



HAROLD ALFOND CENTER
FOR THE ADVANCEMENT OF
MAINE'S WORKFORCE

Remote and Hybrid Work

**Maine Government Finance
Officer's Association**

**Joshua Howe,
Deputy Executive Director of Workforce
Training and Remote Work**



HAROLD ALFOND CENTER FOR THE ADVANCEMENT OF MAINE'S WORKFORCE

Maine Legislature established Maine Quality Centers in 1994 for workforce training. Deployed by the Maine Community College System, it demonstrated high quality training that was responsive to employers' needs. To address critical workforce development needs, MCCS has looked beyond degree programs to offer accelerated short-term training to benefit employers, trainees, the economy and the state. The new Harold Alfond Center for the Advancement of Maine's Workforce is the collaborative way MCCS works.



Maine Community College System



Remote Worker Grant

The project, awarded by Ascendium Education Group, provides rural Maine residents with free training so they can pursue remote work opportunities. It includes free training for participants with scholarships available for computers, software, and internet connectivity.

BUDGET

\$1.2 million over 3 years

PEOPLE SERVED

700

SKILLS TO SUCCESSFULLY WORK REMOTELY

- Access to good paying jobs in rural Maine
- Career path with upward mobility
- Meet employers' demand for qualified employees
- Prevents outward migration
- Better work / life balance

INDUSTRIES SERVED

Administrative Assistant
Customer Support
Financial Services
IT Support
Medical Transcription

MAINE ADVISORY COUNCIL ON REMOTE WORK

- Employer advised council
- Chaired by Sara Cox of LL Bean and John Fitzsimmons, president of MCCF
- Members include Flex Jobs, Friday App, GWI, Hannaford, LL Bean, MaineHealth, Martin's Point, Unum



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MAINE QUALITY CENTERS

SUPPORT FOR WORKFORCE TRAINING
A PROGRAM OF MAINE'S COMMUNITY COLLEGES

The Foundation for
Maine's Community Colleges



■ Maine Advisory Council on Remote Work



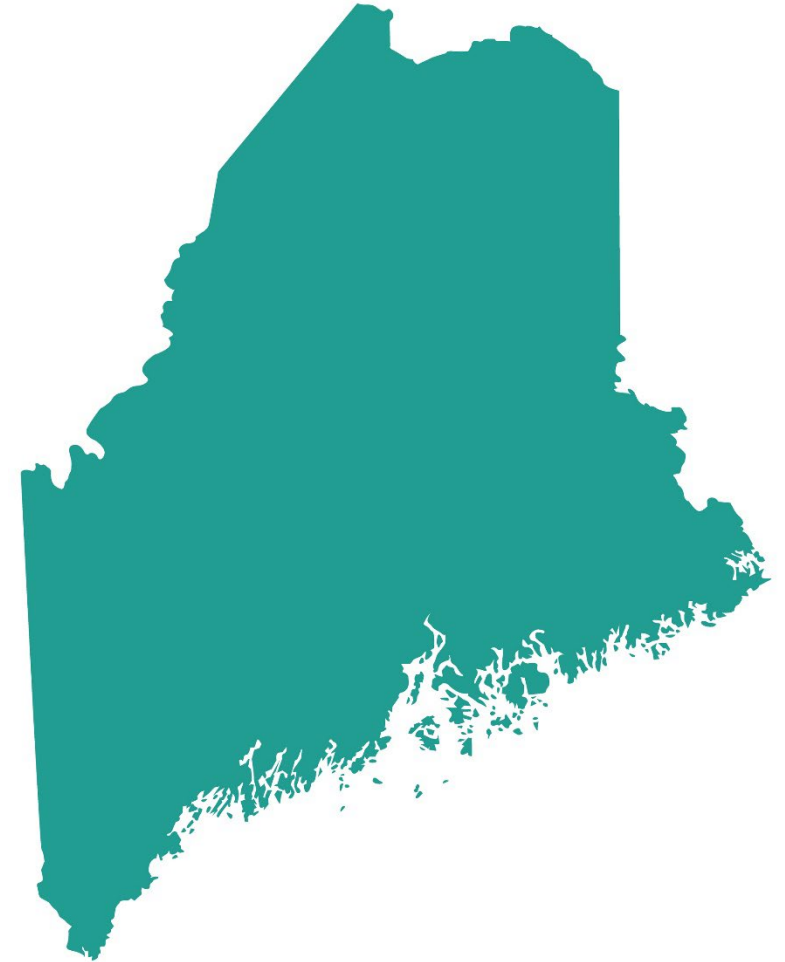
COMPETENCIES



LEARNING OUTCOMES



CURRICULUM REVIEW



L.L.Bean

MARTIN'S POINT
HEALTH CARE

LincolnHealth
MaineHealth



REMOTE WORK

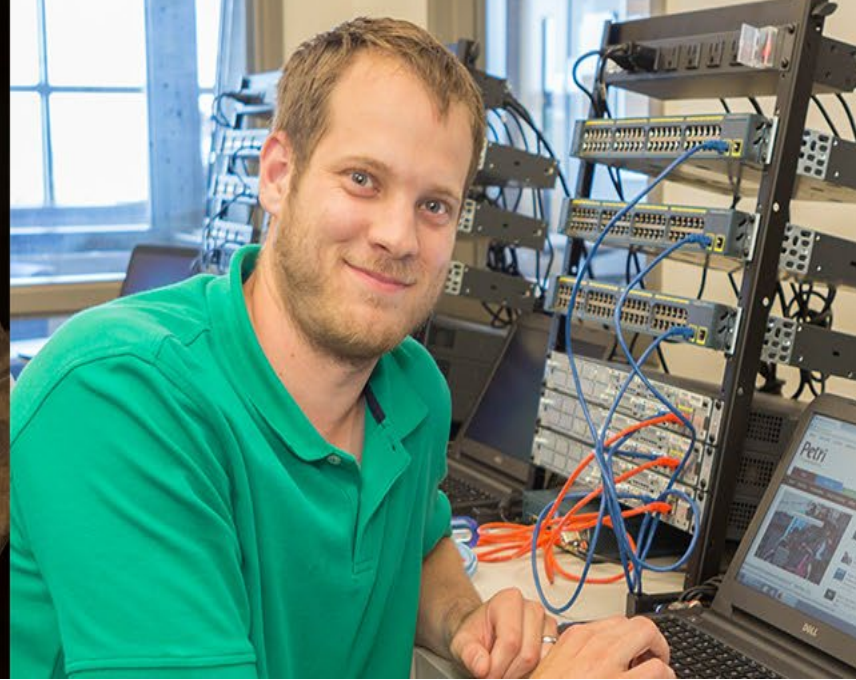
Programs

Remote Work Essentials for Professionals

Leading Remote and Hybrid Teams

Occupational Training





MAINE WORKFORCE DEVELOPMENT COMPACT

Providing financial support to companies
to train front-line employees

- Through 2025, the Alford Center will support 50% of Compact member's training expenses up to \$1,200 per employee.
- Compact employees are eligible for two 50% scholarships per semester. The Alford Center will provide support for a maximum of 5,000 courses.
- Providing workforce training services to include apprenticeship coordination, remote work best practices, as well as training needs assessments.
- As of January 2023, over **950** employers have joined the Maine Workforce Development Compact



■ Maine's Workforce

Average Age

Maine is the oldest state in the nation

44.7 Years Maine

38.5 Years U.S.

Natural Change

-5,943 in 2022

Deaths have exceeded births for the last nine of ten years
Total population: 1.37 million = 0.5%

Pandemic Impact

- 23% loss in Hospitality sector
- 8% loss in Education
- 57% of job losses were women

