

## Future of Work (FOW) Recommendations Responses

### Deans and VPs Workgroup - 2023 Report

#### Preamble

We extend our sincere gratitude to the FOW Taskforce for the dedication and commitment evident in formulating a comprehensive set of recommendations concerning the future of work at UMB. The depth of insight and thoughtfulness invested in these recommendations is truly commendable.

The collaborative efforts within this FOW task force were invaluable. They meticulously presented their findings to the deans, vice presidents, and senior leadership, incorporating diverse inputs and perspectives. To appropriately respond to the recommendations, the UMB leadership assembled a team from within the leadership ranks. This team was entrusted with the thorough review, comprehensive discussion, and decisive consideration to identify which recommendations the campus already supports, which to endorse, or seek further research.

This team, comprised of deans, vice presidents, and senior leaders, conscientiously evaluated each recommendation, recognizing their significance in adapting to the constantly evolving work landscape. Our paramount objective was to strike a delicate balance between upholding the core values of employee well-being while ensuring the university's sustainability to fulfill our mission and demonstrate our commitment to community vibrancy. We are aligned in our support for many of these recommendations, understanding the imperative need for change to better accommodate our staff within this dynamic environment.

The team wishes to acknowledge the honor and privilege that working at UMB brings to each individual and to us as a collective. Similarly, the opportunity to telework remains a privilege and not a right to employees. This team reinforces the campus commitment to vibrancy and vitality while balancing both the needs of the campus and each school with those of the individual employee. The vibrancy commitment reflects UMB's impact as an engine of economic and social mobility, particularly in our neighboring communities. The university further commits to support healthy communities that ensure residents benefit from access to education, housing, jobs, the ability to live without fear of violence, freedom from environmental hazards and a meaningful built environment. To achieve this, UMB must commit to a thoughtful process of direct influence that sets a course for long-term community success.

Further, this team identifies the connections between the UMB strategic plan and its evaluation comments, highlighting the following themes: 1) enhancing the employee experience; 2) demonstrated commitment of UMB as an anchor institution and vibrant contributor to (and partner with) Baltimore City; 3) integration of UMB's core values, including well-being, sustainability, equity, and justice; and 4) improved communication to increase access and opportunity for all employees, particularly related to the various benefits already available at UMB.

The synergy and dedication exhibited throughout this process underscore our collective commitment to enhancing the future of work at UMB. We deeply appreciate the collaborative spirit and rigor demonstrated by all involved in this transformative initiative.

## Executive Summary

The Future of Work Task Force 2023 Committee Report identified 14 recommendations, and included 58 sub-recommendations, to address how the University should support its existing workforce and plan for the future. A Deans and Vice Presidents (VPs) team was formed to review these recommendations in more detail, discuss the merits and concerns of each, and then render a decision to support, not support, require more research or acknowledge those that the university is already supporting. Of these 58 sub-recommendations, 22 of the recommendations are already supported on campus. The team supports the concepts contained in 17 of the recommendations; 2 recommendations are not supported; and 17 recommendations require more research before a decision to support or not support is rendered by the subgroup. Twenty-two (22) of the recommendations are already being implemented; these recommendations also provide opportunities for improvement in an effort to strengthen various programs or initiatives. The recommendations discussed in this Report represent guiding principles or concepts, the specific implementation of which may evolve based on the needs of the institution. Nothing in the Report is intended to prescribe or limit decisions about any individual employee or unit.

In general, the recommendations pertain to staff and highlight the following:

- Our guiding principle is that we view working remotely as a privilege.
- Remote working must be seriously considered, as we believe in having a vibrant campus community that supports the downtown area.
- We are committed to supporting the well-being of all employees while balancing the sustainability of our work to accomplish the mission of UMB
- Deans and VPs will retain the flexibility to establish guidelines toward telework/flexible work schedules. Deans and VPs will provide a context for their decisions, explaining the rationale whenever possible to improve understanding and compliance.
- Widespread training and education for managers and supervisors, including faculty supervisors, are needed and should be created, piloted (in some instances), and implemented throughout campus to enhance consistency amongst the supervisors' approach to managing the teleworking employee and environment.
- Widespread communication to the University is needed to share, promote, and connect employees to existing processes and efforts in support of many recommendations or sub-recommendations.
- Except where noted otherwise, primary oversight and tracking of each recommendation will be the responsibility of HR, who has hired a data analytics position. Implementation partners will include Deans, Vice Presidents, the Office of Communications and Public Affairs (OCPA), and the Center for Information Technology (CITS). This is not an all-inclusive list.

