

# The Telework Spectrum

Champions of the Commute

July 20, 2021



**GREATER WASHINGTON  
PARTNERSHIP**

FROM BALTIMORE TO RICHMOND  
FOSTERING UNITY  
ADVANCING GROWTH

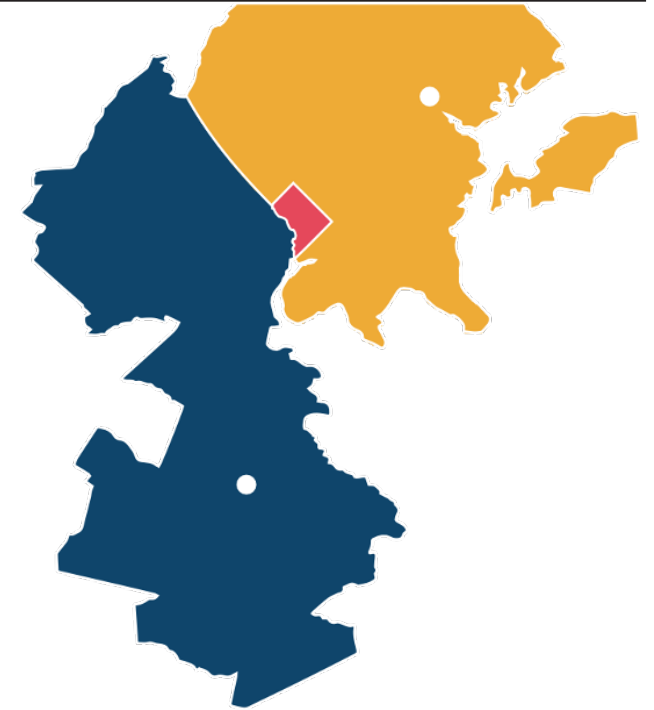
# THE CAPITAL REGION FROM BALTIMORE TO RICHMOND



Our region has great diversity, tremendous assets, and immense potential. We have an intertwined economic future and our ability to thrive depends on the success of us all.

The super-region of Maryland, Virginia and the District – from Baltimore to Richmond – is the 3rd largest economy in the US and the 7th largest in the world.

The Partnership is uniquely positioned, with a broad coalition, to understand the gaps and identify goals across the Region, to track specific progress against those goals, and to catalyze solutions that benefit us all.



115

federal labs and  
federally-funded research  
and development centers



46%

of the population 25  
years+ hold  
Bachelor's degree or  
higher



184

languages spoken;  
175 international  
embassies

**FORTUNE**  
1000

53

Fortune 1000 companies  
headquartered in  
MD, DC, VA



4

significant airports,  
two major shipping  
ports



# OUR BOARD MEMBERS

The leadership and employees of our partner companies drive our agenda to catalyze solutions at pace and scale for the region.

We bring long-term perspectives and fact-based solutions to drive impact.

We give back to our community and foster a truly inclusive economy that creates opportunity for all.

## OUR BOARD EMPLOYS MORE THAN 230,000 PEOPLE IN THE CAPITAL REGION



## 01. MODERNIZE INTERCITY AND COMMUTER RAIL

### ACTION 1.1

Streamline planning and secure funding for projects that remove bottlenecks limiting the rail system's speed, frequency, reliability, and growth

#### RECOMMENDED NEXT MOVES

- ▶ The Capital Region's congressional delegation should work with the FRA to streamline environmental review processes for both Union Station and Long Bridge
- ▶ Amtrak, in partnership with MDOT and the congressional delegation, should identify its funding strategy to replace the B&P Tunnels, including federal and state funds
- ▶ MDOT should work with Amtrak and the Capital Region's congressional delegation to secure funding to expand rail capacity at BWI Airport
- ▶ Virginia and the District should work with the congressional delegation to secure FRA and FTA grants to expand and enhance Long Bridge
- ▶ The congressional delegation should secure flexibility for Amtrak and state DOTs to use local and targeted hire preferences for these projects

### ACTION 1.2

Create a redevelopment compact to expand and modernize Union Station; redevelop Baltimore Penn Station and Staples Mill Station

