

A modern office interior with large glass windows and people walking. The scene is bright and airy, with a tiled floor and wooden benches. The background shows a cityscape through the glass walls.

Workplace Flexibility Topics & Insights

Mary E. Corrado
President & CEO, ASE

ASE Background

ASE is Michigan's largest employer association and a premier resource for HR excellence. ASE is a member organization that is committed to enabling members with the most current data, information, and HR expertise to help them successfully manage ***their people***.

Mission Statement

ASE's mission is to support employers by providing a broad range of information, services, and training that enables them to successfully manage their most important asset: ***their people***.

Serving Members since 1902 with Comprehensive HR Solutions

Member Exclusive Benefits

- Local Compensation & Benefits Data
- HR Consultation Hotline
- HR Research & Tools – HR research
- CCH Tools - Compliance
- HRCI Recertification Credits
- Learning and Networking
 - Roundtables
 - Forums
 - Hot Button Briefings

Member Services

- Training & Development
- Staffing Services
- Pre-employment Screening
- Engagement Surveys
- Workplace Investigations
- Affirmative Action Plans
- Compensation Consulting
- Employee Handbook Development
- Coaching
- Organizational Development
- HR Audits

ASE by the Numbers

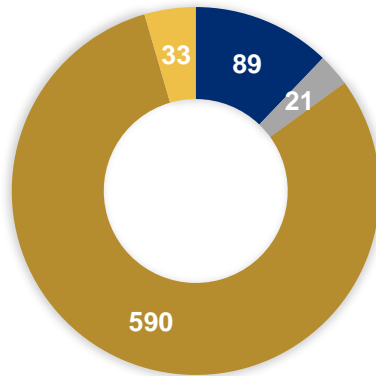
700+ Members

117+ Years

500,000+ Employees Served

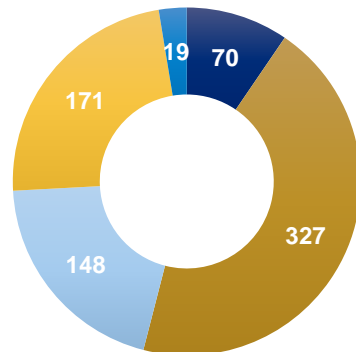
Member Demographics

GEOGRAPHIC DISTRIBUTION



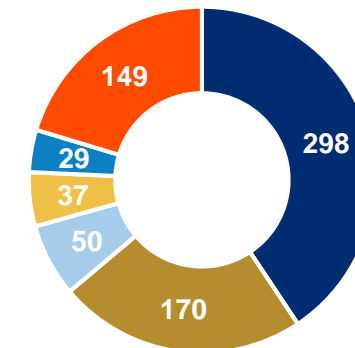
■ Mid Michigan ■ Northwest MI ■ Southeast MI ■ Southwest MI

YEARS OF MEMBERSHIP



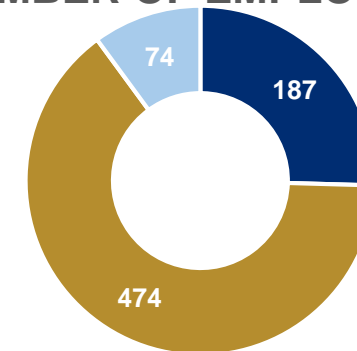
■ <1 Year ■ 1-10 years ■ 10-20 years ■ 20-50 years ■ >50 years

COUNTY DISTRIBUTION



■ Oakland ■ Wayne ■ Macomb ■ Saginaw ■ Washtenaw ■ Other

NUMBER OF EMPLOYEES



■ Silver (< 50) ■ Gold (50-500) ■ Platinum (> 500)



Introduction to Virtual Teams





What is a virtual team?

A virtual team is any team that has members that are not co-located and relies on technology for communications.

Virtual Terminology

Flexible Work
Arrangements

Work from
Home

Work Offsite

Multiple Office
Team


Dispersed
Team

Remote Team

Virtual Work

Remote Work

Other?

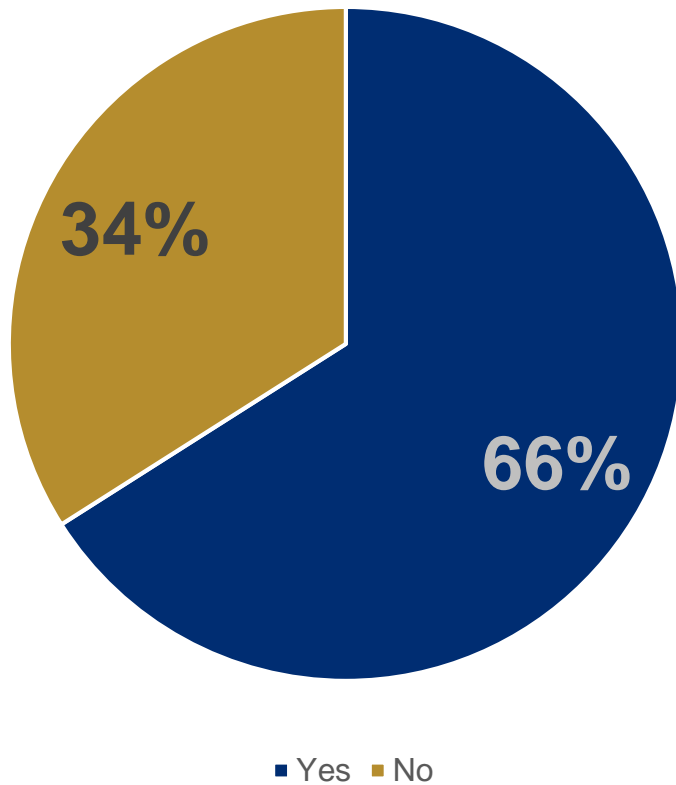
A modern office interior with large glass windows and people walking. The scene is bright and airy, with a tiled floor and wooden benches. The background shows a cityscape through the glass walls.

ASE's Workplace Flexibility Survey Results

Employers' Alternative Work Programs

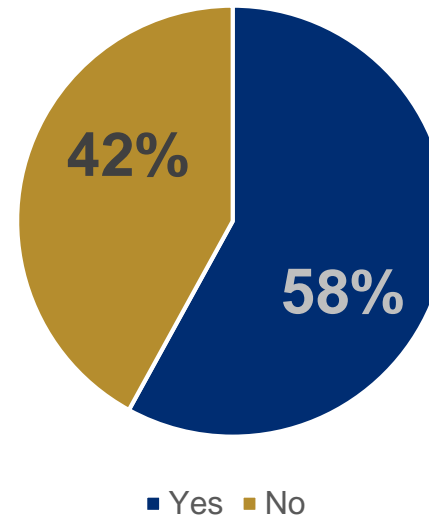
Does your organization offer any alternative work arrangements to employees?