## Introduction and Methodology

The Future of Work Task Force presented its Committee Report on August 2, 2023, to the executive sponsors, President Bruce Jarrell, Dr. Dawn Rhodes, and Dr. Roger Ward. On September 6, 2023, the report was then presented to the Deans and VPs group. The report included 14 recommendations which sought to address the changing needs of the University, support its existing workforce, and plan for the future from the perspective of our employees.

Within each of the 14 recommendation categories, there were itemized sub-recommendations that outlined more specific details of each recommendation. In total, 58 sub-recommendations were proposed by the Future of Work Task Force.

In response, the Deans and VPs group selected a small team to review each of the recommendations forwarded by the Future of Work Task Force. The purpose of this Deans and VPs team was to review the merits and rationale for each recommendation and then to offer a final recommendation to the president to either support, not support, or research further each recommendation. This group met six (6) times between October and December 2023 (10/2, 10/4, 10/9, 10/17, 11/6, 12/7). The group then collectively discussed the merits and concerns of each sub-recommendation before rendering their final recommendation and rationale for each of these categories.

A supported recommendation represents the subgroup's expectation that UMB will initiate action to implement the concepts contained in the recommendation. A non-supported recommendation is one in which the subgroup recommends that no future action occur at UMB. A recommendation that requires additional research will elicit additional follow-up or evaluation into the proposed line of inquiry noted by the subgroup. Each recommendation status – support, not support, more research – does not represent unanimous support but, rather, the majority position of the subgroup. Each recommendation maintains the original intent of the Future of Work Task Force and has been revised for maximum support from the Deans and VPs subgroup.

Finally, these recommendations were presented to the larger Deans and VPs group in January of 2024 for further discussion and consideration. This Report along with the full Taskforce Committee Report will be distributed to the campus, with several Town Halls held to discuss the recommendations in March of 2024.

The subgroup of Deans and VPs was comprised of seven (7) members:

- **Dr. Diane Forbes Berthoud**, Chief Equity, Diversity, and Inclusion Office and Vice President
- **\*Malika S. Monger**, Associate Vice President and Chief Human Resources Officer
- **Dr. Peter J. Murray**, Senior Vice President for Information Technology and Chief Information Officer
- **Dr. Yolanda Ogbolu**, Dean of the University of Maryland School of Nursing
- **\*\*Karen S. Park**, Chief of Staff and Director of Strategic Projects for Administration and Finance
- **Dr. Judy L. Postmus**, Dean of the University of Maryland School of Social Work
- **Dr. Dawn M. Rhodes**, Chief Business and Finance Officer and Senior Vice President for Administration and Finance

\* Ms. Monger also served on this group due to her role as the Chief Human Resource Officer.

\*\* Ms. Park served as the discussion synthesizer and report drafter.

