

CIPD Coronavirus webinar series

Remote working: maintaining productivity

22 October 2020

Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

CIPD



Today's speakers

Katie Jacobs

Senior Stakeholder
Lead,
CIPD

Hayfa Mohdzaini

Senior Research
Adviser on Data,
Tech and AI,
CIPD

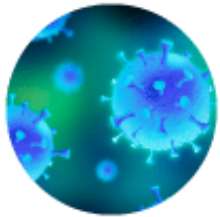
Professor Alan
Felstead

Research Professor,
Cardiff University

Tim Ringo

Author and Non-
Executive Director,
Optunli

#StrongerWithCIPD



**Covid-19
resources**



**NEW Well-
being helpline**



**Employment
Law helpline**



**Communities
and branches**



***People
Management***



**Knowledge
and content**



Free learning



**Careers
support**



**Professional
credibility**



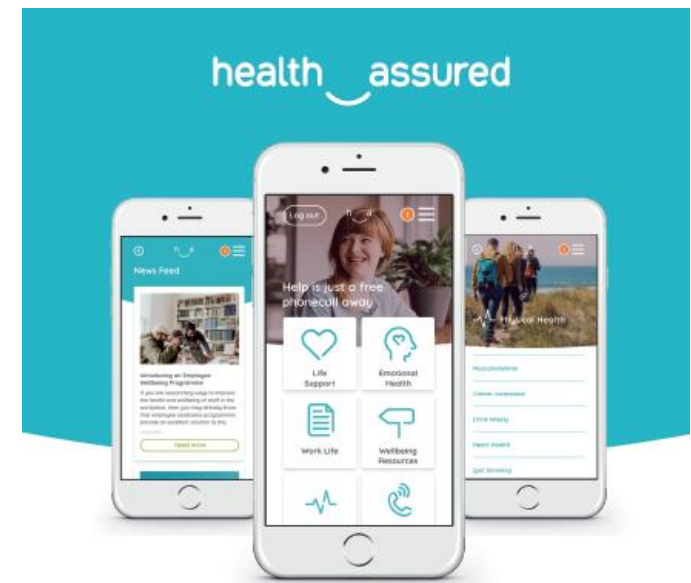
**Financial
support**

[**cipd.co.uk/memberbenefits**](https://cipd.co.uk/memberbenefits)



New Wellbeing Resources

- We've partnered with **Health Assured** to support members mental health and wellbeing
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - Links to specialist support organisations
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured
Support in the palm of your hand

[Download the Health e-Hub now](#)

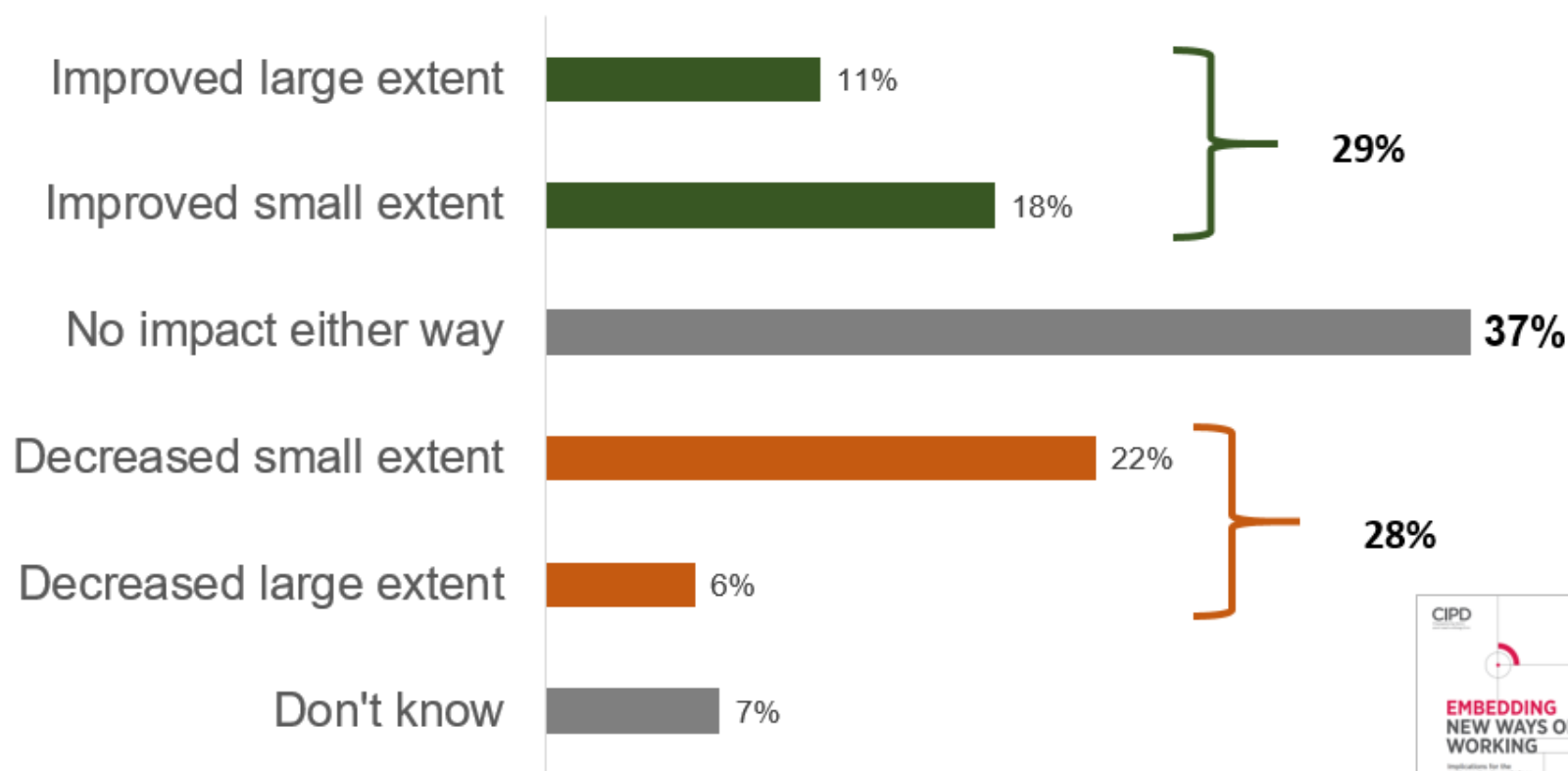
Findings from the CIPD

Hayfa Mohdzaini, Senior Research Advisor – Data, Tech
and AI, CIPD



Fears about falling productivity levels have not been realised

Employer perception of homeworking and productivity



Base n = 792

[CIPD. \(2020\) Embedding new ways of working: implications for the post-pandemic workplace, London: Chartered Institute of Personnel and Development.](#)



However...

