

# REMOTE WORK

A Survey of Higher Education Institutions in Texas

TASSCUBO Primary Members Retreat  
Galveston, TX  
October 16-18, 2022

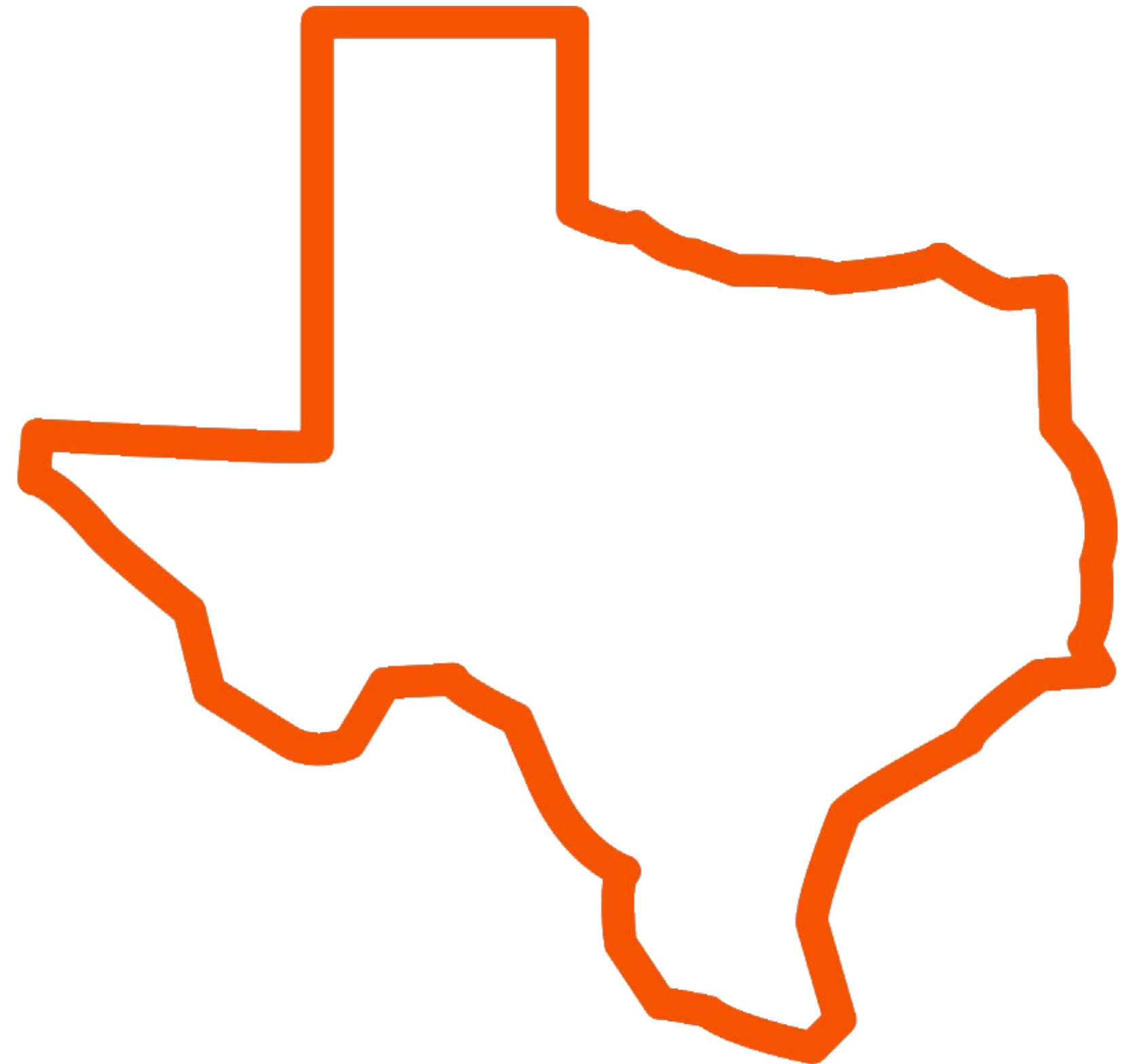
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# Scope of Work

- 1 Create a survey to gather information on current practices from member institutions
- 2 Identify the target audience for the survey
- 3 Analyze survey results and facilitate discussion groups
- 4 Assemble recommendations into report format
- 5 Deliver presentation and findings



# Advantages

## For the Employee

- Reduced commute time and associated costs
- Better work-life wellness
- Comfortable work environment
- Increased flexibility
- Increased employee safety

## For the Organization

- Increased productivity
- Decreased absenteeism
- Expanded available talent pool for recruiting
- Decreased facility overhead costs
- Increased employee retention



***“Why limit your talent pool to a commuting radius?”***

# Survey Observations

*“It's an excellent recruiting and retention tool.”*

“Attraction and retention of key talent due to increased flexibility with work location.”

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“As an institution, we have been able to take advantage of costs savings as a result of a decreased need for office space, energy (power), office supplies, and office equipment.”

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“Engagement survey data comments from employees on this topic suggest that the absence of a lengthy commute, and the resulting productivity that is gained has been a benefit. Ability to attend events virtually and feel connected, especially for outlying satellite locations is a positive.”

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“...remote work practices have expanded our recruiting areas as we are no longer limited to seeking employees who live in closer proximity to the University.”

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“Employee work-life balance and engagement have improved, and services are offered to students in multiple modalities (e.g., advising).”

