



New work patterns from COVID and digitalisation

Discussion

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Remote work during and post COVID-19

A large and growing literature

<i>Data source</i>	<i>1. Online job postings</i>	<i>2. Surveys</i>	
Main focus		<i>Administrative / regular</i>	<i>Ad-hoc</i>
A. <u>Prevalence</u> of remote work (+preferences, future plans)	<ul style="list-style-type: none"> - Adrjan et al (2022) [20] - Alipour et al (2021) [DE] - Bamieh & Ziegler (2022) [AT] - Draca et al (2022) [UK] - Hansen et al (2023) [5] - Jaumotte et al. (2023) [15] 	<ul style="list-style-type: none"> - Criscuolo (2021) [20] based on Eurofound - Ker et al (2021) [25] based on EU LFS - Dey et al (2021) [US] based on CPS 	<ul style="list-style-type: none"> - Adams-Prassl et al (2020) [3], (2022) [2] - Aksoy et al (2022) [27] - Brynjolfsson et al (2022) [US] - Gorpade et al (2023) [MY]
B. <u>Implications</u> of remote work (productivity, well-being, etc.)		<ul style="list-style-type: none"> - Crowley et al (2021) [IE] 	<ul style="list-style-type: none"> - Aksoy et al (2022) [27] - Barrero et al (2021) /[UK, US] - Bartik et al (2020) [US] - Bick et al (2021) [US] - Criscuolo et al (2021) [25] - Gorpade et al (2023) [MY] - Makridis & Schloetzer (2022) [US] - Morikawa (2020) [JP]

Notes: A non-exhaustive selection of papers. In brackets, the number of countries covered



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Key messages

1. WFH was a positive experience during COVID

- Widespread, if with employer-employee gap in preference over extent
- Positive impact on performance / utility, across countries
- Flexibility (or lack thereof) can be compensated away, but perhaps less in hours than place



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2. WFH and observable determinants

- Workers' propensity to do WFH not so related to individual observables
- BUT impact on performance may be so:
 - Adaptive measures in firms mattered
 - Initial conditions mattered. E.g. digitalisation differentials before crisis (between and within sectors) and pace of adoption, performance during the crisis, and rebound afterwards



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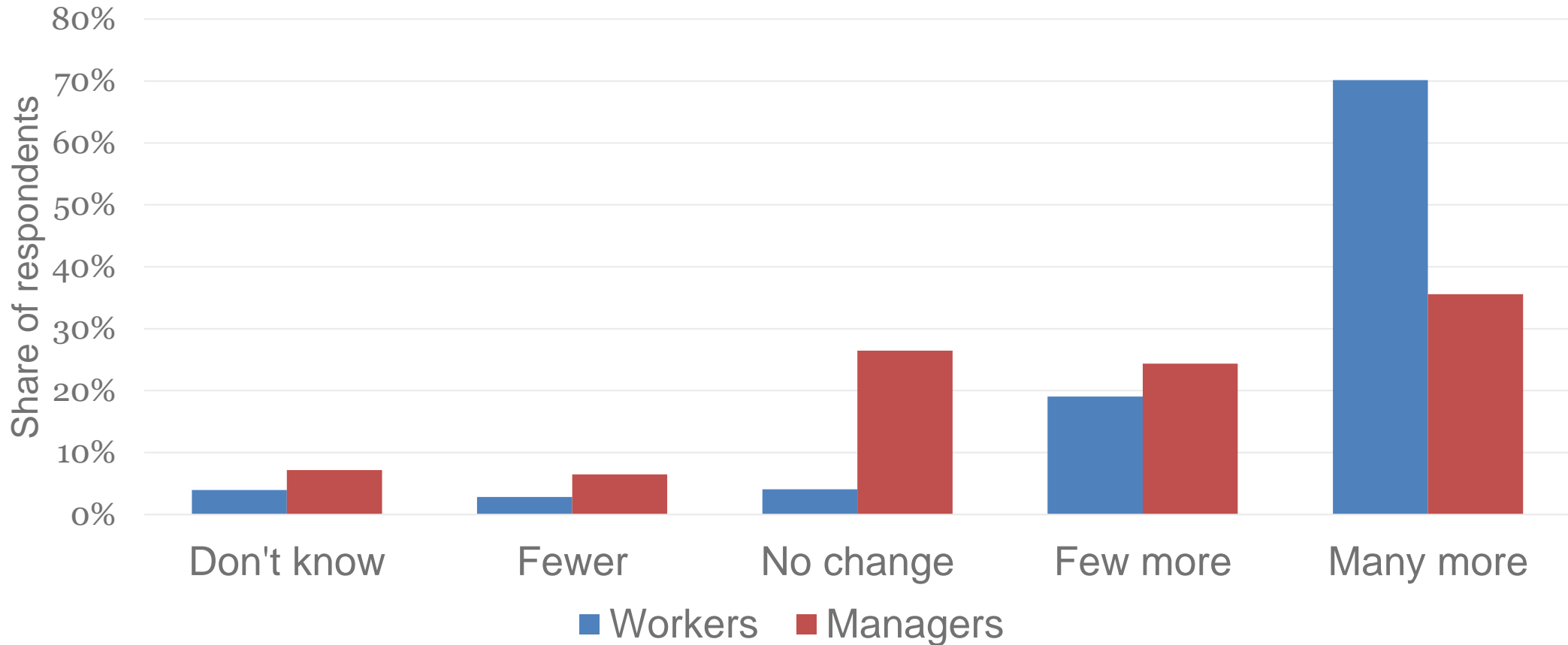
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3. WFH will probably stick around