There are some employers suggesting productivity levels have been hampered.

Key factors include:

- Lack of staff motivation and engagement
- Difficulties in ensuring staff interaction/co-operation
- Ability to monitor staff performance

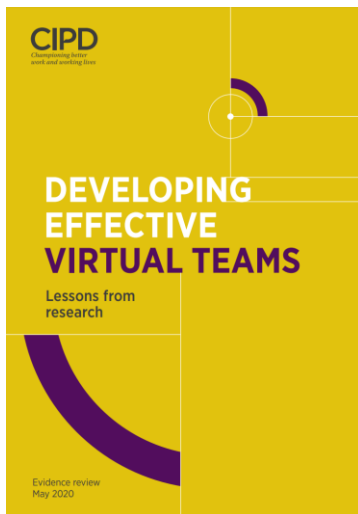
Is employee monitoring the answer?

Employers should think twice before introducing any kind of monitoring software to measure an individual's productivity.

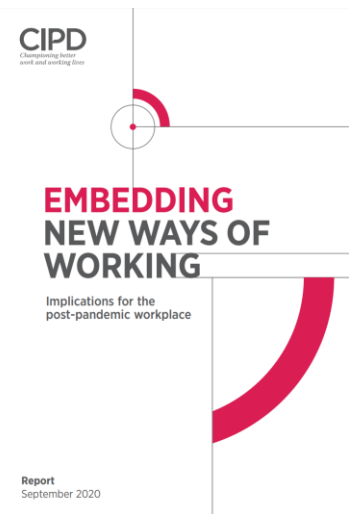


How can we ensure productivity and keep staff motivated and engaged?

It will be difficult to reach pre-pandemic targets, but we can continue to keep staff motivated and engaged through this period.



- Collaboration
- Brief stand-up meetings
- Technology



The Growth of Working at Home and its Productivity Consequences: Worker and Employer Survey Evidence

ALAN FELSTEAD
SCHOOL OF SOCIAL SCIENCES
CARDIFF UNIVERSITY
(alanfelstead@cf.ac.uk)

