A Human Capital-Focused Guide to Remote Work

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by The Human Capital Research Team

Remote Work Is Here to Stay

In April 2020, The Conference Board began releasing a series of reports on the COVID-19 pandemic, covering human capital topics such as the importance of focusing on employee engagement in a crisis, leading virtual teams, addressing stigma and discrimination during times of crisis, and finding innovative alternatives to layoffs. In the course of addressing these themes, we found that HR leaders wanted a guide focused specifically on the implications of remote work for HR. This collection of insights from the 2020 research by The Conference Board is that guide. It distills discussions about remote work into brief sections, organized by topic area. Included under each insight is a link to the full report, where further insights and information about the specific topic can be found.

Implications of Remote Work for Human Capital

More employees will work remotely after COVID-19. Research from The Conference Board describes the accelerated shift to remote work as one of the main legacies of the COVID-19 pandemic. Just 4 percent of 313 respondents to our September survey of US human capital leaders reported that 40 percent or more of their employees were working remotely prior to the pandemic. As of September, 34 percent of them expect that 40 percent or more of their employees will work remotely 12 months postpandemic. This percentage is even higher (46 percent) for organizations that employ mostly professional and office workers.

With at least six months of experience with primarily remote work, more than a third of the organizations we surveyed expect remote work to become the new normal for many of their employees, perhaps because they've experienced how successful it can be and realize that pulling back the option to work remotely would be difficult. However, in addition to causing long-term HC process changes, remote work will require significant changes in establishing organizational and team culture, as well as developing employee engagement.

What percent of your US full-time employees are working primarily virtually/remotely (at least three days a week)?
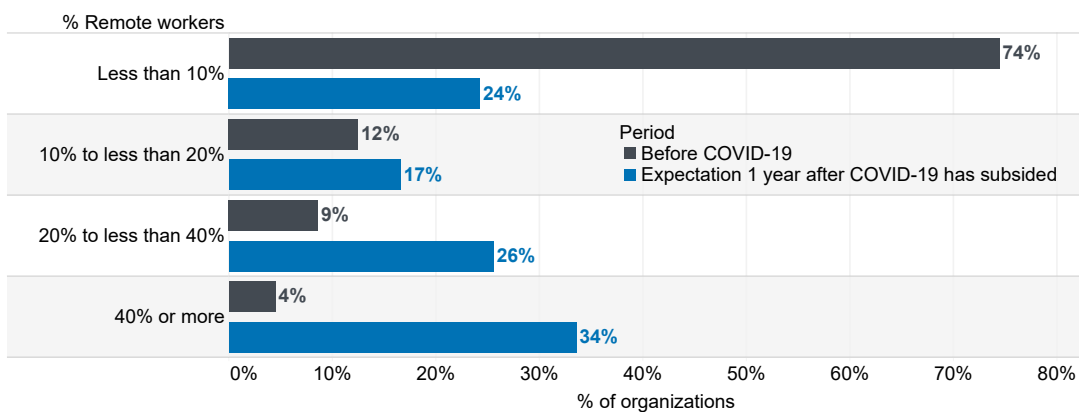
n=313

Note: Percentages may not equal 100 due to rounding.

Source: Adapting to the Reimagined Workplace: Human Capital Responses to the COVID-19 Pandemic, The Conference Board, October 2020

HR leaders across disciplines must prepare for a workforce that is increasingly remote: employees may be recruited from new locations and with new expectations. Proper onboarding and adaptation will be important to engage remote workers and ensure they are properly informed about organizational practices. Growth and development practices may make greater use of technology, and the pandemic may open pathways to new learning opportunities. Leaders will require new skills to lead a dispersed team, and workers will also need to adjust to new ways of working. Employee health and well-being will become more critical than ever. Compensation and benefits adjustments may also be required. The following sections provide insights for HR leaders in each of these areas and more.