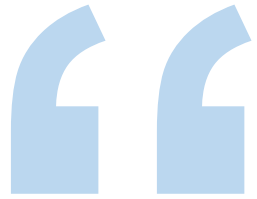


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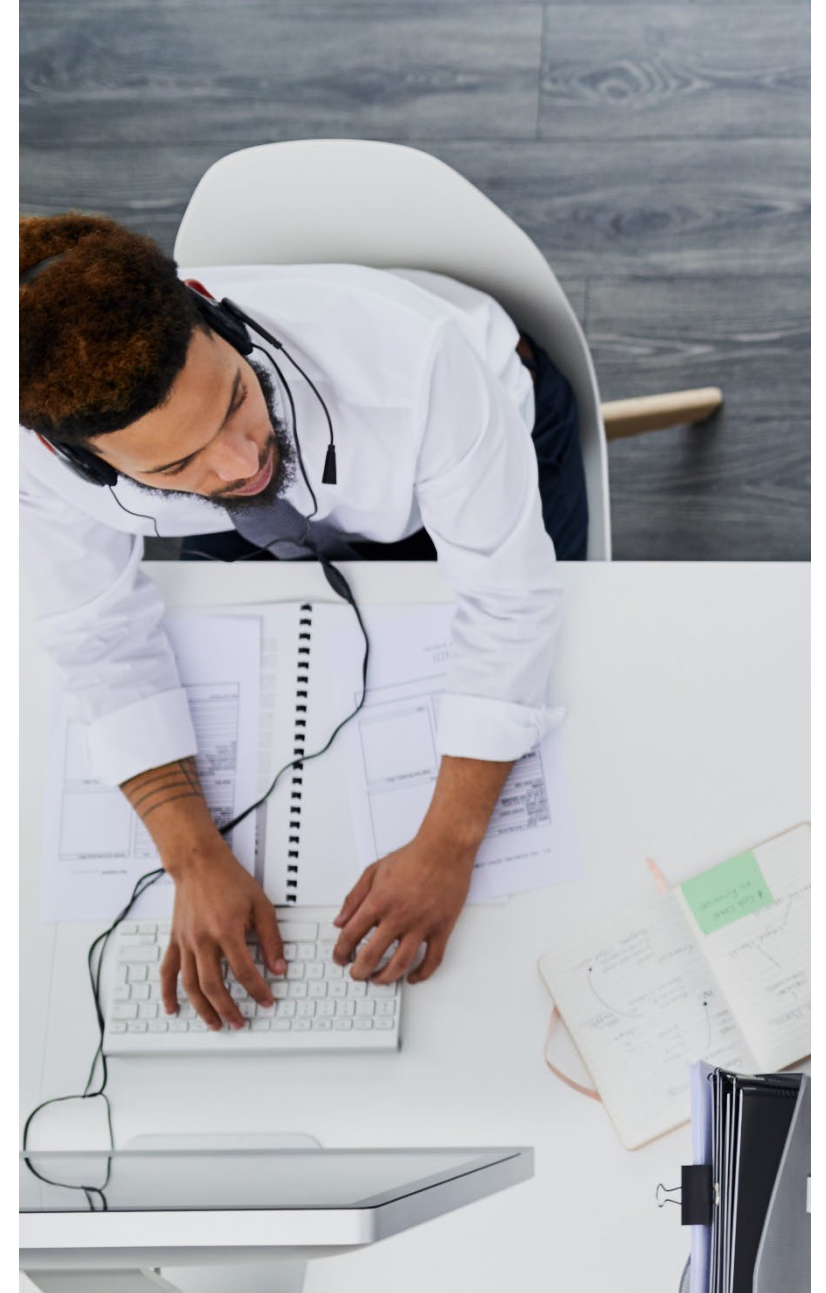
What's your attitude towards remote and hybrid work?

ⓘ Start presenting to display the poll results on this slide.

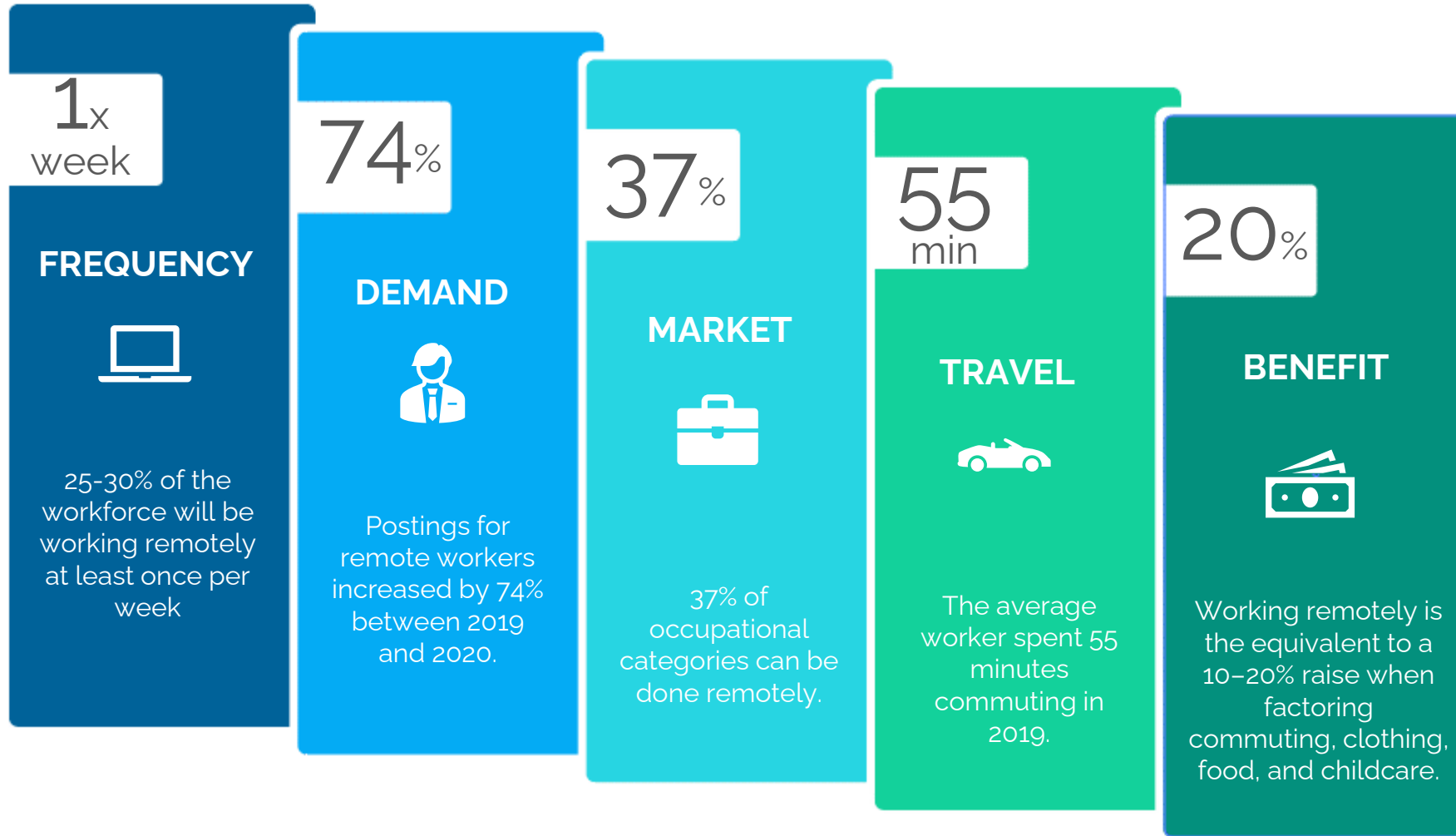


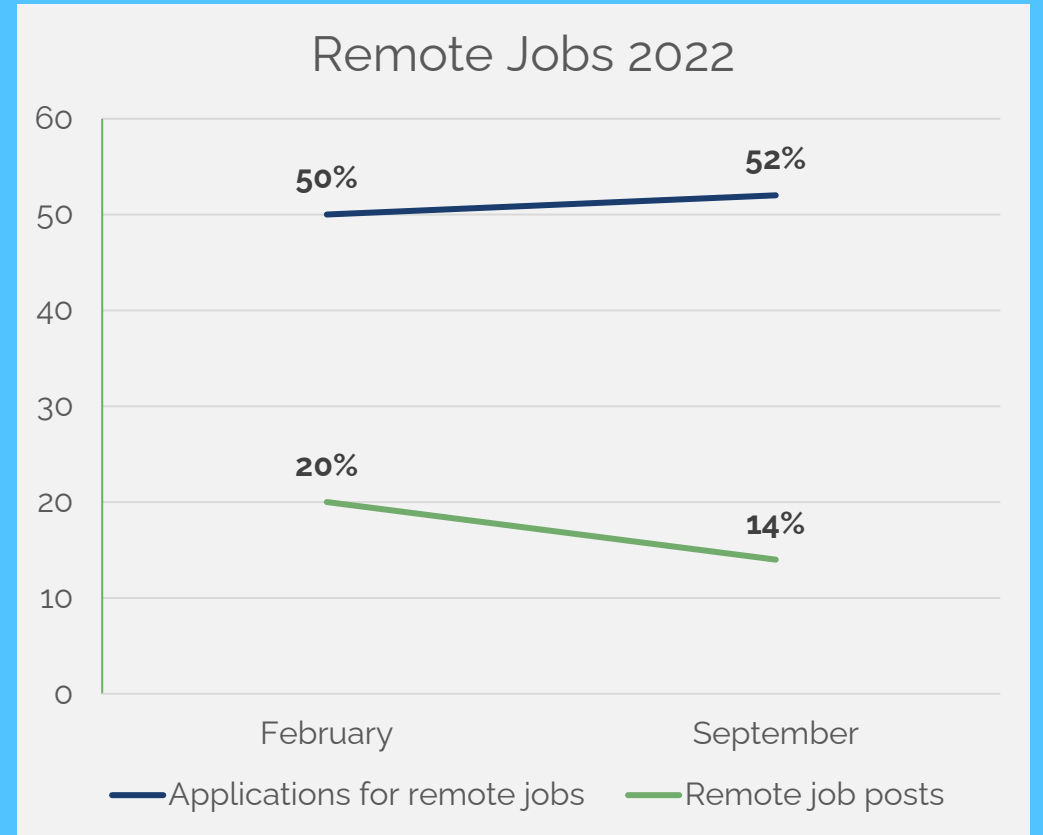
Whatever you were doing during the pandemic and its stilted aftermath, it was not working from home.

