Telework
Training for Program Implementation

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Implementation Steps for Larger Employers

|		
Gain	Gain Management Commitment	Month 1
Select	Select Telework Coordinator	Month 1
Form	Form a Steering Committee	Month 1
Develop	Develop Policies/Agreement and Guidelines	Month 2
Develop	Develop Technology Component	Month 2
Implement	Implement Program	Ongoing
Train	Provide Tips	Month 3
Conduct Focus Groups	Conduct focus groups	Month 4

Gain Management Commitment
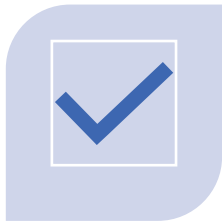
Convince upper management

Convince middle management
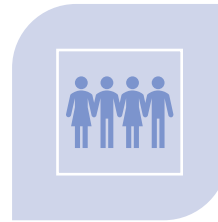
Convince employees
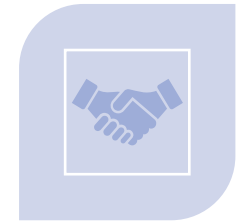
Develop proposal

Upper Management Issues

- Productivity

- Cost

- Coverage

- Bottom-line

- Overhead

- Recruitment / Retention

- Sustainability

- Impressions of pandemic version of teleworking

Middle Management Issues

Performance Issues — "How do I know they are working?"

Communication and Collaboration Issues — "How will I reach staff?"

Cost Issues — "How can we afford a telework program?"

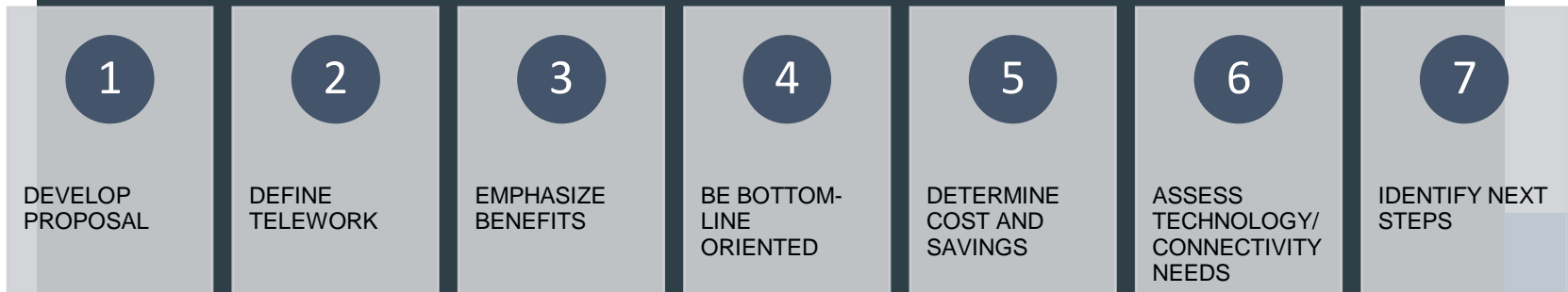Mental Health, fatigue, recruitment/retention, burnout

Future of office space

Middle Management: Other Issues

- Equity/Haves and Have-Nots
- "What about those who cannot telework?"
- Selection
- "How do I select the right employees?"
- Loss of control and corporate loyalty
- "Will these employees now start looking for other work?"
- Safety/Ergonomics
- "Do we inspect the home office?"

Getting Organized

1	2	3	4	5	6	7
DEVELOP PROPOSAL	DEFINE TELEWORK	EMPHASIZE BENEFITS	BE BOTTOM-LINE ORIENTED	DETERMINE COST AND SAVINGS	ASSESS TECHNOLOGY/ CONNECTIVITY NEEDS	IDENTIFY NEXT STEPS