Recruiting Talent Virtually

- **Revamp your recruitment marketing strategy.** Recruiters should tell candidates about their organization's current hiring process while also explaining how their organization is supporting its employees.[1] Create a regularly updated FAQ for recruiters so they can answer questions and quickly ease candidate concerns. Review media content (ads, videos, blogs, etc.) through an empathetic lens while being situationally aware of the global pandemic. Communicate the impactful actions and decisions being made throughout the company and by leadership to candidates and through newly tailored social media pages.[2] If recruiters are less busy, use this time to optimize job descriptions for better success with future applicant searches.[3]

- **Transition to virtual interviewing.** Many companies have already adopted virtual interviewing because recruiters and hiring managers can assess candidates' facial expressions and levels of engagement via video while saving time and money.[4] If your company hasn't used this technology,[5] provide recruiters and hiring managers with training that covers the technical aspects of video interviewing.[6] Or take advantage of the 16 free learning courses LinkedIn offers, including how to build an executive presence on video calls, lead virtual meetings, and use virtual meeting tools.[7] LinkedIn also offers interviewing capabilities via its Talent Hub platform, allowing recruiters and hiring managers to interview candidates virtually; assess coding, writing, speaking, and soft skills; and verify candidate information through secure background checks.[8]

1   Lori Sylvia, "Coronavirus: Should Your Recruitment Marketing Change in a Crisis?" Rally, 2020.

2   Melissa Morse, "Should You Suspend Hiring during the Coronavirus Outbreak?" HR Daily Advisor, March 12, 2020.

3   "10 Tips for Writing SEO-Friendly Job Descriptions," Glassdoor, February 24, 2020.

4   Morse, "Should You Suspend Hiring During the Coronavirus Outbreak?"

5   Organizations are now regularly using many video tools for internal meetings and external interviews (e.g., FaceTime, Microsoft Teams, Skype, WebEx, and Zoom). Some video interviewing platforms also allow candidates to prerecord video answers to interview questions (e.g., HireVue, Montage, and Spark Hire).

6   "Tips for Virtual Interviewing," University of Massachusetts Amherst, March 19, 2020.

7   Blake Barnes, "5 Things You Must Do to Have a Successful Job Interview on Video during the COVID-19 Outbreak," *Fast Company*, March 19, 2020.

8   Morse, "Should You Suspend Hiring During the Coronavirus Outbreak?"

- **Provide virtual interviewing resources to candidates.** Interviewing is often a challenge, especially for new college graduates and inexperienced workers. Many candidates will require some guidance on how to successfully prepare for and perform in a virtual interview. We suggest that recruiters check in to ensure candidates are comfortable with a virtual interview and send them a document explaining what virtual platform will be used, along with tips for success.[9] Microsoft has created a virtual interview resource page for candidates that outlines steps to follow before and on the day of the interview, addresses problems they may run into, and includes a FAQ.[10]

- **Implement virtual career fairs.** Organizations should consider creating online recruiting events, such as a virtual career fair, to facilitate interactions with potential applicants.[11] Employers and applicants can meet in a virtual environment by using chat rooms, teleconferencing, webinars, and more to discuss job openings. Job seekers upload their résumé prior to the event, fill out questionnaires about their interests and experience, and are matched with various companies that have openings that align with their skills.[12]

- **Focus on diverse candidate slates with alternative credentials.** In the past, college degrees have been used as a filter for hiring, but alternative credentials (certificates, certifications, work experience, etc.) allow organizations to broaden their talent pools with workers from many educational backgrounds.[13] For example, accepting alternative credentials allows the talent acquisition team to think more broadly about what skills will be needed in the future, not just those needed today, notes an HR executive of a large medical institution.

See: Human Capital Management during COVID-19: Navigating Talent Acquisition in a Changing World

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9   Lauren Landry, "9 Tips for Mastering Your Next Virtual Interview," Harvard Business School Online, August 8, 2019.

10 "How to Prepare for a Virtual Interview," Microsoft, 2020.

11 Louis Columbus, "Remote Recruiting in a Post COVID-19 World," *Forbes*, March 30, 2020.

12 Laureen Miles Brunelli, "Virtual Career Fair FAQ," The Balance Careers, November 20, 2019.

13 For more information on this topic, see Deb Cohen and Robin Erickson, *Different in Degree: Closing the Talent Gap with Alternative Credentials*, The Conference Board, June 2020.