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# Challenges

*“Awareness of challenges can help with crafting solutions and avoiding pitfalls.”*



**TRUST**

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**PERFORMANCE**

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**COMMUNICATION**

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**COMPLIANCE**

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# Survey Observations

*“Senior leaders can be viewed as an obstacle to remote work.”*

“We survived and thrived during the complete shutdown in a remote environment. You have to trust that people will do their job...”

“At the institutional leadership level, there is an overall desire to maintain the ‘old culture’. I think we have been slow to realize that ‘old culture’ has changed, morphed into something new during the pandemic. Now it is a question of wrapping our arms around what our culture will become as we push into the future.”

“Institutional leaders have openly stated their personal preferences against remote work, regardless of the fact that we work in a small university town.”

“Our institution has telework policies in place but does not actively encourage them.”

“You have to manage by results, not by physically seeing someone on-site.”

# Work Modalities



## Completely On-Site

Work is performed on-site due to nature of the business or leadership philosophy



## Mostly On-Site

An on-site first philosophy which allows for some remote work



## Hybrid

Model in which some employees work some days on-site and some remote



## Mostly Remote

Employees mostly work remote; on-site space is available and is designed with flexible workstations



## Completely Remote

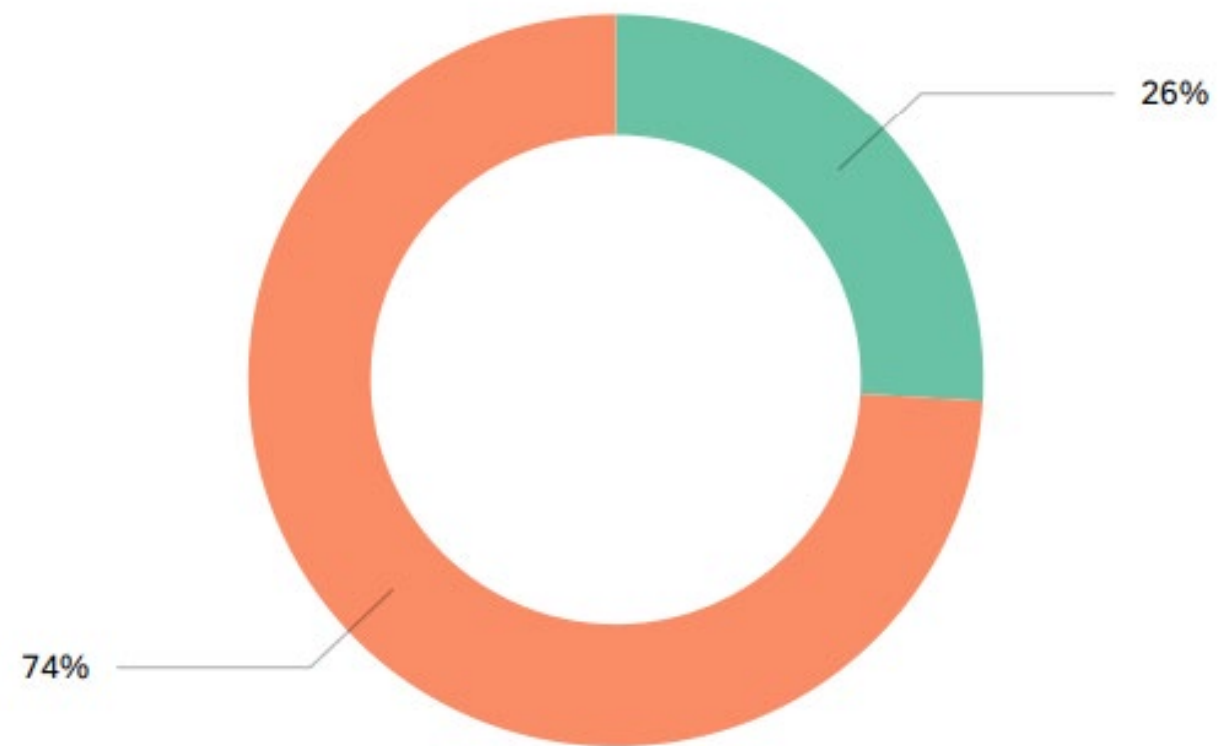
No physical workspace; work across time zones