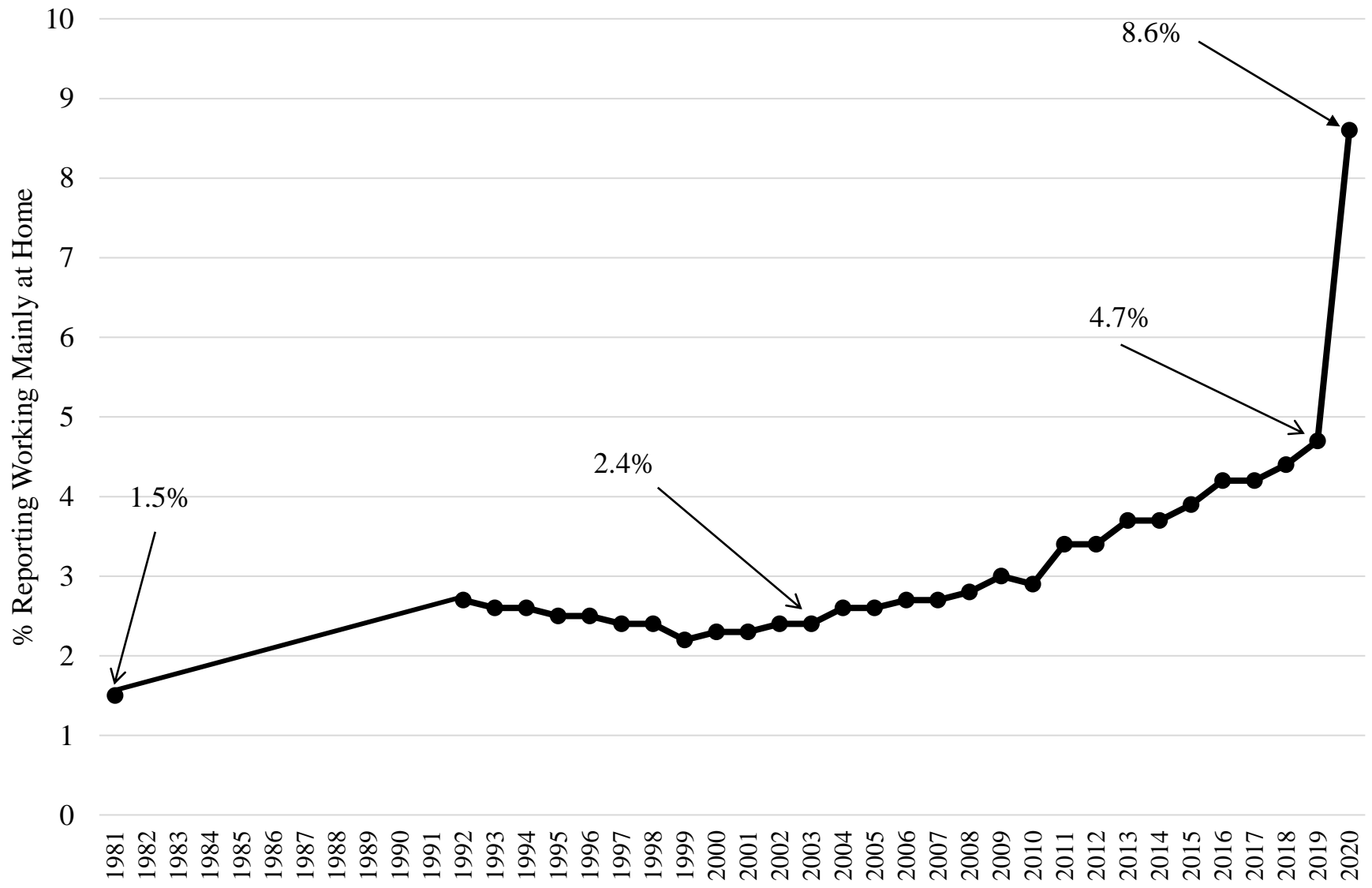
CARDIFF
UNIVERSITY

PRIFYSGOL
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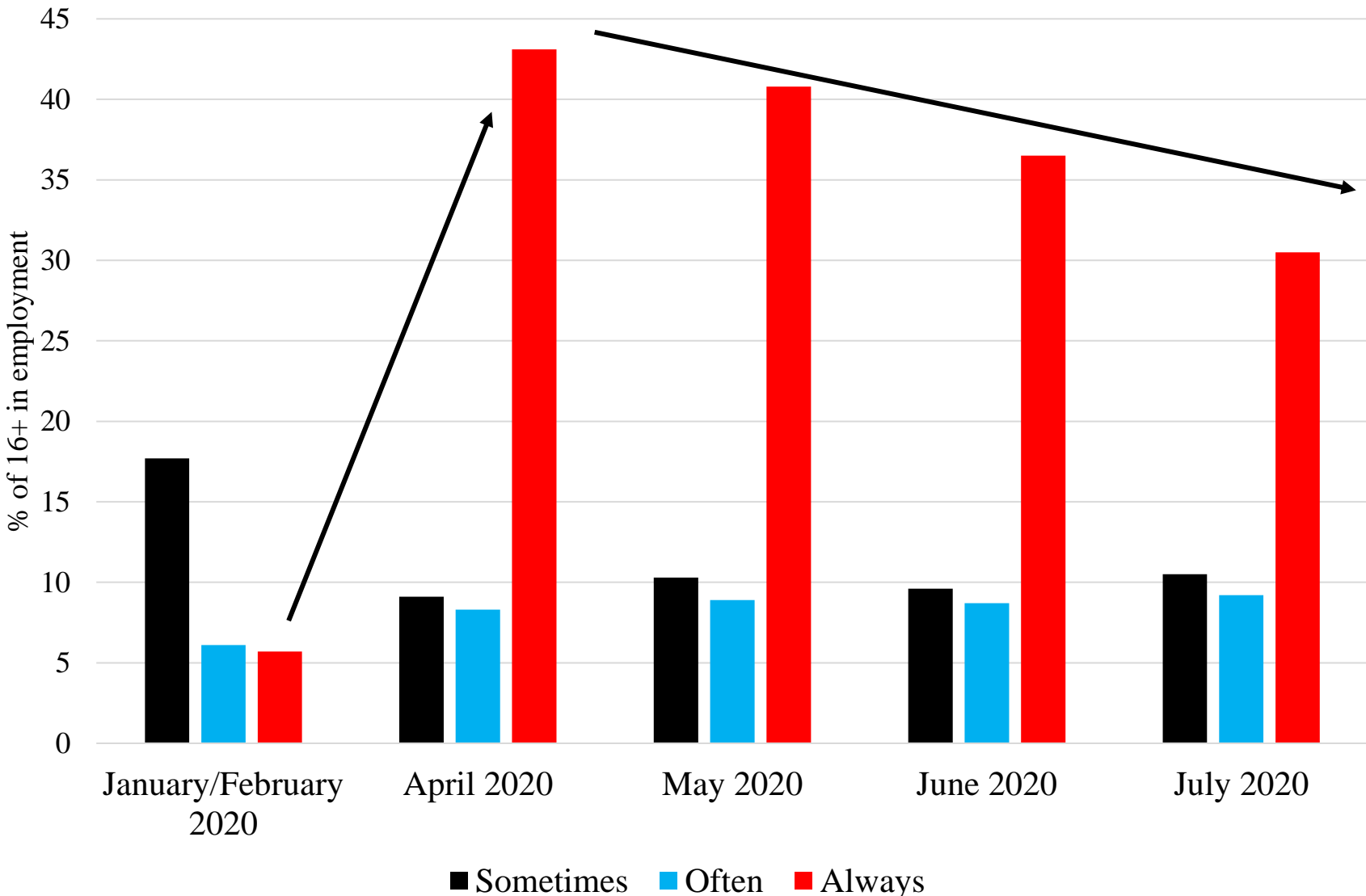
Growth of Homeworking Before, During and After Lockdown

Growth of Homeworking: Worker Surveys (1)