Overall



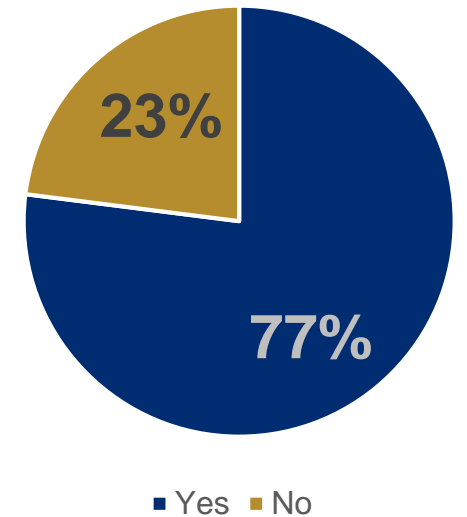
N=173

Manufacturing/ Good Producing



N=103

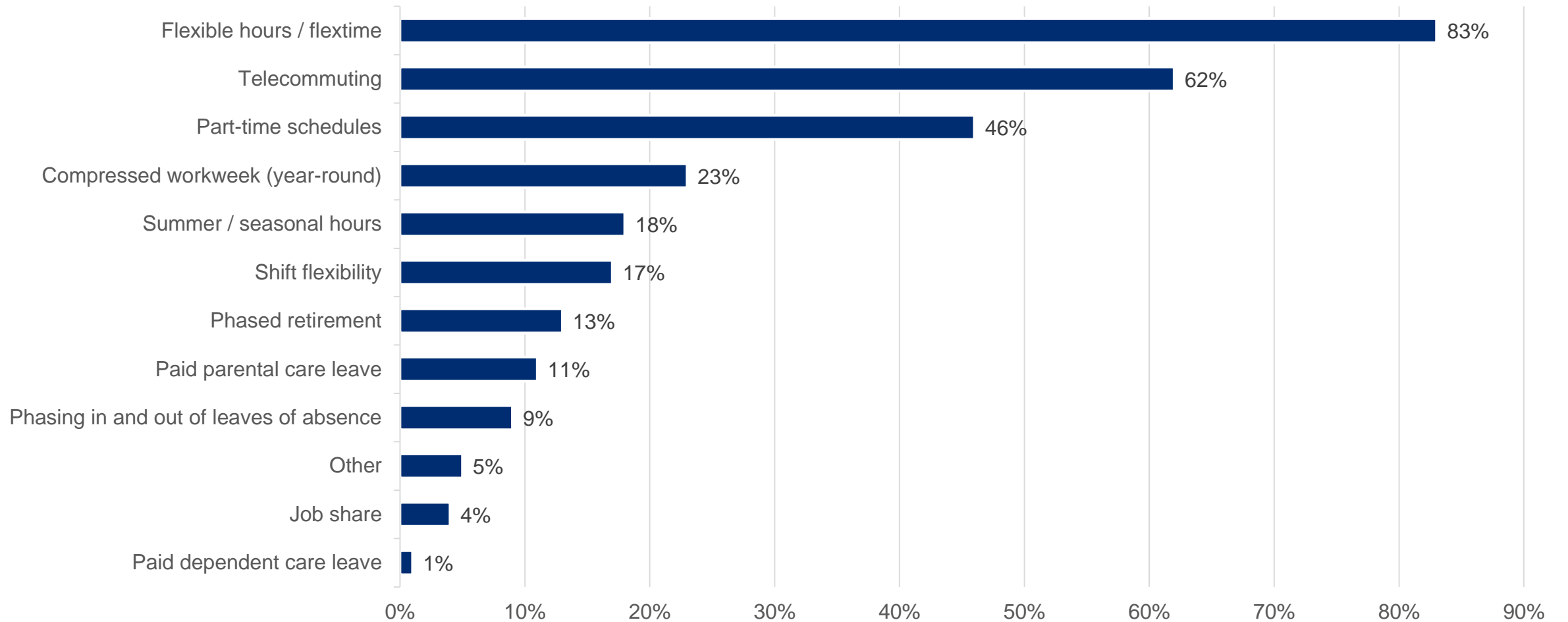
Service



N=70

Alternative Work Offerings

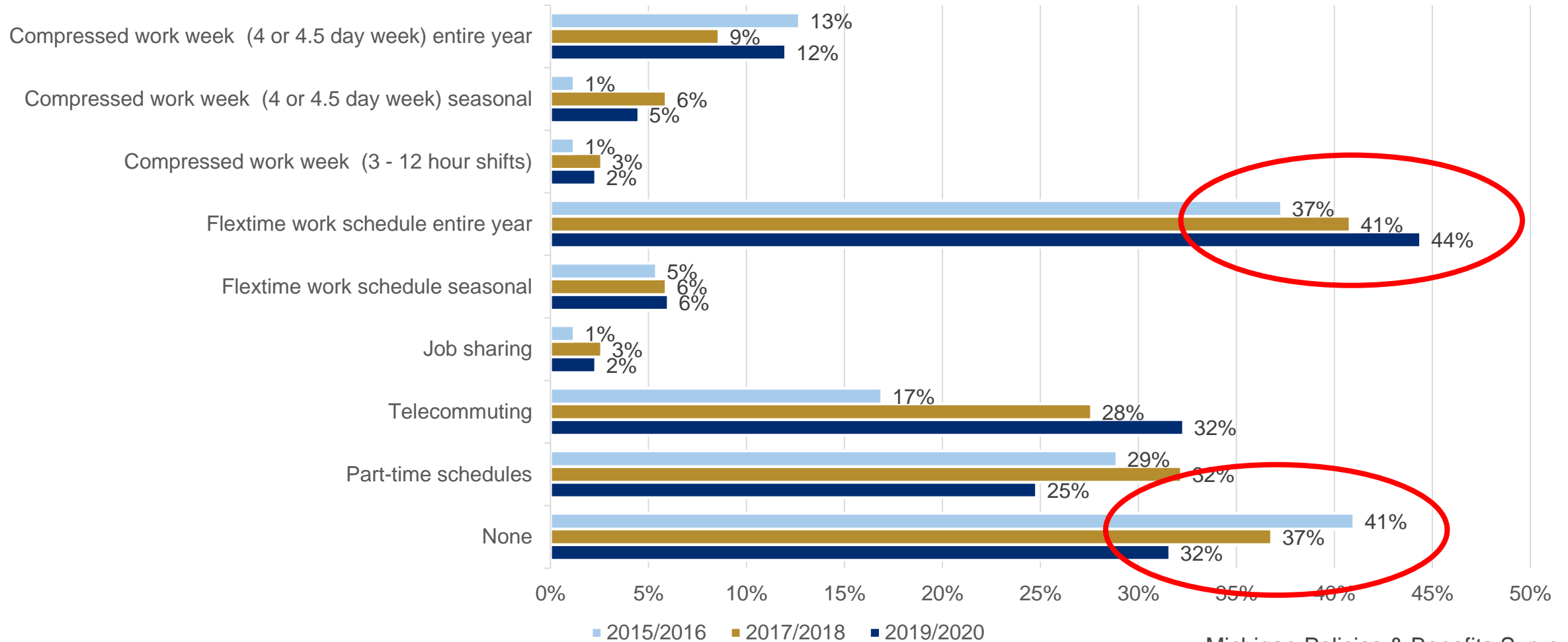
Which of the following types of alternative work arrangements does your organization offer to some or all employees?



N=114

Alternative Work Offerings

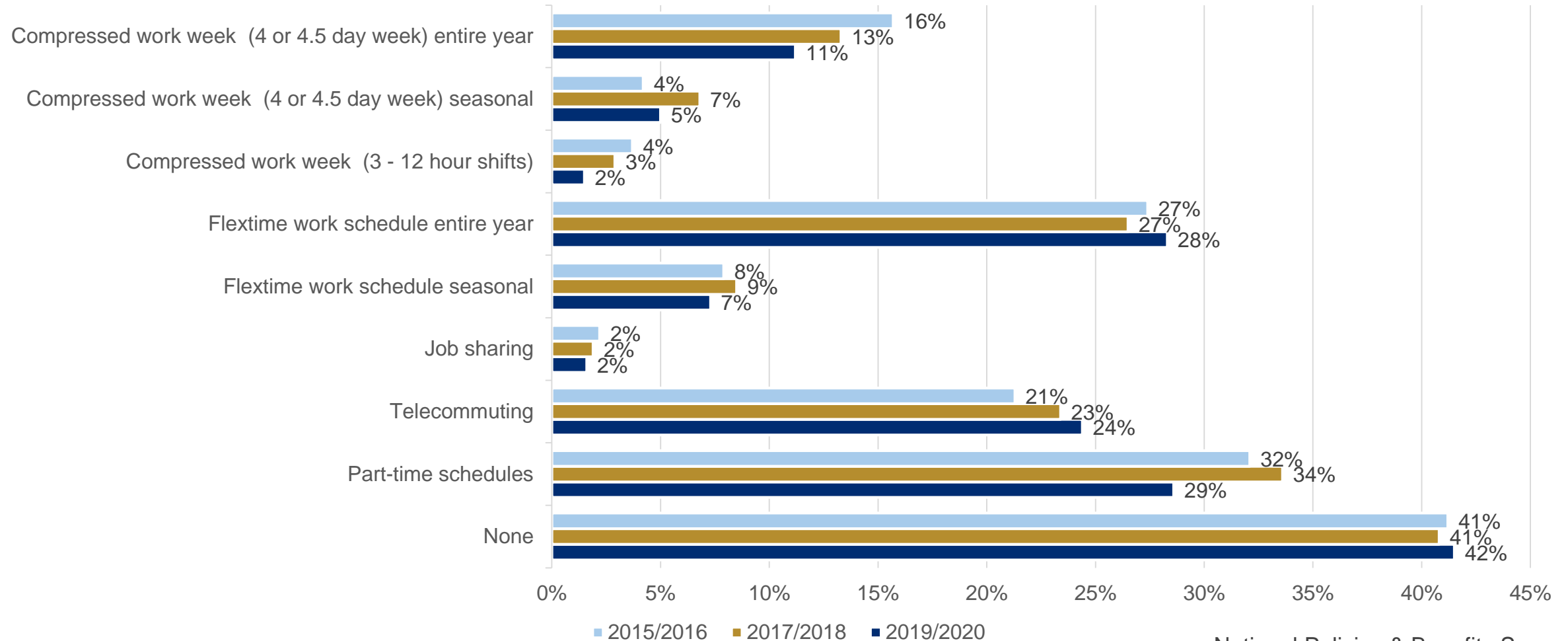
What alternative work schedules do you use? (*Michigan Policies & Benefits Survey*)



