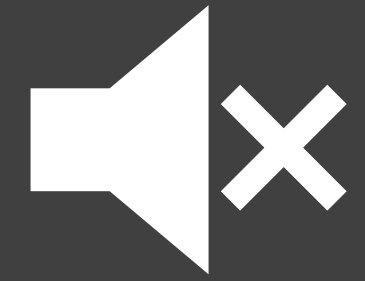


Remote Management and Teleworking in the Era of COVID-19

King County Metro
July 16th, 2020

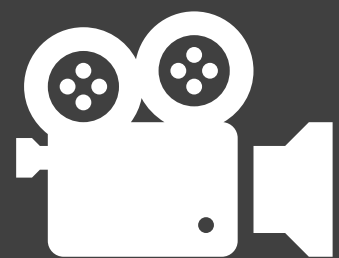




We cannot hear or see you



Post questions in the Q&A box



Slides and a recording will be emailed out after



Nick Abel
Senior Transportation Specialist
Commute Seattle



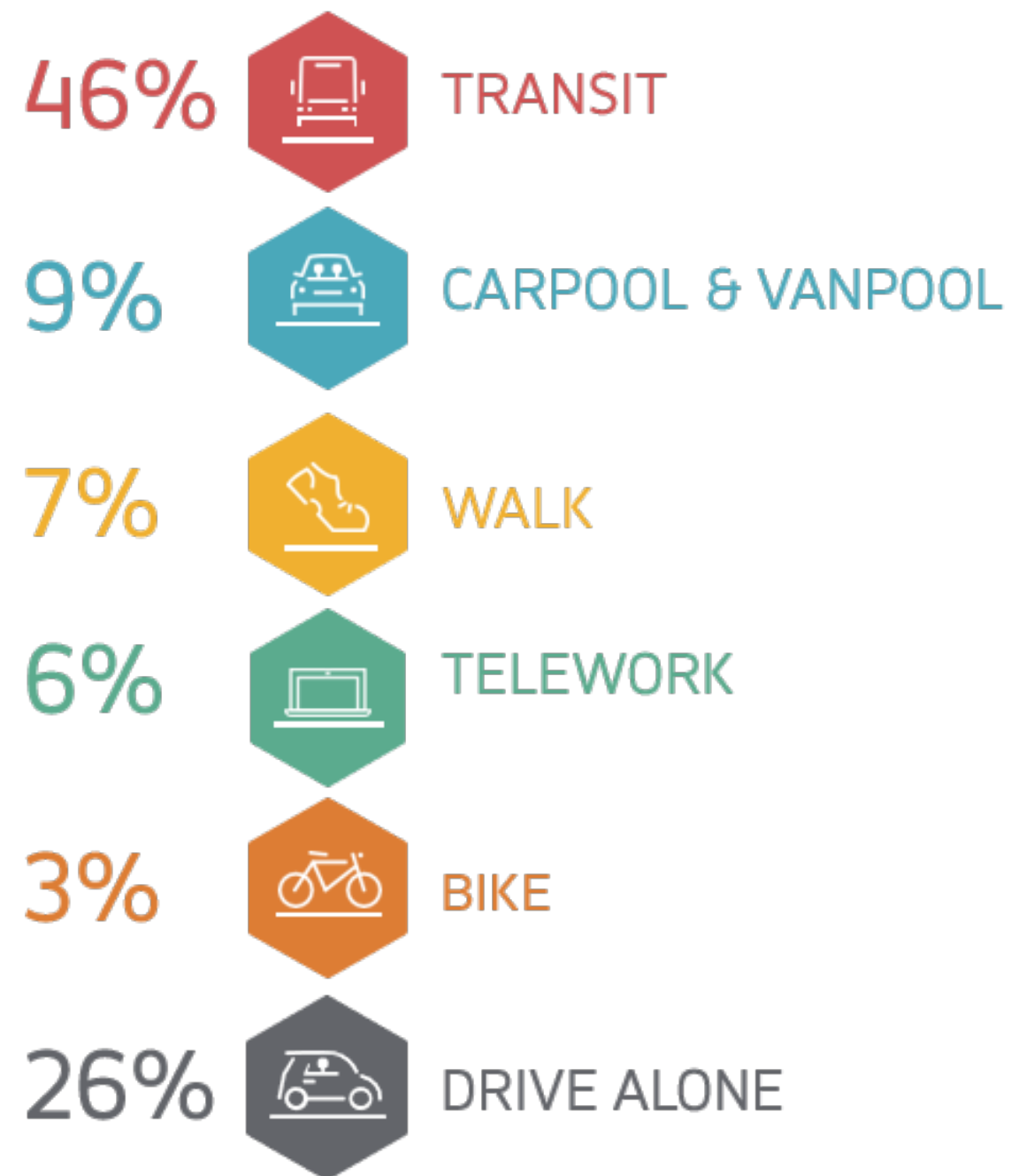
Elham Shirazi
WorkSmart Program Lead
Consultant



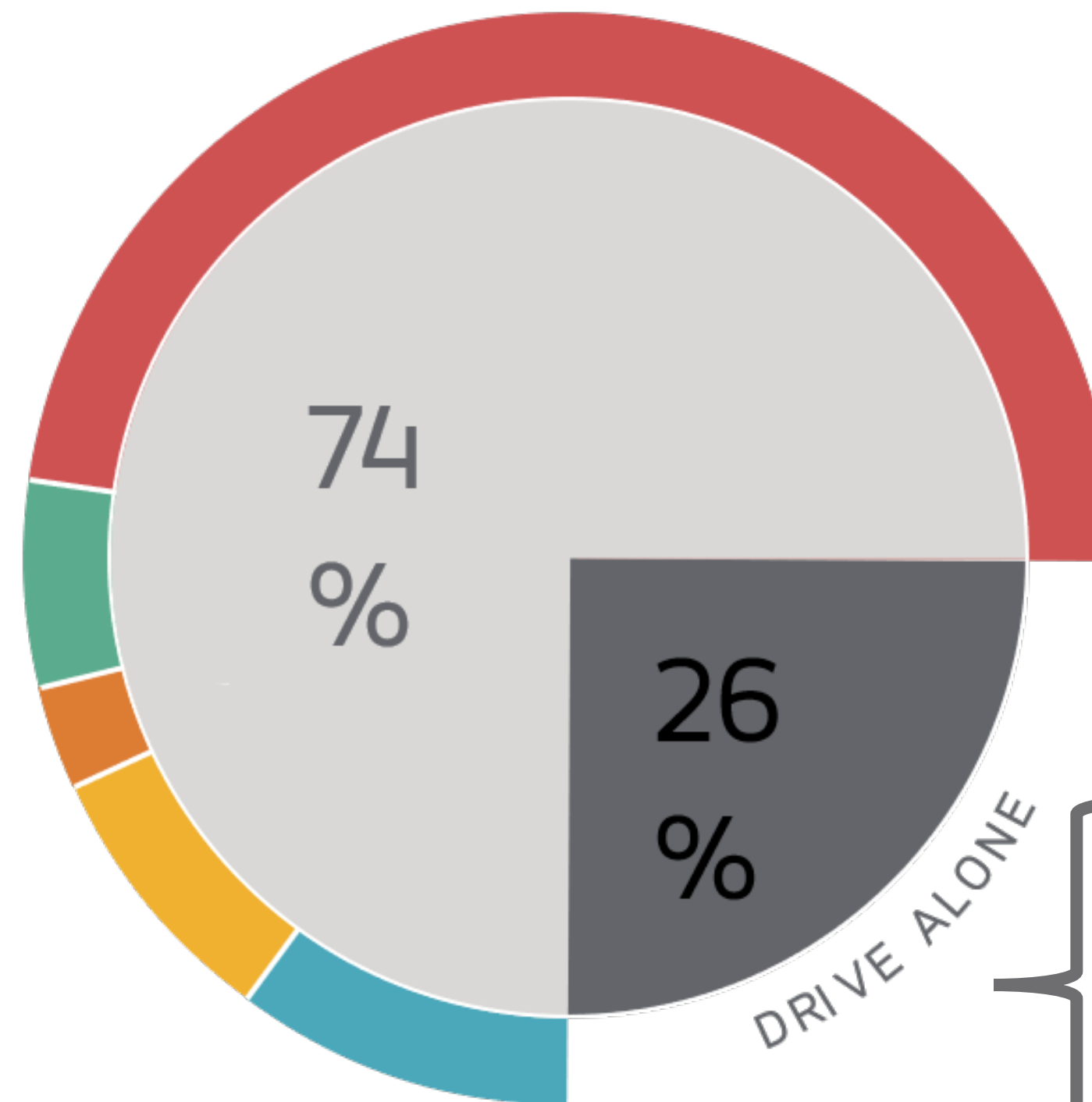
Martin Woodrow
Head of HR, Americas
Rakuten