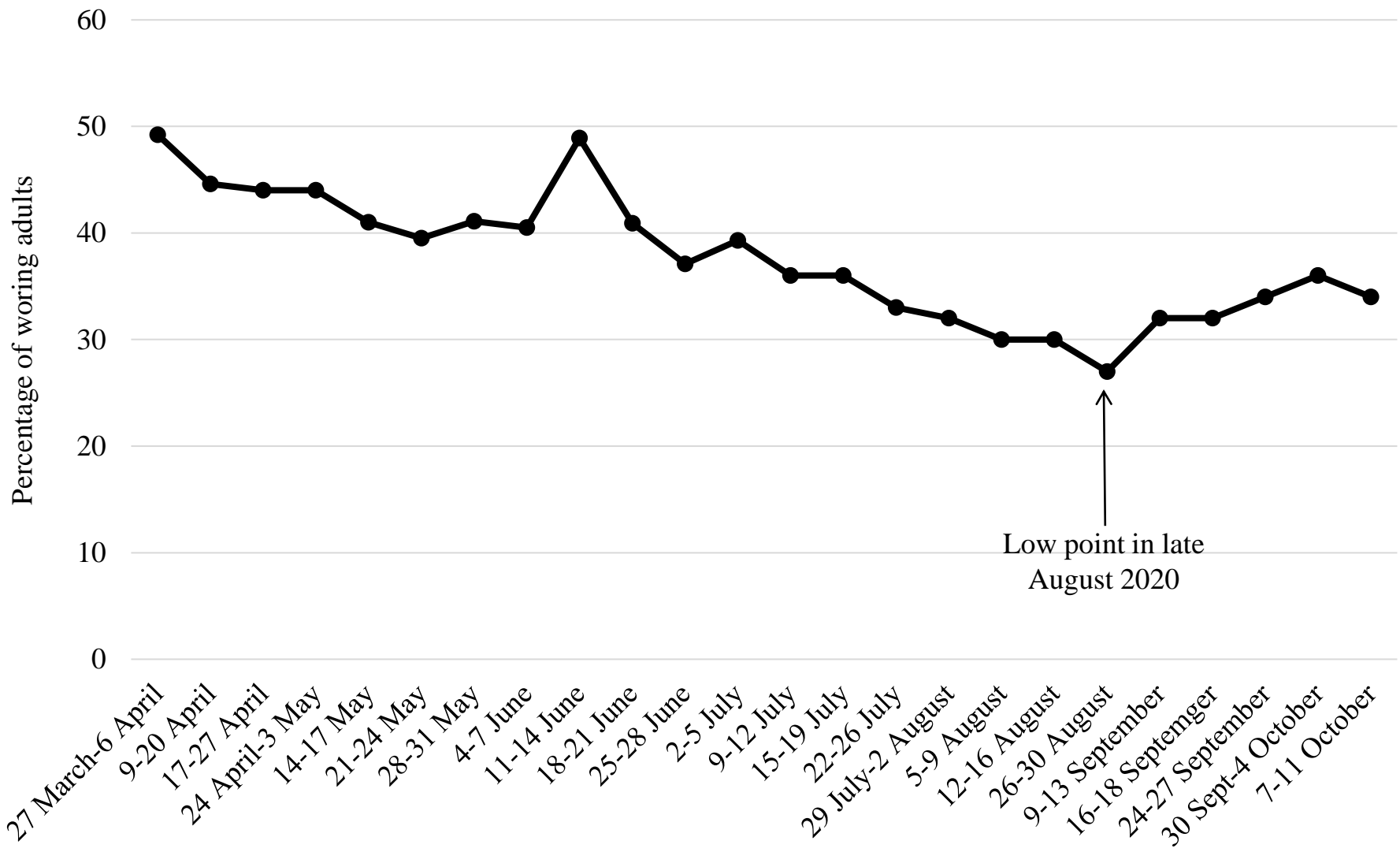
Source: own calculations spring/Q2 Labour Force Surveys, 1981-2020

Growth of Homeworking: Worker Surveys (2)



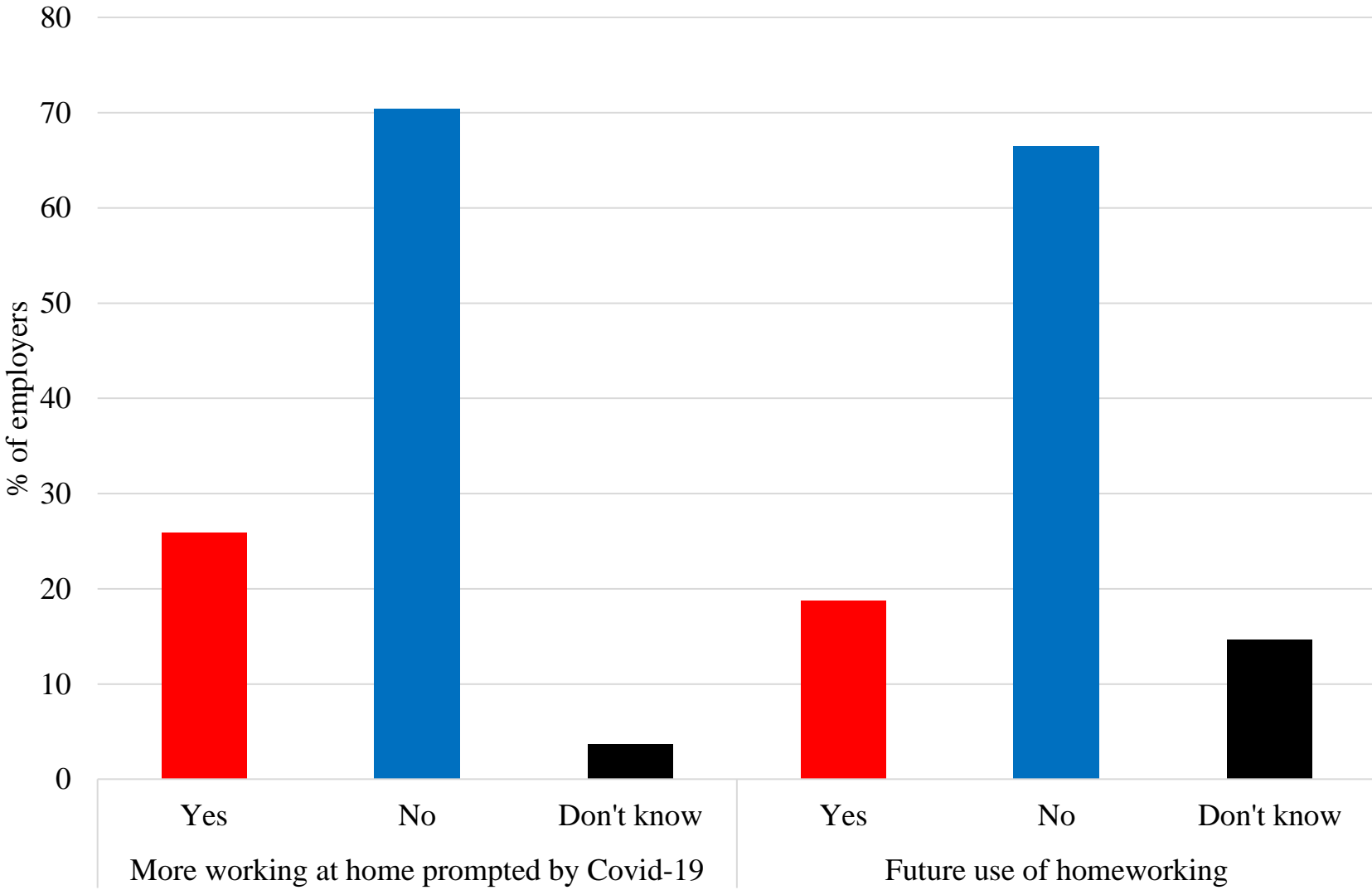
Source: own calculations based on the Understanding Society Covid-19 Study, April, May, June and July 2020.

