

Building Blocks for your Telework Program

Housekeeping

- ✓ Everyone will be muted
- ✓ Please enter questions in the Chat box
- ✓ The webinar will be recorded and shared with all registrants
- ✓ The webinar will be placed on the kingcounty.gov/worksmart website
- ✓ Please fill out the evaluation survey at the end of the webinar

Teleworking during COVID-19 or Work From Home (WFH)

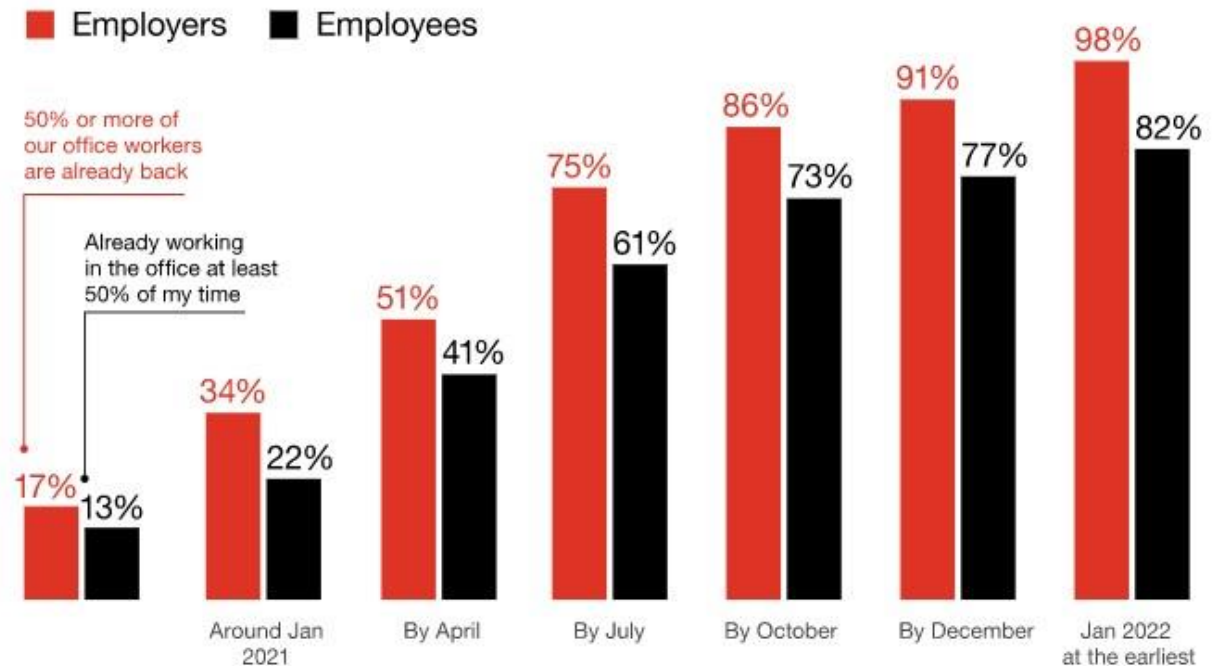
- Extreme teleworking ... not the normal situation for teleworking
- Everyone in the household under one roof
- Working
- Home schooling
- Providing childcare
- Cooking and baking
- Stressed by the pandemic



Executives are ready to ramp up return to the office in 2021; employees say not so fast

Employees expect the return to the office to take place more slowly

- Executives expect to return to the office faster than employees. By July, 75% of executives anticipate at least half of the office workforce will be back on-site. This compares with 61% of office workers, who expect to return to the office for at least half of their time by July.
- **Returning to the office won't be simple.** The rollout of vaccines is raising confidence in returning to the hybrid office, but uncertainties remain about how to bring employees back safely, as well as how to align workforce scheduling with school re-openings or when to resume business travel.
- By January 2022 only 2% executives anticipate ever being at 50% capacity again, while 18% of employees anticipate not returning to 50% time.