#### RECOMMENDED NEXT MOVES

- ▶ Amtrak, VRE, MARC, WMATA, and the private developer should agree to recommendations for a federally authorized redevelopment compact
- ▶ Baltimore Penn Station's master developer should coordinate with public stakeholders to complete a visionary station development plan and move to construct projects starting in 2020
- ▶ Amtrak, Virginia, and Henrico County should complete a Staples Mill Station redevelopment plan and secure funding to redevelop the station building

### ACTION 1.3

Create a seamless commuter rail network by expanding and integrating MARC and VRE services

## 02. IMPROVE ROADWAY AND TRAIL PERFORMANCE

### ACTION 2.1

Expand and coordinate the region's highway performance-driven toll lane network

#### RECOMMENDED NEXT MOVES

- ▶ The Capital Region should apply the Partnership's performance-driven tolling principles to all future toll roads and when modifying existing toll facilities
- ▶ Public agencies should conduct robust and broad public engagement to develop goals, performance metrics, and public benefit assessments for each tolling project
- ▶ Maryland should establish regionally coordinated performance-driven tolled lanes on segments of I-495 and I-270 and apply revenues to key corridor enhancements
- ▶ Congress, supported by the Maryland congressional delegation, should direct the National Park Service to lease the federally owned segment of the Baltimore-Washington Parkway to Maryland
- ▶ MDOT and the BMC should study the implementation of a performance-driven tolling system on the Baltimore Beltway and I-97

### ACTION 2.2

Investigate a system to charge drivers entering the Washington metro area's most congested central business districts

#### RECOMMENDED NEXT MOVES

- ▶ DDOT and Arlington County, in consultation with MWCOG, should study and make recommendations on the feasibility of decongestion pricing zones in the Washington metro area
- ▶ DDOT and Arlington County should provide a report and recommendations to MDOT, VDOT, and MWCOG within 12 months on the feasibility of a decongestion pricing zone

### ACTION 2.3

Complete the Baltimore Greenway Trails Network and Capital Trails Network, and establish a Richmond trail network strategy

## 03. CREATE HIGH-PERFORMING PUBLIC TRANSIT

### ACTION 3.1

Increase the speed and reliability of Baltimore's transit system while establishing a bold vision for an expanded system

#### RECOMMENDED NEXT MOVES

- ▶ MTA, in partnership with elected officials and stakeholders, should create the region's long-range transit plan to improve the existing transit system and prioritize investments to further expansion of rapid transit service, including in key corridors such as the Route 40
- ▶ MTA, Baltimore city, and the area's counties should deliver ready-to-go projects while the plan is being developed, including projects to improve the BaltimoreLink system
- ▶ MTA should increase transparency and public reporting of real-time performance metrics for its bus and rail systems, including on-time performance by route and time of day

### ACTION 3.2

Optimize Washington's bus network and enhance coordination of the metro area's public transportation options

#### RECOMMENDED NEXT MOVES

- ▶ The region's transit providers, MWCOG, MDOT, DDOT, Virginia DRPT, and NVTC should establish a new committee to coordinate service and fares across all public transportation systems in the Washington metro area
- ▶ WMATA should coordinate with local jurisdictions and MDOT, DDOT, and VDOT to harmonize bus service across all providers in the Washington metro area
- ▶ Local jurisdictions, MDOT, DDOT, and VDOT, WMATA and other transit providers should establish regional policies for bus priority treatments
- ▶ County and city governments should quickly complete ready-to-go bus improvement projects, such as the District's 16th Street project and Montgomery County's BRT project on US 29

### ACTION 3.3

Expand rapid transit options to

## 04. GROW EMPLOYER MOBILITY PROGRAMS

### ACTION 4.1

Challenge the region's employers to implement game-changing commuter programs to enhance talent attraction and collectively reduce congestion during peak travel periods

#### RECOMMENDED NEXT MOVES

- ▶ Employers that comprise the Partnership should lead the Capital Region Employer Mobility Challenge by adopting best practice and innovative employer mobility program
- ▶ Employers throughout the Capital Region should join the Partnership in the Capital Region Employer Mobility Challenge to deliver benefits for the transportation system

### ACTION 4.2

Enhance the effectiveness of public commuter programs to increase their use by private employers—to complement an expanded employer commitment