**Responses to Future of Work Recommendations**

	Support	Already Supporting	Not Support	More Research	Responsible Party
<b>1. Formally evaluate all positions to identify the potential for remote work – including 100 percent remote, when appropriate.</b>					
1.1 Evaluate all positions – both exempt and non-exempt employees – and classify by an employee’s ability to work fully remote, fully on-site, or hybrid. <i>Rationale: Personnel with similar titles often have different performance expectations across schools, units, or programs and this can impact a supervisor’s determination of whether that role can be remote or not. The supervisor must be allowed to make the best operational decisions for the unit, and decisions must be balanced against the University’s commitment to campus vibrancy and vitality. Evaluation of all positions is too grand in scope to be done centrally, and leadership would support this evaluation to be done at the school or department level. The supervisor should be able to explain their rationale to the affected employee(s). Final decisions on remote work will remain at the organizational/unit level and this evaluation of positions will not automatically result in transitions to remote work.</i>	X				HR
1.2 Allow employees with positions classified as “hybrid” to have the option of working between 0-5 days remote per week depending on a multitude of factors (e.g., time of year, staffing levels, functional responsibilities), <b>in coordination with their supervisor.</b> <i>Rationale: This sub-recommendation is already in place in many parts of the university. Allow for Deans and VPs to identify hybrid periods of time that meet the functional needs of each area under their oversight provided that the hybrid periods of work can be performed consistent with other university policies.</i>		X			Deans, VPs, Supervisors
<b>2. Continue to provide a variety of flexible work schedule options.</b>					

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p>2.1 Increase workplace flexibility during times of decreased density on campus (e.g., spring break, winter break summer). <i>Rationale: This sub-recommendation is already in place in many parts of the university. Where feasible, Deans and VPs should be making decisions early enough and communicate when those dates will be so that employees and supervisors can plan accordingly.</i></p>		X			HR, Deans, VPs, Supervisors
<p>2.2 Pilot a true 4-day work week – 32 hours at full salary and benefits – in schools, units, and/or departments where feasible. <i>Rationale: A similar proposal was submitted to the legislature in January 2023, but later withdrawn. At this time, UMB does not see a pathway toward implementing this without State support and approval. Deans and VPs retain authority to approve flexible schedules that total to a 40-hour work week. If needed, multiple buckets of leave exist for employees to use.</i></p>			X		
<p>2.3 Provide employees who are coping with short- and long-term illness, but have the capacity for remote work, with flexible scheduling opportunities. <i>Rationale: Many current policies exist to allow employees with short- and long-term illnesses to take various types of leave, which may or may not offer remote work and/or flexible scheduling opportunities. Focus must be on communicating which types of leave are already available to employees and the conditions for which each leave can be used, including the implications for remote work and flexible scheduling opportunities.</i></p>				X	HR
<p>2.4 Allow employees who do not have on-campus essential responsibilities to work remotely as an alternative to liberal leave during inclement weather. <i>Rationale: UMB already allows the use of remote work as an alternative to liberal leave during inclement weather. COVID –19 taught us that teleworking is a viable alternative to liberal leave. The annual late fall memo from Human Resources that speaks to work options during UMB campus delays or closures due to inclement weather addresses this matter.</i></p>		X			HR

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p>2.5 Support flexible schedules unless there is evidence-based harm to UMB operations.  <i>Rationale: Support for flexible schedules exists so long as there are no adverse implications to UMB’s culture, sense of community and belonging, vibrancy, and operations.</i></p>	X				HR, Deans, VPs, Supervisors
<b>3. Formalize a permanent infrastructure to support the Future of Work</b>					
<p>3.1 Create a full-time position in the Office of Equity, Diversity, and Inclusion to provide ongoing assessment and mediation, to support the operationalization of work flexibility, and to offer targeted services including training, programming, and coaching related to flexible work. Rationale: See below.</p>				X	HR
<p>3.2 Establish a President’s Council on the Future of Work to support the evolving needs of UMB.  <i>Rationale: See 3.3 rationale below.</i></p>				X	HR
<p>3.3 Develop a strategic workforce planning process which involves analyzing and forecasting the current and future workforce needs of UMB.  <i>Rationale: See rationale below.</i></p> <p><i>Rationale [for 3.1 - 3.3]: Human Resources should have these responsibilities in 3.1 and 3.2. The CHRO/AVP for HR would have to develop job descriptions to respond to the work needed. There is support to create a “President’s Council but its makeup, role, and responsibilities must be defined. This council should not replicate the FOW committee process. They should stay abreast of societal trends, tools, and technology that could have an effect on UMB business processes and workforce in the future, for example in response to artificial intelligence. An official campus charge would be provided by Dr. Bruce Jarrell, UMB President.</i></p>				X	HR
<b>4. Strengthen, expand, and promote well-being opportunities, resources, and programs to create a culture of care.</b>					