Onboarding

- **Transition to virtual onboarding.** Once they've hired candidates, companies that swiftly pivot to virtual onboarding processes can demonstrate to new employees their agility and resourcefulness. Organizations should develop innovative ways to welcome new hires when in-person interaction is no longer feasible. For example, Hormel Foods Corporation deployed Discovery Map®, a gamified platform that allows new workers to quickly learn about the company.[14]

> See: Human Capital Management during COVID-19: Navigating Talent Acquisition in a Changing World

- **Welcome new hires through creative, unique ways to strengthen understanding of corporate mission and values.** Innovative onboarding activities should define the brand, the company, and the team, helping new hires quickly assimilate the corporate mission, vision, and values. For example, instead of directing new joiners to an employee handbook, Dunkin' Donuts delivers its welcome message to every new employee via a new-hire video. In the video, the president introduces himself and articulates the company's goals by showing what they look like through day-to-day tasks. Other organizations send small gifts to welcome new hires prior to their joining.

- **Equip new hires with appropriate tools, technology, and equipment to set up a home office when necessary.** As many new joiners now work from home, organizations should create a process to ship the essential tools and equipment (e.g., laptop, headset) to new hires' homes before their first day. Offer new joiners expense reimbursement for purchases of monitors, keyboards, and other essential equipment that help boost productivity in a virtual environment. Hiring managers should follow up with new hires to ensure they have all the equipment they need.

- **Provide virtual peer mentoring/coaching to assist and engage new hires.** In a 2019 study by The Conference Board, business leaders and supervisors ranked "provide peer coaching and mentoring opportunities" as the number one valuable practice to support team engagement in the future.[15] Create a peer mentor or buddy program quickly (if your company doesn't already have one) and encourage peer mentors/buddies to engage with new joiners more frequently than they normally would through various channels (e.g., email, video call, cell phone).

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14   Chiradeep BasuMallick, "10 Best Onboarding Experience Strategies for Your 2020 Hires," Toolbox, June 4, 2020.

15   Amanda Popiela et al., "DNA of Engagement: How Organizations Create and Sustain Highly Engaged Teams," The Conference Board, February 2019.

- **Engage new hires in virtual gatherings to help accelerate integration and establish a network.** At large organizations, it is common for multiple new joiners to start on the same day or in the same month. Organizations may create a virtual peer group/cohort of new hires who share a start date/month to facilitate their engagement with one another and help build their internal network from day one. Hiring managers should also include their new employees in all virtual gatherings such as team status calls and virtual social events to integrate new hires quickly. Set up a team meeting on new hires' first day and have all team members introduce themselves. Some organizations may have also planned a budget for new joiners to travel to headquarters; during the pandemic, consider redirecting those resources to virtual engagement.

See: Human Capital Management during COVID-19: Why Organizations Shouldn't Forget about Onboarding

Growing and Developing Talent in a Remote Environment

- **Shift toward more digital learning opportunities.** Prior to COVID-19, organizations had already begun to implement e-learning strategies such as cloud-based learning, augmented reality, and the use of AI. Even organizations that once lagged in adopting digital and virtual learning delivery methods have been forced to quickly make the shift. Adopting these changes is crucial to all organizations to ensure they can capitalize on this opportunity to develop their employees while incorporating elements such as self-directed and just-in-time learning.

- **Personalize learning experiences.** As a result of more personalized digital learning experiences, we anticipate seeing employees using more personal agency, taking ownership of the skills they want to acquire, and seeing how those skills map to where they want to take their career. From an organizational perspective, we expect to see an increase in the extent to which digital learning is used, as it is less susceptible to disruption in the face of change.

- **Measure the success of virtual learning modules and platforms.** As the role of digital learning modules, platforms, and analytics rises in prominence, these features help collate and track learner progress, visualize skill acquisition, and identify known gaps. A variety of learning management systems and learning experience platforms already provide rudimentary metrics, along with personalized learning recommendations. Learning modules can provide career development opportunities tailored to fit an employee's career phase. Organizations thus have an opportunity to reskill or upskill employees whose daily tasks may soon become less valuable or automated.

