



Creating an equitable future of work: Commuting from home to home

What has been done to date to create effective home work environments

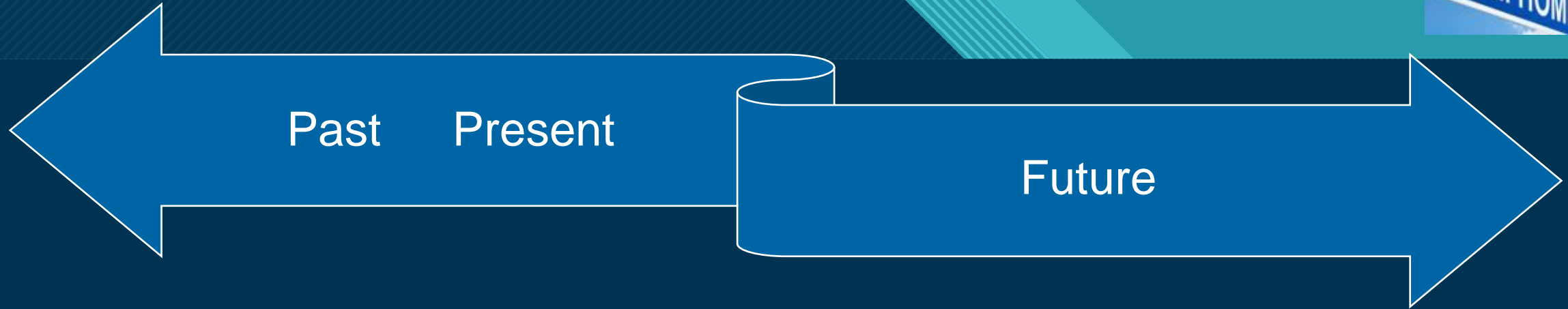


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Telework; hybrid; WFH and alternative ways of work



- Research identifies several challenges and benefits of telework
- Well-being, health, safety and performance effects?
- Insufficient research & mixed results:
 - Positive and/or negative effects for employees & managers?
 - Perceptions
 - Interventions (long term effects)

Challenges



Lack of social
interaction

Changes in job
autonomy

Distance
Management

Absence of
mentoring

Collaborative/
teamwork

Extended work
hours

Increased
Workload

Work
Environment

Work/Life
Balance

Healthy
Work/Computing

Technologies
Digital age

Internet
Security



Key Successful telework/remote program elements (1990-2020)

- Planned & evaluated program
- Identified appropriate population
- Defined formalized policies
- Managers commitment
- Addressed legal issues
- Considered Human Resources Issues
- Developed IT Infrastructure & support
- Provided HFE & risk management guidance

Loss Prevention Worksheet

Liberty Mutual

Telecommuter Safety and Health Survey

Instructions to employee:

This survey helps us identify opportunities for improving the safety and health of your work area. It is a confidential survey. We value the importance of honest and accurate information. Your responses will be kept confidential. Please take a few minutes to complete the survey. It is important to us that you provide accurate information. Your responses will be used to improve the safety and health of your work area. A "No" response to any question below should be discussed with your manager or supervisor to determine any possible solutions.