Warzel and Petersen, **Out of Office**



■ Remote Work





Candidates increasingly want remote work – even as employers scale back on remote-job postings

Source: LinkedIn Global Talent Trends, October 2022





60%

Nearly 60% of employees say they will consider switching employers if flexibility is not an option.

Mercer/AECOM Employee Study October 2020

Enhanced flexibility is second only to pay and benefits in attracting workers to a new employer.

1

Better pay or benefits

2

Better flexibility /
work-life balance

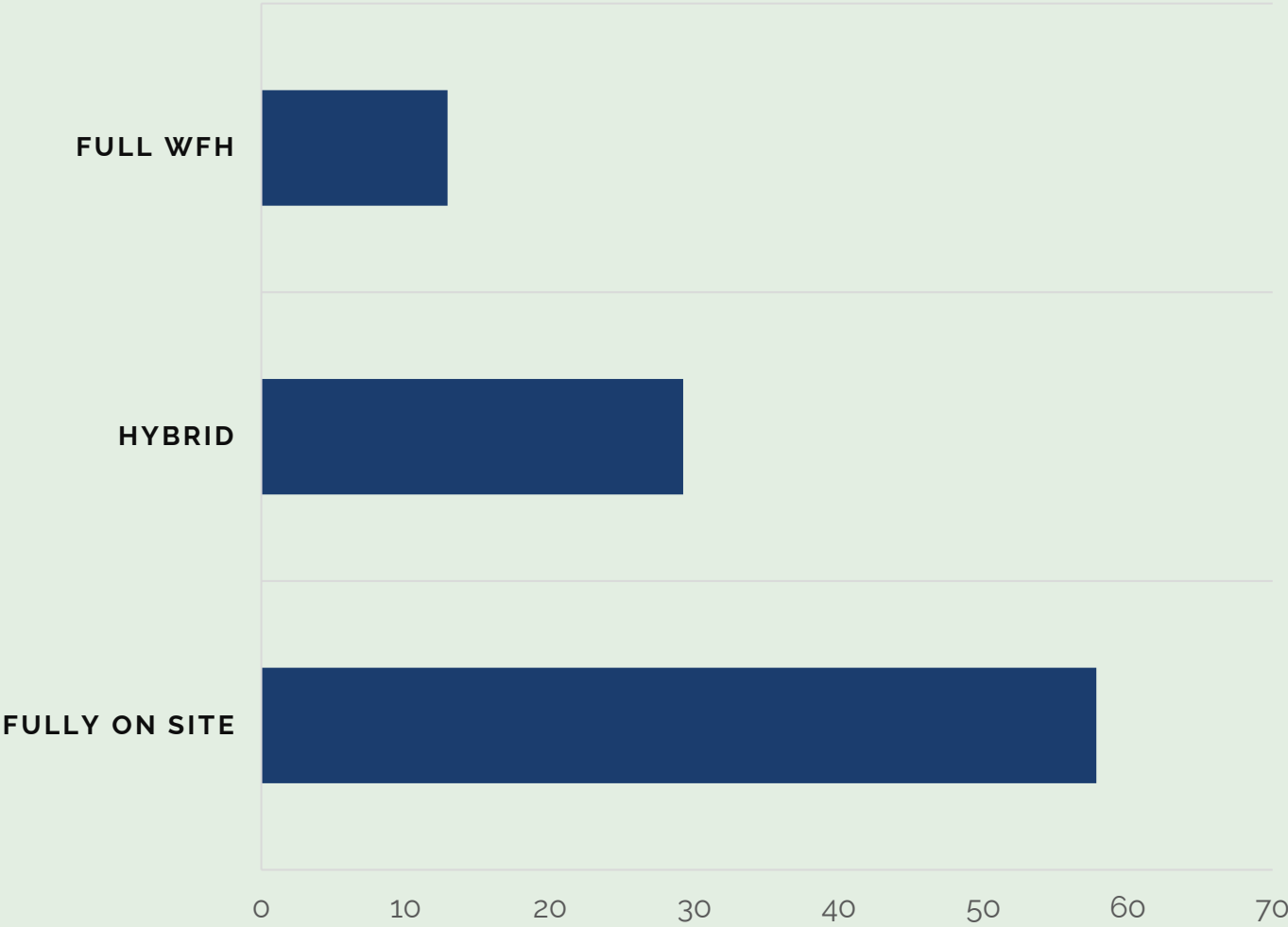
3

More convenient location

Inside Employees' Minds August 2021
survey of 2,000 employees



WORKING ARRANGEMENTS



Percent of full-time employees

12.9%

ARE FULL WORK-FROM-HOME

29.2%

ARE HYBRID

57.8%

ARE FULLY ONSITE



Challenges

FOR REMOTE WORK



New processes
and policies




Communication



Equity



Health and
wellness



Tax and
benefit
implications





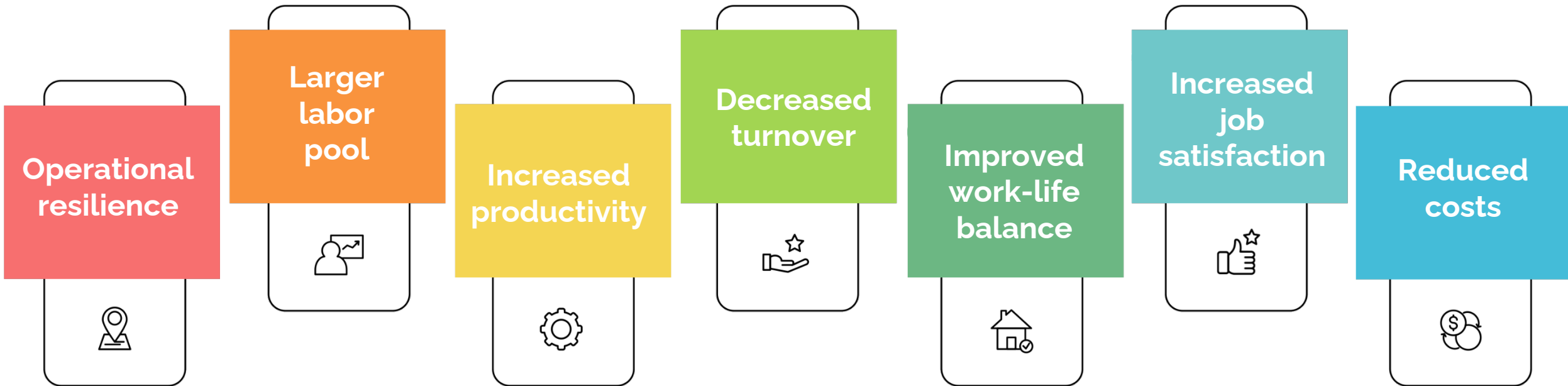
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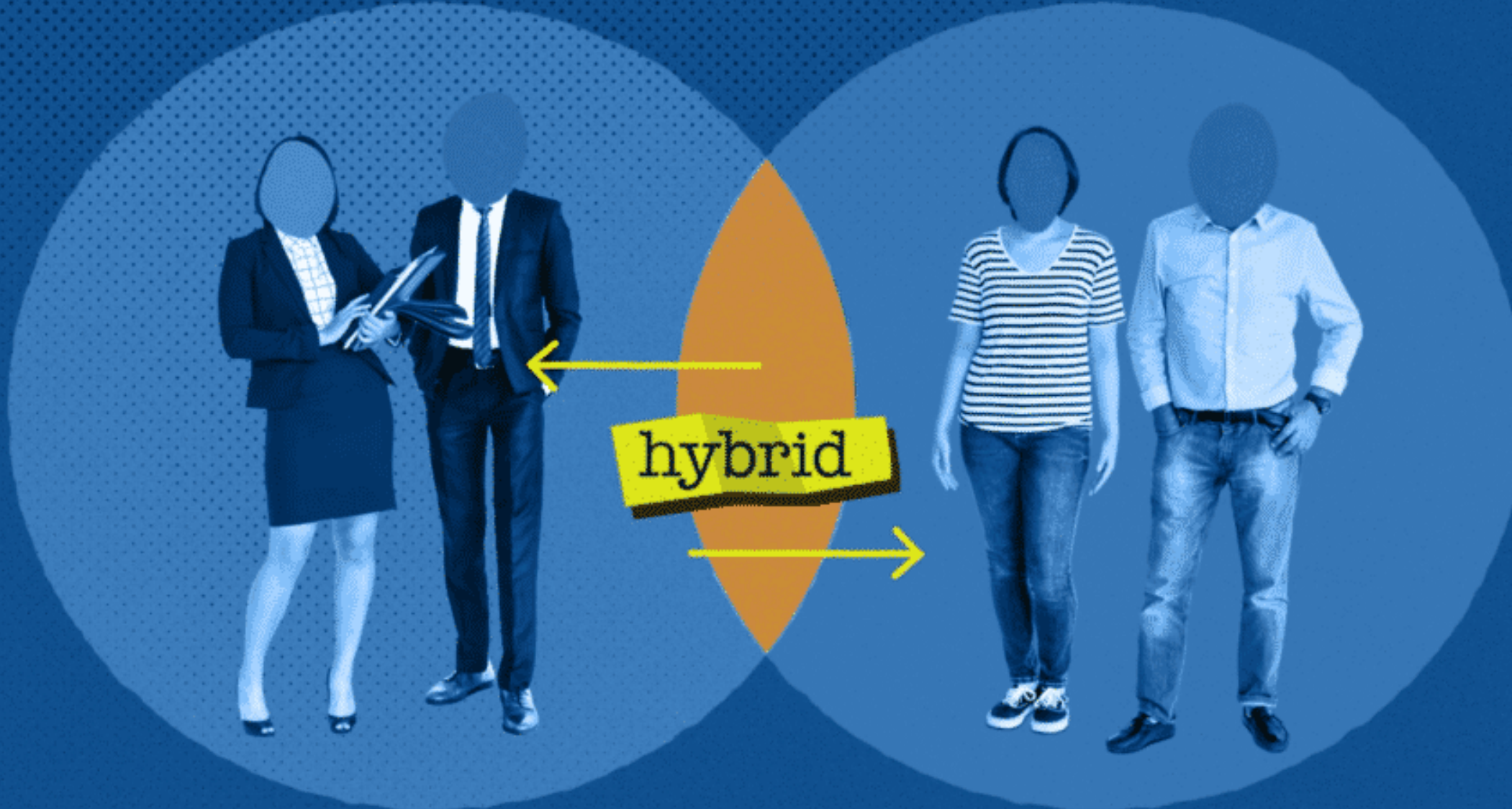
It's like learning to drive on the wrong side of the road... you have to get to the same destination as before, but you now have different signals, cues, and controls – and that does take some time getting used to!