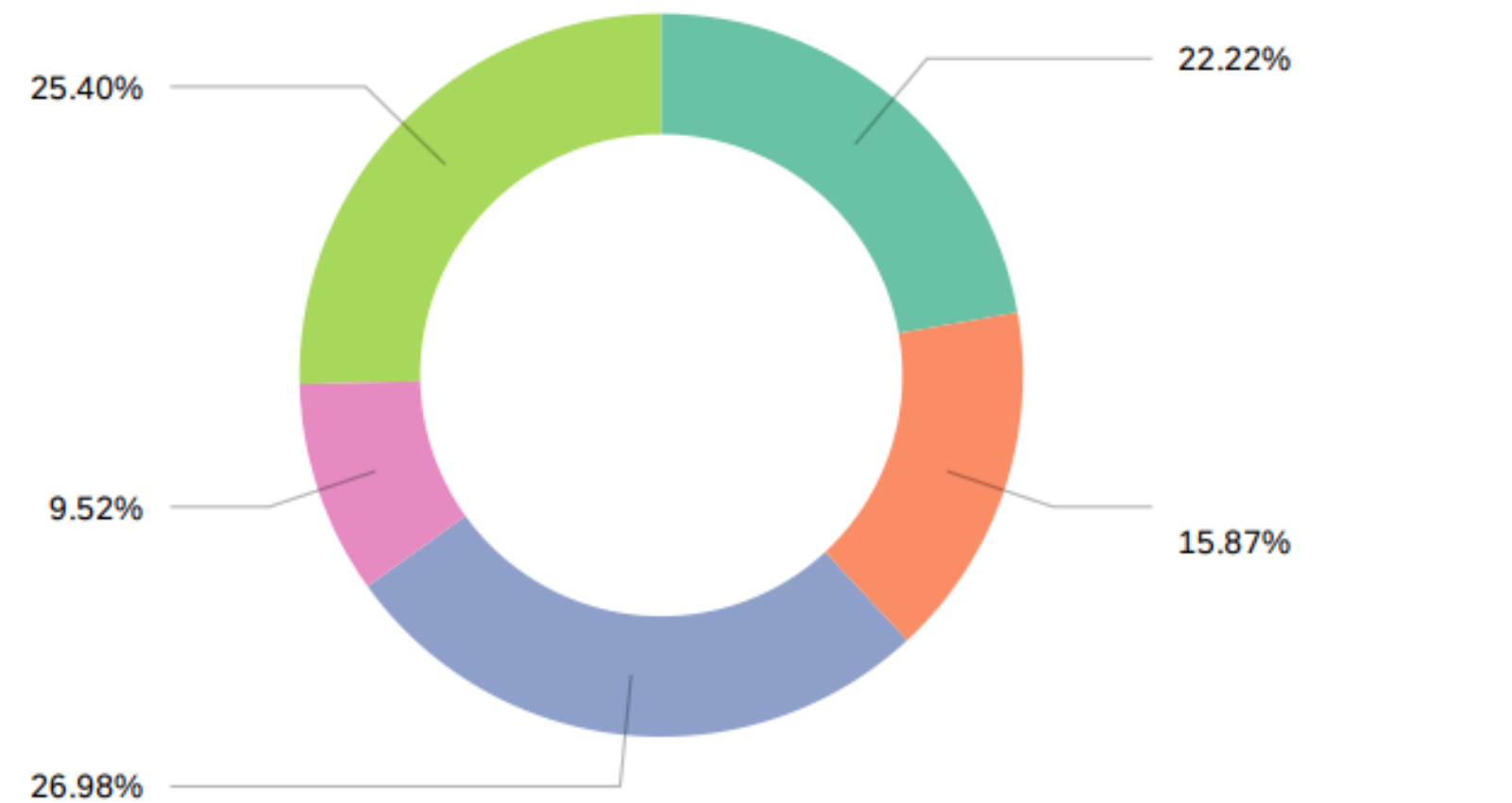
# Survey Observations

## Prevalence of remote work



No Yes

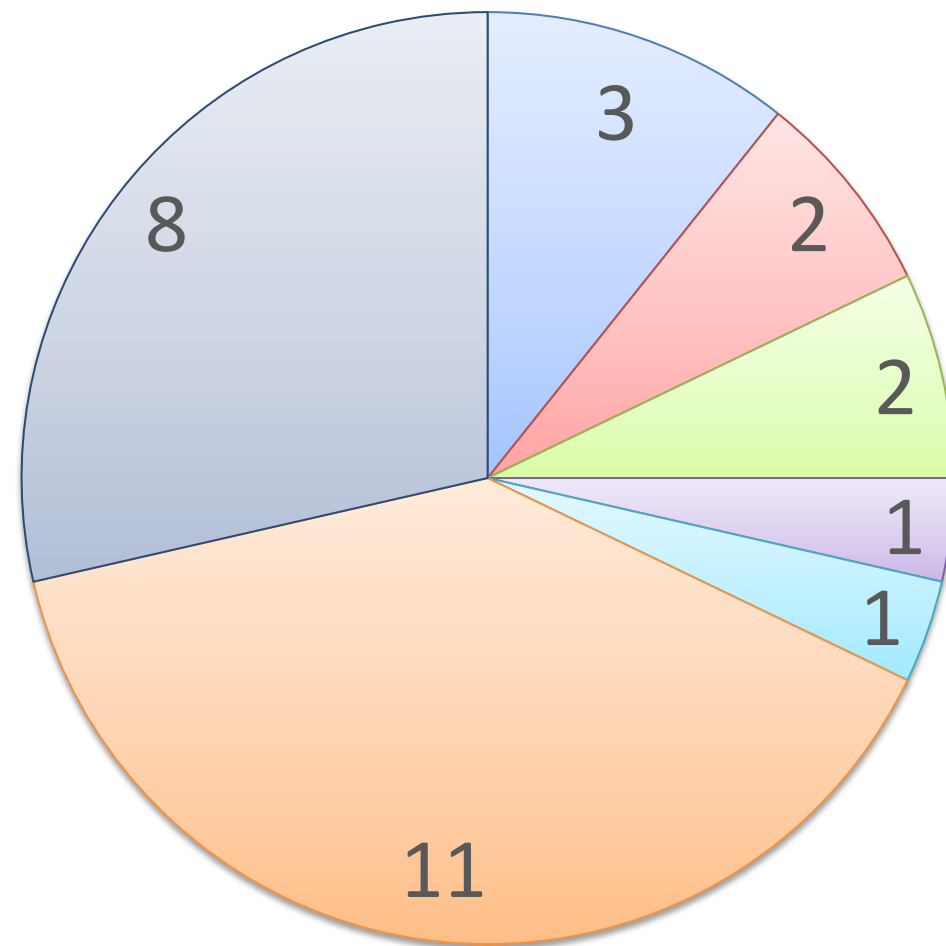
## Types of remote work offered



intermittent remote work part-time remote work full-time remote work other, please specify:  
combination of remote work and flexible work week (hybrid)

# Program Maturity

How long has the policy been in place?