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p>4.1 Identify and promote existing social, legal, and/or health care support services available for employees through UMB academic programs and central administration. <i>Rationale: UMB is already doing this; however, UMB could be doing better. Efforts should focus on strengthening promotion and utilization of these services.</i></p>		X			HR, Deans, VPs, Supervisors
<p>4.2 Assess existing employee recognition programs, maintain meaningful programs, and explore additional opportunities for employee recognition. <i>Rationale: UMB is already doing this; however, UMB could be doing better. Efforts should focus on continuing to identify and explore opportunities for improvement. Additionally, individual divisions/units may have separate employee recognition programs.</i></p>		X			HR, Deans, VPs, Supervisors
<b>5. Provide alternate services and subsidies to support fully on-site employees.</b>					
<p>5.1 Increase engagement with fully on-site staff (e.g., surveys, listening sessions) to better understand what resources and services they need to feel supported as a whole person. <i>Rationale: Some units within UMB already do this, particularly in areas with non-exempt/unionized employees. Examples include Environmental Services and Operations and Maintenance Town Halls. On-site staff can have difficulty attending listening sessions unless supervisors provide permission. Supervisor training will include the importance of planning for non-exempt/unionized employees to attend such sessions and for expressing encouragement to do so. In future surveys, UMB should look to distinguish results by who is/not on campus 100%.</i></p>	X				HR
<p>5.2 Evaluate and provide additional income, services, and/or subsidies to assist with costs associated with being fully on-site (e.g., pay differential, preferential parking, meal subsidies). <i>Rationale: A number of services and subsidies are provided in the Task Force Report Appendix. We need to explore which of these are already offered,</i></p>				X	HR

	Support	Already Supporting	Not Support	More Research	Responsible Party
<i>conduct a cost analysis, and identify the feasibility of supporting this recommendation.</i>					
<b>6. Support effective, equitable, and sustainable parking and transportation systems.</b>					
<p>6.1 Establish equitable parking payment options for both hybrid and fully on-site employees through a (a) tiered, (b) sliding scale, and/or (c) subsidized payment system. <i>Rationale: Parking and Transportation Services (PTS) needs to evaluate these proposed models – as well as others – to identify a model that can meet the needs of employees and remain fiscally feasible for UMB.</i></p> <p>6.2 Develop a process for distributing parking assignments, with consideration for the number of days an employee is required to work on campus and other criteria (e.g., workplace location, University role). Examples include but are not limited to providing fully on-site employees with (a) prioritized parking in the closest garage to their primary worksite; and/or (b) reserved spaces/floors in parking garages for fully on-site employees. <i>Rationale: See 6.1 Rationale</i></p> <p>6.3 Communicate parking information (e.g., options, costs) transparently and comprehensively. <i>Rationale: UMB is already doing this. Efforts must focus on strengthening and expanding communication efforts and details.</i></p>				X (a, b, c)	Parking and Transportation Services (PTS)
				X (a, b)	PTS
		X			PTS, OCPA
<b>7. Evaluate and provide compensation, benefits, and growth opportunities.</b>					
7.1 Ensure employees are advised and/or fairly compensated when taking on additional responsibilities due to inadequate staffing levels (e.g., regularly reviewing workload and job duties, identifying additional duties in writing, providing a support plan, identifying a timeline and target date of completion of the additional duties, and re-evaluating the position if needed).	X				HR



