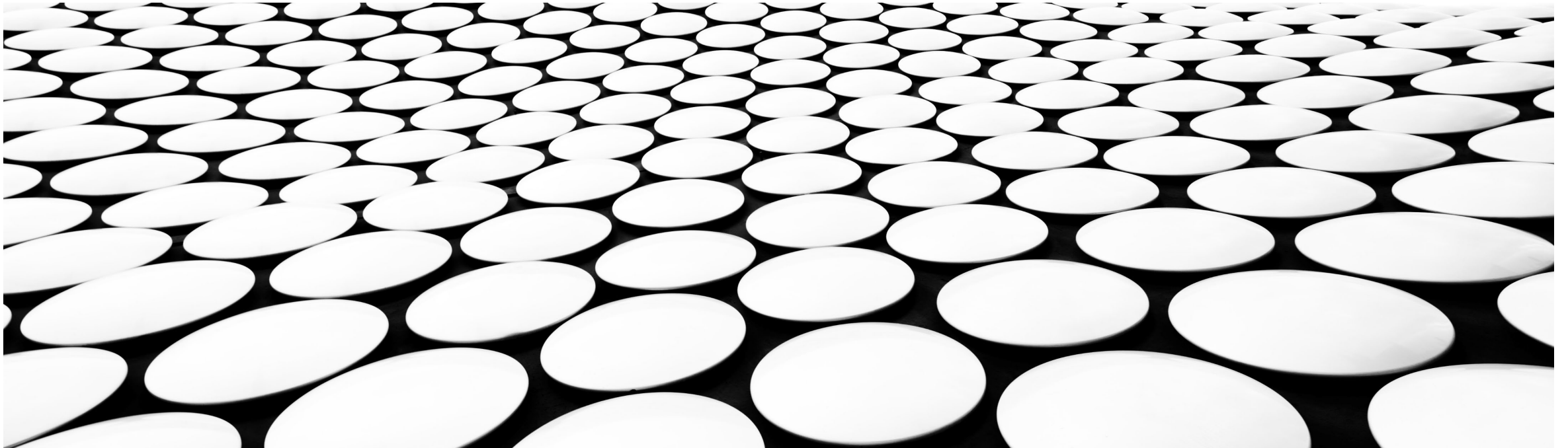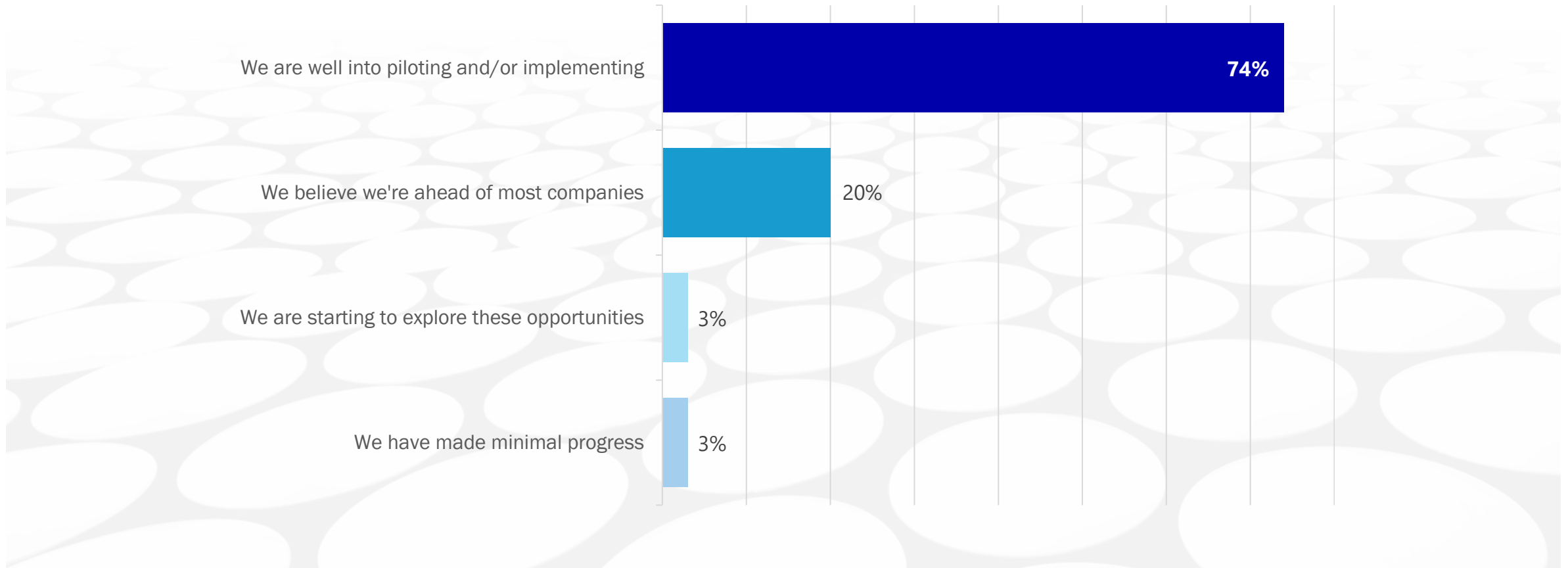# HRPA HR POLICY ASSOCIATION®

EVOLVING WORKPLACE

HR POLICY ASSOCIATION SURVEY RESULTS | MAY 2022

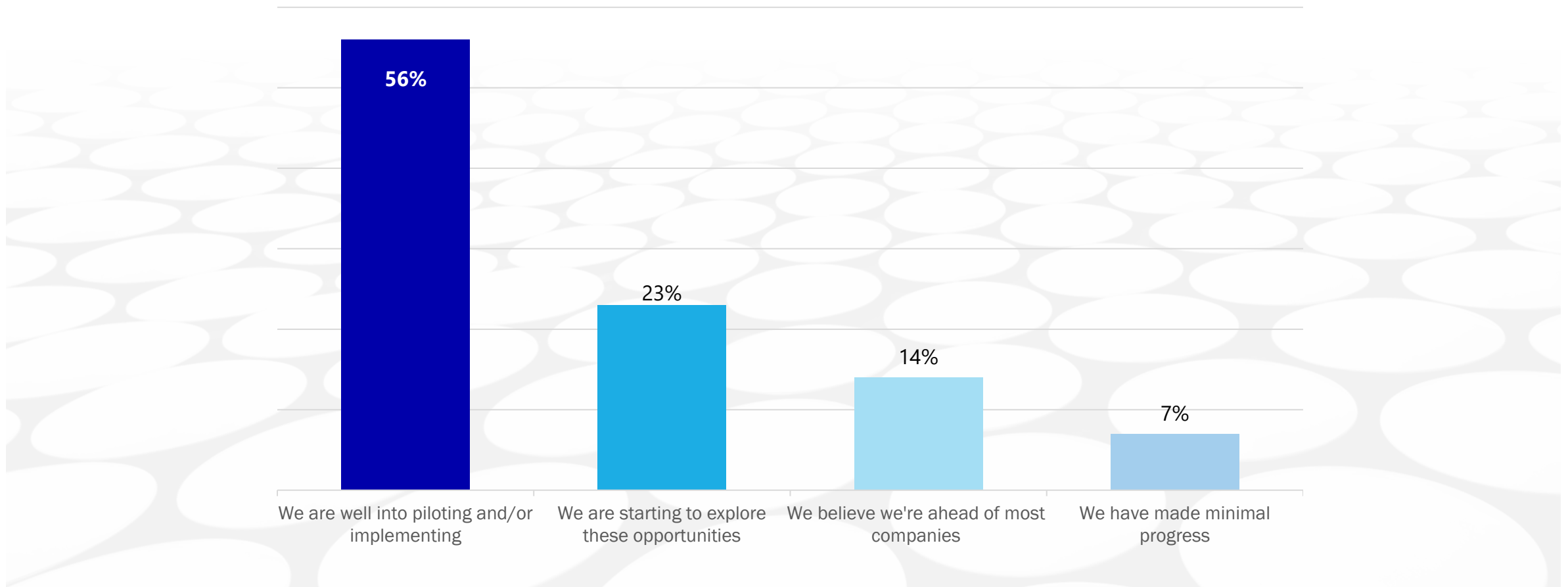*87 Responses | Survey open May 9–23, 2022*

