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How Organizations Are Supporting a Hybrid Workforce

Human Resources Research Team

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By Analysts [Human Resources Research Team](#)

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Even as workplaces reopen, HR leaders know they will be managing a hybrid (on-site and remote) workforce for the foreseeable future. HR leaders can use this research to benchmark the strategies they are putting in place to manage this hybrid workforce against the strategies of their peers.

Quick Answer

What practices are organizations implementing to support a hybrid (on-site and remote) workforce?

- Ninety-four percent of organizations are allowing for more flexibility in where and when employees work, even as employees return to the workplace.
- As remote work becomes the norm for many, organizations are reconsidering how to support remote workers' productivity through additional equipment and support. The most common way organizations will support remote employees' physical needs is by allowing employees to transfer office equipment to their homes (70%).
- The percentage of organizations not tracking the productivity of employees working remotely has decreased from 51% in April to only 29% in June.
- Although productivity has been and will continue to be a concern for organizations managing a newly remote workforce, the biggest concern leaders have today is how to maintain the organization's culture when some employees are working in the office and others are working remotely.
- Currently, organizations are still imagining the corporate office as a place for work to get done (36%), either for those who cannot work productively at home or who need a secure setting to do their jobs.

More Detail

Flexibility Becoming the Norm

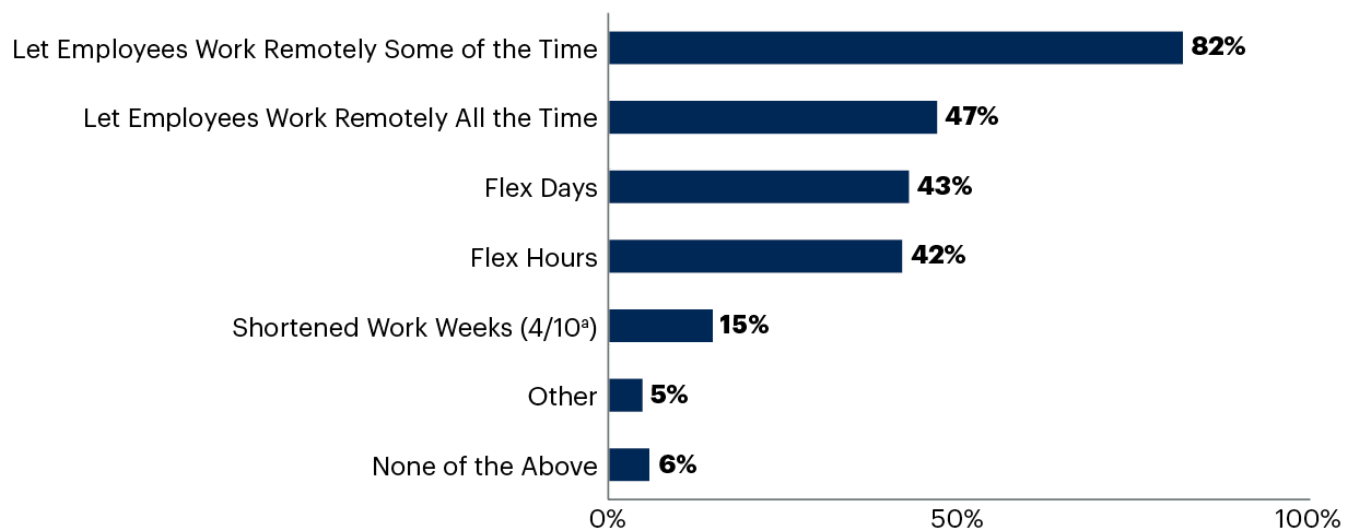
Even as workplaces reopen, organizations realize not all employees can return immediately, due to both safety reasons and changed employee preferences. As a result, 94% of organizations are allowing for more flexibility in where and when employees work (see Figure 1). About 80% of

organizations are letting or plan to let employees work remotely some of the time as they reopen closed workplaces, and 47% plan to let some employees work remotely all the time. In addition, about 40% of organizations are planning to allow flex days or flex hours to accommodate employee needs.

Figure 1. Q: “Are You, or Do You Plan on, Providing Any of the Following Flexibilities to Employees as You Reopen Closed Workplaces?”

Q: “Are You, or Do You Plan on, Providing Any of the Following Flexibilities to Employees as You Reopen Closed Workplaces?”