Michigan Policies & Benefits Survey

Alternative Work Offerings

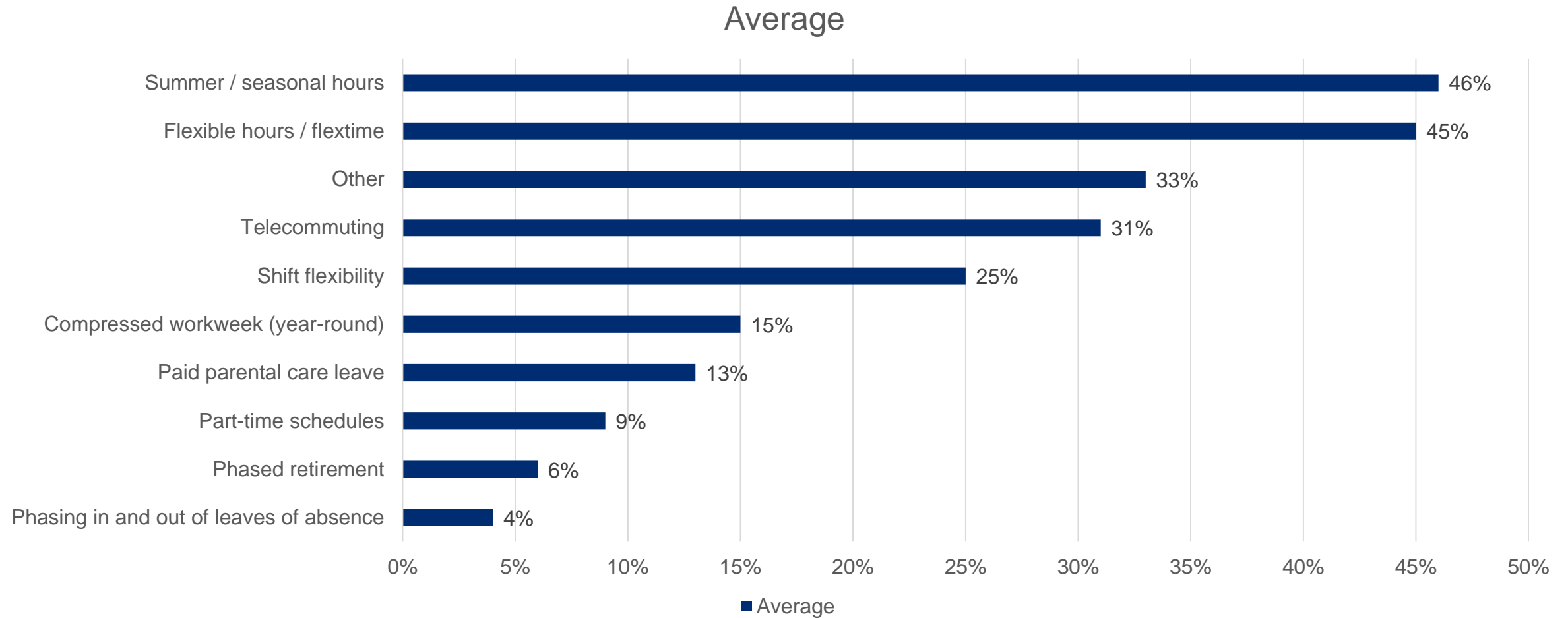
What alternative work schedules do you use? (*National Policies & Benefits Survey*)



National Policies & Benefits Survey

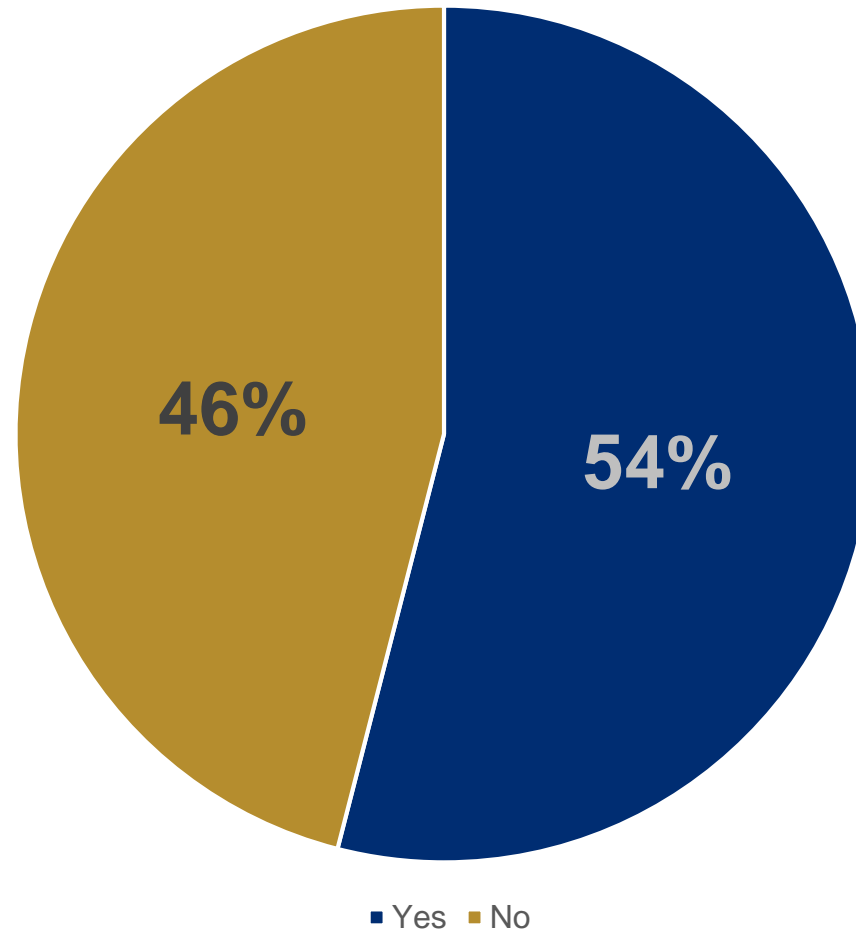
Alternative Work Offerings

What percentage of your employees participate in each type of alternative work arrangement?



Alternative Work Programs Marketed to Attract New Talent

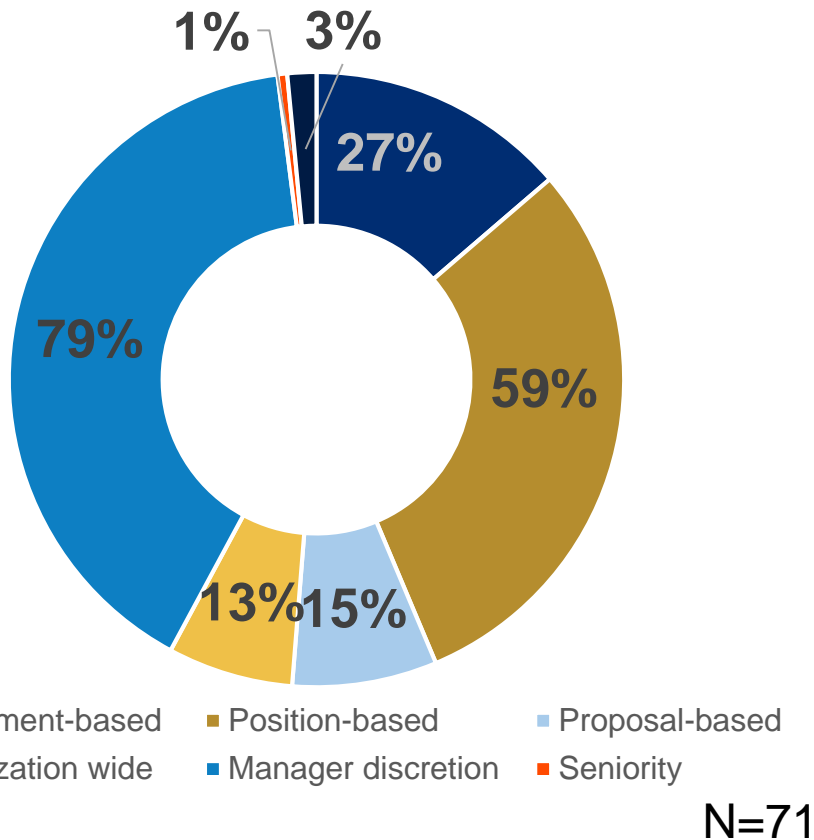
Does your organization market flexibility as an employee benefit to attract new employees?



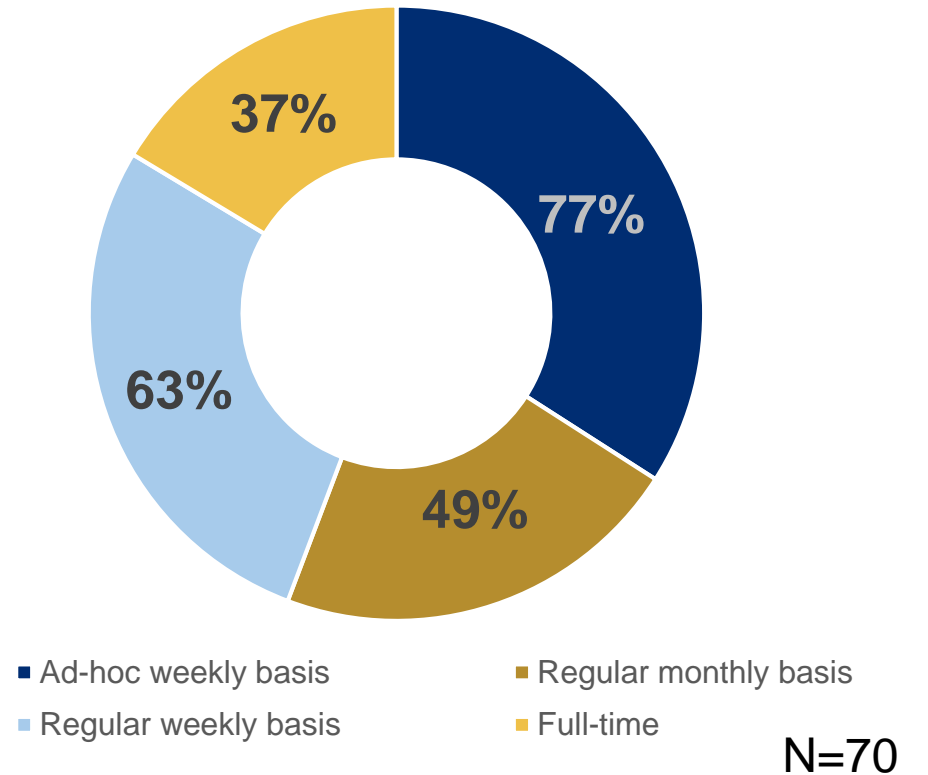
N=114

Telecommuting

How are telecommuting arrangements granted to employees?