FLEXIBLE WORK LOCATION IS THE NEW NORMAL

Q: Regarding your <u>office-based workers</u>, please rate your organization's efforts on flexible work location (e.g., work from anywhere, hybrid and remote work practices)

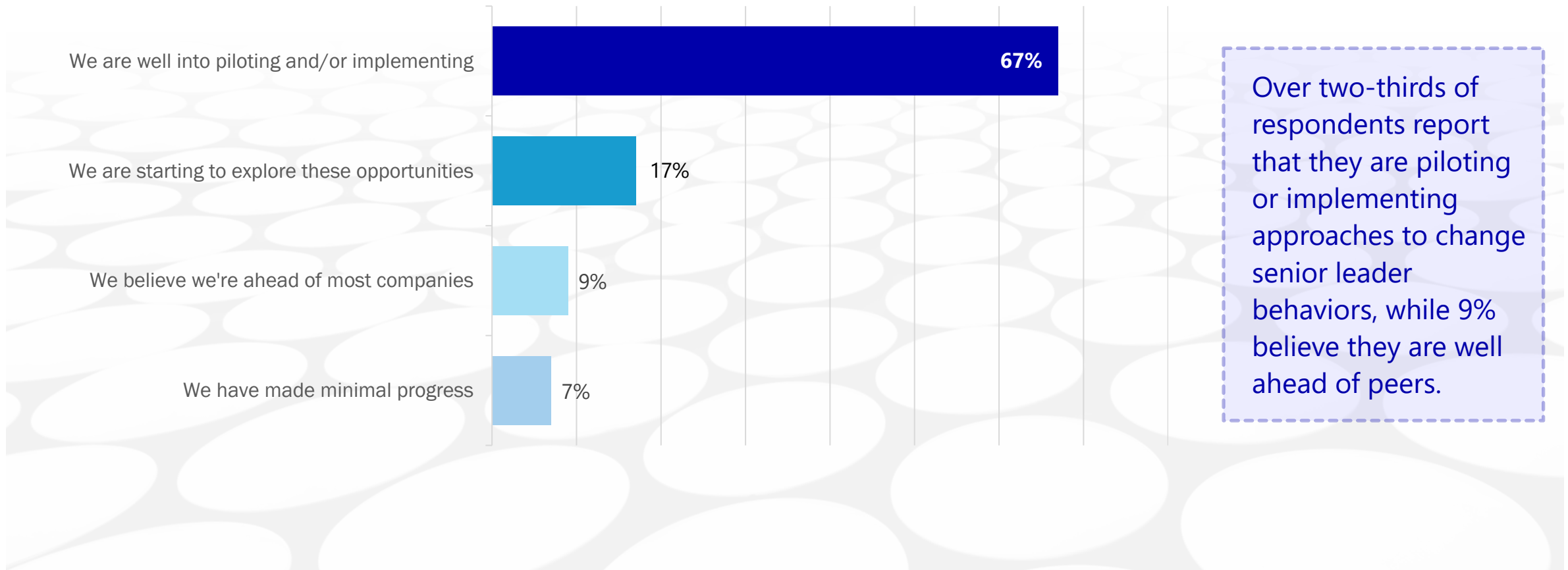| Response	Percentage
We are well into piloting and/or implementing	74%
We believe we're ahead of most companies	20%
We are starting to explore these opportunities	3%
We have made minimal progress	3%

FLEXIBLE WORK SCHEDULES ARE IN PILOT PHASE

Q: Regarding your office-based workers, please rate your organization's efforts on flexible work schedules (e.g., flexible hours, meetings management, boundaries for focus work time)?
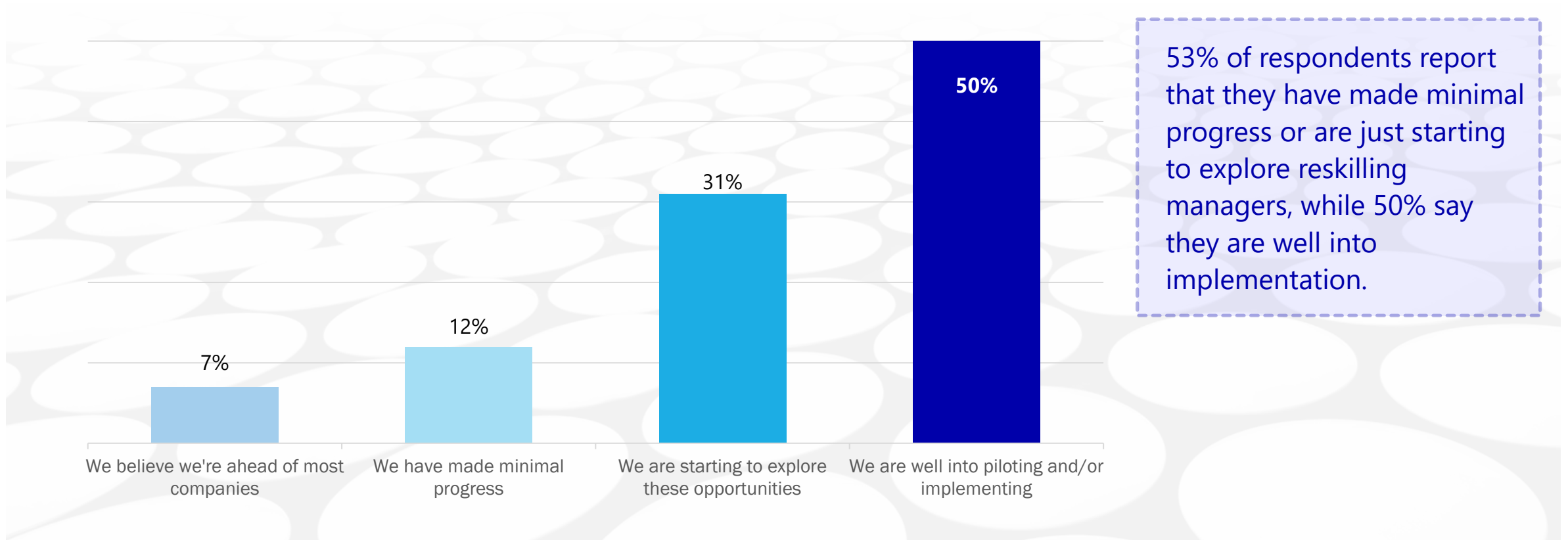

56%	We are well into piloting and/or implementing
23%	We are starting to explore these opportunities
14%	We believe we're ahead of most companies
7%	We have made minimal progress

WORKPLACE CULTURE IS CHANGING TO DEMONSTRATE FLEXIBILITY

Q: Regarding your <u>office-based workers</u>, please rate your organization's efforts on changing the culture and behaviors of senior leaders to role model flexibility, agility (e.g., work from anywhere, go to the work, promote experimentation)

We are well into piloting and/or implementing	**67%**
We are starting to explore these opportunities	17%
We believe we're ahead of most companies	9%
We have made minimal progress	7%

