Faculty and Staff Experiences of Working From Home Survey
Presentation of Preliminary Findings
10.26.2020

Co-hosted By:
• Council of Minority Organizations (COMO)
• Diversity & Inclusion Certificate Program (DICP) Alumni Leadership Group
• Staff Assembly

Council of Minority Organizations (COMO)
Member Organizations:
• Asian Pacific American Systemwide Alliance (APASA)
• Black Caucus
• Chicano Latinx Campus Association (CLCA/CLCX)
• Native American Health Alliance (NAHA)
• United Filipino Employees Association (UFEA)

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• Council of Minority Organizations (COMO; Asian Pacific American Systemwide Alliance; Black Caucus; Chicano Latinx Campus Association; Native American Health Alliance; United Filipinos Employees Association)
• Staff Assembly
• Diversity & Inclusion Certificate Program (DICP) Alumni leadership group
• EVCP Dan Lowenstein
• Staff of the UCSF Human Research Protection Program (HRPP)
• Everyone who reviewed the draft survey and provided feedback
• Survey participants
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**Background & Survey Goals**

- **Background:** Collaboration between researchers, COMO, and other community groups and stakeholders
  - Survey distributed July 14 – Aug. 15 (includes a 12-day pause July 15-27)
  - Data from this survey can be used to promote a better work environment at UCSF and help make the university more equitable and inclusive

- **Survey Goals:**
  - Document staff and faculty experiences of WFH during the Shelter in Place (SIP)
  - Inform development of tools, resources, strategies to benefit UCSF’s workforce
  - Identify inequities in WFH policies and practices; Recommend steps to promote equity in WFH

**Community Voices**

“I feel that the attention to wellness, flexibility, ‘take the time you need,’ etc. has dissipated since the beginning of SIP (at the highest levels - not from my direct supervisors) and expectations for productivity have returned to ‘business as usual,’ even though we are still experiencing unprecedented stressors and highly unusual circumstances.”

Note: we received over 65 pages of single-space comments in the survey. Today you will see only a small percentage of the many reflections that people felt compelled to share.

**Participant Profile**

- **116 Faculty (11%)**
- **940 Staff (89%)**
- **1056 Total**

Note: Final participant pool excludes the non-faculty academics and those who worked from home 3+ days/wk before shelter-in-place

- 78% female
- 48% people of color; 19% underrepresented minorities
  - WFH sample URM – 21% of staff, 10% of faculty
  - UCSF URM – 21% of staff, 8% of faculty
- 80% heterosexual
- 11% have a disability or chronic condition
- 42% have daily caregiving responsibilities

**Data analysis**

- Frequency distributions
- Between group differences
- Crosstabs, chi square tests, significant differences if p < .05

- Groups Examined:
  - Staff – faculty
  - Supervisor – non-supervisor (staff only)
  - Daily caregiving responsibilities – none
  - URM – not URM
  - Female – other gender
  - Queer – straight
  - People with disabilities – without disabilities

**“Working from home” (WFH) items – equipment, technology and communication**

<table>
<thead>
<tr>
<th>Question</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right Amount of Communication</td>
<td>90</td>
</tr>
<tr>
<td>Right Amount of Check in</td>
<td>89</td>
</tr>
<tr>
<td>Clear Expectations</td>
<td>91</td>
</tr>
<tr>
<td>Allowed to Take Home Equipment</td>
<td>89</td>
</tr>
<tr>
<td>Work Provided Equipment</td>
<td>87</td>
</tr>
<tr>
<td>Equipment adequate for WFH 6 mo.</td>
<td>92</td>
</tr>
</tbody>
</table>

**Community Voices**

“I feel that my immediate team is able to be supportive of and helpful to each other in ways that feel genuine. However, I also feel that our collective supervisor insists too much on Zoom bonding and check-ins, in a way that feels forced and adds to further stress. It doesn’t feel ‘safe’ with my supervisor to acknowledge how the stress and increased workload is affecting my ability to do my job well.”
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WFH differences between groups

- Overall, faculty had poorer outcomes than staff (see table).
- Among staff, 92% Supervisor vs. 87% non-supervisors reported that their work units provided equipment to WFH.
- Re having clear expectations of what is expected of them – 81%
- People with disabilities vs. 93% without disabilities.

<table>
<thead>
<tr>
<th>Question</th>
<th>Staff</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right Amt Communication</td>
<td>91%</td>
<td>86%</td>
</tr>
<tr>
<td>Right Amt Check in</td>
<td>90%</td>
<td>83%</td>
</tr>
<tr>
<td>Take Home Equipment</td>
<td>91%</td>
<td>78%</td>
</tr>
<tr>
<td>Work Provided Equipment</td>
<td>89%</td>
<td>64%</td>
</tr>
<tr>
<td>Equipment ok WFH 6 mo.</td>
<td>94%</td>
<td>80%</td>
</tr>
</tbody>
</table>

“Bought with own money” – All respondents

- Most respondents reported they used their own money to purchase equipment, furniture, or internet service to WFH.