■ < 1 ■ 1-2 ■ 2-3 ■ 3-4 ■ 4-5 ■ > 5 ■ No Response

## Contemplative

- Identifying Roles/Tasks
- Can Technology Support?

## Emerging

- Formal Processes in Place?
- Technology & Regulatory Compliance

## Developing

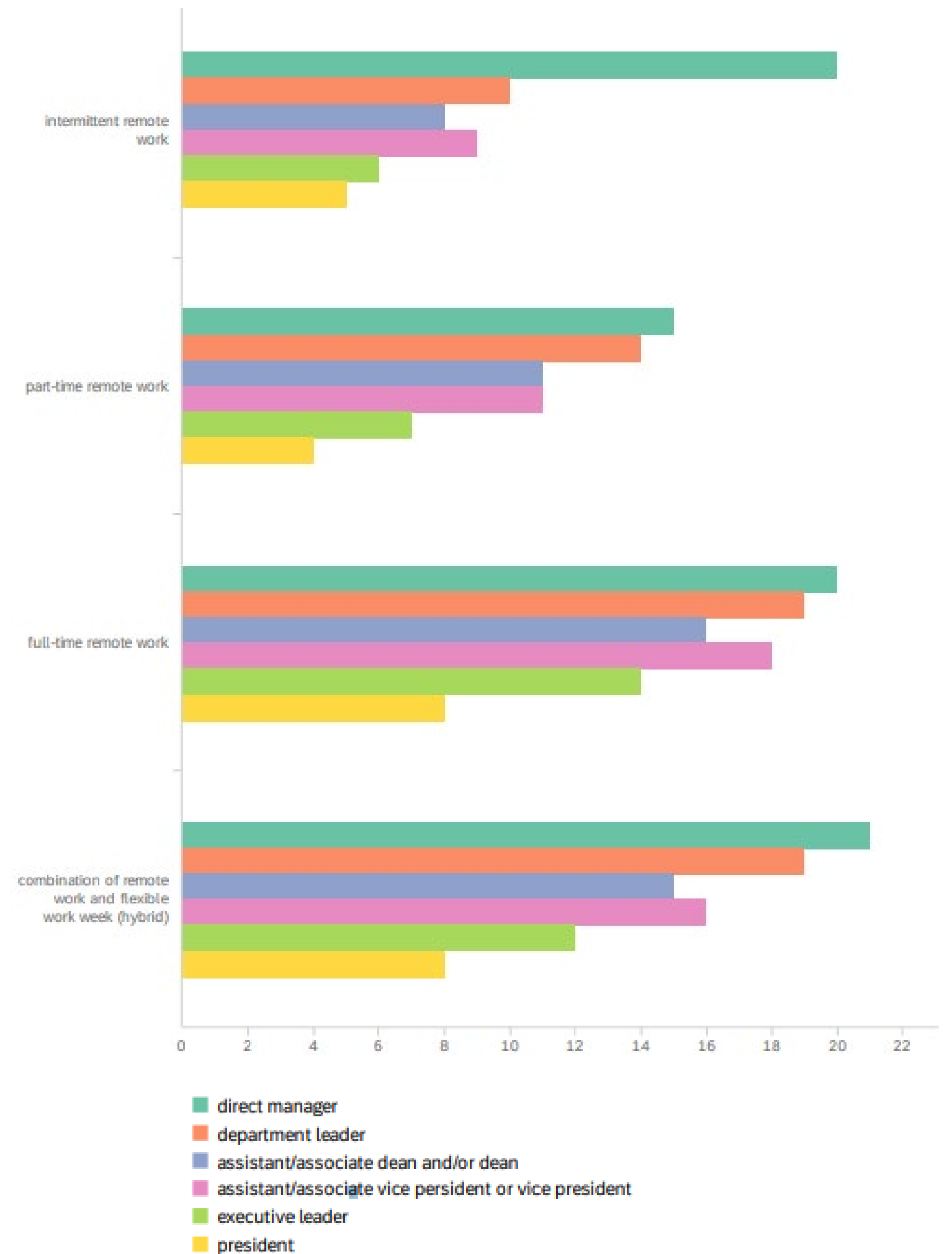
- Communication & Expectations?
- Reporting & Transparency for Management

