

WORK FROM HOME/REMOTE WORK/TELECOMMUTING

WHAT DOES IT ALL MEAN POST COVID-19?

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PRESENTATION OVERVIEW

1. **Making the Case** – the importance of having a clear policy on WFH/RM/TC post Covid-19
2. **Company Business Strategy** - as it applies to WFH/RM/TC
3. **Policy Considerations**
4. **Making it Work for Your Company** - as a Strategic Competitive Advantage
5. **Common Questions**
6. **Resource: TwoGreySuits website content**

DEFINITIONS

Work From Home – a work arrangement where the employee can work from home for an agreed period of time and schedule

Remote Work – implies a person who can work from any location without ever having to come on-site

Telecommuting – an employee who works from a remote location but might have to come into the office at some time or other

MAKING THE CASE: WFH/RW/TC

Narrative

- Several research studies indicate a significant/groundbreaking shift in employee thinking around post Covid-19 work practices
- Robert Half survey – 51% of employees currently working from home want a hybrid model going forward, 33% would look for a new job if told to return to the office full time
- Recent US survey - 44% of all new WFH workers do not want to return to the office
- Companies should be prepared for a potential disconnect between their ideal work structures and that of their employees
- The future of work is at stake – now is the time to be engaging in mindful discussions with teams and employees to determine what they most want and need – don't guess!
- A well thought out WFH/RW/TC plan that prioritizes employee health and well-being can support a strong company culture with recruitment and retention as benefactors

ADVERSE CONSEQUENCES OF A 'DO NOTHING' OR GO SLOW APPROACH

- Employees unclear/making assumptions about company position on WFH/RM/TC
- Appearance of favoritism in absence of policy
- Potential disconnect with company values
- Disparity between managers/departments
- Uneducated/uninformed managers/staff with damaging outdated viewpoints
- Lower retention & significantly increased and costly turnover
- Affect on the bottom-line profitability

MAKING THE CASE: WFH/RW/TC

- ✓ Supportive of an enviable company culture
- ✓ Office space savings
- ✓ Significant recruitment tool
- ✓ Improved retention
- ✓ Lower absenteeism
- ✓ Increased productivity & working hours
- ✓ Lower employee commuting costs
- ✓ Flexible work schedule
- ✓ Reduced stress levels
- ✓ Improved physical & mental health

INTEGRATING WFH/RM/TC WITH COMPANY BUSINESS STRATEGY

- Differentiate from competitors by becoming **leaders** in WFH/RM/TC: leaders in levels of two way trust, technology, employee flexibility, people management/empathy, productivity, achievement of results
- Key ingredient of EVP (Employee Value Proposition) maybe setting you apart from your competitors
- Identify ways for employees to become champions of company culture – get them to actively market WFH/RM/TC to potential hires
- Awareness of current trends - anticipate future trends in employee/employer work relationships

POLICY CONSIDERATIONS

- Policy purpose
- Scope & eligibility
- Request/approval process
- Attendance/availability/response requirements
- Performance management – productivity measures
- Tools/Equipment/Tech support
- Dress code
- Safety/Security
- Liability/tax
- Agreement end

POLICY CONSIDERATIONS & POTENTIAL ADVERSE CONSEQUENCES OF MOVING FORWARD...

- Teamwork/Employee Engagement
- Communications
- Promotions
- Mentoring
- *Managers not equipped to manage WFH/RW/TC workers*
- Manager inflexibility in the new work world
- Not having a clearly defined Performance Management System in place

MAKING IT WORK FOR YOUR COMPANY:

FLEXIBILITY IS KEY

- Understand employee needs/wants (don't guess or assume) – consider surveys but talk to all employees 1:1, educate/train managers on all aspects of WFH/RM/TC
- Sharpen focus on Performance Management – have clearly defined up to date job descriptions, objectives and clear measurement systems
- Ensure WFH/RM/TC policy is clear and well understood
- Ask for feedback, adjust as required
- Make it a part of your EVP

SETTING YOUR COMPANY POLICY

- Tailored to each specific company, not a one size fits all approach or solution
- When implemented/managed correctly can become a strategic competitive business advantage
- Be aware of new legislation about WFH (Ireland introducing new legislation including the legal right to ask to work from home, putting the onus on the employer to explain why not, also protections for unplugging from phone and email and a process to appeal for employees)
- Technology for WFH is getting better and governments are stepping in with speeding up national broadband initiatives

SETTING YOUR COMPANY POLICY

- Provide timely feedback when policy is breached
- See draft templates on website to consider when drafting your own policy
- Make adjustments as necessary
- Ask for employee feedback on how the policy is working

COMMON QUESTIONS

- What about employees who want to come into the office regularly but now can't – no space
- Legal questions – I am being told I have to work from home now 100% - is that constructive dismissal? & vice versa
- Will company now pay my commuting costs, child care costs if required to be in full office attendance?
- Companies are being asked now by employees to cover home office renovation expenses
- When does WFH potentially change to RW?
- Employees feeling isolated or excluded...
- “I don't feel well, going to WFH today” – is this a sick day or work day?

COMMON QUESTIONS

- An employee asking for 100% WFH agreeing all the work can/will get done, and the manager saying no
- Tax, liability, effect on house insurance, WSIB coverage
- Legal – is forcing WFH or work at office grounds for constructive dismissal? What about containing this in new employment agreements?
- Employees working remotely in different countries?
- How is overtime managed?

DOCUMENTS POSTED TO TGS WEBSITE

1. Benefits of having a Work From Home policy
2. Educate yourself – WFH Policy
3. Key Elements of a Work From Home policy
4. Draft - Work From Home policy
5. Senior Management checklist for developing WFH policy
6. Work From Home employee agreement form
7. Tips for WFH/Remote workers
8. Setting up the home office

SUMMARY

- Covid-19 has forced us to relook at how/where work is done – a huge shift is coming – be ready!
- WFH/RM/TC policy can have a significant effect on EVP & recruitment and retention
- Doing nothing cannot be an option
- Solicit employee input, talk to each employee currently doing WFH
- Use TwoGreySuits website resources to develop your own company policy, see new documents posted on WFH
- Do it now!

Thank-you!

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