<table>
<thead>
<tr>
<th>Question</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bought (any of the below)</td>
<td>71</td>
</tr>
<tr>
<td>Bought computer, monitor, keyboard, mouse</td>
<td>45</td>
</tr>
<tr>
<td>Bought ergonomic furniture or equipment</td>
<td>25</td>
</tr>
<tr>
<td>Bought new router or upgraded internet</td>
<td>29</td>
</tr>
<tr>
<td>Bought webcam</td>
<td>22</td>
</tr>
</tbody>
</table>

“Bought” – differences between groups

- Higher percentage of staff vs. faculty made ergonomic purchase (26% vs. 16%)
- Higher percentage of people with disabilities vs. without disabilities made ergonomic purchase (36% vs. 24%)
- Higher percentage of people with daily caregiving responsibilities bought router/internet (33% vs. 26%) and webcam (26% vs. 19%)

Items or resources still needed – All respondents

- Substantial % reported needing basic equipment
- Higher % of people with daily caregiving responsibilities need computer, monitor, keyboard or mouse (37% vs. 30%)

<table>
<thead>
<tr>
<th>Question: Still Need...</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer, monitor, keyboard, mouse</td>
<td>33</td>
</tr>
<tr>
<td>Adjustable chair</td>
<td>33</td>
</tr>
<tr>
<td>Sit/stand desk</td>
<td>30</td>
</tr>
<tr>
<td>Office supplies (including printer toner, paper)</td>
<td>23</td>
</tr>
<tr>
<td>New router, or faster or more stable internet</td>
<td>21</td>
</tr>
</tbody>
</table>

Community Voices

“I am unable, as a supervisor, to provide my employees the tools they need to do their job. Asking someone to spend an additional $50 on internet when they are already in unstable housing or uncertain food situation is a non-starter. Employees need to be compensated for the additional expenses of working remotely and managers need discretionary funding to help with expenses like internet access and phone service.”

“Community Voices

“It’s the structural support and sustainability that needs improvement to make sure that work-from-home can continue and for workers to be productive at home. As a supervisor, I have pushed to get my staff ergonomic and work-from-home equipment reimbursed. [I] have especially encouraged wifi boosters... Where I feel helpless as a supervisor is helping staff cope with structural issues like childcare due to school/daycare closures, and repercussions of salary freezes. That needs institutional change and support in order to be solved.”
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**Use of personal items or resources to WFH**

- Besides using their home internet, respondents most frequently reported using their personal laptop, external monitor, keyboard, mouse, and printer.
- 30% of non-supervisor staff used their personal laptop compared to 15% of supervisors.

<table>
<thead>
<tr>
<th>Question</th>
<th>Overall %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laptop</td>
<td>29</td>
</tr>
<tr>
<td>Monitor</td>
<td>34</td>
</tr>
<tr>
<td>Keyboard or mouse</td>
<td>37</td>
</tr>
<tr>
<td>Printer</td>
<td>44</td>
</tr>
</tbody>
</table>

**Community Voices**

“I am not a supervisor but have spent hours and hours and hours working out information from institutional channels for our small group to know what to do and managing the uncertainty and chaos for our team... The small ‘start-up’ or established powerful department you are employed by at UCSF certainly had a different effect on the experiences of different employees. The management problems and issues have been amplified by working at home. There really ought to be more institutional effort to teach managers... how to actually organize and lead people, and more consistency about how departments will help and share information.”

**Wellness**

- Over 50% of respondents reported less time for self-care compared to pre-COVID and a ‘noticeable increase in stress, depression, or worry/anxiety’.

<table>
<thead>
<tr>
<th>Question</th>
<th>Overall %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal space to WFH</td>
<td>80</td>
</tr>
<tr>
<td>Work-family balance</td>
<td>73</td>
</tr>
<tr>
<td>Less time for self-care</td>
<td>54</td>
</tr>
<tr>
<td>Increased stress</td>
<td>56</td>
</tr>
<tr>
<td>Supervisor support</td>
<td>79</td>
</tr>
<tr>
<td>Coworker support</td>
<td>80</td>
</tr>
</tbody>
</table>

**Wellness - differences between groups**

- Persons with daily caregiving responsibilities reported less personal space, less balance, less time for self-care, and more stress compared to non-supervisors.
- People with disabilities reported poorer outcomes on all measures, including supervisor and coworker support.
- Queer vs. straight respondents reported poorer outcomes re personal space (75% vs. 82%) and higher stress (67% vs. 53%).

**Community Voices**

- “Most of us had what we considered to be small living spaces already, and now we have to accommodate for a home office on the same wages?”
- “It’s unreasonable to expect us to be working at 150% with all of the changes and current state of things, and my coworkers and I agree that we’ve never had this much work and expectation to keep up at this relentless pace for so long.”

