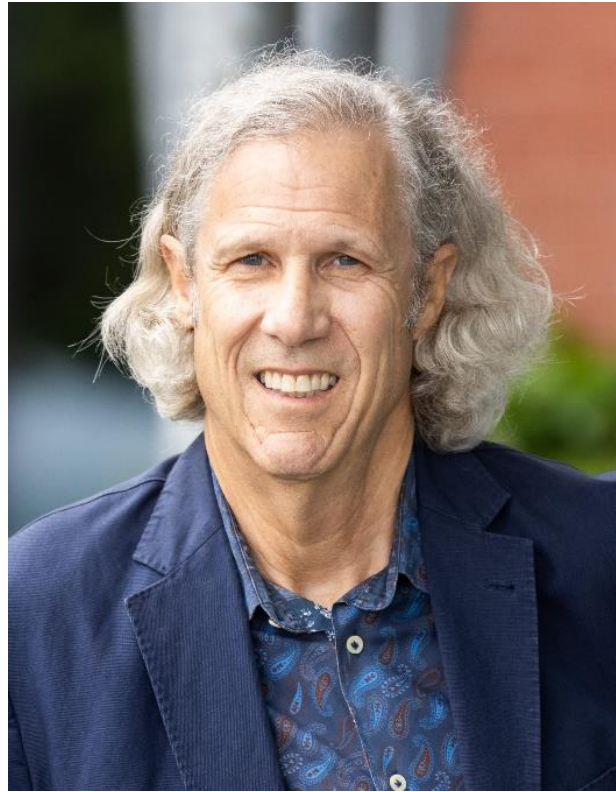# THE HYBRID WORKFORCE & THE AGILE WORKPLACE (PART 1)

white + burke
VERMONT
DEVELOPMENT
CONFERENCE

Today's Presenters

Alison Bell
Partner
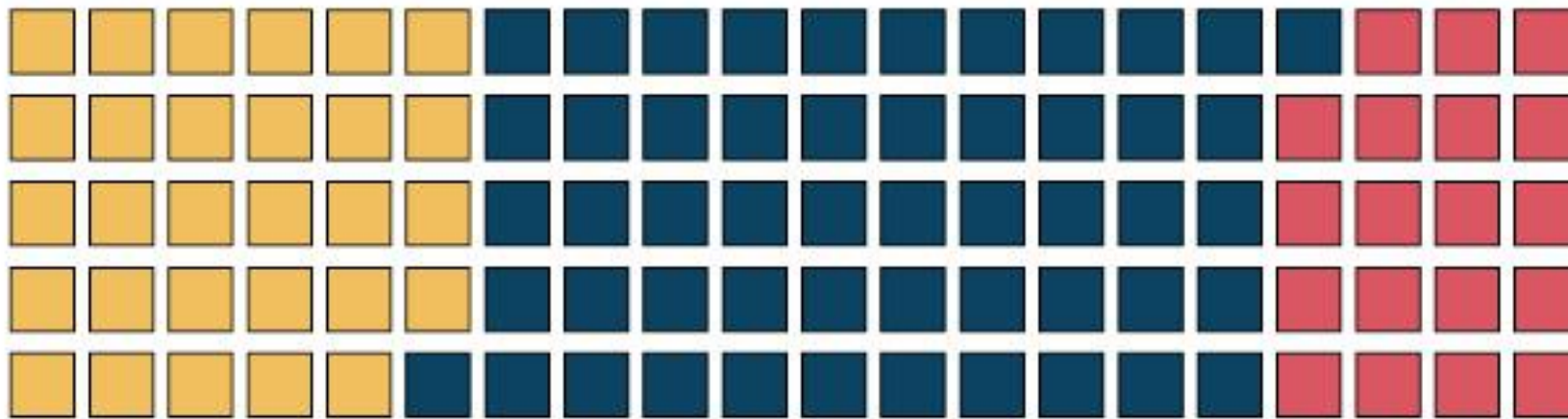Langrock, Sperry & Wool, LLC

Jesse Beck
President
Freeman French Freeman

Jennifer Fitch
Commissioner
VT Buildings & General Services

National Preferences

Nationally, 71% of office employees want to work from home at least part of the time.