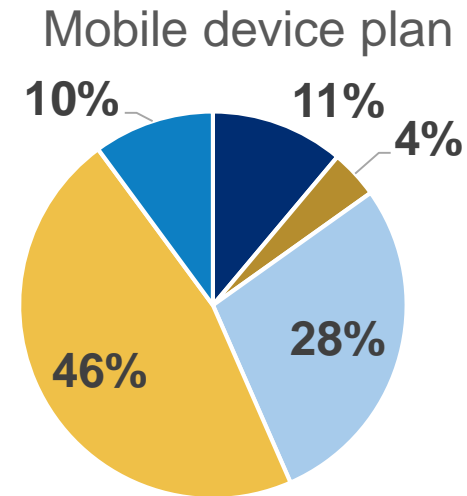
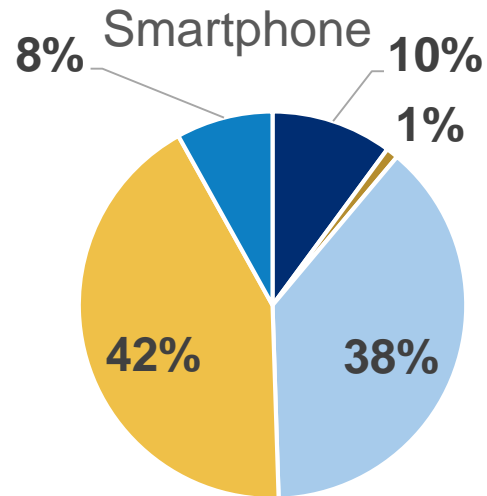
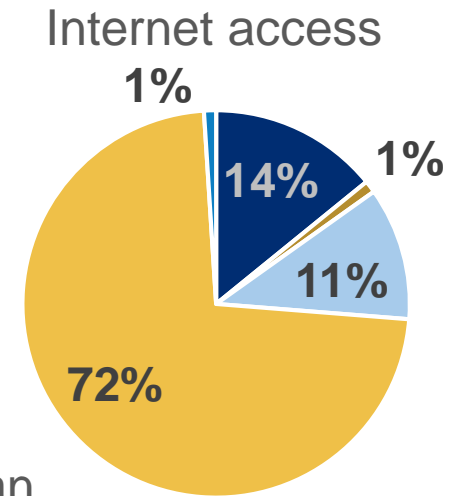
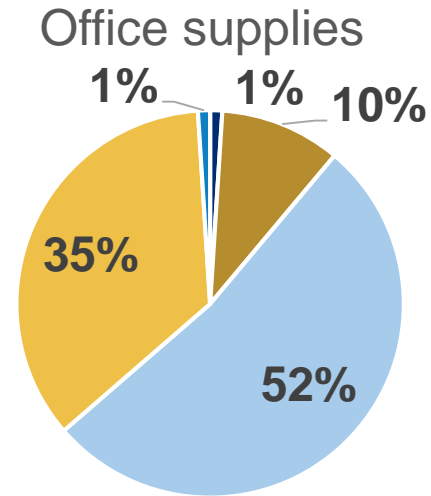
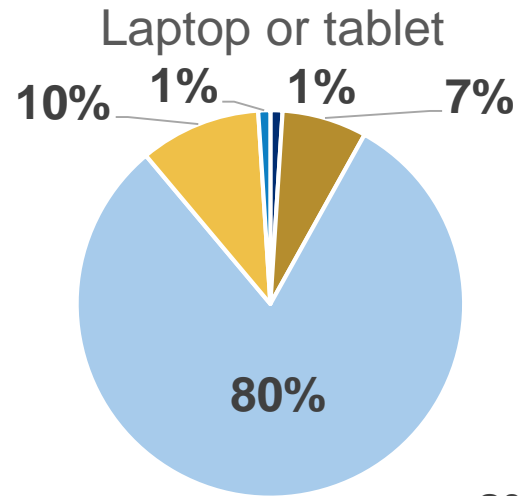


Which telecommuting arrangements does your organization offer?



Telecommuting

What costs does your organization cover for telecommuters?

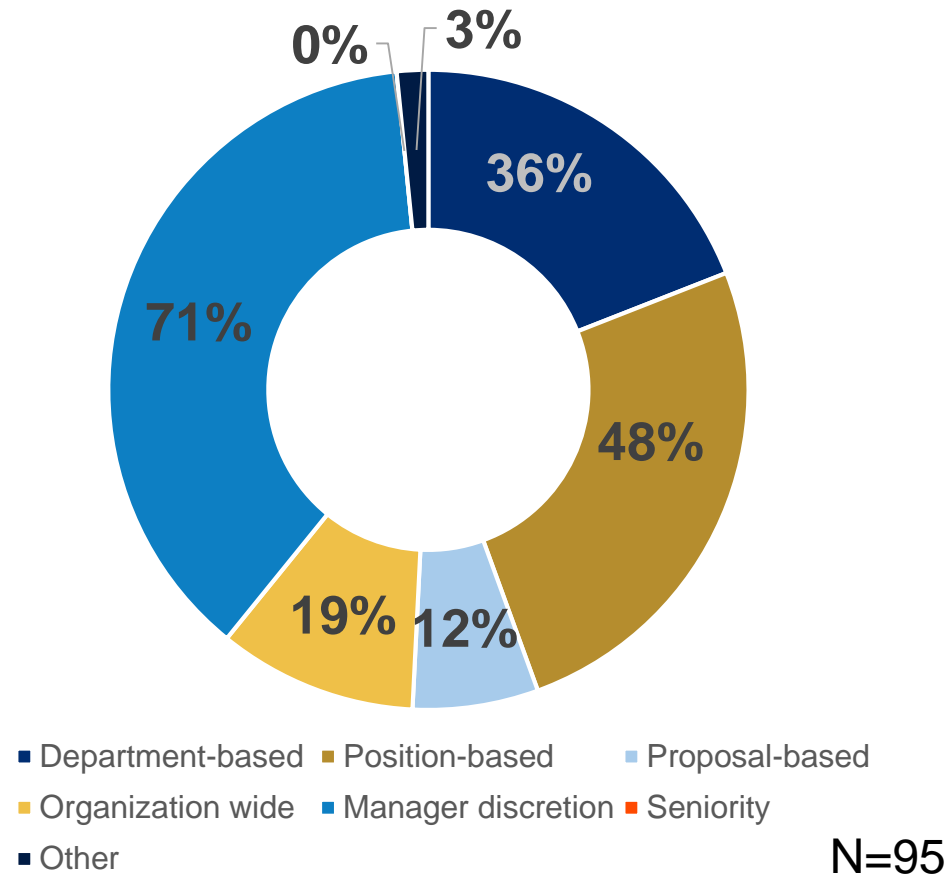


■ Partial reimbursement ■ Full reimbursement ■ Company supplied ■ Not covered ■ Other

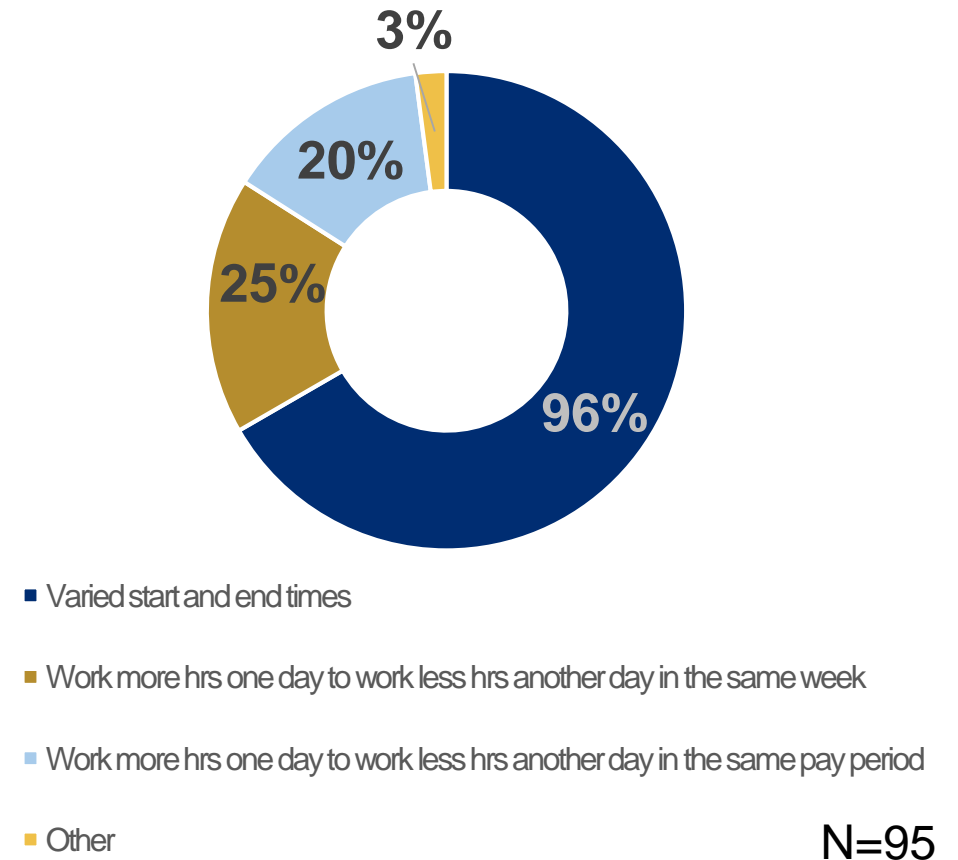
N=71

Flexible Hours / Flextime

How are flexible hours / flextime arrangements granted to employees?