The Transportation Landscape: Pre-COVID

2019 Downtown Seattle Commute Choices



TRANSIT: Includes bus, rail and walk-on ferry passengers.
CARPOOL: Includes vanship and vanpool.
OTHER: 3% of respondents noted other including employer shuttles and all other modes not listed.

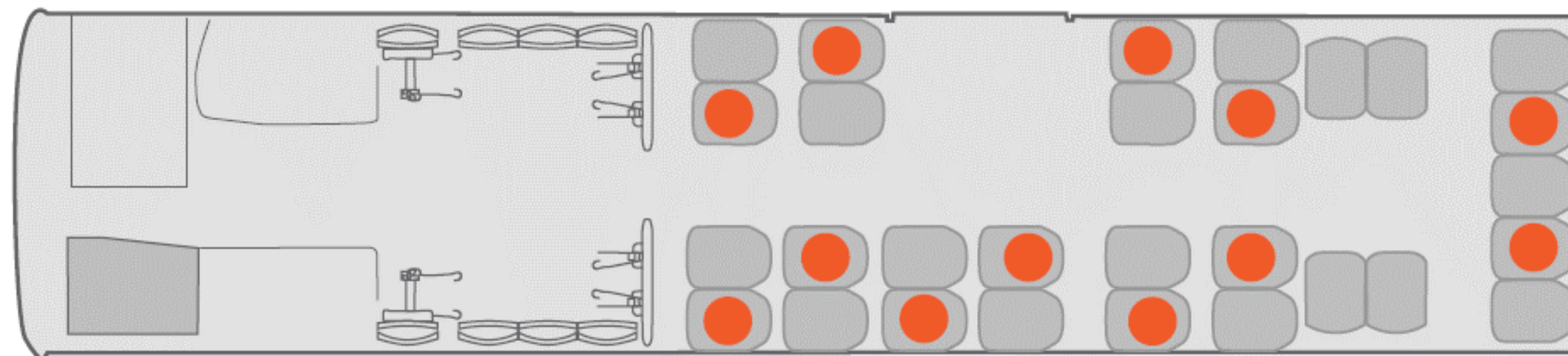


2019 CTR Survey Results

- 46% of commuters used transit to get downtown
- Approximately 135,000 trips/day

- 26% drove a personal vehicle to get downtown
- Approximately 78,000 trips/day

The Transportation Landscape: Now - transit



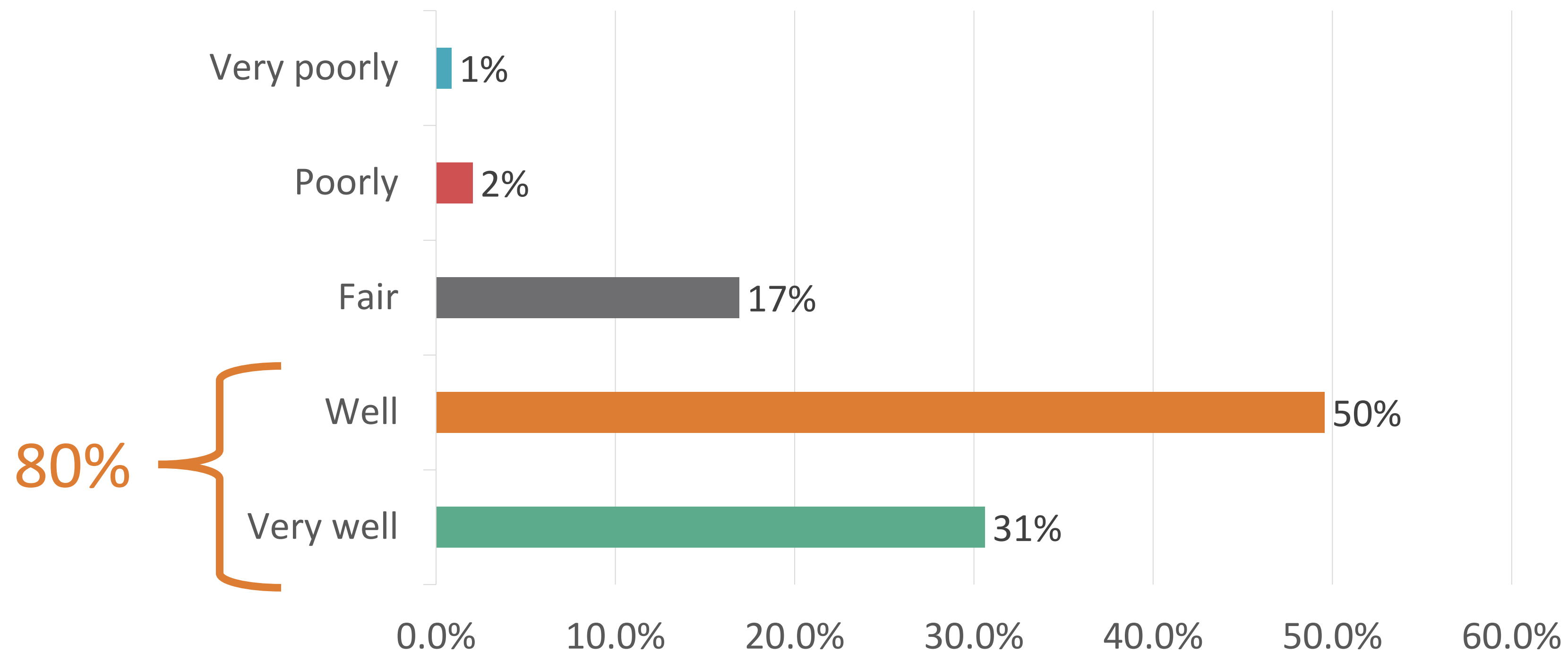
COVID capacity limits 40' Bus
12 Riders
24% of Crowding Threshold

- Currently: 12 to 18 riders/bus
- Previous capacity was 65-100 passengers
- Light rail: running every 20-30 minutes
- Essential trips only
- Social distancing measures on transit will likely continue indefinitely
- September [service reductions](#)