Select Coordinator

- Sells the program
- Makes presentations
- Recruits supporters and pilot
- Plays a leadership role
- Helps make selection
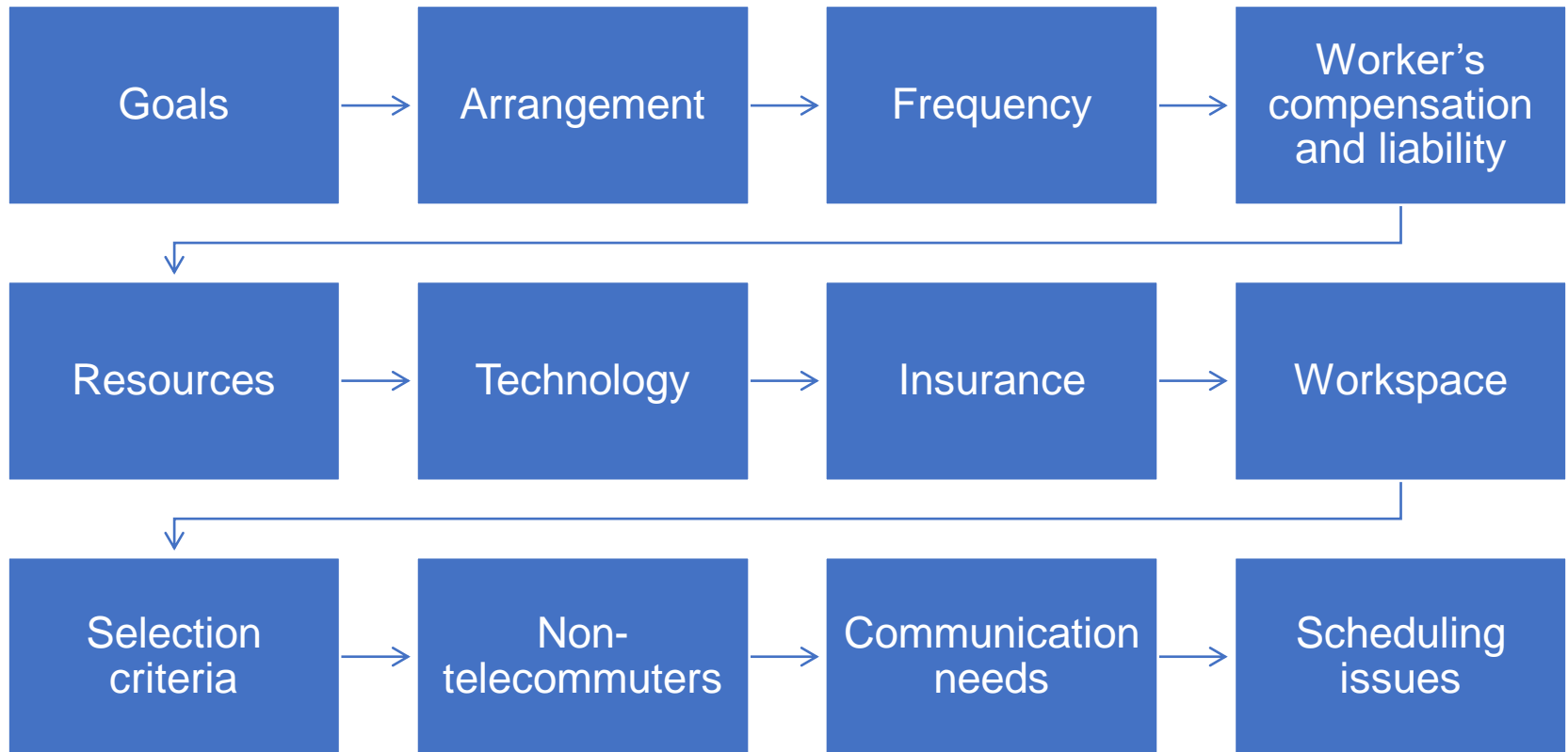- Troubleshoots
- Pioneers the program

Form a Steering Committee

- Decision-makers
- Key departments
- Pilot group
- Commitment
- Sells the program

Develop Policies and Agreement

Goals	→ Arrangement	→ Frequency	→ Worker's compensation and liability
Resources	→ Technology	→ Insurance	→ Workspace
Selection criteria	→ Non-telecommuters	→ Communication needs	→ Scheduling issues

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Conduct a Jobs Assessment

Job function

Project oriented

Measurable impact on others

Need for equipment

Face-to-face interaction with others

Conduct a Jobs Assessment - Teleworker

Organizational skills	Flexibility
Self-disciplined	Experience
Working relations	Customer impact

Analyzing Job Functions for Telework

Job Function	Always	Sometimes	Never
Tasks can be done independently			
Work completed is measurable based on Deliverables			
Quality and quantity of work are measurable			
Non-teleworker functions are minimally affected			
Need for specialized material or equipment is minimal			
Deals with confidential and proprietary information			
Requires teamwork			
Need for face-to-face interaction can be managed			

Eligibility Factors

PERFORMANCE RATING	TENURE	GRADE LEVEL	POSITION DESCRIPTION	ORGANIZATIONAL STRUCTURE	OTHER _____
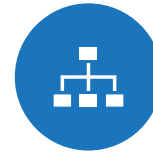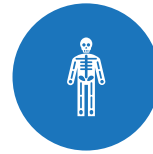
Employee Characteristics

Self-motivated, self-managing

Results-oriented

Conscientious, organized

Independent worker

Flexible

Understands job requirements

Understands organizational policies and procedures

Communicates well with colleagues and clients

Handles change well

Analyzing Employee Characteristics for Telework

Characteristic	1	2	3	4	5
Self-disciplined					
Experience and skill level					
Past and current performance productivity levels					
Organizational skills					
Communication skills					
Relationships with others					
Relationships with clients					
Ability to be flexible					

Assess Technology Component

- Equipment needs
- Frequency
- Connectivity issues
- Pre-testing
- Tech support
- Collaborative technologies
- Stipends

Estimate Costs and Savings

- Identify savings
- Identify costs
- Who pays for what?

