



Implementing Flexible Work Policy

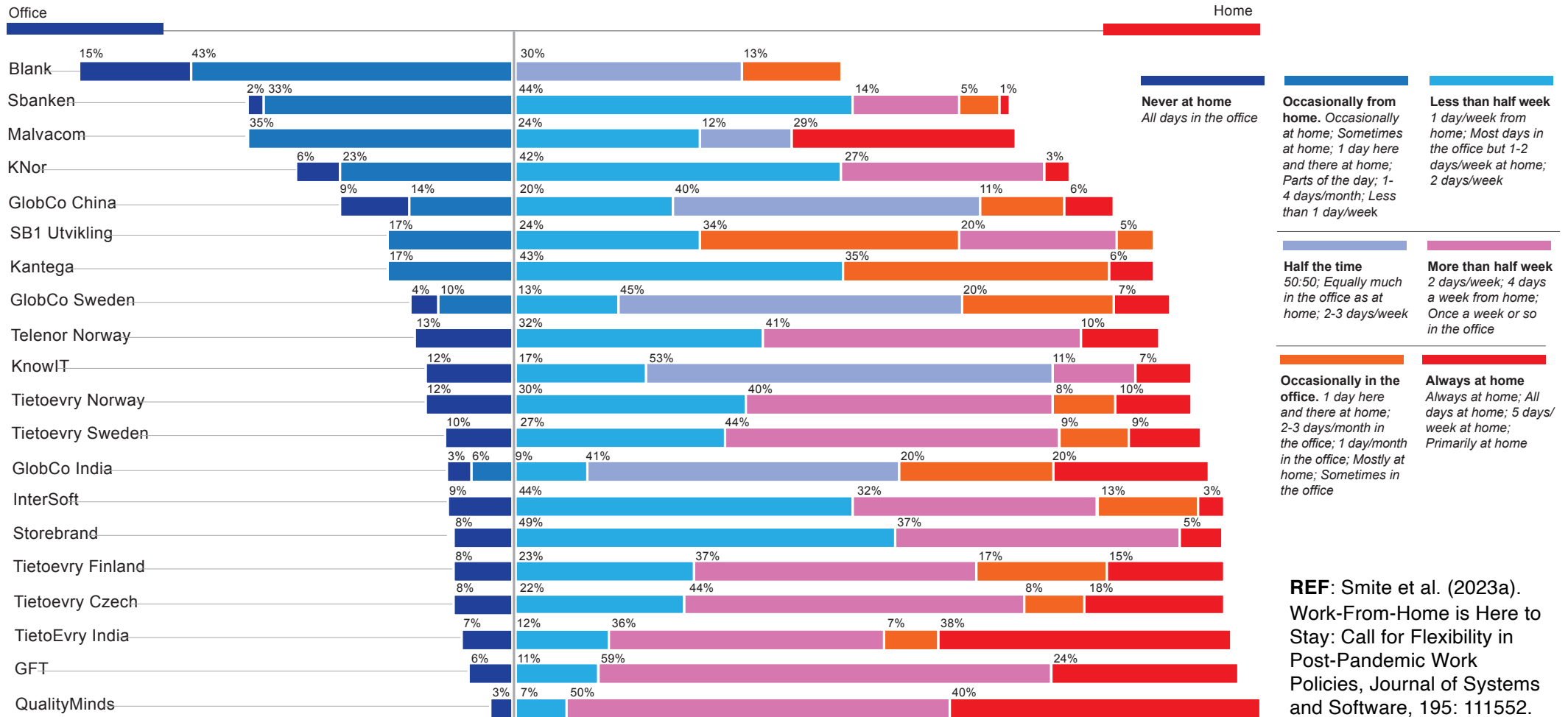
Aligning Actions and Intentions

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Leading expert in globally distributed development, outsourcing, as well as remote and hybrid work

Preferences for work location

Employee preferences: How often do employees want to work from home after the pandemic?

