



Remote Work: How Hybrid Officing is Changing Trial Courts, Work-Life Balance & the Court Workplace

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NAPCO Webinar Series



Presenters



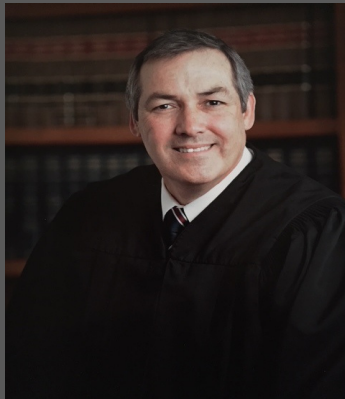
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Agenda

1. Hybrid Work: What the Data Says
2. Living within Tele-work Statutes and Policies
3. Pros/Cons of Remote Work Experiences
 - judicial officers and court managers
 - backroom and customer-facing workers
 - chambers staff
4. Strategies/Advice for Meaningful, Productive Remote Working Arrangements in Trial Courts
5. Q & A





**Is Hybrid
Work
Here to
Stay?**

Research Summary... During the pandemic, employers and employees alike recognized the benefits of remote work. The relative success of this unplanned experiment has led many organizations to move toward hybrid work models...

74% of U.S. companies are using or plan to implement a permanent hybrid work model.

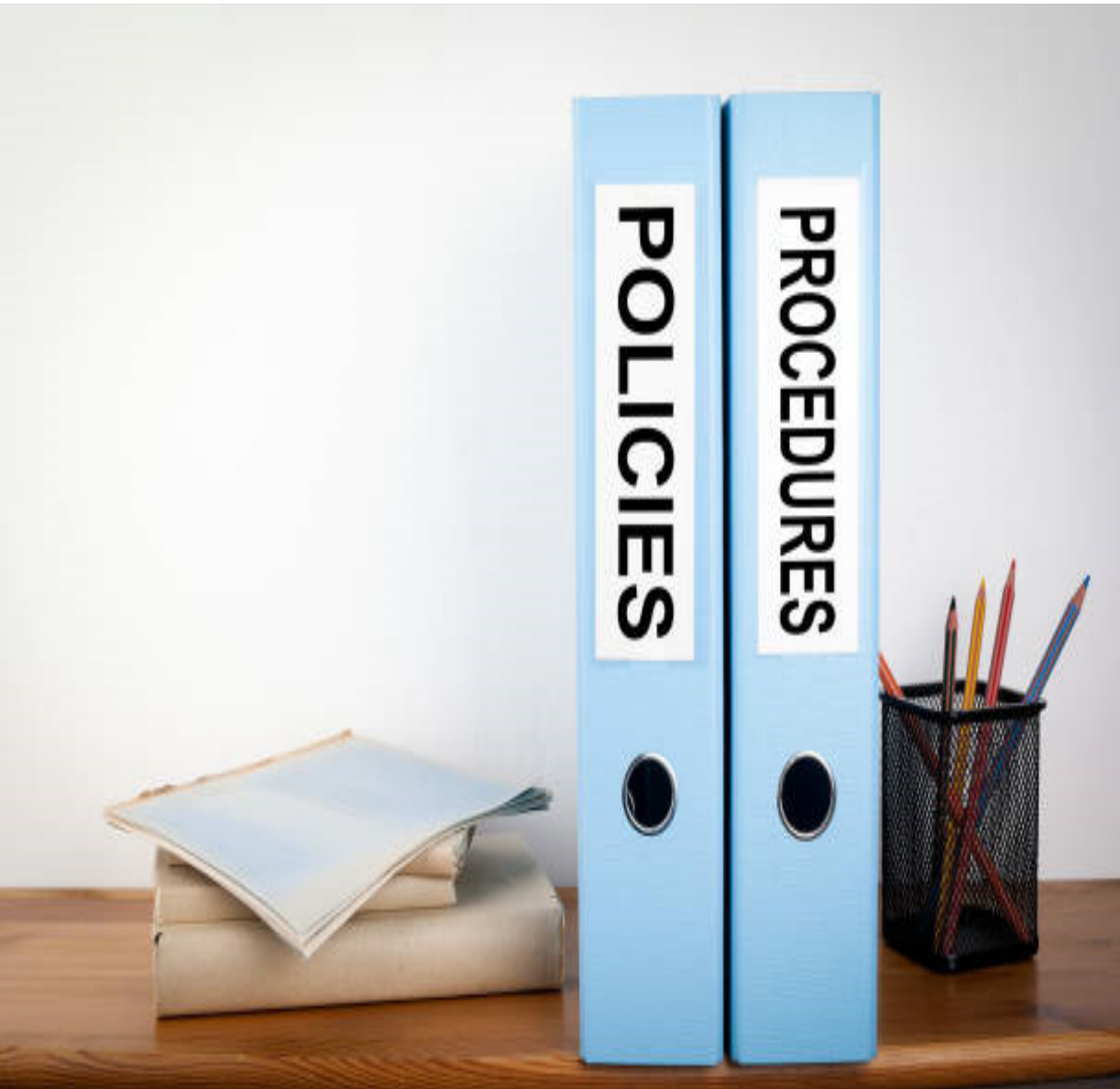
44% of U.S. employees prefer a hybrid work model, compared to 51% of employers.

