THE FUTURE OF WORK

TASKFORCE REPORT

CONTENTS

EXECUTIVE SUMMARY

On the heels of the COVID-19 pandemic, prospective and existing employees have new workplace expectations. Remote and flexible work locations and schedules have become a minimal expectation for the current workplace and Temple University has a comprehensive and successful flexible work policy that has been implemented in varying degrees across the university. However, recruiting and retaining employees in the challenging employment market of today requires more than the foundational expectation of workplace flexibility.

In addition to more aggressive recruitment and retention strategies, Temple must create a new, holistic workplace framework to positively impact the employee experience and drive engagement. Through surveys such as the Great Colleges to Work For (GCTWFS) campus climate survey administered in 2022 and the work of the Flying Further Strategic Planning Taskforce, we've been able to identify the values that employees identify with Temple, what is important to them and what can be improved. Based on this information as well as national studies on the topic, Temple's Future of Work Taskforce puts forth the following recommendations.

1. **Culture:** A toxic work culture is a primary factor in employee turnover. Temple should establish and support a positive workplace culture by

   a. crafting a clear statement of the vision for the employment culture at Temple. Use the values identified by the Strategic Planning committee, employee feedback from the GCTWFS and Temple's mission statement as anchors.

   b. having Temple leadership promote the culture and its expectations.

   c. creating training for leadership, staff and faculty to create awareness and communicate expectations for living this culture at all levels.

   d. using cultural statements in marketing/branding employment at Temple.

   e. creating programming to support the culture and its values.

2. Manage poor performance: Poor performers not only cost the university financially, but they also cost the university in terms of damage to morale. Managers must (1) understand that managing poor performance is a necessary part of their role and (2) be held accountable for doing so effectively. This must be reenforced and supported through the leadership structure.

3. Well-being: Support for employees' holistic well-being has been identified by employees as a top employment trend of importance. This requires transforming the existing wellness program, integrating well-being resources in an easily accessible way and bridging gaps in resources.

   a. Redesign existing wellness programming to promote greater participation, eligibility and resources.

   b. Include resources to address all dimensions of well-being including physical health, mental/emotional health, social, career development, financial and purpose and meaning.

   c. Explore potential partnerships with Temple Health to provide access to expanded physical and mental health resources for employees on campus.

4. Compensation: Temple HR is nearing the completion of an engagement with Mercer to evaluate and make recommendations for improvements to compensation structures, practices and policies to ensure Temple is providing competitive salaries to employees and appropriate paths for growth. Final report is expected shortly.

5. Benefits: HR recently implemented enhancements to our rich benefit package to enhance competitiveness including flexible vacation usage and paid family leave. Other items to consider to enhance benefits include

   a. providing additional vacation time for longer term employees,

   b. providing an additional three days of paid administrative leave Thanksgiving week and

   c. payout of portion of accrued sick time at retirement.

6. Marketing: All existing benefits and enhancements made based on the above recommendations should be widely promoted through an employment branding and strategic communication plan.

With the approval of university leadership, HR will create a plan and appropriate partnerships to begin to implement the above and create a strategy for promotion of the Temple employment brand.

INTRODUCTION

As has become evident over the last few years, the COVID-19 pandemic has forever impacted the way we work and the kind of workplace and conditions that employees have come to expect. The sudden and virtually complete transition to a remote way of working accelerated a then-emerging trend of increased workplace flexibility. The proven effectiveness of flexible work during the pandemic, the changing needs and expectations of employees combined with a workforce shortage and "The Great Resignation" have required that all employers, including Temple, respond by examining and providing a newly imagined workplace to attract and retain top talent. In addition to new and more aggressive recruitment strategies and reevaluation of compensation and benefits practices, employers must provide a workplace aligned with institutional and employee values, engaging employees with meaningful work and opportunities for growth.
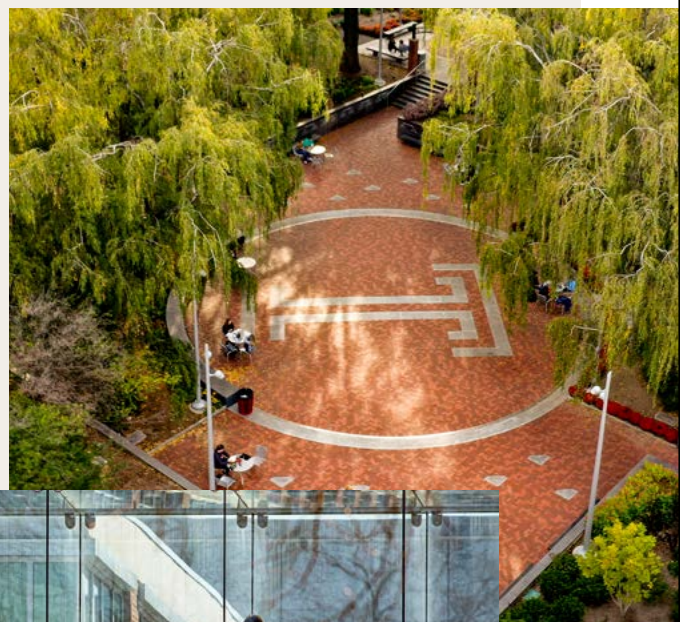
Flexibility in work schedules and locations has become a minimal expectation for employees. Beyond accommodating employee expectations, allowing remote work, either fully or in a hybrid model, has the added benefit of broadening the pool of potential candidates beyond the local region and allowing for expanded opportunities for a diverse employee population, a key value at Temple. In addition to the baseline need for expanded flexibility, successful post-pandemic organizations must better understand and support their workforce. The new workplace framework requires a holistic strategy for positively impacting the employee experience, driving engagement.