Over two-thirds of respondents report that they are piloting or implementing approaches to change senior leader behaviors, while 9% believe they are well ahead of peers.
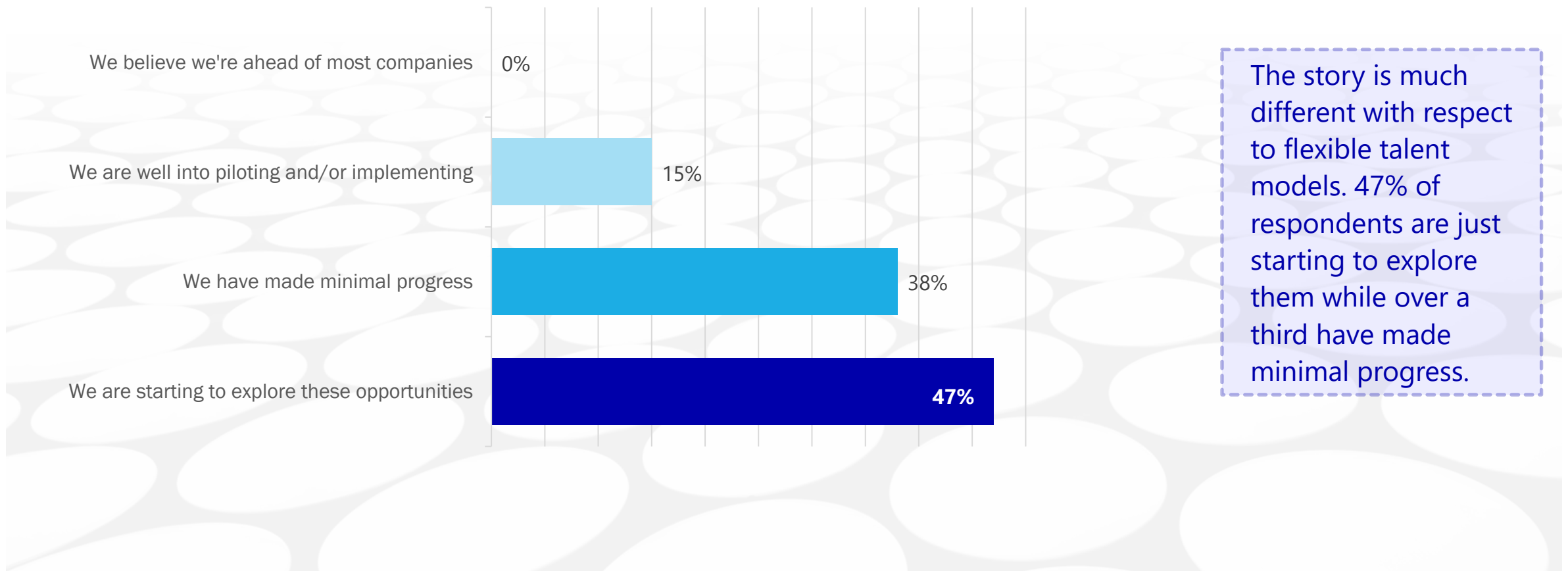
ORGANIZATIONS ARE RESKILLING MANAGERS TO FOCUS ON OUTCOMES

Q: Regarding your office-based workers, please rate your organization's efforts on reskilling managers to manage, inspire, coach, distributed teams (e.g. focus on outcomes, not attendance)

53% of respondents report that they have made minimal progress or are just starting to explore reskilling managers, while 50% say they are well into implementation.

- 7% — We believe we're ahead of most companies
- 12% — We have made minimal progress
- 31% — We are starting to explore these opportunities
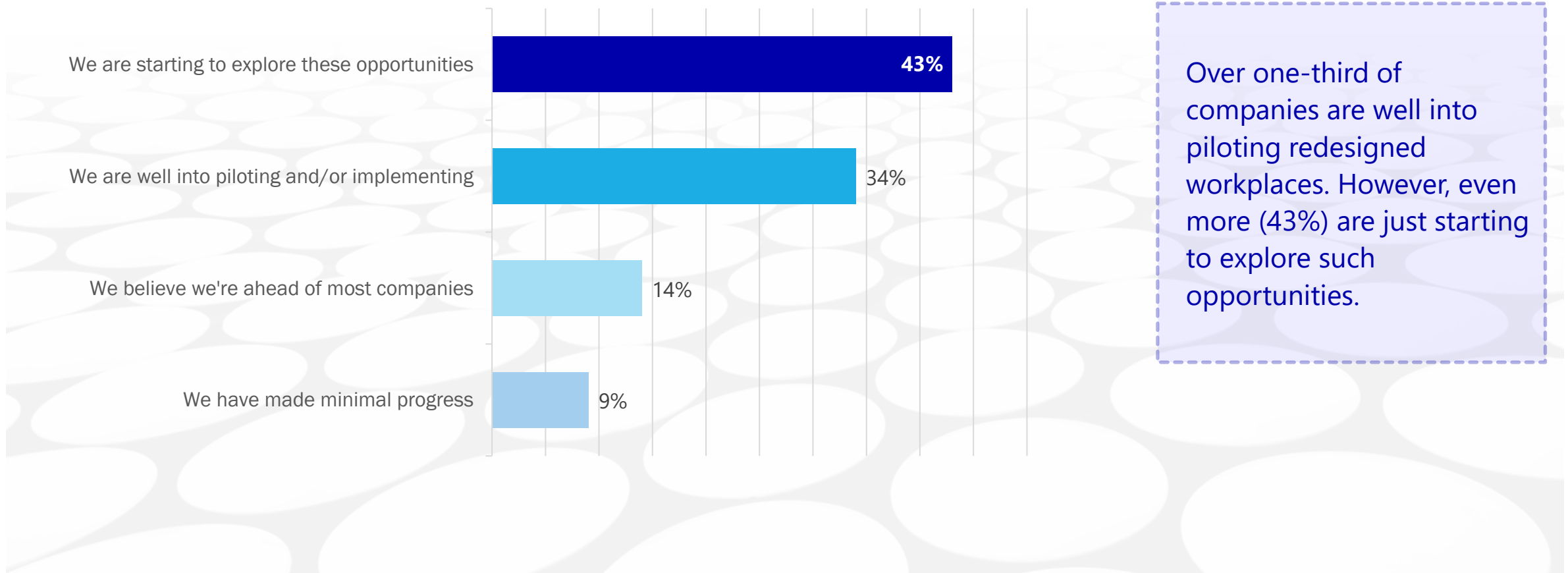- 50% — We are well into piloting and/or implementing

FLEXIBLE TALENT MODELS ARE BEING INCORPORATED INTO THE WORKPLACE

Q: Regarding your office-based workers, please rate your organization's efforts on Flexible talent models (e.g., internal project-based talent pools, captive gig)

Category	Value
We believe we're ahead of most companies	0%
We are well into piloting and/or implementing	15%
We have made minimal progress	38%
We are starting to explore these opportunities	**47%**

The story is much different with respect to flexible talent models. 47% of respondents are just starting to explore them while over a third have made minimal progress.

A REDESIGNED WORKPLACE TO MEET NEW EMPLOYEE NEEDS IS THE STANDARD
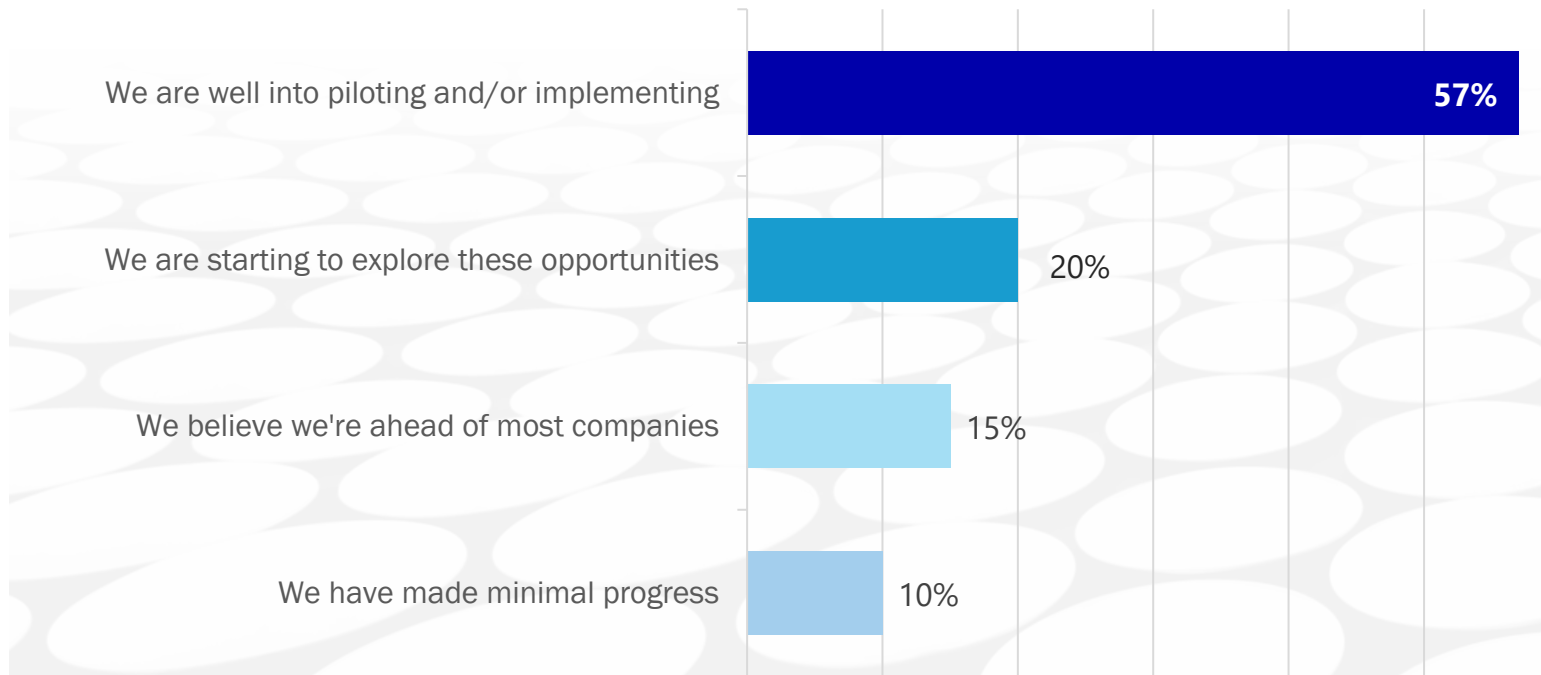
Q: Regarding your office-based workers, please rate your organization's efforts on investing in redesigning the workplace to meet new needs