Growth of Homeworking: Worker Surveys (3)



Source: based on data taken from the ONS Opinions and Lifestyle Survey, 16 October 2020.

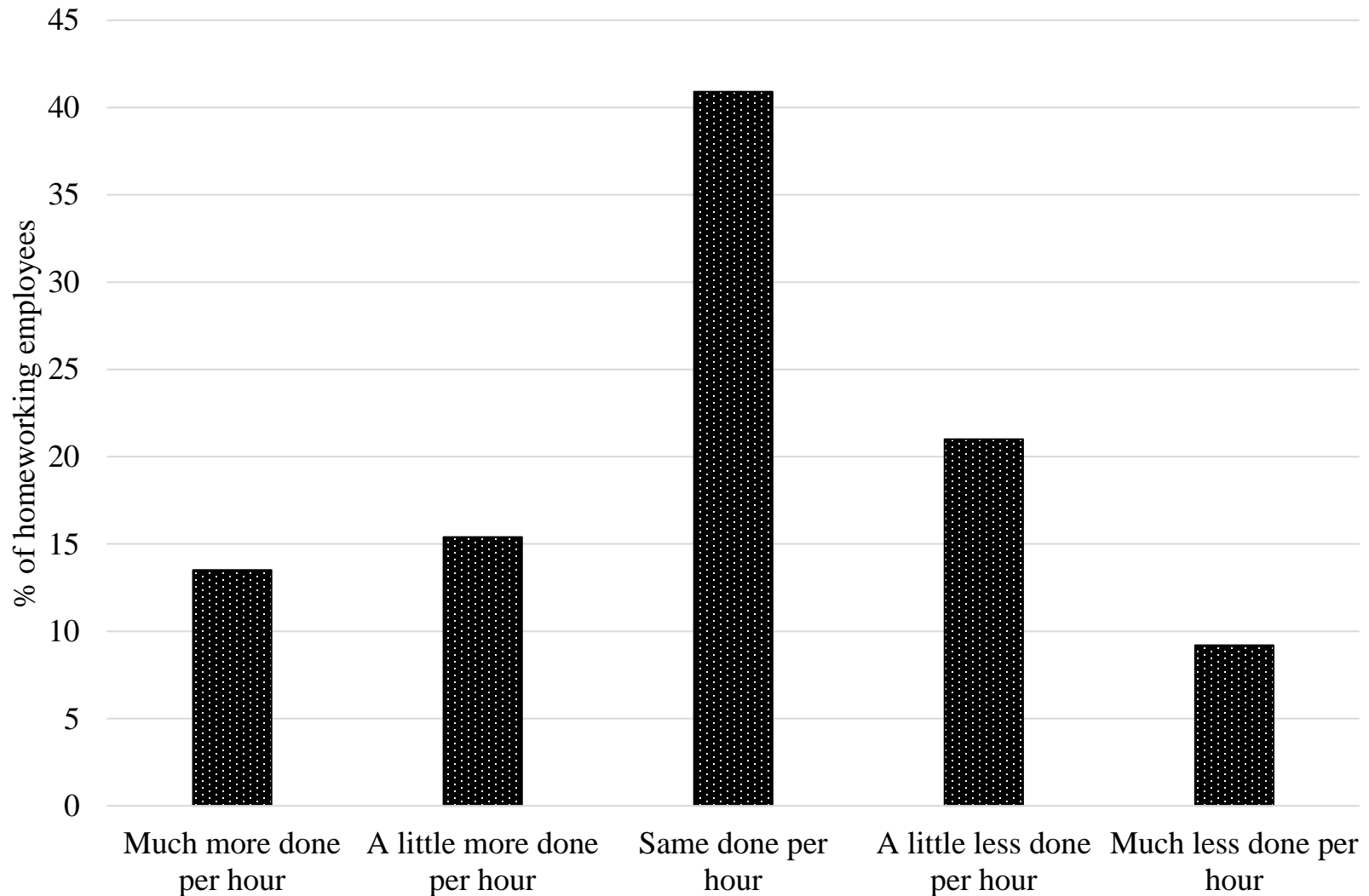
Growth of Homeworking: Employer Surveys



Source: based on published data taken from the ONS Business Impact of Coronavirus (Covid-19) Survey, 7-20 September 2020.

Productivity Consequences

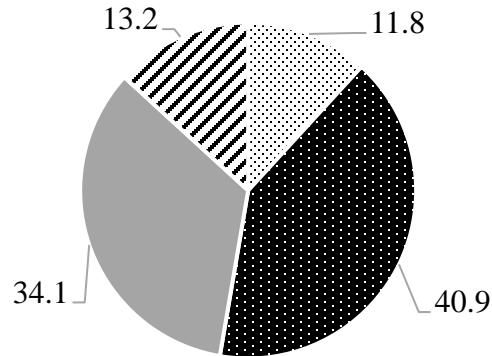
Consequences for Productivity: Worker Evidence (1)



Source: own calculations based on the Understanding Society Covid-19 Study, June 2020.

Consequences for Productivity: Worker Evidence (2)

Homeworkers' Future Preferences

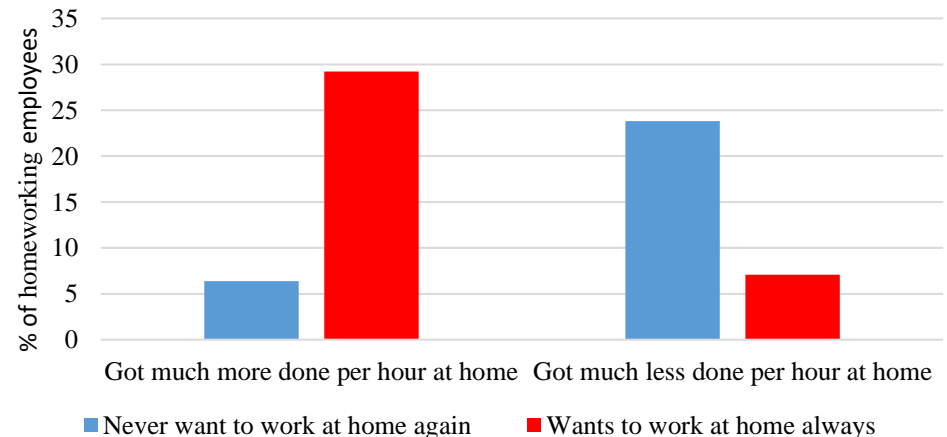


- ◊ Never working at home
- Sometimes working at home
- Often working at home
- ▨ Always working at home

