Welcome to SBCCOG’s Webinar:


Elham Shirazi, E-Planning, Principal
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
19% of Employees are Working from Home for the First Time, CNBC survey*

- 42% of respondents nationwide saying they are working from home – a huge jump from only 9% who say they worked completely from home before the pandemic. Some 14% say they are working from home more than before, while 19% are working from home for the first time.

*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.
Who are you “co-working” with?

- Pet(s) 55%
- Significant other 55%
- Child(ren) 41%
- Just myself 14%
- Other 6%
- Roommate(s) 2%

Notes: These results are based on 660 responses collected as of Monday, April 6
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: 66%
- 5-10: 20%
- More than 10: 13%

Do you show your face on videoconference calls?

- Of course!: 70%
- Never!: 29%

Notes: These results are based on 660 responses collected as of Monday, April 6
### Where are you set up to work at home?

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home office</td>
<td>52%</td>
</tr>
<tr>
<td>Dining table</td>
<td>34%</td>
</tr>
<tr>
<td>Couch</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>14%</td>
</tr>
<tr>
<td>Bed</td>
<td>8%</td>
</tr>
<tr>
<td>Basement</td>
<td>5%</td>
</tr>
<tr>
<td>Outdoors</td>
<td>3%</td>
</tr>
<tr>
<td>Garage</td>
<td>0%</td>
</tr>
</tbody>
</table>

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

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
States of Play, a joint CNBC/Change Research survey of swing states, finds 42% of respondents nationwide saying they are working from home.

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.

Some 60% report being either as productive or even more productive than they were working from the office.

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.
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.
Concerns while Working Remotely*

- **Top Distraction**: The top distraction employees cite that would take them away from work if they were to work from home is watching TV (32%).

- **Lack of Human Interaction**: 22% of employees are concerned about going ‘stir crazy’ when considering being mandated or encouraged to work from home in the wake of COVID-19 coronavirus.

- **At-Home Childcare**: 27% of employed parents with children under 18 said they would be concerned about the difficulty of managing children while working at home.

- **Social Interaction as a Parent**: A quarter (25%) of employed parents with children under age 18 cited lack of social interaction as a concern when working from home, compared to 18% of employees without children under age 18.

*Survey conducted by The Harris Poll on behalf of Glassdoor among nearly 1,000 employed U.S. adults about their employers’ response to COVID-19 coronavirus and sentiments on working from home.
Items to Consider

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
Conditions for teleworking agreed upon by TELEWORKER and his/her supervisor:

<table>
<thead>
<tr>
<th>Condition</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>The TELEWORKER agrees to telework at the following location</td>
<td>Location:</td>
</tr>
<tr>
<td>The TELEWORKER will telework _____ day(s) for the purposes of business continuity</td>
<td>From Date:__________________________ to Date:__________________________</td>
</tr>
<tr>
<td>The TELEWORKER’s hours will be</td>
<td>Teleworking hours are from _____ AM to _____ PM</td>
</tr>
<tr>
<td>The following are the types of assignments to be worked on by the TELEWORKER at the remote location:</td>
<td>Assignments:</td>
</tr>
<tr>
<td>The following equipment will be used by the TELEWORKER at the remote location:</td>
<td>Equipment:</td>
</tr>
<tr>
<td>The TELEWORKER agrees to check voicemail at least _____ times per day</td>
<td></td>
</tr>
<tr>
<td>TELEWORKER agrees to check and respond to email messages no later than _____ hours after receipt of the communication day</td>
<td></td>
</tr>
<tr>
<td>Additional conditions agreed upon by the supervisor and TELEWORKER are as follows:</td>
<td>Additional conditions:</td>
</tr>
</tbody>
</table>
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

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

Source: SHRM Survey Findings: 2014 Workplace Flexibility—Overview of Flexible Work Arrangements
Telemanaging through Goal-Setting with Teleworkers

- **Assist**: Assist employees in organizing work through scheduled meetings by phone or video to decide on scope of work for the week.
- **Define**: Define objectives and deliverables.
- **Establish**: Establish timeframes.
- **Ask**: Ask for an email outlining the agreed upon goals and deliverables.
- **Review**: Review status by end of the week or periodically.
- **Coach**: Coach employees.
- **Repeat**: Repeat for next week.
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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable</th>
<th>Accomplishment</th>
<th>Estimated hours</th>
<th>Actual Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
Teleworkers and Communication

- Teleworkers have to be accessible
- Call or contact manager if needed
- E-mails, calls, chats, texts should be on-going
- Make sure that schedule is current
- Work & meetings
- Personal non-available time
Integrate your teleworkers in innovation exchanges such as brainstorming exercises using technology

Face time helps build relationships

If you have access to videoconferencing, once a week try to schedule video meetings with the employee to have a more personal and fruitful exchange
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.
Planning for Success

- Act on problems as they arise
- Be honest with teleworkers
- Ask for input from coworkers
- There is an adjustment period initially
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
Contact

- Elham Shirazi
- elham@e-planning.com
- 213.248.0030
- www.e-planning.com