29% prefer full time at the office.

52% prefer a hybrid model.

19% prefer to work from home permanently.

Source: Gensler Research Institute

Vermont Preferences

In Vermont, most employers surveyed expect at least some workers to work from home <u>half time or more</u>.

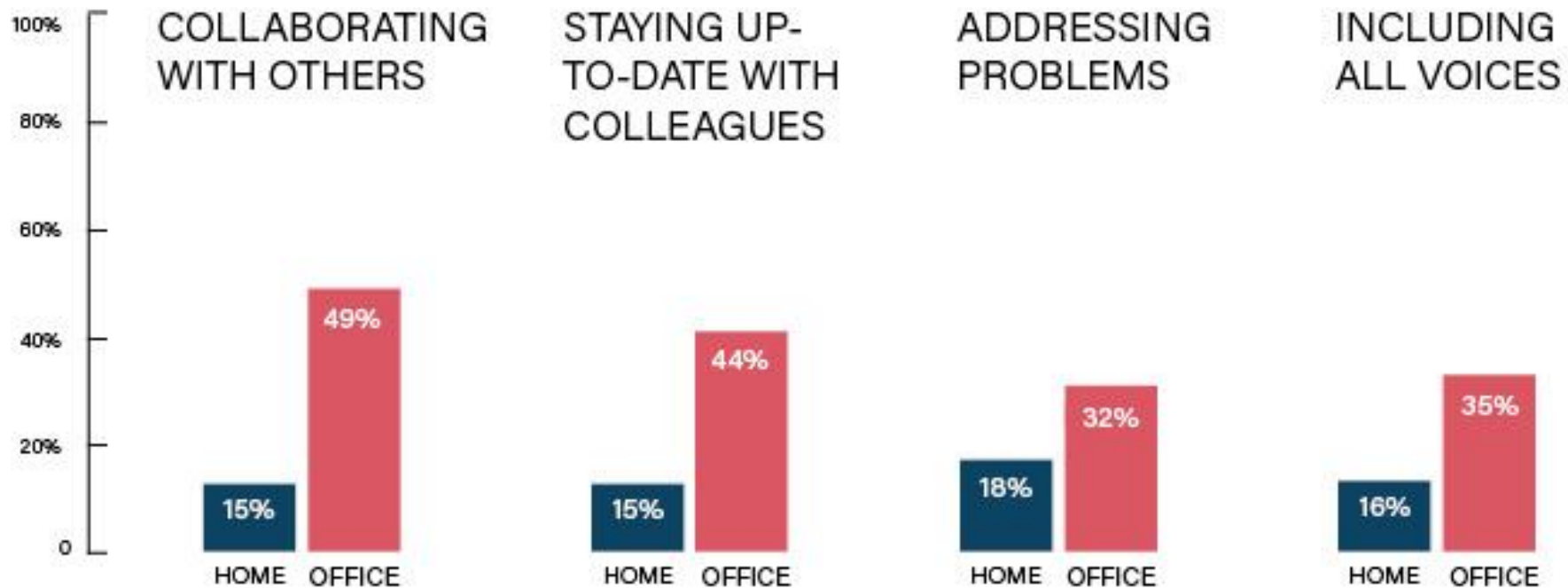*Q: What percentage of employees do you expect will work remotely 50% or more of the time after the pandemic?*

