

ILRHR563: Creating and Sustaining Remote Work Programs

This course includes

- One self-check quiz
- Two discussions
- Three tools to download and use on the job
- Six Ask the Expert interactives
- One scored project in multiple parts
- One [video transcript file](#)

Completing all of the coursework should take about five to seven hours.

What you'll learn

- Describe the business case of remote work and how organizations are using it in support of organizational strategy
- Assess policy needs to effectively support remote work
- Assess individual, job, and business characteristics to determine whether remote work is a good fit in a particular situation
- Describe the new leadership responsibilities and capabilities needed to support remote work
- Assess the current technology infrastructure and forecast future technology needs for a remote work program
- Develop a plan to implement and sustain an effective remote work program



Course Description

With advances in technology, people are increasingly able to work remotely from just about any location, not just at their employer's work site. This opens up new opportunities and new issues in terms of how people accomplish work and how organizations plan strategies to meet their goals.

This course is designed to expose HR professionals and leaders to remote work practices and key "success factors" to implement and sustain remote work programs in their organizations. Students assess alignment of remote work with business goals, determine the best fit with an organization, and ensure measurable results. During the course, students examine the types of changes in leadership and technology needed to ensure a successful transition to a virtual work environment.

In this course, you explore this content through a mix of input from human resource industry experts, hands-on practical activities, case studies, and the presentation of sound principles by Cornell faculty. Your fellow students and our instructors will help you broaden your understanding of the content and its impact on your organization. Meet the faculty for this course in the video below.

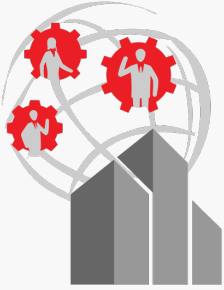
Bradford Bell

Associate Professor of Human Resource Studies, School of Industrial and Labor Relations, Cornell University

Bradford S. Bell is an Associate Professor of Human Resource Studies and Director of Executive Education in the School of Industrial and Labor Relations at Cornell University. He received his B.A. in Psychology from the University of Maryland at College Park and his M.A. and Ph.D. in Industrial and Organizational Psychology from Michigan State University. Dr. Bell teaches courses in Human Resource Management, Training and Development, and Work Groups and Teams to graduate and undergraduate students. Dr. Bell worked in the management and organization development department of First USA Bank/Banc One and has worked as an HR consultant for multiple private and public firms. Dr. Bell is a member of the Academy of Management, Society for Industrial and Organizational Psychology, American Society for Training and Development, and the Society for Human Resource Management.

[Start Your Course](#) 

Module Introduction: Assess and Plan



As a leader of an organization, you must be able to assess the value of remote work for your organization. Where there is value, you will want to assess the readiness of the organization, people and processes needed for effective implementation.

After completing this module, you will be able to:

- Identify how organizations use remote work to meet their objectives and challenges
- Describe business and human-capital drivers of remote work
- Establish a stakeholder team with roles and responsibilities for creating a remote work environment
- Communicate the benefits of remote work and how it aligns with organizational strategy

Before you begin

Communication with your instructor and classmates, including grading and assignment notification, occurs through the Inbox (see link at top right of this screen.) If you would like to forward these communications to your email, phone or social media account, click the Settings link at the top of this screen to adjust your Notifications preferences.



Watch: Define Remote Work

People use a variety of terms for remote work, such as telework, virtual work, and flexible work. In this course, we refer to it as "remote work," but whatever you call it, it covers four or five different types of work arrangements. Chances are, people in your organization do not share the same understanding of the term's meaning, which makes it challenging to implement. To determine if remote work is good for your organization, you need to know what it is and how the organization could use it. Many factors drive organizations to adopt the use of remote work.



Watch: **Conduct a Big-Picture Scan**

At this point you should be more aware of how organizations use remote work to get work done. You may want to explore additional uses for your organization. Take a step back and look more broadly across your organization. To have a sustainable program, you will want to examine the organization for opportunities and needs.



Watch: [Align with Organizational Strategy](#)

For an organization to consider instituting or expanding the use of remote work, it must produce some value. You may assess that value by looking into four different areas of opportunity. Two areas drive growth and improvement within the organization, one reduces risk, and the fourth takes advantage of advances outside the organization. These areas help you align remote work with your organization's strategy, and you should address them in your business case for remote work.

Watch the videos below to learn more about the internal considerations for your organization.

Business Drivers



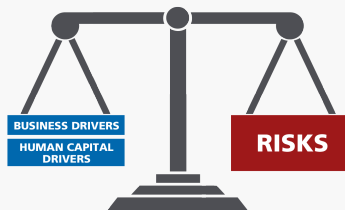
The first type are business drivers. Consider these examples, focusing on a few that resonate for your organization. What are the strategic business drivers for your organization?

Human Capital Drivers



Human capital constitutes the second category of drivers. As the name implies, these drivers relate to the "people side" of work: culture, talent, development, leadership, work-life balance, resources, and similar characteristics. How do these factor into the value of remote work? What human-capital drivers are you aware of in your organization?

Risk Mitigation



Remote work can produce benefits for business and human capital, and you can also use it to reduce risk. What risks can remote work reduce or eliminate? Could your organization use remote work to mitigate these risks?

The next section looks more closely at considerations outside your organization.