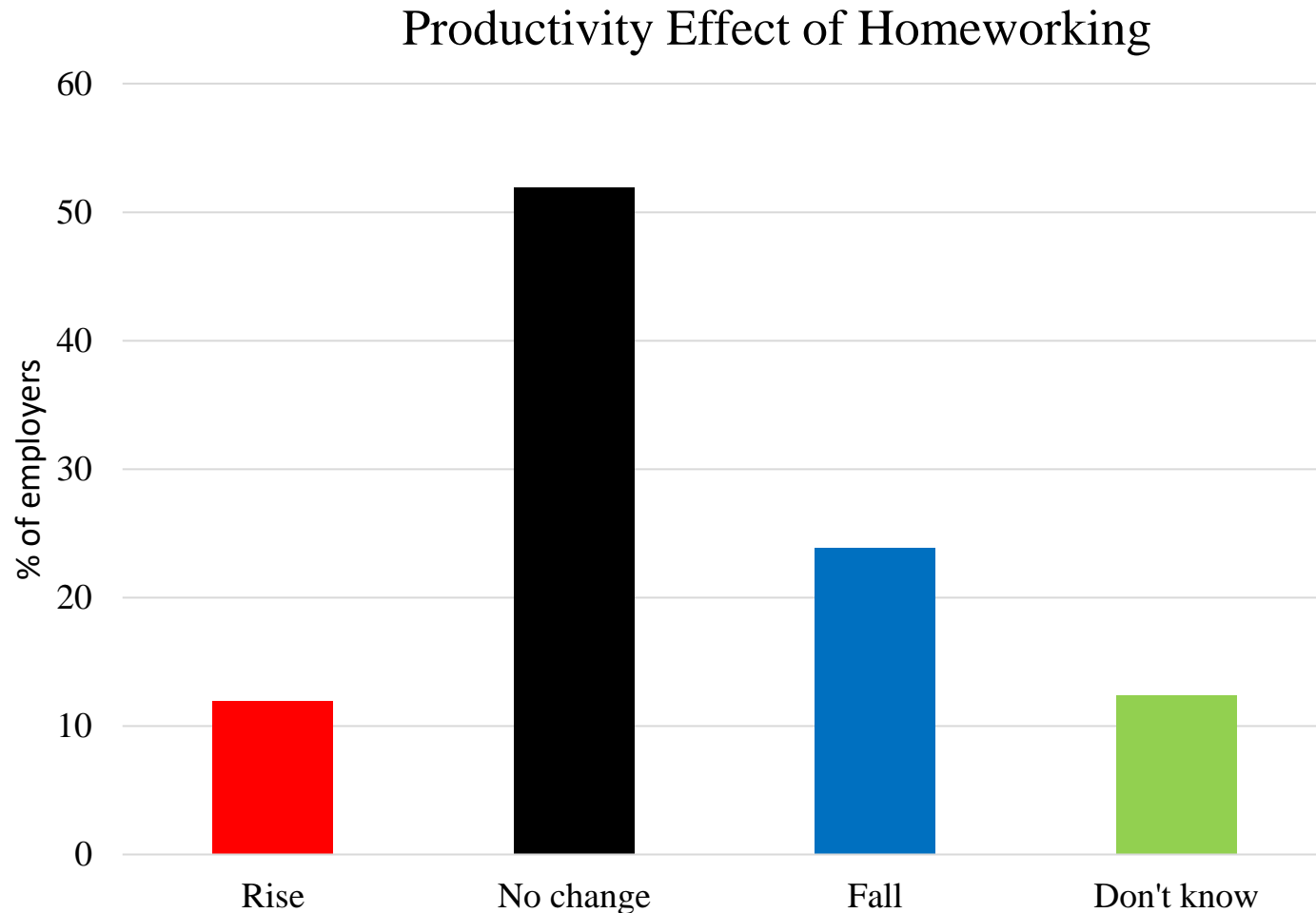
- The most productive are the keenest to continue working at home
- 'Selection effect' benefits future productivity

- Nine out of ten employees who worked at home in June 2020 would like to continue doing so
- Nearly half would like to work at home often or always

Future Homeworking Preferences and Productivity Change



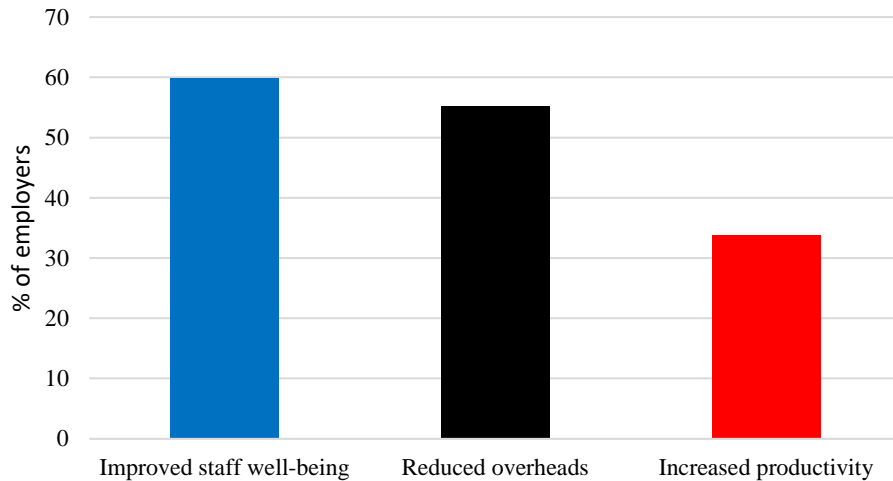
Consequences for Productivity: Employer Evidence (1)



Source: based on published data taken from the ONS Business Impact of Coronavirus (Covid-19) Survey, 7-20 September 2020.

