



Evolving Strategies for a Hybrid Workforce

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Remote Work

Facts & Figures

A survey released by the U.S. Department of Labor's Bureau of Labor Statistics (BLS) shows that the amount of remote work dropped from 2021 to 2022 and is beginning to plateau in 2023.

Prior to the pandemic 72.5 percent of establishments surveyed had little or no telework, it moved up to 60.1 percent having some form of telework after the onset of the pandemic.

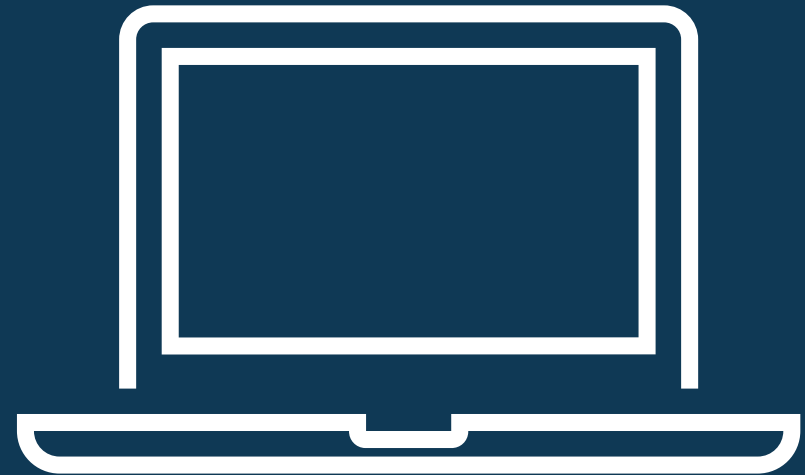
Remote Work Stats

The BLS found that industries with the highest percentage of establishments employing remote workers some or all the time last year were:

- Information—67.4 percent
- Professional services (finance)—49 percent
- Educational services—46 percent
- Wholesale trade—39 percent

The industries that most frequently said they rarely or never employed teleworkers were:

- Accommodation and food services—97.9 percent
- Natural resources and mining—92.1 percent
- Construction—89.6 percent
- Retail trade—89 percent





Positive Outcomes of Telework



- Remote work and tech can help eliminate location barriers
- Technology connects employees regardless of their physical locations
- Technology can improve accessibility for employees with disabilities
- Candidates with neurological conditions including autism, ADHD and dyslexia have more access to jobs
- Caregivers & Veterans reporting more opportunities



Remote Work, Works!

Flexible work arrangements offer numerous benefits to both employers and employees. Such benefits include:

- Assisting in recruiting efforts
- Enhancing worker morale
- Managing employee attendance and reducing absenteeism
- Improving retention of good workers
- Boosting productivity
- Creating a better work/life balance for workers
- Certain flexible work arrangements can contribute to sustainability efforts by reducing carbon emissions and workplace "footprints"
- Allowing for business continuity during emergency circumstances such as a weather disaster or pandemic

Remote Work Challenges



Barriers to access – Not all employees have equal access to the equipment and connectivity



Some employees' home situations make them hesitant, or entirely resistant, to keeping their cameras on during Zoom calls, for example



Some work/life benefits may not be utilized when remote



Behaviors/challenges/changes in performance and/or interpersonal may not be identified



Proximity bias

Important considerations for HR & Management

Have clear standards for how technology will be used in a remote or hybrid environment

- Camera on/off expectations for everyone;
- Ensuring everyone has access to the equipment they need;
- Training for people managers on managing in a hybrid environment
- Communicate about possible disruptions like kids, pets, spotty Wi-Fi
- Continue to communicate workplace values and respectful behavior
- Role clarity
- Communicate expectations



Additional Considerations

Managers tasked with implementing strategic goals related to flexible work arrangements need to keep many things in mind:

- Keeping programs relevant to workers' real needs/wants.
- Focusing on the unique needs of workers without engaging in unlawful disparate treatment or disparate impact discrimination.
- Allowing workers some choice and freedom while also knowing when and where the work is being performed to ensure legal compliance.

In addition, managing the change from a traditional work environment to one with more flexible work arrangements can create or throw a spotlight on various managerial trouble spots, such as:

- Upper management's resistance to change
- Control issues, especially in terms of supervision of work
- Working as a team with far-flung members and highly variant schedules
- Maintaining safety and security of personnel and data

Remote Work Toolkit

- [Develop a policy](#) – *handout*
- [Utilize a checklist](#) – *handout*

Trends and Emerging Trends

- After thousands of Amazon employees petitioned against the firm's new return-to-office (RTO) policy, asking the company to reconsider, workers have their answer: The RTO mandate is staying.
- Thousands (33k as of last count) have –
 - Organized a Slack channel to advocate for remote work
 - Drafted a petition to Amazon CEO Andy Jassy
 - Called on company leaders to drop the new policy
 - Organized protests immediately after Jassy said on Feb. 17 that corporate workers would be required to spend at least three days a week
 - Employees due back in the office May 1st





“Partial Work” in France

Discussion