- More information, less stigma
- Investment in technology, skills and managerial practices
- Reporting of expectation that WFH will stay
- Upward trend in online job postings mentioning WFH



About 90% of **workers** want more **telework in the future** About 60% of **managers** expect more telework

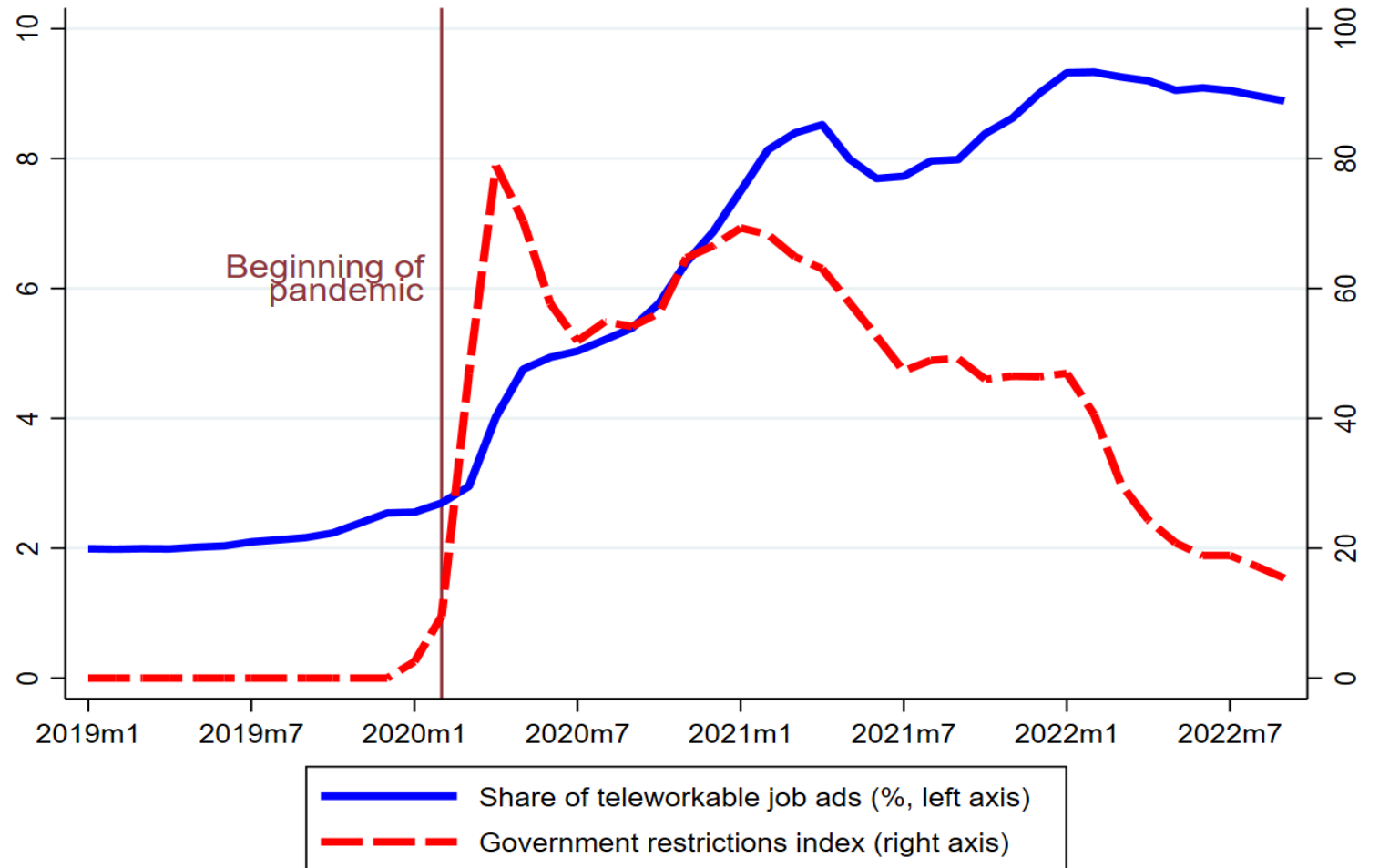




High persistence of advertised remote work