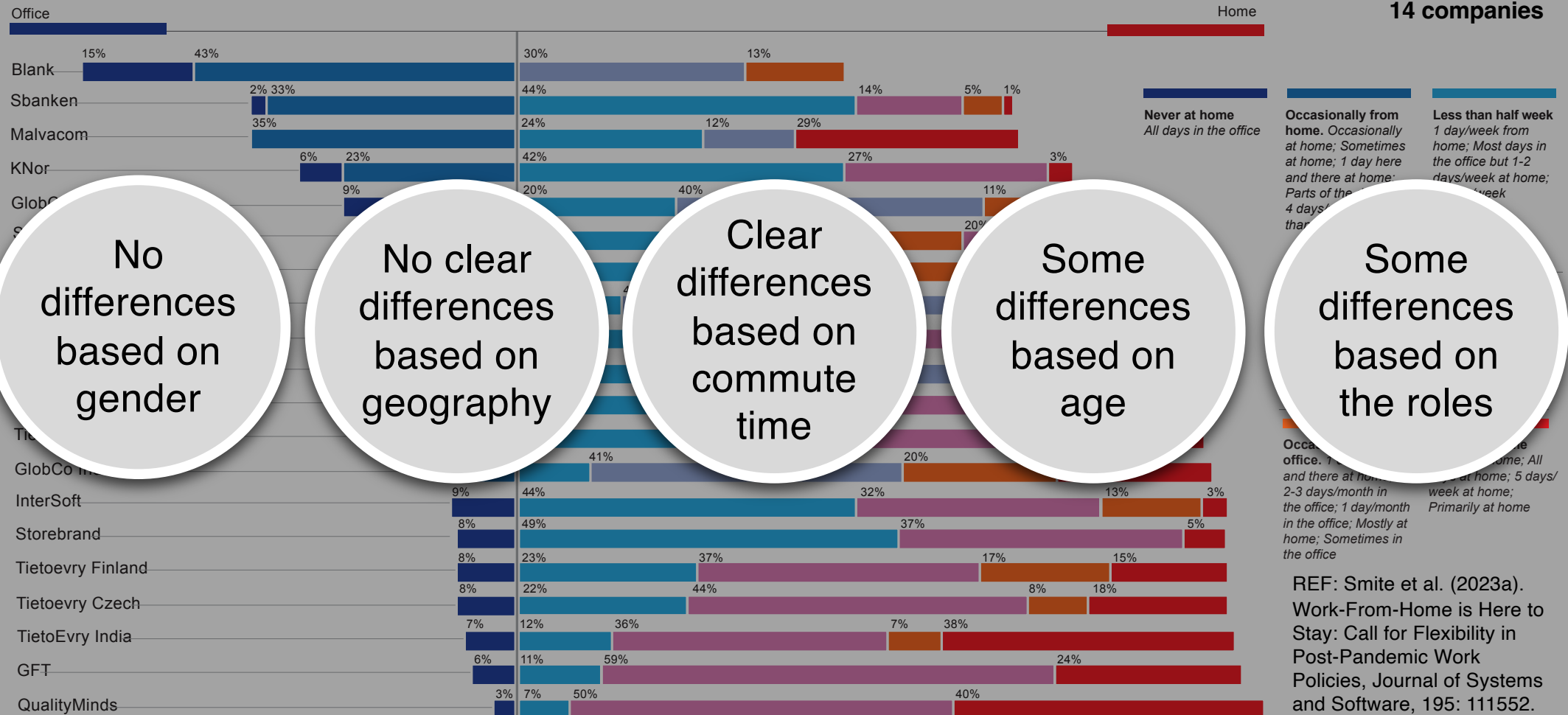


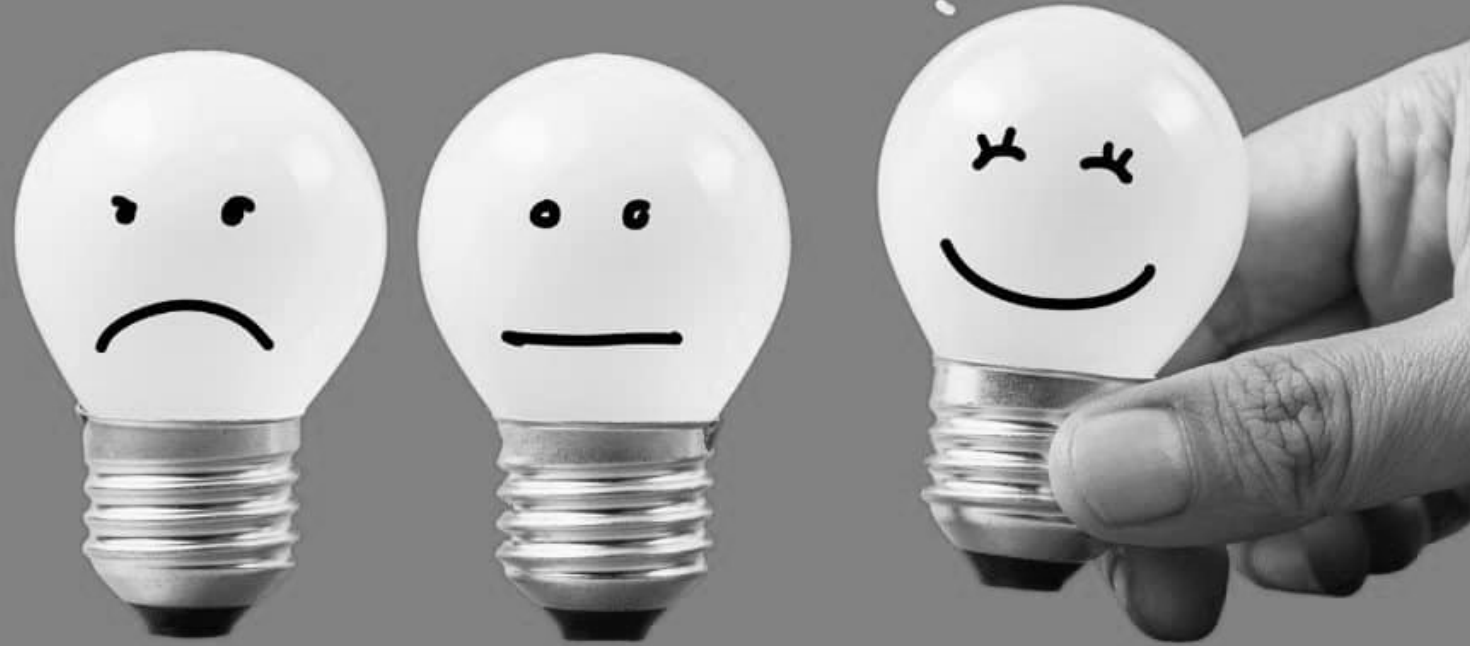
Preferences for work location



14 companies

Employee preferences: How often do employees want to work from home after the pandemic?





You can't satisfy everybody



Work policies (2022)

Companies	Permitted options	Comments	Level of approval	Permanent relocation
Blank				Within commute distance
GFT				Within the country
Telenor Finland				Within the country
Telenor Norway				Within the country
CQSE				Globally
InterSoft				Globally, restricted countries
Telenor Denmark				
QualityMinds				Globally
Tietoevry Czech				Within the country
Tietoevry India				Within the economic zone
Tietoevry Norway				Within the country
Tietoevry Finland				Within the country
Tietoevry Sweden				Within the country
KNor		Hybrid staff can and must work from home 2-3 days/week		Within the country
SpanCo		Choice between 100% remote or 100% from the office		Within the country
Storebrand		Fully remote is not an option		Within commute distance
Telenor Sweden		Fully remote is not an option		Within commute distance
Telenor Pakistan		Fully remote is not an option		Within the country
SB1 Utvikling		At least one common day in the office per week		Within the country
Kantega		Fully remote is not an option		Within commute distance
