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: 33%
- Northwest MI: 89%
- Southeast MI: 21%
- Southwest MI: 590

COUNCHY DISTRIBUTION

- Oakland: 149
- Wayne: 29
- Macomb: 37
- Saginaw: 50
- Washtenaw: 170
- Other: 298

YEARS OF MEMBERSHIP

- <1 Year: 19
- 1-10 years: 70
- 10-20 years: 171
- 20-50 years: 327
- >50 years: 148

NUMBER OF EMPLOYEES

- Silver (< 50): 474
- Gold (50-500): 187
- Platinum (> 500): 74

WORKPLACE FLEXIBILITY TOPICS & INSIGHTS
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?
ASE's Workplace Flexibility Survey Results
Employers’ Alternative Work Programs

Does your organization offer any alternative work arrangements to employees?

Overall: 34% Yes, 66% No (N=173)

Manufacturing/Good Producing:
- Yes: 42% (N=103)
- No: 58% (N=103)

Service:
- Yes: 23% (N=70)
- No: 77% (N=70)
Alternative Work Offerings

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

- Flexible hours / flextime: 83%
- Telecommuting: 62%
- Part-time schedules: 46%
- Compressed workweek (year-round): 23%
- Summer / seasonal hours: 18%
- Shift flexibility: 17%
- Phased retirement: 13%
- Paid parental care leave: 11%
- Phasing in and out of leaves of absence: 9%
- Other: 5%
- Job share: 4%
- Paid dependent care leave: 1%

N=114
Alternative Work Offerings

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

- **Compressed work week (4 or 4.5 day week) entire year**: 2015/2016: 13%, 2017/2018: 12%, 2019/2020: 9%
- **Compressed work week (4 or 4.5 day week) seasonal**: 2015/2016: 6%, 2017/2018: 5%, 2019/2020: 1%
- **Compressed work week (3 - 12 hour shifts)**: 2015/2016: 2%, 2017/2018: 3%, 2019/2020: 1%
Alternative Work Offerings

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

- Compressed work week (4 or 4.5 day week) entire year: 16% (2019/2020), 13% (2017/2018), 11% (2015/2016)
- Compressed work week (4 or 4.5 day week) seasonal: 7% (2019/2020), 5% (2017/2018), 4% (2015/2016)
Alternative Work Offerings

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

- Summer / seasonal hours: 46%
- Flexible hours / flextime: 45%
- Other: 33%
- Telecommuting: 31%
- Shift flexibility: 25%
- Compressed workweek (year-round): 15%
- Paid parental care leave: 13%
- Part-time schedules: 9%
- Phased retirement: 6%
- Phasing in and out of leaves of absence: 4%
Alternative Work Programs Marketed to Attract New Talent

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

- Yes: 46%
- No: 54%

N=114
Telecommuting

How are telecommuting arrangements granted to employees?

- Department-based: 79%
- Manager discretion: 13%
- Organization wide: 15%
- Proposal-based: 27%
- Seniority: 3%
- Other: 1%

N=71

Which telecommuting arrangements does your organization offer?

- Ad-hoc weekly basis: 49%
- Regular weekly basis: 63%
- Regular monthly basis: 77%
- Full-time: 37%

N=70
Telecommuting

What costs does your organization cover for telecommuters?

- **Laptop or tablet**
  - Partial reimbursement: 10%
  - Full reimbursement: 1%
  - Company supplied: 1%
  - Not covered: 7%
  - Other: 80%

- **Office supplies**
  - Partial reimbursement: 1%
  - Full reimbursement: 1%
  - Company supplied: 35%
  - Not covered: 52%
  - Other: 1%

- **Internet access**
  - Partial reimbursement: 1%
  - Full reimbursement: 14%
  - Company supplied: 11%
  - Not covered: 72%
  - Other: 1%

- **Smartphone**
  - Partial reimbursement: 10%
  - Full reimbursement: 1%
  - Company supplied: 42%
  - Not covered: 38%
  - Other: 8%

- **Mobile device plan**
  - Partial reimbursement: 10%
  - Full reimbursement: 11%
  - Company supplied: 28%
  - Not covered: 46%
  - Other: 4%

N=71
Flexible Hours / Flextime

How are flexible hours / flextime arrangements granted to employees?

- Department-based: 71%
- Position-based: 48%
- Proposal-based: 19%
- Organization wide: 12%
- Manager discretion: 3%
- Seniority: 3%
- Other: 0%

N=95

Which flextime arrangements does your organization offer?

- Varied start and end times: 96%
- Work more hrs one day to work less hrs another day in the same week: 20%
- Work more hrs one day to work less hrs another day in the same pay period: 25%
- Other: 3%

N=95
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: 44%
- Core hrs vary by department or business unit: 21%
- Core hrs vary by position: 13%
- No: 22%

How often can employees change their flex schedule?

- Daily: 74%
- Weekly: 9%
- Monthly: 9%
- Yearly: 4%
- Other: 2%
- No set criteria on how often: 1%

N=91  N=95
Compressed Workweek (year-round)

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

- Department-based: 62%
- Position-based: 46%
- Proposal-based: 8%
- Organization wide: 23%
- Manager discretion: 8%
- Seniority: 0%
- Other: 50%

N=26

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

- 4/40: 19%
- 9/80: 19%
- 3/12: 19%
- 5/4/9: 19%
- No specific schedule: 4%
- Other: 4%

N=26
Summer / Seasonal Hours

How are summer / seasonal hours arrangements granted to employees?