Continue working remotely, if possible

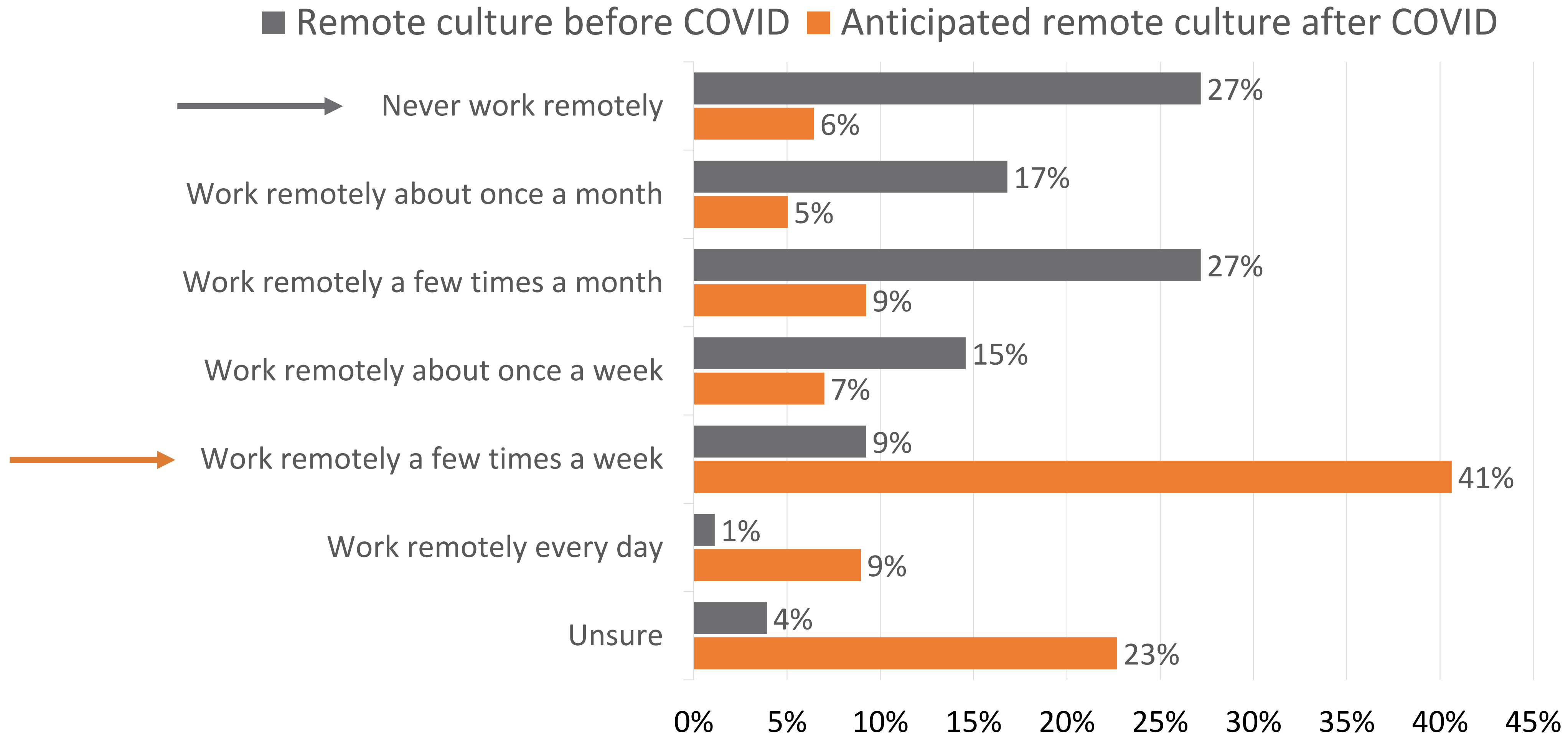
- 80% of companies say working remotely is going well or very well

Q8: From your perspective, how is remote work going for your workplace?



Note: survey responses were collected between 5/12/20 – 5/20, we received 415 responses

We anticipate a shift to more frequent remote work

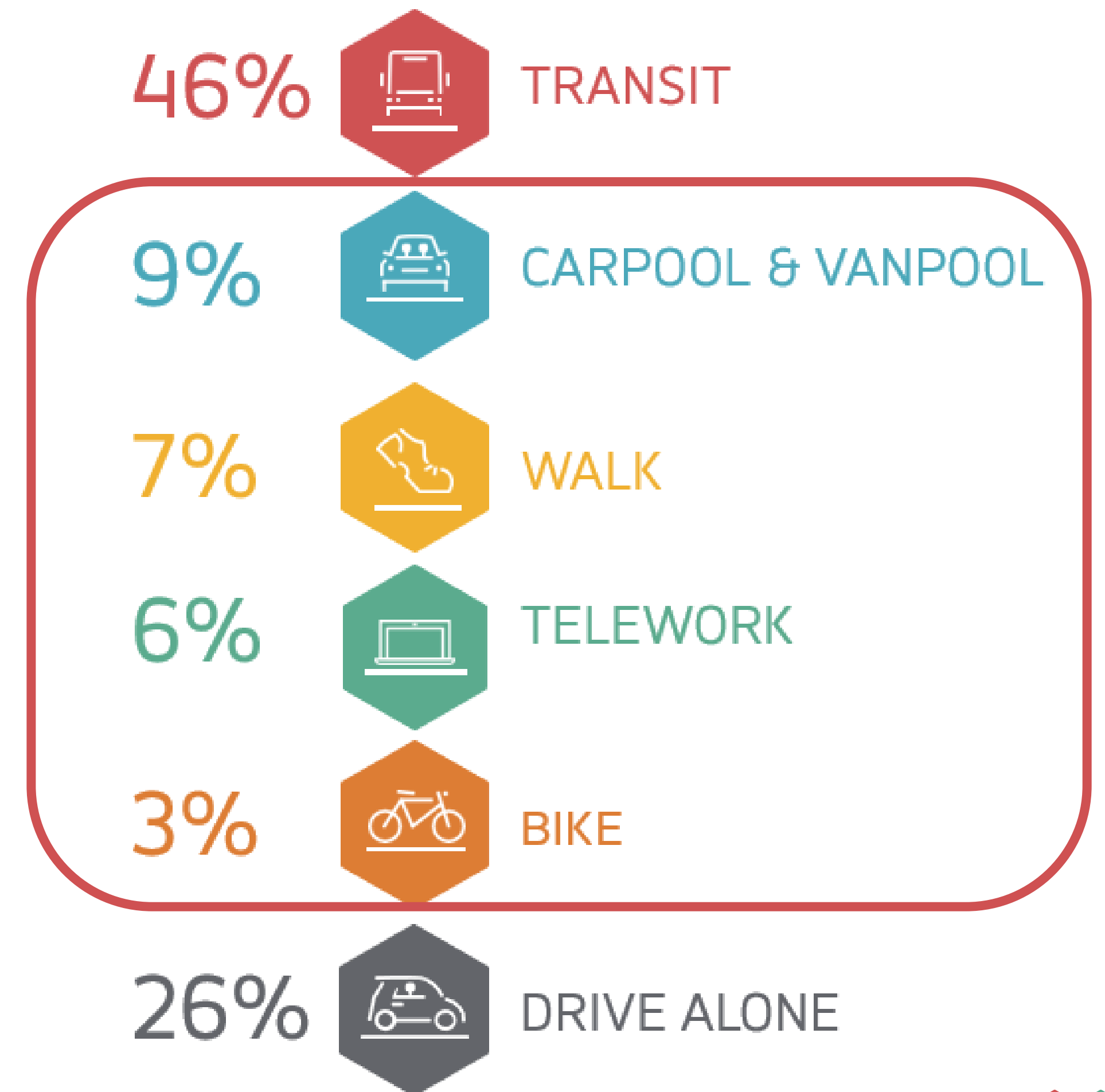


Note: survey responses were collected between 5/12/20 – 5/20, we received 415 responses

During re-opening, encourage a variety of commute options

- Remember: transportation options will likely be limited
- We anticipate an increase in demand for parking
- **How can we increase these modes?** →

Now is the time to start to develop strategies to encourage a variety of commute options!



