



Intro to Supervising Remote and Hybrid workers

**MCCS
November 7, 2024**



**HAROLD ALFOND CENTER
FOR THE ADVANCEMENT OF
MAINE'S WORKFORCE**

■ Remote Work for ME



The project, awarded by Ascendium Education Group, provides rural Maine residents with free training so they can pursue remote work opportunities. It includes free training for participants with scholarships available for computers, software, and internet connectivity.

Skills to successfully work remotely

- Access to good paying jobs in rural Maine
- Career path with upward mobility
- Meet employers' demand for qualified employees
- Maine's incumbent workforce
- Prevents outward migration
- Better work / life balance



REMOTE WORK Programs

Remote Work Essentials for
Professionals

Leading Remote and Hybrid Teams
Supervision Fundamentals

Remote and Hybrid Work
Business Fundamentals

Remote and Hybrid Work
Foundations





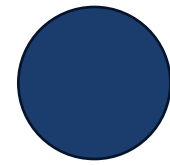
Leaders must acknowledge and accept that there is no back, there is only forward. Those who shrug their shoulders and say, 'This wasn't how we did it back before the pandemic,' are shrugging off their responsibility.

-Equity in the Hybrid Office

Remote Work Models



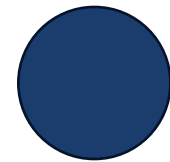
Remote time /
remote tolerated



Remote friendly



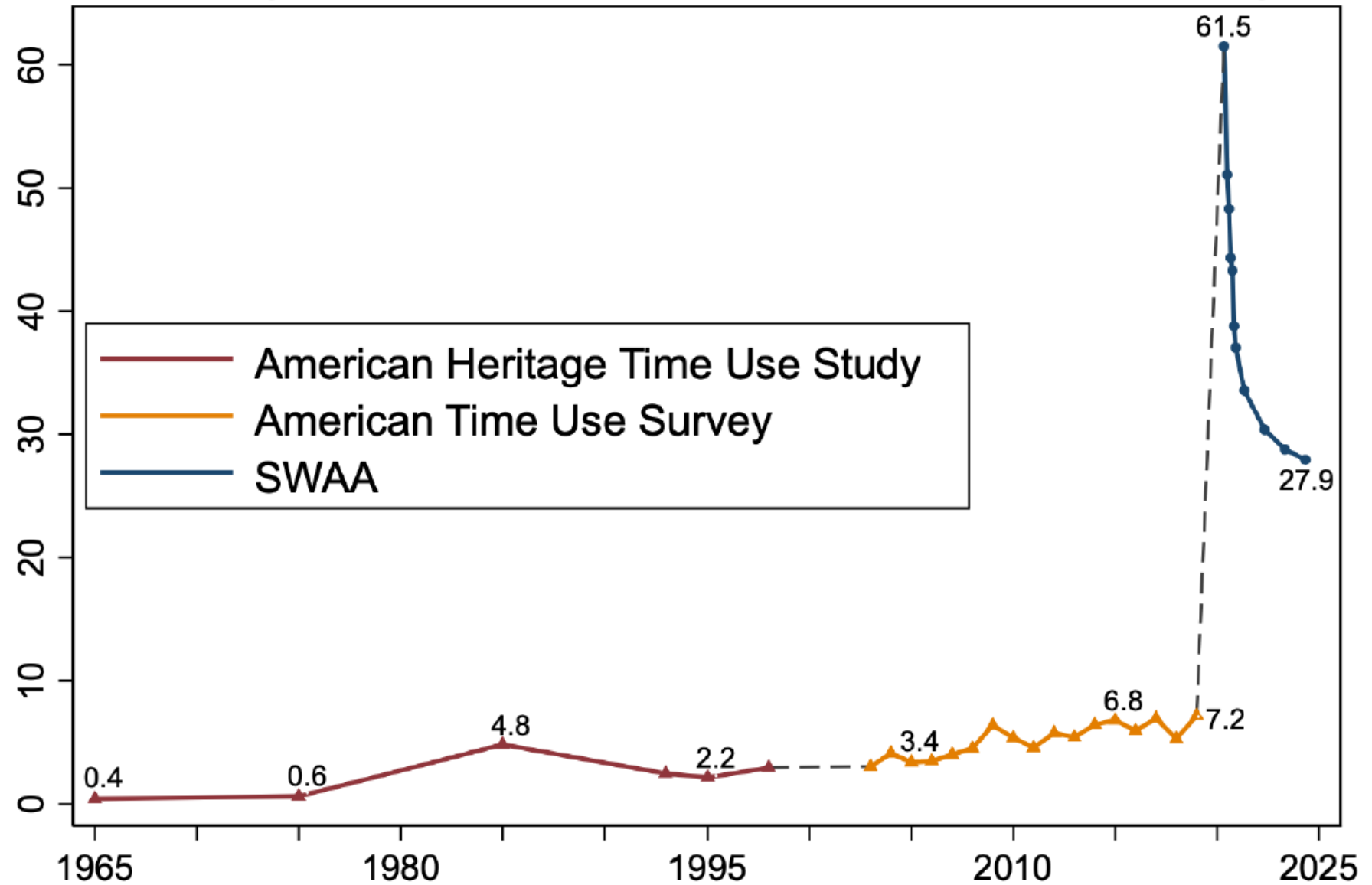
Remote Exceptions



Remote first and
fully remote



Full Days Worked at Home, Percent of Paid Workdays



SWAA October
2024



Remote Work Models

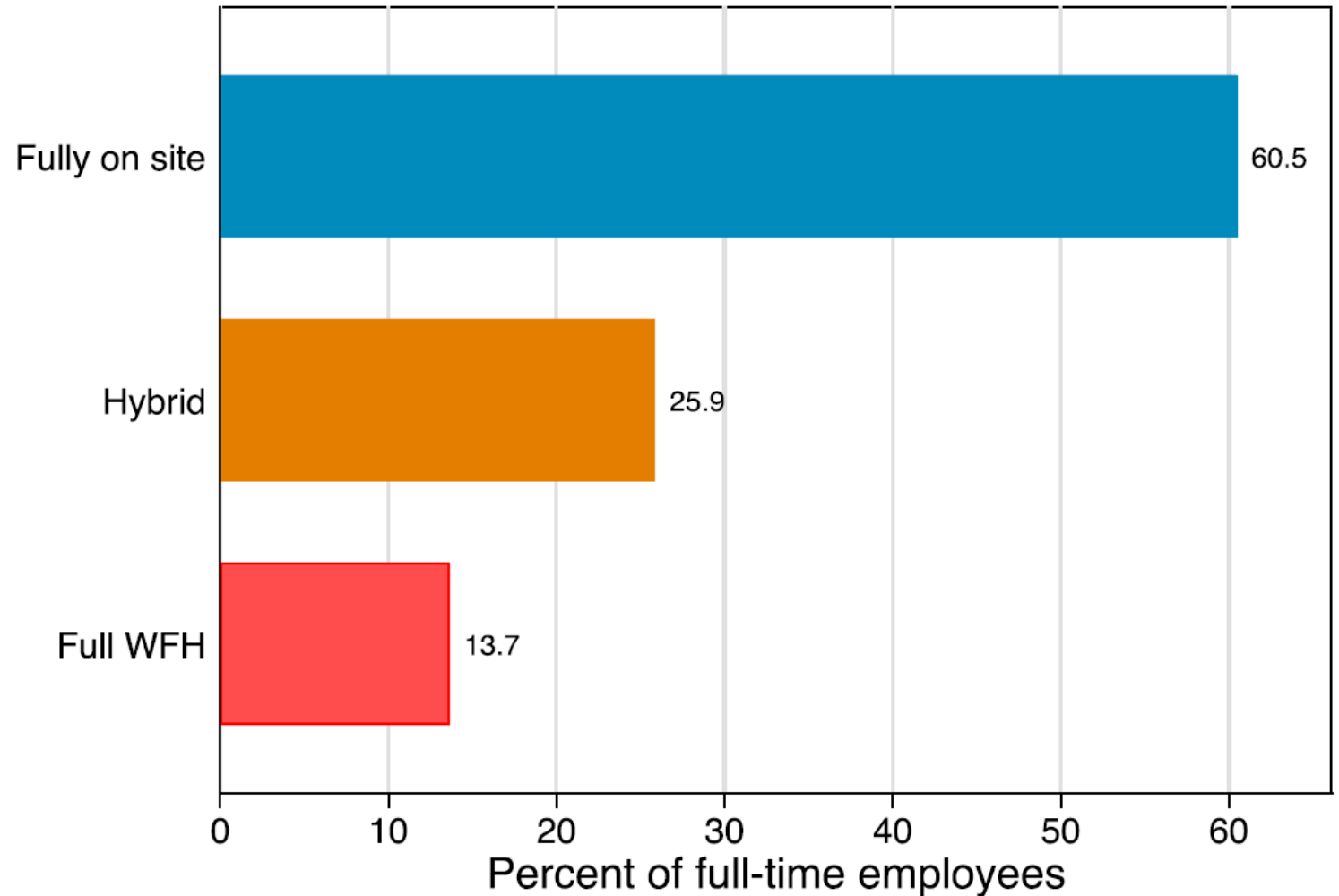
Responses to the questions:
- *For each day last week, did you work a full day (6 or more hours), and if so where?*