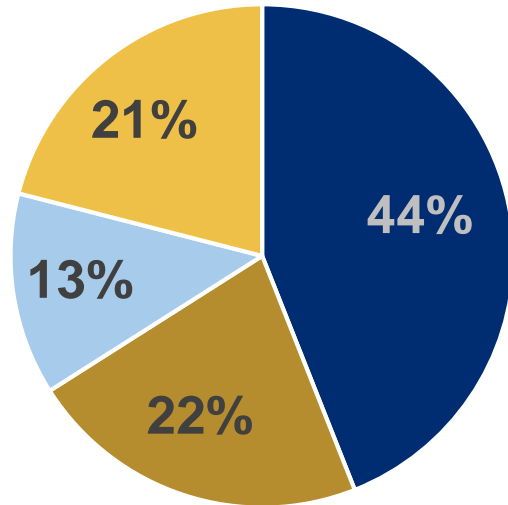


Which flextime arrangements does your organization offer?



Flexible Hours / Flextime

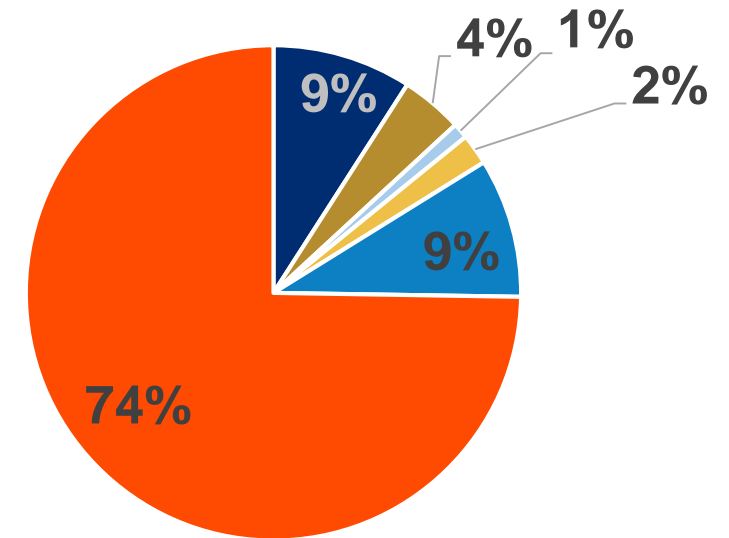
When allowing employees to use flextime and vary start and end times, are core hours required?



- Core hrs are the same for all employees
- Core hrs vary by department or business unit
- Core hrs vary by position
- No

N=91

How often can employees change their flex schedule?



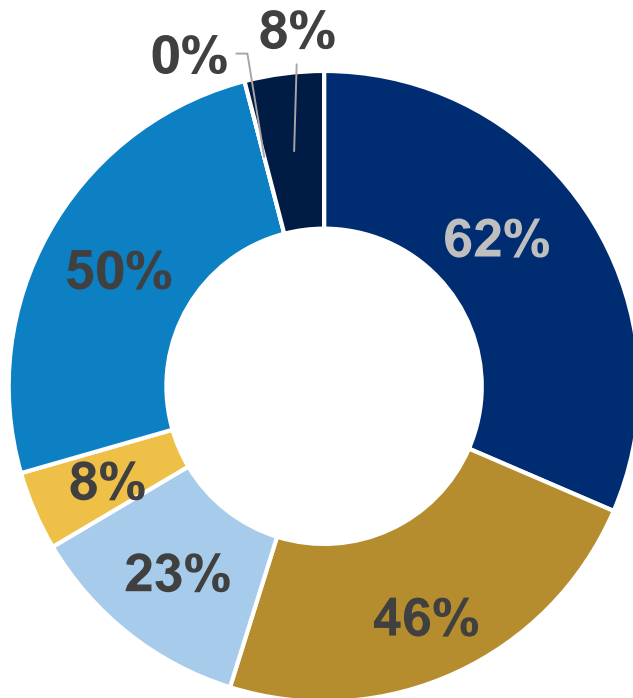
- Daily
- Weekly
- Monthly
- Yearly
- Other
- No set criteria on how often

N=95

Compressed Workweek (year-round)

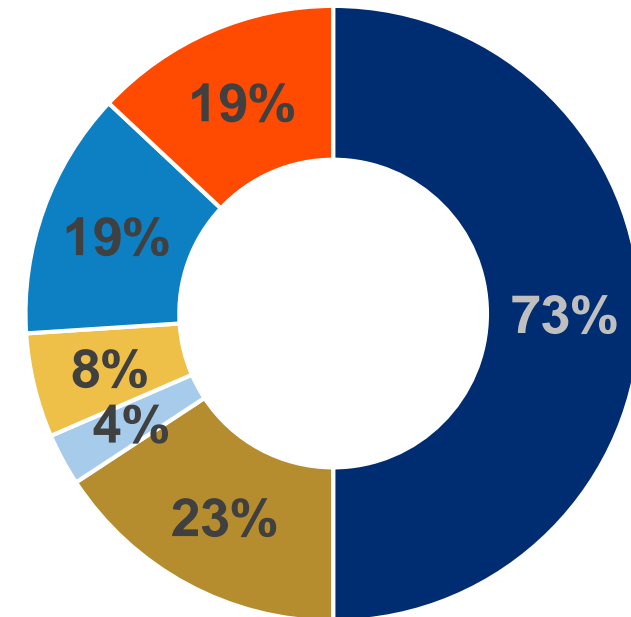
How are compressed workweek (year-round) arrangements granted to employees?

Which types of compressed workweek schedules does your organization offer year-round?



- Department-based
- Position-based
- Proposal-based
- Organization wide
- Manager discretion
- Seniority
- Other