Raghu Krishnamoorthy,
What Great Remote Managers Do Differently, HBR

Benefits

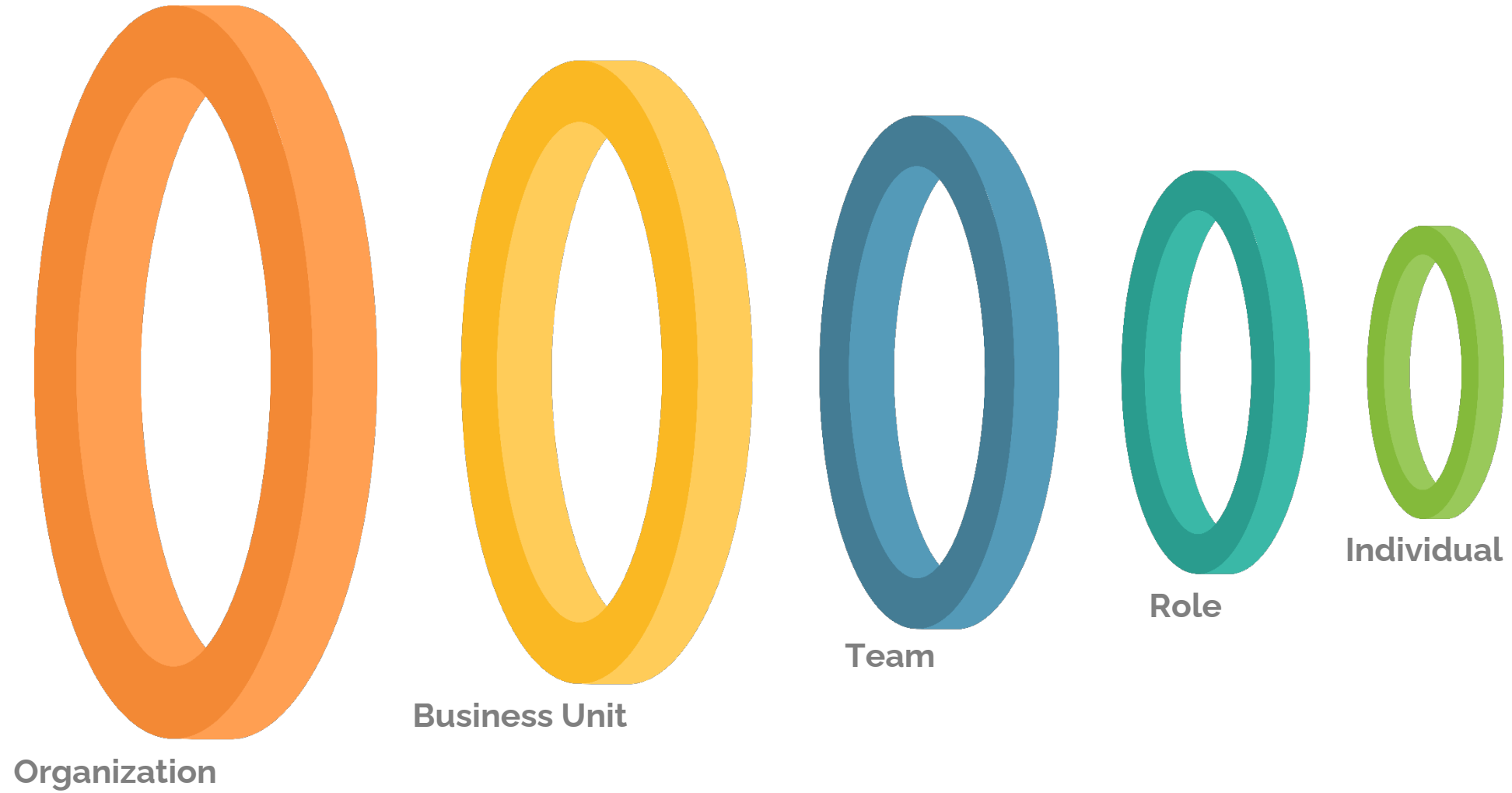
FOR REMOTE WORK



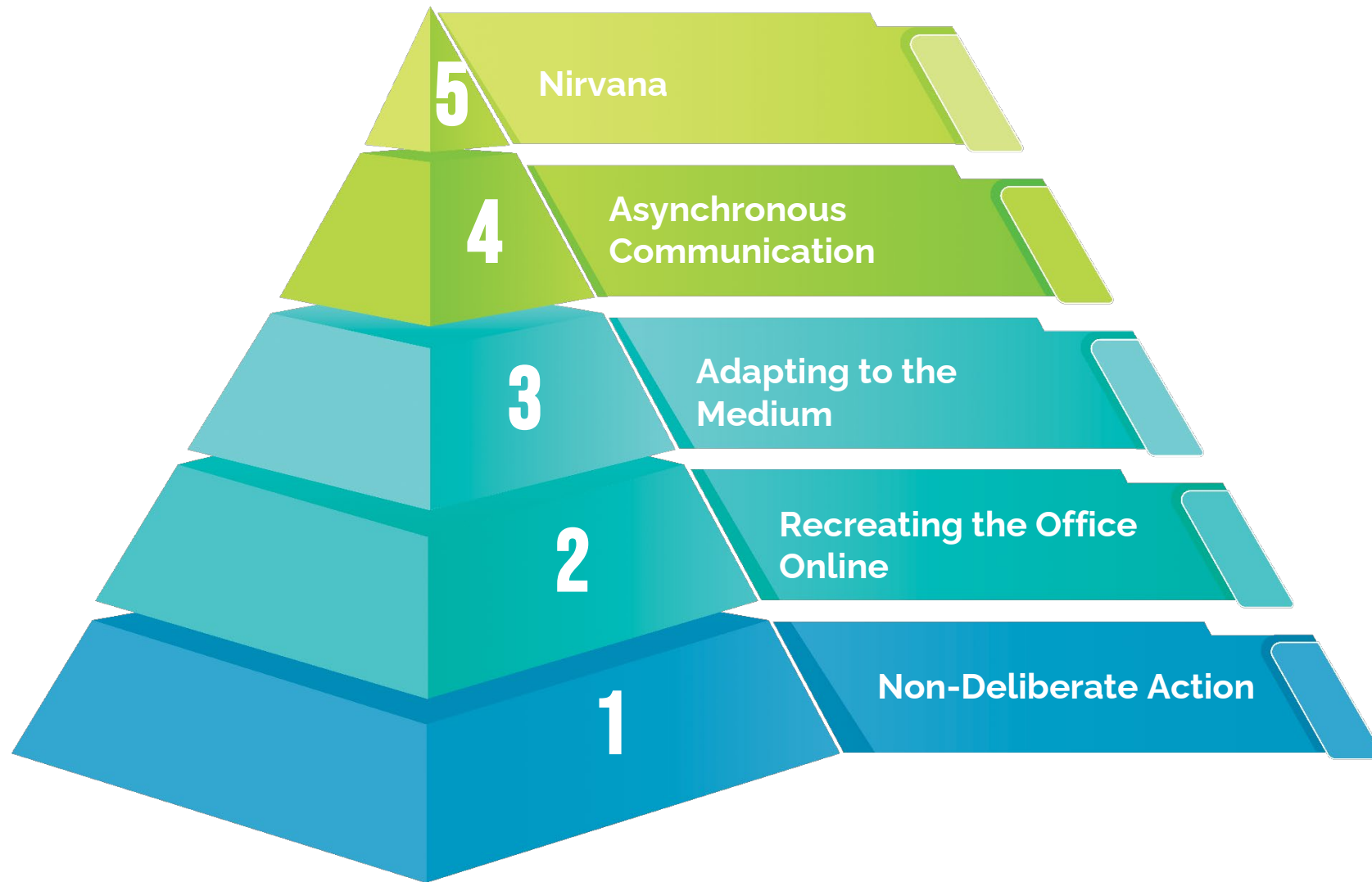


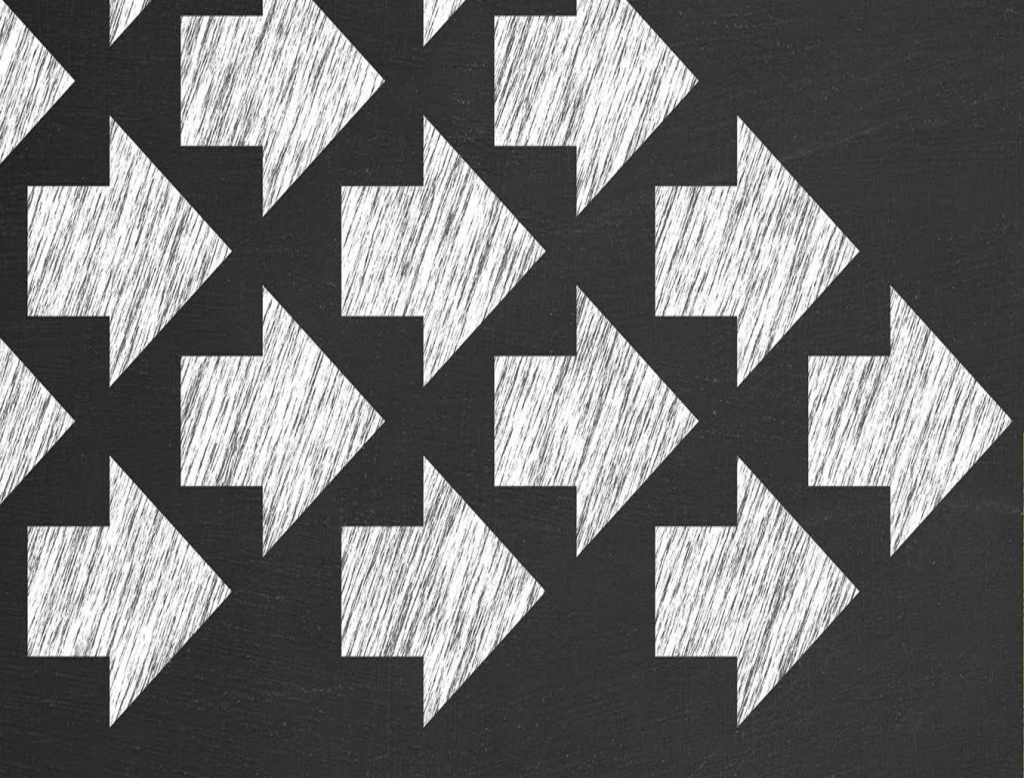
hybrid

Remote and Hybrid Organizations



Matt Mullenweg's Five Levels of Remote Work






Leaders must acknowledge and accept that there is no back, there is only forward. Those who shrug their shoulders and say, “this wasn’t how we did it before the pandemic,” are shrugging off their responsibility.