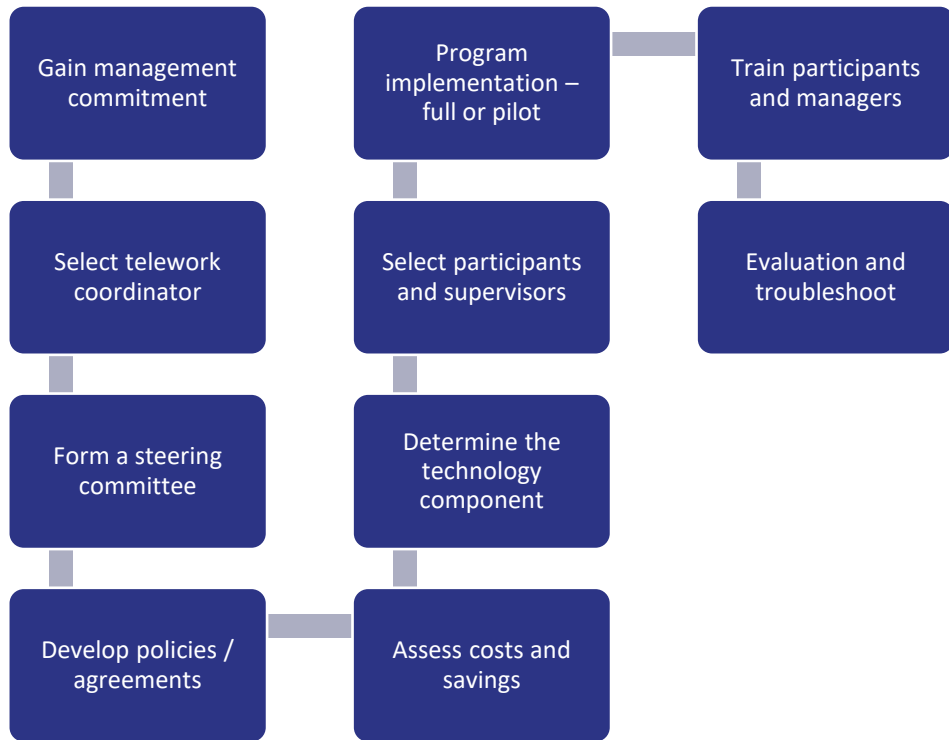
Never at 50% capacity again: 2%

Never for half my time again: 18%

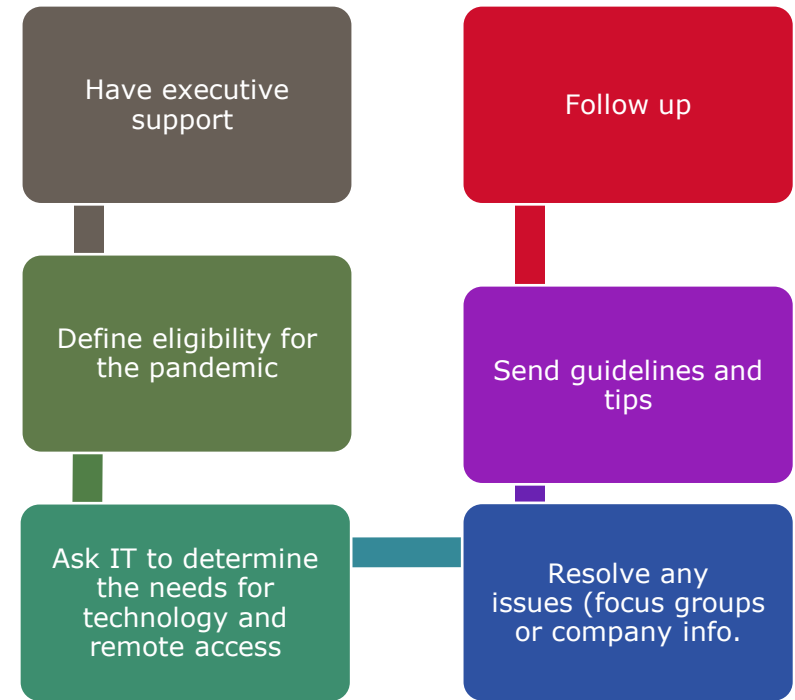
<https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html>

Implementation steps comparison

Typical Implementation



Quick Start Implementation



Upper management considerations for bottom-line

- Productivity
- Cost
- Coverage
- Bottom-line
- Overhead
- Recruitment / Retention
- Sustainability



Are contracts, policies, or guidelines necessary? Yes!

- To be safe
- To accommodate large numbers to telework
- To not fall into the legal pitfalls
- To be transparent
- Define the level of flexibility (how often)
- Define geography for employees
- Define the hours of flexibility
- To make sure the solution works and continues after Covid19