#### RECOMMENDED NEXT MOVES

- ▶ MDOT, DDOT, VDOT, and MPOs should establish uniform performance metrics for commuter mobility programs to focus public funding on the programs and services that have the greatest impact on travel choices
- ▶ MDOT, DDOT, VDOT, and the MPOs should survey existing commuter mobility programs in the region and identify opportunities to enhance, leverage, and coordinate these ongoing activities
- ▶ MDOT, DDOT, and VDOT should deploy a bi-annual standardized employee survey at urban area worksites that employ 100 or more employees to establish a baseline and measure progress
- ▶ The region's transportation agencies should create and market discounted employer bulk transit and bike share purchase programs modeled on successful programs deployed in peer regions

## 05. EXPAND ACCESS TO OPPORTUNITY

### ACTION 5.1

Increase density and ensure inclusive development in areas near rapid transit corridors

#### RECOMMENDED NEXT MOVES

- ▶ Local governments, supported by the MPOs and transit agencies, should conduct zoning and accessibility studies for each rail and high-frequency transit stop
- ▶ Maryland, the District, Virginia, and local governments should adopt economic development regulations that prioritize and incentivize inclusive TOD
- ▶ State and local jurisdictions should adopt laws requiring corridor community preservation and improvement plans be completed no less than 12 months prior to a new rapid transit corridor project opening
- ▶ Public and private employers should prioritize multi-modal access as a key factor in future job site selections—and public agencies should incentivize this development pattern
- ▶ The states, in partnership with MPOs and local jurisdictions, should use public funding to attract private resources to capitalize an Equitable Access TOD Fund

### ACTION 5.2

Adopt local and targeted hiring procurement and contracting policies

#### RECOMMENDED NEXT MOVES

- ▶ State and local transportation agencies should adopt local and targeted hiring and contracting policies to maximize the region's return on transportation investments and ensure family supporting wages
- ▶ The Capital Region federal delegation should empower local and state governments to use local and targeted hiring practices for all federally funded transportation projects
- ▶ Community-based organizations and construction apprenticeship readiness programs should be deployed to increase job placement for local residents

## 06. ENABLE TECHNOLOGY-DRIVEN FUTURE

### ACTION 6.1

Build regional data management system to power all technology actions and improve regional mobility

#### RECOMMENDED NEXT MOVES

- ▶ MDOT, DDOT, VDOT, and the MPOs should establish an umbrella open data regulatory framework and procurement standards
- ▶ MDOT, DDOT, and VDOT, in collaboration with the MPOs and large transit agencies, should develop a digital data master plan
- ▶ MDOT, DDOT, and VDOT should fund a research program for higher education institutions to study and recommend updates to the region's transportation analyses and tools
- ▶ Transportation agencies should partner with local technology companies, higher education institutions, and other technology stakeholders to train staff and search for opportunities to pool data and expertise

### ACTION 6.2

Enable the creation of Integrated Mobility platforms for all public and private mobility options

#### RECOMMENDED NEXT MOVES

- ▶ MDOT, DDOT, VDOT, Amtrak, VRE, and the transit agencies should establish strategic goals and plans for an Integrated Mobility platform for all public and private trip planning and ticketing region
- ▶ All transit agencies and public bikeshare systems in the region should incorporate fare capping and pilot integration of their systems into a seamless payment platform
- ▶ MDOT, DDOT, VDOT, and transit agencies should pursue regional and national funding to move toward seamless ticketing across all mobility options

### ACTION 6.3

Deploy regionally coordinated smart traffic signals to reduce vehicle congestion and speed up bus travel

#### RECOMMENDED NEXT MOVES

- ▶ MDOT, DDOT, and VDOT should fund a research program to recommend best practices for traffic signal hierarchy prioritization

## 07. REFORM GOVERNANCE AND FUNDING

### ACTION 7.1

Measure and report the outcomes and equity benefits of each capital transportation investment

#### RECOMMENDED NEXT MOVES

- ▶ The DC government, RRTPPO, and BMC should establish a transparent performance-driven project scoring program to prioritize plans and make transportation investments
- ▶ MDOT should publicly review its performance-driven project scoring program (Chapter 30) after its first funding cycle to ensure it delivers the intended outcome
- ▶ WMATA should develop a transparent performance-driven project selection program that focuses on regional benefit and removes politics from significant funding decisions
- ▶ MDOT, DDOT, VDOT, MPOs, and transit agencies should establish regionally aligned performance criteria with equitable access as a primary performance measure for plans, investments, and project development