## Mature

- Remote Work Accepted & Utilized
- Compliance & Reporting Ensured

# Human Factors

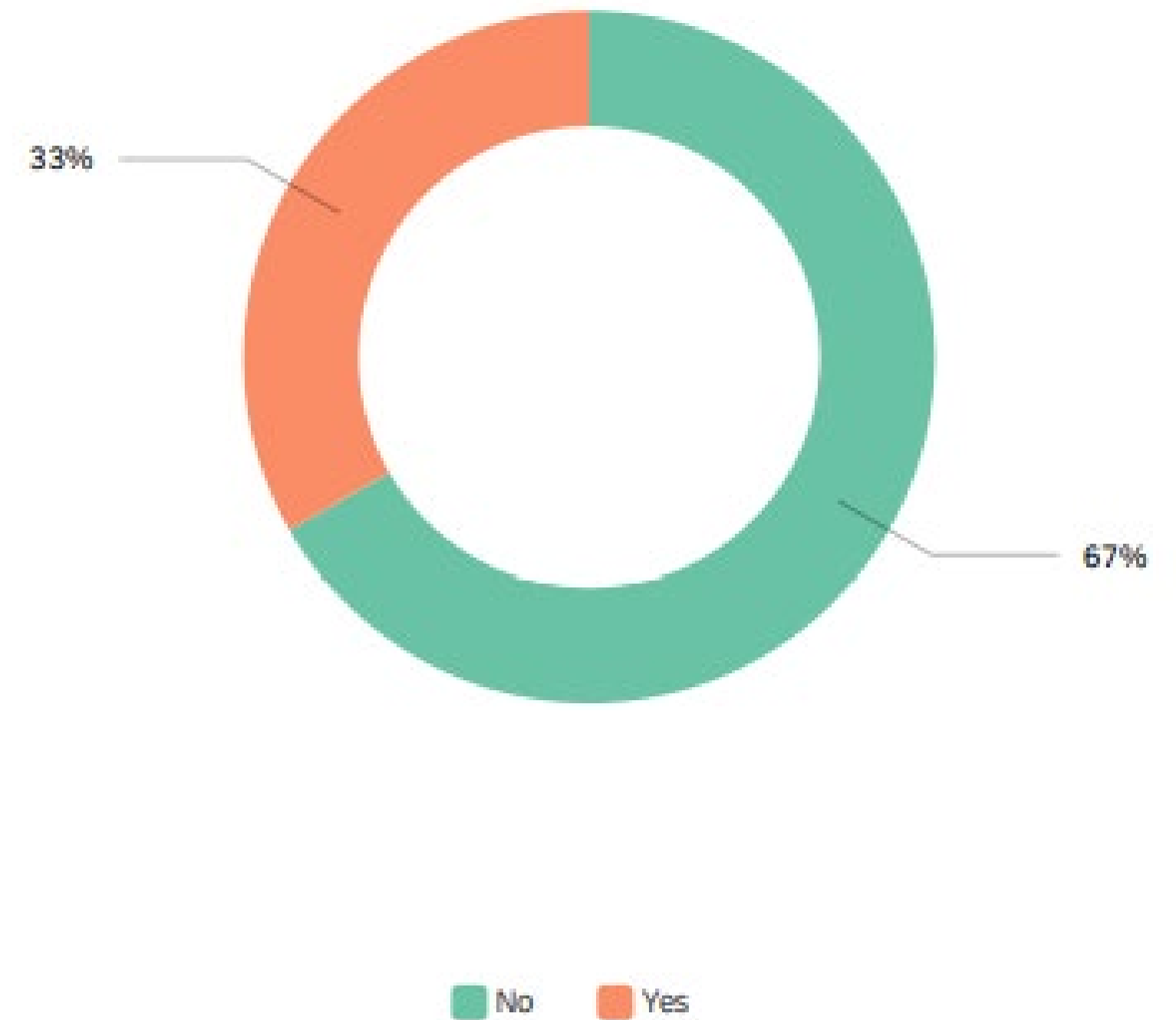
- 1 Approval delegation
- 2 Position designation
- 3 Job duties and responsibilities



# Human Factors

- 1 Approval delegation
- 2 Position designation**
- 3 Job duties and responsibilities

Does your institution have designated positions that predominantly work remotely?