Percentage Selecting; Multiple Responses Allowed



n = 127

Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

^a Four days a week, 10 hours per day

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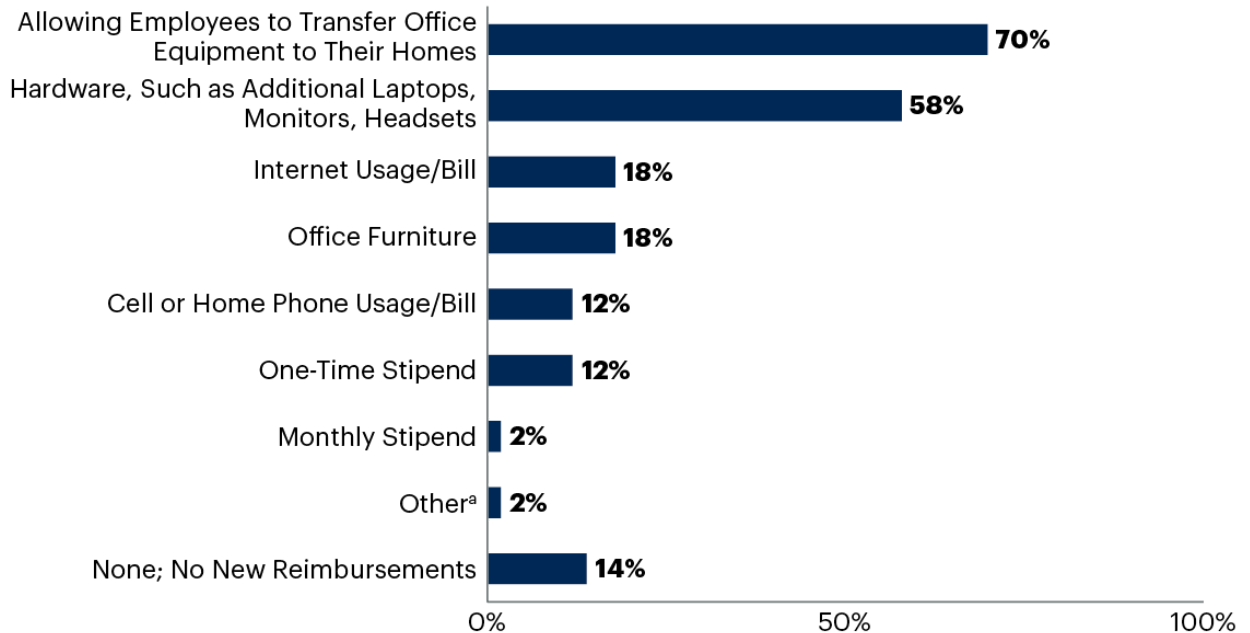
More Equipment for Remote Employees

As remote work becomes the norm for many, organizations are reconsidering how to support remote workers’ productivity through additional equipment and support (see Figure 2). HR leaders seek to make it as easy for employees to work remotely as they do in the office, but they are also faced with cost pressures and constraints. Thus, unsurprisingly, the most common way organizations will support remote employees’ physical needs is by allowing employees to transfer office equipment to their homes (70%). In addition, about 58% of organizations are providing remote workers with new hardware. Far fewer organizations (less than 20%) will be paying for internet usage, office furniture or home phone usage.

Figure 2. Q: “What New Equipment or Services Is Your Company Providing for Employees Continuing to Work Remotely?”

Q: “What New Equipment or Services Is Your Company Providing for Employees Continuing to Work Remotely?”

Percentage Selecting; Multiple Responses Allowed



n = 120

Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

^a “Other” answers included: ergonomic assessments, office supplies (shipped to home when ordered)