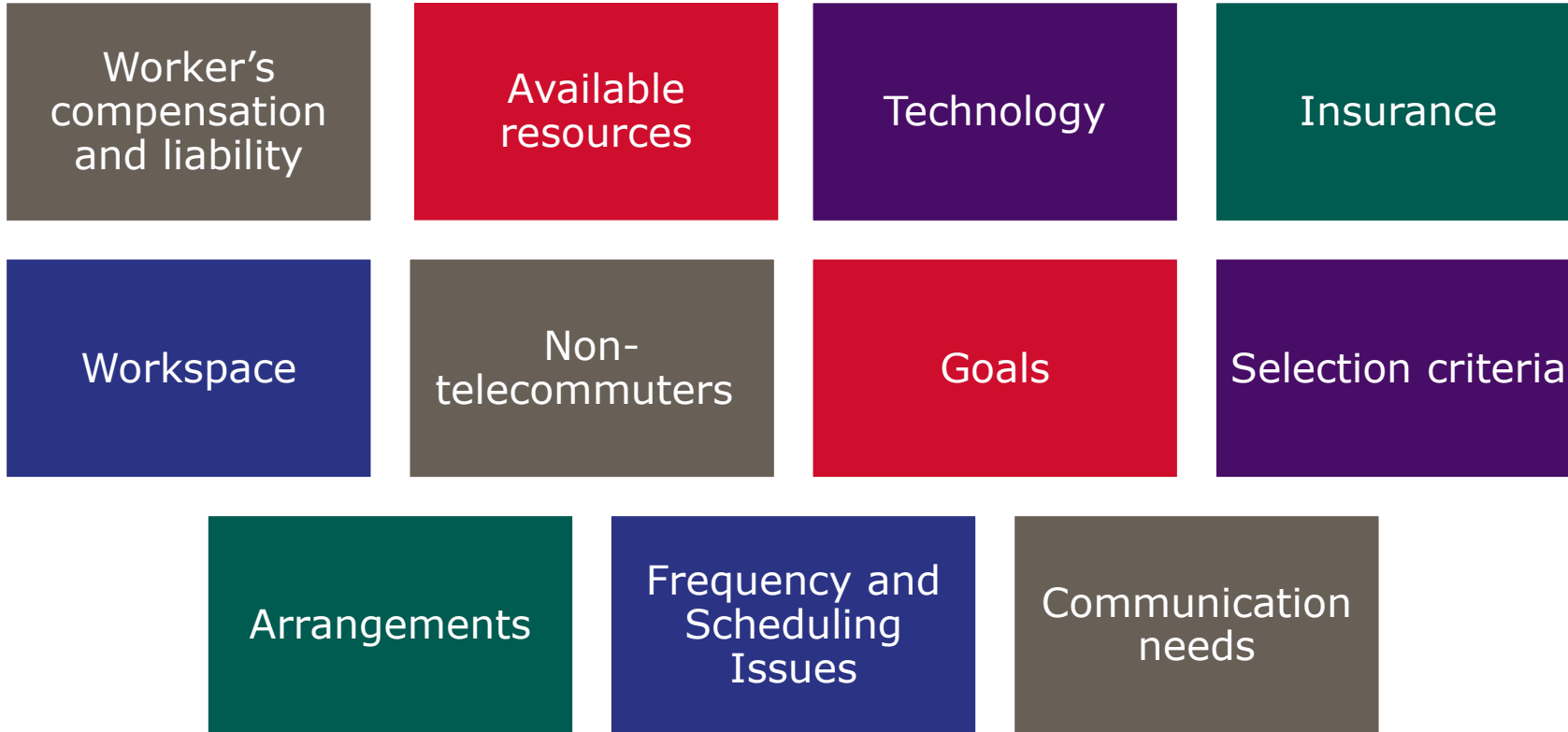


What are some important legalities to consider?

- Wage and Hour Laws
- Workers' Compensation
- Occupational Safety and Health Act
- American Disabilities Act
- Family and Medical Leave Act
- Discrimination and Retaliation Issues
- Are any of these a show-stopper? NO. They have not been



Develop program guidelines



Telework form

Conditions for teleworking agreed upon by TELEWORKER and his/her supervisor:	
The TELEWORKER agrees to telework at the following location	Location:
The TELEWORKER will telework _____ day(s) for the purposes of business continuity	From Date: _____ to Date: _____
The TELEWORKER's hours will be	Teleworking hours are from _____ AM to _____ PM
The following are the types of assignments to be worked on by the TELEWORKER at the remote location:	Assignments:
The following equipment will be used by the TELEWORKER at the remote location:	Equipment:
The TELEWORKER agrees to check voicemail at least	_____ times per day
TELEWORKER agrees to check and respond to email messages no later than	_____ hours after receipt of the communication day
Additional conditions agreed upon by the supervisor and TELEWORKER are as follows:	Additional conditions:

Employee characteristics

Self-motivated, self-managing

Results-oriented

Conscientious, organized

Independent worker

Flexible

Understands job requirements

Understands organizational policies and procedures

Communicates well with colleagues and clients

Handles change well

Analyzing employee characteristics for telework

Characteristic	1	2	3	4	5
Self-disciplined					
Experience and skill level					
Past and current performance productivity levels					
Organizational skills					
Communication skills					
Relationships with others					
Relationships with clients					
Ability to be flexible					

Telework task schedule

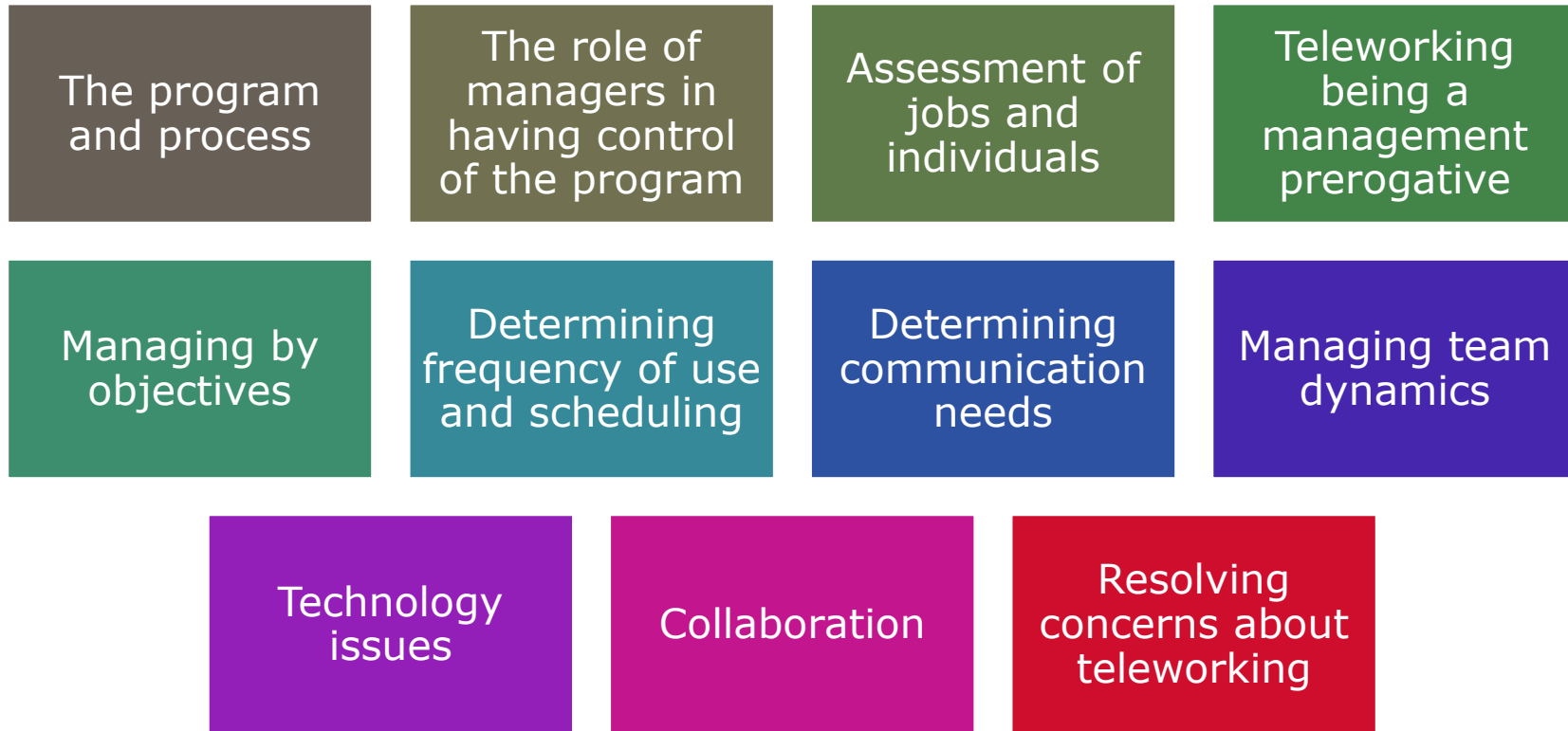
Template deliverable-based form. This can keep employees accountable and managers aware of the work that is being done for the period of the emergency.