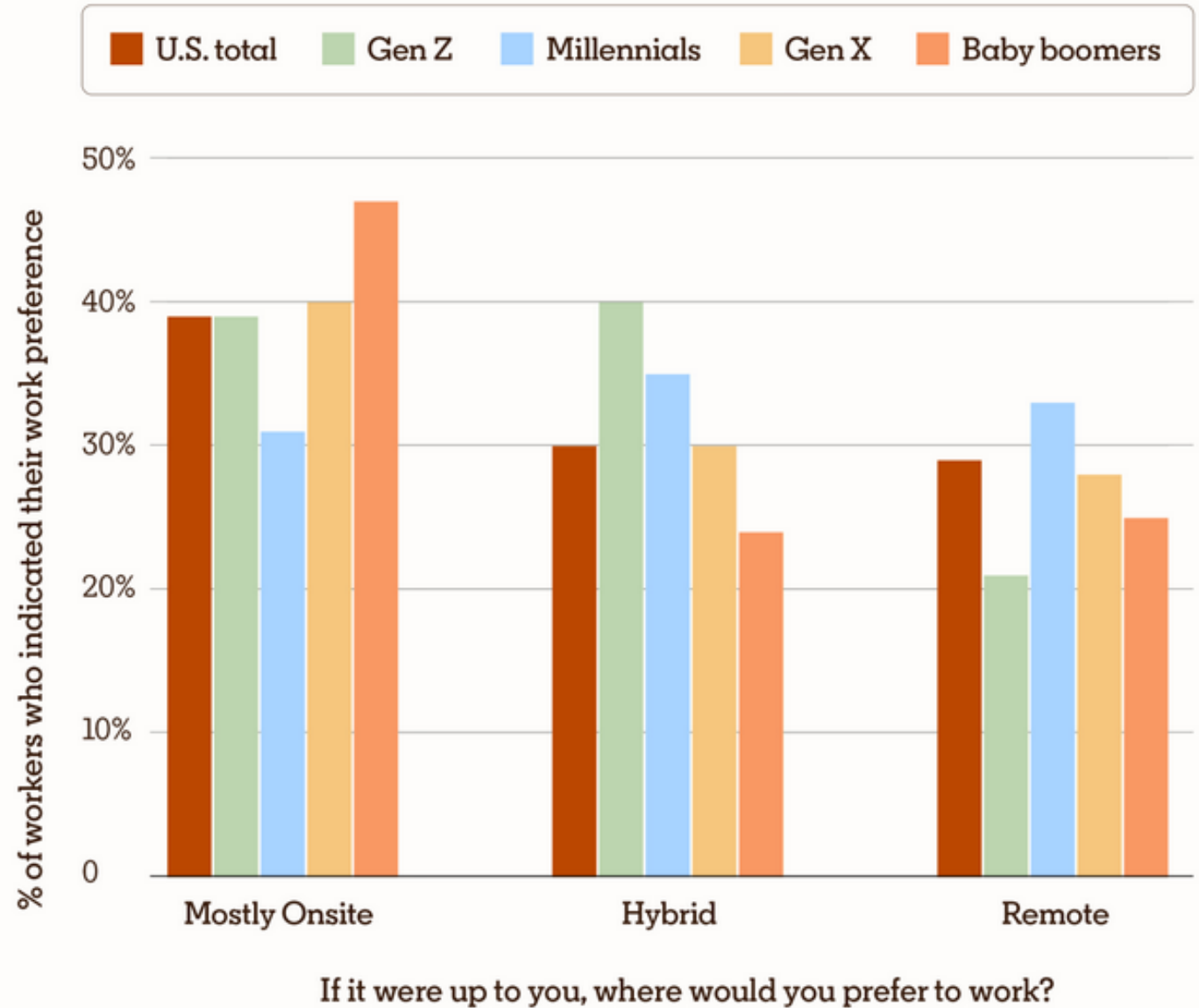
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Working Arrangements