Name: _____

Organization: _____

Address: _____

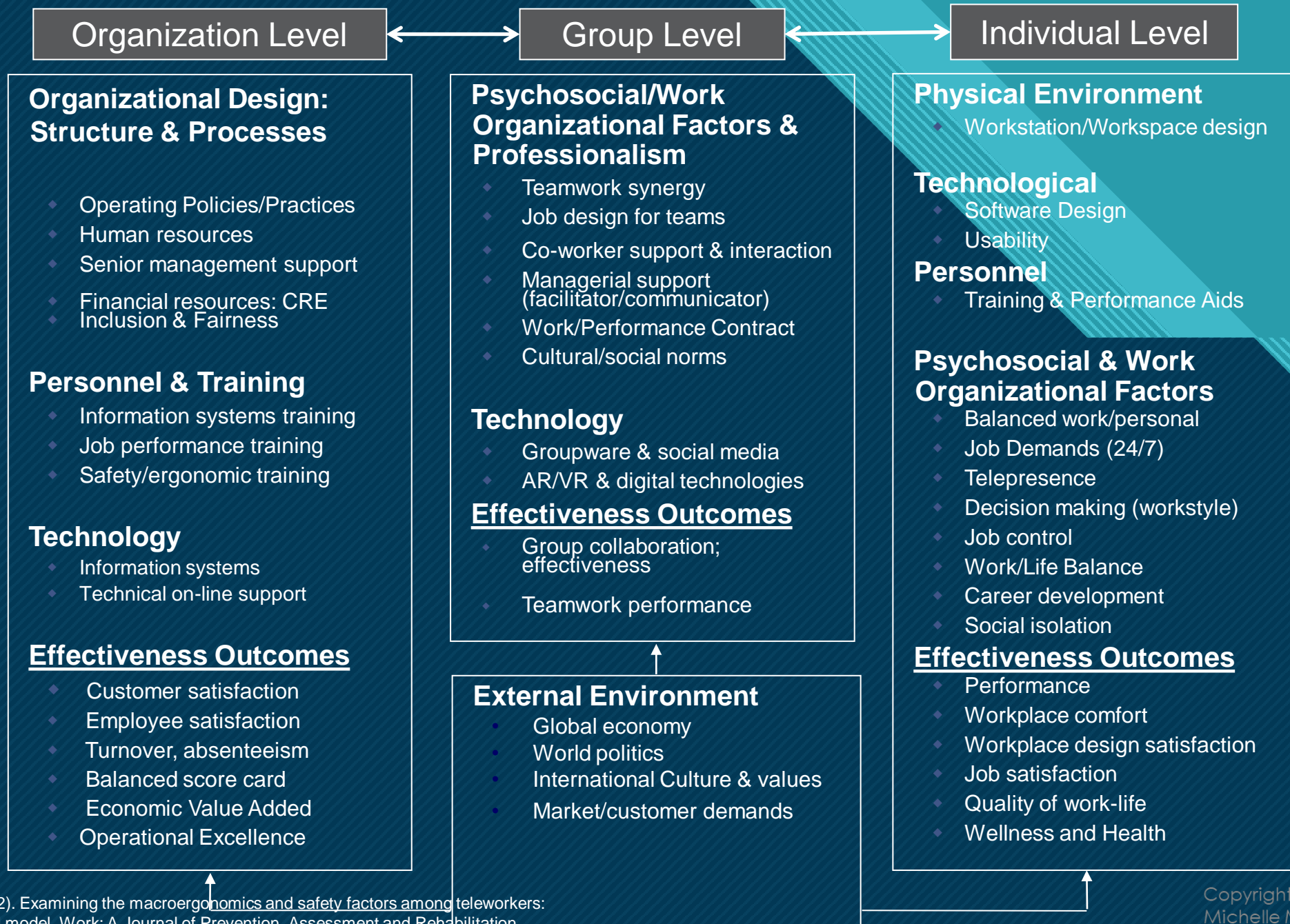
City/State/Zip Code: _____

Business Telephone: _____

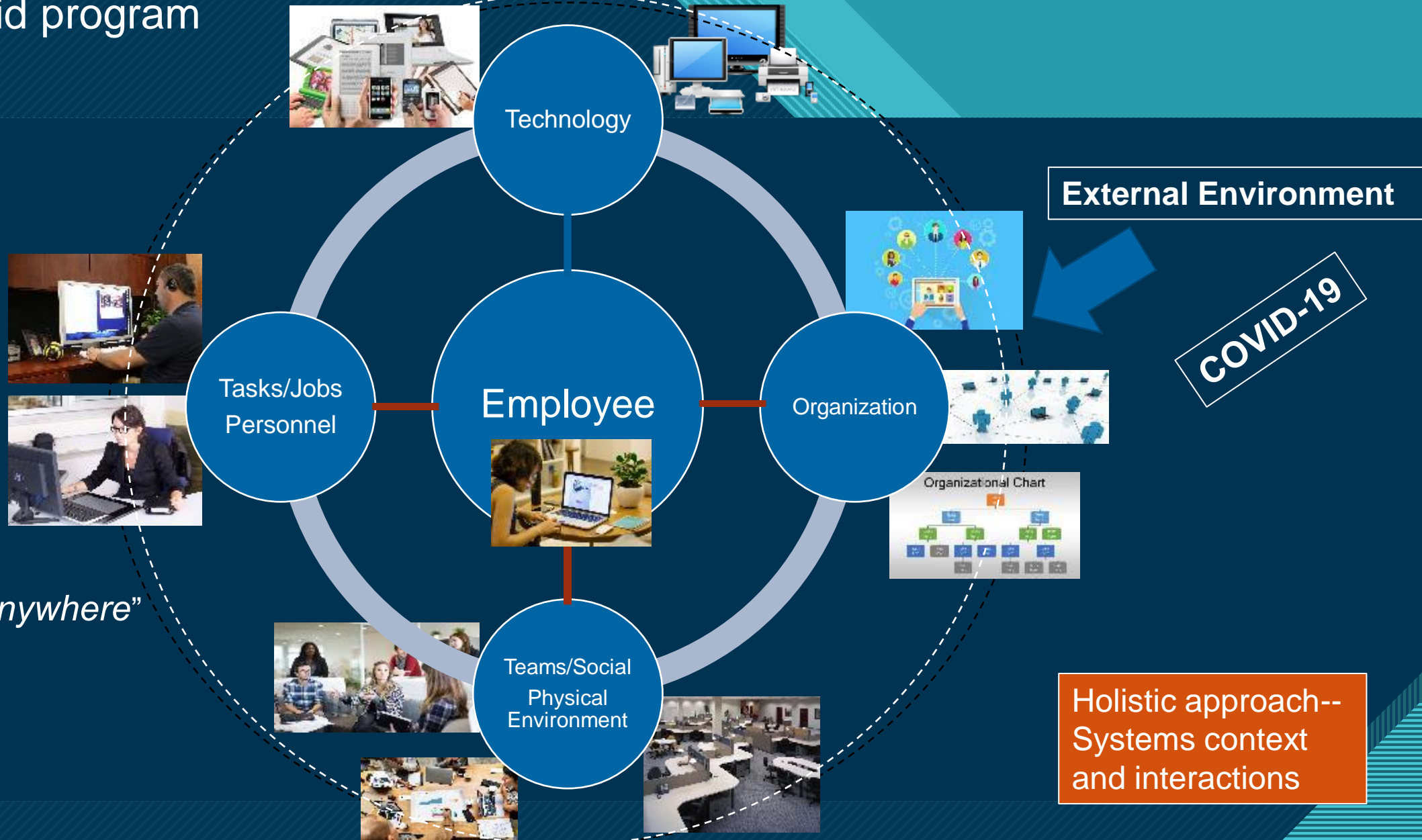
Key Factors to Consider (2020-present & Future)

- Culture; Trust; & Belonging; Engaging
- Leadership training; build culture and connection
- Employee & Team Control: Work
- Respectful; Fair; Inclusive
- Communication: wellbeing
- Develop social habits; bonding and soft skills
- Video software
- Workplace design; comfort
- Solicit opinions; assess & evaluate

Oakman, et al., 2020; Robertson et al., 2022



Use a systems approach to design, implement and evaluate a sustainable Flexible/Hybrid program



In-Person/Office

Hybrid/flexible

Remote/Virtual
Office/WFH

Challenges

Resources

Engagement &
Connection

Workspace Design &
Constraints

Work Boundaries
Work/Life Balance

Performance, Goals
Career Development;
Mentoring

Solutions

Training; OSH:
Economic; Ad-Hoc
Knowledge Teams

Opportunities for
connections work &
teams/personal

Simple solutions &
Flexible work
environments

Routines & Healthy Breaks
Distance Managing
Different Way of Working

Schedule feedback time;
goal setting; performance
expectations; Fulfilling
career



How best to manage remote/ hybrid workers
Control over work tasks & environment

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Thank You!

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