Adjustments for Management When Teleworking

- Managing by results

- Trust

- Developing good communication and access procedures

- Maintaining team environment

- Concerns regarding loss of control

Adjustments for Employees

- Impact on teamwork?

- How will my manager know that I am working?

- Increased isolation from co-workers

- Developing good organizational skills

- Dealing with distractions in the home environment

Teleworker Training

The program and the process	Defining program parameters	Getting Organized	Scheduling teleworking days
Planning a home office/ergonomics	Training family and others	Employee engagement	Safety
	Technology Connectivity	Resolving concerns about teleworking	

Telemanager Training

The program and process	The role of managers in having control of the program	Assessment of jobs and individuals	Teleworking being a management prerogative
Managing by objectives	Determining frequency of use and scheduling	Determining communication needs	Managing team dynamics
Technology issues	Collaboration	Resolving concerns about teleworking	

Evaluation

Focus groups

Interviews

Surveys

Successful Telework Programs Have Certain Characteristics
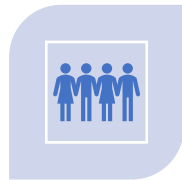
Initial pilot

Top level commitment
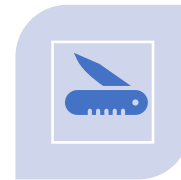
Planning and selection process

Seamless

Flexible

Fit corporate culture

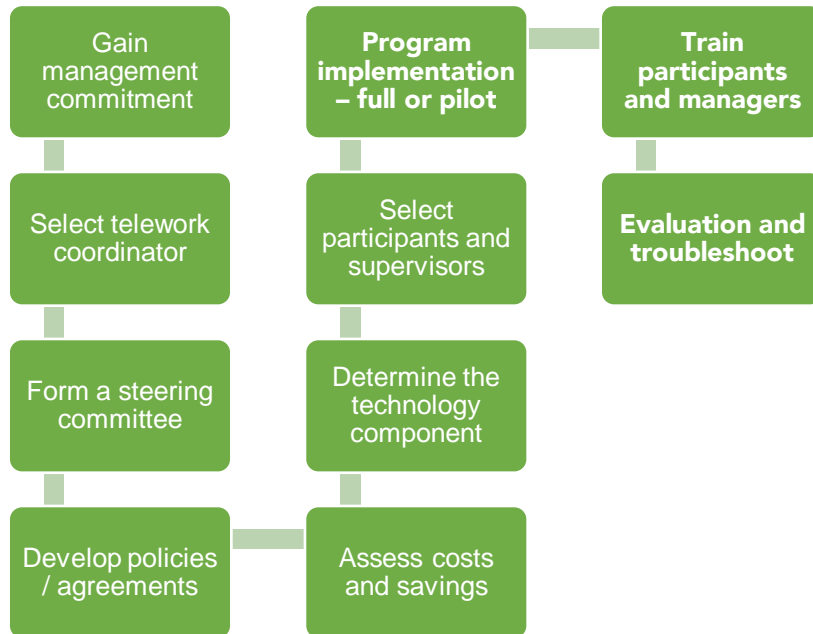Plan for access and communication

Expandable

Resources Available

- Alternative Work Schedules Agreement
- Compressed Work Week Do's and Don'ts
- Telework Do's and Don'ts
- Frequently Asked Questions
- Ergonomics and Safety Checklist
- Sample Telework Guidelines
- Self-Assessment Form for Teleworkers
- Telework Implementation Steps
- Telework Program Policy
- Training Modules
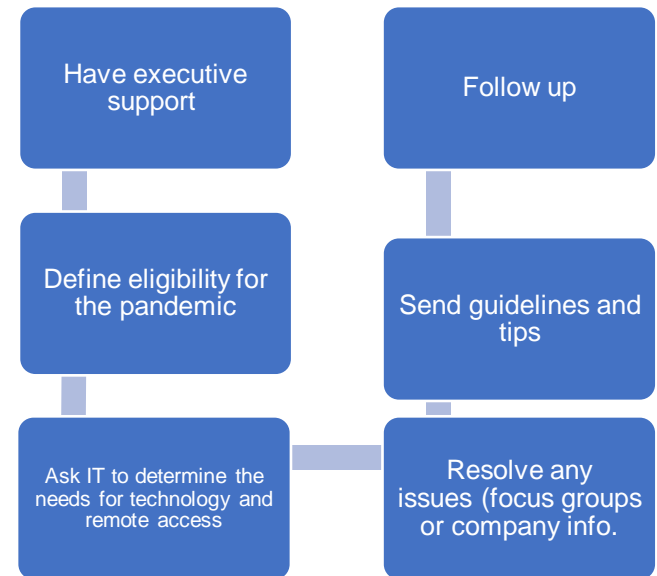- Focus group questions and Evaluation
- Case Studies