	Support	Already Supporting	Not Support	More Research	Responsible Party
<p><i>Rationale: Need to educate and train supervisors on the re-evaluation process already in place. Educate on staff supplements and when to use if taking on additional, temporary duties (especially when someone has left). Encourage supervisors to regularly review the job description during the performance evaluation period.</i></p> <p>7.2 Provide transparency for employees about compensation, benefits, and career growth opportunities. This includes but is not limited to: (a) developing a total compensation/rewards statement for each employee so they can see their current salary and benefits; (b) providing information about the job description system, career ladders, and the promotion/re-evaluation process; and (c) providing flexible work schedules. <i>Rationale: Support for (b) and (c) but need more research on (a). UMB already provides information on the job description system, career ladders, and the promotion/re-evaluation process. UMB also provides flexible work schedules. More research is needed to identify if and how to effectively communicate and capture all compensation and benefit elements for employees.</i></p> <p>7.3 Provide and promote opportunities for career development and advancement, including but not limited to: (a) creating advancement opportunities once certain criteria are met (e.g., years of service, positive PDP evaluations, etc.); (b) providing career coaching to all employees, especially targeting those without a high school or college degree; and (c) developing robust 1:1 or group coaching/mentor programs, including Community of Practice groups, for employees and supervisors. <i>Rationale: Support for (b) creating access to career coaching for employees. We won't assume that all employees will need or want this. And (c) but need more research on (a). UMB will not operationalize a step system for exempt employees. Creating advancement opportunities regardless of operational needs is not practical. Research needs to be done to identify where creating career ladders are appropriate and the criteria for advancement. Existing options to achieve promotion opportunities and career advancement can be</i></p>		X (b & c)		X (a)	HR
	X (b & c)			X (a)	HR, Supervisors

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p><i>made available, including sharing information better when there are open positions. Coaching is already provided on many levels, to include UMBrella, supervisors, and group coaching. We will work on strengthening promotion efforts for these programs.</i></p>					
<p>7.4 Develop and promote benefits and incentives that can offset living expenses of UMB’s lowest paid employees (e.g., food pantry for employees, subsidies for parking, child/dependent care, gym memberships, employee discounts at local businesses and events, etc.).</p> <p><i>Rationale: Many incentives are currently offered to employees – e.g., solar benefits, discounts at Lexington Market, childcare grants/subsidies, hippodrome ticket discounts, dell computer discounts. We need to better communicate about the existing program to ensure employees are aware of them and continue to look for additional programs that will benefit all employees.</i></p>		X			HR, OCPA
<p>7.5 Provide dedicated funding and time to employees pursuing GED and non-credit coursework, certifications, certificate programs, non-credit training courses, and professional association memberships.</p> <p><i>Rationale: UMB leadership supports the intent behind this recommendation, but more research is needed prior to providing a response. We need to consider whether the tuition benefit can be expanded to include skilled trades training and/or cover professional certifications required for positions – is this campus-, USM-, or state-level decision? We need to research if there are things employees are currently participating in that can be reimbursed but for which we aren’t. A pilot GED program is being launched.</i></p>				X	HR, Finance
<p>7.6 Expand the childcare grant program budget to reach more employees and/or provide a childcare center on campus.</p> <p><i>Rationale: UMB expanded the childcare grant in Spring 2023 to reach more employees, including expanding the age school criteria and income limits. UMB will not be placing a childcare center on campus. The UMB voucher</i></p>		X			HR

	Support	Already Supporting	Not Support	More Research	Responsible Party
<i>program was created to allow more childcare options to employees, and this program could be expanded by investing more money into it.</i>					
<b>8. Foster inclusivity and accessibility to meet the needs of all employees.</b>					
<p>8.1 Create analogous opportunities for all employees to benefit from and/or contribute to in-person activities and/or services.  <i>Rationale: Some campus-based activities, such as National Night Out, are examples of activities that are open to all employees. However, these and other activities cannot be made available to employees who work remotely. Campus events are planned well in advance to allow employees to flex their work schedule to be on campus for events. Other events, like the campus townhalls offer a virtual participation option. Thus, the recommendation for hybrid participation can be supported in some cases, but it makes sense to decide at the unit-level. Deans and Vice Presidents still retain the ability to require staff to be on campus for certain events and activities.</i></p>	X				Supervisors
<p>8.2 Develop and provide training and materials (e.g., FAQs and resource toolkits) for UMB applications, services, and devices that would benefit those with disabilities, including implementing Universal Design principles for all trainings, websites, and designs.  <i>Rationale: We support the recommendation to improve access to UMB applications, services, and devices for employees and applicants with disabilities. We further support implementation of ADA-compliant trainings, websites, and designs which may include certain Universal Design principles. As stated, implementing Universal Design principles for all applications and trainings would create a greater unnecessary responsibility for UMB to address every system and application thereby diluting bandwidth and resources away from addressing the needs of individual employees. UMB will continue to develop and provide training and materials for employees with disabilities. UMB will work to improve communication efforts to employees regarding available services.</i></p>	X				HR, CITS, OCPA