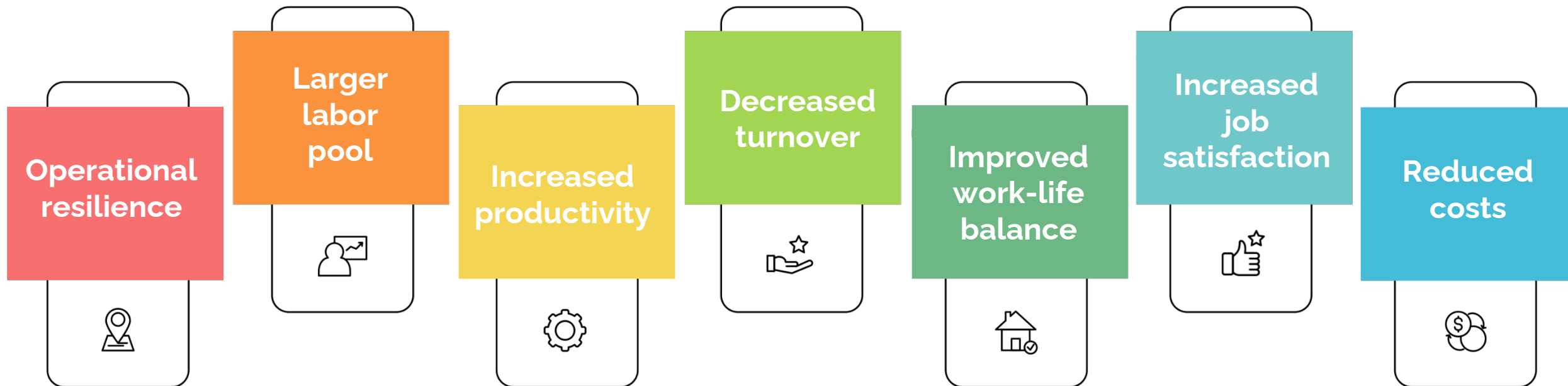


The Work Shift: Is hybrid really the new normal? Here's what the data is showing



Benefits

FOR REMOTE WORK





“

Do you want to access talent everywhere...you need to be at least open to the possibility of remote work — it opens doors to attracting and retaining talent around the world, literally and figuratively.

-Katie Burke, HubSpot

30%- 55% reduced turnover

13% decrease cost for recruiting

12% increased applications

Increased candidate diversity

- **15% more female applicants**
- **33% more applications from underrepresented minorities**
- **25% increase in employment of PWD since pandemic**