- Department-based: 48%
- Position-based: 33%
- Proposal-based: 10%
- Organization wide: 0%
- Manager discretion: 43%
- Seniority: 29%
- Other: 0%

N=21

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

- 4/40: 47%
- 9/80: 32%
- 3/12: 16%
- 5/4/9: 5%
- No specific schedule: 0%
- Other: 26%

N=19
Paid Parental Leave

How are paid parental leave arrangements granted to employees?

- Department-based: 15%
- Position-based: 8%
- Proposal-based: 8%
- Organization wide: 8%
- Manager discretion: 8%
- Seniority: 0%
- Other: 0%

N=13

When does the paid parental leave start?

- Before due date: 46%
- At due date: 46%
- Delivery date: 8%
- As requested by employee: 0%
- When employee's short term disability ends: 0%

N=13
Paid Parental Leave

How is the amount of paid parental leave determined?

- Set amount for all new parents: 69%
- Different amounts based on type of new parent: 15%
- Accrued: 8%
- Other: 8%

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

Average: 24 days

N=13

N=8
Demographics of Survey Respondents

Respondents by County

- Oakland: 49%
- Wayne: 4%
- Macomb: 6%
- Washtenaw: 18%
- Other: 24%

Respondents by Size

- 1 to 100 Employees: 44%
- 101 to 500 Employees: 41%
- 501 to 1,000 Employees: 6%
- More than 1,000 Employees: 9%

There were 173 respondents in ASE’s Workplace Flexibility Survey.
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.

**Same or higher productivity**
- 57% of managers report that teleworkers are equally or more productive.
- 2% of managers report that teleworkers are less productive.

**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.

**Increased job satisfaction**
- 60% of flexible workers are satisfied with their jobs.
- 53% of non-flexible workers are satisfied with their jobs.

**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

(CIPD, 2016)

(WorldatWork, 2017)

(McLean & Company, Engagement Survey Database, 2018; N=4,110)
The needs of managers and employees are not being met due to common barriers

### Top barriers to effective flexible work programs:

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Percentage</th>
<th>Source/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management resistance</td>
<td>29%</td>
<td>Of employees cite negative attitudes among senior managers or line managers as an obstacle. (CIPD, 2016)</td>
</tr>
<tr>
<td>Lack of job suitability</td>
<td>59%</td>
<td>Of leaders cite lack of jobs suitable for flexible work as one of the top three obstacles. (Conference Board of Canada, 2018)</td>
</tr>
<tr>
<td>Concern about career</td>
<td>58%</td>
<td>Of employees say they are concerned about the impact of flexible work on their career. (Hays, 2017)</td>
</tr>
<tr>
<td>Concern about productivity</td>
<td>63%</td>
<td>Of leaders cite concern over productivity loss as one of the top three obstacles. (Conference Board of Canada, 2018)</td>
</tr>
<tr>
<td>Presenteeism</td>
<td>13%</td>
<td>Of employees say their organization's cultural emphasis on being seen at your desk (even when unnecessary) is an obstacle. (CIPD, 2016)</td>
</tr>
</tbody>
</table>

### 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

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.**
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.

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.

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.

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 with 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.

**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

<table>
<thead>
<tr>
<th>Boost Employee Satisfaction</th>
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<tr>
<td>- 97% of the workforce said a job with flexibility would have a huge improvement or positive impact on their overall quality of life.</td>
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<td>- 69% of millennials will trade other work benefits for flexible workspace options.</td>
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<tr>
<th>Cost Savings for Employers and Employees</th>
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<tr>
<td>- Allowing a worker to telecommute half the time can save an employer more than $11,000 a year.</td>
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<td>- 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.</td>
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<td>- Work with global entities/learn about culture</td>
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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:

- This organization encourages innovation.
- My salary is competitive with similar jobs that I might find elsewhere.
- I am given the chance to fully leverage my talents through my job.
- I am satisfied with the compensation I receive for the work I do.
- I am not afraid of trying out new things in my job.
- I regularly choose to put in extra hours to improve my results.
- I regularly look forward to coming to work.

Source: McLean & Company

(McLean & Company, 2017; N=8,607)
Cost Savings & Productivity of Virtual Teams

Cost Savings

- Estimated national savings for USA if half of all jobs compatible with remote work were actually done remotely.
  
  Source: GlobalWorkplaceAnalytics.com, 2016

- Per remote employee: estimated organizational cost savings related to “real estate, electricity, absenteeism, turnover, and productivity.”
  
  Source: GlobalWorkplaceAnalytics.com, 2016

Increased Worker Productivity

- 91% of remote workers reported they are more productive when working remotely.
  
  Source: TINYpulse, 2016

- Increase in USA national productivity (or 6 million work years) if half of all jobs compatible with remote work were actually done remotely.
  
  Source: GlobalWorkplaceAnalytics.com, 2016

Sustainability Efforts

- Potential impact of commute reductions:
  
  - Reduce annual national (USA) greenhouse gas emissions by 54,000,000 tons*
  
  Source: GlobalWorkplaceAnalytics.com, 2016

- Reduce annual non-renewable consumption of fossil fuels by 640,000,000 barrels of oil
  
  Source: McLean & Company
## Challenges of Virtual Teams

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<tr>
<th>Topic</th>
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<tr>
<td>Loneliness</td>
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<td>Cultural Complexity</td>
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<td>Remote Meetings</td>
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<td>Rigorous Documentation Control</td>
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<td>Awareness of Work Performed by Others</td>
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<tr>
<td>Language Challenges</td>
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<td>Limited/Late Warning Signs</td>
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</table>
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
To get a copy of any of these resources, please leave business card.
Questions??