### ACTION 7.2

Create a new regional governance structure for Baltimore public transportation

#### RECOMMENDED NEXT MOVES

- ▶ With support from the governor, elected officials, and stakeholders, the General Assembly should establish a blue-ribbon panel to recommend reforms to MTA's governance and funding structure
- ▶ The blue-ribbon panel should make recommendations to the General Assembly within 16 months regarding key issues and necessary next steps

### ACTION 7.3

Increase federal transportation investments to better maintain the existing system and complete critical capital investments

#### RECOMMENDED NEXT MOVES

- ▶ The U.S. Congress should increase revenues raised for transportation investments, starting





# THE CHAMPIONS OF THE COMMUTE

**01**

## **Learn from each other**

Each member of the Champions of the Commuter brings unique insight and perspective that other members can learn from.

**02**

## **Identify shared priorities and implementation strategies**

While each organization has different priorities or areas of focus, the table shares common goals and priorities, and collectively has greater influence on delivering results.

**03**

## **Influence positive transportation outcomes**

This table has a unique voice, both as innovators employing best practices and as a coordinated voice that can inform the public sector about the needs of employers.





# EVOLVING COMMUTE LANDSCAPE



## Pre-Pandemic

- Growing congestion
- Growing transit use
- Launched Champions of the Commute table to discuss employer led solutions to congestion



## Early Pandemic

- Congestion vanished
- Transit use plummeted
- Launched Capital COVID Snapshot & Transit Tracker
- Remote Work in Capital Region



## Today

- Congestion Returning
- Telework for many Remote-Capable Jobs continuing to Q3 2021 or longer
- Transit Use Still Low



## Post-Pandemic

- Diversity of return to worksites plan & remote work policies
- Ongoing federal transit relief?
- Continued uncertainty



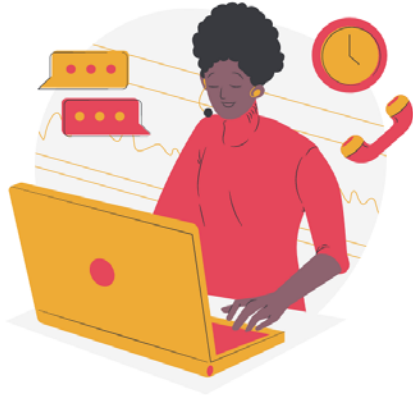
# The Telework Spectrum

June 2021



# 5 Days Remote Full-Time Telework

Champions of the Commute | The Telework Spectrum



Before the pandemic, many employers assumed full-time remote work was not compatible or possible with their business model. The COVID-19 pandemic forced organizations to adapt. Many employers learned that remote work was not only possible, it offered more flexibility for employees and turbo-charged the adoption of new technologies and electronic communication.

# 4 Days Remote Majority Telework

Champions of the Commute | The Telework Spectrum

Combining remote work with a day onsite can give your team the benefits of both. In a mostly remote scenario, employees can benefit from the work-life balance and flexibility of remote work, but also have opportunities to collaborate and build relationships and the team's culture in person.

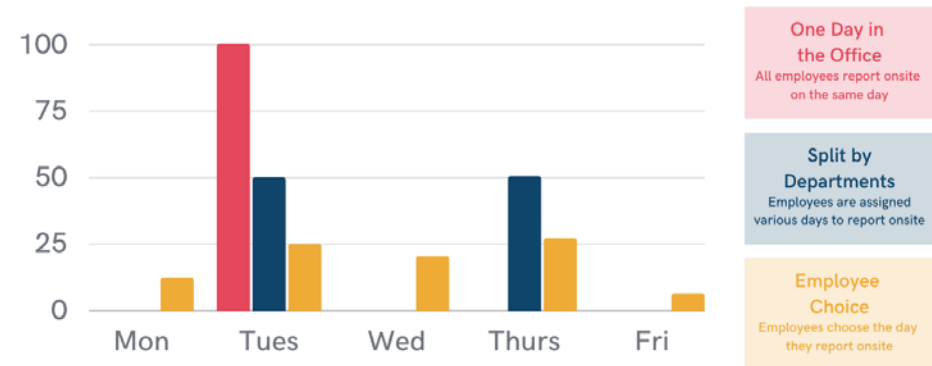
The one day onsite could be used for in-person collaboration that is more difficult in a virtual format, rather than working alone at a desk.