About Me



Grew up in Milpitas, CA (SF Bay Area)

Head of HR, Americas – US, Canada, South America

Industries – Technology, Pharma, Med Device, eCommerce

Careers

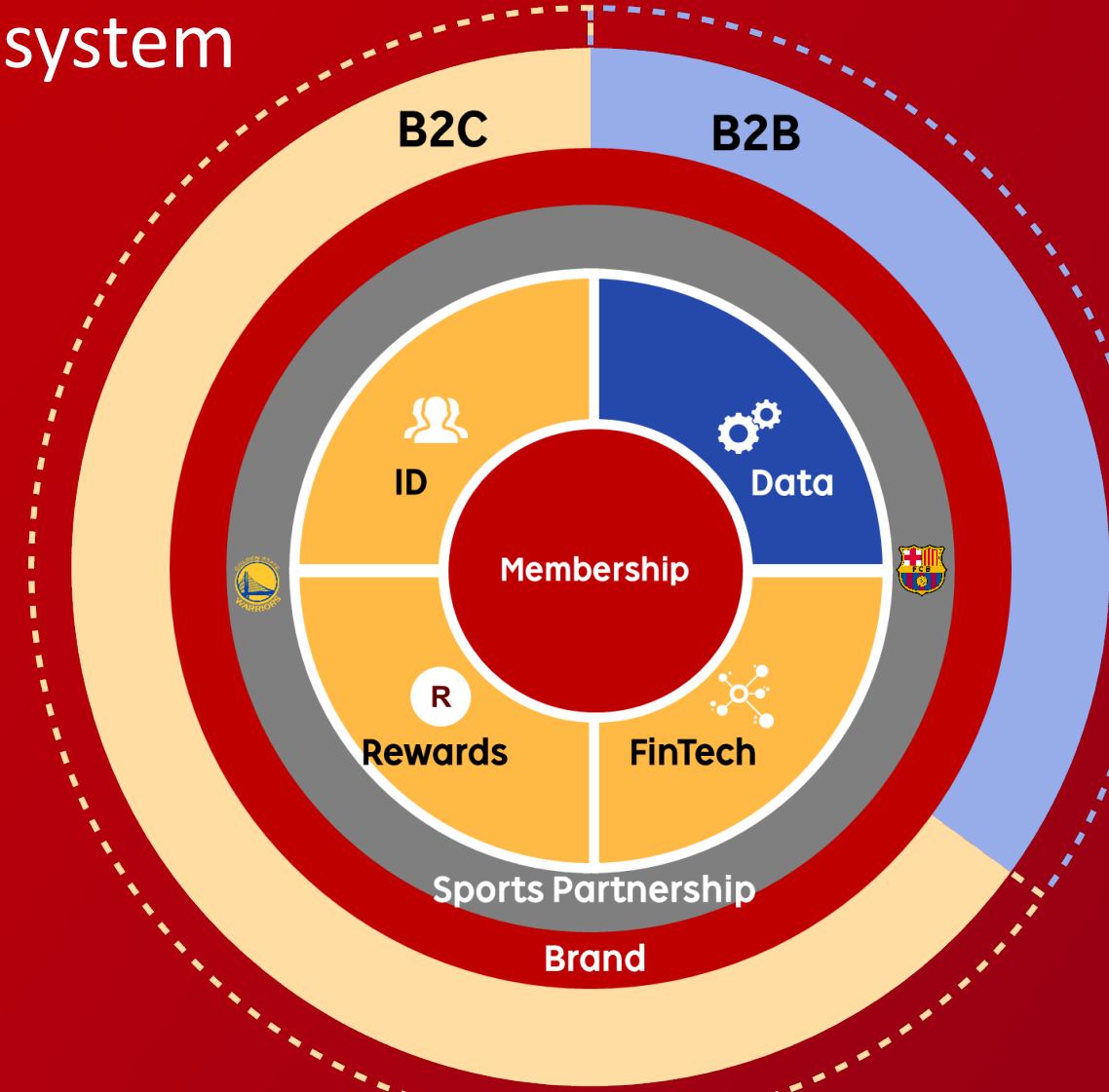
- T&D, HRBP, Total Rewards, Talent Mobility, Change Management Consulting
- Finance/Controller
- Executive Coach
- Real Estate Investor/Flipper