Watch: **Advancing Technology**

Communication technology has fundamentally transformed both how we interact socially and how we do our work. Technological advances have made it possible to work at just about any time, from any location, with anyone else. These advances go far beyond the transition from land-line phones to the mobile technology we use in our personal lives. And this revolution in how we communicate is taking place at an extraordinary pace. It's happening so quickly that no one can keep up with every new discovery; how, then, can anyone expect to choose the best technologies for their organization?

One approach is to look at technology through the lens of "the Four C's." Are you aware of how technology is used in these ways in your organization?



Watch: **Example: Scan the Organization for Opportunities**

Let's analyze a case in which an organization is considering remote work. Notice the strategic business drivers it considers. Identify the risks remote work can help to mitigate. Discover how new technology can enable the organization to achieve its goals.



Activity: Using Remote Work

Before you can implement or expand a remote work program, you should be able to identify how organizations can use it. Take a few minutes to explore the uses of remote work.

Share uses of remote work

1. Log into your [Twitter](#) account.
2. Follow the user: RemoteAtWork
3. Send at least one Tweet about how your organization uses or could use remote work to produce some benefit or to reduce a risk.
 1. Use the hashtag #remoteatwork in your Tweet.
 2. Include: job function, task, type of remote work, tools used
 3. Example: service engineers use client-based #remoteatwork with Twitter for status updates on service calls
4. Monitor the Twitter feed below or online for #remoteatwork to see how organizations are using remote work. You can continue to follow this hashtag and user during and after class to keep current.



Watch: **Forecast Resistance**

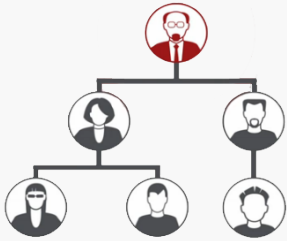
Remote work has the potential to deliver a number of benefits to both the organization and the people who work there. For remote work programs to succeed, however, you must build an infrastructure around them; that is, you must put systems and processes in place to reinforce and support remote work practices and to address the challenges such programs present. Remote work requires changes in how people work and how their skills are valued in the workplace. It's human nature to feel uncomfortable with change, so this change meets with resistance. To get support for successful implementation, it's important to understand the sources of resistance.



Watch: Establish a Supportive Environment

You know there's an opportunity for remote work to help your organization, but to get it implemented, you need support from other colleagues. Watch the videos below to learn about the support required.

Leadership Support



To succeed, big changes need big leadership support. Consider the changes in technology, job functions, and the management of performance and resources that are needed for a remote work initiative. Consider also that remote work may introduce employees from different parts of the world, who have different work cultures and expectations. Changes such as these need cross-functional support from leaders and employees across many departments.

Stakeholder Team



Consider who in your organization you would pick to be on your team to successfully implement remote work. What responsibilities would this team fulfill?

There are several considerations when deciding who should be part of the stakeholder team. Include members from different parts of the organization, such as IT, real estate, operations, legal, compliance, and HR. This broad representation is important to ensure support throughout the organization beyond HR, and to identify how the opportunities and challenges associated with remote work may vary across different parts of your organization.

Second, you want the members of the team to be senior leaders if possible. These individuals should be visible, respected members of the organization so that their endorsement of the program will carry weight with others and help to get other

senior leaders and employees on your side.

Finally, it can be very helpful if members of the stakeholder team themselves participate in remote work or flexible work and model it visibly for others to see. If none of the members of the stakeholder team actually engage personally in remote work, people around the organization may start to question their commitment to the program, or they may ask whether one always has to be in the office to advance to senior positions.



Watch: [Align Organizational Culture](#)

Each organization is different, in terms of leadership, decision-making, and comfort with change. This means that your efforts to gain support need to be tailored to your situation.

Watch the videos below for ideas on how to get buy-in for remote work.

Establish a Supportive Culture



Support the Culture





Tool: Develop the Plan



Download the Tool

[Remote Work Project Charter template](#)

A common approach for initiating a large project is to develop a project plan or charter. Such a plan lays out the business issue or opportunity to address, a vision of how to get there, and the approach the organization will take. The plan can be used as a way to communicate and get approval from stakeholders and to ensure that team members share the same understanding of the project.

A Remote Work Project Charter template (available in the link above) helps ensure that you address all relevant questions. Your organization may already have a standard project charter, and many sample project charters are available online.

Watch the videos below to learn about project charters used specifically for remote work initiatives.



Business Case

A key part of the Remote Work Charter is to address the business case; that is, is it worth the investment? Considering the costs and labor needed, what is the payback to the organization? Is the value larger than the one-time implementation costs as well as the ongoing maintenance and support costs? See how one organization considers the business case.



Measurable Goals

How will you determine if your remote work program has succeeded? Establish measurable goals! Goals could relate to the schedule, cost, or effectiveness of the remote work program. Consider having goals that assess both the implementation and the health of the ongoing remote work program.



Watch: **Communicate the Plan**

For successful implementation, it is important that you think about how you will communicate about the remote work initiative, to convey the intent and set expectations. You need to address how and why the initiative will be rolled out, who and what it will involve, and how remote work will be used and supported.



Ask The Expert: **Getting Started with Remote Work**

Throughout the course, you will meet several leading industry experts: Michelle Artibee, Pat French, Bob Rogers, and Eleese Wright. These experts discuss topics related to establishing and sustaining remote work programs in organizations.

In this first "Ask the Expert" session, you hear from Pat French from Boeing and Eleese Wright formerly with Aetna on getting remote work started in their businesses.