In early 2022, as a means of gauging employee satisfaction and engagement, Temple University administered the Great Colleges to Work For survey (GCTWFS), referred to at Temple as "2022 Temple University Faculty and Staff Campus Climate Survey," collecting information from faculty and staff regarding employee experience and satisfaction and allowing us to benchmark that data. While the Temple responses under job satisfaction, support and well-being were positive compared to a small group of peers, we fell short in comparison to institutions that were identified as part of the "honor roll." The data provided information on areas in which the university could improve. Among those areas that scored in the "bottom 10" are

- perception of fair pay,
- meaningful recognition/rewards,
- sense of "all on same team" and
- provision of clear direction for TU's future by senior leadership.

Other areas in which improvement can be made include

- availability and knowledge of resources for mental and emotional well-being,
- sense of belonging, and
- treating each other with respect/dignity.

The university has made improvements and/or undertaken initiatives to investigate and implement best practices in flexible work, compensation, benefits, and recognition and rewards over the last several months. Taking into consideration the feedback from our community via the GCTWFS and trends in employment, additional recommendations to expand on existing workplace initiatives and create a workplace that allows us to move toward becoming a destination employer are discussed below. An overarching recommendation and guidepost are the establishment of a positive employment culture. An MIT Sloane Management Review article, "Toxic Culture is Driving the Great Resignation," referenced a national study that analyzed the impact of more than 170 cultural topics on employee attrition from April through September 2021, identifying "toxic culture" as the predictor of turnover in an organization, more important than compensation and burnout. Therefore, the intentional creation of a clear and positive university culture connected to our values and employee needs is mandatory.
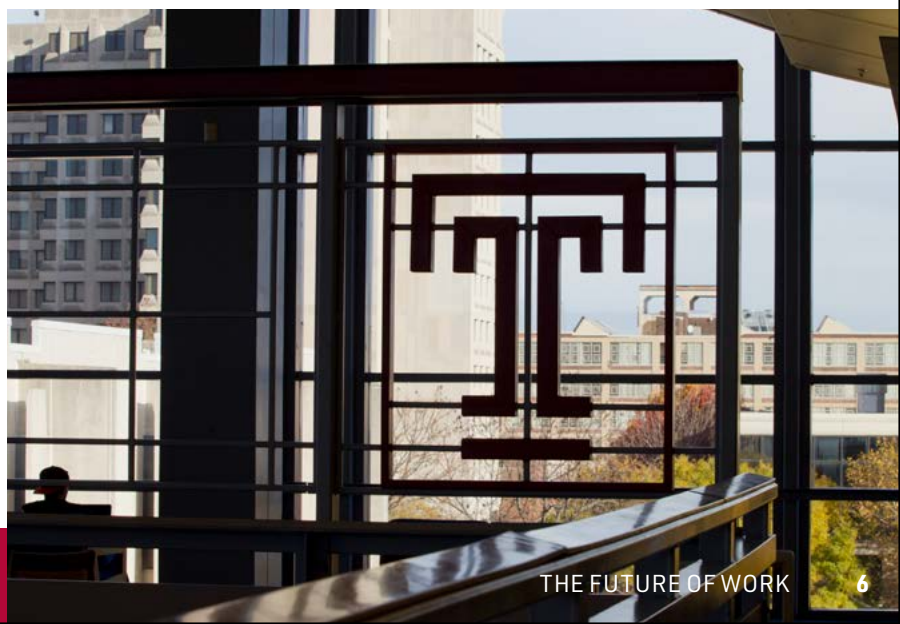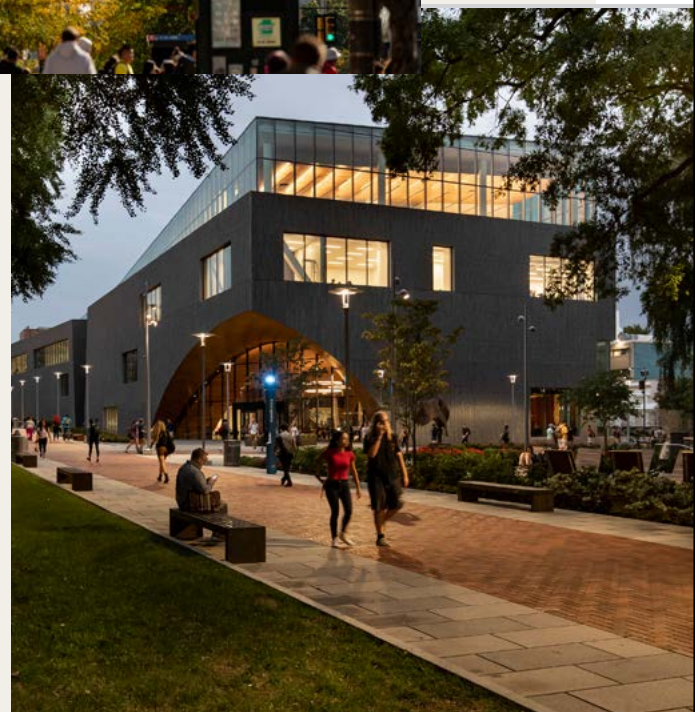
FLEXIBLE WORK POLICIES AND PRACTICES

Although Temple University has had a comprehensive flexible work policy in place for several years, its use and application were only in place in a few university departments prior to the pandemic. With the return to campus, most areas have worked to incorporate flexible work arrangements into their operations, where and to the extent possible, without sacrificing service. To assess the extent to which flexibility is being permitted across the university, HR surveyed school, college and administrative department leadership in spring 2022. The results of the survey indicated that over 65% of employees can work in some flexible capacity, including remote work, hybrid work or flexible schedules. To date, there has been no mandate for schools, colleges or departments to offer flexibility, although it has been encouraged, cautioning that failure to offer these opportunities would likely result in increased turnover and an inability to recruit new employees when flexibility is widely offered elsewhere.

