



From Home to Work and Back Again

Catherine Burgett

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Key Steps for a Successful Hybrid Work Environment

- Determine which jobs are appropriate for a hybrid work environment
- Consider how the current market impacts recruitment and selection in a hybrid work environment
- Revise job descriptions to accurately reflect hybrid work environment
- Reevaluate how you measure performance
- Develop a hybrid work policy
- Specify in-person obligations
- Re-examine company policies to reflect the hybrid work environment
- Consider legal risks

A Word About Remote Work

Remote Work

Remote work is here to stay.

- Hybrid work is the future for most employers
- Failing to offer hybrid work is a risk for organizations
- Hybrid work must be productive and engaging – not just a perk or policy

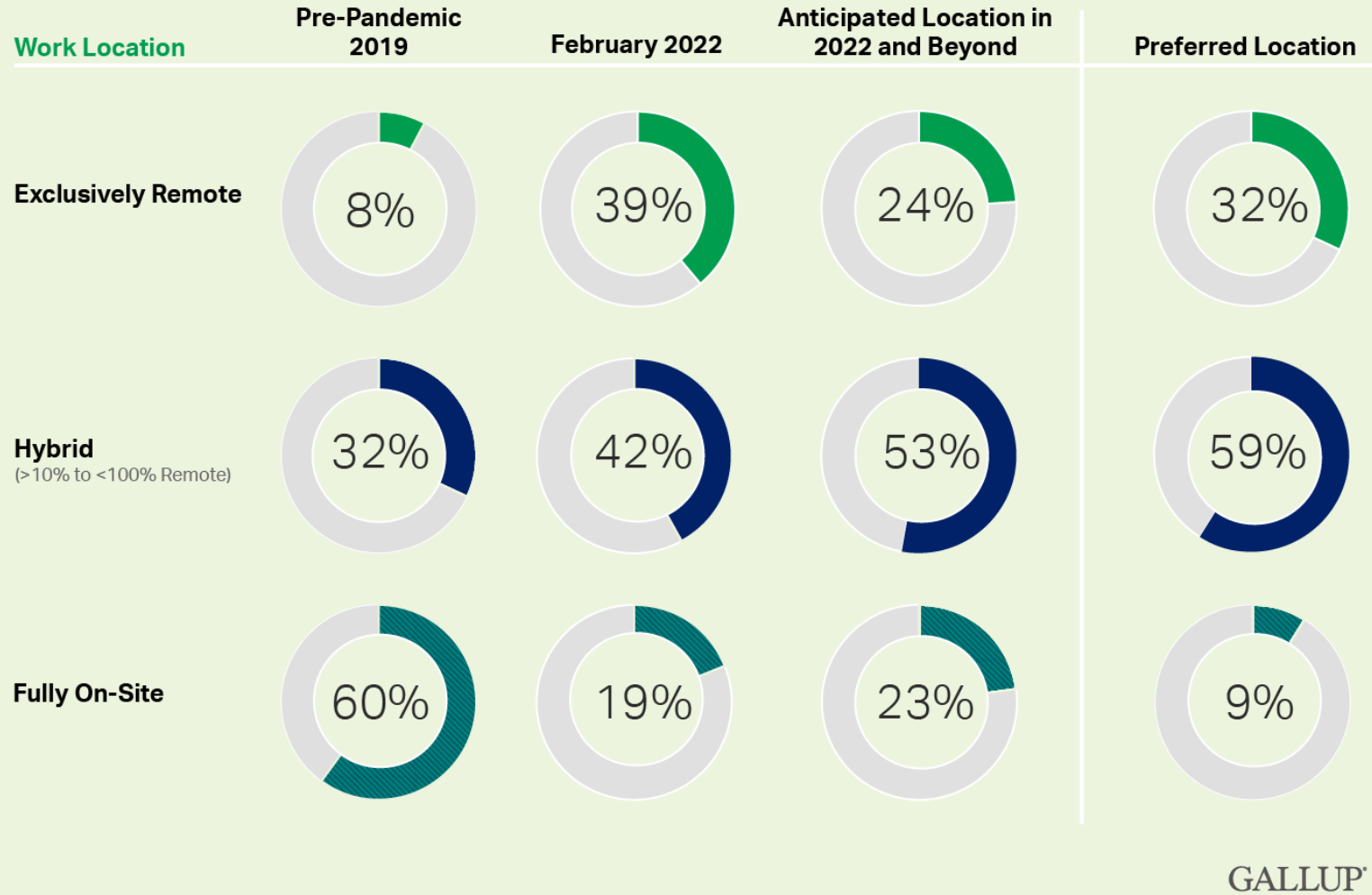
What do employees like about remote work?

- Many feel just as productive at home
- Others believe being at home is better for their mental health
- Most appreciate the flexibility it provides
- Better coffee at home than the office

What do employers like about remote work?