under 5%   5% to 25%   25% to 50%   over 50%
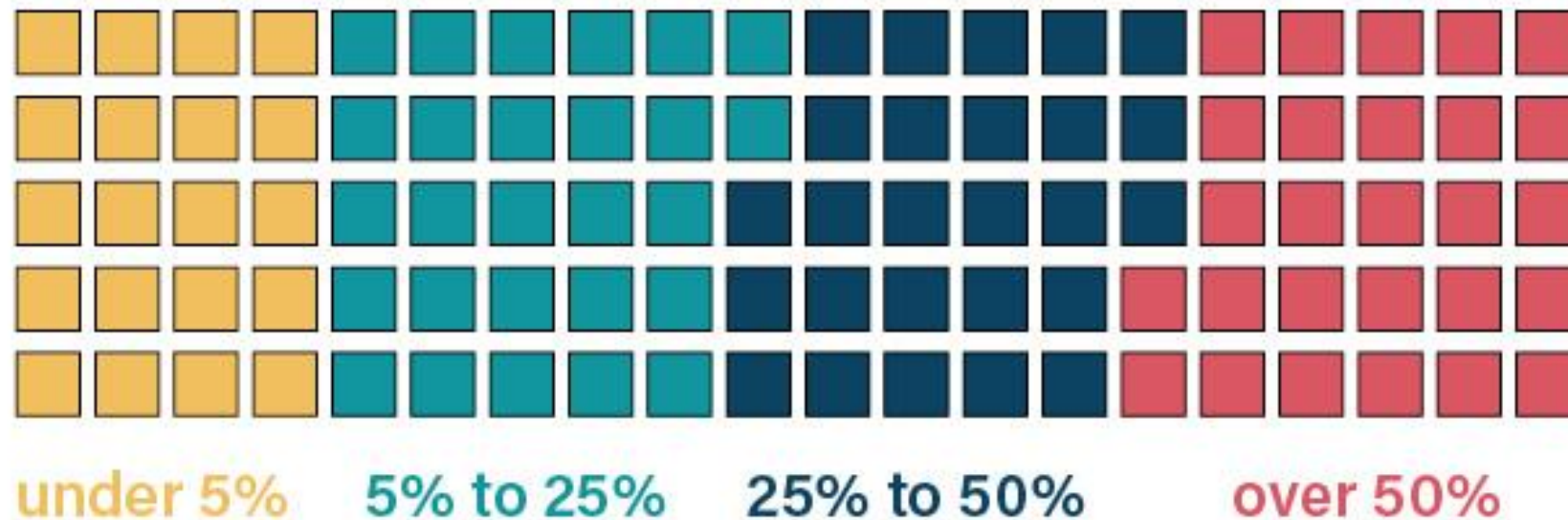
Where the Office Excels

Where the Office Excels

Workers who say activities are easier in the office rather than at home.

	COLLABORATING WITH OTHERS	STAYING UP-TO-DATE WITH COLLEAGUES	ADDRESSING PROBLEMS	INCLUDING ALL VOICES
HOME	15%	15%	18%	16%
OFFICE	49%	44%	32%	35%