R Americas

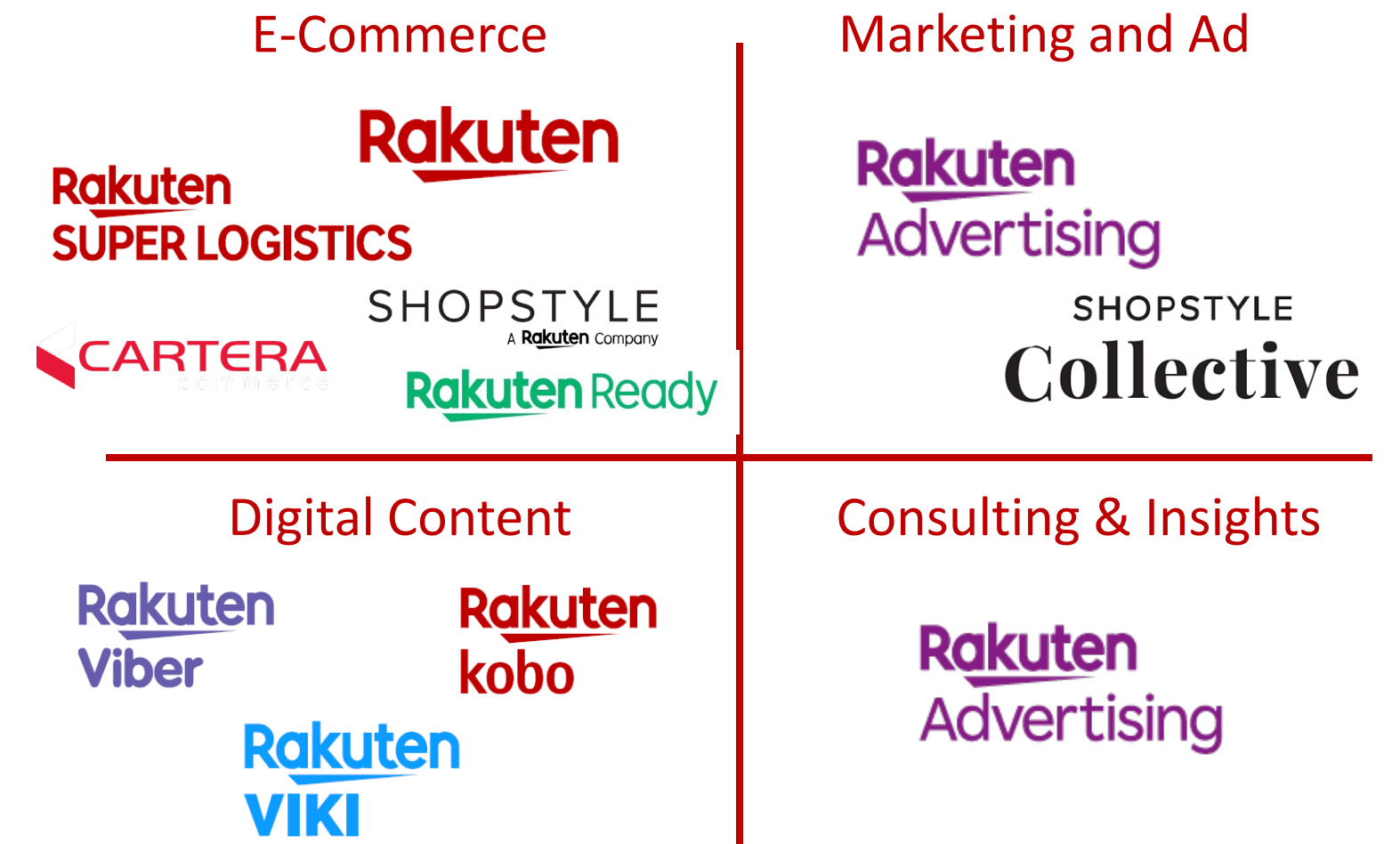
Group Mission

Global Innovation Company

Ecosystem



Across Channels, Across Devices



Growth

3,000+ employees
13+ major US locations

Strategic alliance and investments in the USA



Regional headquarters based in the middle of Silicon Valley

North America Annual GMS	Domestic Revenue	Affiliate Network
\$20+ billion	\$1+ billion	#1 8 Years
Yearly Impressions	Unique Panel	Item Data
26 billion	6+ million	3.4+ billion

Global Branding, Integration

Global Innovation & Entertainment Partner



Key Points of Policy

- We **trust our employees** to work from home, stay focused and be productive
- Gives time back to employees by **reducing commute time** into the office – for some it could be up to 3 hrs daily
- Eliminate **common workplace distractions** although may add family related drama
- Curtails **absenteeism** and **spread of illness**
- Provides well-rounded employees **integrating family and personal** aspects of life – homeschool children, manage elderly parents, etc.
- Allows us to **expand recruiting talent** across the US versus key and expensive market areas
- Must have **business continuity** planning built in
- **Flexibility** to determine own schedule and work hours

GOOD

- Reduced **operating costs**
- **Balanced work/life/family** for many employees
- Works well for **professional** employees
- Challenges employees to be **more focused and efficient** with their time, tasks, team, etc.
- Challenges communication and visibility – establish **intentional conversations** throughout the day
- Provides **casual feeling** to the day
- Encourages and allows employees to **walk away** from work/computers to workout, take a walk, bike ride, etc.

BAD

- Potential for increased **mental health** issues
- **Connectivity** issues, i.e. internet, broadband, etc.
- Employees struggle to **create space** daily; flexible daily calendar
- Concerns regarding **childcare** and **summer programs**
- Dealing with **multi-generational households**
- Impacted **hourly/non-exempt** employees, i.e. logistics warehouses

Measuring Productivity

- Set clear **SMART goals**
- Maintain a **results-oriented culture**
- Need to **clarify performance expectations**, discuss frequently and monitor regularly
- Regularly scheduled **1:1s**
- Use **collaboration tools**, i.e. Slack, Teams, etc.
- **Measure productivity** of important tasks and projects “with” clear deliverables and deadlines
- **Track progress** on priorities

MANAGERS

- Managing remote workforce
- Key word: Flexibility
- Safety first, job second
- Agile Performance management

Drawbacks of WFH

WFH SURVEY DATA IS IN – 80% want to work from home

- **It's hard to establish boundaries** – turn off work to attend to family matters, expanded workday hours, creating space in calendar, etc.
- **It can be isolating** - being around people is good for us – too much isolation has caused depression, etc.
- **It doesn't provide spontaneous interaction with others** – everything needs to be scheduled via zoom
- **Home offices aren't optimized for work**, i.e. space issues, roommate issues, kitchen table, etc.
- **Employees struggle to balance PTO** – some are taking less time off due to work pressure
- **Working longer hours** - not a typical 8 hr. workday
- **Not everyone is effective** working from home

esA

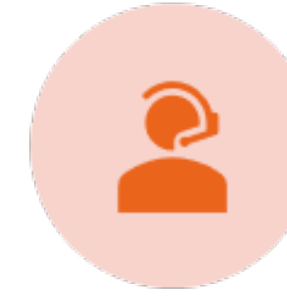
Typically Management Commitment is Tied to the following:



Increase productivity



Reduce overhead and parking costs



Improve coverage



Improve recruitment and retention



Improve Sustainability



Decrease tardiness and absenteeism



Improve morale



Prepare for business continuity



Managers' Role

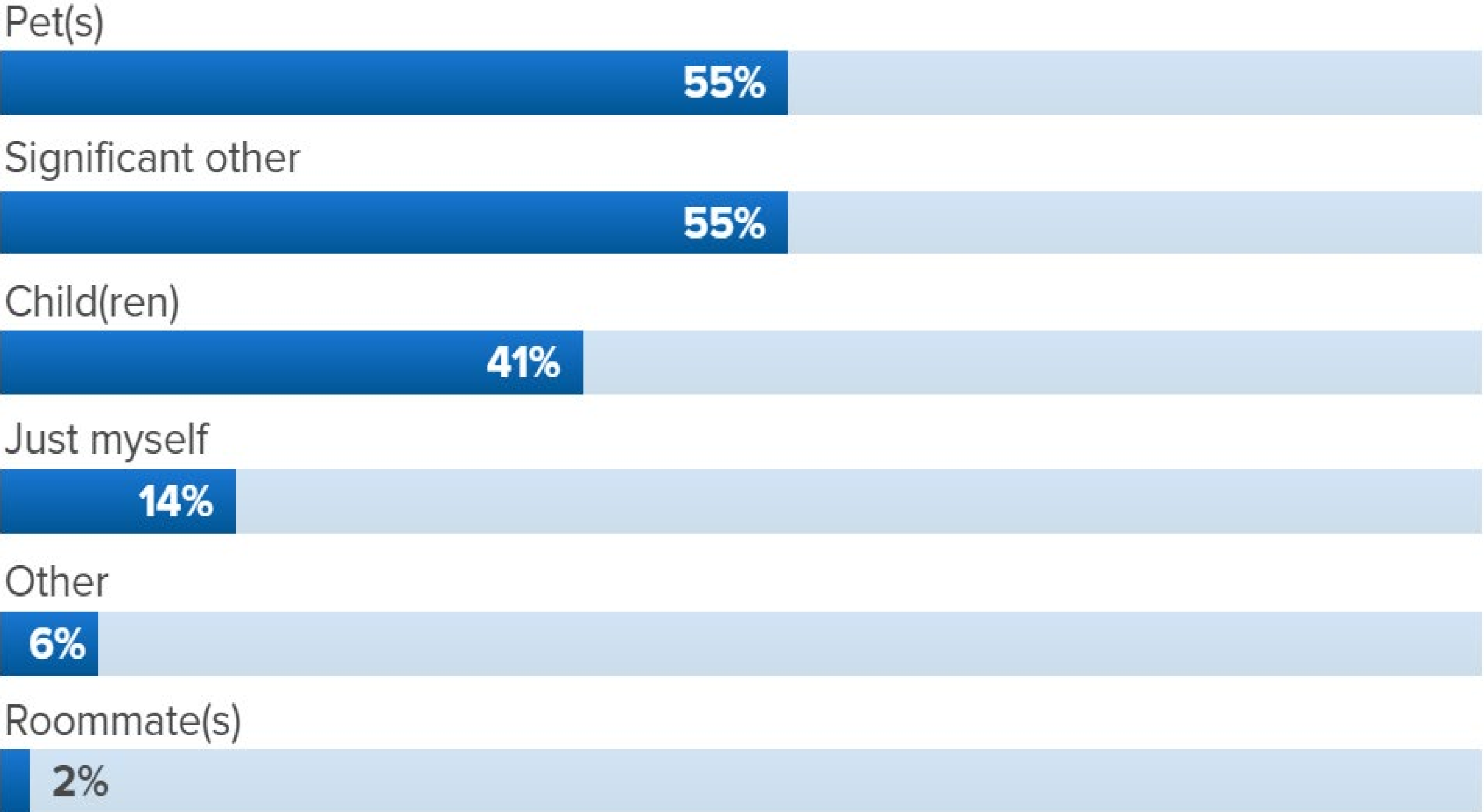
- “Creating a work environment that can maximize the productivity of staff given the technology and remote access, the existing trust in the workplace, established relations and communications strategies, with management approval.”

