

Hybrid-work capability assessment

April 21, 2021

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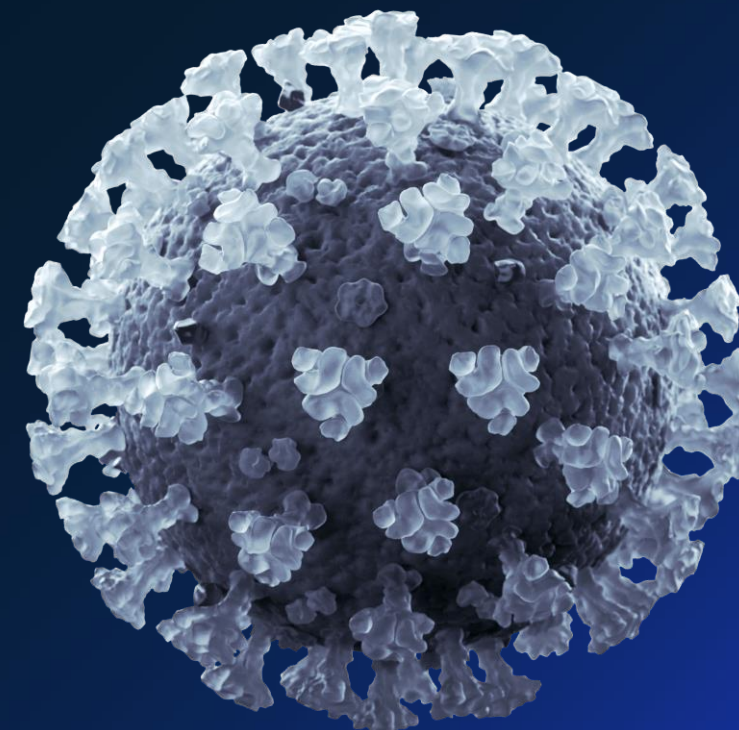
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COVID-19 is, first and foremost, a global humanitarian challenge.

Thousands of health professionals are heroically battling the virus, putting their own lives at risk. Governments and industry are working together to understand and address the challenge, support victims and their families and communities, and search for treatments and a vaccine.

This document is meant to help senior leaders assess an organization's ability to support a combination of remote and on-site teams. While the assessment is designed to characterize varying levels of remote-work capability, each organization should define a work posture consistent with its own needs. Not all organizations may require complete, best-in-class capability.



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The capability assessment measures an organization's ability to support a hybrid of on-site and remote work.



Overview

- This document contains a **framework for assessing an organization's capability to support hybrid (a combination of remote and on-site) work teams** for ten functional topics:
 1. Technology hardware and connectivity
 2. Apps and data
 3. Security and risk mitigation
 4. Remote collaboration
 5. Business processes
 6. Mobility policy
 7. Facilities and real estate
 8. Productivity and management
 9. Leadership and culture
 10. Training and capabilities
- For each topic, the framework describes the characteristics of organizations with remote-work capability that is at **baseline, mature, and leading** levels.



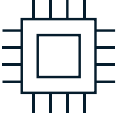




Application






The assessment is designed to enable an organization to do the following:

- **Use the framework to define a desired end-state** work posture suitable to the organization's needs
- **Assess the organization's current level of capability** for each topic of hybrid work
- **Chart a pathway that enables the organization to achieve its desired end-state** capability and track key milestones along that pathway as the organization transitions its capability in priority areas from baseline to mature to advanced




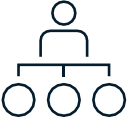
Hybrid-work capability assessment (1/4)