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p>8.3 Promote and support affinity groups focused on commonalities (e.g., race, gender, generation, disability, gender identity) to foster inclusion and provide ways for employees to connect, share experiences, and offer support to one another.</p> <p><i>Rationale: UMB continues to support the creation of staff affinity and resource groups, which support retention, engagement, and belonging. The Office of Equity, Diversity, and Inclusion (OEDI) is working on a formal process for establishing affinity groups and resource groups on campus.</i></p>		X			OEDI
<p><b>9. Conduct a space analysis to determine effective space allocation and use of buildings as workplace flexibility increases.</b></p>					
<p>9.1 Review existing UMB space (e.g., buildings, vacant offices, underutilized areas, exterior areas) with attention to accessibility, safety, cleanliness, attractiveness, and ease of navigation.</p> <p><i>Rationale: A review process was started late 2023. It included collecting reliable data so that effective decisions can be made. Central Real Estate, Planning, and Space Management is working with partners such as CITS and Anup Mahurkar, Executive Director of Bioinformatics in the School of Medicine.</i></p>		X			Real Estate, Planning, and Space Management (REPSM)
<p>9.2 Evaluate how to effectively allocate space for the benefit of the UMB community (e.g., hoteling, commercialization, safety) upon completion of the space analysis.</p> <p><i>Rationale: See 9.1 Rationale.</i></p>		X			REPSM
<p>9.3 Identify or create a designated break and lunch space for non-exempt employee groups (e.g., custodial services, facilities maintenance, pest control). This includes having a designated space for table, chairs, and food storage.</p> <p><i>Rationale: UMB, specifically Administration and Finance, is already pursuing this in many buildings which do not currently have breakrooms.</i></p>		X			REPSM, Design & Construction
<p>9.4 Allocate and/or create hoteling space in each UMB building for occasional in-person work and collaboration by fully remote or hybrid employees.</p>				X	REPSM, Supervisors

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p><i>Rationale: The intent of this recommendation is supported but the specificity is not. Evaluations on a case-by-case basis need to be done to determine the appropriate solution for occasional in-person work and collaboration by fully remote or hybrid employees. In some cases, hoteling may be the appropriate solution, using existing conference rooms may be a better alternative for others. UMB will continue to work with units to meet their workplace space needs and attempt to optimize the utilization.</i></p>					
<p><b>10. Employ ongoing and robust communications strategies to connect employees with information, services, and one another.</b></p>					
<p>10.1 Create communication channels for hybrid, fully on-site, and fully remote employees to meaningfully connect, share resources, and enhance well-being. <i>Rationale: A number of communication channels already exist, and efforts will focus on sharing these channels with personnel. Additionally, virtual meeting platforms exist, to include MSTeams, Zoom, and WebEx. UMB will continue to focus on improvements. This includes asking specific groups (e.g., hybrid employees and on-site employees) about the most effective communication strategies. Deans and VPs remain receptive to find the right avenues that will work.</i></p>				X	CITS, OCPA
<p>10.2 Provide listening sessions and other ongoing opportunities to enhance open communication between UMB employees and leadership on topics including, but not limited to, employee well-being, University programs, and flexible work. <i>Rationale: These sessions and opportunities are already happening in many places across the campus. We will continue to provide listening sessions, town halls, and other ongoing opportunities to enhance communication between employees and leadership.</i></p>		X			HR
<p>10.3 Communicate University opportunities (e.g., institutional memberships, trainings, resource toolkits, events) through multiple communications channels to reach all UMB employees.</p>		X			HR, OCPA