Stakeholder	Benefits	Drawbacks
Employee	<ul style="list-style-type: none"> <li>No Commute</li> <li>Lower Transportation Costs</li> <li>Work-Life Flexibility</li> <li>Housing Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Weaker Relationships</li> <li>Limited Networking</li> <li>Limited Access to Office Support &amp; Supplies</li> </ul>
Employer	<ul style="list-style-type: none"> <li>Reduced Real Estate Costs</li> <li>Talent Attraction</li> <li>Talent Retention</li> </ul>	<ul style="list-style-type: none"> <li>Lack of Office Culture</li> <li>Sunk Costs in Worksite Equipment or Real Estate</li> </ul>
Region	<ul style="list-style-type: none"> <li>Congestion Reduction</li> <li>Air Quality</li> </ul>	<ul style="list-style-type: none"> <li>Office Occupancy Rates</li> <li>Less Vibrant Business Districts</li> <li>Inequitable Access to Telework</li> </ul>

## Worksite Occupancy Models

There are many ways to organize and structure time at the worksite, from one day onsite for the entire team, splitting by department, or letting employees decide. The chart below shows illustrative examples of how a model may impact worksite occupancy levels.





# 2-3 Days Remote Hybrid Telework-Onsite

Champions of the Commute | The Telework Spectrum



Hybrid models of partial remote, partial onsite work offer employees the benefits of both, but, depending on the worksite occupancy model, can be hard to manage logistically.

Employers must decide if all employees come onsite the same day, if onsite days are split by team or department, if employees should choose their days onsite, or some other model. There are pros and cons to each approach.

# 1 Day Remote Majority Onsite

Champions of the Commute | The Telework Spectrum

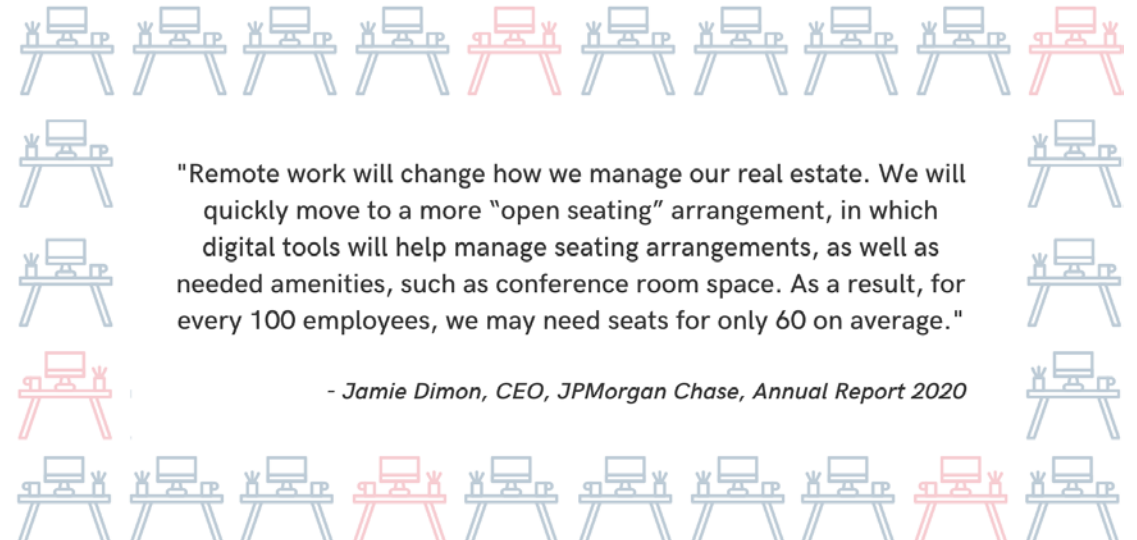


Even one day of remote work can reduce worksite real-estate needs by up to 20% for employers, while employees gain the flexibility and benefits remote work entails.

Depending on the worksite occupancy model, organizations adopting long-term remote work policies can shrink their real estate footprint, increase occupancy in their existing footprint, and/or rethink their floorplans.