Topic		Baseline	Mature	Leading 
<p>1 Technology hardware and connectivity</p> 		<ul style="list-style-type: none"> Remote users can reliably, stably log in (sufficient network, infrastructure capacity) Users have access to laptops and voice-over-internet-protocol (VoIP) capabilities 	<ul style="list-style-type: none"> Remote users' experience is roughly equivalent to in-office IT experience, without some peripherals (e.g., mouse, keyboard) Organization issues mobile devices when necessary IT support capabilities have been scaled and transitioned to align with remote work (e.g., standard IT FAQs, help desk) 	<ul style="list-style-type: none"> Ubiquitous office setup is comfortable and sustainable in the long term Organization sponsors connectivity for low-bandwidth areas Security is sufficient to enable limited mobile bring-your-own-device (BYOD) options Option exists to enable virtual access
<p>2 Apps and data</p> 		<ul style="list-style-type: none"> Core applications and files are available remotely Architecture and infrastructure support at-scale remote access without major delays 	<ul style="list-style-type: none"> Most users can access the majority of applications and data they need to do their jobs Robust, cloud-based data and file-sharing solutions are in place 	<ul style="list-style-type: none"> Full and zero-latency access to applications and data is equivalent to on-site access Special mechanisms are in place to securely access sensitive data (e.g., personally identifiable information) when needed Thoughtfully designed solutions make sharing data with third-party organizations secure Central management and governance of applications and data ensure consistency across the organization
<p>3 Security and risk mitigation</p> 		<ul style="list-style-type: none"> Standard security controls are maintained, with some risk acceptance 	<ul style="list-style-type: none"> Cloud security, device management, data protection, and telemetry are scaled to remote work context Specific security initiatives are aimed at securing new collaboration tools Remote-work security policies, with user-awareness campaigns and security training, are launched Cybersecurity and privacy considerations are built into contact-tracing efforts 	<ul style="list-style-type: none"> User experience is unified and secure, includes wide deployment of single multifactor authentication across applications Efforts are in place to "rethink the perimeter" (e.g., Zero Trust) Specific cybersecurity awareness efforts are targeted to new threats seen during COVID-19 Insider Risk program is enhanced





Hybrid-work capability assessment (2/4)

Topic		Baseline	Mature	Leading 
<p>4 Remote collaboration</p> 		<ul style="list-style-type: none"> • Videoconferencing, shared drive, and chat tools are in place 	<ul style="list-style-type: none"> • Set of collaboration software tools is integrated, standardized, and robust • Complete live, asynchronous training is available to the workforce 	<ul style="list-style-type: none"> • Effective new tools are regularly piloted and scaled to the workforce • Key performance indicators (KPIs) for performance-enhancing tools are established and tracked • Rapid assessment moves solutions through the approval process quickly
<p>5 Business processes</p> 		<ul style="list-style-type: none"> • Core business processes function for mobile work, with a reduction in speed and access • Execution of second- and third-order processes may require employees to be on site 	<ul style="list-style-type: none"> • Core business processes function equivalently on site and remotely • Other processes are accessible remotely but may occur at reduced speed 	<ul style="list-style-type: none"> • Core business processes are highly agile, mobile solutions more effective or efficient (e.g., pursued even when employees are in person) • Other business processes function equivalently, with steps being taken to improve agility and efficiency where appropriate
<p>6 Mobility policy</p> 		<ul style="list-style-type: none"> • Accommodations are made for employees with preexisting conditions • Managers with mobile employees establish specific mobility norms 	<ul style="list-style-type: none"> • Guidance on mobility is consistent organization-wide • Supervisors have consistent guidance to apply to jobs and individuals • Leave and flexibility policies allow some tailoring of work experience for family, health, and other needs 	<ul style="list-style-type: none"> • Managers in each business unit apply business-unit-specific guidance (based on specific business-unit needs) on mobility posture • Checks and balances are in place to ensure employees have appropriate access to mobility opportunities • Employees are able to work with managers to tailor work hours and leave to their positions and needs

Hybrid-work capability assessment (3/4)