N=26

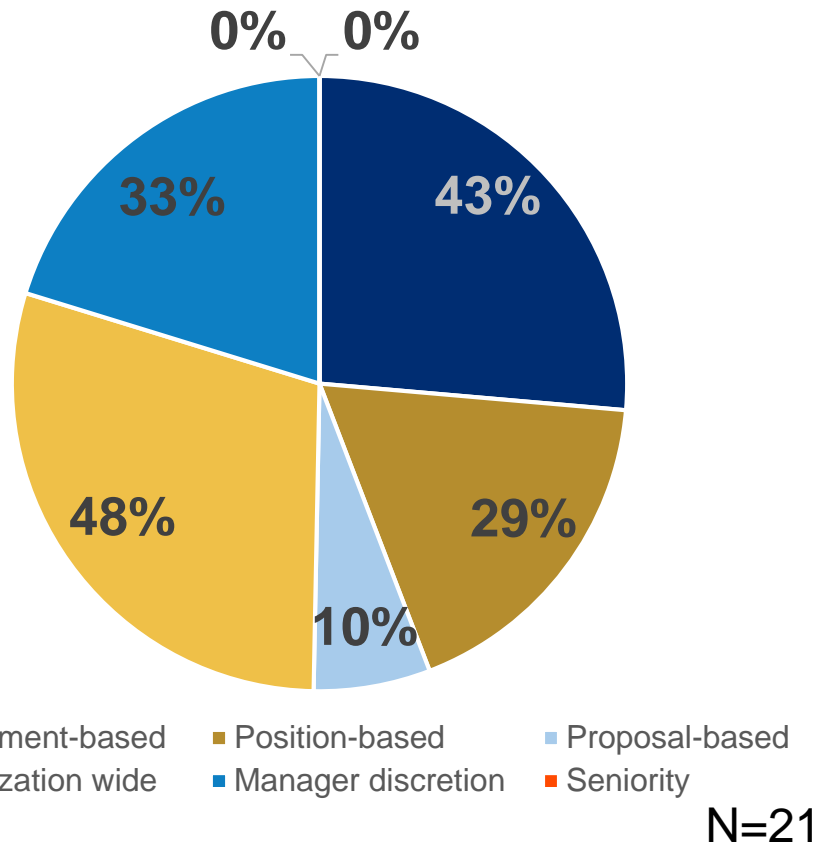


- 4/40
- 9/80
- 3/12
- 5/4/9
- No specific schedule
- Other

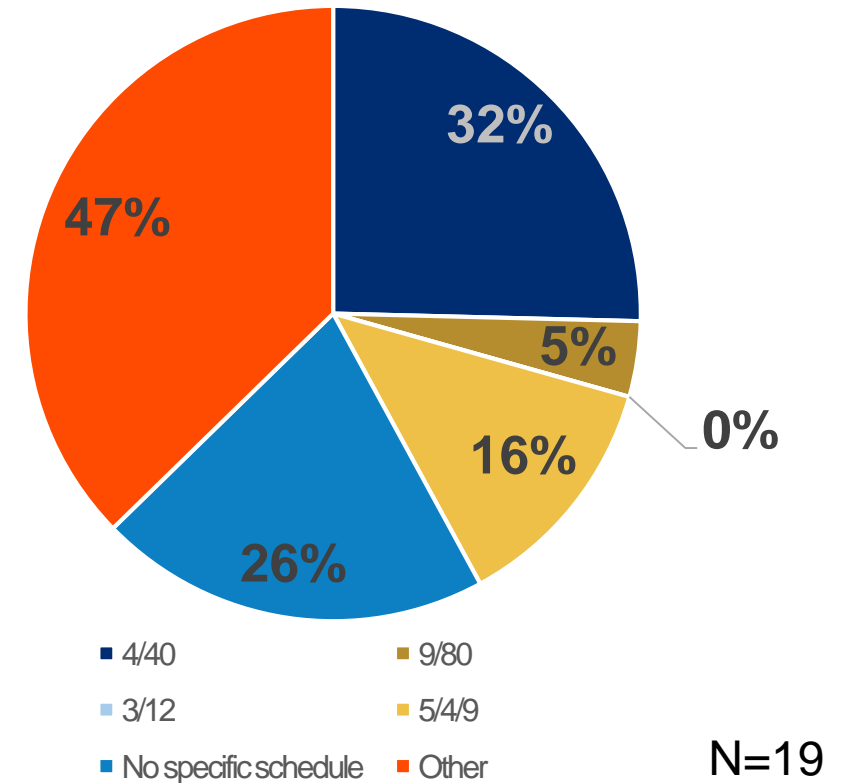
N=26

Summer / Seasonal Hours

How are summer / seasonal hours arrangements granted to employees?

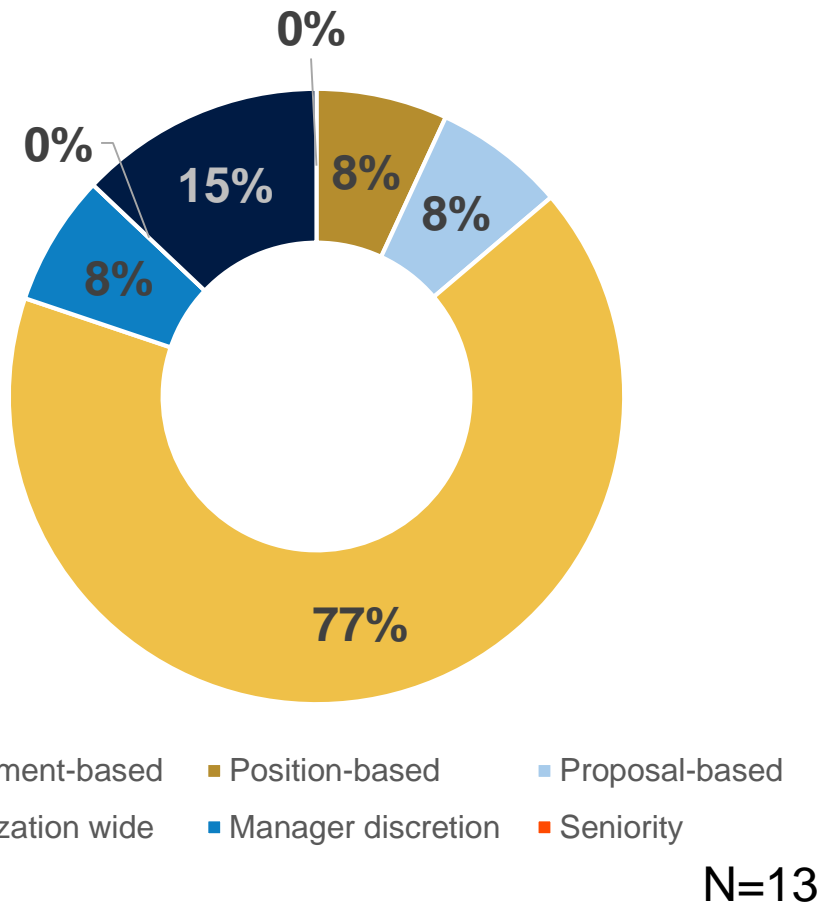


Which types of compressed workweek schedules does your organization offer during the summer?

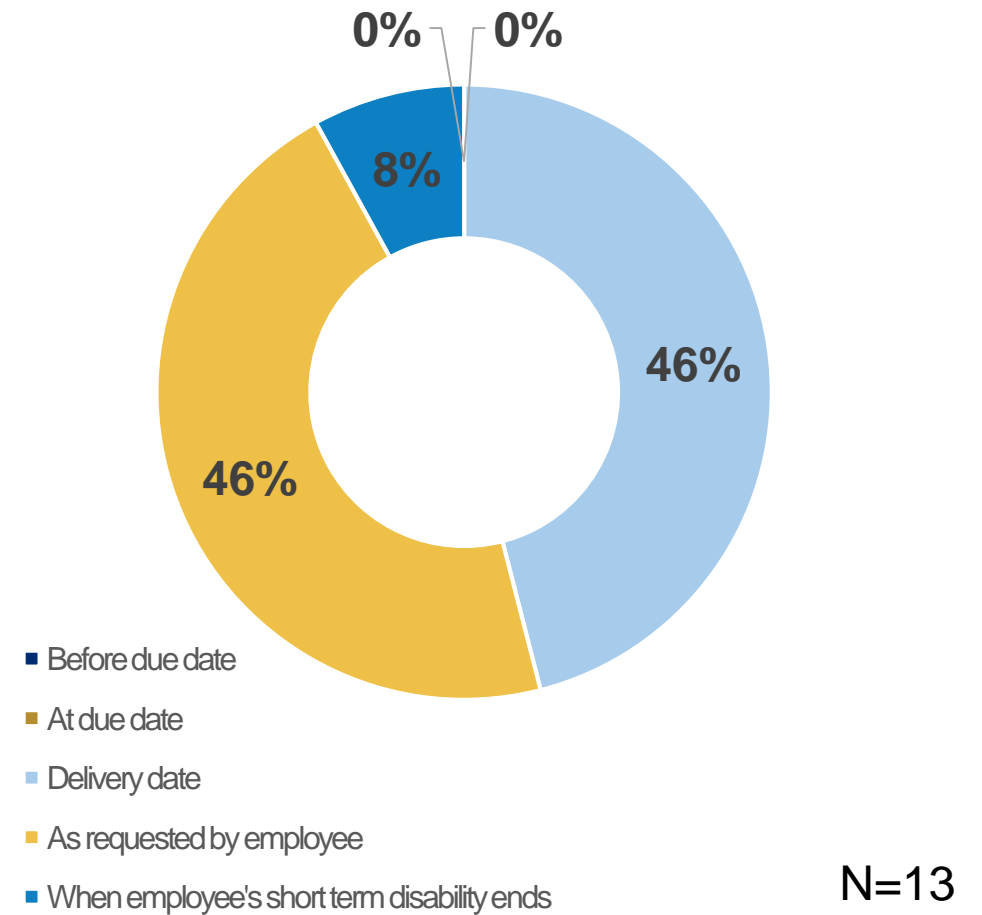


Paid Parental Leave

How are paid parental leave arrangements granted to employees?

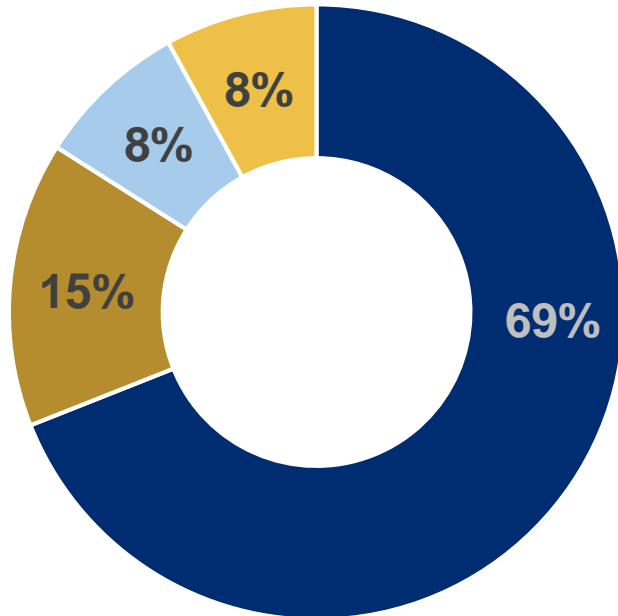


When does the paid parental leave start?



Paid Parental Leave

How is the amount of paid parental leave determined?



- Set amount for all new parents
- Different amounts based on type of new parent
- Accrued
- Other

N=13

How many days of paid parental leave do all new parent employees receive?