Advertised telework tripled to circa 9% of all job ads across countries.

Advertised telework **did not systematically go down** when the pandemic eased.

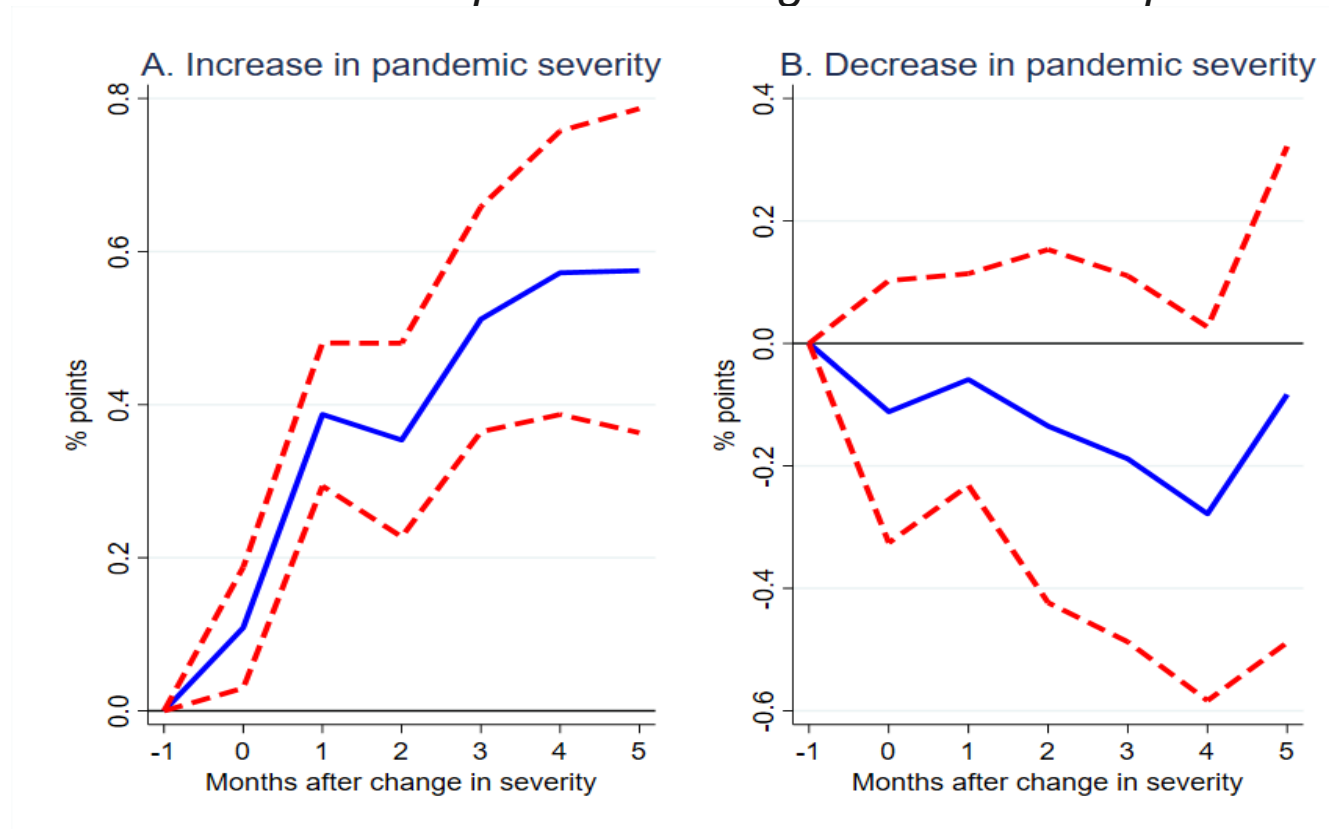


Source: Adrjan et al. 2022, based on Indeed data for 20 countries



Strong response to increase in severity, no response to decrease

Differential effect of a change in pandemic severity on advertised WFH between occupations with high and low WFH potential