Eleese Wright is senior vice president, human resources (HR), for Aetna Inc. In this role, she was responsible for developing HR strategies and the delivery of HR services and programs. Ms. Wright has specialized in HR for more than 20 years. During that time, she has held many key positions, including head of HR re-engineering implementation and the head of HR finance and administration.

Ms. Wright has served in senior positions in the education, pension, and employee relations departments. An expert in strategic education models, staffing, employee relations, re-engineering, and organizational and leadership development, Ms. Wright has led many critical and successful human resource initiatives. Recently, she has managed the transformation of HR into a strategic business partner, the development and launch of a comprehensive and leading-edge benefits strategy, and the creation of a comprehensive talent-management system.

Ms. Wright's community involvement includes leadership roles for her alma mater, the University of Connecticut, for which she served both on the board of advisors for the UConn School of Business and the board of directors for the UConn Foundation. She also served on the advisory board for Cornell University's Center for Advanced Human Resource Studies, and is past president of the Hartford Region YWCA board of directors. In addition, she serves on the board of directors for the Bushnell, Connecticut's premier performing-arts center.

She is a member of the Executive Leadership Council, was named one of the *Savoy Professional Magazine's* "Top 100 Most Influential Blacks in Corporate America," one of the "Top 25 Most Influential Black Women in Business," and one of the Black Enterprise's "Top 50 Blacks in Corporate America." She was also installed in the National Academy of Human Resources (NAHR) 2007 Class of Fellows and inducted into the UConn School of Business Hall of Fame in 2008.

Ms. Wright holds a bachelor of science degree in education from the University of Connecticut. She resides in Hartford,

CT, with her husband, Dana.



Pat French is a program manager in the Boeing Company. She has over 25 years' experience in the aerospace industry, having worked in the defense, commercial, civil, and intelligence fields. She completed her doctoral dissertation with a study of Boeing virtual organizations and is now responsible for defining the policies, procedures, and guidance in virtual organizations and virtual work throughout the Boeing Company.

Dr. French is an industry expert on the key tenets of effective virtual organizations and virtual workers. She has held the technical positions of program manager, program integration lead, systems engineering director, test manager, business manager, and new business development lead, and has played many additional roles in the aerospace industry. Dr. French's perspective comes from the practitioner side of virtual organizations -how can programs best leverage virtual work? She has been with Boeing since 2000 and was with Northrop Grumman prior to that. Dr. French has held key roles in the Air Force, Army, NASA, and in intelligence, and commercial programs. In addition, she has performed roles in functional disciplines, where she was responsible for the people, processes, and tools used throughout the enterprise.

Dr. French holds a bachelor of science degree in civil engineering from the University of Cincinnati, an MBA from Bradley University, and a doctorate in leadership from Argosy University.

How did telework get started at Aetna?



Human Resources

over the years at Aetna? How has it changed?



Human Resources

r remote work at Aetna? Have there been any surprises you didn't expect?



Human Resources

ote work?



Dr. Pat French
Program Manager
Boeing Company

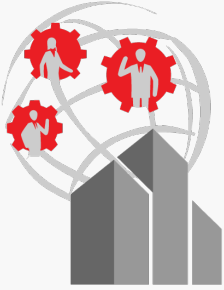


What are some of the benefits Boeing has experienced with telecommuting?



Dr. Pat French
Program Manager
Boeing Company

Module Introduction: Implement



At this point, you now know that your organization can use remote work, and you understand how to communicate this to the organization in a plan. In this module, you learn specific actions to implement remote work policies and practices.

After completing this module, you will be able to:

- Assess policy needs to effectively support remote work
- Assess individual, job, and business characteristics to determine whether remote work is a good fit in a particular situation
- Describe the new leadership responsibilities and capabilities needed to support remote work
- Assess the current technology infrastructure and forecast future technology needs for a remote work program



Watch: [Assess Remote Work Policy](#)

One area that is particularly challenging for leaders is determining how to respond to employees as they become increasingly interested in flexible work arrangements. It's in situations such as this that having a clear policy is very helpful. What kinds of questions should you be prepared for? What signs might you observe that it is time to formalize the remote work policy in your organization?



Tool: Develop Good Remote Work Policy



Download the Tool

[Remote Work Policy Assessment Checklist](#)

You may already be familiar with the elements of good policy in general. If you're not, review the elements of good policy before you begin work on a remote work policy.

Elements of Good Policy

Before you start creating remote work policies, you need to ask a more fundamental question: what are the key elements of ANY well-thought-through policy, whether it's for remote work or not? Recall the following four criteria from the eCornell course *Designing and Implementing Effective Social Media Policy*

1. Policies "make sense." Your employees can understand the rationale for the policy. Sometimes, setting context can help make this clearer.
2. Policies are CLEAR. They should specifically spell out the why, the what, and the who with regard to application of the policy.
3. Policies are consistent. The policies should be applied evenly across all employee levels, locations, and functions. Also, failing to take disciplinary action against employees who consistently fail to follow policies is guaranteed to generate both a general lack of faith in management and a culture of rogue behavior.
4. Policies are helpful. Employees should find the policy helpful in guiding their actions.

Let's say you've got all that in place. What about policies for remote work? Considering some specific elements will enable a smooth implementation with few issues to distract from the daily job.

The Remote Work Policy Assessment Checklist may be helpful as you review and develop policy for your organization. You may download the checklist from the link above.



Watch: [Examples of Remote Work Policy](#)

Refer to the attached PDF document for a [sample remote work policy](#). This is shared from a variety of organizations currently using remote work.