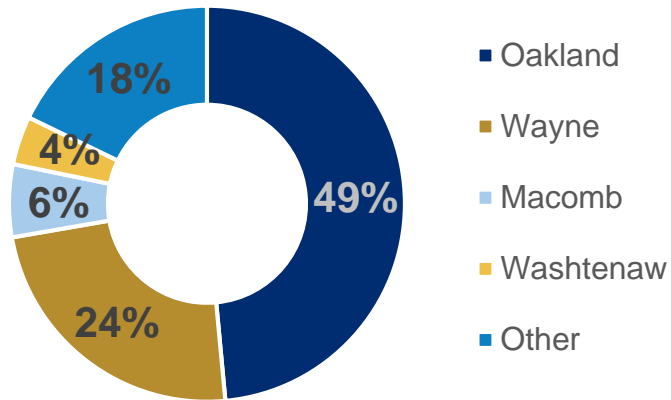


Average

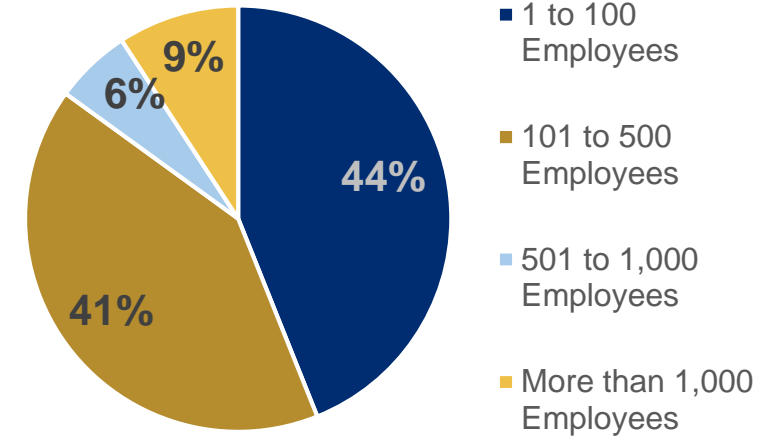
N=8

Demographics of Survey Respondents

Respondents by County



Respondents by Size



Manufacturing

58%



For Profit

84%



Automotive Supplier

41%



There were 173 respondents in ASE's Workplace Flexibility Survey

A modern office interior with large glass windows and people walking. The scene is bright and airy, with a tiled floor and a high ceiling. The text 'The ASE Approach' is overlaid on a white rectangular area in the center-left of the image.

The ASE Approach

ASE Telecommuting Policy

- 3-month experiment
- Not an entitlement
- Not all roles are eligible
- Must have worked at ASE for 6 months before eligible
- Monday is a staff in office day for all employees
- Free from distractions and arrange for childcare or eldercare
- Must have a dedicated workspace at home
- ASE is not responsible for initial set up of the employee's home office
- May be required to forfeit use of personal office space in favor of shared environment.
- Must use webcams during meetings

How ASE Makes It Work

- Mandatory Mondays
 - Mondays designated as “In Office” day for everyone
 - Staff meetings
- Set the Culture
 - Fun Committee activities held on “In Office” days
 - Evaluate how remote work impacts culture
- Leverage Technology
 - Microsoft Teams as collaboration tool
 - Mandatory video conferencing
- Start a Shared Chat
 - The Water Cooler Chat group
- Get Creative with Flexibility
 - Core hours 9am – 3pm



McLean & Company: Develop a Flexible Work Program Blueprint

Flexible work programs have powerful benefits for both employees and employers

Stronger talent attraction

42% of candidates say that **schedule flexibility is one of the top three factors** they consider when making **career decisions**.

(Manpower Group, 2017)

Same or higher productivity

57% of managers report that **teleworkers are equally or more productive**.

2% of managers report that **teleworkers are less productive**.

(WorldatWork, 2017)

Higher engagement

61% of employees who **agree or strongly agree** with the statement "I am able to **maintain a balance** between my work and personal life" **are engaged**.

(McLean & Company, Engagement Survey Database, 2018; N=4,110)

Increased job satisfaction

60% of **flexible** workers are satisfied with their jobs.

53% of **non-flexible** workers are satisfied with their jobs.

(CIPD, 2016)

Better work/life balance

65% of **flexible** workers are satisfied with their work-life balance.

47% of **non-flexible** workers are satisfied with their work-life balance.

Source: McLean & Company

The needs of managers and employees are not being met due to common barriers

Top barriers to effective flexible work programs:

Management resistance

29%

of employees cite **negative attitudes among senior managers or line managers** as an obstacle.

(CIPD, 2016)

Lack of job suitability

59%

of leaders cite **lack of jobs suitable for flexible work** as one of the top three obstacles.

(Conference Board of Canada, 2018)

Concern about career

58%

of employees say they are concerned about the **impact of flexible work on their career**.

(Hays, 2017)

Concern about productivity

63%

of leaders cite **concern over productivity loss** as one of the top three obstacles.

(Conference Board of Canada, 2018)

Presenteeism

13%

of employees say their organization's **cultural emphasis on being seen at your desk** (even when unnecessary) is an obstacle.

(CIPD, 2016)

Needs from flexible work programs:

Manager:

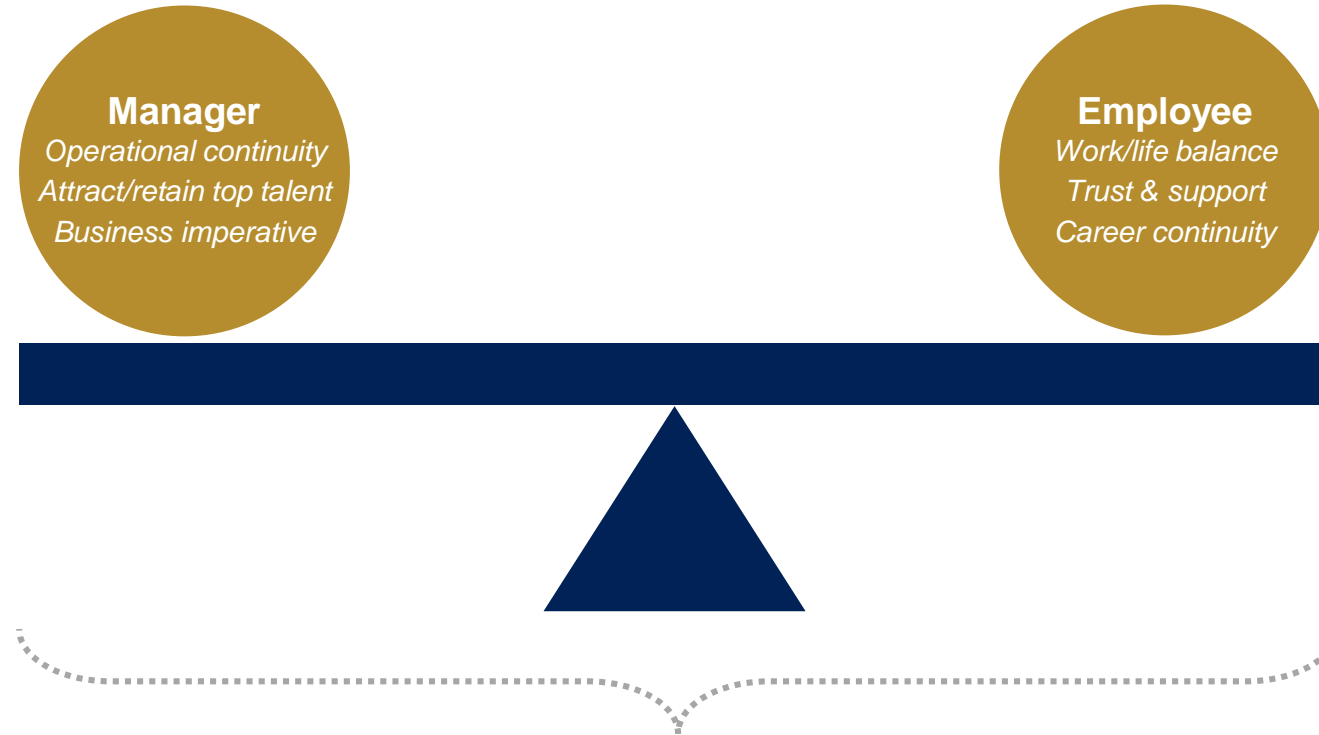
- Operational continuity and job suitability
- Attract and retain top talent
- Realize the business value of flexible work

Employee:

- The flexibility to achieve work/life balance
- Trust and support from manager
- Career not negatively impacted

Source: McLean & Company

Develop a program that balances the needs of managers and employees to ensure success



The steps of this blueprint incorporate all these elements to help you build a successful program.

McLean & Company insight

While flexible work programs are often designed at the organizational level, they are ultimately implemented at the team level: between a manager and their direct report. **Program success depends on whether the program meets both parties' needs.**

Source: *McLean & Company*

Decide if total flexibility should be shortlisted



What

- The “anytime, anywhere, anyhow” option: employees can work anytime and from anywhere as long as they deliver output on time (a combination of flexible hours and remote work).
- A results-focused environment: it doesn’t matter how you do your work, just that it gets done.



Advantages

- Saved costs by hiring employees only for output.
- Saved real estate costs.
- Increased engagement and improved wellness due to higher autonomy and greater work/life balance.
- Reduced absenteeism and lateness as employees can adapt their schedule to appointments during work hours.



Who

- Independent contractors with clearly defined deliverables.
- Employees who are highly self-managing, independent, and internally motivated.
- Employees who have changing commitments and/or are commuters.
- Employees who are comfortable working with others through technology.