Source: Adrjan et al. 2022, based on Indeed data for 20 countries

Note: The figure reports impulse response functions showing the cumulative differential effects of a one standard deviation change in pandemic severity on the share of job postings advertising telework in the average occupation with a high telework potential relative to the average occupation with low telework potential (respectively defined as occupations in the upper and lower terciles of the telework potential distribution), over a 6-month window. Panels A and B respectively report effects of an increase and decrease in pandemic severity. Pandemic severity is measured using the Oxford COVID-19 government restrictions index. Y-axes report the magnitude of the estimated effects, while x-axes report the horizon of the response. Blue solid lines denote point estimates, while red dashed lines are 90% confidence bands.



Ways forward

- Broad range of outcomes: innovation, wage dynamics, workers' job security, health...
 - OECD GFP: can it solve current labour shortages? (e.g. Davis, Macaluso, Waddell 2022)
 - Distributional effects across groups



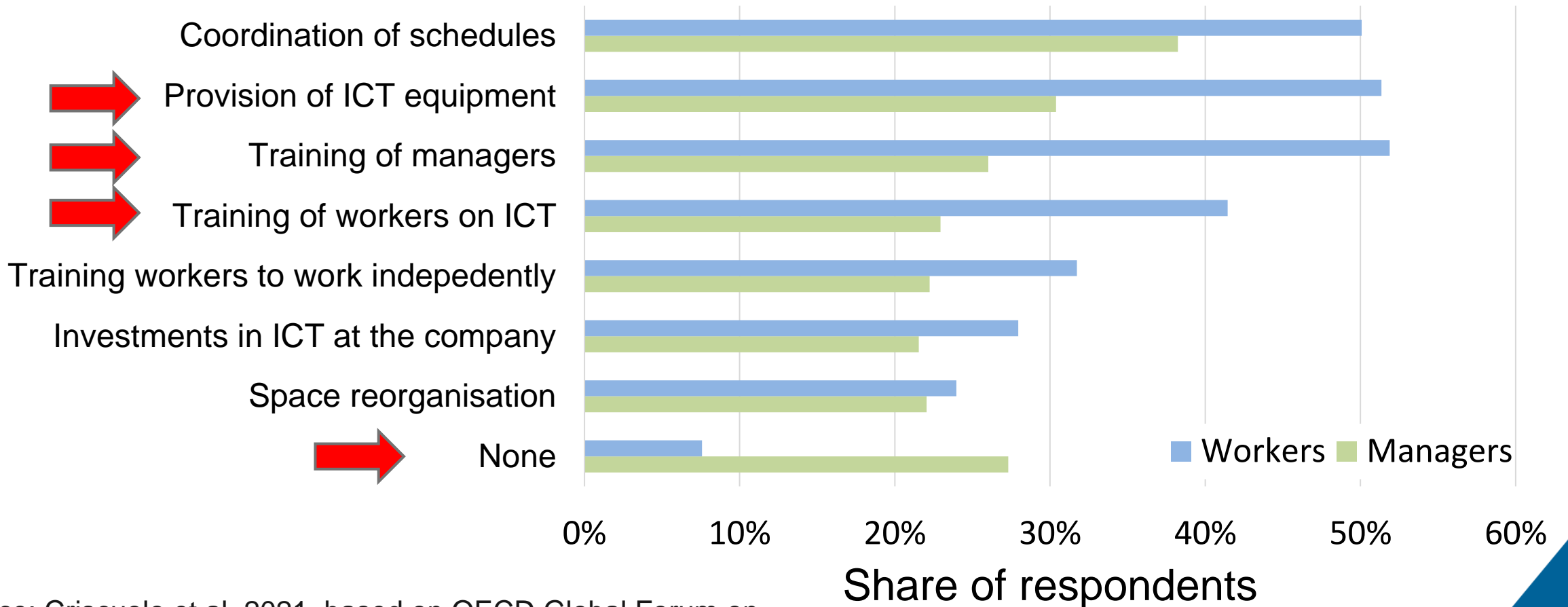
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- Is WFH really productivity-enhancing? (beyond specific industries)
 - New wave based on firm accounting data (during vs after COVID)
 - Measurement agenda: commuting and “potential capital” in productivity measures?
 - Enabling conditions?
 - Framework conditions
 - Analysis of legislation (e.g. Lockton, 2022)
 - Analysis of managerial practices