63% of high-growth companies use a “productivity anywhere” hybrid work model.

78% of HR professionals feel flexible work schedules and remote work are effective ways to retain workers without spending money.

Gallop & Stanford surveys show...

- ✓ 50% of employees want to work remotely at least 1 – 3 days a week.
- ✓ 25% of workers want remote work only, or at least more remote than office work.
- ✓ 20% of the workforce want to be in the office full-time.



Living within Tele-work Statutes and Policies

The Evolution of Remote Work Policies and Practices in Trial Courts

Prior to COVID

Most Courts had decades old **tele-work or tele-commute workplace policies** that allowed some employees - probation officers, computer programmers, data entry operators, call center staff, etc. - to work a portion of their time outside the office whether at home, in the field, or at satellite locations as their jobs permitted.

During and After COVID

Tele-work policies and procedures expanded by embracing **hybrid work approaches** permitting a broad range of employees – including judges - to remotely work from home. As the pandemic has shifted from a crisis to a controllable epidemic, court leaders are grappling with how to adapt the best of their hybrid work practices to future operations.

Three Primary Principles Distinguish the Move from Office-Focused to Person-Focused Work Policies

Principle	Description
1. Performance is measured by outcomes	Worker performance is assessed by achieved results, not visibility in the office
2. Intentional collaboration is encouraged	Heightened remote access to ideas, tools and opportunities for teamwork
3. Flexible work experiences take place	Blends four modes of work: <i>In-person & together</i> (in-person meetings); <i>In-person & alone</i> (working on-site & in cubes or offices); <i>Remote & together</i> (online meetings & collaboration); and <i>Remote & alone</i> (working on your own)



Pros & Cons of Remote Work

Panelists' Experiences

Judicial Officers

Remote Proceedings

- ➡ On-site (courthouse)
- ➡ Off-site (home office, etc.)

Supreme Court Guidelines

- ➡ Administrative orders
- ➡ Trial court discretion



Court Managers

Supervisory Challenges

- ➡ Remote oversight issues
- ➡ Supervisor training
- ➡ Avoid “productivity paranoia”

Remote Worker Selection

- ➡ Are managers eligible?
- ➡ Who’s excluded?



Backroom workers

Work Scheduling Options

- ➡ Job tasks = remote time?
- ➡ Job-share possibilities

Home Office Setting

- ➡ Productivity issues
- ➡ Security/equipment concerns



Customer-facing workers

Court – Customer Connections

- ➡ Off-site customer work
- ➡ On-site customer work

How Much Remote is Right?

- ➡ Depends on customer needs
- ➡ Determine impact on customer



Judicial Chambers Staff

Non-tenured Staff & Remote Work

- Governance policies dictate
- High-tech solutions are useful

Judicial Work Patterns Vary

- Coverage may be a problem
- Can create morale problems



Hybrid Work Pros and Cons

Positives

- More work flexibility
- Improved focus
- Greater productivity
- Saves money (commute; office space)
- Extra family time
- Better work-life balance
- Work from anywhere

Negatives

- Assimilating court's culture a problem
- Feelings of loneliness, isolation
- Less contact with bosses/co-workers
- Costly technology; 5G internet service
- Little work-leisure physical separation
- Not practical for all jobs
- Career path may suffer



Strategies & Advice... Remote Work in Trial Courts

Is Remote Work a New Culture Killer?

How do you create a culture of inclusion and engagement, a sense of belonging, and feelings of appreciation for remote workers?

What did we learn during the pandemic that court leaders can do to nurture an organization culture for remote workers?

Court leaders set the tone, steer the culture, and model behaviors and values. How is that best done in a hybrid work environment?

How much
choice should
court staff have
in working
remotely?

Research concludes certain people
prefer hybrid work more than others

➤ Those who like / want hybrid work:

- Younger workers, Gen. X (18-24 years old)
- People with disabilities
- Women with young children at home
- Legal researchers

➤ Those who do not favor hybrid work:

- Older workers (55 + years old)
- Upward mobiles want to max time with bosses
- Bosses who feel remote officing hurts creativity and innovation

Do remote
workers
encounter
office politics
when there is
no office?

In remote / hybrid situations, office politics will persist...

- Gossiping and spreading rumors
- Withholding important information
- Passive-aggressive behavior
- Self-serving; self-promoting behaviors
- Forming malicious employee alliances

How should court leaders respond?



The Path Forward

What are the challenges & opportunities to strengthen and adapt hybrid work in the judicial branch?