## Worksite Occupancy Models

Model	Benefits	Drawbacks
<b>Same Days Onsite</b>	<ul style="list-style-type: none"> <li>• Simplicity</li> <li>• Office Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Unused real estate some days of the week</li> <li>• Lack of flexibility for employees</li> </ul>
<b>Split by Teams or Departments</b>	<ul style="list-style-type: none"> <li>• Simplicity</li> <li>• Team Comradery</li> </ul>	<ul style="list-style-type: none"> <li>• Hard to manage org-wide meetings and culture</li> <li>• Lack of flexibility for employees</li> </ul>
<b>Employee Choice</b>	<ul style="list-style-type: none"> <li>• Attraction &amp; Retention</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertainty around real estate planning</li> <li>• Team Culture</li> </ul>



"Remote work will change how we manage our real estate. We will quickly move to a more "open seating" arrangement, in which digital tools will help manage seating arrangements, as well as needed amenities, such as conference room space. As a result, for every 100 employees, we may need seats for only 60 on average."

- Jamie Dimon, CEO, JPMorgan Chase, Annual Report 2020

# 0 Days Remote Full-Time Onsite

Champions of the Commute | The Telework Spectrum



Before the pandemic, full-time onsite work was the norm and full-time telework was the exception.

The pandemic challenged our notions of what is possible in terms of telework. As we emerge from the pandemic, employers are re-evaluating not just what is possible, but what is preferable, for their employees, their organization, and the Capital Region.

The decisions we make today will decide the future of work. Where will your organization fall on the Telework Spectrum?

Stakeholder	Benefits	Drawbacks
Employee	<ul style="list-style-type: none"> <li>Team Comradery</li> <li>Networking Opportunities</li> <li>Office Support &amp; Supplies</li> </ul>	<ul style="list-style-type: none"> <li>Transportation Costs</li> <li>Required Commutes</li> <li>Less Housing Flexibility</li> </ul>
Employer	<ul style="list-style-type: none"> <li>Office Culture</li> <li>Efficient Use of Real Estate and Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Real Estate Costs</li> <li>Talent Attraction and Retention</li> </ul>
Region	<ul style="list-style-type: none"> <li>Office Occupancy</li> <li>Vibrant Business Districts</li> </ul>	<ul style="list-style-type: none"> <li>Congestion Reduction</li> <li>Air Quality</li> </ul>

# Custom Policies Model Deviations

Champions of the Commute | The Telework Spectrum

Strict adherence to one model, whether full-time remote, full-time onsite, or hybrid, is not possible for many employers. Business needs may require alternative models or extra policies depending on the nature of the work. The sampling below contains some baseline policy deviations that may be layered on top of a team's standard telework model.



## Event-Focused Work

In-person events, whether regular or irregular, require in-person staff. Telework policies can outline a baseline remote, onsite, or hybrid model, while outlining clear responsibilities and expectations around event days.

## Customer-Focused Work

Some roles require employees to be periodically or regularly onsite or at a customer's facilities, but can otherwise work from home. Telework policies should outline clear responsibilities and expectations for staff around their ability to respond to clients or customers in person when needed.

## 'All Hands' or Emergency Response

Some employers have days when 'all hands' are needed, onsite or in the field, to accomplish business mandates. Telework policies should outline clear responsibilities and expectations for staff around their ability to respond in person when needed.

## In-Person Rotation

Some employers need at least one person onsite each day, whether to answer phones or receive legal documents, etc. Rotating onsite duties between a few staff can allow for a baseline of remote work.



# Voices from the Region

Champions of the Commute | The Telework Spectrum

The Greater Washington Partnership interviewed managers from Champions of the Commute employers as well as public sector agencies to gather anecdotes and lessons learned from managing remote employees over the past year. The quotes below and throughout the following pages were taken from interviews conducted in May 2021.

