) PDF | UC Irvine

[Guide to Managing Remote Employees](#) PDF | UC Berkeley

[Managing the Remote Worker Experience](#) PDF | UC Davis

[Tips on Managing Remote Work](#) PDF | UC ANR

[Six Tips for Virtual Supervision: Advice to Supervisors](#) Article | LinkedIn

[The Workplace Has Changed. Ensure Your Employees are Prepared](#) Article | Gallup

[Build Strong Teams Playbook](#) Website | Atlassian

[How to Manage Remote Employees](#) PDF | OWL Labs

[Onboarding Timeline & Toolkit for On-Campus, Remote & Hybrid Employees](#) Website | UC Berkeley

[Checklist for Onboarding a New Employee \(Remote Edition\)](#) PDF | UCOP

[Guidelines for a Remote Buddy for your Employee](#) PDF | UCOP

# Research and Resource Gaps

Based on our research and survey of available resources, we have identified the following “gaps” in institutional research and resources. Several of them pertain to our inability to comprehensively assess the magnitude of hybrid or remote work, as well as our inability to comprehensively assess the impact of hybrid and remote work on employees.

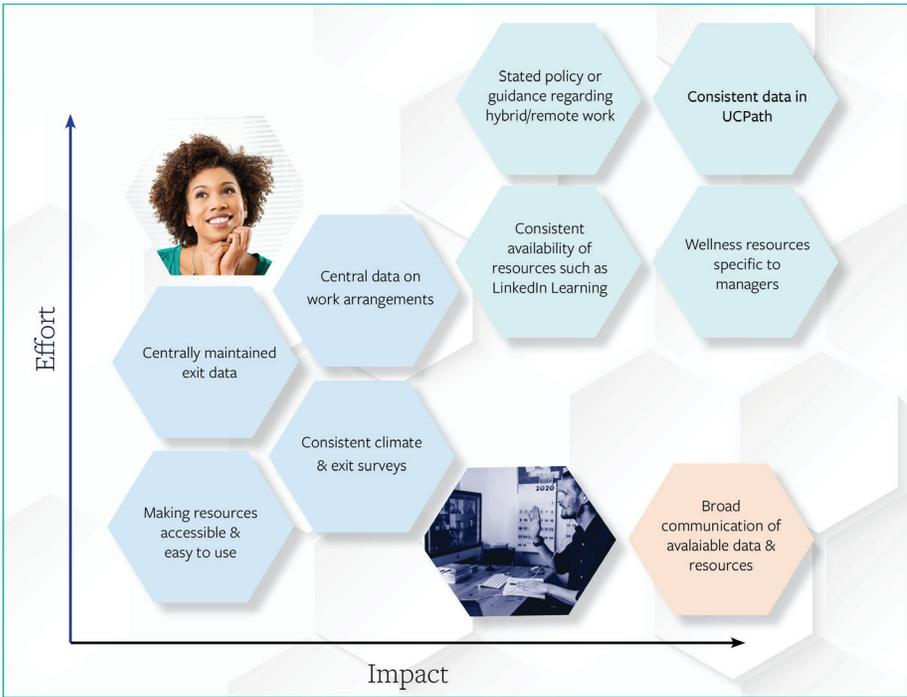
1. There is no UC systemwide policy or guidance regarding hybrid or remote work.
2. There is no comprehensive, systemwide data regarding employee work arrangements (e.g, in-person only, hybrid, remote, and flexible work arrangements).
3. There is a lack of systemwide data on the reasons why employees leave UC, and a lack of consistency and/or existence of exit surveys by campus.
4. There is a lack of consistency and/or existence of climate surveys focusing on campus culture and/or UC culture.
5. UC Path demographic data lacks consistent formatting and updating.
6. There is a lack of common understanding and communication about available resources across the UC system.
7. Access to existing resources is inconsistent (e.g, LinkedIn Learning not available at all

locations, internal-only access to health/wellness resources, etc.).

8. Existing resources were not fully accessible and/or too dense or hard to use.
9. There is a lack of emotional well-being resources targeted specifically at managers.

Having the data identified in #2 through #5 above would have enabled us to assess more directly and quantitatively the impacts that work changes have had on the UC workforce. Understanding the impacts through correlative data would facilitate better development, dissemination, and adoption of resources, including those identified in #6 through #9 above.