You can create your own policy or adapt from existing policy. Before adopting someone else's policy though, make sure it is good policy and that it aligns with your organization.

Activity: Remote @ Work

Take a few minutes now to get a sense of where you need policy and process for remote work. Complete the poll to share your experience and see how others are using remote work. You can then update the [Remote Work Project Charter](#), the section called "Policy Assessment".

Consider that each job function, tool, or use is a place that may need policy and processes.

1. Take the Remote@Work Poll located at the bottom of this page.

- Click Submit to enter your responses.
- After you complete the poll, click See previous responses to view responses from fellow students.

You submit this activity as part of a later assignment.



Watch: **Implement: Putting Policy into Practice**

Once you have written or updated your remote work policy, there are some practical considerations you'll need to make as you put it into practice.



Tool: Remote Work Fit Assessment



Download the Tool

[Remote Work Fit Assessment](#)

Despite its potential benefits, remote work is not a good fit for every employee, job, or business situation. When an employee asks to work remotely, you need to determine whether remote work is a good fit for the situation. One way to determine if remote work is a good fit is to conduct a "fit assessment." There are three sections to assess.

Please download the sample Remote Work Fit Assessment from the link above.



Watch: [Assess the Fit of Remote Work](#)

Watch the videos below to learn more about conducting a remote fit assessment.



Employee Fit?



Job Fit?



Business Fit?





Watch: **Implement: Shift Employees to Remote Work**

As you transition employees from traditional work to remote work arrangements, some issues typically occur. You can use some helpful strategies to reduce the impact to the employee and organization.



Issues when transitioning from traditional work to remote work

Strategies to address transition issues



Watch: Configuration Matters

By now you might be thinking of remote work as that one co-worker that is in another state, the boss calling in from vacation for a meeting, or a "sick" co-worker working from home. Or maybe you think of another work function, like manufacturing, that is located far away from the corporate office. Regardless, it does make a difference in how our teams are configured as we consider implementing remote work. Research reveals some best practices for efficient work environments.



Ask The Expert: **Bob Rogers**

All work is a process, and so is remote work. If only one or two people are doing the work, the process to support it can be relatively simple. But if, say, half the employees at a large company are using that process, you need standard tools, practices, and policy to ensure you get the desired results. This was the issue in Bob Rogers's work with Aetna.

While at Aetna, Bob played a key role in the initial implementation of the company's telework program and its application in customer service operations. The program is designed and administered to ensure an alignment with business strategy while providing flexible work options for employees. Currently, close to 50% of Aetna's work force is formally identified as telework; about 40% work from home full-time.

Click each question to hear some of Bob's experiences in standardizing remote work in a way that enabled predictable results.



Bob Rogers

Former Director of Human Resources
Aetna Inc.

What resources have you found most helpful for preparing employees and managers for remote work?

[Click play to listen](#)

What kinds of requests for remote work have you handled?

[Click play to listen](#)

What did you consider when determining if remote work was a good fit?

[Click play to listen](#)

What are some key steps to include in the implementation plan for remote work?

[Click play to listen](#)

About the Expert

Bob Rogers is a former Director of Human Resources for Aetna Inc. With over 20 years of human resources experience with Aetna, and Prudential, he has provided strategic guidance and human capital planning for organizations as large as 13,000 employees in over 30 locations across the U.S. through fast-paced periods of growth and transition. He played a key role in the initial implementation of Aetna's telework program, overseeing implementation in service operations. He assumed company-wide leadership of the program as it grew to include very large percentages of Aetna employees and redesigned administrative support to ensure its strategic alignment and future stability. Bob serves on the Board of Directors for the First Coast Diversity Council; a non-profit organization which provides diversity and inclusion education programs for member organizations in Jacksonville, FL. He is also a volunteer for Learn to Read, where he tutors adults with literacy issues. He has collaborated with Cornell's Center for Advanced Human Resources Studies on a research project examining telework, and is contributing to other Cornell executive education programs.



Watch: [Assess Competencies for Remote Leadership](#)

In a recent report for the Cornell Center for Advanced Human Resource Studies, Kurt Johnson notes that leaders have traditionally been at the center of a community, be it a work, church, or social group. In these communities, face-to-face meetings and close personal interactions have dominated how leaders interact with their followers.

However, as employees and the teams in which they work have become increasingly dispersed, more leaders find themselves separated from their followers and interacting with them primarily through technology. This is a dramatic change in how leaders have long operated, one that challenges our notion of the what leadership means and what the roles of the leader should be in modern organizations.

Frankly, both the academic and practice communities are just beginning to understand how leadership has evolved and should evolve to meet the changing needs and demands of these new communities. But there are some early lessons to be learned about how to approach leadership in remote environments, and we will now explore some of these lessons.

While some of the same competencies for good leadership still apply, there are new skills that will enable leaders to effectively manage remote workers.

[Plan Employee Development](#)

Many organizations have employee development programs and tools to help assess gaps and plan skill building. Use the organization's process along with the [Remote Work Capability Assessment](#) to help identify strengths and development areas. This assessment covers just some of the considerations for remote work capabilities.

Watch the videos below to learn more about competencies for remote leaders.

Communication



Coaching



Results



Team Development





Watch: [Adjust Leadership Roles](#)

Remote work influences the roles and responsibilities of leaders. Although some traditional responsibilities remain consistent, leaders need to adapt their styles to be effective. This section describes several examples of how leaders need to adjust when they have remote employees.