<b>Similar Productivity</b> Almost all of the managers interviewed thought their team was as productive or more productive working remotely than before the pandemic.	<b>New Business Leads</b> "Business development has been a challenge; we aren't seeing people at conferences, although we are saving a lot of money on travel expenses" - Manager of Development Team	<b>Flexibility as Trust</b> "Flexibility isn't seen as a reward, you are taking away a privilege and not trusting us by telling me I've got to go back to the office when I've proven I don't need to always be in the office." - Manager of Engineering Team
<b>Redefine Boundaries</b> "For some employees, I had to say, you have to turn yourself off at some point; it's okay to turn it off sometimes even if you are at home." - Manager of Policy Team	<b>Training is a Challenge</b> "We are missing out on some teaching moments, those impromptu water cooler moments where you say, 'Hey, I would have done that email differently.' I think having new folks in the office is going to be more vital." - Manager of Engineering Team	<b>Foster Social Connection</b> "As time set in, it was really important to create social time and not just business time." - Manager of Consulting Team
<b>Management Styles</b> "There are different personality spectrums across employees; some employees are very communicative. If something comes up I am going to know about it; whereas for some folks, if you leave them alone too long and don't force them to communicate, they can become more and more in their bubble; As a manager, I need to go into your bubble and pull you out of it." - Manager of Policy Team	<b>Scheduling Check-ins</b> "None of the back and forth between desks is happening throughout the day so you have to take time to schedule time to talk about things that used to be done face to face or impromptu." - Manager of Finance Team	<b>Self-Selected Connections</b> "We've done employee morale and team-building, but it is self-selected; in the office, you go to microwave your lunch and three people are sitting there and it forces a conversation. Since working remote, I've used the chat function almost as if I've been walking around the office" - Manager of Public Agency
<b>Set Realistic Expectations</b> "I think sometimes people manage where they want to know you are at your computer and you are being productive at all those hours; almost like busy work if you will; a layer of busy work that wasn't there before." - Manager of Marketing Team	<b>Support Junior Staff</b> "Remote work works well if they have enough experience under the belt that they know the drill. It is more of a challenge with junior colleagues who are struggling in this environment. I've had to be more deliberate about giving feedback and attention to new and more junior colleagues." - Manager of Finance Team	<b>Commute Freedom</b> "The time my staff used to spend commuting they are using to exercise, spend time with kids, or make dinner so they aren't eating at 9pm. They are happy not to have to drive and don't miss the expense of filling up the gas tank every week." - Manager of HR Team

# Survey Says

Champions of the Commute | The Telework Spectrum

**Glassdoor Harris Employee Poll**  
February 2021

Q: Would you prefer to continue working from home at least part of the time after offices reopen?

**86%**  
Want to remote work part of the time

**PwC's US Remote Work Survey**  
December 2020

Q: If COVID-19 was not a concern, how often do you think a typical employee needs to be in the office, if at all, in order to maintain a distinctive culture for the company?

**Top Result:**  
29% said  
3 days  
per week

**Capital COVID Snapshot**  
Nov/Dec 2020

Q: After the COVID-19 pandemic, I anticipate most of my organization's employees will...

**56%**  
Telework some of the time  
(1-2 days per week)

As of June, 2021, there is no census of employer remote work plans. Many employers are still drafting their return to worksite plans. Telework policies and remote work plans set today will surely evolve over time to reflect tomorrow's business and employee needs. This page highlights a small sample of recent employer and employee surveys on remote work preferences.

## Read More

[Glassdoor Harris Poll](#)

[PwC's US Remote Work Survey](#)

[GWP's Capital COVID Snapshot](#)



# Work-Life Flexibility

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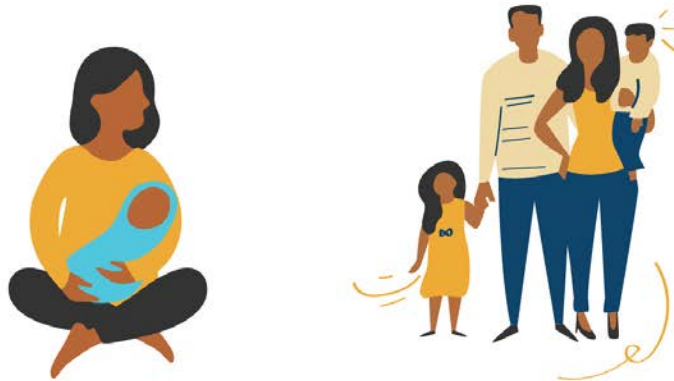


Employees are not just professionals, they are family members, spouses, siblings, parents, roommates, caretakers, and often the heads of the household.

One of the primary benefits of remote work is the flexibility it offers employees to better manage their multiple competing professional and personal priorities, from home repairs to home deliveries, picking kids up from school, and cooking healthy meals. If workplace policies allow, remote work can give employees the flexibility to self-manage their time to benefit themselves and their families, but also the roles and responsibilities of their job.

"In some ways the work-life balance is better. In some ways there's a blurring. It's on me as the manager to get folks who are natural workaholics to not burn out."