HR and management measures to maximise benefits and minimize drawbacks

Q: *What types of organizational changes and HR management practices would you find useful to introduce to better accommodate teleworking?*



Source: Criscuolo et al. 2021, based on OECD Global Forum on Productivity survey for 23 countries



THANK YOU

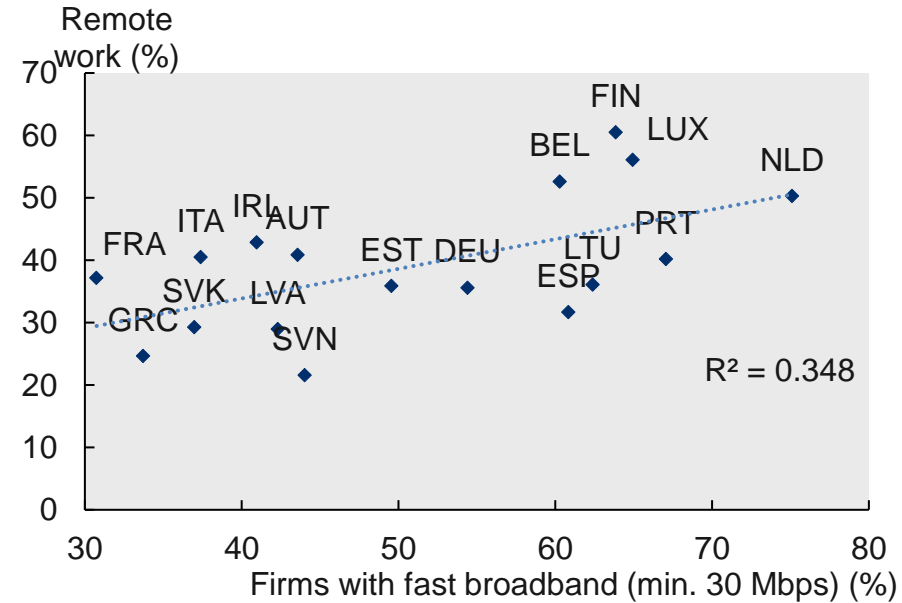
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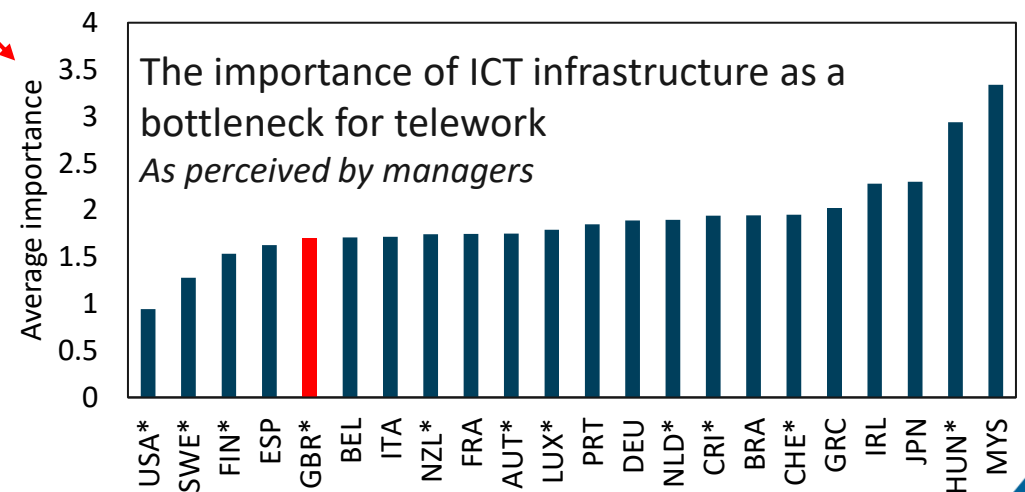
I. Remote work

A few likely candidates on the role of public policies

Enable firms and workers	Infrastructure: ICT, childcare Culture: Corporate culture, digital public services
Empower managers and workers	Skills: Online training, lifelong learning Organisation: Management training
Protect workers	Rights: Right to disconnect Regulation: Health insurance, safety regulation



Source: Criscuolo (2021) based on Eurofound and OECD sources



Source: Criscuolo et al (2021) based on OECD Global Forum on Productivity survey