

# Remote working

Thriving under this  
new model of work



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# 4 in 5 companies believe remote working is here to stay

**Remote working:** The practice of an employee working at their home, or in some other place that is not an organisation's usual place of business as defined by Cambridge Dictionary.



Remote work represents the future. According to a recent [PwC global survey](#) on “The future of remote work” 80% of companies believe adopting remote work is the new labour market norm. In a follow up [August 2021 survey](#), PwC findings show that:

19%

Want to be fully remote “after COVID-19 is no longer a concern”.

22%

Of respondents said they would like to be mostly in the office ( $\leq 1$  day remote per week).

33%

Expect a mixed model, with some in-person full-time, some hybrid and some fully remote.

# Key trends changing workforce expectation and business environment



## Employees

- **The rise of Gen Z** - 80% of Gen Z believe they can be effective during remote work. Gen Z, the newest members of the workforce is expected to represent a third of Vietnamese workforce by 2025.
- **Changing expectations** - Technology enablement and the war for talent has made flexible work arrangement an expectation.
- **Extended COVID-19 situation** - Workers have expressed concerns about catching potential new variant when working in an enclosed office area.



## Employers

- **Talent here and now** - The need for manpower and specific skills sets have led organisation to resource people regardless of geographic barriers.
- **Realised investments** - Investments in collaborative tools and technologies (e.g. telecommunications) are paying off as companies realise the benefits of interacting remotely.
- **New business imperative** - Many organisations are expected to make changes to how much office space they need and how to support employees to be effective in any work environment.

# 3 essential factors to effectively manage a remote workforce

Many organisations are planning to have a mixed model that includes in person, fully remote, and a hybrid format where employees will be present on some days in the place of work and others remote. In order to thrive under the new model of work, below are 3 key elements:

## 1. Change of managerial behaviours and style

- Remote manager manages by **outcomes not tasks**
- He/She **empowers, guides and then trusts**
- Applies **AGILE philosophy** into daily management

## 2. New performance management approach

- Utilises **OKR (Objectives and Key Results) / Goals** backed by metrics
- Establishes remote working **policies and procedures** to maintain momentum
- Leverage on different **communication and engagement** channels to support flow of information

## 3. Intentional focus on relationship and wellness

- Intentionally schedules time for **check-ins and coaching**
- Develops **good team practices** around remote working
- Engages with their team **beyond work**, taking an interest in their day to day lives

# 1. Change of managerial behaviours and style



## Monday 9:00 am

Mai gets on a regular scheduled virtual meeting with her project team. For next 30 minutes, Mai checks in to address any challenges, gets progress updates etc. Her team members use this time to seek clarification or highlight issues. This cadence call happens every 2 days to ensure the team is moving ahead together.

**Rethinking your style and common approaches is a good starting point**

Moving towards a remote work arrangements means questioning the learnt managing styles for years of working in an office.

Some practical tips:

1. **Shift work conversation to be outcome focused**
  - Hold your people accountable for outcomes and milestones
  - Trust your team to do their tasks
2. **Apply good management practices from AGILE project management approach**
  - Use of Kanban Board to track tasks/activities linked to milestones
  - Establish daily morning/evening check-in to stock-take, and surface delays/challenges

## 2. New performance management approach

### Wednesday 9:00 am

Mai uses goals (OKRs) to manage progress and discuss performance during cadence calls or periodic reviews. She empowers the team to propose their own work schedules and tracks them on outcomes.

This allows Mai to focus on the priorities, and most often provide timely feedback to upkeep progress. There is also less pushback as feedback is on a weekly or bi-weekly basis.

### Shift the task management to your individual team member

Embedding outcome focussed performance goals or OKRs into the work progress and reviews will keep remote workers focussed on key timelines and milestones

Set by manager

Co-designed by staff

Agreed by both

Goals	Key tasks and timelines	Measurements
Develop revised "Doing Business in Vietnam" publication	<ul style="list-style-type: none"><li>Refine design options and proposal by 30<sup>th</sup> Sept. including anticipated 2 reviews.</li><li>Content coordination and completion by 15<sup>th</sup> Nov.</li><li>.....</li><li>.....</li></ul>	Approved final designs on 1 <sup>st</sup> Jan 2022

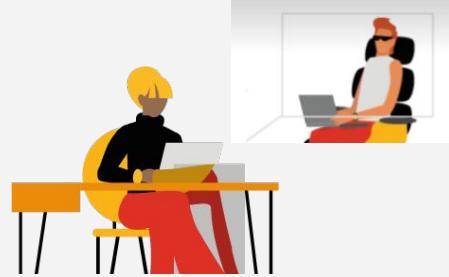
Note: Policies such as expected responsive hours, notifying team members of absence and on-going communication channels are key to ensure work momentum is maintained

Some practical tips:

Use **OKRs on a bi-weekly basis to track performance** and give in-the-moment feedback and coaching based on employee delivery of outcome. The table here is a simplified version of a PwC OKR template.

### 3. Intentional focus on relationship and wellness

Thursday 4:00 pm



Mai notices one of her team members, Lan has been late to meetings. Van's deliverables are also not up to standard recently. During Mai's one-on-one check in, she discovered Lan's family had a medical emergency where he spent the last 3 days cooking for his younger siblings and taking food to his ill mother in the hospital. Mai redistributes Lan's work.