See: COVID-19 Reset & Recovery: Implications for Learning & Development

- **Inspire innovation through new tools and technologies.** Teams may not be able to function and collaborate as usual in a virtual environment. To prioritize productivity of virtual teams, team leaders should check to see whether every team member is aware of the organization's available communication and collaboration tools and consider individual or team tech training to ensure everyone is comfortable using them. If the necessary tools are not already in place at the organization level, team leaders should consider adopting the following tools:

  - Communication platforms (e.g., Yammer, Slack, Microsoft Teams, Google Hangouts)

  - Online scheduling tools (e.g., Doodle, Calendly)

  - Project management tools (e.g., Asana, Basecamp, Trello, Jira)

  - Performance and engagement tools (e.g., Trakstar, SAP SuccessFactors).[16]

- **Seek feedback and empower individuals and teams.** When working in a shared office, it is easy to stop by a cubicle or gather as a team to provide feedback and ideas, but this becomes more challenging in a remote environment. To successfully lead and support team members virtually, leaders must be available and proactive in seeking feedback, sharing ideas, and empowering employees to support customers and communities. Consider engaging in constant communications for feedback and support by adopting an open-door policy through regular one-on-ones, providing real-time feedback to establish trust and allow for open, honest dialogue and problem solving, seeking input from all team members to ensure an inclusive environment, and recognizing team members for their contributions and accomplishments.[17]

See: Human Capital Management during COVID-19: Leading Virtual Teams in a Crisis

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16 Keith Ferrazzi, "Get Your Virtual Team Off to a Fast Start," *Harvard Business Review*, March 18, 2014.

17 Pat French and Susan Stewart, *How Teleworking Works Best: Organizational Shifts Ahead*, The Conference Board, February 2014.

Learning How to Lead Remotely

- **Facilitate information sharing and maximize communication when working with virtual or dispersed teams.** Leaders and people managers can help improve team inclusion and increase the likelihood that people will reach out if they need help by:

  - Increasing the number of opportunities for checking in with employees, listening to them, and empowering them to speak up;[18]

  - Identifying and communicating with the team about existing tools and resources to support employees on the issue (e.g., D&I resources, ERGs);

  - Acting as an "upstander" and not a bystander; that is, educating, sharing accurate data, and speaking up when witnessing harassment and discrimination;[19]

  - Proactively communicating and reminding their team about the importance of workplace inclusion and respect; and

  - Actively managing online communication and potential digital miscommunication.[20]

See: Human Capital Management during COVID-19: Addressing Stigma and Discrimination during Times of Crisis

- **Build empathy.** Communicate with empathy and create a sense of togetherness by using the same digital platforms that employees use and acknowledging common human realities.

  - Some companies have recorded messages from senior leadership that stress the importance of taking care of self and family first. One leader set an example of this "family first" ethos by sharing stories about how she shuts down during the day to spend time with kids, showing her human side by sharing videos of work calls featuring her children in the background.

See: Human Capital Management during COVID-19: How Leaders Can Connect with Employees in a Crisis

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18 "Flip the Script: Create Connections, Not Conflict, in Tough Conversations," Catalyst, November 28, 2018.

19 "Implications of Covid-19 and Bias," Diversity Best Practices, April 2020.

20 Liz Fosslien and Mollie West Duffy, "10 Digital Miscommunications—and How to Avoid Them," *Harvard Business Review*, March 27, 2020.

- **Conduct frequent manager-employee virtual check-ins to support employee wellness, performance, and growth.** Managers should set up frequent online check-ins with their new direct reports to help resolve problems, track performance, and provide emotional support. Leaders should also provide access to educational activities to help employees and leaders practice collaboration and communication skills. Ensure virtual meetings are accessible through closed captioning and recordings and send documents to review in advance whenever possible.[21]

- **Provide resources for team leaders.** Not all leaders are prepared to lead virtually or through the many new challenges they currently face. Organizations should share resources with team leaders and provide them with the support they need to be successful at this time. Encourage leaders to check in regularly with employees, hold video calls whenever possible to promote community, and empower their teams to be successful.