There are, of course, jobs that do not lend themselves to flexibility, such as police, healthcare employees or on-campus, direct service staff. In focus groups of university managers as well as anecdotally, concern about discontent among those groups emerged. Such employees feel less valued or treated inequitably. Importantly, many of those employees are those that we consider "essential." In addition, discontent arises across categories of jobs for which one area, school or college allows flexibility, but another does not, for example, academic advisors.

The following recommendations are intended to ensure the continuation of excellent service for forward-facing areas, to maximize the use of available technology and communication systems to ensure effective communication and collaboration among employees regardless of work location, and to encourage the use of flexible work to increase recruitment/retention and increase employee satisfaction.

RECOMMENDATIONS

1. In Place

- Comprehensive flexible work policy in use for over 65% of staff allowing units the ability to provide service to their constituents as well as flexibility to employees. The policy takes into consideration all necessary components such as hours, equipment, taxation requirements, etc.

- To support both employees and managers in working effectively in a hybrid environment, HR's Learning and Development division has provided a full menu of training and development programming. These include in-house developed and delivered programs as well as e-learning courses available via LinkedIn. Topics include leadership in a remote environment, time management and supporting direct reports.

2. Short-term Recommendations

- Emphasize a university culture that values the ability to create flexibility for our employees while also ensuring that a high level of service for students, employees and all constituents is maintained.

- Establish minimum university standards (recommendation attached) that ensure both flexibility and establish expectations for service.

- Implement regular times for quick check-ins among teams. ITS has established daily "stand-ups" which allow for quick conversations, questions or other interactions that might otherwise take place in an office environment.

- Provide opportunities for social interactions, such as monthly lunches or meetings during which employees can connect.

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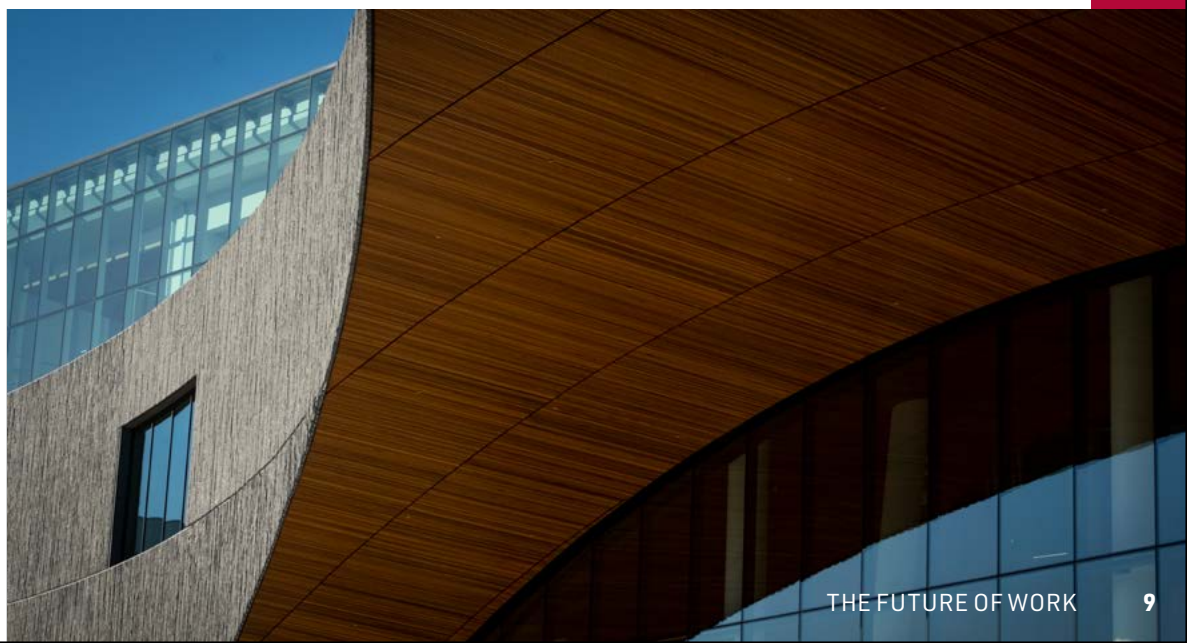
- Encourage creativity in providing flexibility to employees in roles that may not seem to support flexible work. For example, our grounds department worked to create a schedule that allowed for work weeks of four 10-hour days with no reduction to service. (See also recommendations for recognition of these critical employees in Recognition and Rewards section.)

- Market/increase knowledge of resources available to assist with computers/technology to aid in the ability to work remotely.

- HR offers up $2,500 in the form of a loan to be used toward the purchase of computers for employees in grades T26 and above, medical, podiatry and dental faculty.

- The ITS computer recycling center offers refurbished computers, monitors and other tech devices to employees at discounts.

- The OwlTech store offers discounts to employees as well as advice and recommendations.

- Encourage school/colleges/units to explore technology and attendant training available through ITS to facilitate communication within hybrid teams, such as Asana.

3. Long-term Recommendations

- Explore the viability of "summer hours" for staff who work over the summer or "remote periods" for student-facing areas during periods when the university is open, but students are not on campus, such as spring and fall breaks, increasing the benefit of working in higher ed and potentially creating savings in energy costs.