1.Task	_____	Estimated hours _____
Deliverable	_____	Actual Hours _____
Accomplishment	_____	
2. Task	_____	Estimated hours _____
Deliverable	_____	Actual hours _____
Accomplishment	_____	
3. Task	_____	Estimated hours _____
Deliverable	_____	Actual hours _____
Accomplishment	_____	
4. Task	_____	Estimated hours _____
Deliverable	_____	Actual hours _____
Accomplishment	_____	

Teleworker training



Telemanager training



Transition from managing by presence

- Provide goals and direction
- Be deliverable oriented
- Provide training and oversight
- Ask for employees to develop milestones and deadlines
- Provide on going feedback



Measuring productivity

How Productivity is Measured when Employees are Teleworking	Percent
Responsiveness of employee (e.g., how quickly employee responds to e-mails, returns phone calls)	48%
Line manager/supervisor establishes specific goals/parameters with the employee	43%
On the honor system; there is no standard mechanism in place to manage/measure productivity for telecommuters	37%
Our standard methods for measuring productivity are effective for both telecommuters and on-site employees	36%
Employee records time worked on a timesheet or other logging system	34%
Employee reports progress against assigned tasks on a scheduled basis	26%
Organization is still working out how to manage/measure productivity for employees when they telecommute	23%
Organization monitors employees via software (e.g., software that tracks and records computer behavior)	9%
Other	3%

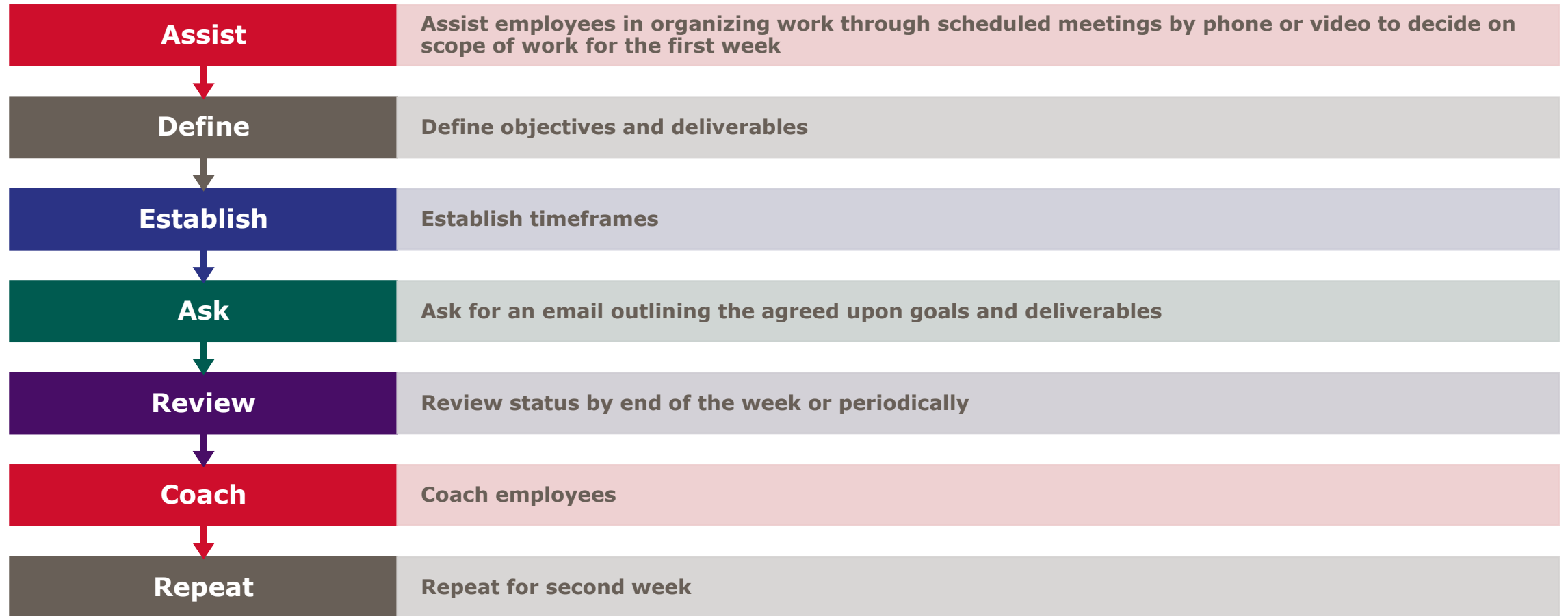
Source: SHRM Survey Findings: 2014 Workplace Flexibility—Overview of Flexible Work Arrangements