See: Human Capital Management during COVID-19: Focusing on Employee Engagement in a Crisis

- **Support people managers trying to lead their virtual teams more inclusively.** Draft tools to support difficult conversations about current events and work with employee groups and councils. Highlight the value diversity, equity & inclusion (DEI) brings to employees, the organization, and the communities where the company operates. Provide specific examples of how the organization is using DEI concepts, programs, and activities during these times of crisis, as some might not be as visible.

See: COVID-19 Reset & Recovery: Making D&I a Critical Component of the Solution

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21 Ruchika Tulshyan, "How to Be an Inclusive Leader through a Crisis," *Harvard Business Review*, April 10, 2020.

Providing Organizational Support for Remote Work

- Create channels for employees to share their experiences with each other through virtual methods. Baystate Health, a not-for-profit integrated health system, encourages employees to use existing videoconferencing tools to stay connected and share experiences with colleagues to support mental well-being.

Source: Human Capital Management during COVID-19: How Leaders Can Connect with Employees in a Crisis

- Partner with employee groups (also called employee resource groups) to support employees and inform organization-wide strategies and communications. Employee groups can help to assess and combat bias, stereotypes, and discrimination related to the COVID-19 crisis, gather critical insights about the unique challenges some groups of employees are experiencing and craft solutions to support them, provide resources for employees dealing with work/life challenges (e.g., parents, caregivers), offer tips on remote/virtual work best practices, and engage broader segments of the organization and external communities to provide feedback on crisis management and recovery practices.

See: COVID-19 Reset & Recovery: Employee Groups as a Crucial Resource for Organizations and Leaders

- **Improve team communication and culture.** While everyone at work is coping with uncertainty and fear, these challenges are compounded for those experiencing racial bias or stigma related to the pandemic. Crisis management experts recommend helping all employees by reframing challenges in positive terms and focusing on what can be learned from them.[22] In the context of an organization or work team, it can be helpful to reframe the issue as an opportunity to build community and a more positive work environment. Supporting those who are dealing with stigma and discrimination can help build a better workplace for everyone. Examples of tactics include:

  - Monitor your communications and give others the benefit of the doubt (assume positive intent) to prevent miscommunications. It is important to focus on connections, not conflict, especially during times of stress.[23]

  - Be willing to engage in authentic conversations about difficult topics, such as stigma and discrimination. Tips on how to do this effectively include showing curiosity, humility, and empathy.[24]

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22 Nathan Furr, "You're Not Powerless in the Face of Uncertainty," *Harvard Business Review*, March 27, 2020.
23 Catalyst, "Flip the Script."
24 Catalyst, "Flip the Script."

- When communicating online, check the tone of a message and "emotionally proofread" online communications before hitting send.[25]

- During times of stress, stereotypes and "us-versus-them" thinking increases while compassion and empathy can decrease. To prevent conflict, be proactive in building connections with coworkers and reaching out to see how others are doing.[26]

- When tensions come up, consider that they might be due to miscommunication and misunderstanding.

See: Human Capital Management during COVID-19: Addressing Stigma and Discrimination during Times of Crisis

Supporting Employee Health and Well-Being in a Remote Environment

- **Embrace the power of storytelling.** The City of London's *This is Me* campaign proved highly successful at drawing in diverse groups of employees and persuading them to "tell their story" via video.[27] Companies can consider adapting this campaign to provide opportunities for employees and valued contingent workers to share their experiences of lockdown and teleworking. Stories can be both practical (tips for adapting successfully to working from home) and fun (e.g., competitions, sharing the best meme, joint workouts), and they help break down the sense of isolation that some people may be feeling.