**Work time – compared to pre-Shelter in Place**

- Substantial percentages reported changes to their workday or week, compared to pre-Shelter in Place.
- Supervisors and people with daily caregiving responsibilities reported higher percentages on all measures.

<table>
<thead>
<tr>
<th>Question</th>
<th>Overall %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start earlier</td>
<td>47</td>
</tr>
<tr>
<td>End later</td>
<td>64</td>
</tr>
<tr>
<td>Manage other responsibilities during the day</td>
<td>47</td>
</tr>
<tr>
<td>Work during days off</td>
<td>44</td>
</tr>
<tr>
<td>Work more hours</td>
<td>34</td>
</tr>
</tbody>
</table>
Community Voices

“This is a very stressful moment with COVID, SIP, and the exposure of the profound inequity in our country. When SIP began I was willing to experience the discomfort of working from home without complaint because I understood it as a short-term solution to a dire crisis. As this drags on I’m finding that all the accommodations required are adding up and beginning to feel rather heavy.”

“It’s been 10 years without a raise. I lost my apartment and can not afford housing on my own anymore. I had to go back to living with my family in order to have somewhere to live. Every year, I have excellent performance based on my evaluation. When asked for more skills and education, I gain all that is asked, but I still do not seem to qualify for a raise. Knowing that things will get worse with the pandemic, makes me very worried.”

Environmental stressors

- Most respondents are in stable or safe housing situations, but this is not true for approximately 40 respondents to the survey
- Many staff and faculty are worried about layoffs, an increased workload, or how they will keep up with the cost of living because of the salary freeze
- Substantial percentages of respondents report that racism, police violence, and COVID directly affect their physical and mental well-being

<table>
<thead>
<tr>
<th>Question</th>
<th>Overall %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable housing</td>
<td>96</td>
</tr>
<tr>
<td>Safe housing</td>
<td>97</td>
</tr>
<tr>
<td>Worry layoff or increased workload</td>
<td>50</td>
</tr>
<tr>
<td>Worry salary freeze</td>
<td>66</td>
</tr>
<tr>
<td>Racism impact</td>
<td>41</td>
</tr>
<tr>
<td>COVID impact</td>
<td>59</td>
</tr>
</tbody>
</table>

Environmental stressors - differences between groups

- People with disabilities reported poorer outcomes across all measures compared to people without disabilities, and all differences were significant.
- URM respondents reported higher percentage of being directly impacted by racism and police violence (60% vs. 37%)
- Staff worry more than faculty about layoffs/increased workload (52% vs. 30%) and about the impact of salary freeze (68% vs. 52%)
- Persons with daily caregiving responsibilities report higher levels of concerns about salary freeze and COVID (73% vs. 61%, and 86% vs. 54%)

Community Voices

• “I am terrified by what is happening. I have a hugely increased workload, far less support, there is more bureaucracy and more complicated systems than ever, and the threats of a pay reduction hanging over me is incredibly stressful … I used to love working for UCSF but I feel betrayed by how undervalued I feel. I work harder than I ever have and I feel disposable.”

Questions

Thank you!
Sharing survey results and recommendations (as of 10/29/20)

**August 2020**
Shared in-progress results (N=~200) at monthly meeting of the Future of Telework and Managing Remote Teams Task Force to help develop the Task Force's recommendations to campus leadership by end of August.

**September 2020**
Shared preliminary results (N=~1200) of overall percentages regarding resources, wellness, work time, and environmental stress with Co-Chairs of the Future of Telework and Managing Remote Teams Task Force.

**October 2020**
Webinar to share preliminary results, including differences between employee groups, with 300+ members of the staff organization partners (COMO, DICP Alumni leadership, Staff Assembly)

**Next steps**

**November 2020**
Send Interim report and recommendations to EVCP Dan Lowenstein for presentation to the Chancellor's Executive Cabinet

Research team meets with campus organization partners (COMO, DICP Alumni leadership, Staff Assembly, Staff Subcommittee of the Council on Campus Climate, Culture & Inclusion [4CI], and Administrative Management Professionals [AMP]) to identify next steps regarding key recommendations and target audiences

**December 2020**
Research team meets with Co-Chairs of the Child and Dependent Care Task Force

**Proposed/in progress for November-December 2020:**
Research team meets with AMP steering committee to discuss findings and key recommendations for manager/supervisor engagement

Research team meets with Learning & Organization Development leadership to discuss findings and key recommendations for manager/supervisors

**Want to get involved in improving WFH policies and practices based on the survey results?**
Please contact representatives from the staff organizations noted on slides 2-10 (pages 1-2 of this summary document) so you can join this effort!

**Questions about the survey, data analysis, or "next steps" for the results?**
Contact Teresa Scherzer (Teresa.scherzer@ucsf.edu)