Challenges

FOR REMOTE WORK



Challenges

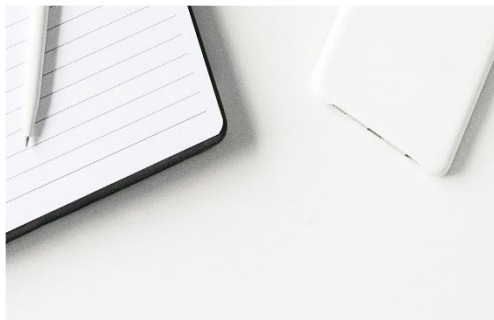
FOR REMOTE WORK

These are not intrinsic to remote and hybrid work

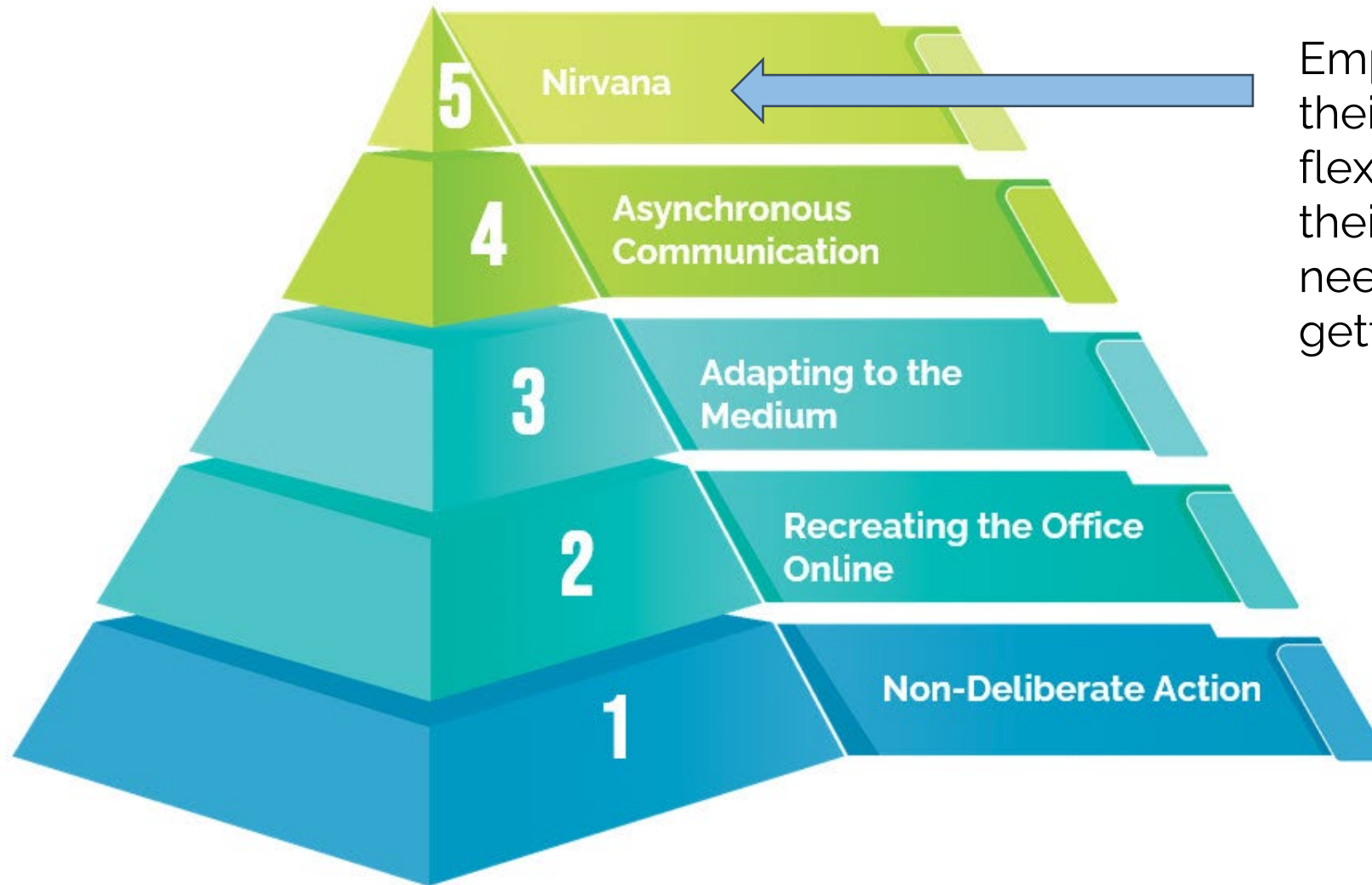


■ Key Principles

- Intentional / Purposeful
- Equity
- Asynchronous
- Iteration

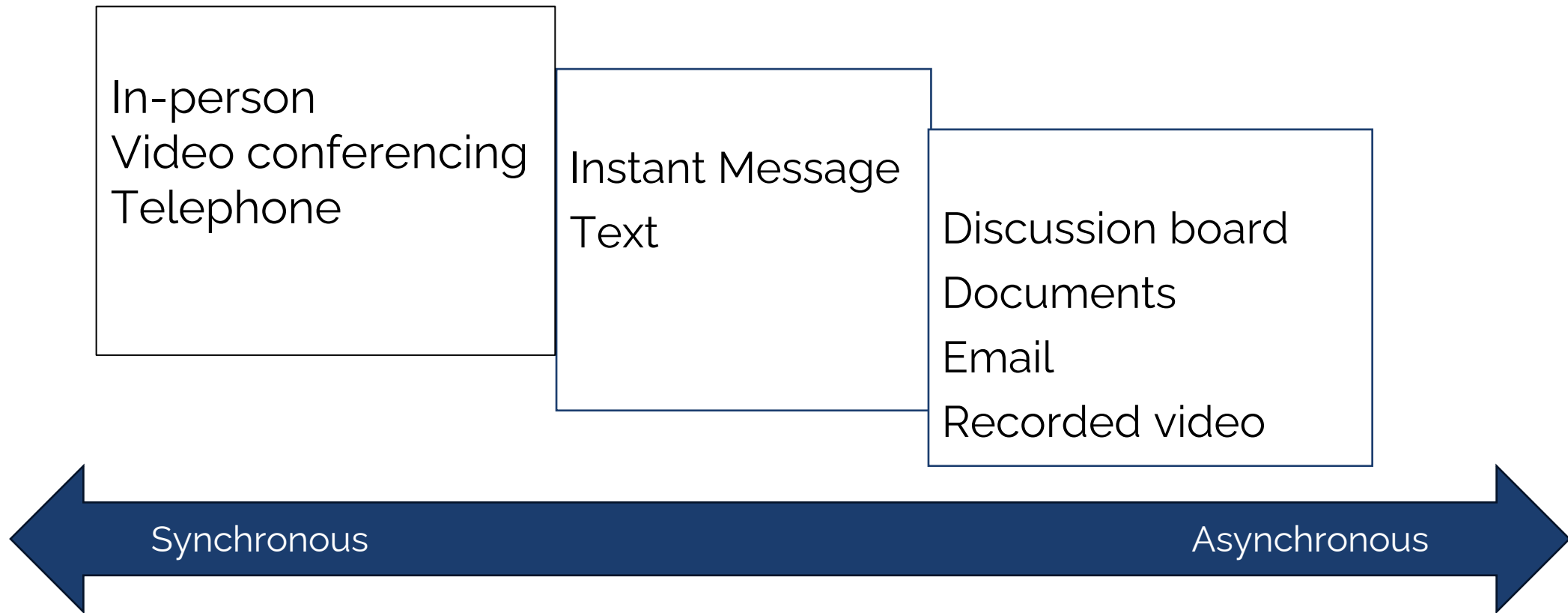


Matt Mullenweg's Five Levels of Remote Work



Employees "design their lives" and have flexibility to design their day around their needs while effectively getting work done.

Synchronous v. Asynchronous Work



Synchronous v. Asynchronous Work



Asynchronous

Reduce meetings
Transparency
History/ Archive
Equity



How Async and Remote Drive Equity



How Async and Remote Drive Equity

Location

Time

Task



Culture

"When co-located, leaders often implicitly transmit culture by modeling behavior and values in the presence of their employees. The same implicit signals exist when remote, but they're harder to detect and interpret. Leaders need to decide on the type of culture they want, the signals that are appropriate to communicate it, and how and when to send them without distortion."