Concerns

- Requires accurate measurement of output.
- Less opportunity for learning from peers and face-to-face collaboration.
- Expensive to implement technology and train employees if you don’t already have it in place.
- Management training on managing a virtual team may be required.

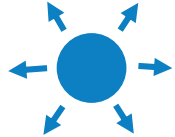
Source: McLean & Company

Determine how you will roll out the program



Pilot:

- Implement a pilot first, and then roll out the rest of the program after evaluating the pilot's success and addressing any issues.
- Roll out one or two flexible work options with one employee segment or one option with the entire organization.



Full scale rollout:

- Roll out the remainder of the program (e.g. to other employee segments or additional flexible work options) once there is significant uptake of the pilot by the target employee group and issues have been addressed.



Communications:

- Launch the program through a town hall meeting or organizational announcement to build excitement and buy-in.
- Develop separate communications for employee segments where appropriate.
- Involve the CEO or an executive sponsor to deliver communications.

Source: McLean & Company

Key Insights

- **Assess the feasibility** of flexible work options for your organization to ensure it meets managers' needs.
- Senior management and frontline management resistance are two of the top three obstacles to flexible work (CIPD, 2016). Gain leadership buy-in by **highlighting the benefits** to the organization (not only employees), **demonstrating the feasibility** for the organization, and **addressing common misconceptions**.
- **Ask employees which options they would prefer**. There is no point in offering something employees won't use.
- **Inform and equip managers and employees** to gain their buy-in and ensure success.
- Low trust in employees to work independently isn't a problem if you can **measure performance**. Encourage managers to define tasks and deliverables wherever possible, and conduct check-ins to ensure progress.
- Making a flexible work program a success is a **shared responsibility**. Encourage teams to work together to find ways to make it work.
- Flexible work isn't a one-and-done initiative. Continually **evaluate it, gather feedback**, and work with stakeholders to **iterate and improve it**.

Source: McLean & Company



Resources & Best Practices



Remote Work Tips

Future of Remote Working by Anne Marie Ginn

- More businesses will realize benefits of remote working for reducing environmental impact.
 - City of San Antonio has called on businesses to authorize more flexible work schedules to encourage employees to work a 4-day week to reduce their commute and improve air quality.
 - Businesses will look for smarter ways to maximize office space and encourage flexible working.
- 55% of workspaces occupied at any one time already. More organizations will maximize office spaces by moving to smaller offices.
- This requires investment into quality video conferencing systems and equipping employees with web cams.
- More organizations will collect data around how employees are currently using office environment and how layout design and technology can be adapted.

Source: <https://www.techradar.com/news/the-future-of-remote-working>

Benefits of Virtual Teams

Decreased Attrition

- 61% of employees have left or considered leaving a job because it did not have work flexibility.
- 76% of respondents said that they would be more loyal to their employers if they had flexible work options.
- According to a 2017 study by IT solutions company Softchoice, 74% of 1,000 office workers surveyed said they would leave their job for another that offered the option of more remote work.

Greater Productivity

- 65% of workers said they would be more productive in a home office than in a traditional office space.
- 2/3 of employers report increased productivity for remote workers compared to in-office workers.
- 75% of people say they are more productive working remotely due to fewer distractions, increase employee resource time.
- Access to global resources at low/no cost for greater creativity.

Benefits of Virtual Teams

Boost Employee Satisfaction

- 97% of the workforce said a job with flexibility would have a huge improvement or positive impact on their overall quality of life.
- 69% of millennials will trade other work benefits for flexible workspace options.

Cost Savings for Employers and Employees

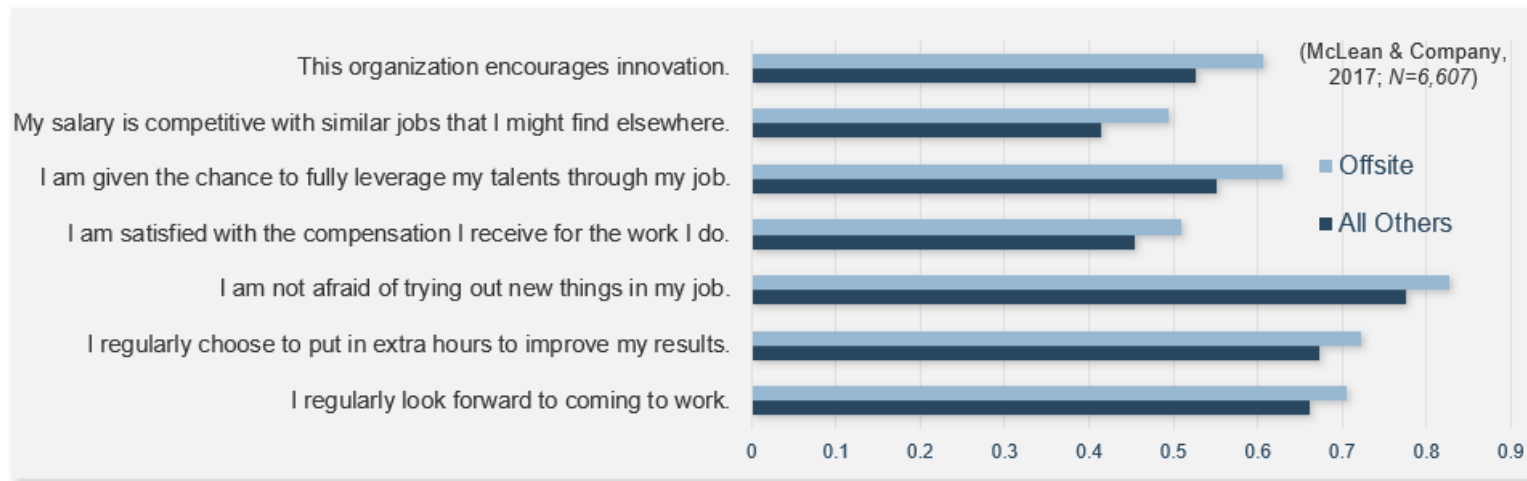
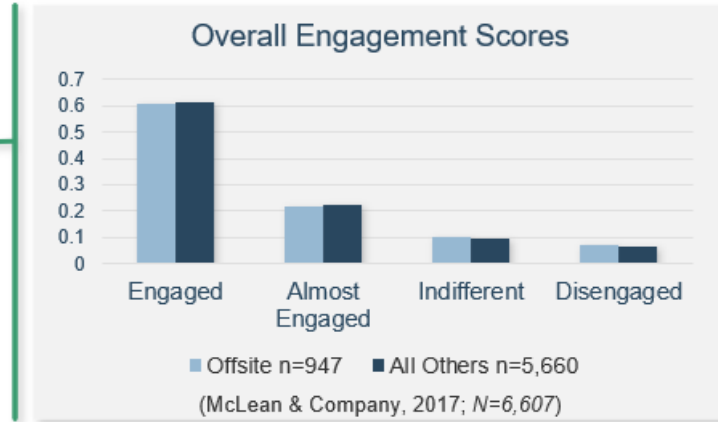
- Allowing a worker to telecommute half the time can save an employer more than \$11,000 a year.
- Telecommuting full time brings in more than \$4,000 in savings each year thanks to reduced expenses on things like gas, parking and public transit costs and dry cleaning.
- Work with global entities/learn about culture

Virtual Employees are Engaged

Virtual employees tend to be engaged

✔ Offsite employees tend to be as engaged as onsite ones in terms of overall engagement:

↑ Offsite employees scored significantly higher in the following areas:



Source: McLean & Company

Cost Savings & Productivity of Virtual Teams

Cost Savings

\$700B

estimated **national savings** for USA if **half** of all jobs compatible with remote work were actually done remotely.

(GlobalWorkplaceAnalytics.com, 2016)

\$11,000

per remote employee: estimated **organizational cost savings** related to “real estate, electricity, absenteeism, turnover, and productivity.”

(GlobalWorkplaceAnalytics.com, 2016)

Increased Worker Productivity

91%

of remote workers reported they are more productive when working remotely.

(TINYpulse, 2016)

\$270B

increase in USA national productivity (or **5 million work years**) if **half** of all jobs compatible with remote work were actually done remotely.

(GlobalWorkplaceAnalytics.com, 2016)

Sustainability Efforts

Potential impact of commute reductions:

Reduce annual national (USA) greenhouse gas emissions by

54,000,000 tons*



Reduce annual non-renewable consumption of fossil fuels by


640,000,000 barrels of oil





(GlobalWorkplaceAnalytics.com, 2016)


Source: McLean & Company


Challenges of Virtual Teams


 Loneliness


 Cultural Complexity

 Remote Meetings

 Rigorous Documentation Control

 Awareness of Work Performed by Others

 Language Challenges

 Limited/Late Warning Signs

Best Practices



Set Clear Expectations



Maintain a Strong Culture



Choose Effective Technologies



Establish Operating Procedures



Communicate Effectively



Encourage Face to Face Interactions



Provide Regular Feedback



Provide Accessibility to Senior Leaders

Resources



ASE MANAGING A VIRTUAL WORKFORCE TRAINING COURSE

Mar 4, 2020 (Livonia)
May 6, 2020 (Saginaw)



MCLEAN & COMPANY DEVELOP A FLEXIBLE WORK PROGRAM BLUEPRINT



2019 ASE WORKPLACE FLEXIBILITY SURVEY

To get a copy of any of these resources, please leave business card.



Questions??