Teleworking during COVID-19

- Extreme teleworking...not the normal situation for teleworking
- Everyone in the household under one roof
- Working
- Home Schooling
- Providing Childcare
- Cooking
- Baking
- Stressed by the pandemic

Teleworking in the time of COVID-19 conducted first week of April 2020 SHRM

Who are you “co-working” with?



Notes: These results are based on 660 responses collected as of Monday, April 6, SHRM

Teleworking in the time of COVID-19 conducted first week of April 2020 SHRM

How many times a day are you interrupted by others in your household?

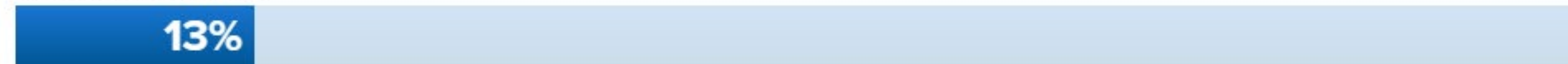
0-5



5-10



More than 10



Do you show your face on videoconference calls?

Of course!



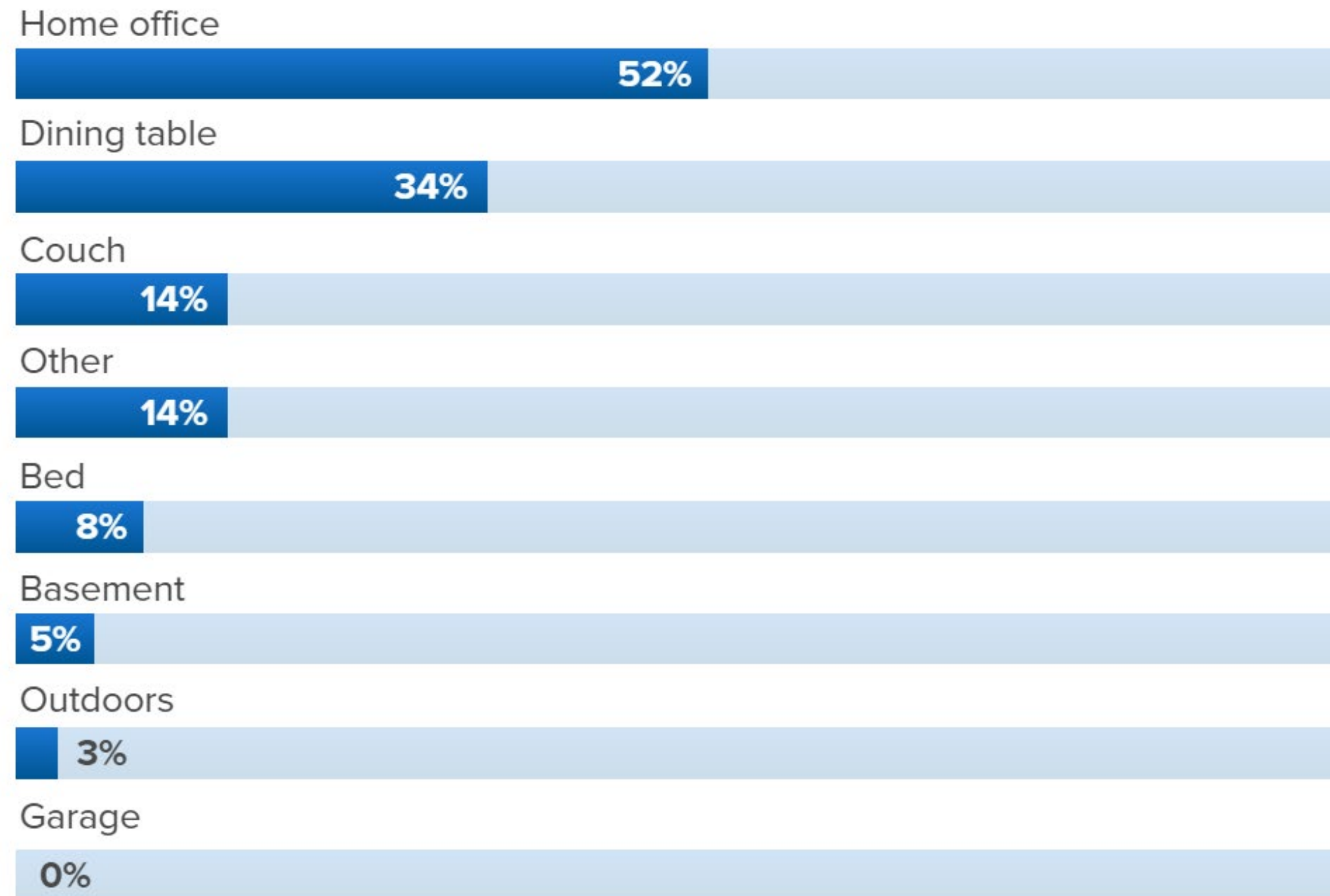
Never!



Notes: These results are based on 660 responses collected as of Monday, April 6, SHRM

Teleworking in the time of COVID-19 conducted first week of April 2020 SHRM

Where are you set up to work at home?