■ Shifts



Intentional & Purposeful

Organic to intentional and purposeful



Performance

Presence to performance



Asynchronous

Synchronous to asynchronous



Written

Verbal to written



■ Changes

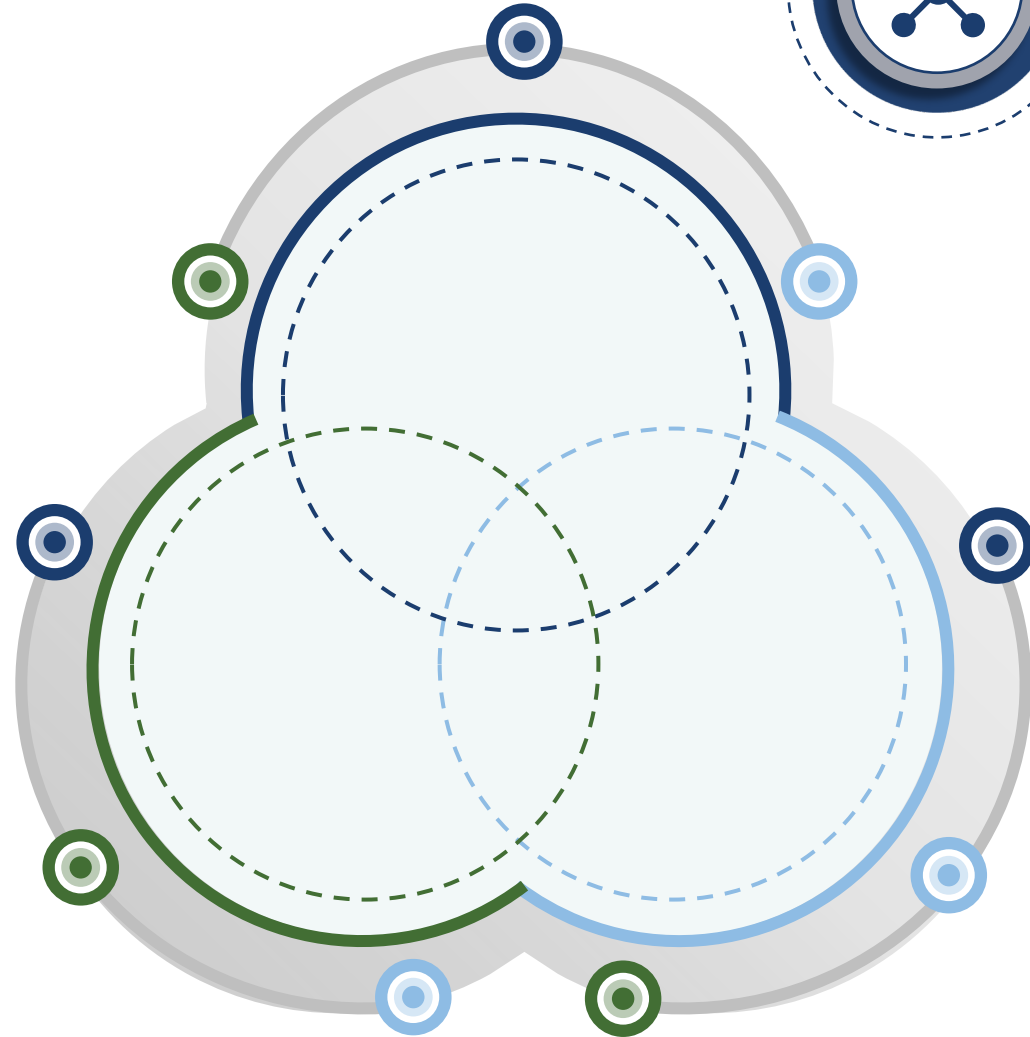
● **Process**



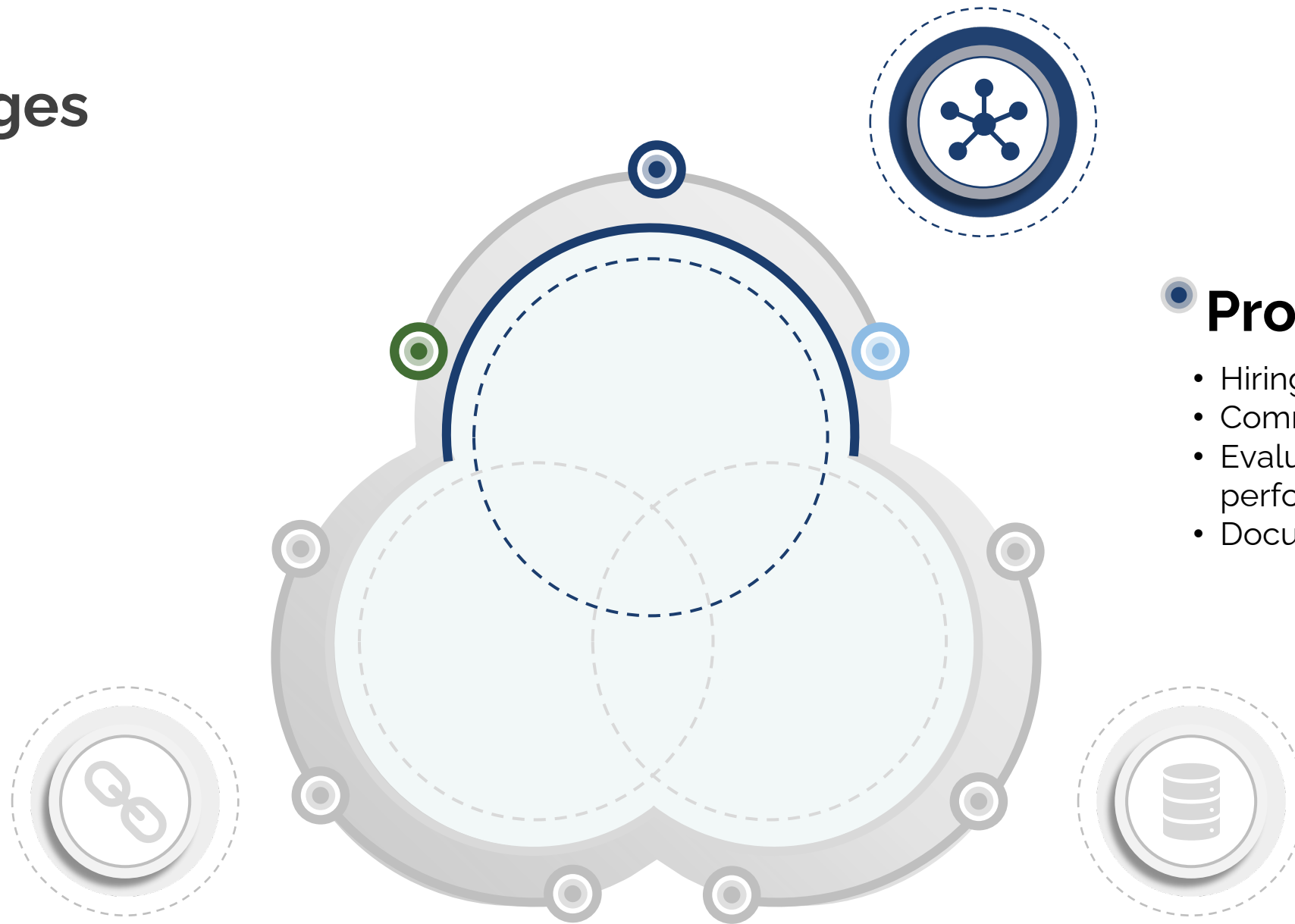
● **Policy**



● **Infrastructure**



■ Changes