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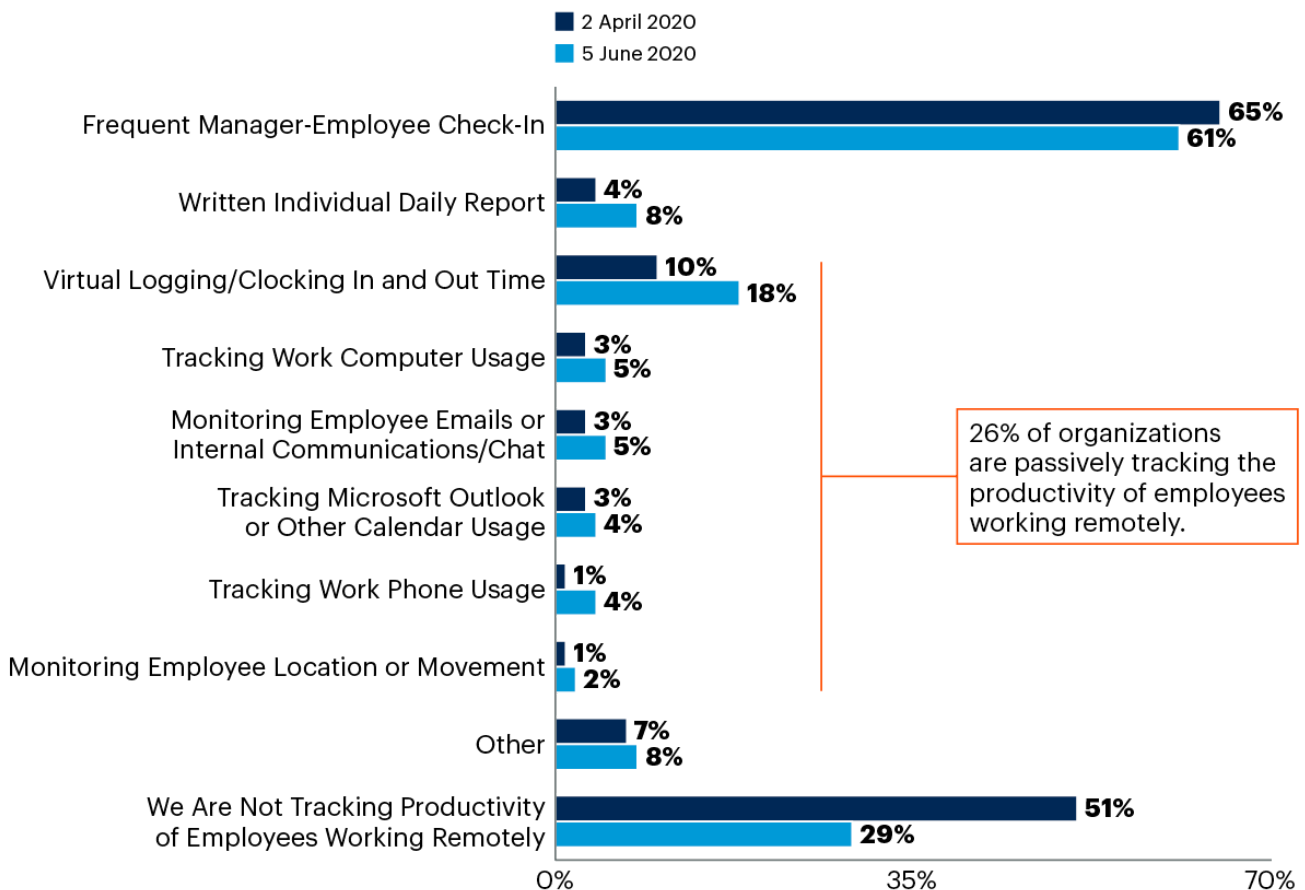
Tracking Remote Employee Productivity

If organizations are investing in remote workers’ productivity, they also want to be able to monitor their productivity. In fact, the percentage of organizations not tracking the productivity of employees working remotely has decreased from 51% in April to only 29% in June (see Figure 3).

Figure 3. Q: “How Are You Tracking the Productivity of Your Employees Working Remotely, If at All?”

Q: “How Are You Tracking the Productivity of Your Employees Working Remotely, If at All?”

Percentage Selecting; Multiple Responses Allowed



n = 413 (2 April 2020); 110 (5 June 2020)

Source: Gartner COVID-19 Crisis Benchmarking Against Your Peers Webinar Poll (2 April 2020); Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

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The most common way to track remote workers’ productivity is by leveraging manager-employee check-ins. Sixty-one percent of employers have recommended frequent manager-employee check-ins. That said, 26% of organizations are passively tracking remote employees’ productivity with techniques such as virtual time logging, tracking work computer usage or monitoring employee emails and phone usage. The use of these techniques has increased since April.