Watch: **Work Across Cultures**

With remote work, leaders have employees in different locations, and possibly in different countries. Both leaders and employees may find themselves interacting with other employees from different cultures with whom they had no previous experience. But if you lack knowledge of different cultures, it is easy to have misunderstandings that influence business results. There is value in building employees' cultural intelligence regarding the differences in how people from different cultures behave, communicate, and make decisions. This section addresses two different perspectives on cultural competence and how to teach employees to work effectively across cultures.

Cultural Intelligence Assessments

If you identify cultural intelligence as an area that needs improvement, you can use a variety of online assessment tools to identify areas that need development; some are for sale and some are free, easily found via an online search.

Consider using a cultural assessment as part of your plan to develop leaders for remote work.



Watch: **Implement: Develop Leaders**

To employees moving to remote work, the changes it entails are quite tangible. It's obvious what is changing: their office or work area will be different, and they may need special equipment to do their work and communicate with their employer. Less obvious, and frequently overlooked, is what the leaders of those employees need. Consider how to support the leaders in your organization before having them manage remote workers. It should be part of your implementation plan, and you should provide for ongoing support as new opportunities arise.



Watch: **Implement: Tactical and Practical**

As remote work becomes more visible, you can expect questions from employees about eligibility, fairness, and expectations. What kinds of questions and issues might you encounter as a leader? What do you need to know to be prepared?

Ask The Expert: Michelle Artibee



Remote work practices are not just used in business; higher education is also seeing an increase in employee telecommuting. While some challenges may be different in an educational setting, one challenge is universal: how best to use resources to keep remote workers engaged as they work away from the traditional workplace.

Michelle Artibee is the program manager for Career/Life Communication Strategies in the Department of Inclusion and Workforce Diversity at Cornell University. Click on each question to view her comments on challenges and solutions in implementing remote work.

Michelle Artibee, Program Manager, Career/Life and Communication Strategies, Department of Inclusion, Cornell University

Michelle Artibee currently serves as program manager for Career/Life and Communication Strategies in the Department of Inclusion and Workforce Diversity at Cornell University. She is responsible for promoting and implementing flexible work business practices, helping leaders leverage these practices to support their organizational needs, particularly those related to financial alignment, diversity, engagement, and sustainability. She also works collaboratively with a variety of campus partners to provide career-life and family-care support services and programming to the Cornell community, such as a lactation support program and a lecture series.

Ms. Artibee earned an MBA from Baker College (Flint, Michigan) and a bachelor of science degree in digital communications from Franklin University (Columbus, Ohio). She is a recipient of the LaRonda E. Brown Recognition Award for Student Parent Advocacy and a founding member of the Higher Education Alliance for Advocates of Students with Children. She is a current member of the Work and Family Researchers Network and has previously served on the communications committee of the College and Universities Work and Family Association. She has nearly fifteen years of experience in the career-life field and finds the constantly evolving field challenging and fulfilling.

What are some of the challenges you have experienced while trying to expand flexible work at Cornell University, and how have you sought to respond to them?

What tools and resources have you developed to support remote employees and those who manage them?



Watch: **Identify Change from New Technology**

Remote workers are highly dependent on various forms of technology and infrastructure to be productive. As new technology emerges, it's changing how people interact with each other to do their work. The dizzying pace of change provides many opportunities and challenges for leaders, not only in choosing which technologies to use, but in learning how best to use them productively. For this reason, leaders need to be aware of the technologies being offered and used by remote workers so they can help their virtual employees and teams. This section covers "shifts" to make as employees and leaders move from one way of working to new approaches.



Watch: **Revel in Your Discomfort: Leaders Must Be Agile**

The challenge that results from such rapid change is how to be sure that your organization uses the right tool for the right job at the right time. How can we use social media technology to our benefit? To do it well requires that leaders *quickly* assess, learn, filter, evaluate, and use new tools. You will find this easier if you understand *how* your employees do their work to accomplish the desired result. Above all, it requires that you get comfortable with being uncomfortable, with not having all the answers, and quite possibly with relying on resources you haven't relied on before. Lead your employees by being open-minded about how work is done—and don't be afraid to ask whether certain aspects of it still need to be done!



Watch: [Assess Characteristics](#)



[Download the Tool](#)

[Technology Decision Tool](#)

To select appropriate technology for your organization, consider the characteristics of its communication channels as well as the characteristics of the work to be conducted remotely. As you assess options, the Technology Decision Tool (available in the link on the right) may be helpful.

Characteristics of Communication Channels



Characteristics of Work Tasks



The next area to consider is the work tasks themselves. Look at the work and outcome needed from that work. The nature of what and how will influence the technology best suited for the situation.

Reduce the Options



After you narrow the technology options using these four elements, you may find that you have choices. That is, several technologies may be appropriate, given the nature of the work tasks and situation. So how do you choose among the options? Professor Bell provides a couple more ways to narrow the options.



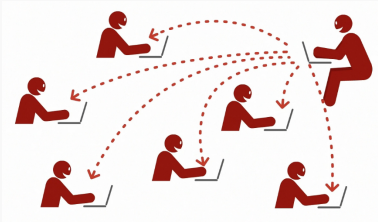
Watch: Examples of Technology Used for Remote Work

View the following examples to see how selection of technology occurs.

Example 1: Connect Around the World



Example 2: Choice and Execution



Example 3: A Big Deal





Watch: **Implement: Procure Technology**

Once you determine the best supporting technologies, work with appropriate partners to procure them. As you prepare for implementation, be sure to include plans to not only get the technology up and running, but to provide ongoing training and support of the technology.