Category	Percentage
We are starting to explore these opportunities	43%
We are well into piloting and/or implementing	34%
We believe we're ahead of most companies	14%
We have made minimal progress	9%

Over one-third of companies are well into piloting redesigned workplaces. However, even more (43%) are just starting to explore such opportunities.

DIGITAL SKILLS FOR EMPLOYEES A MUST FOR FLEXIBLE WORK

Q: Regarding your office-based workers, please rate your organization's efforts on investing in digital skills & tools to enable flexible work

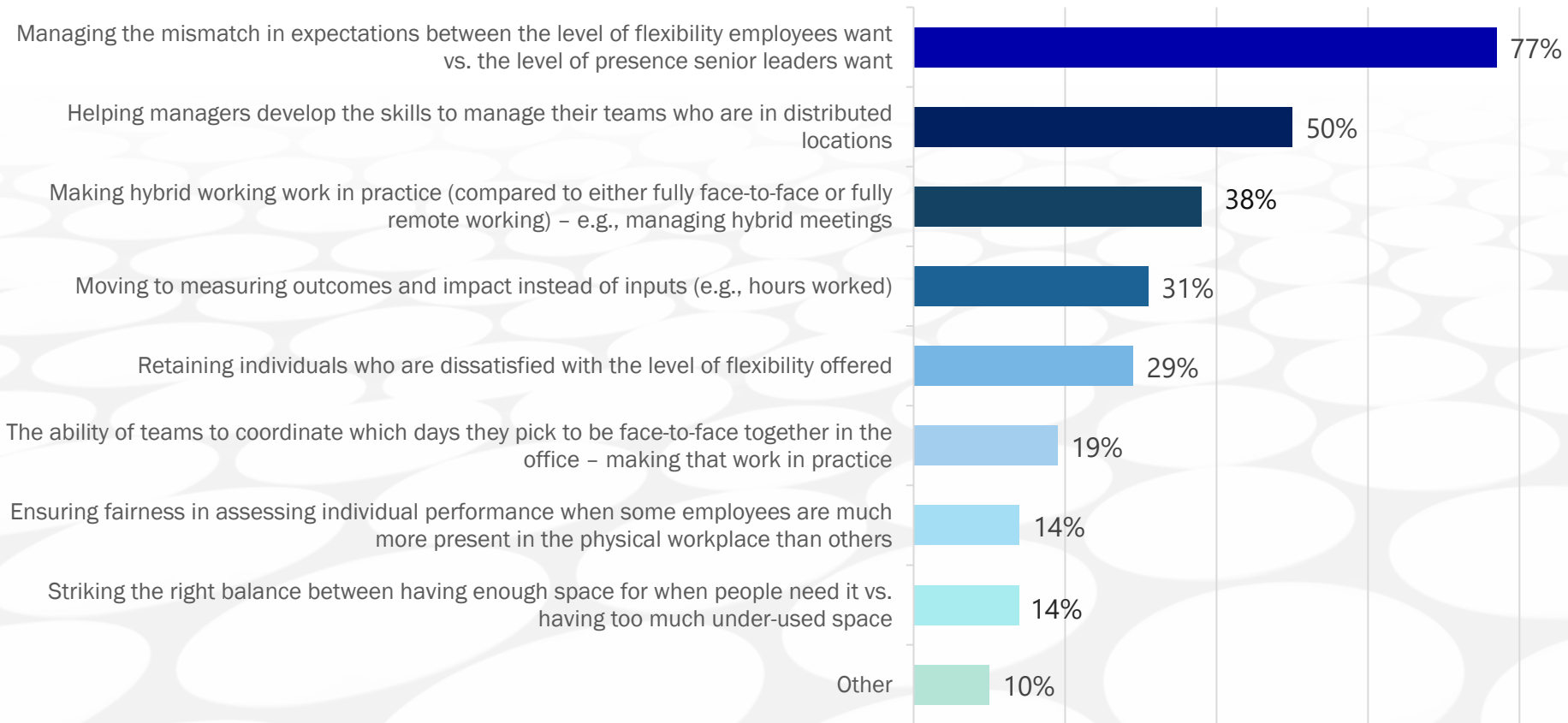| Response	Percentage
We are well into piloting and/or implementing	57%
We are starting to explore these opportunities	20%
We believe we're ahead of most companies	15%
We have made minimal progress	10%

A majority of respondents said they are well into piloting employee digital skills training, while just 10% said they've made minimal progress.

3 BIGGEST CHALLENGES FOR FLEXIBLE OFFICE-BASED WORK

Q: In your efforts to introduce more flexible models for your office-based workers, what have been the biggest challenges? (Select your top 3 from the list below)

Challenge	%
Managing the mismatch in expectations between the level of flexibility employees want vs. the level of presence senior leaders want	77%
Helping managers develop the skills to manage their teams who are in distributed locations	50%
Making hybrid working work in practice (compared to either fully face-to-face or fully remote working) – e.g., managing hybrid meetings	38%
Moving to measuring outcomes and impact instead of inputs (e.g., hours worked)	31%
Retaining individuals who are dissatisfied with the level of flexibility offered	29%
The ability of teams to coordinate which days they pick to be face-to-face together in the office – making that work in practice	19%
Ensuring fairness in assessing individual performance when some employees are much more present in the physical workplace than others	14%
Striking the right balance between having enough space for when people need it vs. having too much under-used space	14%
Other	10%

Respondents identified managing the mismatch between employee flexibility and senior leadership expectations of in-person work the biggest challenge by a 27% margin.

NOTE: *Respondents could select more than one choice; totals may not equal 100%*

ORGANIZATIONS ROLLING OUT NEW INITIATIVES (1)

Q: For the areas where your organization is piloting/rolling out initiatives please provide:

Details of the programs:

- hybrid work, anchored on core office days
- 9/80's, hybrid models, full telecommuting, workshare
- 2 or 3 day in office model for 65% of office workers globally. 35% of our workforce cannot work remotely
- Hybrid work model; employee & team to determine work schedule based on deliverables for next 90 days
- Established four principles, 2 boundary conditions, and team-based flex development approach
- Allowing our manufacturing employees to experiment with shift schedules that work best for the team
- Flexible; managers and teams select the right schedule; driven by the work
- Flexibility defined by the manager and employee at an individual level
- Hybrid Work Week (3 days in office, 2 days remote)
- Summer hours—1/2 day off on Fridays
- Space Utilization: concentrate population of space in building into more concentrated fashion (e.g., if 30% of populations is coming in, focus occupancy to 30% of the space vs within the 100%)

- Three-day hybrid model with flex on which days / hours
- We offer remote work up to two days a week based on performance. We also offer flex hours daily/weekly, as well as modified schedules in the function/ business area can accommodate.
- Once we went remote, our senior leadership made it clear that we would offer remote as an ongoing option. Many of our senior leaders are either not in our home office town or flex their schedule too. We have been piloting space to test out various options and inviting local employees in to try the space. HR has worked very closely with our Corp Communications area to send consistent messages that hybrid is here to stay and we are embracing flexibility. Our Senior Leadership Team has had as our thematic goal "Enable Flexible Work" for over a year and included progress in many officer and all management meetings, accompanied by direct employee communication.
- Flex Forward - VP's and above assess the needs of the business, team, customer and needs of employees to determine when and how often employee will work in office.
- Our flex work program includes both "Flex Place" and "Flex Time". Nearly all of our HQ employees are eligible to participate. They complete flex work agreements, which we position as a 6-mo "contract".