● Process

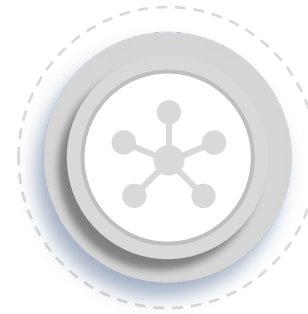
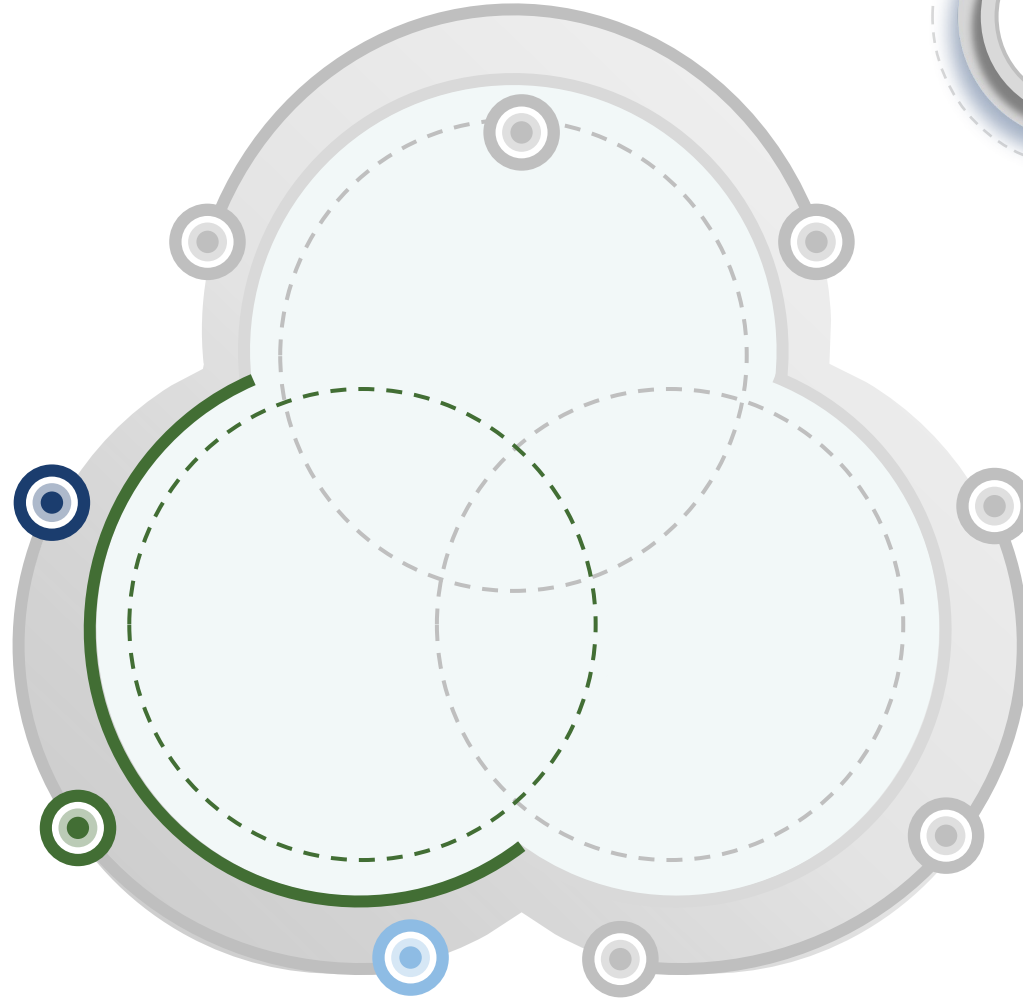
- Hiring and onboarding
- Communication
- Evaluation and performance
- Document handling



■ Changes

● Policy

- Travel
- Scheduling
- Security and infrastructure
- Location

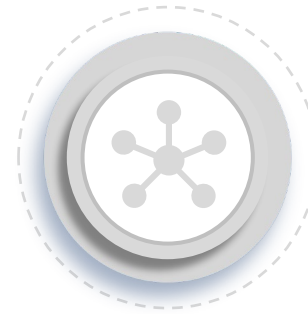
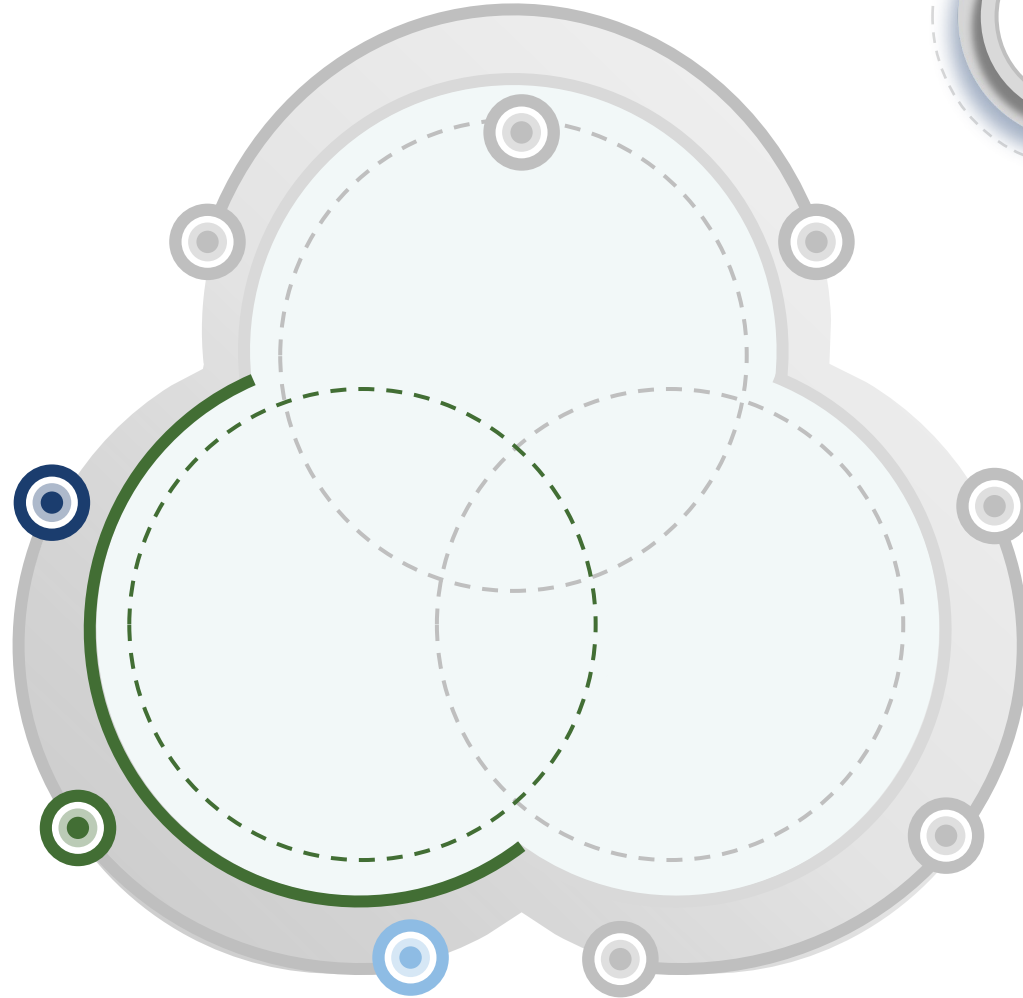