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p><i>Rationale: Opportunities through multiple communications channels are already happening on campus. We will continue to explore and build upon these opportunities.</i></p> <p>10.4 Consolidate multiple University-wide employee communication channels to one primary platform to increase focus on security, upgrades, training, and enterprise-wide communication.</p> <p><i>Rationale: One platform is a challenge to accommodate all news, activities, programs, events, etc. Need to conduct more research to determine the feasibility of such communication channels, to include if and how communication would be improved through one platform.</i></p>				X	OCPA, CITS
<b>11. Support, promote, and model healthy work habits.</b>					
<p>11.1 Prioritize and promote employee well-being and need for self-care through unscheduled, uninterrupted time for employees to attend hybrid and in-person “Launch Your Life” and/or other wellness events during the workday.</p> <p><i>Rationale: The purpose behind this recommendation is supported. For clarification absence from work to attend a scheduled “Launch Your Life” and/or other scheduled wellness events during the workday are subject to supervisor’s approval. For 11.1 through 11.5, more supervisor training is needed.</i></p>		X			HR, Supervisors
<p>11.2 Develop email signatures and out-of-office templates to reflect UMB’s commitment to healthy work habits and alignment with our core values; encourage University leadership and administrators to model consistent use of these communication tools.</p> <p><i>Rationale: Supervisors need more training on this recommendation. We will encourage leadership and administrators to develop consistent email signature/out-of-office messaging and other communication tools. Requiring everyone to do so is too prescriptive and not supported.</i></p>	X				OCPA, Supervisors

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p>11.3 Establish a culture of meeting efficiency, including but not limited to: (a) designating one day a week as a ‘No Meeting Day’; (b) shortening standing meeting times to 45-minutes, allowing time for breaks and to move between meetings; and (c) soliciting routine anonymous feedback to determine whether recurring meetings are effective. <i>Rationale: We support the concept of establishing a culture of meeting efficiency. However, Deans and VPs should retain the latitude to make decisions on each of these three recommendations. We encourage these suggestions to be made at the department level.</i></p>	X (a, b, c)				Deans, VPs, Supervisors
<p>11.4 Promote the wellness benefits of taking leave and encourage employees to use their available leave, especially when they are approaching the limit of total accrued leave. <i>Rationale: HR is currently holding employee training sessions on these topics and will continue to do so. We will encourage them to include this as a specific topic for supervisors. Supervisors need more training on this recommendation.</i></p>		X			HR, Supervisors
<p>11.5 Create a “leave bank,” modeled after the State of Maryland leave bank, to support employees that need to take more leave than they have available. <i>Rationale: This type of leave is currently not available, and UMB offers so much leave already. We would first like to work on promoting and increasing usage of the many leave options currently available to employees before deciding whether or not to move forward with this recommendation.</i></p>			X		
<b>12. Provide training and resources to supervisors and employees to support flexible work environments.</b>					
<p>12.1 Establish a variety of annual supervisor trainings focused on understanding and managing flexible work schedules (e.g., communications strategies, balancing hybrid work considerations, fostering productivity, establishing clear expectations, employee accountability). <i>Rationale: The need exists to create a sustained model of mandatory supervisor training on how to manage employees in the remote work</i></p>		X			HR

	Support	Already Supporting	Not Support	More Research	Responsible Party
<p><i>environment. HR is working to create a mandatory supervisor training program.</i></p> <p>12.2 Incorporate an annual 360 review for supervisors as part of the existing PDP process.  <i>Rationale: UMB leadership, supports the concept of a comprehensive review of supervisors. More research is needed to determine a response to this recommendation. 360 evaluations are labor intensive for the raters, this is exacerbated if a rater must complete multiple 360s. Would this be an expectation every year is a question. Are there other options available for collecting subordinate and peer performance feedback that would be more efficient? Other considerations include defining whether this process would apply to all supervisors or a subset of them? Would faculty supervisors also be evaluated.</i></p> <p>12.3 Provide University-issued, discounted, and/or subsidized equipment (e.g., laptops, monitors, office supplies), software, and telecommunications services to UMB employees.  <i>Rationale: UMB currently and will continue to provide the tools, equipment, and telecommunication software, on university premises and leased spaces for employees. Additional equipment and resources for personal use can be purchased at a discount through designated UMB vendors. See <a href="https://www.umaryland.edu/hrs/benefits/discounts/">https://www.umaryland.edu/hrs/benefits/discounts/</a></i></p> <p>12.4 Ensure all University facilities have the necessary equipment to facilitate hybrid work environments.  <i>Rationale: Support exists to provide the necessary equipment for all facilities but not all rooms in all facilities. Currently, many conference rooms and spaces are outfitted for hybrid work but remain underutilized. CITS and the Schools will share the rooms and inventory of spaces currently outfitted on campus, including an Appendix of where all the hybrid spaces are. CITS and School personnel to continue to evaluate campus needs or equipment capabilities.</i></p>				X	HR
		X			
	X				CITS, Schools