ORGANIZATIONS ROLLING OUT NEW INITIATIVES (2)

Q: For the areas where your organization is piloting/rolling out initiatives please provide:

Details of the programs:

- The majority of our office-based team members have returned back into the office on Tuesday's and Thursday's. We selected these days to ensure "critical mass" (team members can choose to come in M, W, Fri, but not seeing many do so. We have been working to create celebratory moments and moments of connection in the office.

- 2-3 days in office; leverage Teams for Meetings and communication

- Hybrid 2-3 days a week, density days on Tues/Wed/ Thurs

- Flex work - we are actively in the process of seeing what works and what doesn't

- Hybrid schedules

- Hoteling space

- N/A

- We are leaving it up to a manager and associate conversation - dictated by role. No one is 100% remote, so there is some office time required, but there is no minimum.

- Two days WFH for all levels.

- Execs work from home a couple days a week, office staff mostly work from home, reconfiguration of offices to hoteling spaces.

- In the US we have gone to full flexibility in which people have choice and autonomy on where and when they work. Our focus in making the office an inviting place to be when it makes sense for you to be there... We have added a part-time Employee Experience Coordinator role to "program" in -office activities and events around Development, Collaboration, Giving Back and Having Fun.

- We have new technology going into offices, are building a new/smaller office, have return to office hybrid plans in place

- refurbished the office

- FlexWork Policy; Digital Fluency Training

- Employees who are able to work remotely are given flexibility of hours worked and where. Where is a challenge as we do not have legal entities in all States in the US but once communicated, the business line and employee understand why request denied. For those that have to come to the office due to work requirements - we are trying to provided them with flexibility with defining core hours. Manufacturing team members cannot flex.

ORGANIZATIONS ROLLING OUT NEW INITIATIVES (3)

Q: For the areas where your organization is piloting/rolling out initiatives please provide:

What impact are you seeing from these programs?:

- Excitement to return to being together but anxiety about shifting their calendars, finding the time lost in commuting and moving about the office means lower productivity, having leaders realize work loads have to be adjusted too which is the hardest part right now, and optimizing the in-person time as we want to include fun and connected activities which take time away from work too.

- Retention, positive employees, worry about long-term productivity.

- Employees appreciate the flexibility, but indicate they want more.

- Positive employee sentiment, too early to assess productivity impact.

- Much stronger belief in flex work at an individual and team level.

- They have experimented with three shift schedules and like the one they were on before the pandemic as it gave them greater flexibility and more serious time off. They work 12-hour shifts and get more time off.

- Employees are excited about the opportunity to try.

- Strong employee survey scores on the topic of flexibility.

- Strong employee engagement, better work life balance, easier to recruit, more intentional work being done both remotely and in the office. We are concerned about our ability to retain some of the remote workers we have hired, and aren't sure we have the best measurements in place to gauge productivity.

- 30% of employees chose a work from home model - pushback from senior management on how often people are in office.

- Of those who have returned to the office, we are seeing 49% favorability w/ people seeing the benefit of seeing co-workers and reconnecting live. Of those that have not returned to the office, we are seeing 90% favorability. Generally speaking, team members want more flexibility, feel more productive working from home, question full benefit of bringing people back and would like to see enhancements in technology and office space utilization (more conference rooms) as we look to the future.

- Like flexibility- balancing overlap still a problem.

- Just started so it is too early to tell the impact. The biggest challenge right now is that we have so much under-utilized space that people don't feel they need to sign up for a desk.

ORGANIZATIONS ROLLING OUT NEW INITIATIVES (4)

Q: For the areas where your organization is piloting/rolling out initiatives please provide:

What impact are you seeing from these programs?:

- N/A

- People are excited but all in pilot phase right now.

- Low utilization.

- Rules of engagement more clear.

- More satisfied employees and so far no apparent drop off in performance or negative business impacts.

- Haven't started but we'll received. Also helps with recruiting.

- Strong in person attendance on density days, most people choosing to come in 2 days versus 3

- So far, so good.

- We are seeing some issues with senior leaders not be satisfied with the number of associates in the office.

- Increased retention

- For some staff, it's still not enough. They want to work when they want to work and where they want to work.

- We are seeing people learn to be planful with each other. Managers are being thoughtful about scheduling meetings. We are also seeing an explosion of "walking meetings" which has been a fun part of the "Collaboration" programing. Our senior executive team is role modeling and putting open walking meeting times on their calendar for scheduling and we've given them local walking maps timed for a 30min or 60min meeting. It is a huge hit.

- 70% compliance to the three days, many still want full remote

- Overall it is positive. Administrative Assistants are required to come in 3 days a week and they are vocal they don't want to come in but they are non-exempt. Our attrition is below industry average. Attraction of talent is positive. Concern with passing culture.

- TBD

- Significant positive impact on retention and recruitment . . . attracting talent from locations we would've never considered before.

ORGANIZATIONS ROLLING OUT NEW INITIATIVES (5)

Q: For the areas where your organization is piloting/rolling out initiatives please provide:
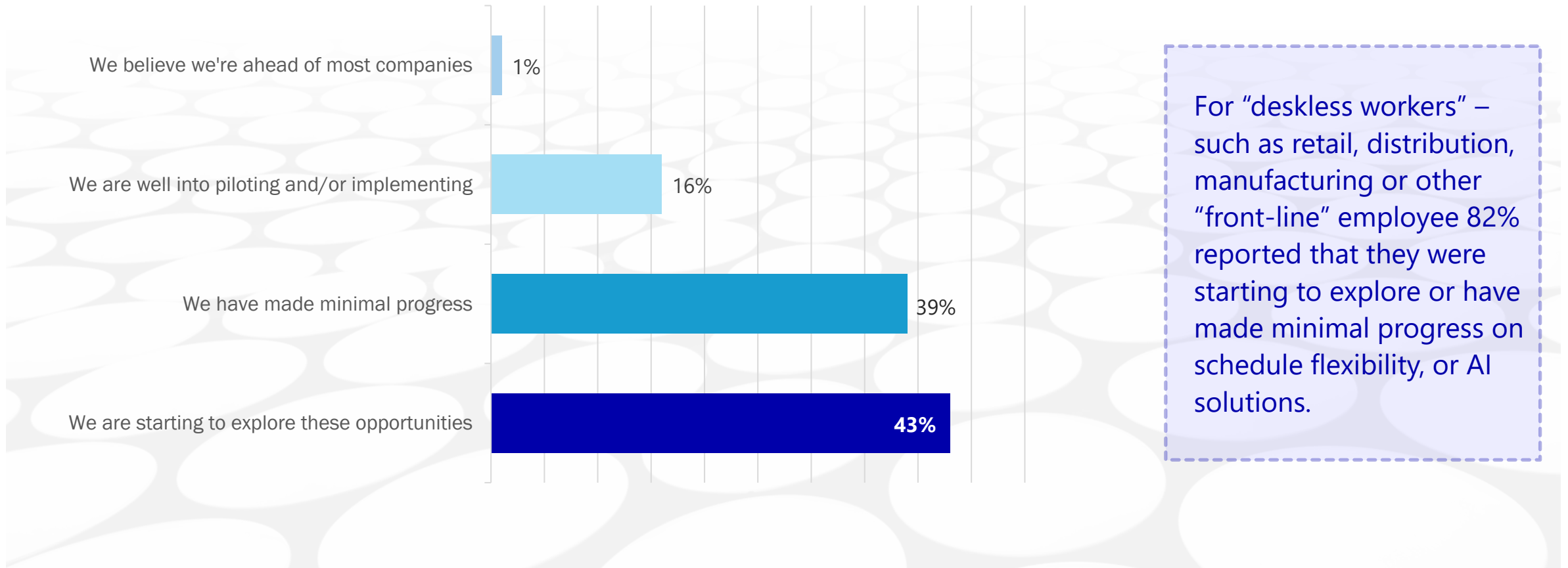
What impact are you seeing from these programs?:

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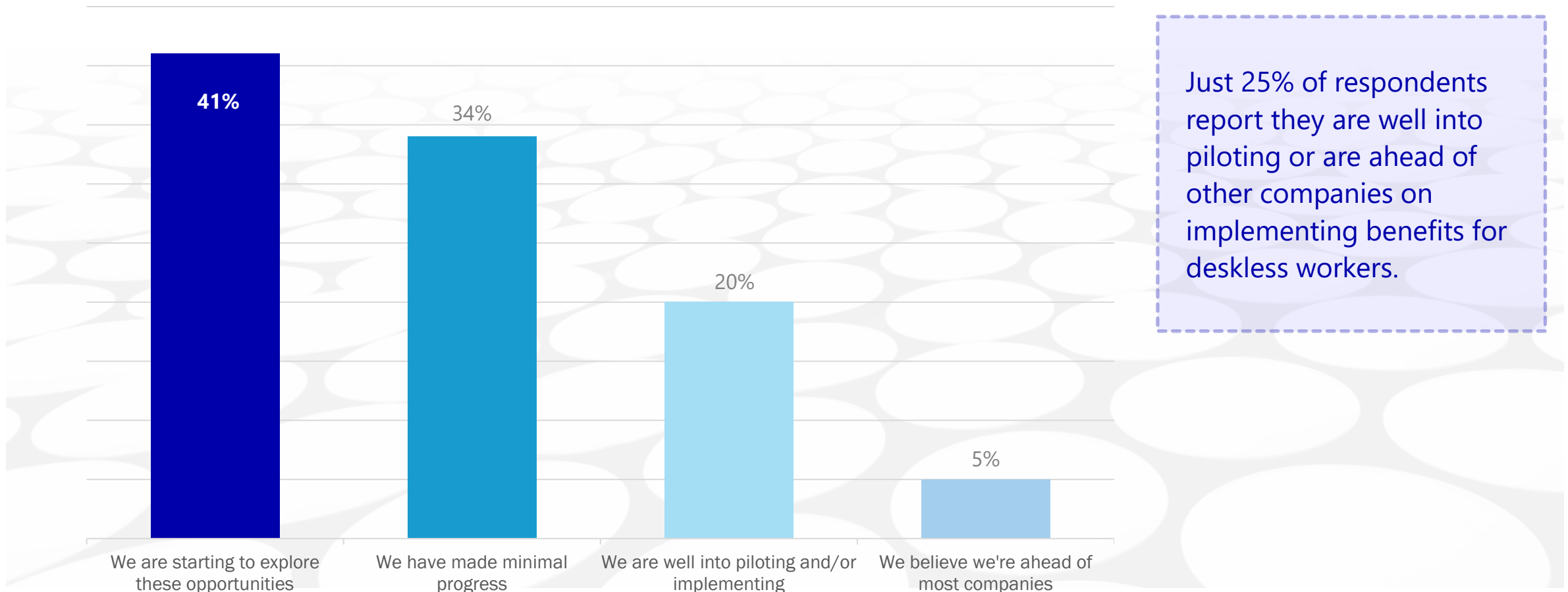
EMPLOYERS BEGINNING TO REIMAGINE WORK SCHEDULES

Q: Regarding your <u>deskless workers</u>, please rate your organization's efforts on reimagining time and/or work schedules (e.g., shift marketplace, shorter shifts, AI-driven scheduling)

We believe we're ahead of most companies — 1%

We are well into piloting and/or implementing — 16%

We have made minimal progress — 39%

We are starting to explore these opportunities — **43%**

For "deskless workers" – such as retail, distribution, manufacturing or other "front-line" employee 82% reported that they were starting to explore or have made minimal progress on schedule flexibility, or AI solutions.
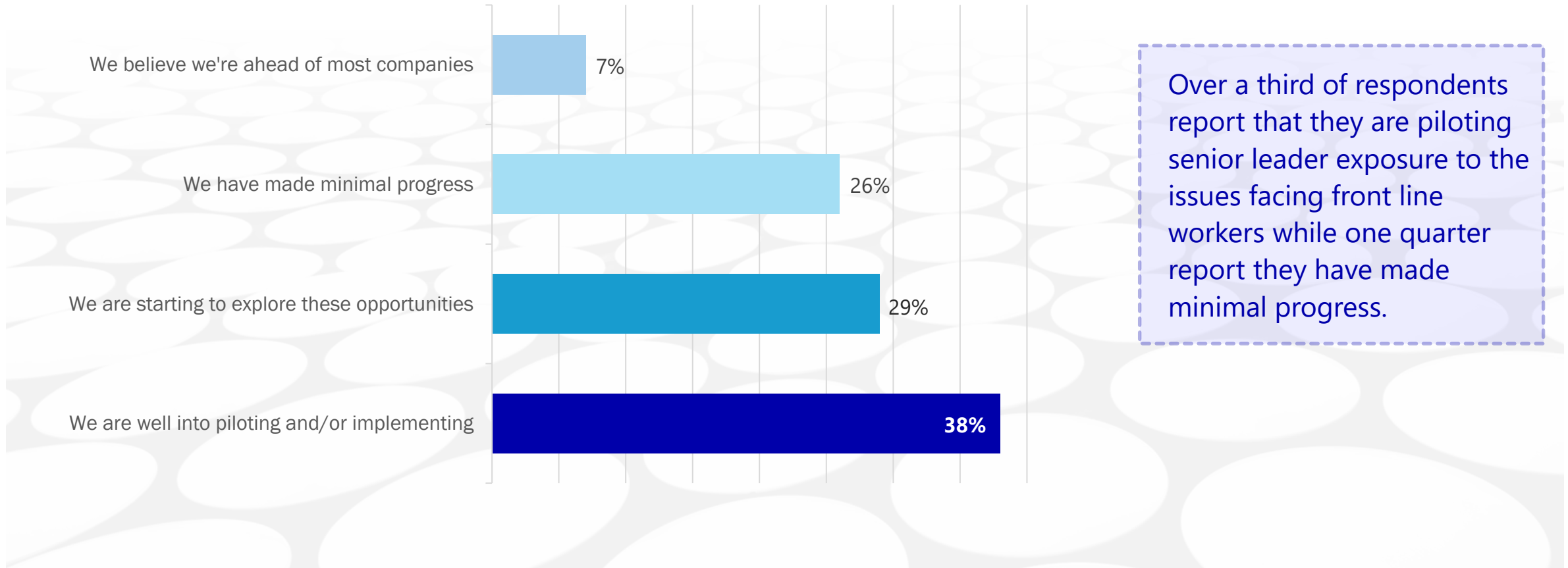
EMPLOYERS BEGINNING TO RETHINK BENEFITS

Q: Regarding your <u>deskless workers</u>, please rate your organization's efforts on rethinking benefits (e.g., childcare, housing, whole household versus dependent care)

Just 25% of respondents report they are well into piloting or are ahead of other companies on implementing benefits for deskless workers.