Consequences for Productivity: Employer Evidence (2)

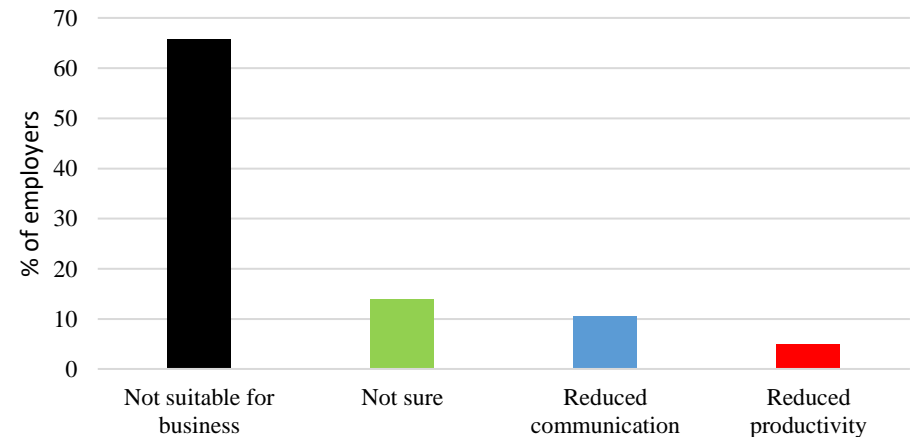
Reasons for Future *Use* of Homeworking



- Nearly one third of employers say that increased productivity is one of the *benefits* of making working at home a permanent feature

- Only one in twenty employers give reduced productivity as a reason for *not* using homeworking in the future

Reasons for *Not* Using Homeworking in the Future



Increased Levels of Homeworking Are Here to Stay

Coronavirus catalyses
workplace revolution

City employers plan for lasting switch to
remote working after lockdown changes

Say goodbye to the office

The office is dead! Long live the office!

On this the *Financial Times* and *Daily Star* Agree – Deodorant Sales are Falling!

The collage features several elements from the Daily Star newspaper:

- Top Left:** Daily Star masthead with the URL dailystar.co.uk. The main headline reads "DAILY THOUGHT FOR THE DAY" with a sub-headline: "Two things from Donald Trump's coronavirus press conference: 1) Stay hard at school! 2) Stay off the drugs!". The date is "SATURDAY, APRIL 25, 2020" and the price is "80P". A secondary headline says "PROUD TO SUPPORT OUR NHS".
- Top Right:** Advertisement for "My Weekly" magazine, priced at "Worth £1.40". It features a photo of Penelope from *Downton Abbey* and a "Zombie Hunt" feature. Text includes "FREE My Weekly magazine" and "Pick up at Tesco, Sainsbury's, Asda, McColl's and more: See Page 22".
- Middle Left:** A photo of Donald Trump with a purple spray bottle. Text: "We will fight him on the bleaches..." and "DETTEL'S TRUMP ALERT: P5".
- Middle Right:** Advertisement for "Telly mag INSIDE" featuring a "CAUGHT IN THE ACT" headline.
- Bottom Left:** Advertisement for "CORONA SHOCKER" featuring a photo of an elderly man (Capt Tom) and the headline "Capt Tom is top of granpops" with "PAGE 4".
- Bottom Center:** Large headline "THEY THINK IT'S ALL ABOUT THE ODOUR..". Below it, a sub-headline reads "Lockdown Brits ditch deodorant & shampoo".
- Bottom Right:** A photo of a man with glasses and a beard. Text: "by ROBIN COTTLE WE'RE turning into a nation of Jim Royles as lockdown Brits are ditching deodorant and washing less. The world's biggest soap Turn to Page 5".
- Bottom Far Left:** Advertisement for "MAC'S BACK!" featuring a McDonald's meal and the text "McDONALD'S SET TO REOPEN: P4".

Homeworkers ditch deodorant, wash less and put off shaving, says Unilever

FINANCIAL TIMES FRIDAY 24 APRIL 2020

JUDITH EVANS

It did not take long for standards to slip. Weeks into lockdown and coronavirus is starting to lay waste to basic personal grooming routines, according to consumer goods group Unilever.

As large numbers of people work from home, they are washing their hair less often, putting off shaving and even abandoning deodorant.

Graeme Pitkethly, Unilever's chief financial officer, said about a quarter of personal care – such as hair washing, hairstyling and use of skincare products and deodorants – was used by people preparing to go to work or school. Homeworking was cutting into demand for products in these areas.

In results issued yesterday, the Anglo-Dutch company said lockdowns had affected its haircare portfolio in China

and India, while skincare sales were also down. Deodorant sales rose in the three months to March, but Mr Pitkethly said they were among the products set to suffer. Unilever makes products including Dove soap, Lynx and Sure deodorants and Toni & Guy haircare products.

Mr Pitkethly expected changes in consumer behaviour to persist after the lockdowns ended and said his business was adapting. He said Unilever believed people were likely to spend "more time at home, more time cooking – which is good for us – and maybe less personal care occasions, this nesting idea".

Unilever reported a boom in sales of household cleaning products such as Cif cleaners and Domestos bleach, both of which reported double-digit underlying sales growth in the first quarter.

Alan Jope, chief executive, added that while "people are shaving less", a shift to

online buying would favour digital brands such as Unilever-owned Dollar Shave Club. "We are almost certainly going into a period of low economic growth and we'll adjust to that by prioritising the value-for-money products in our portfolio – we're going to be dealing with that for a couple of years," he said.

"Secondly there is no doubt people's concern about [household] hygiene has increased . . . and the shift to online digital consumption of media and online shopping is something that will be permanent. We will adjust our approach to reflect that."

Unilever has been repurposing factories to make hand sanitiser in more than 30 locations around the world, including what had been a "massive" deodorant factory near Leeds; it has also rolled out Lifebuoy soap in 43 new markets.

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Some Further Reading and Another Web Site to Browse!

<https://wiserd.ac.uk/publications/homeworking-uk-and-during-2020-lockdown>

<https://www.propelhub.org/>

Tim's Biography



Overview: 30-year career as a senior executive leading HR management consulting and HR software engagements, worldwide. Based in the UK and US.