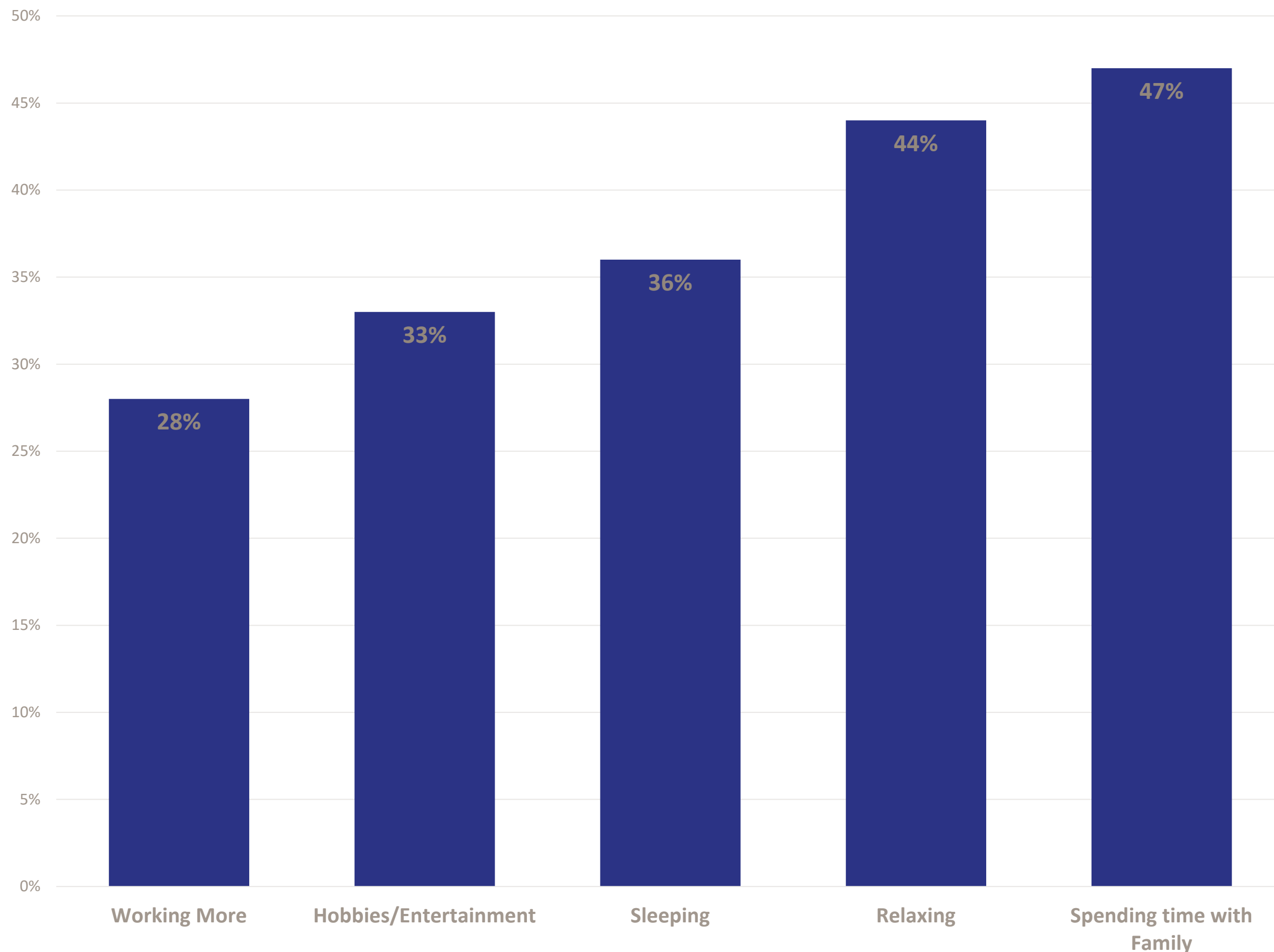


Notes: These results are based on 660 responses collected as of Monday, April 6, SHRM

Time Spent not Commuting, CNBC survey

- Finally, when asked how they were spending the time they saved on their commute, many respondents said they were spending time with family, hobbies, or simply sleeping. However, 28% said it was an opportunity to get some more work done.

The CNBC/Change Research poll surveyed 5,787 likely voters in the six states on April 17 and 18. It has a margin of error of plus-or-minus 1.3 percentage points.



Difficulty Focusing



A Korn Ferry survey of 783 professionals working remotely due to the coronavirus revealed that 77 percent are finding it difficult to concentrate.



Top distractions:

**watching news reports about the pandemic
worrying about friends and family
worrying about the virus
trying to work from home with kids present**

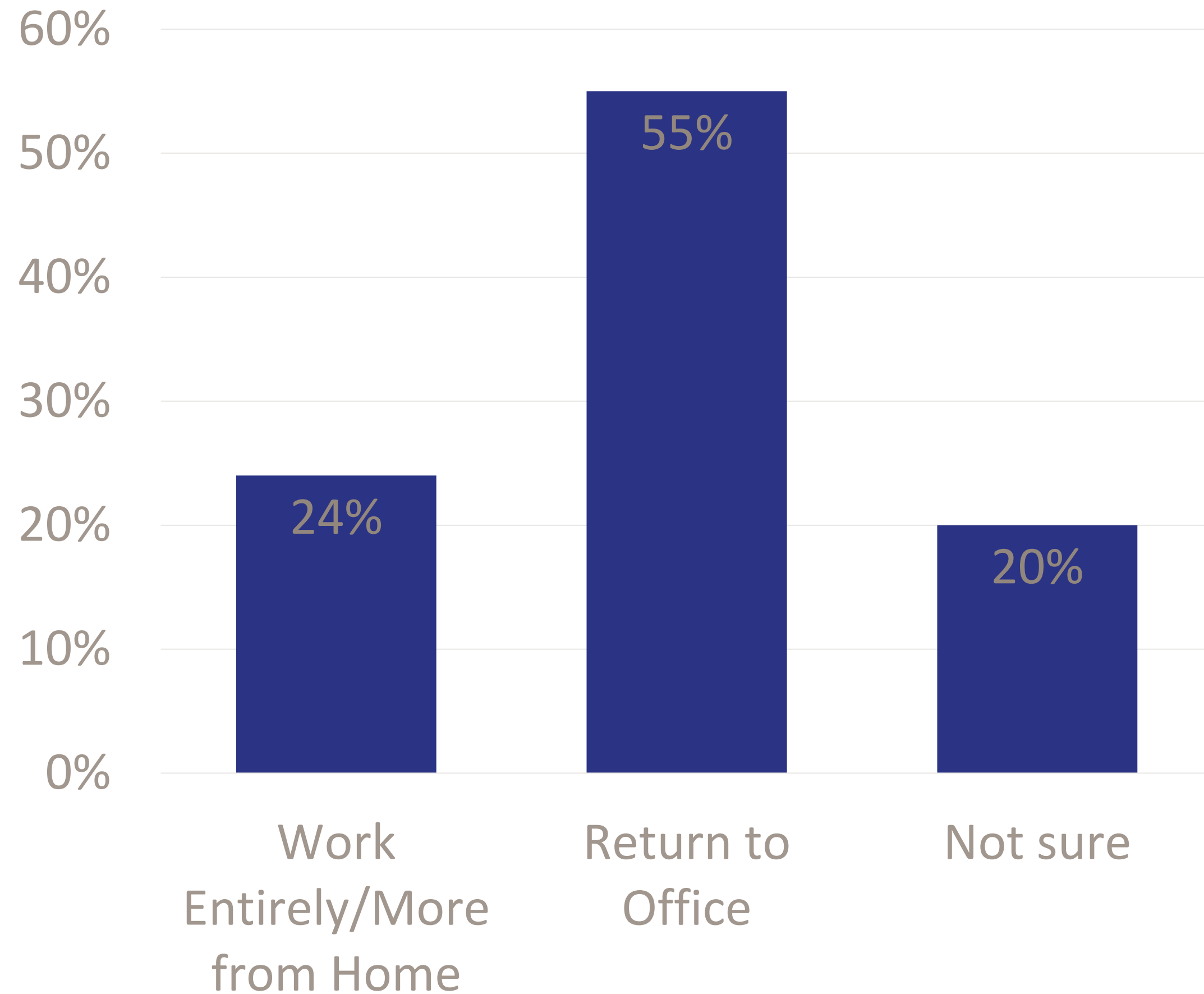
<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/majority-employees-embrace-remote-work-coronavirus-covid19.aspx>

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
- To make sure the solution works and continues after Covid19



Are We Going Back to the Office?