	Support	Already Supporting	Not Support	More Research	Responsible Party
<b>13. Use innovative strategies to successfully recruit talent.</b>					
<p>13.1 Provide all employees involved in the hiring process with training (e.g., implicit bias, designing a job, selecting candidates, engaging in equitable and timely hiring processes) to foster a culture of hiring excellence.  <i>Rationale: Once the HR hiring assessment is completed, HR will be developing additional training related to the hiring process. We will encourage HR to be proactive and provide this training prior to the search process and to provide the training on a regular basis, with online training preferred, as it allows individuals to complete the training on their own time and before the search process begins. It should be noted that several units provide implicit bias training for hiring committees coordinated by the schools and Administrative DEI Officers.</i></p>	X				HR
<p>13.2 Increase recruitment by expanding and creatively developing and disseminating job postings (e.g., a statement that UMB supports flexible work; the amount of remote work for the position, salary range, and benefits; whether experience can be substituted for education (or vice versa); posting on job sites for underrepresented groups) and offering referral incentives for employees.  <i>Rationale: General support exists. UMB HR is already doing this as requested by the schools and units. We encourage HR to standardize this process to ensure these items are included on all postings. UMB does not currently have referral incentives. This is something we will encourage HR to work on, with supporting standardized language.</i></p>	X				HR
<p>13.3 Collect and analyze data to determine hiring, retention, promotion, turnover rates, time-to-fill, etc. (by position type, unit, school, or other factors) to determine if current advertising dollars and selected platforms are yielding a high return on investment through the most diverse and qualified candidates.  <i>Rationale: Dr. Forbes Berthoud and Michael Brown has created a dashboard to track hiring and promotional info by ethnic group and other key measures and</i></p>		X			HR

	Support	Already Supporting	Not Support	More Research	Responsible Party
<i>will continue to meet with school leaders to share this data. HR has recently hired a position to identify, track, and report on additional recruitment and hiring process metrics.</i>					
<b>14. Strengthen employee transitions to increase employee engagement and maximize employee success and retention.</b>					
<p>14.1 Create a comprehensive new employee guide for supervisors to effectively onboard new employees beyond day one (e.g., 30-, 60-, 90-day action markers). <i>Rationale: HR will work on this as part of their current strategic plan. We encourage HR to consider researching the AIRTABLE system used in SSW; AIRTABLE handles the “one offs” that aren’t managed by enterprise-level systems.</i></p>	X				HR
<p>14.2 Conduct “stay” interviews between unit leaders and their employees to determine why employees stay in their roles and/or stay with the University. <i>Rationale: HR will work on this as part of their current strategic plan. Certain units of UMB are already conducting “stay” interviews.</i></p>	X				HR
<p>14.3 Create and consistently conduct standardized exit surveys and provide the opportunity for an in-person or virtual exit interview for all employees who leave employment at UMB. Data collected from these interviews should be aggregated and tracked over time to capture trends and inform decision-making. <i>Rationale: Many areas at UMB are already conducting exit interviews, and HR will work on this as part of their current strategic plan. The need exists to standardize the process so that data can be benchmarked and tracked. If UMB wants to review systemic issues across campus, standardized questions must be used, with schools and administrative units having the latitude to ask specific questions.</i></p>		X			HR