Monica has an extensive counseling practice, concentrating on preventive measures of employment and labor law. In this regard, her practice focuses on advising employers on the handling of a variety of employment matters, conducting labor negotiations, and developing personnel policies. She serves as a neutral workplace investigator and conducts a variety of seminars and workplace trainings.
OVERVIEW

• The Post-COVID Workforce
• The Future of Work Post-COVID
  • Flexible Work Arrangements
  • Leadership Communication
THE POST-COVID WORKFORCE
THE POST-COVID WORKFORCE

• Workforce Demographics
  • Aging Baby Boomers
  • Millennials and Gen Z Workers

• Nationwide Labor Shortage
  • In March, 2022, available jobs climbed to 11.5 million
    - U.S. Bureau of Labor Statistics
THE POST-COVID WORKFORCE

• Large waves of resignations (the “Great Resignation” continues)
  • A record 4.5 million workers quit their jobs in March, 2022 - *U.S. Bureau of Labor Statistics*
  • A majority of U.S. employees (53%) are open to leaving their employers - *Willis Towers Watson 2022 Global Benefits Attitude Survey*
Top five aspects of work that employees view as “very important” for an employer to provide are:

• Positive culture,
• Mental health/ wellbeing benefits,
• A sense of purpose/meaning,
• Flexible work hours, and
• More than the standard two weeks of paid vacation time each year

- Microsoft 2022 Work Trend Index: Annual Report
FLEXIBLE WORK ARRANGEMENTS
EMPLOYEE PREFERENCE

• The majority of employees prefer remote or hybrid work
  • 42% prefer being always or mostly onsite
  • 22% prefer an equal split/hybrid work
  • 36% prefer always or mostly remote

- Willis Towers Watson 2022 Global Benefits Attitude Survey
Percentage of public sector organizations that had an established and functioning telework program at the start of the pandemic

-IPMA-HR-APRIL 2020
TELEWORK READINESS

• TELEWORK READY ORGANIZATIONS
  • Expanded telework from 16% to 63% during the pandemic
  • 69% plan to continue teleworking at an expanded capacity after re-opening

• NON-TELEWORK READY ORGANIZATIONS
  • Expanded telework from 1% to 41% during the pandemic
  • 45% plan to fully work in office after re-opening

-IPMA-HR-APRIL 2020
MAKING THE DECISION
Flexible working arrangements include more than complete telework. The most common ones include:

- Hybrid telework
- Emergency-related telework
- Flex time
- Reduced hours/part-time
TALK TO YOUR STAKEHOLDERS TO DETERMINE ORGANIZATIONAL READINESS
BENEFITS AND STRUGGLES WITH TELEWORK

- 71% Schedule Flexibility
- 63% Less time & resources spent on commuting
- 43% Better work-life balance
- 60% Technical issues
- 47% Balancing work-family needs
- 41% Feeling socially isolated

IPMA-HR-APRIL 2020
IF YOU DECIDE AGAINST TELEWORK

- Communicate
- Determine if/how you will return any remaining teleworkers
- Be prepared for consequences
  - You may lose employees to another agency with a telework program
  - You may not be as competitive in the job market
  - You may want to evaluate other incentives in case recruitment and retention become an issue
IF YOU DECIDE TO OFFER TELEWORK

To Do List:

• Obtain buy in from Officials and the Public
• Update job descriptions
• Determine how remote you’re willing to consider
• Prepare for disability accommodations
• Prepare for perceived fairness issues
KEY CONSIDERATIONS IN ADOPTING A POLICY

- Workplace safety
- Wage and hour
- Cyber-security
- Training and supervision
- Workplace culture
- Be mindful of discrimination
- Labor unions
- Adopting a policy
COMMUNICATING EFFECTIVELY POST-COVID
LEADERSHIP COMMUNICATION

• New expectations for how managers communicate
• Communication training for all managers
  • Managers need to communicate directly, regularly, and with empathy
  • Change in “cascade” communication
COMMUNICATE EMPLOYEE WELLBEING

• Audit your culture with a lens for well-being
• Promote current and new wellbeing programs:
  • Employee Assistance Program (EAP)
  • Safety protocols and prevention tips on how to stay healthy
  • Financial wellbeing tools and resources
  • Paid and unpaid leave benefits
• Human Resources involvement in reasonable accommodations
HOW TO COMMUNICATE

• Modernize performance management systems
  • Continuous feedback
  • Employee engagement
  • Recognition

• Effective tools (e.g. video, voice, chat and shared documents)
GET YOUR TECHNOLOGY IN ORDER

Have IT (or a consultant) conduct an audit of your technological resources to evaluate their effectiveness for long-term remote work.

Evaluate and audit the security you have in place to protect your systems when employees are remote and on-site.

Consider separate acknowledgements regarding care for and return of agency equipment.

Adopt a policy and train employees in cybersecurity.