- Explore or expand the use of 10-month staff appointments where feasible.
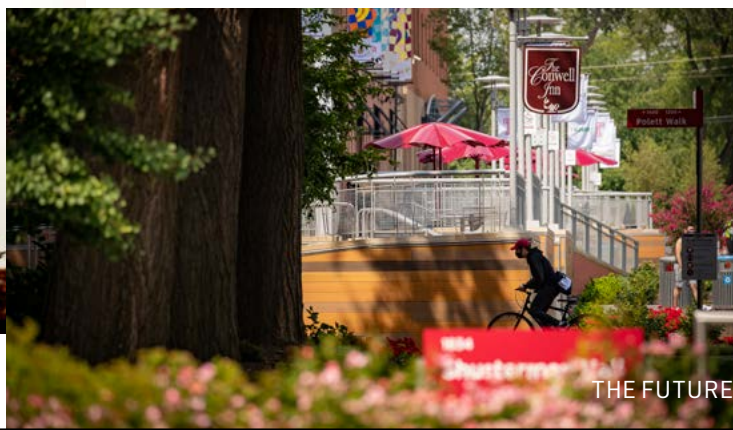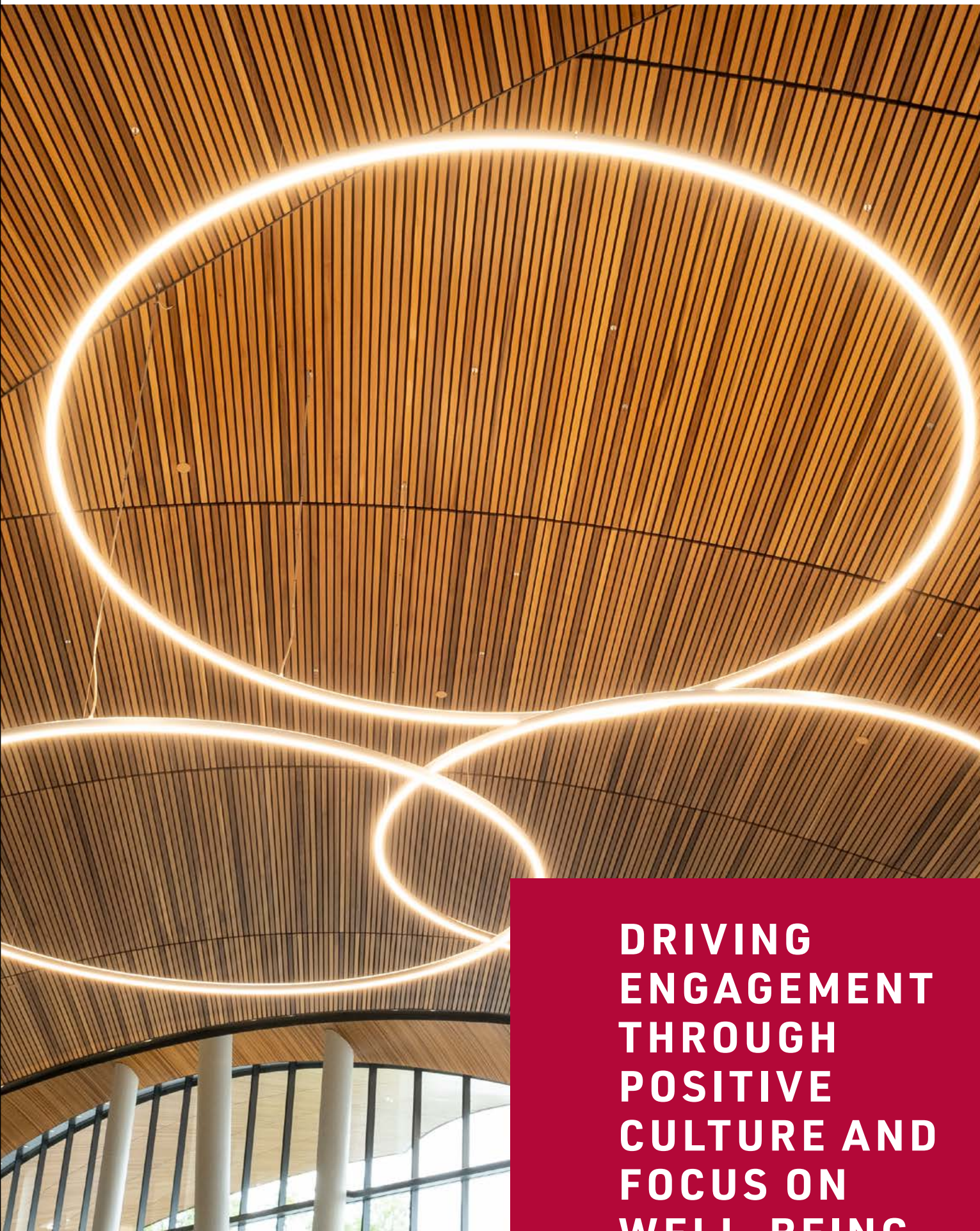
DRIVING ENGAGEMENT THROUGH POSITIVE CULTURE AND FOCUS ON WELL-BEING

Employing strategies, systems and practices that engage employees and create a belief in the value and purpose of the work they do and a connection to and trust in their employer, is vital to recruitment, retention and productivity. High employee engagement requires that a workplace has a strong, positive culture, one that recognizes and values the contributions of employees, provides opportunities for connection and growth, and resources to support overall well-being.

CULTURE

As stated above, a toxic employment culture is the primary factor contributing to turnover in the organizations studied in the MIT Sloane Management Review article, "Toxic Culture is Driving the Great Resignation". Temple University has a rich history of dedicated employees with staying power and a commitment to diversity, equity and inclusion. But at this critical juncture, we must clearly state and cultivate the kind of employment environment we want to create and expect to be provided for our employees throughout the organization. The GCTWFS results provide guidance on the aspects of employment that employees feel we do well and where we have opportunities for improvement. Also of note is that women were less positive than men on all but two items in the survey.