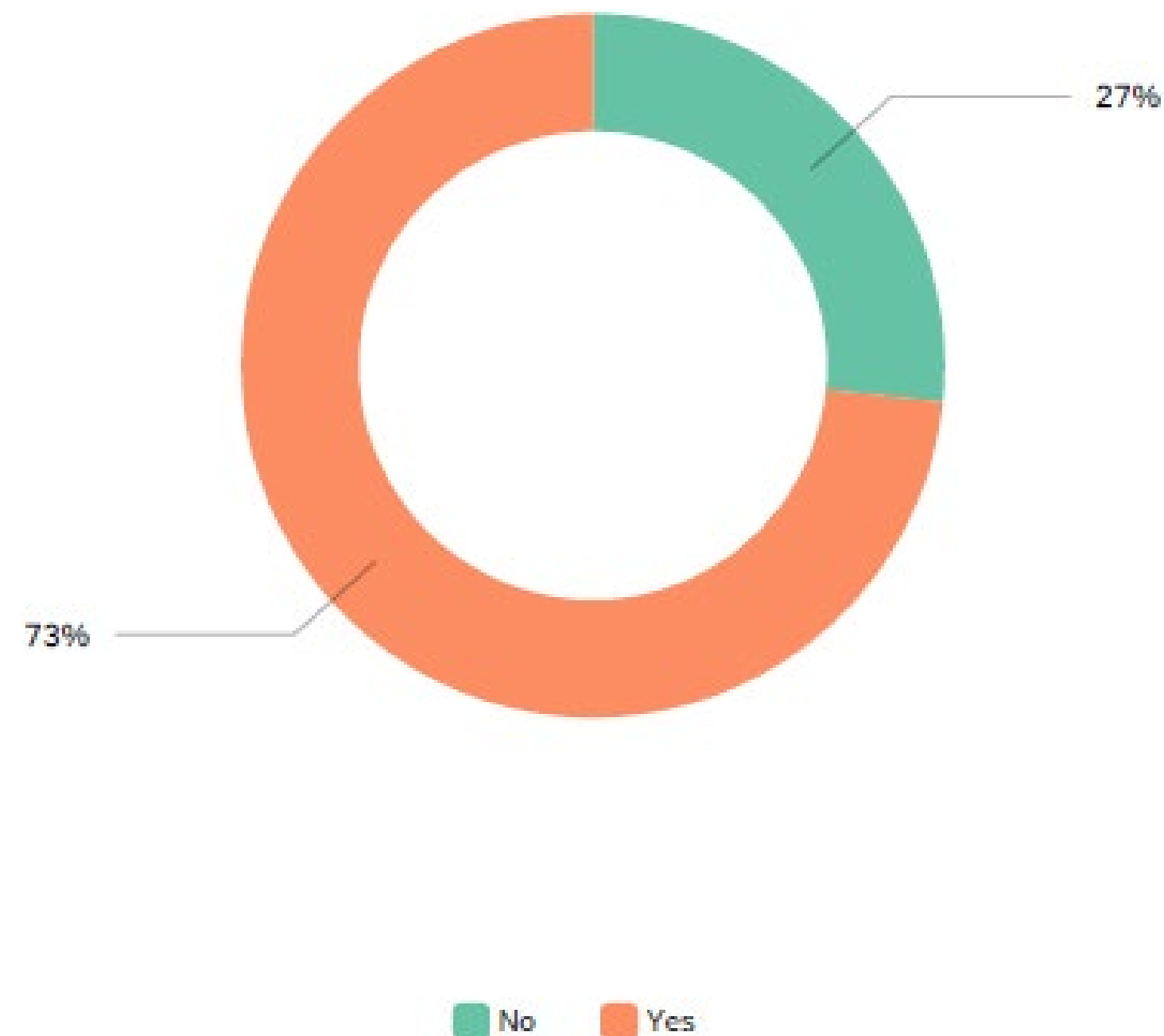


# Human Factors

- 1 Approval delegation
- 2 Position designation
- 3 **Job duties and responsibilities**

*57% of institutions classify positions as essential vs. non-essential.*

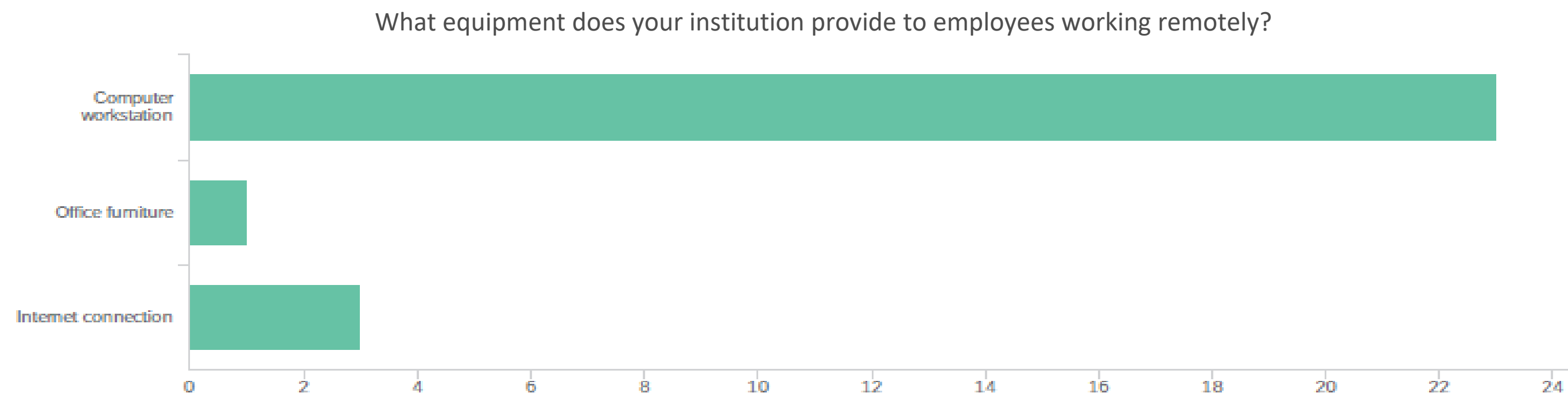
Does essential vs. non-essential classification impact remote work eligibility?



# Environmental Factors

*100% of responding institutions indicated they have the means to transition to remote work (online workflows, phone systems, computers, collaboration platforms, etc.)*