Worries About the Hybrid Workforce Culture

Although productivity has been and will continue to be a concern for organizations managing a newly remote workforce, the biggest concern leaders have today is how to maintain the organization’s culture when some employees are working in the office and others are working remotely (see Figure 4). Even before the pandemic, organizations often struggled to measure their current culture and align their values to those needed for future success. Now that many

organizations are anticipating a continued hybrid workforce, they are unsure how to measure and live out their desired culture when employees cannot physically be together.

Other common concerns are sustaining productivity, creating parity between the remote and in-office experience, enabling collaboration and providing a seamless employee experience.

Figure 4. Q: “What Is Your Biggest Concern About Managing a Hybrid Workforce?”

Q: “What Is Your Biggest Concern About Managing a Hybrid Workforce?”
Percentage Selecting One



n = 112

Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

^a “Other” answers included: leaders staying connected with their teams

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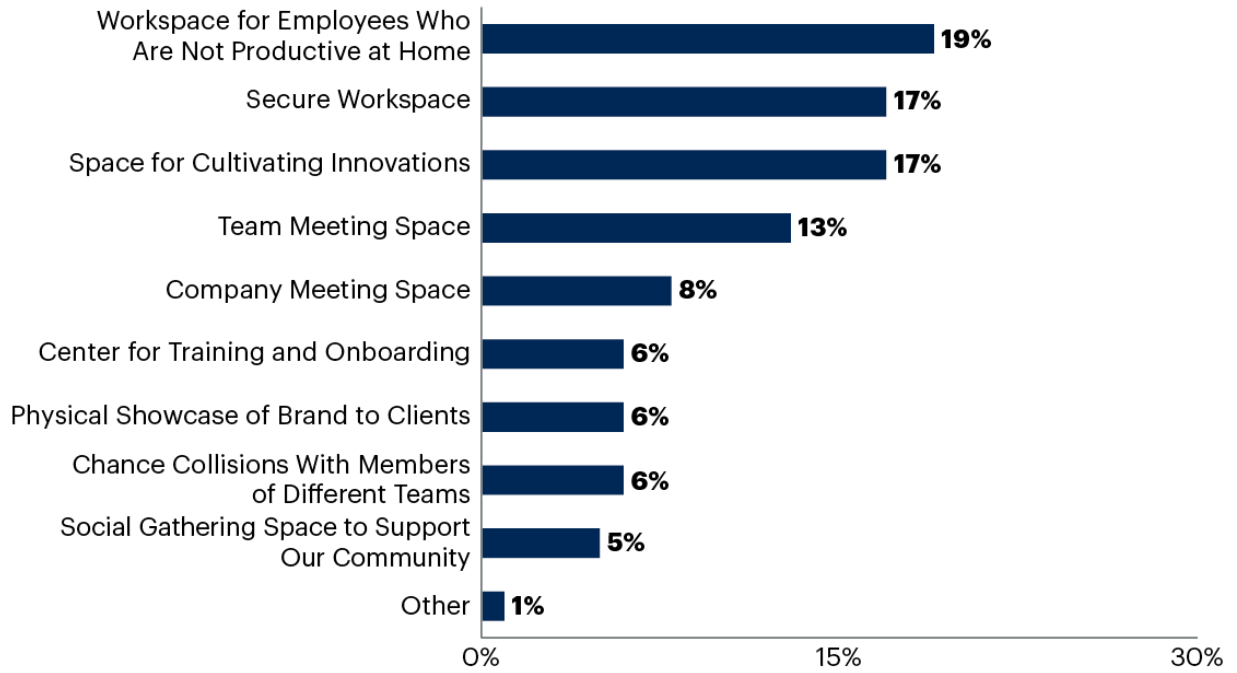
Rethinking the Future of the Corporate Office

As organizations work to support remote workers, they are also beginning to think about the future of the corporate office (see Figure 5). If more employees will work remotely and fewer will need dedicated space in the office, how much office space is needed, and what should it be used for? Currently, organizations are still imagining the corporate office as a place for work to get done (36%), either for those who cannot work productively at home or who need a secure setting to do their jobs. Organizations are also imagining the office will continue to be a space for collaboration and innovation.

Figure 5. Q: “Looking Forward, What Is the Most Important Function of Your Corporate Offices?”

Q: “Looking Forward, What Is the Most Important Function of Your Corporate Offices?”

Percentage Selecting One



n = 77

Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

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