Topic		Baseline	Mature	Leading 
<p data-bbox="114 446 377 504">7 Facilities and real estate</p> 		<ul data-bbox="522 446 968 789" style="list-style-type: none"> • Real estate strategy incorporates remote work, sustainability, and environmental impact goals • Standardized technology (e.g., docking stations, Wi-Fi, conference lines) is integrated into facilities to enable hybrid teams to engage with each other • Conference rooms and huddle spaces incorporate videoconferencing • New approaches to office space and tech enablement are being piloted for broader rollout across the organization 	<ul data-bbox="1070 446 1719 818" style="list-style-type: none"> • New real estate construction and upgrade projects incorporate long-term remote-work posture and goals • New approaches to office space (e.g., modularity, flexible seating) are being scaled where appropriate • Open and unassigned collaboration spaces are in significant use, for flexibility within the fixed real estate footprint • Most technology (e.g., widespread videoconferencing, secure data access) is integrated into real estate to enable hybrid teams to engage with each other • Some IoT-enabled buildings and equipment are used to drive intelligent operations and predictive maintenance • Sustainability and environmental impact strategy is in place 	<ul data-bbox="1796 446 2433 825" style="list-style-type: none"> • Real estate portfolio is optimized for talent to access productive spaces when and where needed, with network of locations, types of space, and flexible leasing approaches • Working spaces are organized to enable group collaboration and are highly modular and movable to accommodate flexible and variable space needs and working-model requirements • Technology is integrated seamlessly to maximize engagement of hybrid teams with each other • IoT-enabled buildings and equipment are used to drive intelligent operations and predictive maintenance • Robust sustainability and environmental impact strategy is in place.
<p data-bbox="114 932 407 989">8 Productivity and management</p> 		<ul data-bbox="522 932 968 1032" style="list-style-type: none"> • Managers and teams have processes (e.g., virtual check-ins, group meetings) in place to facilitate basic collaboration when employees work remotely 	<ul data-bbox="1070 932 1668 1103" style="list-style-type: none"> • Managers and teams are productive regardless of whether work is remote or on site • Managers and teams have adopted core mobile-work practices (e.g., videoconferencing, collaboration tools) • Single source of truth for team material is available to all members of a team 	<ul data-bbox="1796 932 2433 1296" style="list-style-type: none"> • Managers and teams are empowered to decide the in-person/remote-work structure for optimal team performance and individuals' wellness • Supervisors manage for results and outcomes, not the processes for attaining them • Managers and teams have adopted core mobile-work practices (e.g., videoconferencing, collaboration tools) • Single source of truth for team material is available to all members of a team • Productivity doesn't vary based on work location • Supervisors and teams are fully adapted to asynchronous collaboration

Hybrid-work capability assessment (4/4)

Topic		Baseline	Mature	Leading 
<p data-bbox="112 444 384 501">9 Leadership and culture</p> 		<ul data-bbox="524 444 978 606" style="list-style-type: none"> • Leadership embraces remote-work options for temporary conditions and extenuating circumstances, with preference for in-person work as the norm • Connectivity and team-building events are on hold until employees return to the office 	<ul data-bbox="1059 444 1691 592" style="list-style-type: none"> • Employees clearly perceive that leadership thinks mobility is important • Employees know they can ask for remote work solutions • Some connectivity events are held to facilitate team and organizational culture 	<ul data-bbox="1798 444 2430 664" style="list-style-type: none"> • Leadership sets example by embracing remote work where appropriate • Employees are empowered to ask for remote work solutions, supervisors are comfortable granting requests when appropriate for the position and employees meet qualifications • Robust organizational culture is maintained through remote connectivity events
<p data-bbox="112 929 351 986">10 Training and capabilities</p> 		<ul data-bbox="524 929 919 1063" style="list-style-type: none"> • Employees and supervisors receive introductory training on remote work • Central source makes tips and tricks available for on-demand review by employees 	<ul data-bbox="1059 929 1696 1035" style="list-style-type: none"> • In-depth employee training on technologies, collaboration tools, and remote-meeting best practices is available • Supervisor training on managing remotely and leading virtual teams is available 	<ul data-bbox="1798 929 2430 1163" style="list-style-type: none"> • New micro-training is deployed regularly to drive continuous skill building • All supervisors receive mandatory training on managing remotely and leading virtual teams • All employees receive training on remote best practices to facilitate working with remote team members • Annual refresher training is required for all supervisors and employees