Here is one example comparing technology used for remote work. As you can see from the number of features and options, to select the best option you must know the use cases for your organization.

[Compare Web Conferencing Tools.](#)



Ask The Expert: Pat French



In small organizations or start-ups, leading a remote work initiative is probably a part-time responsibility. However, some organizations have seen such great benefits that it makes sense to formalize the roles and responsibilities into full-time functions.

At Boeing, Dr. Pat French has this type of position; she's the program manager for Boeing's Enterprise Virtual Organization Initiative. In this role, she works to standardize and continuously improve how Boeing employees use remote work to help Boeing compete for the best talent and customers.

Watch the videos below to hear more about Pat's role and the program at Boeing.

Pat French, Program Manager, Enterprise Virtual Organization Initiative, The Boeing Company

Dr. Pat French is a program manager in the Boeing Company. She has over 25 years' experience in the aerospace industry, having worked in the defense, commercial, civil, and intelligence fields. She completed her doctoral dissertation with a study of Boeing virtual organizations and is now responsible for defining the policies, procedures, and guidance in virtual organizations and virtual work throughout the Boeing Company. Dr. French is an industry expert on the key tenets of effective virtual organizations and virtual workers.

Dr. French has held the technical positions of program manager, program integration lead, systems engineering director, test manager, business manager, and new business development lead, and has played many additional roles in the aerospace industry. Dr. French's perspective comes from the practitioner side of virtual organizations -how can programs best leverage virtual work? She has been with Boeing since 2000 and was with Northrop Grumman prior to that. Dr. French has held key roles in the Air Force, Army, NASA, and in intelligence, and commercial programs. In addition, she has performed roles in functional disciplines, where she was responsible for the people, processes, and tools used throughout the enterprise.

Dr. French holds a bachelor of science degree in civil engineering from the University of Cincinnati, an MBA from Bradley University, and a doctorate in leadership from Argosy University.

Pat's passion outside of work is golf. You often see her carrying her golf clubs to various Boeing locations to catch a round of golf with her peers.



Remote work isn't a job function many people think of as a career. How did you, as an engineer, get into this field? What elements came together that brought you into a full time role leading virtual work?



How does Boeing leverage technology and social media to support telecommuting?

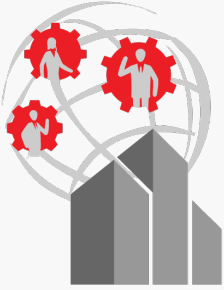


Has Boeing seen any issues related to telecommuting or remote work?



How does Boeing improve the connections between the baby-boomer generation of leaders and the millennial generation of recruits?

Module Introduction: Measure and Sustain



Two elements of any successful organizational change effort are monitoring the process and keeping current with future trends. In this module, you will look at various ways to monitor and assess the effectiveness of remote work initiatives. You will identify different metrics for assessing remote work and examine how to design an evaluation plan. You will also discuss how, after completing this course, you can keep current with future changes in remote work. In sum, this final module helps you to track the success of your remote work program and to sustain it over the long term.

After completing this module, you will be able to:

- Identify measures to assess the effectiveness of remote work practices
- Design an evaluation plan for remote work programs
- Identify future trends in remote work
- Plan ways to stay current on emerging issues in remote work



Watch: **What If It Does Not Work?**

Periodically we hear in the news about organizations that revoke their remote work programs. Recently, companies such as Best Buy and Yahoo have closed down their programs, requiring employees to return to the office. Changes in business conditions are often cited as the reason.

Even with the best policies, support, tools, and cultural understanding, remote work may not be the best fit for an employee, a job, or the overall business needs. This may be a result of changing conditions. Under what circumstances might you return remote workers to the office rather than making adjustments to the program?

The first step to sustaining a remote work program is to determine what to monitor and how to monitor it. Measuring the effectiveness of your remote work initiative helps you be sure your organization is getting the most out of it. Depending on the goals of your program, you could monitor many different types of data. Using data removes the emotion from the process of assessing effectiveness.

You need to stay in touch with changes inside and outside your organization as they influence the impact of remote work.

- ["Yahoo's Remote Work Is the Solution. Not the Problem"](#)
- ["Why Won't Yahoo! Let Employees Work from Home? Businessweek"](#)
- ["The End of Working from Home: Best Buy Kills Flexible Work Program" Business Insider"](#)



Watch: **Identify Measures of Success**

You may be thinking, "We've got another new program, so we need a new metric for it." Although measuring remote work presents many considerations and options, you can sometimes leverage existing measures in the human resources field. Other measures you may need to develop.



Watch: **Design an Evaluation Plan**

Even before you launch remote work, think about what you will want to know after it goes live. Determine how your organization will define success for the program. Identify results that would warrant corrective action, and also circumstances that would lead you to discontinue remote work. Design the evaluation and measurement methods around the key questions you need to answer.

Read: **Examples of Evaluation**

★ **Key Points**

- Organizations can evaluate aspects of remote work initiatives.
- Evaluations should be performed so they produce accurate results.

Review examples of how other organizations have evaluated their remote work initiatives. As you review them, consider the types of questions being addressed in each situation. Are the organizations interested in effectiveness, implementation, usage, or some combination of these? Also, consider the basic features of how the evaluation was designed. Did they gather the right data, and in a way that would allow them to reasonably answer the question or questions of interest? Click on each question to see examples measuring remote work.