Based on the GCTWFS, Temple employees value and express the belief in Temple's commitment to

- flexible/remote work opportunities;
- diversity and inclusion, diverse ideas and perspectives; and
- provision of meaningful work.

Employees believe we could do better in

- compensation,
- meaningful recognition and rewards, and
- managing poor performers.

An employment culture should align with stated university values, as well. In spring 2021, the values and culture sub-committee of Temple's Flying Further Strategic Planning Committee developed and distributed a survey to various internal and external stakeholders to ask what they perceived as Temple's core values. The top values identified by respondents that can be applied to an employment culture are

- diversity,

- inclusivity/welcoming,

- community-minded and

- hardworking.

These dovetail nicely with the results of the GCTWFS, providing a good foundation for a positive employment culture development.

RECOMMENDATION

Craft a clear statement of the vision for the employment culture at Temple. Use the values identified by the Strategic Planning Committee, employee feedback from the GCTWFS and Temple's mission statement as anchors.

- Temple's leadership must promote the culture and expectations associated with the culture.

- Create training for leadership, staff and faculty to create awareness and communicate expectations for living this culture at all levels.

- Include discussion of culture statements in orientations.

- Use cultural statements in marketing/branding employment at Temple.

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- Create programming to support the culture and values such as

  - diversity**:** Promote and advance all forms of diversity at Temple, engage with IDEAL to identify opportunities for programming and events that increase understanding, provide templates for a culture of inclusion and belonging

  - inclusion/welcoming**:** Create affinity groups, mentoring programs and enhance orientation opportunities.

  - community-minded**:** Create opportunities for community-building such as on-campus events, social activities, opportunities for volunteering activities within our community (see also "Social Connection" under Well-being below)

  - hardworking**:** Reward/recognize hard work, manage work that does not meet expectations (See Managing Poor Performance below)

  - requiring a supervisory development certificate for all new university managers and selecting managers who would benefit from the program.

OPPORTUNITIES FOR IMPROVEMENT

Employees communicated the need for improvement in the areas of compensation, meaningful recognition and rewards, and managing poor performance.

Compensation: HR has engaged Mercer to evaluate and make recommendations to ensure best practices in compensation structure and policy. Report forthcoming.

Recognition and rewards: HR has launched "Outstanding Owls" to recognize employees who perform outstandingly in areas of teamwork/collaboration, above and beyond, diversity champion, and leadership. Further recommendations below under "Purpose and Meaning" and" Recognition and Rewards."

Managing poor performance: Poor performers not only cost the university financially, but they also cost the university in terms of damage to morale. Managers must (1) understand that managing poor performance is a necessary part of their role and (2) be held accountable for doing so effectively. HR will make managers aware of resources available to assist them in managing poor performers and execute plans for holding employees accountable, including appropriately/accurately documenting performance issues and expectations on PDPs annually.

WELL-BEING

In 2020, well-being was the top-ranked trend for importance to employees in the Deloitte Global Human Capital Trends study conducted nationally. Of 9,000 respondents, 80% identified well-being as important or very important to organizational success. In spring 2022, HR engaged the consultant SJP2 to evaluate our existing wellness resources, research best practices, and make recommendations for improvement to both participation and design of our wellness plans and resources. The recommendations indicate the need for the university to evolve its existing wellness program to increase participation and eligibility and support employees' overall well-being by creating a holistic model that encompasses the below domains that contribute to the overall well-being of individuals.

RECOMMENDATIONS

Redesign and Promotion of New Well-being Program

1. Create programming, resources and strategies to address all dimensions of well-being.

- Redesign existing Total Wellness program.

- Unite existing resources in a more accessible / cohesive way.

- Include programming and resources to address all areas of well-being.

- Expand eligibility to include all employees and families instead of just those enrolled in TU benefit plans.

- Establish well-being ambassadors throughout the university to partner in creating awareness and participation in program

- Engage faculty experts to provide training/video/podcast, etc.

- Explore better, more inclusive online platforms to accomplish goals.

- Work with Strat Comm to market new program and platform effectively.

- Consider the establishment of a well-being center that oversees all well-being resources and programs for students and employees.

2. Multidimensional Well-Being Programming:

Physical: Existing programs that incentivize traditional healthy habits such as physical exercise, smoking cessation, group challenges

- Work with Temple Health to explore the possibility of providing expanded on-campus healthcare opportunities

Mental and Emotional

- Promote resources available through the Employee Assistance Program

- Work with Temple Health to explore possibilities such as providing on-campus counseling resources

- Establish on-campus psychological first aid representatives that are trained in providing emergency support and direction

- Create awareness of signs of mental/emotional health issues and how to ask for help, and where to access resources

Social Connection: Offer opportunities at both the local/School/College/Department level and University-wide to socialize and connect, create a sense of belonging both at the university and department, such as

- regular group lunches;

- lunch and learn;

- employee resource groups;

- book clubs;

- group volunteer activities, especially those that impact the Temple community; and

- get-togethers at on- and off-campus events such as plays, sports, Jazz Café, etc.

Financial: Expand on existing financial wellness resources to include sessions such as

- planning for retirement at every stage of employment,

- basic budgeting, and

- increase awareness of the value of tuition remission and related benefits such as student loan refinancing.

Career: Over the last three years, existing employees have primarily left for career development opportunities. Steps can be taken at the local levels to understand the career goals of high performers and discuss ways to provide opportunity at Temple.

