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The Future of the Office with Dr. Peter Cappelli from the Wharton Center for HR

Should we allow people to move to permanent remote work? Do we adjust the pay of those working remotely? Will you continue to retain the current amount of office space you occupy?

- Vaccine requirement for employees
 - Incentive payment/bonus?
 - Time off – 2 or 4 hours
 - The best results when people feel they are supposed to do something. We need to educate to convince people it's the socially responsible thing to do.
- Carl Peers – their CEO lobbied to get their front-line workers vaccinated, however they haven't had a great take-up, only 35%.
 - They are working on an education plan rather than incentives. Creating videos of people getting vaccinated and how they are getting on. Including CDC information.
- Ginny Angiello – starting an education campaign. Looking into administering the vaccine onsite.
 - Weighed the cost-benefit of giving 4 hours or doing it onsite, and it's about the same.
- We need to combat the misinformation in the media about the vaccine and returning to the office.
 - Some people are under the impression the government has implied it's the employees right not to work in an office.
- CFOs are pushing for more permanent work from home to reduce office footprint and cost.
- Most surveys show 50% of workers want to continue to work from home permanently, while 50% want to be able to return to the office. In both cases, having the option to come to an office was important.
- Ginny - developing a flexible workplace strategy – modifying their workspaces to accommodate people coming in at different times.
 - There is a cost associated with retrofitting space. Some are opting to wait to go back to the office until this is over.
 - Bringing people back to the office now could create more disruption as many still have childcare issues. June and September are two popular target dates for returning to the office.
 - We are seeing a major collapse of women in the labor force, as they care for and home school their children.
- Debbie Kemp - From a TA perspective, remote work has opened up the lens to a better talent pool
- Hotelling/Hot Desks and other temporary office and meeting space are becoming more popular
 - Jenn Terry – using outlook to reserve a desk

Examples of what companies are doing in regard to managing/maintaining their remote workforce:

1. Including a new field on all job descriptions that designate the position in one of three categories; Remote First, Remote Friendly, and Onsite.
2. Mandatory Management Training on how to hire, manage and maintain remote workforces. Topics include things like, using available communication tools, providing structured and unstructured touchpoints, create a sense of belonging, support well-being, encourage boundaries, encourage interaction among team, and how to make time for fun.
3. Orientation for ALL employees now includes remote-friendly courses. For example, Project Management and Collaboration Tools training (overview of tool general use and training on advanced features) and Cybersecurity 101 and Sign Off of understanding (since negligence, distraction and lack of understanding accounts for a large

portion of cybersecurity issues companies provide training and even in some cases requirements for remote workers, ie. VPN, strong password requirements, multi-factor authentication).

4. Digital Tools and Best Practices. Don't assume all remote workers know how to use the tools available or required. Maybe you know Zoom for example and how to use it at a base level, but you may not be aware of all of the tools, features and best practices to make using the application more efficient. Zoom 101 courses are being offered by employers and the intranet hosts a Best Practices and Tips webpage with all systems, applications and tools utilized in the company listed with a general one page "how to" guide and then a best practices and tips section for each. Employees are encouraged to submit their own ideas and have them published to the list and give them the option to take credit for the idea or post anonymously.
5. One company is offering all remote workers a \$250 stipend, paid every 6 months, to spend on their "remote office". Whether they want to spruce up their home office or order Starbucks delivery, the choice is theirs and offsets the onsite employee benefits they will not have access to.