Example 1: Is remote work effectively saving money?



An organization launches remote work as a way to save money, primarily by reducing office sites and real estate costs. A year later, they gather data on how much they have saved through real estate closings, and they compare it to the expenses of the remote work program. They realize that the remote work initiative has actually led to higher costs, since the company has had to invest in a more robust technology infrastructure to allow employees to work from home, and they have not yet closed sites. Although there may be other, as-yet-unidentified cost savings, such as those from reduced turnover of remote employees, for the program to be sustainable they need to reduce their real estate footprint. After the remote work program was launched, a number of buildings were only being partly used, so they close a few sites and consolidate others. When they reassess a year later, they find that they have realized significant savings, even when taking increased technology spending into account.

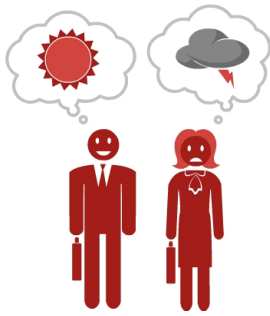
Example 2: Has flexible work effectively improved health and wellness?



A company wants to see if flexible work can improve indicators of employee health and wellness. Realizing that the link between any program and indicators of health is difficult to make, they launch a small pilot program. Thirty office workers receive a health screening before the program is launched to set a baseline, and they are screened again after 3, 6, 9, and 12 months. The results show steady improvement in key health indicators, such as metabolic indicators and reported stress, across the 12-month period. Also, when they compare results at 12 months to a sample of comparable, full-time office workers, they find that the remote workers have significantly better health indicators.

Based on this evidence, management supports a broader launch of the remote work program.

Example 3: Has implementation improved employee engagement?



A company assesses employee engagement annually. They decide to examine the engagement results to compare remote workers to office-based workers to see if remote workers are engaged or perhaps becoming isolated. They are interested in how the groups compare in overall engagement as well as in specific areas such as perceptions of work-life balance and flexibility. In addition, the company runs an analysis to examine how some of the specific facets (such as work-life balance) relate to overall engagement, which helps them identify some key engagement levers.

Also, after launching the remote work program, the company adds some questions to the annual engagement survey that are only asked of remote workers. These assess such characteristics as supervisor support for flexible work. This gives HR important data on whether remote work has been successfully implemented or whether obstacles still exist.

Example 4: What can we learn about employees using remote work?

Although only 10% of employees are formally registered as remote workers, managers have noticed that on certain days a significantly larger number of employees are "working" outside the office. The company decides to do an anonymous survey of all workers to ask how many are engaging in some form of remote or flexible work. They find that nearly a third of employees fall in this category. This provides important data on adoption, and also shows that many employees are working remotely without registering with a formal agreement.



Another company wants to know if there are demographic trends among those who choose or prefer remote work. They pull information from the Human Resource Information System (HRIS) on the gender and age of their remote workers and compare it to a sample of office-based employees in the same businesses, jobs, etc. They find no differences, which is consistent with the company's stance that remote work should be adopted for business reasons, not out of personal preference.

Ask The Expert: **Measuring Success**

Maybe you've heard the saying, "What gets measured, gets done." This statement emphasizes the importance of measuring work in an organization. What needs to be measured will vary for each organization, depending on the questions its leaders want to answer. Whether it's implementation, usage, or effectiveness, best practices for using data apply. You want credible data that help leaders make decisions or take some action. If the data are not used or aren't believable, don't waste your time. You can expect that the younger an organization is in its use of remote work, the younger the measurement system may be. Although you may need to start simple, the measurement system can improve and mature over time. What you measure may change, too, as the goals for remote work change.



Michelle Artibee currently serves as program manager for Career/Life and Communication Strategies in the Department of Inclusion and Workforce Diversity at Cornell University. She is responsible for promoting and implementing flexible work business practices, helping leaders leverage these practices to support their organizational needs, particularly those related to financial alignment, diversity, engagement, and sustainability.

She also works collaboratively with a variety of campus partners to provide career-life and family-care support services and programming to the Cornell community, such as a lactation support program and a lecture series. Ms. Artibee earned an MBA from Baker College (Flint, Michigan) and a bachelor of science degree in digital communications from Franklin University (Columbus, Ohio). She is a recipient of the LaRonda E. Brown Recognition Award for Student Parent Advocacy and a founding member of the Higher Education Alliance for Advocates of Students with Children. She is a current member of the Work and Family Researchers Network and has previously served on the communications committee of the College and Universities Work and Family Association. She has nearly fifteen years of experience in the career-life field and finds the constantly evolving field challenging and fulfilling.



Dr. Pat French is a program manager in the Boeing Company. She has over 25 years' experience in the aerospace industry, having worked in the defense, commercial, civil, and intelligence fields. She completed her doctoral dissertation with a study of Boeing virtual organizations and is now responsible for defining the policies, procedures, and guidance in virtual organizations and virtual work throughout the Boeing Company.

Dr. French is an industry expert on the key tenets of effective virtual organizations and virtual workers. She has held the technical positions of program manager, program integration lead, systems engineering director, test manager, business manager, and new business development lead, and has played many additional roles in the aerospace industry. Dr. French's perspective comes from the practitioner side of virtual organizations -how can programs best leverage virtual work? She has been with Boeing since 2000 and was with Northrop Grumman prior to that. Dr. French has held key roles in the Air Force, Army, NASA, and in intelligence, and commercial programs. In addition, she has performed roles in functional disciplines, where she was responsible for the people, processes, and tools used throughout the enterprise.