- Lower overhead
- Happier employees = Less burnout
- Larger talent pool

Current and Anticipated Employee Work Locations for Remote-Capable Jobs



But not everyone likes
it...

Recruiting

March Jobs Report

New Jobs 431,000 (expected 490,000)

MISS

Unemployment 3.6% down .02%

HIT

Wages up 5.6% on a YoY basis



Wages  Hours 

Inflation rate is 8.1% on a YoY basis



Producer Price Index 11% on a YoY basis



Labor Force Participation Rate at 62.3%

MISS

4.4M quits, led by medical and hospitality

11.3M jobs open (There are 5M more jobs open than UE)

Implications for Recruiting

- Is this position full-time in the location, hybrid (how many days in office), or remote?
- Is it all three (probably not)?
- If you are trying to fill a white-collar exempt position, there is a 67% likelihood that potential candidate will want to work remotely most, if not all the time. What do you do if the role you are trying to fill is an in-person on-site one?
- Those seeking work want money, flexibility and little wasted time (e.g., daily commute)





Policy Changes



For Everyone

- PTO/Paid Sick Leave
- Leave Carry-Over and Cash Out
- Meeting Protocols
- Infectious Disease/Emergency Operations
- Workplace Injuries
- Hours of Work/Wages
- Security/Cyber Security
- Reimbursements



For In-Office Work

- Infectious Disease Protocols
- Social Distance Requirements
- Shared Office Protocols
- Physical Spaces



For Remote Work

- Expectations
- Flex work
- Responsiveness
- Reimbursement
- Tax Consequences
- Injuries
- In-Person Obligations
- Cybersecurity



Remote Work as a Reasonable Accommodation





Legal Pitfalls



Recruiting Legal Risks

- I-9 Compliance
- Interviewing
- Drug Testing
- Location Matters
 - What tax jurisdiction?
 - State workers' compensation implications?
 - Choice of law provisions in employment agreements

Old Faithfuls and Some New Guys (Maybe)

FLSA

FMLA

ADA

FCRA

Privacy/Safety

Title VII

ADEA

And more!





New Workplace Pitfalls and Strategies for Success

Supervising in a Hybrid World

- Top Priority: **Train Your Supervisors**
- Consistency
- Transparency
- Re-evaluate Measures of Performance





Flexibility

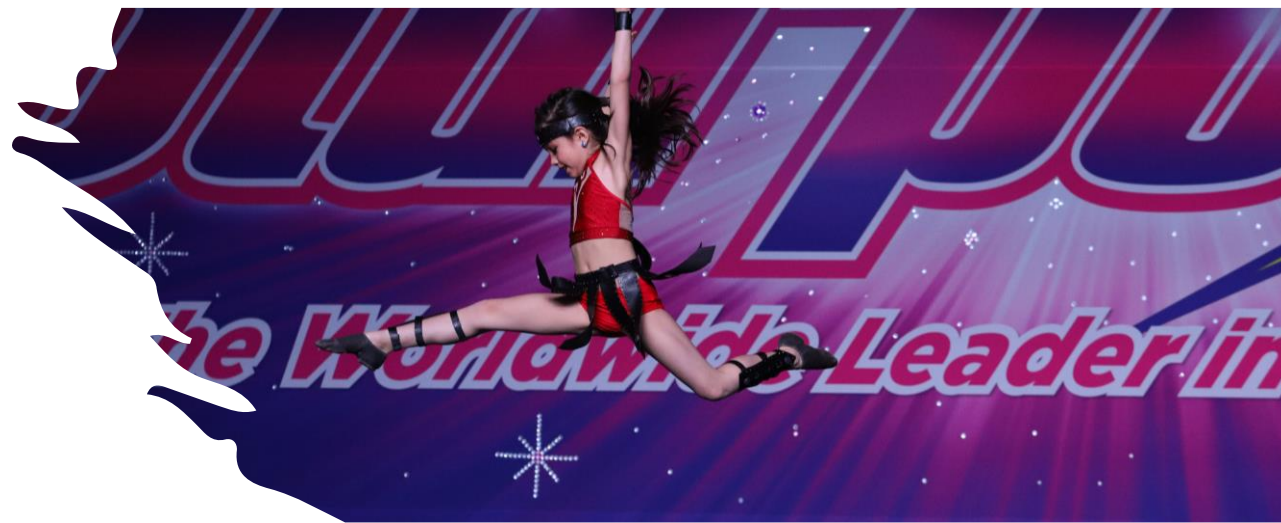


Communication



Teamwork

Practice



HUMAN Resources

- Performance Evaluations
- Hiring practices
- Compensation



Intentionality and Team-Building

- Creating meaningful engagement
- Addressing mental health and family
- Retaining employees





Catherine F. Burgett

cburgett@fbtlaw.com

614-559-7287

Columbus, Ohio

frostbrowntodd.com

thank you