- **Review well-being strategies** Implement a continuous listening strategy and conduct regular surveys to gather information on employee well-being.[28] Review communications and signposts to ensure employees know how to access support and resources offered by the company or trusted external providers. Starbucks is offering 20 free therapy sessions a year to all of its employees, including part-time workers.[29]

- **Be aware of signs of distress.** Managers should have regular check-ins to monitor employee well-being. The increase in virtual work erodes the barrier between work and life, creating greater pressure to be "on call 24/7." Also, the increased pressure to be competitive (or relevant) during this crisis puts more strain than usual on workers. Managers should look out for signs of increased fatigue, withdrawing, or uncharacteristic behaviors or changes in mood. These behaviors can appear as increased irritability, being behind on work, or being less communicative.

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25 Fosslien and West Duffy, "10 Digital Miscommunications."

26 Amy Gallo, "What Your Coworkers Need Right Now Is Compassion," *Harvard Business Review*, March 30, 2020.

27 *This is Me* is a mental health campaign initiated and led by London's The Lord Mayor's Appeal team in partnership with Barclays. For more information, visit The Lord Mayor's Appeal website.

28 For more information on this topic, see: Robin Erickson et al., *Continuous Listening Part 1*, The Conference Board, October 2019, and *Continuous Listening Part 2*, February 2020.

29 Patrick Thomas, "Starbucks to Offer Free Therapy to All Workers," *Wall Street Journal*, March 16, 2020.

- **Provide a wellness action plan (WAP).** Wellness plans are designed to help employees support their own mental health by reflecting on stressors and promoting practical steps to address them. A WAP asks questions like: What helps you stay mentally healthy at work? What can your manager do to support you in staying mentally healthy at work? Are there any early warning signs we might notice when you start to feel stressed/mentally unwell? These questions can provide employees with a productive way to self-reflect and increase their own self-awareness.[30] After completing a WAP, employees can better frame and communicate their own needs to their manager, allowing them to have a productive conversation about their own mental wellness.

See: Human Capital Management during COVID-19: Support for Well-Being and Mental Health

- **Leverage employee assistance programs (EAPs) and other existing resources to promote well-being.** Companies can look toward retooling EAPs and other programs to address the growing emotional, physical, and financial well-being challenges employees face.

  Adobe, for example, has an interactive web portal that offers employees and their family members unlimited access to a wide range of online information, tools, and other resources related to health and wellness.[31] Short-term counseling with experts can help alleviate anxiety, depression, stress, conflicts, and other emotional concerns. Offer free consultations to assist employees. For years, the US-based global human performance company EXOS has been providing remote employees with wellness tips as screen savers and offering one-on-one virtual consultations with dietitians and coaches that allow employees to participate in digital movement sessions, meditation, and stretch breaks from home.

See: Human Capital Management during COVID-19: Eight Compensation & Benefits Strategies to Help Employees Navigate the New Challenges

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30 To learn more about this topic, see one of Mind's Guides to Wellness Action Plans.

31 Employee Assistance Programs (EAP), Adobe.

Implications of Remote Work for Compensation & Benefits

The COVID-19 pandemic has forced companies to rapidly adjust to working from home and adapt their company practices to support their now growing workforce. Many months later, despite the rollout of vaccines, the immediate business need for supporting remote work remains: 77 percent of companies predict an increase in full-time employees working remotely even after the pandemic ends.[32] Leaders should continue to communicate that all other cost-containment measures have been considered and that layoffs aren't about personal performance. They should provide financial, health care, and career assistance where possible.

- **Look beyond physical health and permanently embed all elements of well-being into benefits programs.** As working from home becomes more prevalent, it brings its own set of unique stressors. Remote employees report higher levels of stress and are more likely to have sleep disorders than their office counterparts, a 2017 study from the International Labour Office revealed.[33] Besides emotional strain, financial stress has also been aggravated by the pandemic—many companies have sanctioned layoffs and furloughs in the past several months, which in turn intensifies anxiety.

