

Senior Leadership Team Meeting  
Staff Edition  
May 26, 2021

1. Approve minutes from last meeting
  - a. Minutes approved.
2. Review proposed HR designations for LAI employees
  - a. We previously discussed that managers with on-campus employees should also be designated on-campus.
    - i. Agree that this has implications for how LAI staff and librarians perceive the employee designation decisions.
    - ii. If managers have work they really need to focus on, they generally have offices in which to do so.
  - b. If someone is designated as on-campus, can they occasionally work from home with manager approval?
    - i. The telecommuting agreement is intended to capture a regular, standing expectation about where you will be working at a given time; an ad hoc manager-employee discussion around working from home on a given day accomplishes the same thing. It is when the occasional becomes a regular occurrence that the employee's designation should be considered for updating to hybrid.
  - c. How do we walk the fine line between "this function can be done remotely" and "it is possible to do this remotely on occasion"?
    - i. Managers should err on the conservative side in making these designations and aim to revisit after some data has been captured. HR will stand ready to make appropriate adjustments as needed, and this may become something that is done annually (and electronically).
    - ii. It is important to remember that we are a service organization, and management needs to make these decisions in accordance with the needs of the populations we serve—and not in deference to the employee's preferences..
  - d. The intention of these designations is to capture and codify whatever flexibility we are allowing employees for this coming semester/academic year. Could we communicate that "hybrid" within LAI for this year means X number of days can be worked remotely in a given week?
    - i. Agree that we should set such an expectation for LAI, especially as people know how other departments around the university handle this.
  - e. There remains deep concern about fairness and culture across the organization. It seems that if someone has management responsibilities, the default is that they are on-site.
  - f. One more thought: any employee that received a 1 in the performance management process needs to be on-site; same goes for the IEP period for new hires and their supervisors.

- i. How would one day of remote work per week impede job performance?
    - 1. The manager needs to be working more closely with that employee to ensure their work is being done.
    - 2. Agree with the idea of additional coaching and engagement in a face-to-face environment, but it is a complicated situation.
  - ii. We have to be careful that we do not confuse accountability with trust. This process can become divisive and destroy trust that is already built if we go about it in the wrong way.
- g. Summary: Hybrid employees will be limited to one day of remote work per week, to start. Managers of on-campus employees will also need to be designated on-campus. SLT should be designated on-campus and lead by example.**