The following chart reflects the relative effort required measured against the potential impact of addressing each gap identified.



# Conclusion & Recommendations

As UC enters the endemic phase of COVID-19 and grapples with the new world we have entered, it is imperative that we all take positive action to ensure the well-being of our employees. To that end, we have identified three key strategies.

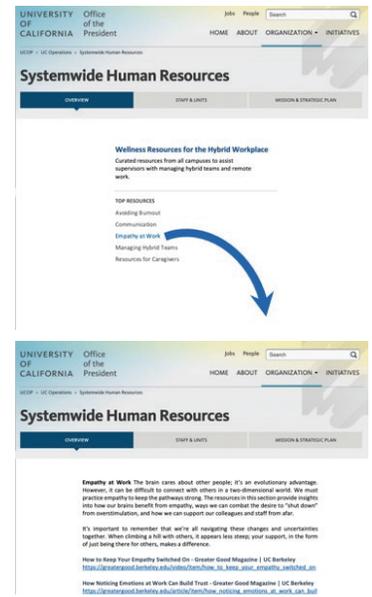
**1** Improve UC's ability to understand trends and monitor outcomes within the workforce.

**2** Review UC and campus-specific cultures that contribute to wellness, and over-communicate widely about resources available across the system.

**3** Develop and make available comprehensive and consistent materials to help UC locations manage hybrid work environments.

We recommend that UC take action within each strategy to further efforts in managing the hybrid work environment. A lens towards equity and recognizing that inherently not all employees will be afforded the same opportunities to work in a hybrid or remote environment due to the nature of their positions should underpin these efforts. We have identified the following initial projects in support of the identified strategies; these projects are aimed at resolving the gaps mentioned above.

- Create a UCOP-managed, web-based platform that provides supervisors a “one-stop-shop” for resources and best practices. This tool should leverage the good work done by all locations and provide easy access to the best tools and resources available (internal or external).
- Centrally collect data on work arrangements at UC to have visibility on where UC's workforce is reporting to work.
- Implement exit surveys across all UC locations to better understand why individuals switch locations and/or leave UC entirely.
- Centrally collect climate and exit survey results from all UC locations. Holding this data centrally will allow for longitudinal analysis over time and provide opportunities to study how policies at individual locations may impact workforce dynamics. Coupled with the information collected above, this information will provide



insight into the outcomes of campus policies around hybrid work environments and the impact on employee well-being.

These strategies and projects are summarized in the chart below.

Resource Gaps	Strategy	Potential First Actions
<p>No UC-wide policy or guidance regarding hybrid or remote work.</p> <p>Lack of emotional-well-being resources targeted specifically at managers.</p> <p>Lack of understanding of and communication about available resources across the system.</p> <p>Inconsistent access to existing resources (e.g., LinkedIn Learning not available at all locations, internal-only access to health/wellness resources, etc.).</p> <p>Several existing resources not fully accessible and/or too dense or difficult to use.</p>	<p>Develop and make available comprehensive and consistent materials for UC locations.</p>	<p>Create a web-based platform that provides supervisors a “one-stop-shop” for resources and best practices.</p>
<p>No comprehensive, systemwide data regarding employee work arrangements (e.g., in-person only, hybrid, remote, or flexible work).</p> <p>Lack of systemwide data on reasons for employee separations or transfers.</p> <p>Lack of consistency among and/or existence of exit surveys by campus.</p> <p>Lack of consistency in formatting and updating of UCPath data.</p>	<p>Improve UC’s ability to understand trends and monitor outcomes within the workforce.</p>	<p>Capitalize on existing UCOP systems and implement processes to capture missing data (e.g., exit surveys) and collect results centrally.</p>
<p>Lack of consistency and/or existence of climate surveys focusing on campus culture and/or UC culture.</p>	<p>Understand UC and campus-specific culture that contribute to wellness.</p>	<p>Implement climate surveys at all UC locations and centrally collect survey results.</p>

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*I have learned to embrace the concept of being OK with not being okay some days. I hope that demonstrating my own vulnerabilities will help my staff with coping skills to weather their storms as well. This pandemic has convinced me that everyone is weathering some kind of storm.*

*– Susan P., UC San*