GlobCo India		50% of the time within a calendar year		Within commute distance
GlobCo Sweden		50% of the time within a calendar year		Within commute distance
Malvacom		Preferably no more than 3 days/week		Within the country
KnowIT		Preferably no more than 2 days/week		Within the country
FSwed		Preferably no more than 1-2 days/week		
GlobCo China		Max 1 day/week at home		Within commute distance
SBanken		Max 2 days/week at home, but not on Wednesdays		Within the country

1/2 of companies have no centralized policy

- Never at home
All days in the office
 - Occasionally from home
Occasionally at home; Sometimes at home; 1 day here and there at home; Parts of the day; 1-4 days/month; Less than 1 day/week
 - Less than half week
1 day/week from home; Most days in the office but 1-2 days/week at home; 2 days / week
 - Half the time
50:50; Equally much in the office as at home; 2-3 days/week
 - More than half week
3 days/week; 4 days a week from home; Once a week or so in the office
 - Occasionally in the office
1 day here and there at home; 2-3 days/month in the office; 1 day/month in the office; Almost always from home; Mostly at home, Sometimes in the office
 - Always at home
Always at home; All days at home; 5 days/week at home; Primarily at home
- Required approval for WFH
- Management approval
 - Agreement in a work unit
 - Agreement with customers