■ Changes

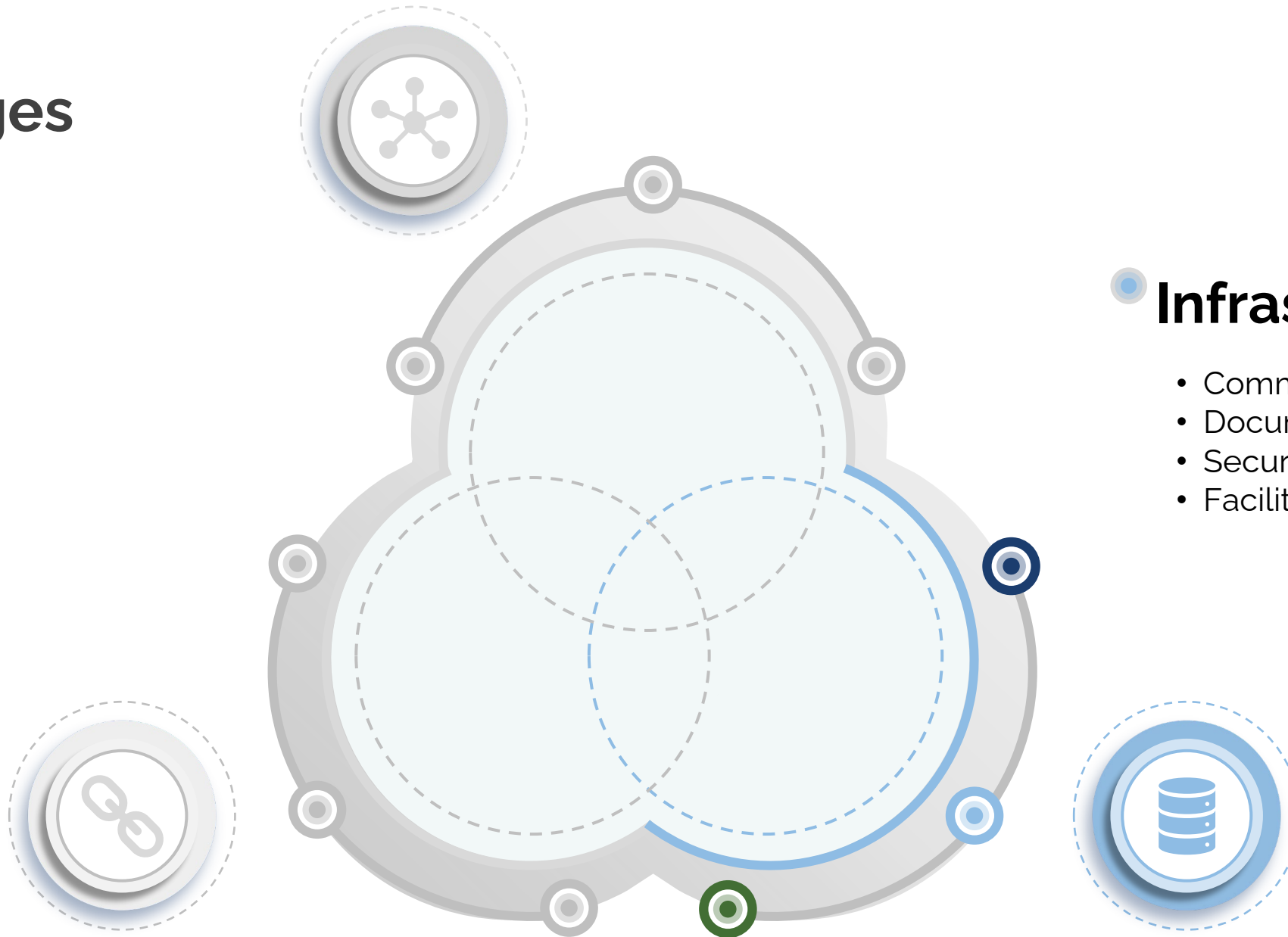
● Policy

Location

- Tax
- Overtime
- Unemployment and Worker's Compensation
- Minimum wage
- Family medical leave
- Expense reimbursement



■ Changes



● Infrastructure

- Communication
- Document management
- Security
- Facilities



Synchronous and Asynchronous Communication

Technical Tools

- Video conferencing tools
- Document sharing
- Brainstorming and whiteboarding
- Discussion and chat

Soft Skills

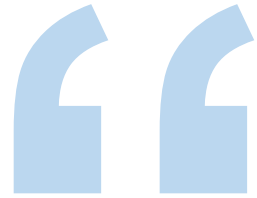
- Facilitation
- Leadership

Strategies

- Team agreements and norms
- Standing meetings
- Hybrid meetings



Leadership



In times of disruption, leaders can either lean in and learn new skills or fall back on what worked for them – often decades ago.

Workforces are more diverse, and there's an accelerating pace of change and competition. That means that the job of leader must change as well.

And change, for everyone, can be daunting.

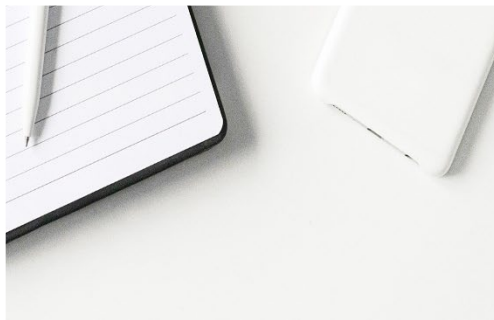
Brian Elliot, Future Forum Pulse, 2022



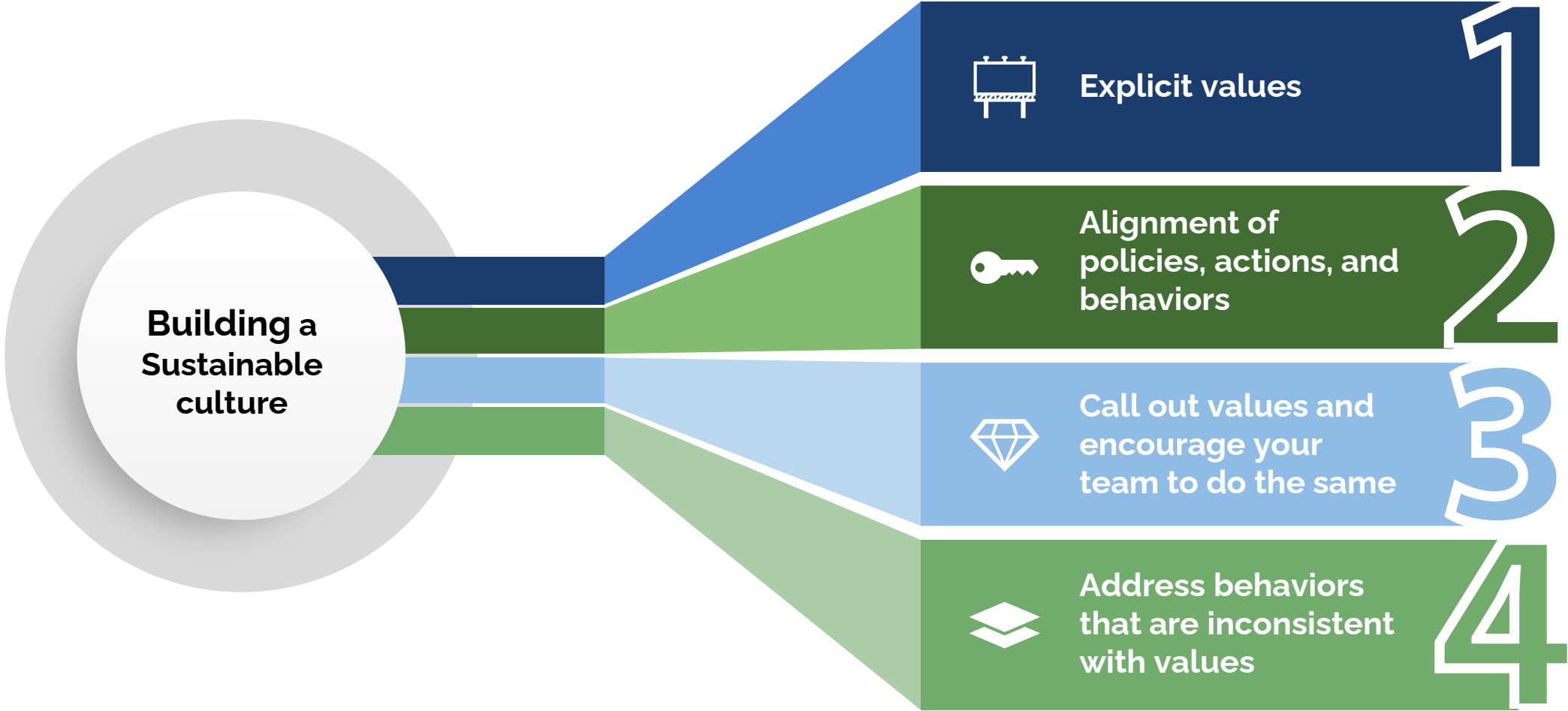
■ Culture

Organizations that fail to do the deep work required to rethink the transmission of company culture may well have unpredictable results.