Source: Gensler Research Institute

Home vs Office

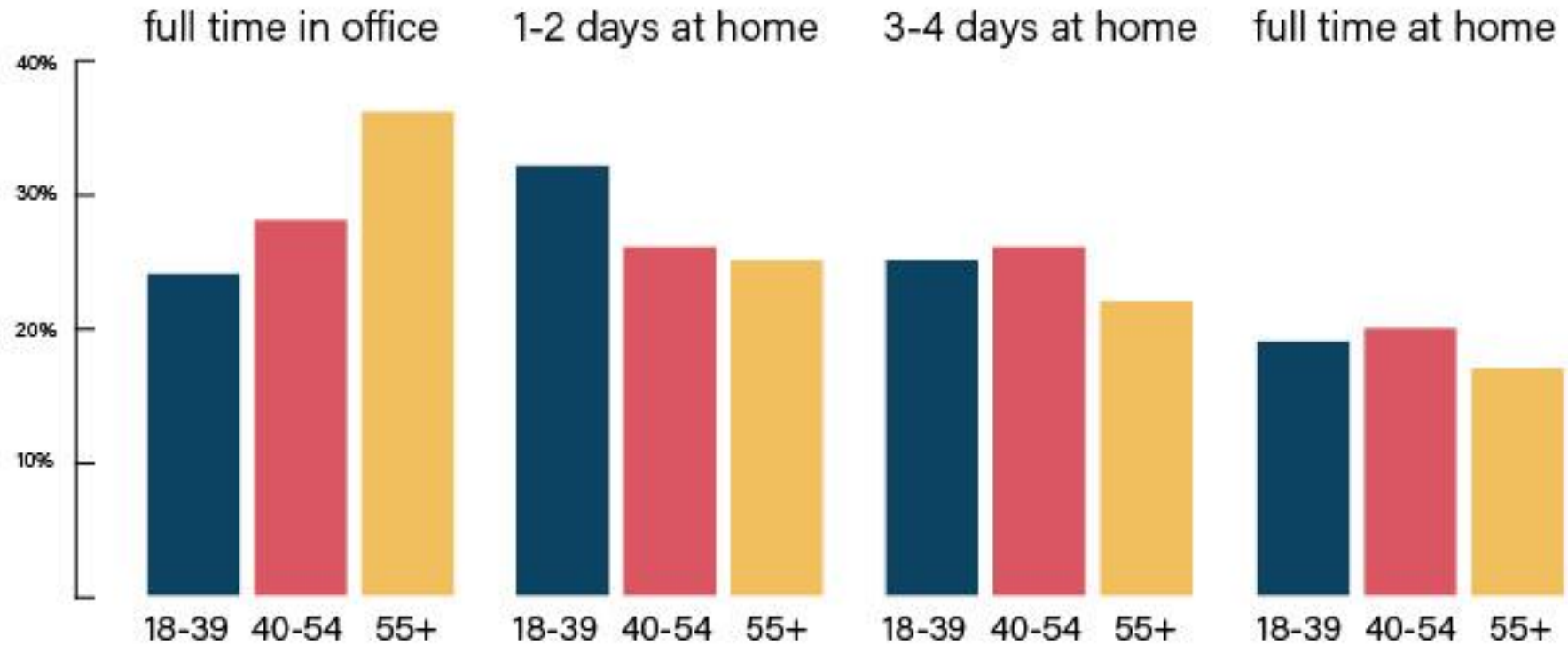**Home, Sweet Home?**

On average, workers rate their homes as more effective than the workplace for many activities (on a five point scale).

FOCUS — HOME 4.3, OFFICE 3.8
LEARNING — HOME 3.7, OFFICE 3.5
SOCIALIZING — HOME 3.4, OFFICE 3.5
NOISE — HOME 3.9, OFFICE 3.5
NATURAL LIGHT — HOME 4.3, OFFICE 3.3