Different strategies

Office-based

Office presence demanded
Remote not allowed

- Force office days
- Return to the old use of the office space

Office-first

Office presence encouraged,
Remote allowed

- Attract people back
- Improve office space with some of the benefits of home office
- Ensure superb cafeteria
- Subsidize commute
- Ensure free parking

Hybrid

Fully flexible office presence,
Remote friendly

- Introduce hot desking and desk booking
- Transform individual offices into collaboration spaces and meeting rooms
- Potentially downsize the office space

Remote-first

Office presence is bookable
Remote encouraged

- Downsize the office space
- Institutionalize asynchronous communication and decision-making

All remote

No office presence
Remote demanded

- Abandon offices
- Recruit on a distance
- Institutionalize asynchronous communication and decision-making

Recap of what happened in the last 2 years



Flexibility has turned from a privilege to a personal right



Many offices remained half-empty even after the reopening



First experiences showed that hybrid working is not always remote friendly and teamwork suffers



Some companies introduced mandatory presence



...but, are companies consistent in their messages?



Company A

Office presence is encouraged
Remote-friendly. Remote work is allowed 2-3 days/week



Company B

Office presence is encouraged
Remote-friendly. Remote work is allowed 50%/year



Company C

Office presence is encouraged
Remote-friendly. Flexible work, but fully remote is not an option

E X A M P L E

Mixed messages, misaligned strategies

	Presence	Policies	Announcements	Actions
A	Quite stable, 46% (average)	[Hybrid]: New work policy is remote-friendly, teams (not individuals) decide.	[Office-first]: Office presence is encouraged, Office is the main place of work, some tasks require presence	[Support for office work]: Cozy WFH zones, better canteen. [Support for hybrid work]: Free seating, no personalized desks at the office. [Support for remote work]: Free parking and electrical charging stations were cancelled.

Mixed messages, misaligned strategies

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B	Recently increased from 34% to 47% (average)	[Hybrid]: 50% of the work time during a calendar year shall be spent onsite.	<p>[Office-first]: Office presence is encouraged; Office is the center of innovation, learning and driving the culture</p> <p>[Hybrid]: Flexibility is here to stay; we will offer that.</p>	<p>[Support for office work]: Onsite events.</p> <p>[Support for hybrid work]: Hybrid-friendly meeting rooms.</p> <p>[Support for remote work]: Free parking deal and electrical charging stations were cancelled. Ongoing and planned downsizing projects.</p>

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C	Quite stable, 55% (average)	[Hybrid]: Fully remote is not an option, teams decide on the rhythm.	[Office-first]: Office is encouraged; Office is our base; Presence is needed for coincidental encounters. Our strategy is team-based flexibility with office as the core. [Hybrid]: Getting people back is not the goal. We aim to facilitate inclusive hybrid working.	[Support for office work]: Onsite events, courses, sports activities. [Support for hybrid work]: Hybrid-friendly meeting rooms. Financial support for the home office

Mixed messages, misaligned strategies

Increase office presence



Cut the office space

Increase office presence



Removing free parking

Increase office presence



Keep individuals satisfied

Satisfy individual needs



Satisfy team needs

Finding the right balance



REF: Tkalic A, Šmite D, Andersen NH, Moe NB. What happens to psychological safety when going remote?. IEEE Software. 2022 Dec.