Every employee is different

- Directing
- Coaching
- Advising
- Delegating



Telemanaging through goal-setting with teleworkers



Impact on teamwork

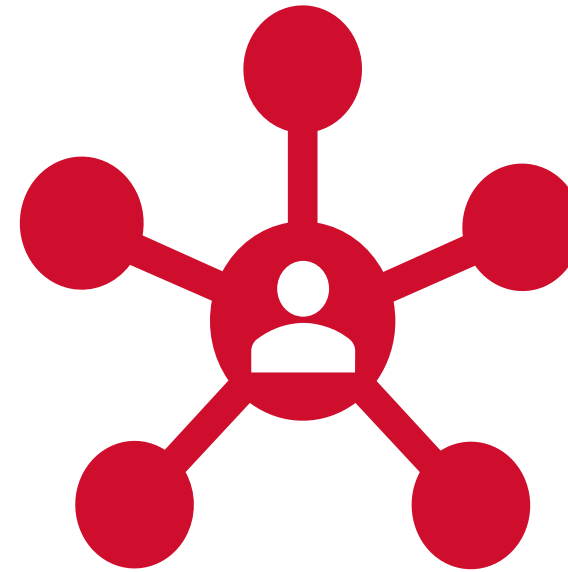
- Clear direction from management: when attendance is required by phone, electronically, or through videoconference
- Make sure that every meeting has a lead with an agenda and clear topics
- Conduct 15-minute team huddles as needed
- Working alone for days without interaction can result in depression, find ways to bring the team together while observing social distancing
- Make sure that teleworkers are adequately trained on collaborative technology
- Send them tutorials and give them time to learn the tools



Tips for managers



Consider conducting short team huddles, virtual coffee breaks, share personal information



Build trust through interaction so that teleworkers will tell you about problems, and involve you in solutions

Communications



Integrate your teleworkers in innovation exchanges such as brainstorming



Face time helps build relationships



Once a week try to schedule video meetings with the employee

Tips for managers



Send weekly messages to employees to improve morale and optimism



Make sure that employees have work life balance



Ensure that you are problem-solving issues as they arise

Teleworkers and communication

- Accessibility
- Contact number
- On-going communications within reason
- Electronic calendar
- Work & meetings
- Personal non-available time

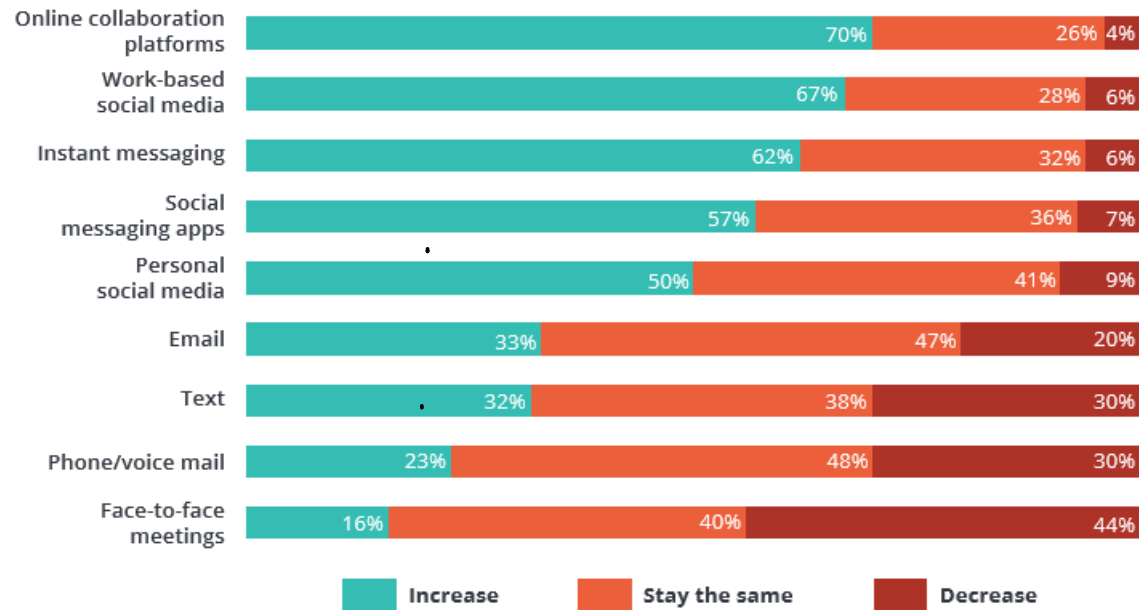


Deloitte Global Human Capital Trends, 2018

PHYSICAL MEETINGS LOSING OUT TO VIRTUAL COLLABORATION

Face-to-face meetings and phone meetings are on the decline, while work collaboration platforms are on the upswing.