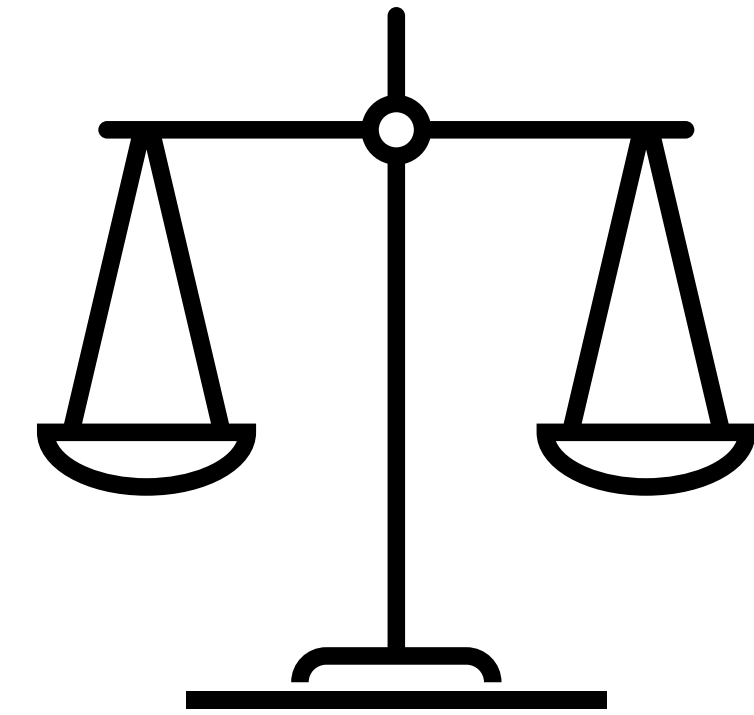


- Once the economy reopens, 24% say they'd like to work either entirely or more from home compared to how they worked before, while 55% plan to head back to the office and 20% are not sure.

The CNBC/Change Research poll surveyed 5,787 likely voters in the six states on April 17 and 18. It has a margin of error of plus-or-minus 1.3 percentage points.

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

- Goals
- Selection criteria
- Arrangements
- Frequency and Scheduling Issues
- Communication needs
- Worker's compensation and liability
- Available resources
- Technology
- Insurance
- Workspace
- Non-telecommuters

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:

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%

Telemanaging through Goal-Setting with Teleworkers



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	_____	

Every Employee is Different

 Directing

 Coaching


 Advising

 Delegating

 Developing trust

 Managing electronically

 Asking questions

 Encouraging independence

Establish Communication Standards

- Assess current communication practices - How might teleworking change communications?
- Impromptu communications will have to happen by phone or electronically
- It's OK to interrupt!
- Expect more e-mails, IMs, texts, and calls
- Assess if flexing the beginning and end of the day is possible
- Ask employees to be available to the degree possible during core hours
- Work and meetings
- Personal non-available time

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, or meetings



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

Tips for Managers



Have virtual breaks for people to video conference with each other



Make sure that employees have work life balance



Ensure that you are problem-solving issues as they arise

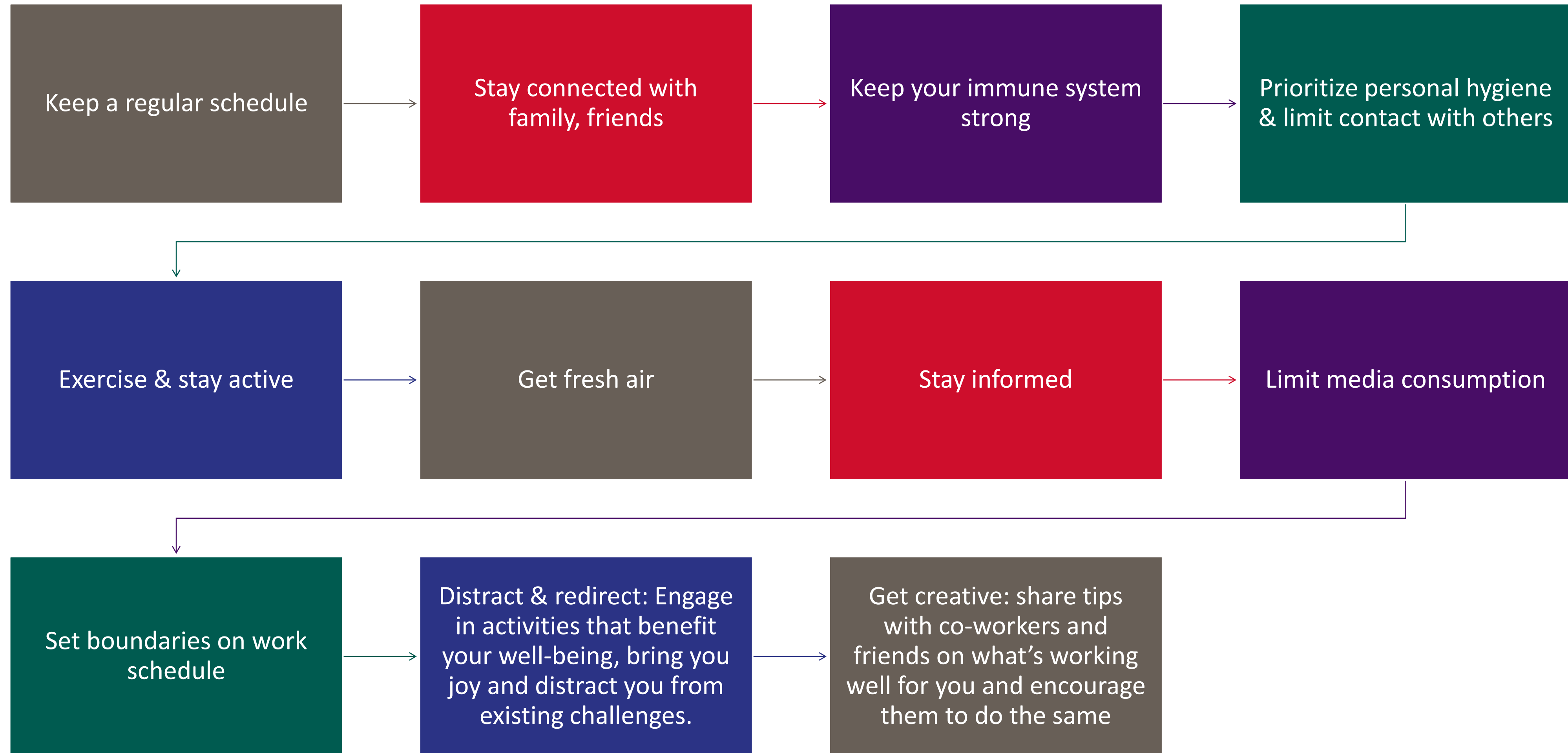
Ideas for to Boost Morale and Collaboration

- 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.



Suggestions on How to Maintain Health & Wellness



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



The Future of Work at Home

- Needs planning now!
- Managing expectations
- Improved technology for remote access
- More virtual collaboration
- Increased part-time teleworking
- Not everyone will want to continue
- Improved self selection
- Considering alternative work hours
- Considering a four day work week



WorkSmart Free Services –One on One Consultation

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

Contact

- Elham Shirazi
- worksmart@kingcounty.gov
- elham@e-planning.com
- 213.248.0030
- www.e-planning.com