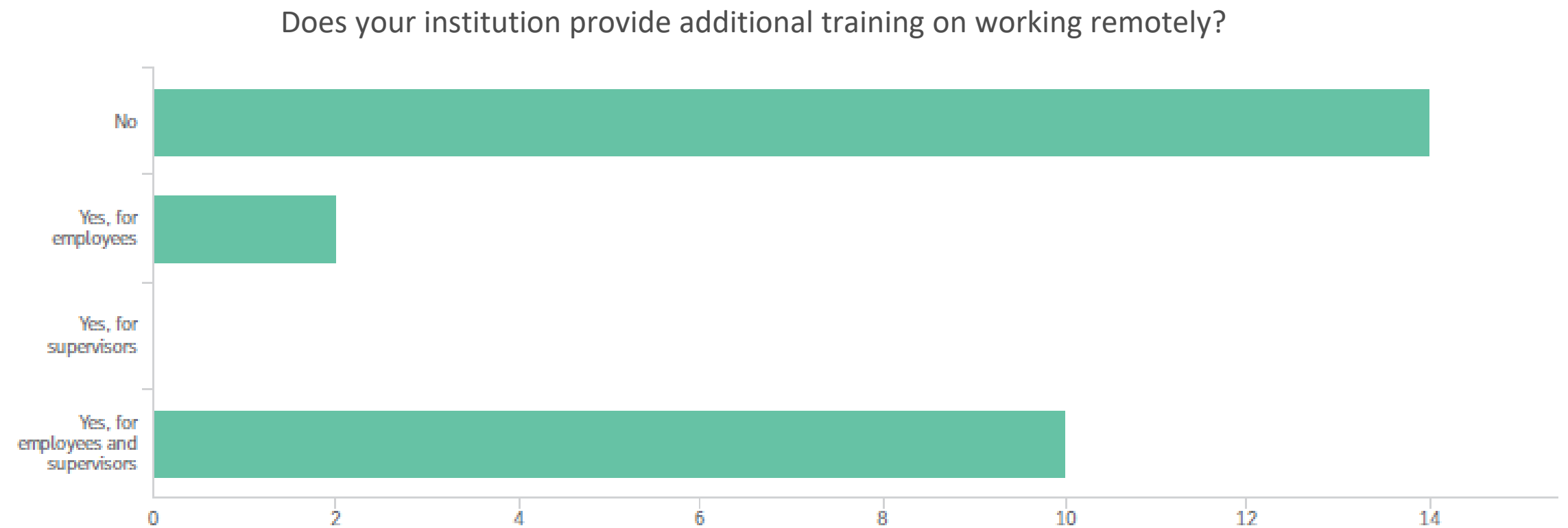
- 1 Means
- 2 Training
- 3 Regulations



# Environmental Factors

*85% of responding institutions indicated they have a telework or remote work handbook.*

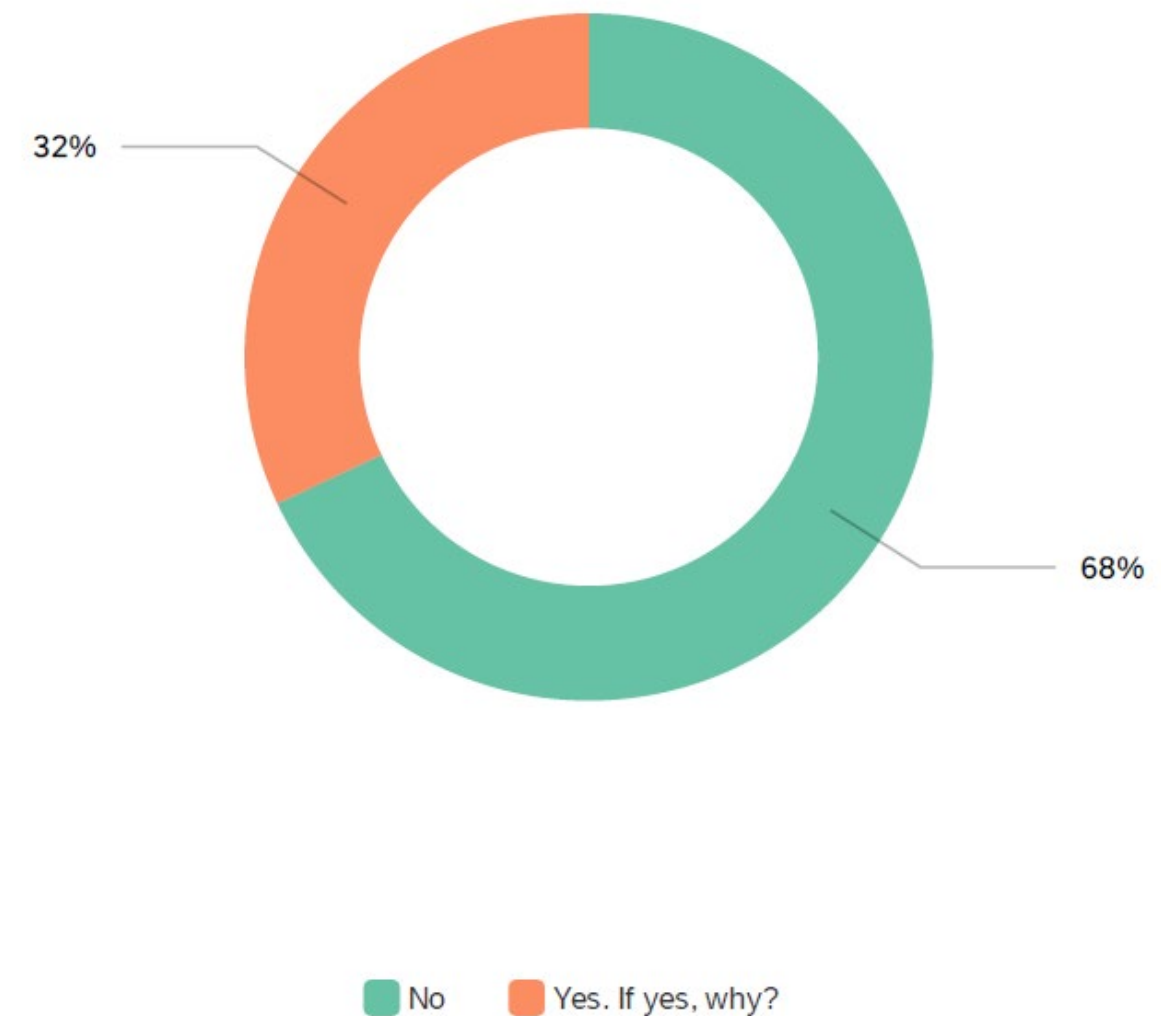
- 1 Means
- 2 Training
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# Environmental Factors