- **Increase workplace flexibility and align leadership behaviors to the policies.** Almost 70 percent of the respondents to a recent survey by The Conference Board believe at least 1 in 10 of their employees will be working primarily from home 12 months after the pandemic.[34] COVID-19 has spurred employees' unprecedented demand for workplace flexibility in the long term, urging employers to rethink how to design and deploy flexible work arrangements that can better serve employees' evolving work-life needs. Organizations such as Facebook and Google extended their work-from-home plan until the end of 2020.[35] Slack has decided to become a much more distributed company, offering most employees the option to work remotely on a permanent basis.[36] When it comes to increasing workplace flexibility, organizations should also account for different needs by offering different work schedules.

- **Take advantage of the momentum to customize total rewards programs tailored to individual or group needs.** In response to the COVID-19 outbreak, organizations have moved swiftly to supplement support programs and benefits, such as reimbursement for work-from-home equipment or a temporary increase in sick leave entitlements, to meet the various needs of individual employees. For many, these changes are likely to continue after the pandemic eases.

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32 Frank Steemers, Robin Erickson, Amanda Popiela, and Gad Levanon, *From Immediate Responses to Planning for the Reimagined Workplace: Human Capital Responses to COVID-19*, The Conference Board, May 2020.

33 Jon Messenger et al., *Working Anytime, Anywhere: The Effects on the World of Work*, Eurofound and the International Labour Office, 2017.

34 Steemers et al., *From Immediate Responses to Planning for the Reimagined Workplace*.

35 "Majority of Google, Facebook Employees to Work from Home through Rest of 2020 amid COVID-19 Concerns," WKYC, May 12, 2020.

36 Lucas Manfredi, "Slack to Offer Permanent Work from Home to Most Employees," Fox Business, June 14, 2020.

- **Continuously monitor business situations and adjust performance targets accordingly.** Regardless of size and industry, an enormous number of organizations across the world are affected by the COVID-19 pandemic. To appeal to changing consumer behaviors and meet demand for different products or services, many of them have decided to temporarily (or permanently) shift business objectives or operating models, resulting in compromised supply lines, restructured distribution channels, and realigned equipment or skills. In light of these effects of COVID-19, most organizations have encouraged employees and managers to revisit (and reset if necessary) their goals to ensure they still reflect the business reality and align with the organization's purpose and values. For organizations with pay-for-performance compensation structures, adjusting employee goals and performance metrics in a proper and timely manner becomes especially important. Closely monitor economic conditions and rely on recent employee performance data to predict future organizational performance, at least in the short term.

- **Make greater use of nonmonetary incentives to reward employees and drive business performance.** The financial implications of COVID-19 are wide ranging. US HR leaders from various industries told The Conference Board that their organizations had either already taken some cost-reduction actions or were planning to do so by December 2020, including deferring pay increases or bonuses (39 percent), eliminating bonuses (26 percent), and reducing salaries/wages (16 percent).[37] While lowering cash compensation, organizations should consider making greater use of nonmonetary incentives to continue motivating and rewarding employees. As the focus on employee learning and development continues to increase, growth opportunities such as stretch assignments, job shadowing, volunteer projects, and leadership responsibilities should be further highlighted in organization-wide, department-led, and manager-employee communications. This is especially important in the postpandemic period, as organizations strive to reset and recover from the crisis and continue to refine their TR programs to deliver more compelling employee value propositions, all of which ultimately results in stronger business performance.

See: COVID-19 Reset & Recovery: Leveraging Total Rewards Strategies to Improve Employee Well-Being and Navigate Business Changes

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37 Frank Steemers, Robin Erickson, Amanda Popiela, and Gad Levanon, *Adapting to the Reimagined Workplace: Human Capital Responses to the COVID-19 Pandemic*, The Conference Board, October 2020.

Human Capital Must Prepare for the Future of Remote Work

What most of us had hoped would be short-term responses to the pandemic have evolved to have long-term repercussions on both the workplace and the workforce. We can expect a long-term increase in the number of remote workers, and this change will have far-reaching implications for how we recruit and onboard workers, how and where we lead and work, and how we develop and reward employees. HC will lead the way in preparing organizations for this future with greater flexibility in work arrangements and will need to strategically evolve to address upcoming challenges in a virtual world. As we implement preparations for this new year, we hope that HC practitioners will use this guide to prepare for what's ahead.