[WFH Doesn't Have to Dilute Your Corporate Culture;](#)
Harvard Business Review



■ Culture





Equity within Teams

- Connection to leadership
- Access to promotions
- Access to professional development
- Equal voice and participation



Equity within Teams

If one person is remote,
everyone is remote.

Nira.com



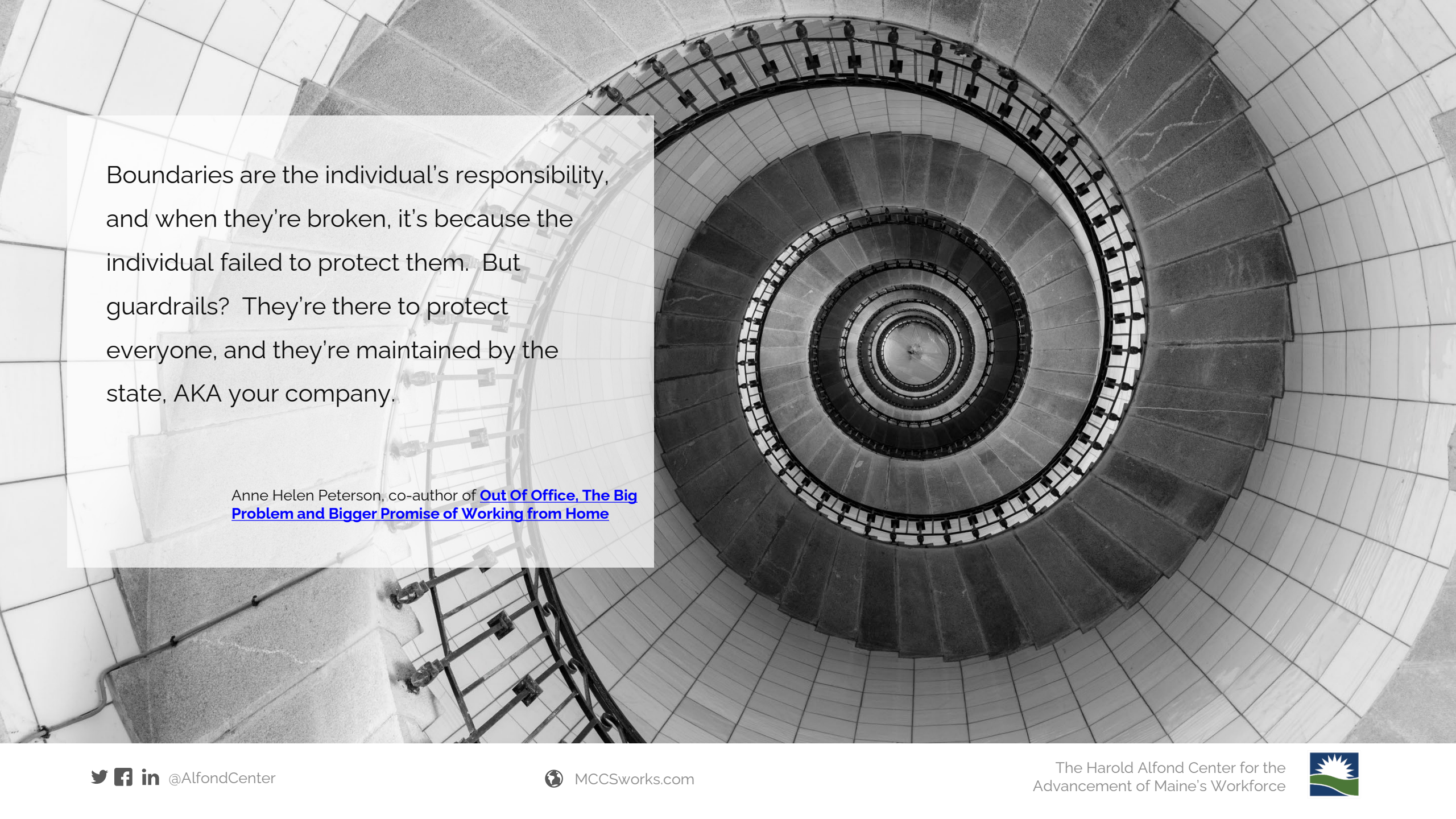
Equity within Teams

- Use technology effectively
- Prioritize remote participants
- Use online tools over physical
- Defer discussions and decisions









Boundaries are the individual's responsibility, and when they're broken, it's because the individual failed to protect them. But guardrails? They're there to protect everyone, and they're maintained by the state, AKA your company.

Anne Helen Peterson, co-author of [Out Of Office, The Big Problem and Bigger Promise of Working from Home](#)

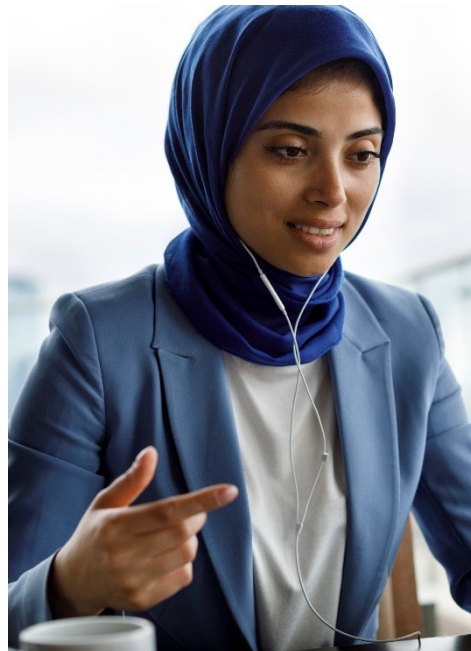


■ Health and Wellness

- Policies and processes
- Equipment
- Regular individual and team meetings
- Monitoring for overwork
- Example setting as a leader







REMOTE WORK
is effective, productive
and desirable



REMOTE WORK
has benefits for employer
and employees



REMOTE WORK
challenges can be
mitigated



Requires



**New processes, policies
And infrastructure**



Adaptive leadership



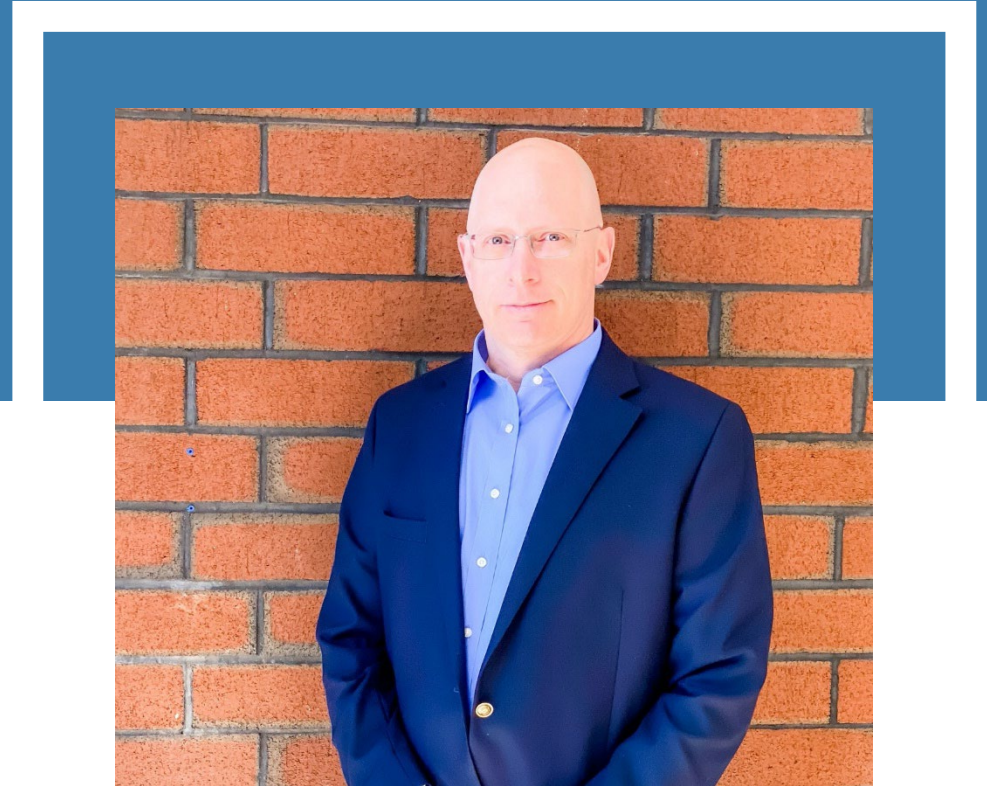
Intentionality



Thank you for your time

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