- School/department leadership should identify high potential employees to explore career goals and opportunities for growth within Temple

- Begin conducting "stay" interviews regularly with all employees to assess job satisfaction, what they like most about job, what keeps them here, etc.; use the information to make appropriate changes

- Invest in professional development opportunities

- Develop methods to enhance participation in exit interview process and to collect additional data on departing staff

Purpose and meaning: Many of the above recommendations contribute to employees' sense of purpose and meaning at work, especially creating opportunities for development and growth, and understanding why employees work at Temple. In addition to the other recommendations below, GCTWF identified meaningful rewards and recognition as an area in which the university could improve. Appreciation is a key component of a feeling of purpose.

- Recognition and Rewards: HR recently launched "Outstanding Owls," a universitywide employee recognition program. Budget for rewards was provided by COO, and we are currently working with Strat Comm to publicize.

  - Encourage individual schools, colleges and units to establish their own rewards/recognition programs, create forum for sharing programs and ideas

  - Explore the feasibility of obtaining an online recognition/rewards platform that would allow employees to recognize each other and provide other tools for recognition/rewards

- Talk to employees about the value of the work they do, how they positively impact the university and its constituents

- Develop training for managers and leadership on creating a culture of appreciation within their divisions

- Create special opportunities/rewards to recognize our essential employees
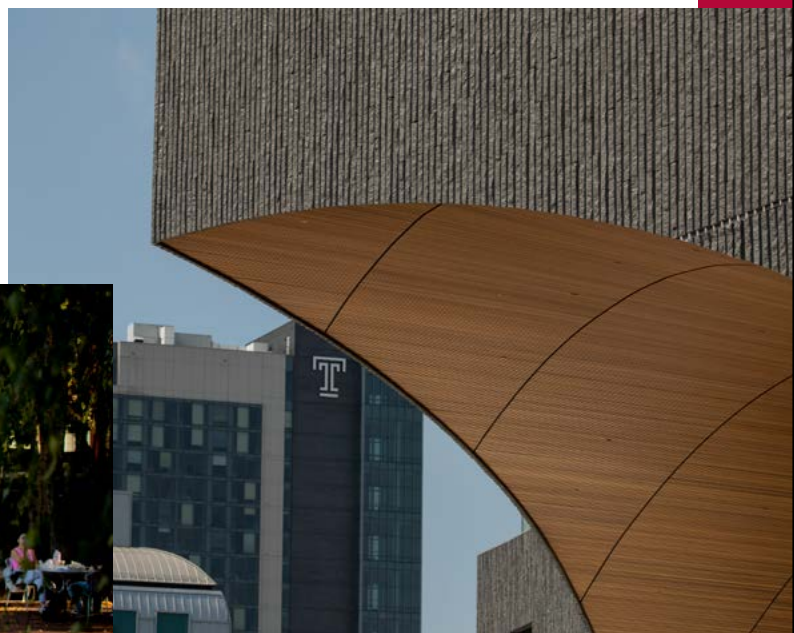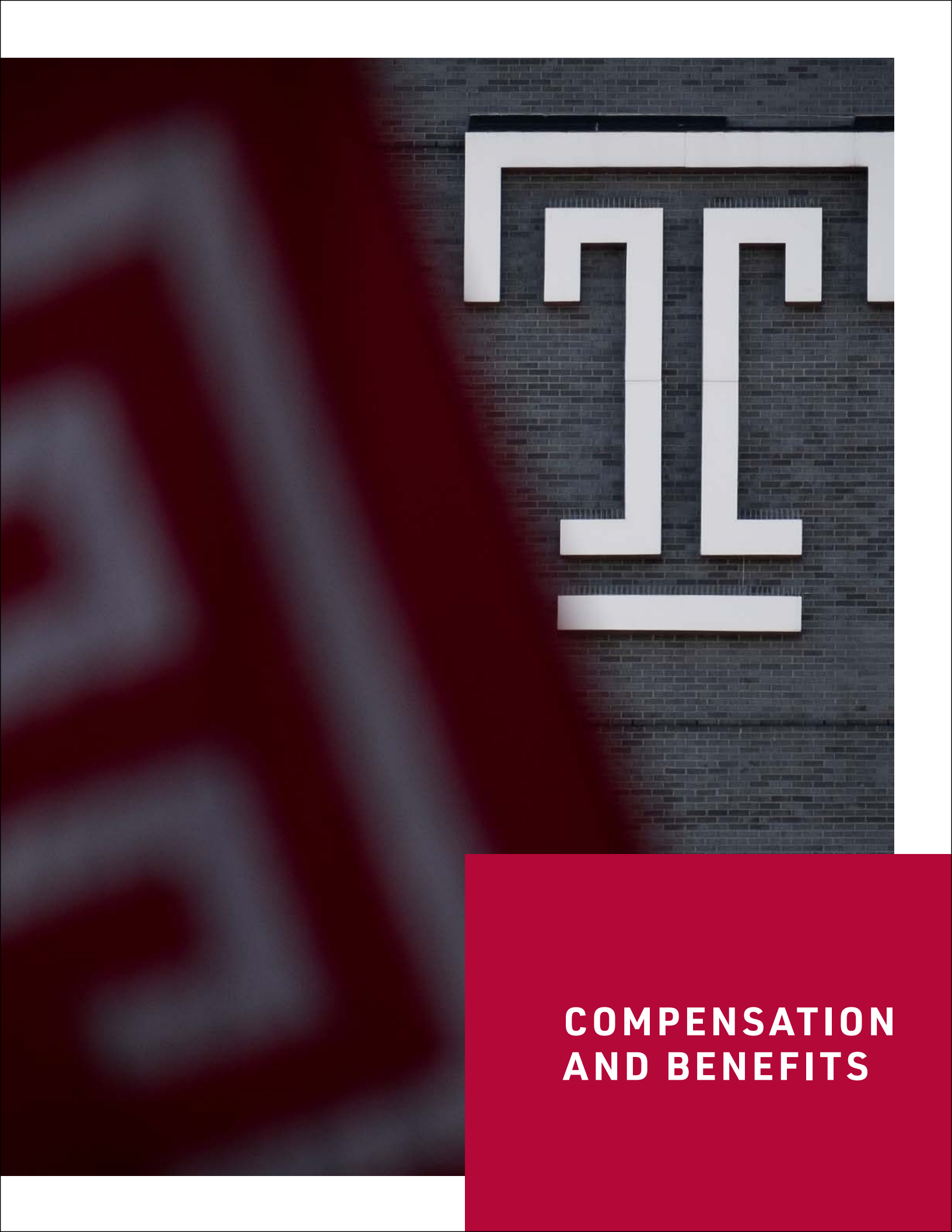
COMPENSATION
AND BENEFITS