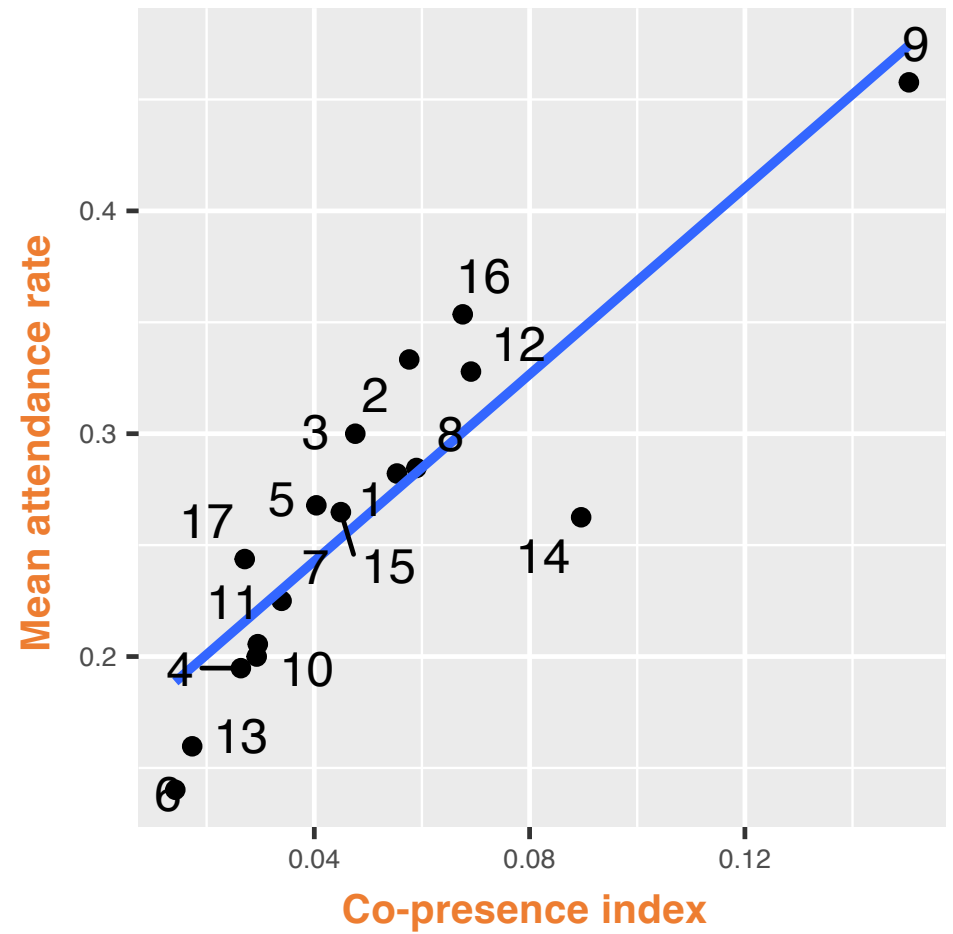
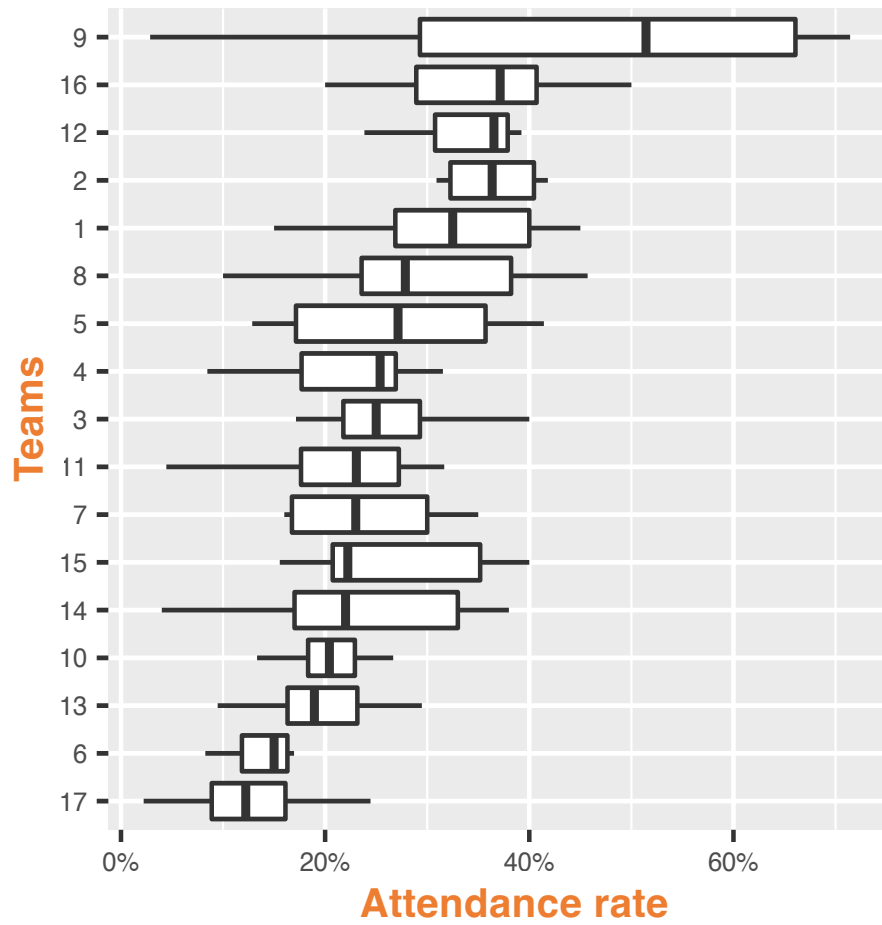
Company D