Dr. French holds a bachelor of science degree in civil engineering from the University of Cincinnati, an MBA from Bradley University, and a doctorate in leadership from Argosy University.



Bob Rogers is a senior-level human resources professional with considerable success in the design and implementation of human capital plans that drive business success. His expertise includes organizational design and development, change

management, talent acquisition, the design and administration of metrics and rewards, and successful telework and virtual programs.

He has had progressive experience with Prudential and Aetna, each of which selected him for relocation to different parts of the U.S., where he succeeded in increasingly challenging assignments.

While at Aetna, Bob played a key role in initially implementing the company's telework program and its application in customer service operations. The program is designed and administered to ensure an alignment with business strategy while providing flexible work options for employees. Currently, close to 50% of Aetna's work force is formally identified as telework; about 40% work from home full-time.

After leading initiatives to help ensure alignment of telework to company goals in 2010, Bob assumed overall responsibility for the program in 2011. He left Aetna in late 2012 and consults in HR best practices. He is a certified senior professional in human resources.

As a remote work expert, he has collaborated with the Center for Advanced Human Resource Studies at Cornell University as part of their "working groups." Bob also serves on the board of directors for the First Coast Diversity Council in Jacksonville, Florida.

How does Cornell University measure and track the success of its flexible work program?



Michelle Artibee

Program manager for Career/Life and Communication Strategies

Department of Inclusion and Workforce Diversity, Cornell University

Does Boeing collect data on telecommuting? What do the data tell you?



Dr. Pat French

Program Manager

Boeing Company

Do the measures you use for evaluating remote work change depending upon where your initiative is in its life cycle?



Bob Rogers

Senior-level Human Resources Professional



Watch: **The Future of Remote Work**

Remote work is driven by changes in how people work in organizations, by advances in technology, and by macro trends such as globalization. These are dynamic forces, which means that remote work will continue to evolve in the years to come. One challenge you will face after completing this course is staying current with new developments in the field.

Watch the videos below to learn about predictions in three key areas related to remote work: technology, workforce, and the global marketplace.

Technology Predictions



Technology will most certainly continue to evolve as people innovate better, faster, and more efficient ways to accomplish work.

Workforce Predictions



Many of the leaders today are from one generation, Baby Boomers, while the new workers, the millenials, are joining the workforce with significantly different experiences with technology. Millenials are "digital natives", that is, their entire lives they have had digital and social media technologies. They won't have the knowledge of work before these significant changes.

Global Predictions



As distance no longer becomes a barrier to where you get your workforce, there will be new considerations for leaders as they search for talent. A global workforce is more prevalent.



Watch: [Helpful Resources](#)

- [Center for Advanced Human Resource Studies at Cornell University \(CAHRS\)](#)
- [World at Work](#)
- [Society for Human Resource Management \(SHRM\)](#)
- [The HR Blog](#) by eCornell
- Continue to follow on Twitter: #remoteatwork and User: RemoteAtWork



Ask The Expert: Eleese Wright Looks into the Future



Companies such as Aetna have good stories to share about benefits and adoption of telework. Offering telework as a way to work immediately affects thousands of individual employees, often enabling them to be in roles that otherwise would not be available. But senior leaders of such organizations have a different vantage point. Eleese Wright was the senior vice president of human resources for Aetna at a time when they were seeing the value. Ultimately, it was her job to ensure that Aetna employees did their work in a way that is a good fit for the job, business, and employee.

Click on each question to hear her perspective of the success of Aetna's program and what may lie in the future.

Eleese E. Wright is the former senior vice president, human resources (HR), for Aetna Inc. In this role, she was responsible for the development of all HR strategies and the delivery of HR services and programs. Ms. Wright has specialized in HR for more than 20 years. During that time, she has held many key positions, including head of HR re-engineering implementation and the head of HR finance and administration. She has also served in senior positions in the education, pension, and employee relations departments.

An expert in strategic education models, staffing, employee relations, re-engineering, and organizational and leadership development, Ms. Wright has led many critical and successful human resource initiatives. Recently, she has managed the transformation of HR into a strategic business partner, the development and launch of a comprehensive and leading-edge benefits strategy, and the creation of a comprehensive talent-management system.

Ms. Wright's community involvement includes leadership roles for her alma mater, the University of Connecticut, for which she served both on the board of advisors for the UConn School of Business and the board of directors for the UConn Foundation. She also served on the advisory board for Cornell University's Center for Advanced Human Resource Studies, and is past president of the Hartford Region YWCA board of directors. In addition, she serves on the board of directors for the Bushnell, Connecticut's premier performing-arts center.

She is a member of the Executive Leadership Council, was named one of the *Savoy Professional Magazine's* "Top 100 Most Influential Blacks in Corporate America," one of the "Top 25 Most Influential Black Women in Business," and one of

the Black Enterprise's "Top 50 Blacks in Corporate America." She was also installed in the National Academy of Human Resources (NAHR) 2007 Class of Fellows and inducted into the UConn School of Business Hall of Fame in 2008.

Ms. Wright holds a bachelor of science degree in education from the University of Connecticut. She resides in Hartford, CT, with her husband, Dana.



As you think about the huge adoption of telework at Aetna, what has enabled it to be successful?



What have you learned about remote work that you've used to improve the program?



What do you see on the horizon for remote work? What's next?



Watch: [Thank You and Farewell](#)

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