*32% of responding institutions indicated they limit certain states for out-of-state remote work.*

- 1 Means
- 2 Training
- 3 Regulations**

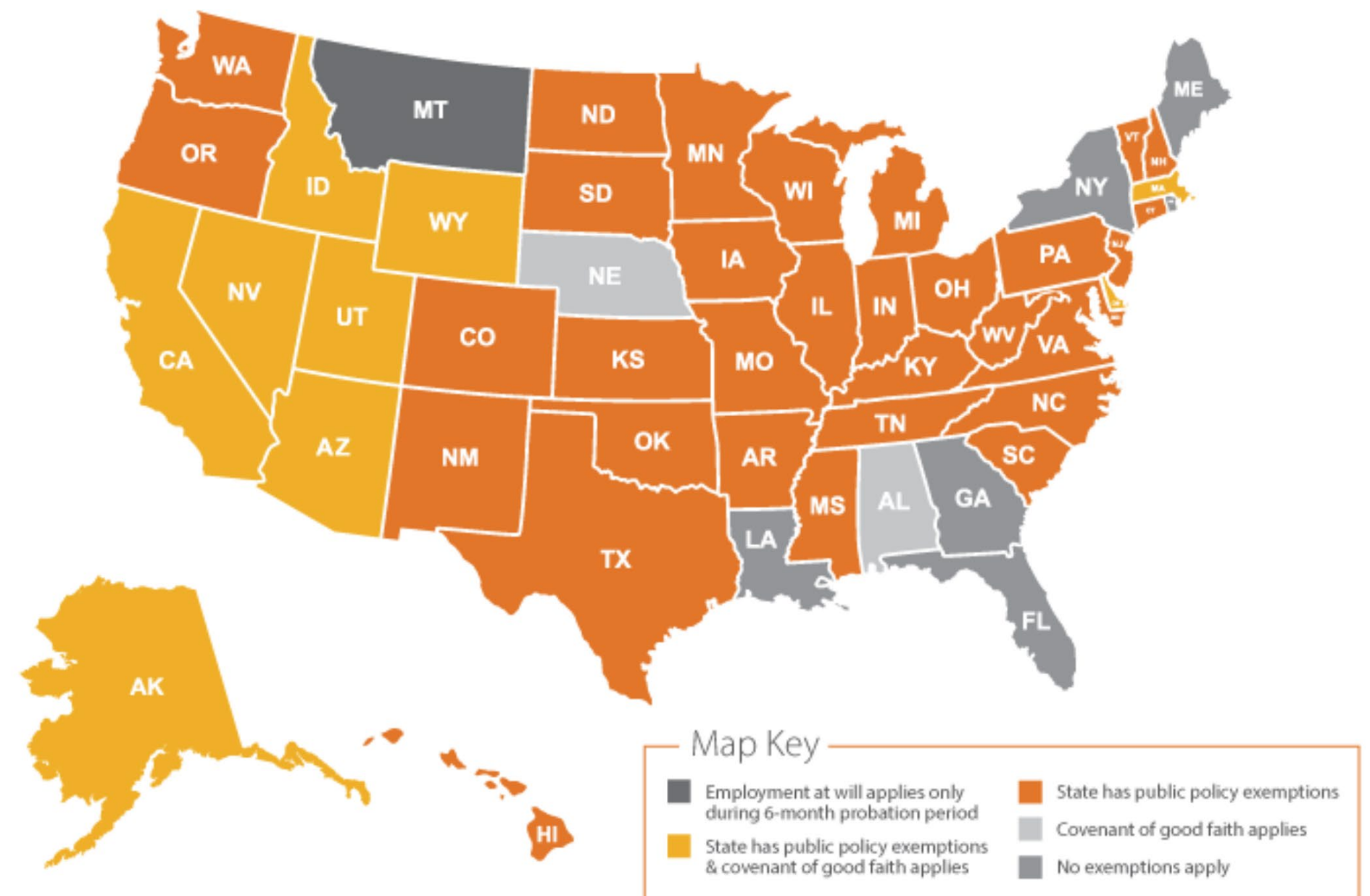




# Compliance Considerations

## At-Will Employment *Laws by State*

- Employment law
  - Required notices
- Payroll, Benefits, and Taxes
  - Minimum wage
  - Payday requirements
  - Final paycheck issuance
  - Paid leave
  - Paid rest and meal periods
- State labor laws
  - Collective bargaining
  - States with at-will exceptions



# Recommendations

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- 1** Explore the opportunity to adopt a formal remote work policy, or review current policy and practices
- 2** Reach out to organizations that have mature programs and explore lessons learned, forms, processes, templates, and training
- 3** Encourage remote work where feasible to aid in recruitment and retention; and increase engagement, productivity, and job satisfaction