Source: Gensler Research Institute
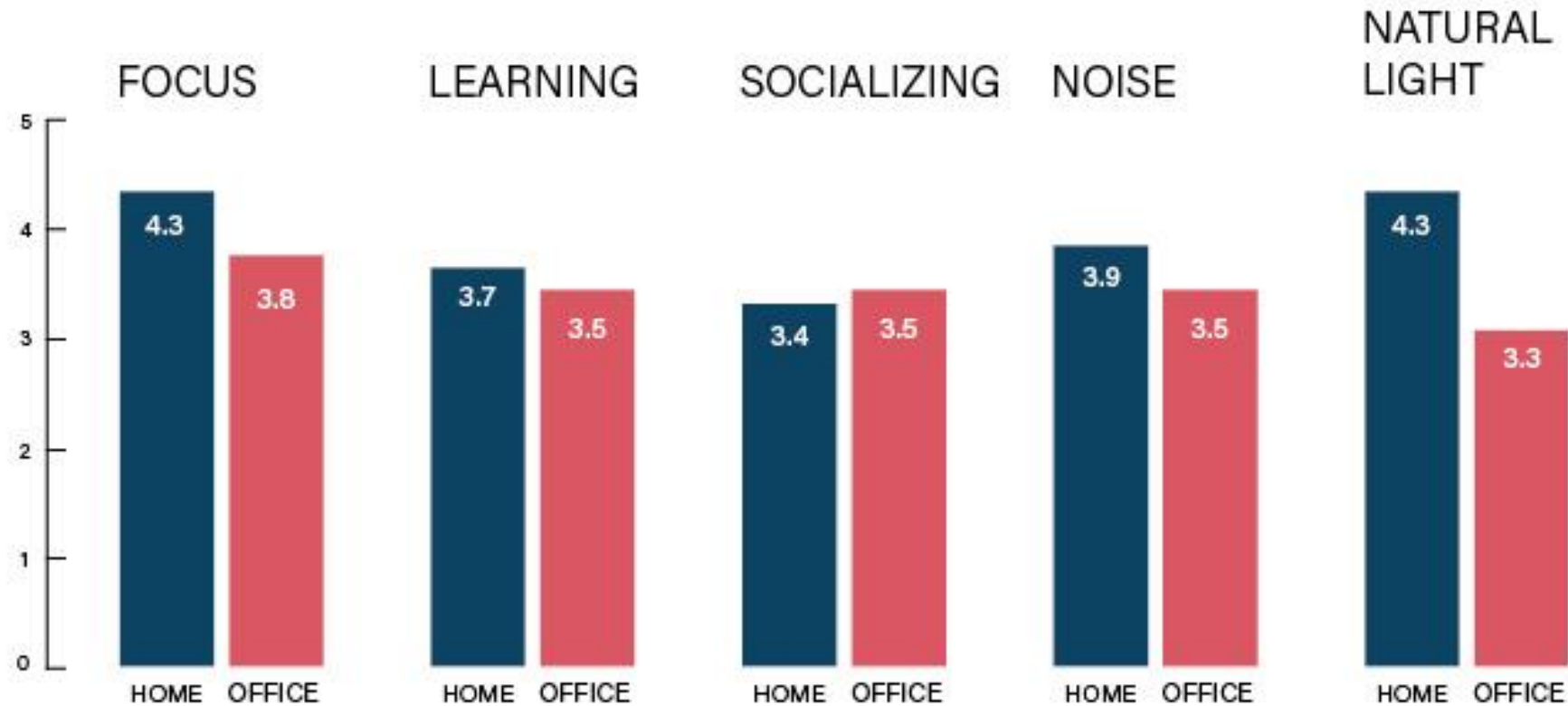
Today's Presenters

Older workers prefer the office, but not by much.

full time in office   1-2 days at home   3-4 days at home   full time at home

18-39   40-54   55+   18-39   40-54   55+   18-39   40-54   55+   18-39   40-54   55+

Source: Gensler Research Institute

By the numbers

The General Services department for the serving ~7,000 state staff with ~300 employees.

One of the largest, or number 1 statewide office occupiers.

Oversees and manages ~3,000,000 SF of owned & ~1,000,000 SF of leased space.

Our presence in 100 + communities have immediate and long-term direct and indirect benefits & impacts.

What we do

ENERGY OFFICE

PRINT & POSTAL

PLANNING & PROPERTY MANAGEMENT

BUSINESS SERVICES

BGS

PURCHASING & CONTRACTING

FLEET SERVICES

DESIGN & CONSTRUCTION

OPERATIONS & MAINTENANCE

SAFETY & SECURITY

Facilities we support

8,300 strong

Contrary to common belief the State of Vermont workforce is not "graying" – the average age is <u>decreasing</u>

25% eligible to retire in 2025

51.2% Female
48.8% Male

Work in all 14 Counties

95.7% White
4.3% Minority

The State's largest single employer

10 years average service

More than half of Executive Branch employees work in jobs categorized as Professional

~35% of state staff worked remote **before** 2020 (adhoc use, 8 to 16 hours or more weekly.)