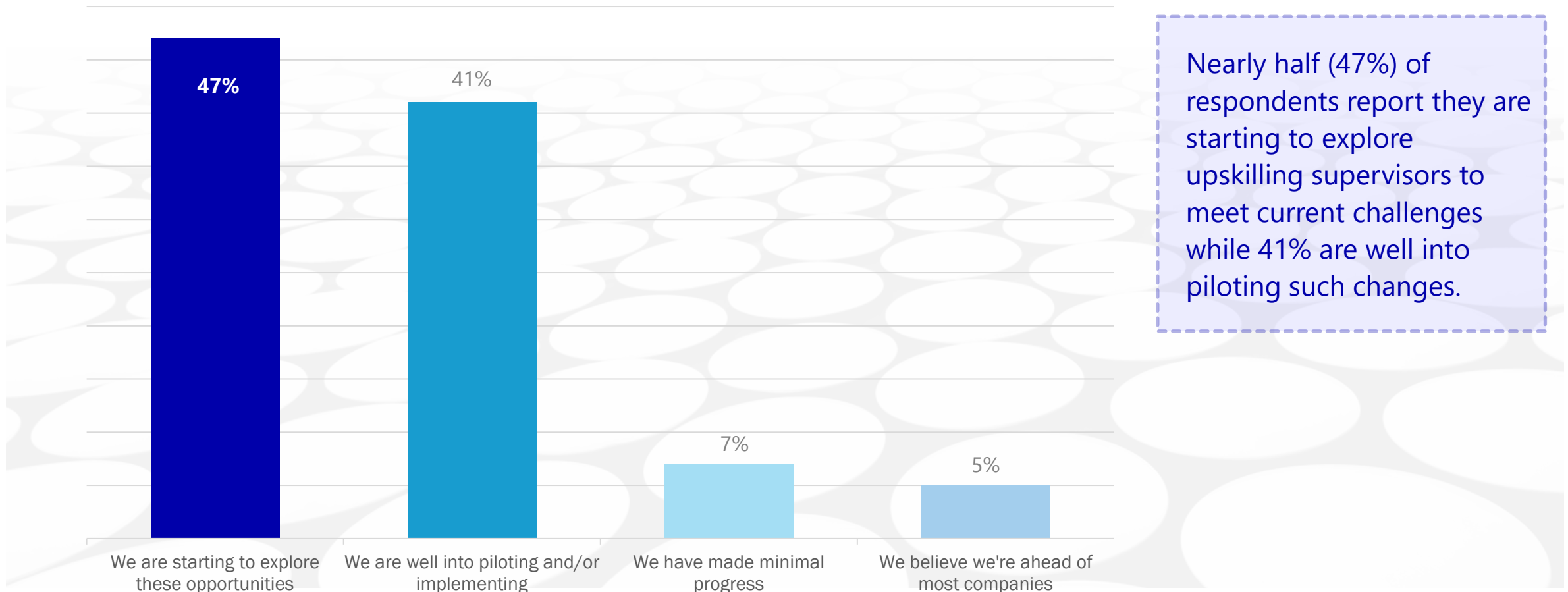| 41%	34%	20%	5%
We are starting to explore these opportunities	We have made minimal progress	We are well into piloting and/or implementing	We believe we're ahead of most companies

IMMERSION OF FRONTLINE WORK FOR LEADERS BECOMING MORE IMPORTANT

Q: Regarding your <u>deskless workers</u>, please rate your organization's efforts on changing the culture and behaviors of senior leaders to get close to frontline work (*e.g.*, time spent on location, two-way dialogue, "day in the life" immersion programs)

We believe we're ahead of most companies	7%
We have made minimal progress	26%
We are starting to explore these opportunities	29%
We are well into piloting and/or implementing	**38%**

Over a third of respondents report that they are piloting senior leader exposure to the issues facing front line workers while one quarter report they have made minimal progress.
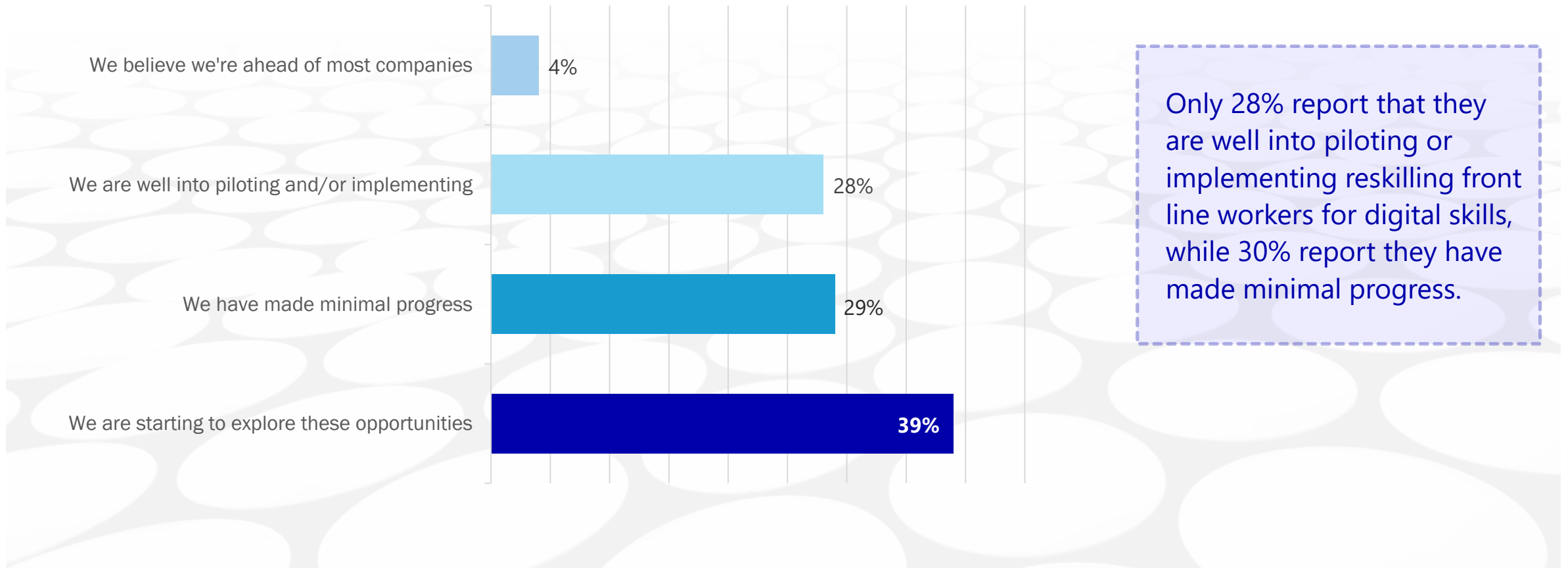
EMPLOYERS ARE RE-INVIGORATING THE ART OF SUPERVISING

Q: Regarding your <u>deskless workers</u>, please rate your organization's efforts on re-invigorating the art of supervising (e.g., building manager skills to manage, inspire, coach, teams; senior leaders going to the work)
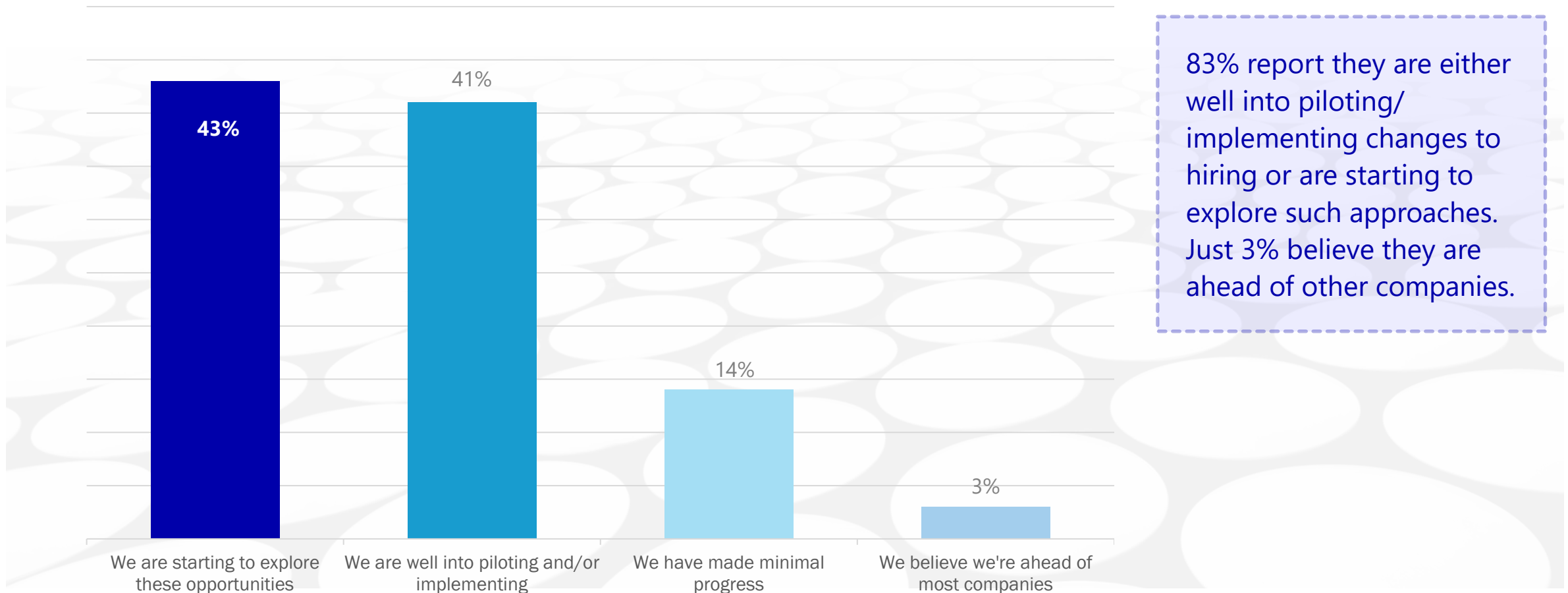

