
How to Be Successful Managing a Dual Workforce



Western Association of College
and University Business Officers

Presented by:

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Today's Feature Topic:



How to be a Successful Manager of
Remote Employees

Today's Game Plan

- Common Fears and Anxiety
 - HR Professionals
 - Remote Employees
 - Union Leadership
 - Supervisors
- Game Plan for Success
- Challenges Facing Administrators
- Legal Compliance
- Keeping Employees Engaged and Productive



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What Have We Learned Since March 2020?

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How Have Your Beliefs Stayed the Same or Changed in Regards to Remote Work?

Hesitant or Happy Employers/Employees

- Many employees are happy to continue working remotely
- Some employers support “Work from Anywhere” approaches
- Some employees want to return to the workplace
- Many employers want their employees back in the workplace
- Does your organization embrace remote/work from anywhere workforces?
- Can jobs be successfully completed off-site? All? Most?
- Are you flexible toward continuing employee remote work?
- Are workers viewed differently if off-site or in the workplace?
- Other flexible arrangements
- *Communication is Key*

Benefits of Remote Employees

- Employees may feel safer from COVID-19.
- Increased productivity and morale for a majority.
- Reduced turnover and less use of leave time.
- Environmentally friendly.
- Cost savings.



Drawbacks of Remote Employees

- Employer expectations versus reality
- Less oversight
- Miscommunication
- Chance for production loss
- Security concerns
- Privacy expectations
- Evaluations
- Feared damage to career



Remote Worker Basics

- Implement written policies/agreement – specify parameters
- Timekeeping mechanisms
 - Prohibit working overtime without advance written authorization
 - Prohibit working off of the clock
 - Have employee acknowledge understanding of the timekeeping rules
- Adhere to meal and rest periods

Remote Worker Basics

- Employees home workspace should be appropriate and safe. (Process to report work related injuries and availability of reasonable accommodations.)
- Employees should be advised that they are expected to abide by IT security measures
- Have clear expectations
 - ✓ Establish employees expected hours of work
 - ✓ Establish how employees will check-in with supervisors
 - ✓ Establish limits on OT and requirements for advanced notice
 - ✓ Establish any new or altered duties
- Hold employees (including supervisors) accountable for expectations

Measuring Performance



- Is physical presence necessary for evaluating job performance
- Establish clear and measurable performance standards
- Must be able to quantify the amount of work product/output for a typical day/week/month
- Remind employees that remote work may be only short term, but to make the best of it while we are in a remote environment
- Set goals, objectives, work product and timelines for completion

Virtual Meetings

- Video/teleconference meeting etiquette
- Grooming and appearance on video conferences
- Confidentiality
- Use the mute button when appropriate
- Attendance mandatory unless on leave



Practical Actions for the Remote Workforce

- Lookout for signs of distress or disengagement
- Make sure employees have all of the equipment and tools needed. (Ed. Code section 87032)
- Promote dialogue
- Trust your employees
- Reinforce organizational values
- Create clarity
- Focus on output and encourage innovation
- Don't forget to recognize achievements
- The union contract is still in force. Know what it says

How to Encourage Communication

- Daily Zoom meetings with Staff and Individuals
- Don't rely solely upon email – Miscommunication is easy
- Have Fun Meetings – Book Clubs, Zoom Lunches, Zoom Happy Hour, and Zoom Birthdays to develop continuity of social needs
- Stay in touch
- Over communicate
- Be flexible with employees and firm when necessary

Discipline

- Don't be afraid to guide employees back to structure when they become complacent
- Progressive discipline is still generally required under union contracts and the law.
- Use verbal discussions to state what policies are not followed and how to get back on track.
- Follow up on their progress.
- Guide and correct when employees need discipline. This is new for them and there is no one at home to help with work structure. Only their supervisor can guide them.

Re-Envision the Future of Work

- Re-Envisioning the Future of Work
 - The pandemic is proving that technology can enable employers to measure work based on productivity rather than a 40-hour workweek
 - Employees can accomplish their responsibilities on their own terms and work collaboratively without geographic restrictions
 - Is there an option to provide employees work where they feel most comfortable?
 - It will be a balance; making employees feel safe and valued while ensuring that the business is achieving its goals and objectives





What Have Today About Remote Work? We Learned

Thank You

For questions or comments, please contact:

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Laura Cyphers Benson is a consultant with Education Support Services Group (ESS). ESS provides a comprehensive menu of services for governing boards, superintendents, presidents/chancellors, senior management teams, school districts, and community colleges/higher education institutions. The community college/higher education division of service includes crisis management, negotiation support/preparation, PR/reputation management, trustee/president relations, leadership coaching, executive search services, organizational development and team building, human resources development, compliance, management and professional development training. Laura is trained in higher education implementation of Title IX, Title V, Investigations, and Diversity Programs.

Laura has more than 20 years of experience in the field of human resources, including seven years in community colleges, five years in K12, and five years in independent universities. Laura has been an associate vice president of human resources, executive director, and part-time faculty member.

Following undergraduate study in business administration with a concentration in large organizational management at Humboldt State University, Laura received her master's degree in organizational development from Fielding Graduate University and a second master's degree in psychology.

Laura has been involved with numerous professional organizations, including Association of Chief Business Officials (ACBO), Association of Chief Human Resources Officers (vice president and president in 2015 and 2016), Association of California Community College Administrators (ACCCA), Association of Independent California Colleges and Universities, Shasta Trinity Schools Insurance Authority, Northern California Community College School Insurance Authority, Northern 15 Human Resources Group, co-chair of the Human Resources Leadership Academy, and the Community College League of California (CCLC).