Office presence is encouraged

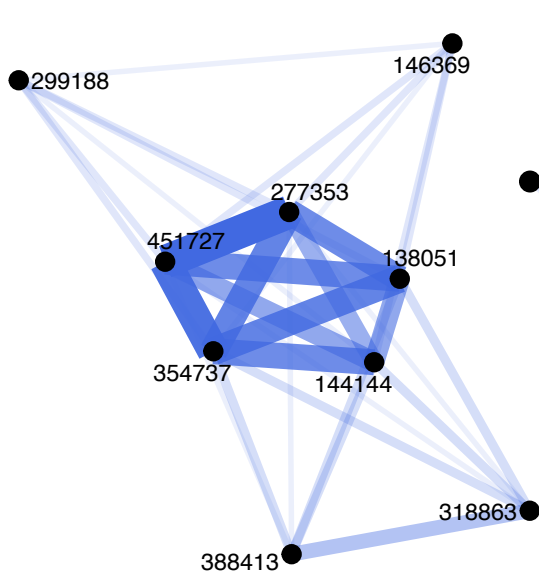
Remote-friendly. Remote work is allowed 2-3 days/week

E X A M P L E

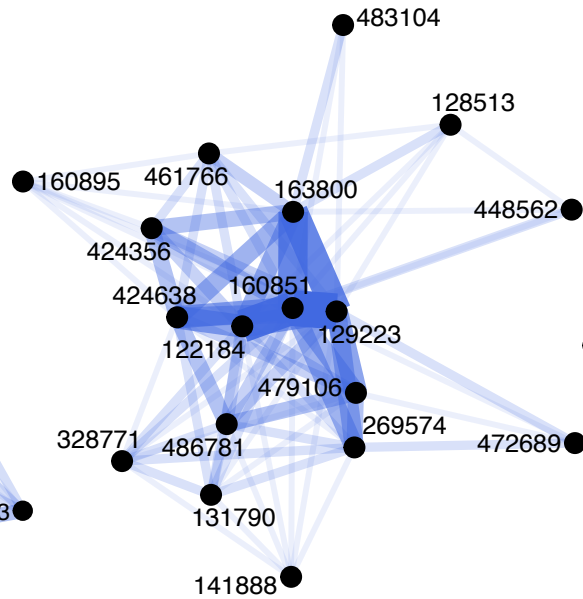
Focus on teams



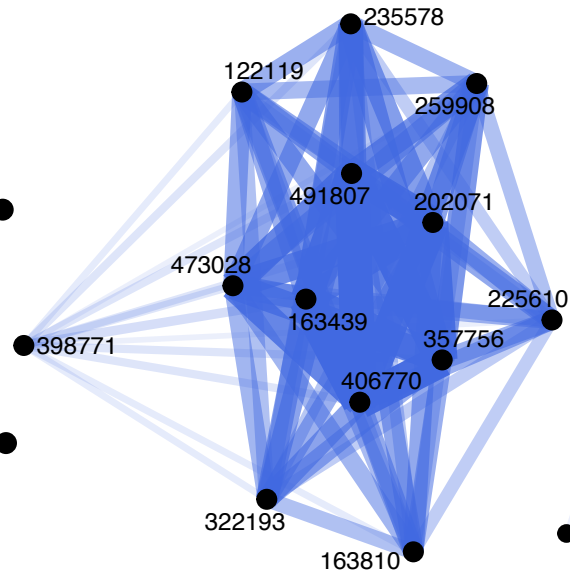
Co-presence



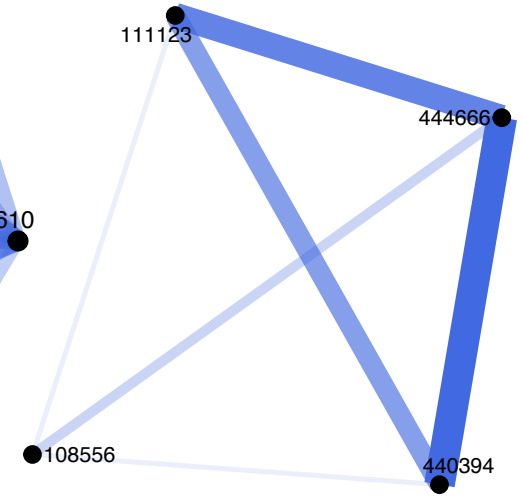
Mean weekly team attendance rate of 33%



Mean weekly team attendance rate of 16%



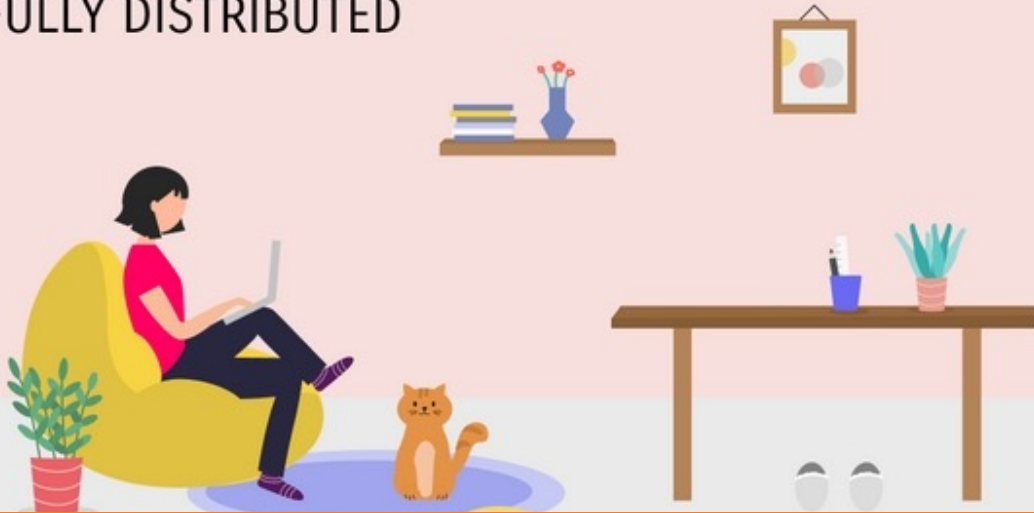
Mean weekly team attendance rate of 51%



Mean weekly team attendance rate of 22%

