Remote Work Arrangement Review

A Remote Work Arrangement (RWA) pilot project was implemented for the fall 2021 return to campus and continues through the winter term. Regular review of your team's RWAs is recommended to ensure individual, team and client/stakeholder needs are considered, and operational requirements continue to be met.

UVic's principle-based approach to remote work arrangements recognizes that decisions about remote work and the specific agreements for each RWA are best determined at the departmental level. The Working Remotely Toolkit provides principles, a framework, forms and resources for employees and supervisors to develop agreements that are relevant to the context of the department, the role and the individual.

TIPS AND TOOLS TO REVIEW REMOTE WORK ARRANGEMENTS:

The best way to determine how well remote work arrangements are working is to ask:

- Check in regularly with those on RWAs and do the same with those who are working full-time on campus to identify and mitigate any challenges early.
- Bring the team together at regular intervals to discuss what is working well and how any challenges are being addressed.
- Revisit and contribute to the RWA FAQs by emailing your questions to vpfoproj@uvic.ca so your experience will help others.
- Ask your clients and stakeholders how their needs are being met. You can do short surveys, focus groups or interviews.
- Review any data or metrics to inform these conversations. Each unit will have different ways of measuring success, performance, and service. Your Planning Tools submission is a great place to identify benchmarks to measure against.

Reviewing individual experiences with Remote Work:

- For each employee, book a check-in meeting at the midpoint of the RWA term, and approximately one month prior to the end of the term. Use the Conversation Guides on pages 2-5 of the request form to review the effectiveness of agreements made.
- It is helpful to retain and update these documents after each review period. This review can form a part of your regular Performance and Development Conversations.
- If performance issues have arisen during the remote work arrangement period, clearly discuss the nature of the issue to determine if it is connected to working remotely. RWAs may be suspended until performance improves, but connect with your HR Consultant if you are considering this approach.

SAMPLE QUESTIONS FOR REVIEWING REMOTE WORK ARRANGEMENTS:

Many teams are currently working in hybrid environments, with some employees working full time on campus and others working part-time remotely. Below are some sample questions for you to choose from or inspire your own questions as part of your review process:

Reviewing impact on client service:

- What client service metrics can we use to assess the impact of remote work?
- What feedback have your received from your clients?
- What changes in client needs have you noticed?
- How are clients being served better?
- What client service gaps have you noticed?

Reviewing impact on performance (team or individual):

- Which tasks are better performed on campus?
- Which tasks are better performed remotely?
- What has the impact of remote work been on your workload?
- Where do we notice service gaps, production issues, or other performance deficits?
- Are there certain days, months or peak activity seasons when remote work is less effective? More effective?

Reviewing impact on team dynamics:

- How are our team meetings working? (format and structure)
- How could we make team meetings better?
- What have been the best ways to collaborate on work or projects?
- Which collaboration tools have been working the best for our team?
- How might we use technology differently to increase collaboration and communication?
- What team norms work well? Where do we need new team norms?

Reviewing individual experience and preferences:

- What are the benefits of remote work for you? What are the challenges?
- What do you love about being on campus?
- Is your current remote schedule working or would you like to change it?
- Do you feel you are being treated equitably with regard to your own RWA?
- Is there anything else you have been thinking about regarding your remote work?