WFH Doesn't Have to Dilute Your Corporate Culture,
Harvard Business Review





“

"Team psychological safety is defined as a shared belief that the team is safe for interpersonal risk-taking...it describes a team climate characterized by ***interpersonal trust and mutual respect in which people are comfortable being themselves.***"

-Amy Edmondson

- Society for Human Resource Management (SHRM) supervisor survey

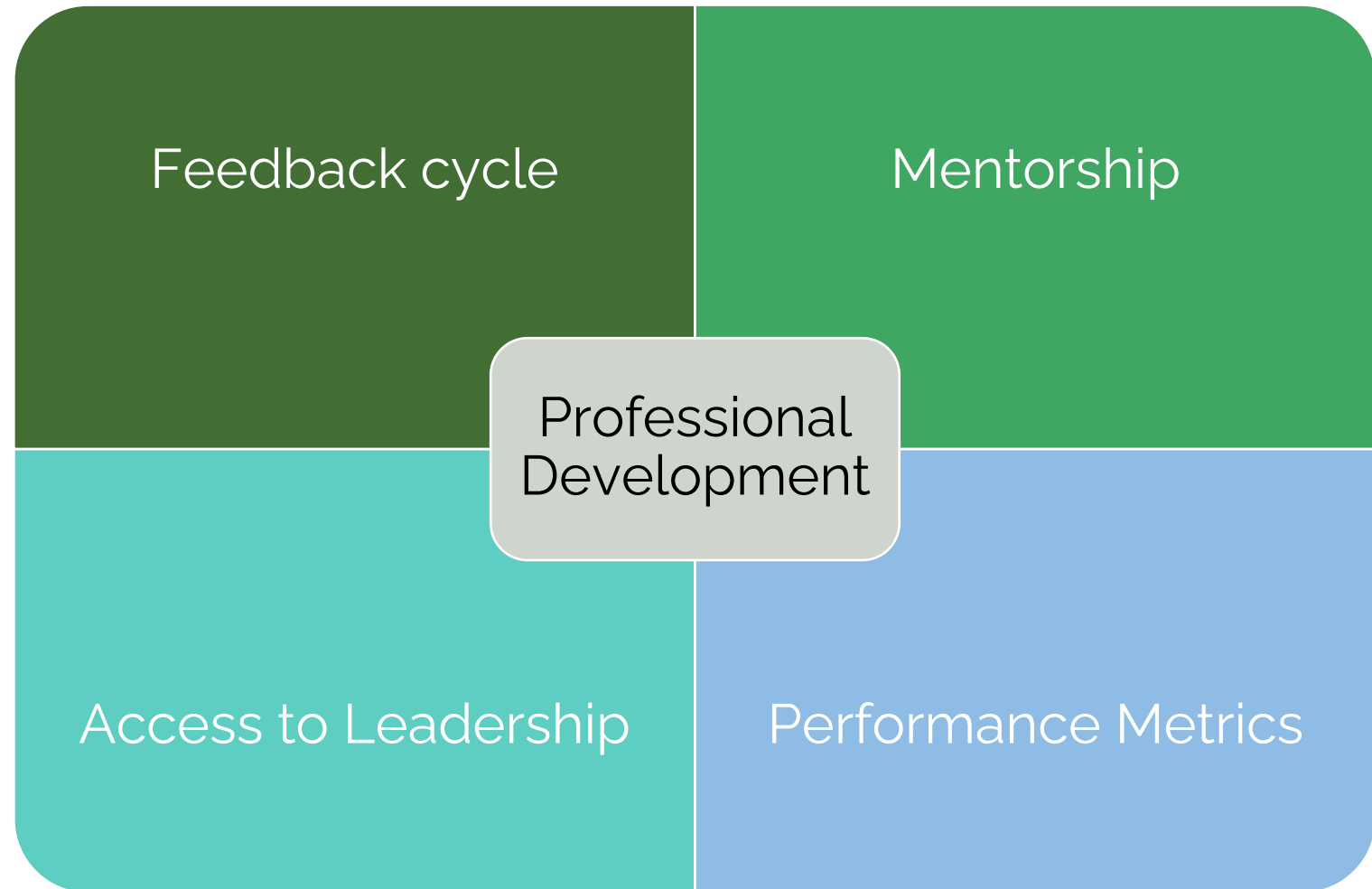
Proximity Bias

67%

remote workers
more people in power tend
to treat workers who
are physically closer
more favorably.
42%
forget about remote
workers when
assigning tasks



1:1 Meetings



Remote Work Agreement

- The type of remote or hybrid work
- Office expectations
- Approved work location(s)
- Travel expense reimbursement.
- Equipment and expenses
- Security requirements and data management.
- Weather closure expectations
- Performance expectations.
- Agreement termination, renewal, review