Figure 1. Expected use of communications channels in the next three to five years

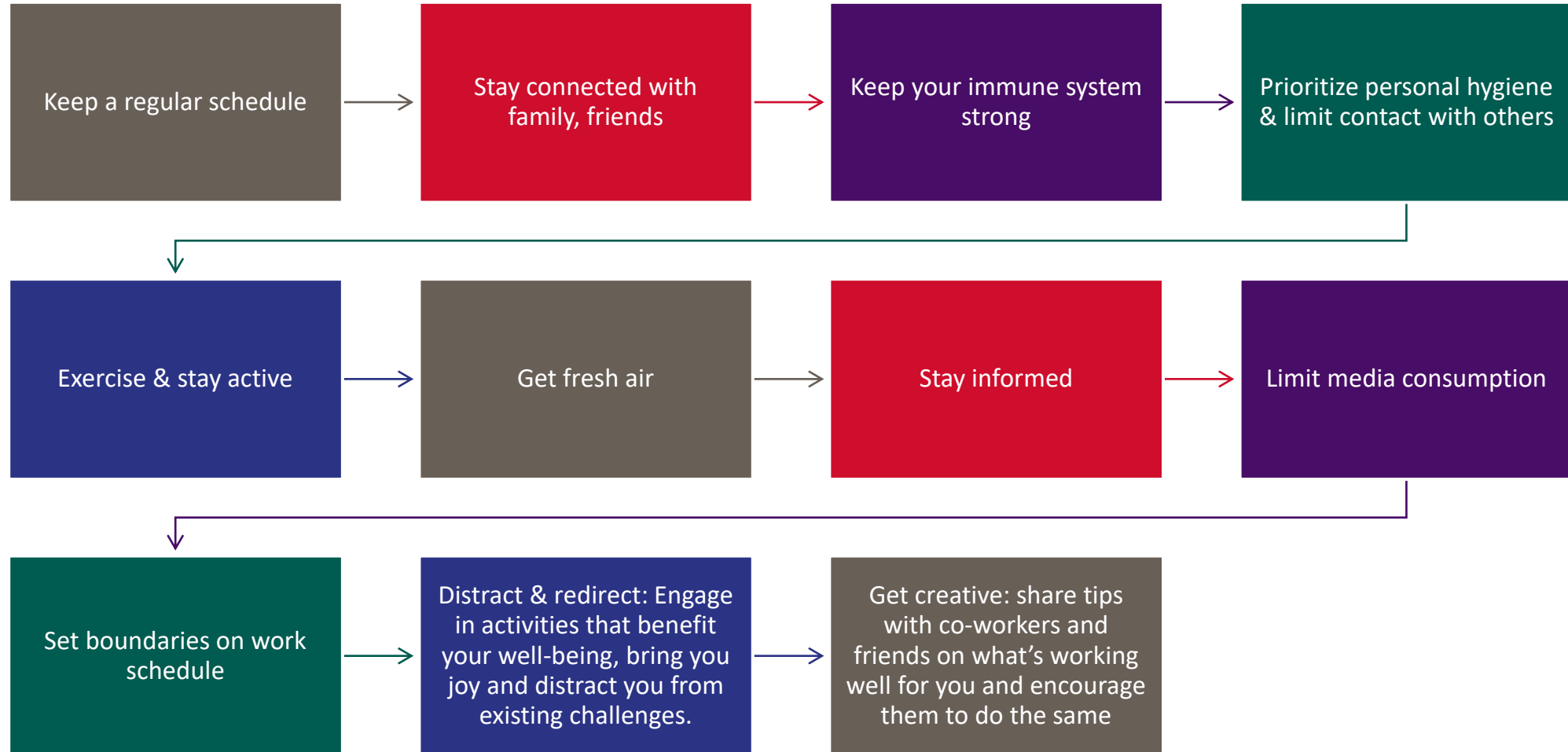


n = 11,070

Source: Deloitte Global Human Capital Trends survey, 2018.

Deloitte Insights | deloitte.com/insights

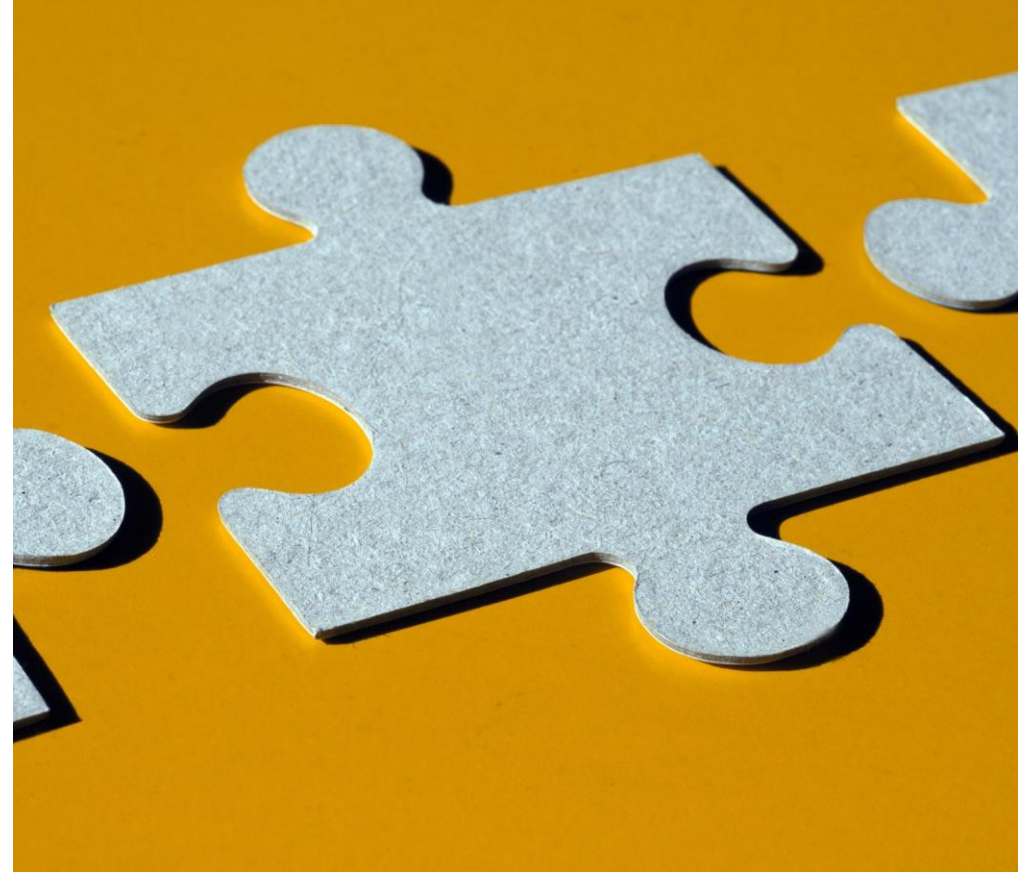
Suggestions on how to maintain health & wellness