Mean attendance rate does not portray co-presence or ensure collaboration

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DYNAMIC HYBRID



Work arrangements in post-pandemic times

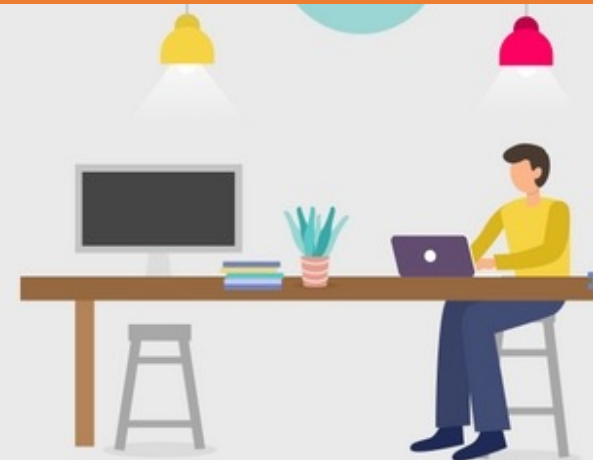


STATIC HYBRID

Office Schedule

Mon	Tue	Wed	Thu	Fri
01	02	03		
08	09	10	WFH	
15	16	17		

SYNCHRONIZED HYBRID



DEFAULT DIGITAL

Motivate co-presence & co-absence



Development Team's Calendar





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