Nearly half (47%) of respondents report they are starting to explore upskilling supervisors to meet current challenges while 41% are well into piloting such changes.

- 47% — We are starting to explore these opportunities
- 41% — We are well into piloting and/or implementing
- 7% — We have made minimal progress
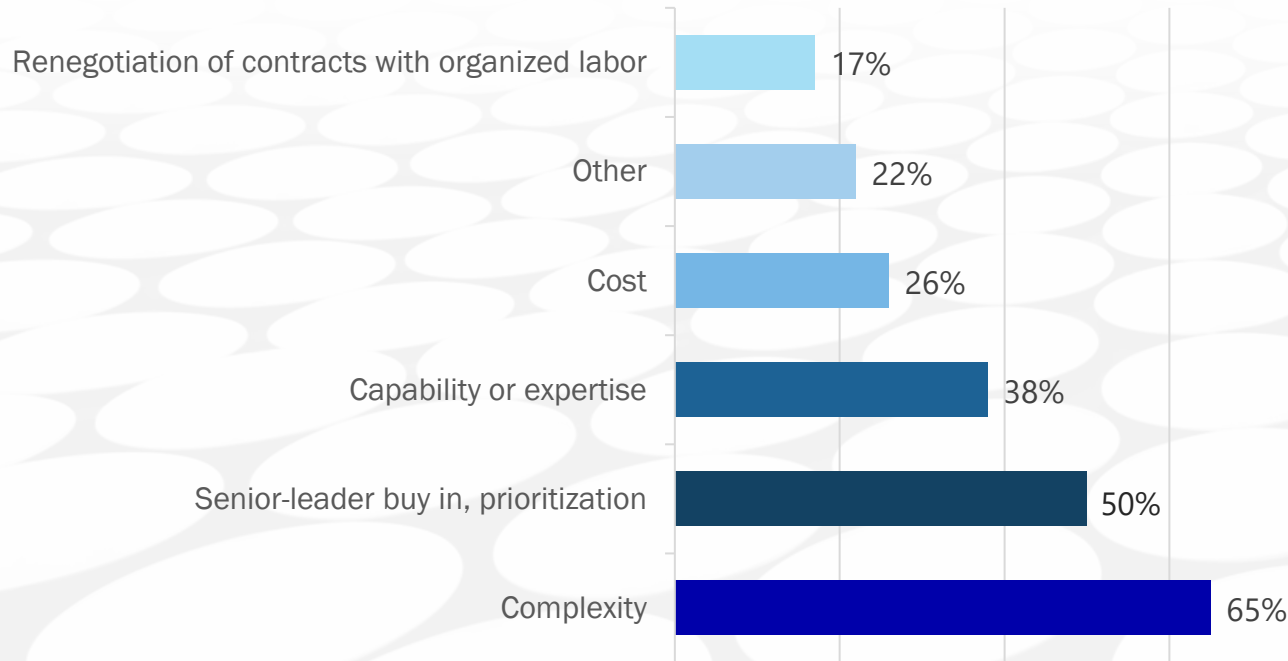- 5% — We believe we're ahead of most companies

EMPLOYERS MOVING TO FLEXIBLE HIRING PROCESS AND IMPROVING WORKPLACE

Q: Regarding your <u>deskless workers</u>, please rate your organization's efforts on transforming hiring (e.g., same day offers, contingent offers, open hiring) Investing in or re-visiting business cases for automation to remove repetitive/strenuous/dangerous parts of work)

83% report they are either well into piloting/ implementing changes to hiring or are starting to explore such approaches. Just 3% believe they are ahead of other companies.

43%	41%	14%	3%
We are starting to explore these opportunities	We are well into piloting and/or implementing	We have made minimal progress	We believe we're ahead of most companies

3 BIGGEST CHALLENGES FOR FIELD-BASED FLEXIBLE WORK

Q: In your efforts to introduce more flexible models for your deskless / field-based workers, what have been the biggest challenges? (Select your top 3 from the list below)

Challenge	Percentage
Renegotiation of contracts with organized labor	17%
Other	22%
Cost	26%
Capability or expertise	38%
Senior-leader buy in, prioritization	50%
Complexity	65%

Respondents report complexity, senior leader buy-in and capability or expertise as the biggest challenges to implementing more flexible models for field-based or front-line workers.

NOTE: *Respondents could select more than one choice; totals may not equal 100%*

ORGANIZATIONS ROLLING OUT NEW INITIATIVES FOR FIELD-BASED WORKERS (1)

Q: For the areas where your organization is piloting or rolling out initiatives for your deskless population, please provide:

Details of the programs:

- N/A
- Flexibility in shift schedules , job rotations to other areas
- progress over perfection; People can pick their schedules
- we have many ongoing for our wind techs, utility workers
- Manager training of remote people
- Have implemented improved benefits and pay to attract and retain field based workers. Looking to design/implement more "gig type" best practices including schedule opt-in, shorter shifts, etc.
- part-time workers; re-engaging retirees for training

- We are 24 x 7 Manufacturing Operations. We are currently considering different shift schedules including part-time schedules. Increasing support staff like HR on all shifts versus just 1st shift and weekly rotation of 1 HR person on 2nd/3rd shift. We are investing in more shop floor supervisors, and Resource Deployment Leads to drive more engagement. Investments are being made in reskilling; use of on the floor video training and overall training.
- None
- Childcare subsidies, more flexible benefits offerings, PTO payout, HERO bonuses
- N/A
- N/A
- Hyper local hiring teams, reorg of TA and TA processes
- Operator Experience

ORGANIZATIONS ROLLING OUT NEW INITIATIVES FOR FIELD-BASED WORKERS (2)

Q: For the areas where your organization is piloting or rolling out initiatives for your deskless population, please provide:

What impact are you seeing from these programs?:

- N/A

- Positive outcomes in areas where we have highly skilled workers. The vast majority of our non-desk workers are highly technical jobs and pay over $100k with overtime and take a certification process. Therefore, this is a very stable workforce. We are seeing higher turnover in our less skilled workforce like warehouse workers, and this labor shortage is being addressed by automation. We expect automation to help us over time to be even more efficient and the work we are doing to retool our employees for more complexed jobs has been underway for four or five years and is producing very positive results from our employees

- High employee morale.

- Appreciation from some staff. Still record levels of turnover.

- N/A

- This has been continuous and has helped with efficiency, productivity, best cost profile in industry, keeping workforce up to date on technology, empowerment and engagement to provide ideas.

- Too early we struggle from fully remote to feel a part of culture.

- Work life balance trending in right direction

- Too soon to tell.

- Manufacturing attrition is lower than the industry average.

- None

- n/a

- Sustained improvement in hiring hourly associates