<http://workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>

What can managers do to support employees?

- Show empathy & be available
- Stay connected with communication & meeting tools
- Recognize the impact of isolation & loneliness
- Encourage online training: This is a great time to encourage employees to sharpen their skills with online training
- Check in with your Employee Assistance Program or HR to confirm their availability and to coordinate support for employees



<http://workplacemantalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>

Ideas to boost morale and collaboration

- Birthday celebrations
- Water cooler get togethers
- Virtual ice-breakers
- Virtual Town Hall, detailing same and having a Q and A
- Weekly small group chats, communication weekly with company personnel
- Managers check in, happy hours, pet days, and more virtually
- T-shirts, Incentive PTO, remote worker games, remote happy hours, weekly leadership team meetings, regular employee communications, saying thank you very often and being visible



* Survey of over 150 executives, in-house attorneys, and HR professionals from clients of the law firm Blank Rome. The responses came from C-Suite executives, in-house attorneys, and human resources professionals from a diverse array of businesses across various industries and geographies conducted from April 18 to April 24, 2020.

The Next Thoughtful Steps



- Develop formal standards for teleworking post pandemic
- Develop return to the workplace guidelines
- Remember that the future is hybrid in location, hours and geography
- Consider a stipends program for the acquisition of ergonomic tools for the home office. For example, a one-time stipend for purchasing a desk/chair. Ongoing stipends for the cost of internet service.
- Remember that not all employees will want to be remote all the time
- A one size fits all will not accommodate work in the future
- Consider hoteling if it makes sense (hot-desking, or having drop-in stations for people who do not come in five-days-a week)
- Think about a sustainable future in the sense of office productivity and an environmental perspective

SHRM: There are six major trends that will ripple through companies until at least 2025

1. More employees will work from home.

The world should start returning to “normal” in 2021 as the COVID-19 vaccine is distributed. The new normal won’t include nearly as many office workers commuting daily to a company facility. A large majority—82 percent—of executives say they intend to let employees work remotely at least part of the time, according to a survey by Gartner Inc., a Stamford, Conn.-based research and advisory firm. Nearly half—47 percent—say they will allow employees to work remotely full time.

2. Companies will invest heavily in health, hygiene and safety.

COVID-19 turned a spotlight on worker health and safety in all industries—not just those known for being dangerous—as even people who sat at computers all day landed in intensive care units after contracting the coronavirus. Employees who have returned to their workplaces wear masks, sanitize surfaces and social distance, and some even submit to temperature checks. Those measures are likely to transform into workplace testing protocols, state-of-the-art ventilation systems, and high-tech detection and disinfectant tools.

<https://www.shrm.org/hr-today/news/all-things-work/pages/the-workplace-in-2025.aspx>

SHRM: There are six major trends that will ripple through companies until at least 2025 (cont.)

3. Companies will continue striving to increase diversity, equity and inclusion.

The \$8 billion that McKinsey & Co. says companies spend annually on diversity, equity and inclusion programs is not money well spent. White men still occupy 66 percent of C-suite positions and 59 percent of senior vice president posts, according to a study by McKinsey and LeanIn.Org. White women hold the second largest share of such positions, though they lag significantly behind their male counterparts, filling only 19 percent of C-suite jobs and 23 percent of senior vice president spots. Men of color account for 12 percent and 13 percent of such roles, respectively, while women of color hold only 3 percent and 5 percent, respectively.

4. Workers will demand better treatment for themselves and their communities from their employers.

Thousands of workers at companies such as McDonald's, Target and Amazon, as well as at numerous hospitals, staged strikes this year to protest unsafe working conditions amid the pandemic.

Such actions followed two years of employee demonstrations over various issues—though not pay—signaling that employees were expecting more from their employers. Last year, for example, Amazon employees walked out over the company's climate policies, while Wayfair workers left company facilities over sales of furniture to immigrant detention centers in the U.S.

Overall, work stoppages numbered 25 last year, more than triple the amount in 2017, according to the U.S. Bureau of Labor Statistics.

<https://www.shrm.org/hr-today/news/all-things-work/pages/the-workplace-in-2025.aspx>

SHRM: There are six major trends that will ripple through companies until at least 2025 (cont.)

5. Organizations will re-examine how they impact the environment.

The COVID-19 pandemic is a brutal reminder of the ravages of climate change.