**Do not underestimate the need to develop necessary collegial bond**

Remote work creates an absence of opportunities for connections and communication that are accessible in a physical space. Embedding relationship building into daily remote management practices is critical to develop trust.

Some practical tips:

1. Without the ability to observe and read people's emotions through online means, we become less able to spot challenges or issues – scheduling **time to check** in is important
2. Remote working (especially lockdown situations) are especially challenging, therefore **taking interest in their day to day**, helps you to better support your team
3. Develop **good team practices, especially expectations** around remote work; Set responsiveness hours, establish set guidelines of when/how to update, set online time for engagement (not only work), encourage use of video interactions etc.

# Steps for organisations to fully embrace this new model of work

In the following page, we illustrate a case study example.

**1**

Review operating model/structure targeting hybrid workforce and team structure across operations

**2**

Review IT infrastructure and leverage technology tools

**3**

Develop HR policies and procedures with suitable guidelines to support a fully mobile/remote workforce

**4**

Work across risk, compliance and legal functions to identify workforce risks

**5**

Develop remote communication channels and different engagement platforms

**6**

Train managers on the skills of managing remotely



# Case Study: Creating an ideal future employee value proposition (EVP)

## OUR CLIENT

A large bank with presence in 50+ markets

## THE BRIEF

Reimagine its future hybrid workforce that allows greater flexibility in working patterns and locations

## Steps we applied for this project:

### Review operating model/structure:

Strategised on EVP. Defined what flexible arrangement meant for each segment of workforce

### Develop HR policies and procedures:

Refined HR practices, compensation & benefits, processes and procedures to support a remote environment

### Deliver the Change & Enablement

**plan:** Lead the sprint planning for the culture, communications and change workstream to facilitate the new ways of working

## Areas of value we provided

- **Country-wide flexi planning process** led by country COO and Head of HR to decide country step outs on role flexibility in light of the Bank's global view and local regulatory, legal, compliance and property considerations.
- **A new flexi-work letter/contract** that supports (1) up to two places of work in the same country, and (2) the option to choose different working patterns (e.g. setting fixed hours or being flexible about weekly hours)
- **One-time allowance** to support the cost of a home office set up, applicable for employees transitioning to home working. No utility, home-work place travel or equipment costs will be re-claimable as expenses.
- **HR support & cultural transformation** (e.g. People Leader tool kit, guide for colleagues, FAQ)
- **Workspace & tech transformation** to enhance the workspace, digital workplace technologies and collaboration platforms to enable flexible working where required

# We are here to help



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# It's a new era, one that's focused on hybrid and new ways of working.



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# Case study: The Future Workplace, Now (FWN)

## Supporting the implementation of FWN at a large bank (the Bank)

### The Vision

As part of its FWN programme, the Bank is adopting **a hybrid approach** that combines **working together in person** with **greater flexibility in working patterns and location**. Implementation is in 3 phases, with **9 out of 60 markets** that went live in Phase 1.

### Desired Outcomes

- Improved **personal productivity and wellbeing** amongst colleagues
- Reduced commuting time to **create additional capacity** for work, learning, balancing family time whilst providing **greater organisational resilience**
- Deliver a **differentiated employee experience** for the workforce
- Increased opportunity **to tap into diverse talent pools** where geography is not a physical constraint
- **Reduction of travel costs and carbon footprint**
- **Lead the way in financial services** when it comes to offering flexible working options

### Current Challenges

- Colleagues in Phase 2 markets (including more African and Middle East markets) are **less familiar with the concept of hybrid working**
- Programme is launched during the pandemic **where there is greater inclination to work from home**
- **Complexities arising from local legal, regulatory and compliance requirements** resulting in delays for some markets which are now pushed to Phase 3

### How PwC is Supporting the Bank in Realizing their Vision.

Taking a **co-development approach**, PwC:

- **Strategise EVP:** Refined the employee value proposition, defining what flexible arrangement meant for each segment
- **Enhanced Policies, Procedures and Practices:** Refined the HR practices, compensation & benefits, processes and procedures to support a remote environment
- **Change & Enablement:** Deliver the C&E plan to drive adoption and transformation, including leading the sprint planning for the Culture, communications and Change workstream to facilitate the new ways of working.

# Key features of the FWN Programme

- Country-wide flexi planning process led by country COO and Head of HR to decide country step outs on role flexibility in light of the Bank's global view and local regulatory, legal, compliance and property considerations
- A new flexi-work letter/contract that supports (1) up to two places of work in the same country, and (2) the option to choose different working patterns in agreement with people leaders, including setting fixed hours or being flexible about weekly hours
- One-time allowance of US\$770 provided to existing employees transitioning to home working, to support with the cost of a home office set up. No utility, home-work place travel or equipment costs will be re-claimable as expenses
- HR support & cultural transformation (e.g. People Leader tool kit, guide for colleagues, FAQ)
- Workspace & tech transformation to enhance the workspace, digital workplace technologies and collaboration platforms to enable flexible working where required