



Getting Started

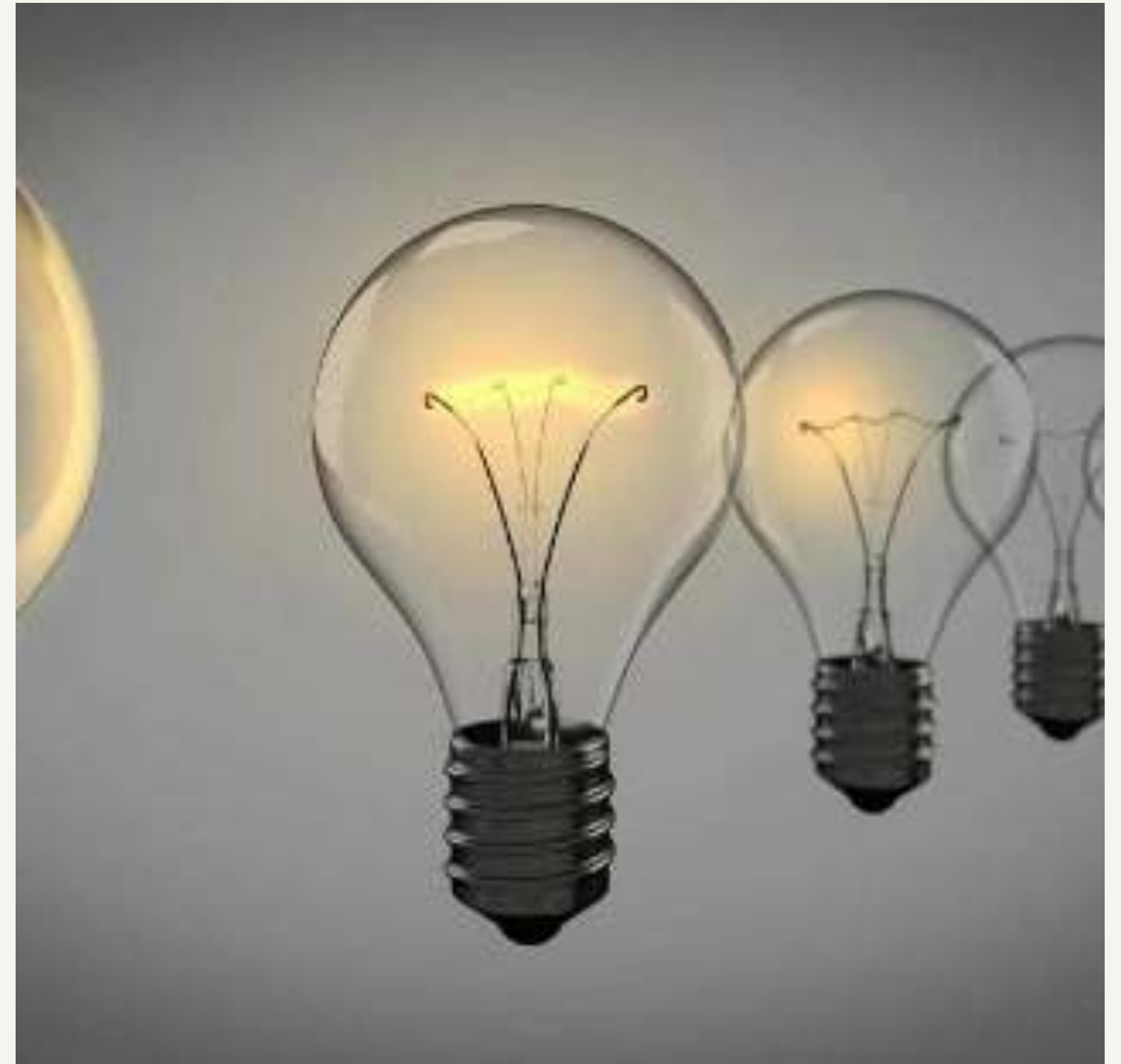
Roadmap to Telework

A moment of awakening

More than a TDM initiative or
a commuter benefit

Workplace culture shift

A chance to re-imagine people, place, and
professionalism



Agenda

- ✓ One Pre-COVID
Telework Case

- ✓ Making the Case for
Telework

- ✓ Q&A





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Global Workplace
Analytics

Leading Authority on
the Future of Work

Pre- COVID Telework



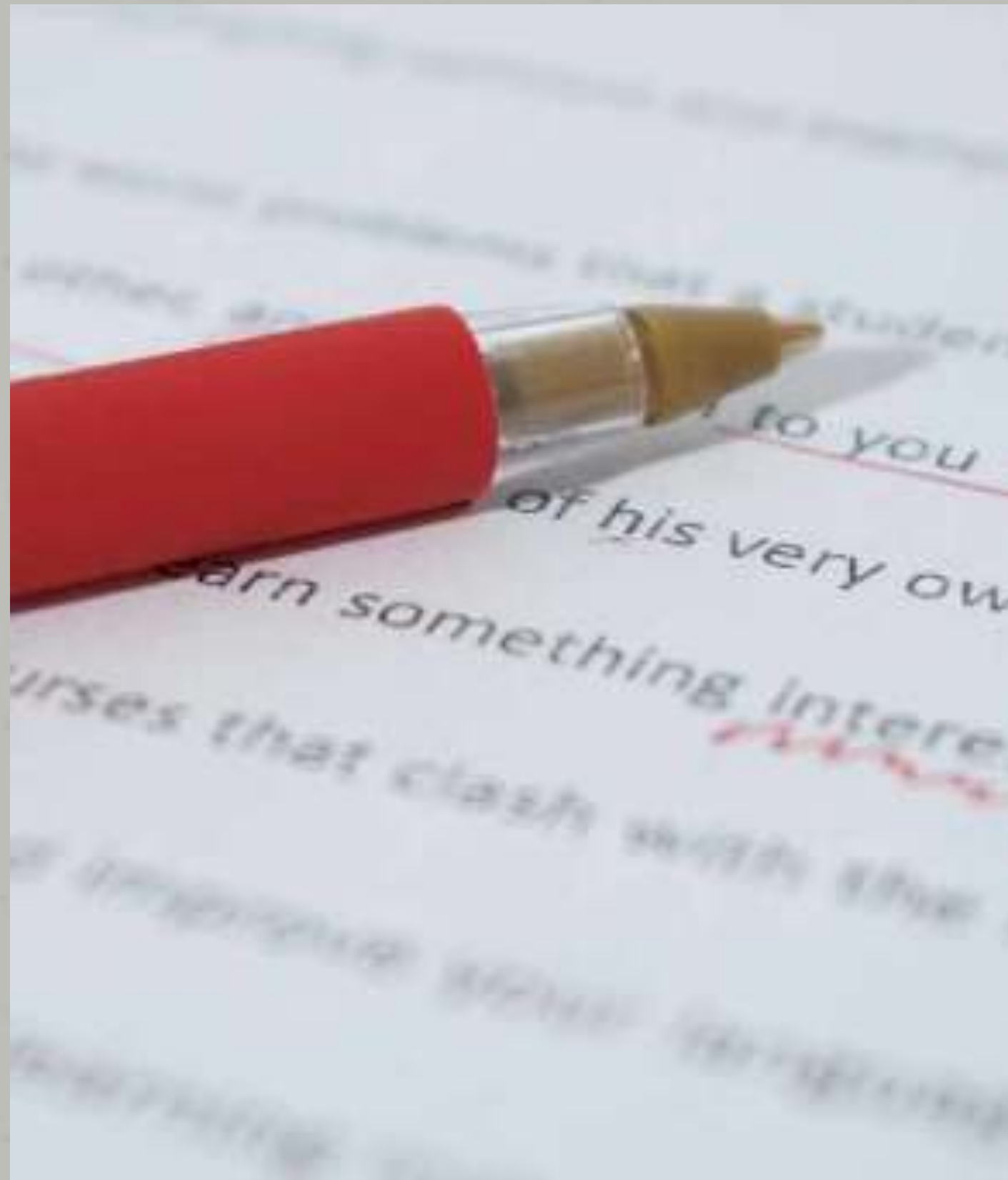
Registration Data 88 responses

41% Informal, case by case,
at the discretion of managers

27% Written policy that was in practice

17% Written policy, inconsistent,
not implemented

15% No policy and did not telework prior
to the pandemic



01 One Telework Story

Hybrid telework model

Not a "formula"

Evolution of telework behaviors

Conditions and Circumstances at the Time

- ✓ Remote Contractors & Staff Travel
- ✓ Office Move with Open Floor Plan
- ✓ Laptops, Cloud Access
- ✓ Communications Tools
- ✓ Champion & Transitions





Rollout

False start (policy launched, requests denied, needed second restart)

About 25-30% staff submitted formal requests for routine telework

Situational telework took over and used by all (happened organically)

Externally Driven Situational Telework

"I'm sick but well enough to work" (prevented office spread of common cold) or "I sprained my ankle."

Light family care (child or elder sick at home)

Unexpected repair or breakdown
(home, vehicle, transit)

Adding remote work days to vacation (ie. visiting parents, avoiding holiday travel congestion)





Internally Driven Situational Telework

What location produces best work and focus
(more options than the home and office will
be available after COVID)

Specific to task, deadline, or project

"Heads down," distraction free space

Creative use of "offsite" and "away from desk"

Cost-effective meetings and travel

02 Adjustments

Dialed up and down how frequently a particular staff or team could telework

Performance conversations

Continual reworking of communication spaces, tools, and portals





Protocols

Supervisors worked on when/where to be consistent and how functions and depts would vary in telework adoption.

Outlined situations with new hires and refreshed with team as needed.

Telework option pro-actively offered where advantageous and appropriate



04 Takeaways

Telework policy evolved and became flexible.

Built a new fluency of where to work for continuity, well-being, vibrant work.

Telework gave staff better understanding of their roles, tasks and work rhythms.

Modeled and welcomed by managers (not a big deal and no fear around requesting routine and situational telework).