The novel coronavirus evolved from a virus common in bats, though it's unclear how it passed to humans. Experts say deforestation, which pushes animals farther out of their natural habitats, could have been a factor, as it puts animals closer to people. What is known is that climate change is making the death toll worse. A Harvard University study found that a small increase in exposure to air pollution leads to a large increase in COVID-19-related death rates.

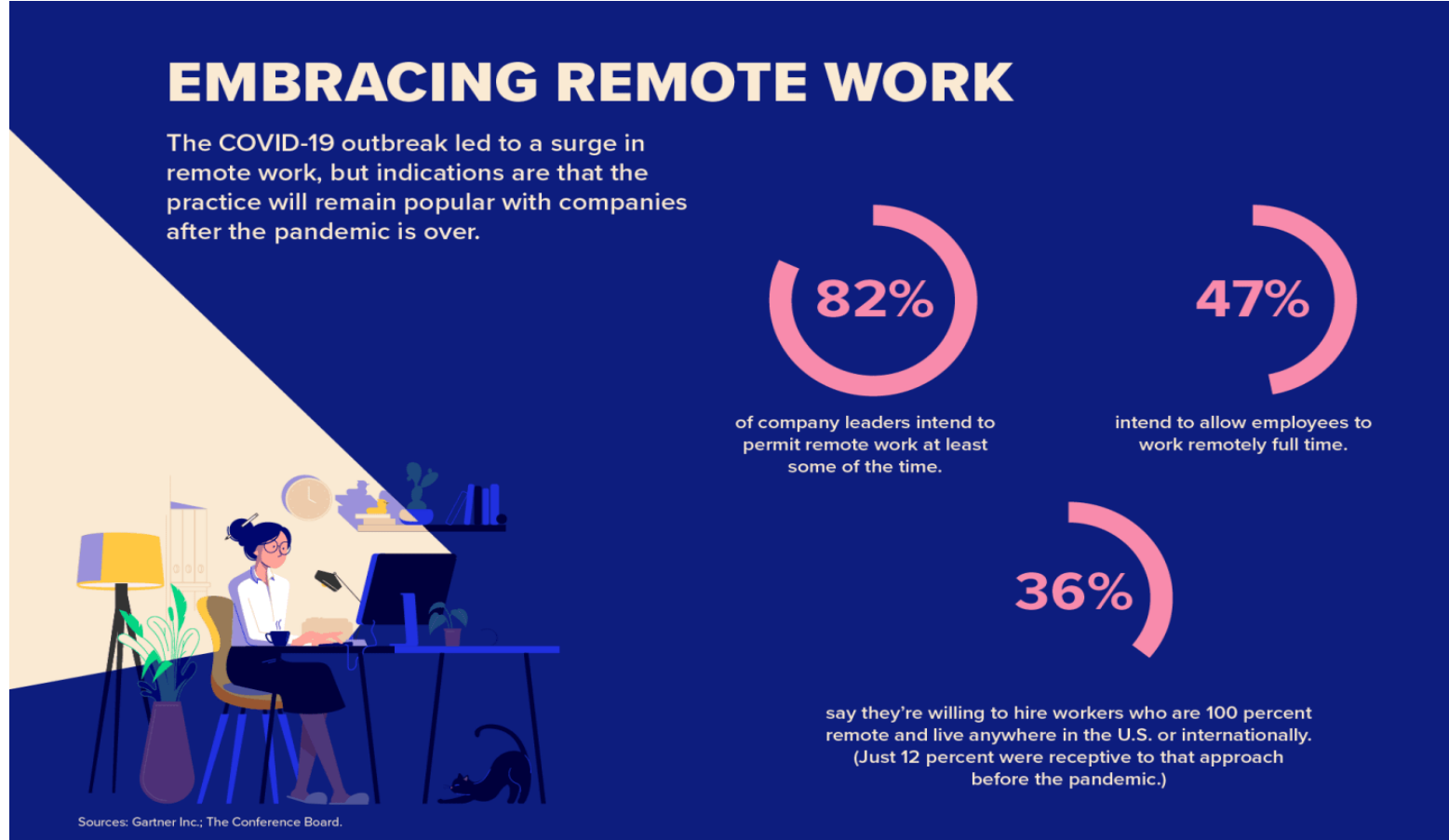
6. Technology's rapid transformation will continue, forcing companies to rethink how to integrate people with machines.

The pandemic forced employers to adopt more digital and automated solutions practically overnight, as organizations sought to severely limit—or end—human interaction to stop the spread of the coronavirus.

The McKinsey study found that 85 percent of companies accelerated the digitization of their businesses, while 67 percent sped up their use of automation and artificial intelligence. Nearly 70 percent of executives say they plan to hire more people for automation roles, while 45 percent expect to increase hiring for positions involving digital learning and agile working.

<https://www.shrm.org/hr-today/news/all-things-work/pages/the-workplace-in-2025.aspx>

Embracing remote work



<https://www.gartner.com/en/newsroom/press-releases/12-14-2020-gartner-survey-finds-ninety-percent-of-hr-leaders-will-allow-employees-to-work-remotely-even-after-covid-19-vaccine-is-available>

Free services

Lead	Lead you through every step to put a program into place
Assess	Assess potential and necessary steps for customized program delivery
Assist	Assist with overcoming concerns
Develop	Develop custom presentations and marketing materials
Consult on	Consult on technology needs
Develop	Develop policies, procedures and agreements
Train	Train managers and employees
Provide	Provide evaluation guidelines and strategies

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