Clearly, compensation and benefits are a key consideration when deciding whether to join or stay at any organization. Temple has consistently evaluated both our compensation and benefits packages to make changes and adjustments that allow us to recruit and retain employees while also making sound budgetary decisions.

In the GCTWF survey, compensation and the feeling of being adequately compensated for work was an area in which our employees thought we could improve. In the spring, HR engaged Mercer to evaluate our compensation system and policies and make recommendations to ensure that best practices are employed and that our employees are compensated appropriately. While the final report and recommendations are expected in fall 2022, HR continues to be as flexible as possible with requests for compensation reviews, matching offers and promotion as possible, while ensuring university-wide consistency among like roles.

Over recent years, we have continued to develop our policies and practices to assist in recruitment and retention in the current environment. In addition to flexible work and the compensation analysis project, we have introduced a paid parental leave policy and

expanded our vacation usage policy. Additional items for consideration include

- providing an additional week vacation for employees who work at Temple for 15 years, for a total of five weeks annually;

- considering the feasibility or option of additional days around Thanksgiving;

- exploring the option of summer hours that allow for additional days off during the summer period;

- exploring the feasibility of converting designated sick, vacation and personal time to a bank of paid time off (PTO) to allow flexible usage but also ensure the ability to manage attendance;

- exploring the feasibility of a payout of a portion of accrued sick time up to a maximum to encourage responsible use of sick time and provide retirees with an additional payment upon retirement and curb the attempt to exhaust sick time prior to retirement;

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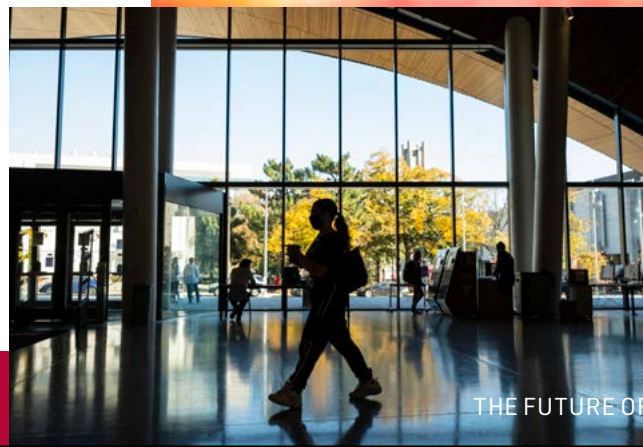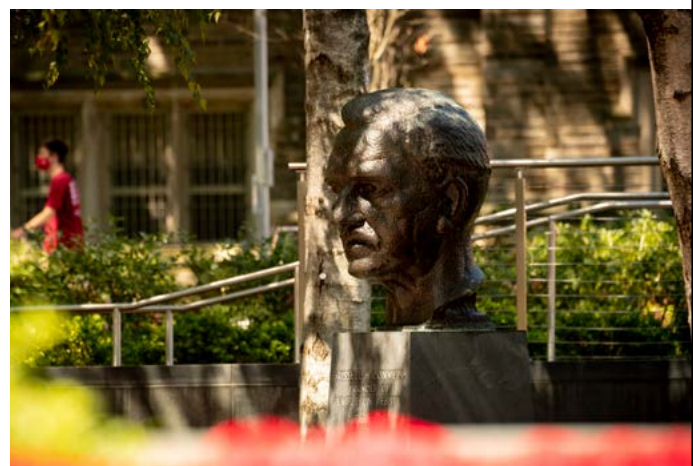
- working with Strat Comm to ensure that we are promoting rich benefits such as tuition remission, public employees loan forgiveness and student loan refinancing through So-Fi; and

- exploring opportunities to provide employees with child care discounts or related benefits.

Thoughtful implementation of the above recommendations will allow Temple to provide an employment environment that allows employees to thrive. It will position us to attract and retain the best employees and reinvigorate interest in employment in Higher Ed at a time when it is waning, and the market is challenging. Upon approval of any of the above, HR will work with the appropriate stakeholders to develop and implement.

REFERENCES

*Temple University Faculty and Staff Campus Climate Survey (Great Colleges to Work For Survey (2022)*