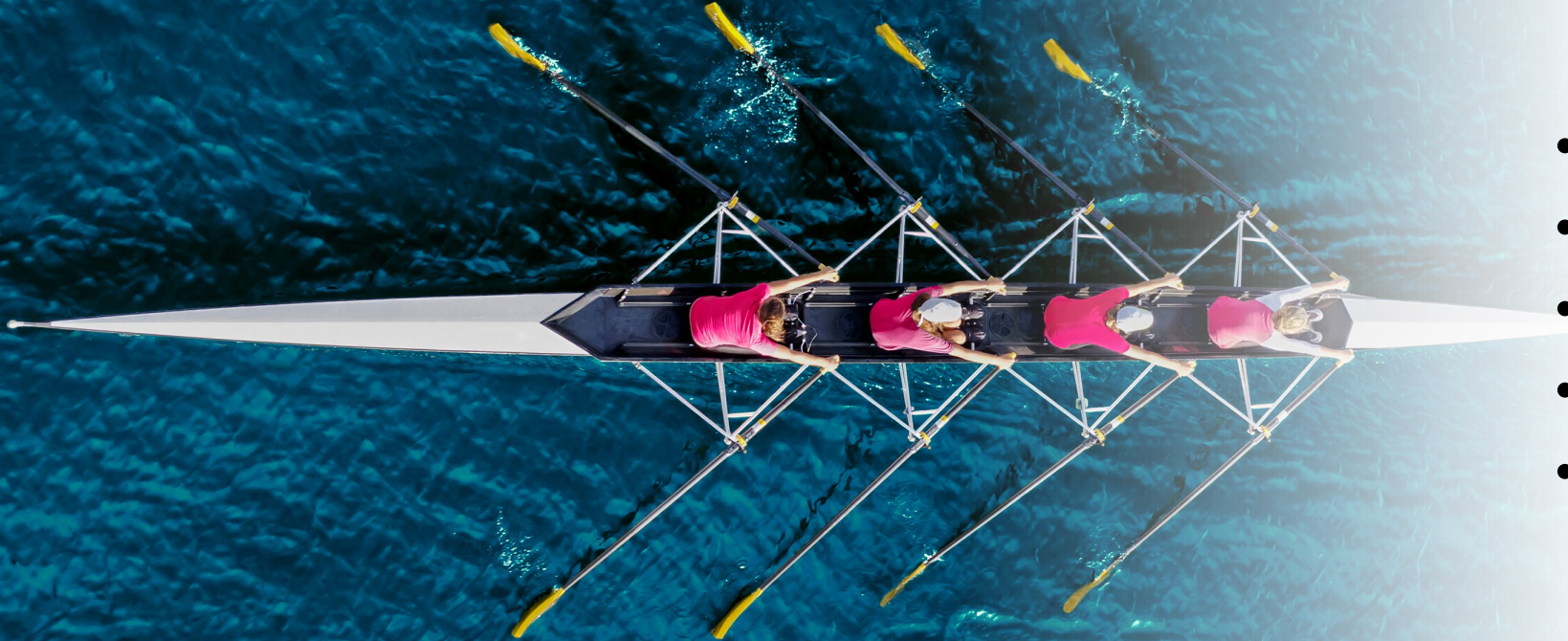


Teamwork



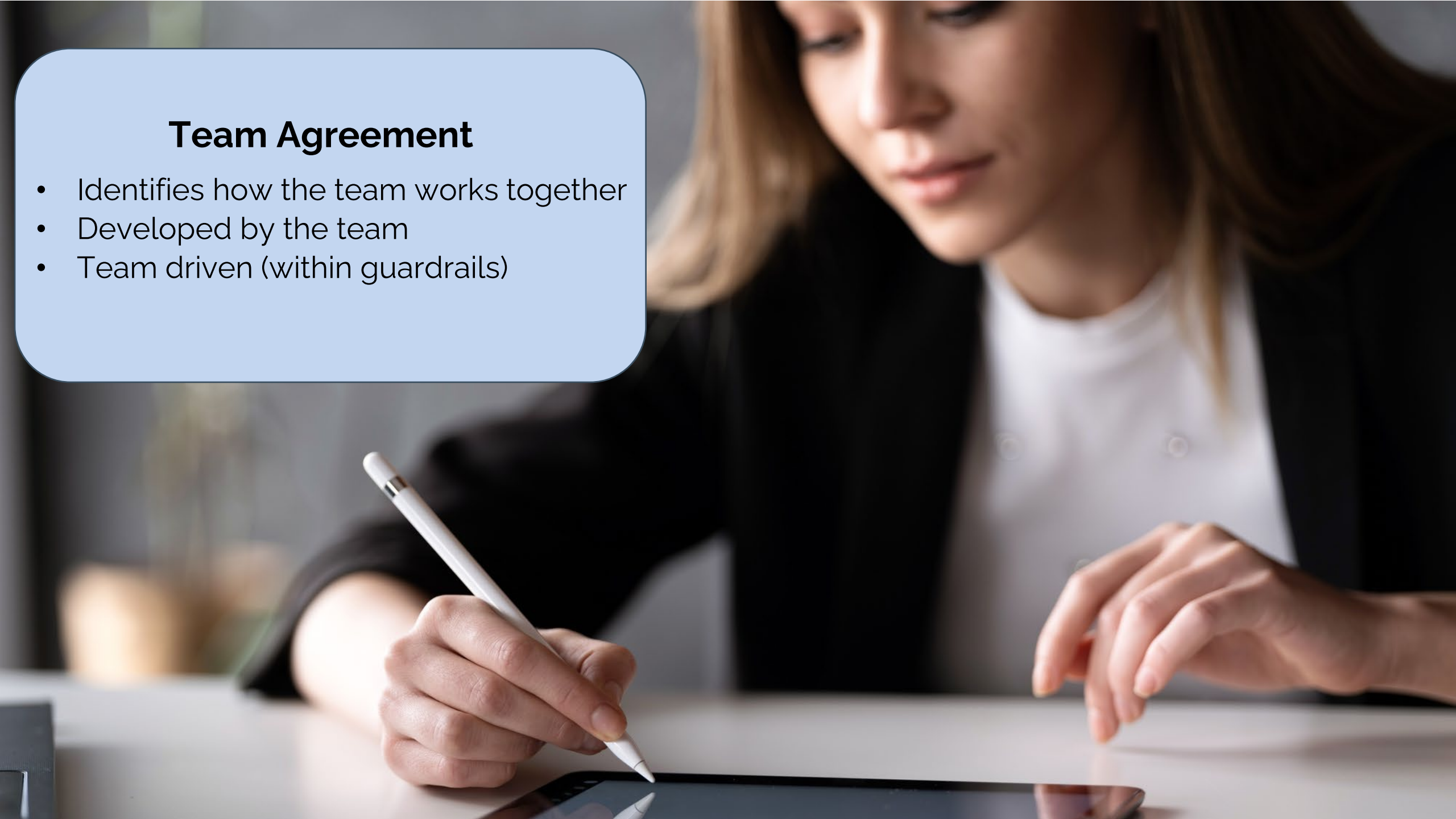
Teamwork

- Weekly meetings
- Hybrid meetings
- Equitable tools
- Coordinate office time
- Time for connection



Team Agreement

- Identifies how the team works together
- Developed by the team
- Team driven (within guardrails)



Team Agreement

- What information do we need to share?
- Norms
- How will we handle conflict?
- How do we know what each other are doing?
- What tools will we use and how?
- How will we communicate availability?
- Response time?
- How do we communicate in an emergency?
- Hybrid teams



■ Teamwork and Collaboration

- I'm passionate about the people I serve.
- I love deep conversations about important things.
- I love sharing stories and information (work or otherwise).
- I don't gatekeep and get frustrated when others do.
- I'm an overthinker, very intentional, so will have a reason for every decision and will likely tell you the story.
- I'm curious and ask questions because I want to understand.
- I tend to do everything myself (double edged sword).
- I treat people as colleagues regardless of role.
- I work best with clear direction, autonomy, flexibility and decision-making ability.