- *Manager of Public Agency*



# Commutes

Champions of the Commute | The Telework Spectrum

For many employees, commutes are one of the most stressful parts of the day. Whether sitting in your car stuck in congestion, waiting for a bus, or crowding onto a subway car, avoiding rush-hour commutes is one of the many benefits of remote work, for the individual and for the region.

Remote work can not only reduce transportation costs, it can make it less daunting to experiment with new commute modes on days the employees do go to the worksite. Employers should consider coordinating new remote work policies with new commute programs.

## Daily Parking Charge

Switching from monthly to daily parking passes can save money for employees who mostly work remote, incentivize alternative modes of commuting, and reduce long-term parking costs by lowering the number of parking spots per employee.

## Transit Benefits

Fewer commutes per week can make switching to transit, which is often slower than driving, more attractive, thereby reducing parking demand and encouraging healthier, more sustainable transportation options.

## Flexible Schedules

Shifting schedules away from the standard 9-5 can allow for easier, less stressful commutes.

## Bike Facilities

Secure bike racks and shower facilities make biking more attractive for employees.



# Telework Management

Champions of the Commute | The Telework Spectrum

Over the past year, thought leaders have studied the shift to full-time remote work for tens of millions of employees around the country. The highlights below share some of the lessons learned and tips to best support employees who are working remotely.

## Communicate

Stay in touch and check-in regularly.

- Daily, weekly, and monthly check-ins
- Constant communication is distracting
- Daily check-ins can simply be a quick email

## Avoid Zoom Fatigue

Adapt meetings to virtual format.

- Shorten meetings
- 'No meeting' days or hours
- Audio-only when appropriate

## Virtual Support

Support employee's technical needs.

- Remote IT support
- Stipends for home office supplies
- Offer trainings such as ergonomic workshops and remote technologies

## Experience Matters

New workers need additional support.

- Communication strategies
- Virtual collaboration tools
- Connections to colleagues

## Celebrate Staff

Remote workers need appreciation too.

- Thank your team and express gratitude
- Recognize and share great work
- Highlight company values in action

## Comradery & Culture

Support employees' emotional needs.

- Create a virtual office 'water cooler'
- Foster virtual traditions and customs
- Schedule periodic in-person events

"Going 100% remote was a huge step, but going hybrid is the next big step. You can't just go and push reset. You must continue to be intentional. I'm working with my team to create guidelines around communication channels between staff at the office and staff at home so no one misses a beat."

- *Manager of Operations Team*

# Telework Policy Checklist

Champions of the Commute | The Telework Spectrum

The checklist below is designed to make sure your organization is having the conversations needed to design, implement, and maintain robust telework policies over time.



Commitment to review remote work policies & expectations for the betterment of my employees, my organization, and my community



Remote work policy that sets the general tone for the organization



Remote work policies by team (if applicable)



Flexible/additional remote work approval and tracking processes



Clear expectations for remote employees

(E.g. Work hours: standard 9-5 or 12-4 online and responsive or flexible as long as work is satisfactorily completed on time)



Expectations for inclement weather or school holidays



Expectations around external clients, funders, customers and whether they must come onsite or can meet with staff offsite



Policy to encourage staff not to come onsite if they may be sick



Remote work supportive technology & equipment benefits



Remote-capable HR and mental health support systems



Commitment to annually review and update policies as needed

# Capital COVID Snapshot Round 3: Expected in September 2021



Round 2: Nov/Dec 2020

Employer Survey

## Key Findings



Vaccines, schools, and employee sentiment are driving reopening plans and decisions to bring employees back.



Since August, employers have delayed the phased approach to reopening their worksites by about three months.



Although very few expect their workforce will telework full time, the majority expect most of their workforce to telework 1-2 days per week after the pandemic.



Most employers (75%) are not planning to make changes to their real-estate or office footprint in the next 12 months.



Close to half of the respondents rated employee mental health, loss of collaboration, and loss of organizational culture as top areas of concern for how the COVID pandemic is affecting their workforce.



Only 1% of respondents expect most of their workforce to telework full time after the pandemic.



Most employers indicate that rapid testing and improved ventilation systems are the top solutions that can make workplaces safe in future pandemics.



The level of confidence in transit agencies' ability to provide safe transportation, limit crowding, ensure passengers wear masks, and provide sanitary vehicles has grown since August.

# THANK YOU

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**GREATER WASHINGTON PARTNERSHIP**

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