~85% of state staff worked mostly remote **at** highpoint in 2020

47.4% said a 1/2 year into the pandemic, they wanted to continue working remote 80% or more of the time each week

~ 50% of Staff working mostly remote for ~ 1.5 years

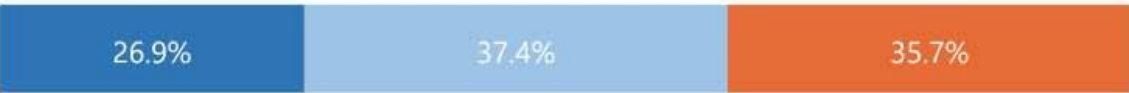Departments learned to move many face to face in-person transactions online quickly

Over 90% of staff surveyed felt productive working remote

Like so many others we overcame huge operational & IT obstacles

2020 Remote DHR Work Survey

Legend: Better (dark blue), Neutral (light blue), Worse (orange)

Category	Better	Neutral	Worse
Team Collaboration	38.4%	41.5%	20.1%
Supervisor Relationship	36.7%	54.4%	8.9%
Work/Life Balance	53.8%	24.6%	21.6%
Work Productivity	61.2%	31.4%	7.4%
Workstation	26.9%	37.4%	35.7%
Connection to Agency/Department	31.0%	50.6%	18.4%
Overall Job Satisfaction	60.7%	28.7%	10.6%
Overall sense of well-being	57.5%	27.9%	14.6%
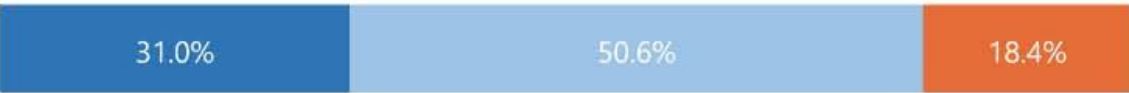
Pro's

- **Easier to do focus work** for some, <u>not</u> all at home. Quieter atmosphere at home
- **Productivity is a plus** at home (when have access to good broadband speeds)
- **Higher levels of job satisfaction and engagement** reported overall with females with a slightly higher percent agreement (+7%)
- A working theory, **women have disproportionately been impacted by the pandemic with family and home responsibilities,** but flex time has allowed them to continue to be productive employees
- **A new balance,** more time with family, no commute, time to exercise

Con's

- **Collaboration and connectedness challenges** with loss of team mentality, isolation, loneliness, and lack of communication
- **Greater gaps** between those who <u>can</u> and <u>can't</u> work remote due job types, other factors
- **More stress** due to work-life imbalances (kids, quarantining, lack of daycare, can't disconnect)
- **Digital divide,** lack of affordable access to good broadband at home, digital service deserts in many areas
- **Lack of training, experience** for staff, managers, and leaders with new technology
- **Childcare/family distractions** at home
- **Lack access** to affordable childcare

Pro's

- Enhanced work-life balance for some, <u>not</u> all
- Climate positive, lower environmental impacts with less driving
- New flexibilities, work can happen anywhere (for some)
- A positive for attraction and retention of new and existing talent
- New innovations in service delivery, ways of collaboration (for some, not all)
- Openness to new ideas, new ways of working, piloting, and experimenting
- Dramatic expansion of ways to do State related transactions online, versus in-person (Greater convenience for some)

Con's

- Inconsistent policies and managerial practices were a significant concern to respondents
- No consistency in whether staff can or can't bring home state equipment to work with
- Lack of clear access to low-cost, no-cost choices to outfit home offices to make it easy to go back and forth with in-person working
- Some lack mobile technology choices like cell phones, laptops, and tablets. Some must lug monitors and desktops back and forth.
- Workspace isn't hybrid-working friendly with too many unused workstations, private offices, not enough collaboration and flexible spaces

Return to work under a hybrid-model

- **Enhanced flexibility with November 1st and teleworking deadline:** Departments and staff are requesting remote working days and hours (based on job types)
- **Workspace changes:** Growth in low-cost hybrid-friendly space changes, openness to use bookable hotel space, unassigned spaces
- **Piloting of hybrid-work place designs:** BGS working earnestly with many departments to reshape office layouts. Willingness to try new ideas.
- **New performance measures:** Creating performance measures to assess production and ensure team alignment

QUESTIONS?

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