- I get frustrated by unnecessary friction in systems, loathe Comic Sans and "reply all"
- I prefer an email or text rather than phone.
- I do my best work in the mornings.
- If you're talking to me on Zoom during the summer, I'm probably barefoot and in shorts.



My User Manual

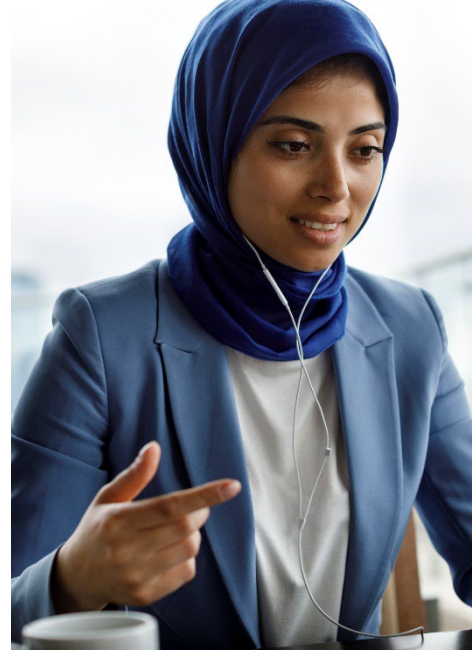
- Conditions I like to work in...
- I'm most productive in (morning/afternoon)...
- Best ways to communicate with me...
- I value...
- I'm passionate about...
- How I best receive feedback...
- Things I struggle with...
- If I were an animated gif/ meme/ animal/ song,
- Favorite quotation/ book
- Fun fact
- I learn best...
- Strengths



“

It's like learning to drive on the wrong side of the road... you have to get to the same destination as before, but you now have different signals, cues, and controls – and that does take some time getting used to!

Raghu Krishnamoorthy,
What Great Remote Managers Do Differently, HBR



REMOTE WORK
is effective, productive
and desirable



REMOTE WORK
has benefits for employer
and employees



REMOTE WORK
challenges can be
mitigated

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Resources



Remote Work for ME group



Thank you for your time

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