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2020 Deloitte Global Human Capital Trends (2020)

file:///C:/Users/ebrun/Downloads/deloitte-cn-hc-trend-2020-en-200519.pdf

SJP2 Wellness Study (2022)
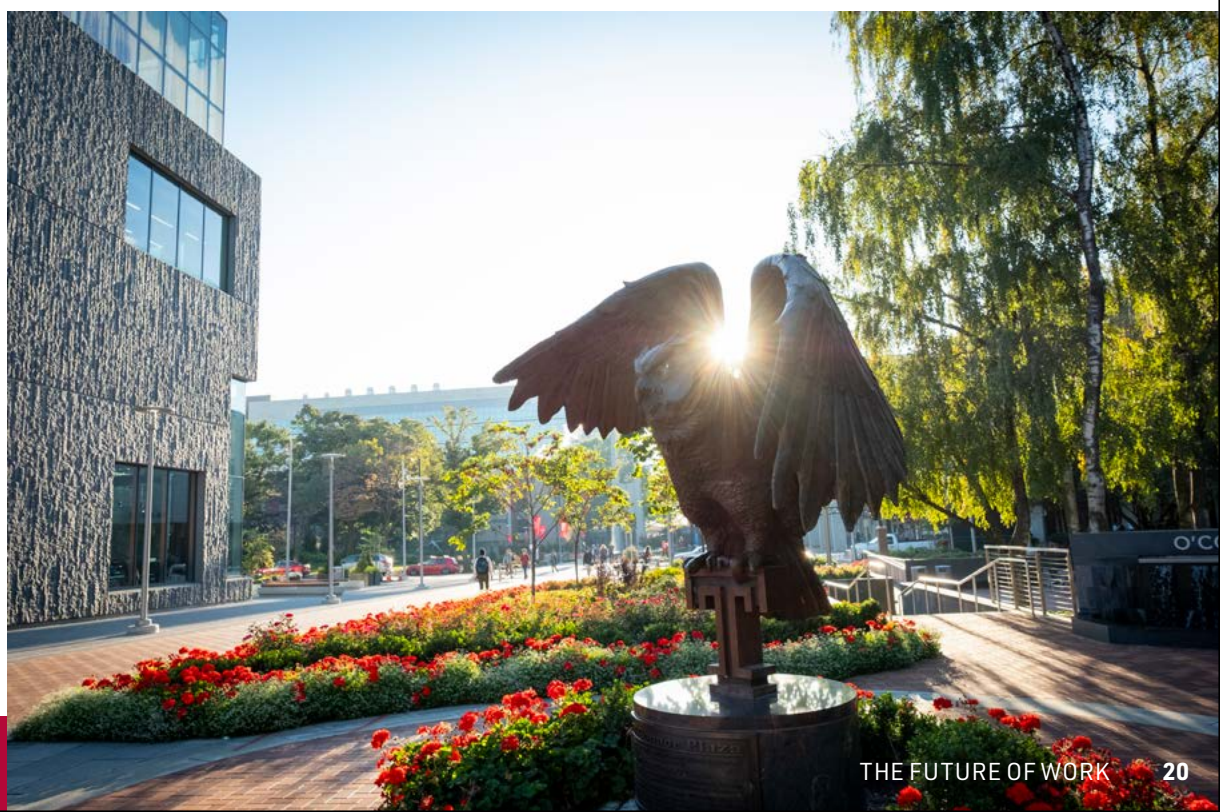
Attachment

FLEXIBLE WORK STANDARDS

The President asked that a committee review the current Flexible Work Arrangements Policy at Temple and recommend minimal standards to ensure that, outside of the requirements of the policy itself, the services provided by Temple offices are consistently and predictably accessible. While the policy itself includes review and accountability measures, the committee recommends that the following minimal standards be applied in any area in which flexible or hybrid work schedules or locations are employed.

1. Standard Office Hours:

    a. Any office providing direct services to students, employees or other community members must be open, accessible, and staffed a level to provide excellent service Monday through Friday between 8am–5pm.

    b. Offices without traditional hours, but public facing and providing services on a walk-in basis, should establish the regular hours and ensure appropriate staffing during those hours.

    c. Office hours should be posted online or at other locations accessible to their "clients"

    d. Offices providing the option of in-person or online appointments should make that information available online or in other locations accessible to their "clients"

2. Availability/Accessibility:

    a. Regardless of work location, employees who are working at any given time should be available via phone, email, or other established communications systems during work hours.

    b. Office phones should be forwarded to a phone in use when working from a remote location.
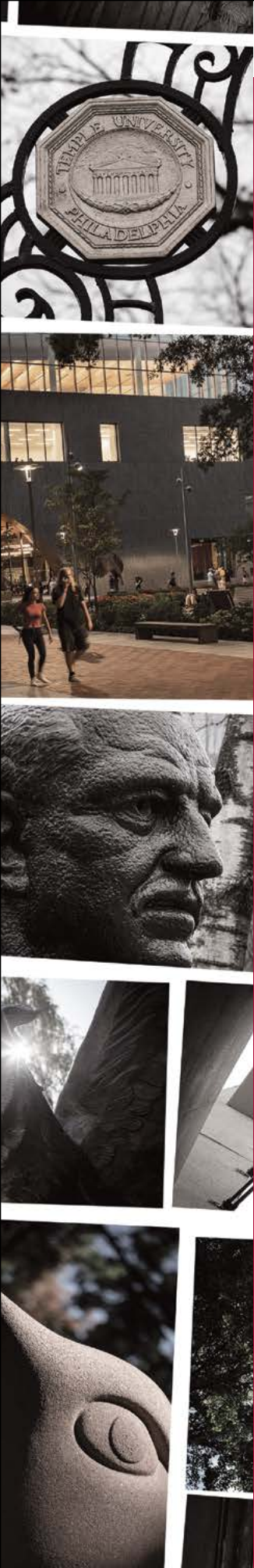
3. Regular Communication Among Teams:

    a. Offices and departments with employees working in either a fully remote or hybrid capacity should establish regular communication or check-ins between and among supervisor and employees, team members and/or project collaborators to ensure satisfactory progress in work, clear communication, and engagement.

4. Essential Employees:

    a. While flexible work locations or schedules are not possible for every role at the university, we encourage departmental leadership to look for opportunities to incorporate flexibility into every role. For example, an essential employee group recently piloted 4/10-hour workdays per week while ensuring the same level of coverage to maintain excellence in service.