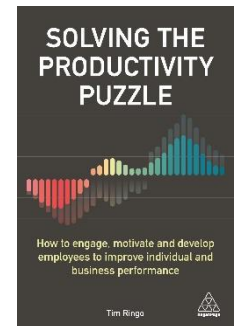
- **Author, Board Advisor, Conference Speaker, Workshop Facilitator**
 - Calculating Success; Harvard Business Review, 2011
 - Solving the Productivity Puzzle; Kogan Page, August 23rd, 2020
- **Retired Senior Executive:**
 - SAP Successfactors (VP) 2014-2020
 - IBM (VP) 2006-2011
 - Accenture (Managing Director) 1990-2006
- **Chartered Fellow of the CIPD (FCIPD)**
- **BSc Business Administration (major Finance)**
 - The Ohio State University, Max M. Fisher College of Business

Website: timringo.com

Twitter: [ringouk](https://twitter.com/ringouk)

Tim Talk: YouTube (two episodes per month)

Pre-Order: on Amazon and koganpage.com



We Have to Change – Don't Waste the Crisis

Productivity Redefined....Think and Do Differently

The Classical Definition of “Productivity”

“...various measures of the efficiency of production; a productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input”



A NEW Definition of “Productivity” ...*People Performance*

“getting stuff done that measurably improves the economic and human interests of organizations and society at large”

The Core Principle of a Motivated Workforce

Matching Work to Desire

“

Everyone has been made for some particular work and the desire for that work has been put in every heart

- Rumi

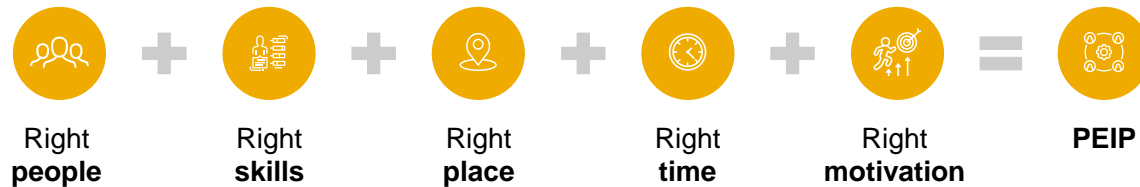
”



Work Smarter to Get the Economy Back on It's Feet

The Solution: People Engagement, Innovation, and Performance (PEIP)

The “equation” for working smarter:



Help people harness AI and Machine Learning to turbo-charge performance



PEIP



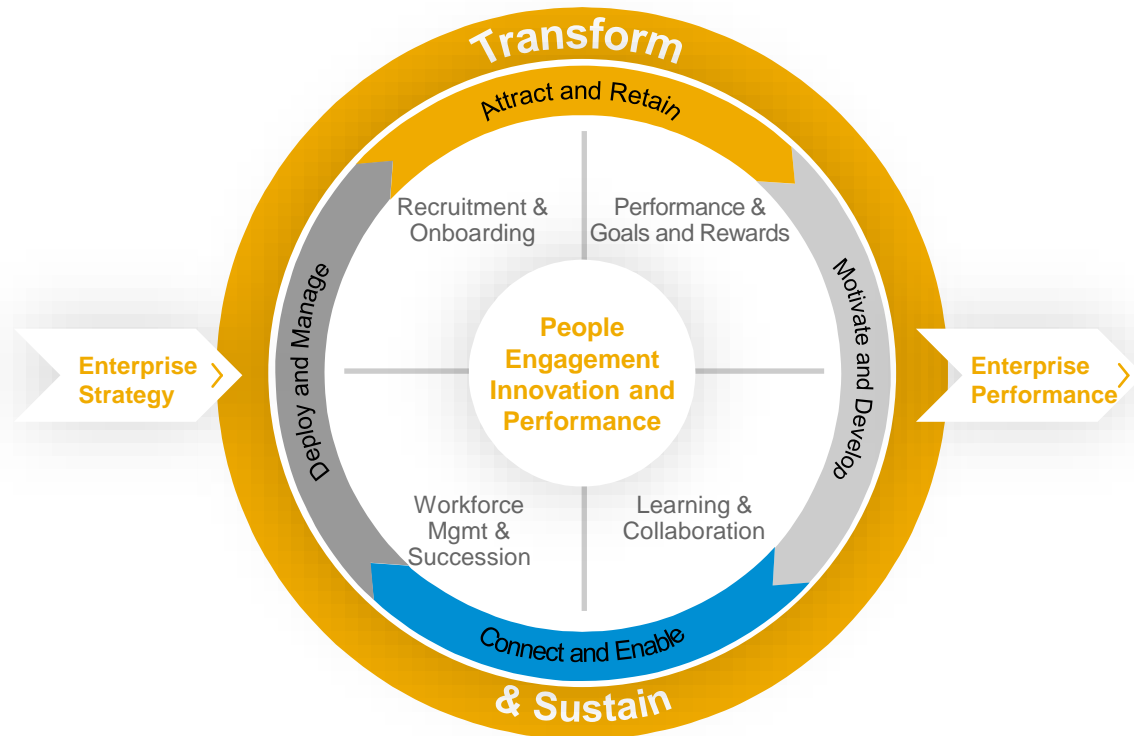
Emerging
technology



Historic People
Productivity

The Solution: The Integrated Employee Experience

Help People Match Desire to Work



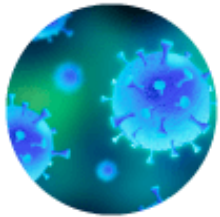
Questions

Please submit your questions for:

- Hayfa Mohdzaini, Senior Research Advisor – Data, Tech and AI, CIPD
- Professor Alan Felstead, Research Professor, Cardiff University
- Tim Ringo, Author and Non-Executive Director, Optunli

Please use the Q&A function to submit your questions

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Further information

[NEW wellbeing helpline for CIPD members](#)

[CIPD coronavirus hub](#)

[Developing effective virtual teams](#)

[CIPD community](#)

[Acas Code of Practice on flexible working requests](#)

[Gov.uk/coronavirus](#)