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Implementation Steps Comparison

- Typical Implementation

- Quick Start Implementation

Typical Implementation

Gain management commitment	**Program implementation – full or pilot**	**Train participants and managers**
Select telework coordinator	Select participants and supervisors	**Evaluation and troubleshoot**
Form a steering committee	Determine the technology component	
Develop policies / agreements	Assess costs and savings	

Quick Start Implementation

Have executive support	Follow up
Define eligibility for the pandemic	Send guidelines and tips
Ask IT to determine the needs for technology and remote access	Resolve any issues (focus groups or company info.

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Guidelines - Sample

Sample Teleworker Guidelines

TELEWORKER remains obligated to comply with all of EMPLOYER's rules, practices, instructions and this Agreement. TELEWORKER understands that violation of the telework guidelines may result in termination of this arrangement.

Teleworking, or telecommuting, is the concept of working from home or another location on a full- or part-time basis. Teleworking is not a formal, universal employee benefit. Rather, it is an alternative method of meeting the needs of the Employer. The Employer has the right to refuse to make teleworking available to an employee and to terminate a teleworking arrangement at any time. Employees have the right to refuse to telework if the option is made available.

The Employer's goals in allowing for teleworking are to:

Provide business continuity
Improve recruitment and retention of employees
Increase productivity
Reduce Congestion and Tardiness

Compensation and Work Hours
The employee's compensation, benefits, work status and work responsibilities will not change due to teleworking. The amount of time the employee is expected to work per day or pay period will not change as a result of participation in the teleworking program. Overtime needs to pre-approved by the manager in advance. The frequency of teleworking will be up to their immediate supervisor

Agreement – Sample

Telework Agreement
Name of TELEWORKER: _____Name of SUPERVISOR: _____
Conditions for teleworking agreed upon by TELEWORKER and his/her supervisor:

The TELEWORKER agrees to telework at the following location	Location:
The TELEWORKER will telework _____ day(s)	Day(s) if identified ahead of time_____
The TELEWORKER's hours will be	Teleworking hours are from _____ AM to _____ PM
The following are the types of assignments to be worked on by the TELEWORKER at the remote location:	Assignments:
The following equipment will be used by the TELEWORKER at the remote location:	Equipment:
The TELEWORKER agrees to check voicemail at least	_____times per day
TELEWORKER agrees to check and respond to email messages no later than	_____hours after receipt of the communication day
Additional conditions agreed upon by the supervisor and TELEWORKER are as follows:	Additional conditions:

Tips - Sample

Teleworker Do's for Teleworking

COMMUNICATION

- ☐ Confer with your supervisor on organizing work for the telework days
- ☐ Make sure team members and supervisors have a clear idea of the day(s) you will telework
- ☐ Keep your supervisor informed of the progress you are making as needed
- ☐ Attend on site or virtual essential department and group meetings
- ☐ Respond to communications such as calls, emails and texts
- ☐ Inform family members and neighbors about when you may be interrupted
- ☐ Talk with your supervisor if you are feeling isolated, fatigued, or are experiencing low morale
- ☐ Try to keep meetings to 30 minutes instead of an hour
- ☐ Before attending meetings think about your role in the meeting and team collaborations

Manager Do's for Teleworking

COMMUNICATION

- ☐ Develop good communication and access procedures for your employees so they are clear about meeting times and availability when teleworking, for example, suggest that teleworker email their team when starting and ending their telework day
- ☐ Establish channels for different kinds of communication with employees
- ☐ Utilize asynchronous communication
- ☐ Integrate teleworkers in innovation exchange such as brainstorming with the use of technology
- ☐ Communicate with the teleworker in the same way you would in the office
- ☐ Plan meetings when your teleworkers can participate
- ☐ Allow for transition time in between meetings
- ☐ Communicate with your team to set norms and expectations for remote work
- ☐ Set video-conferencing guidelines, such as indicating when or if camera on or off is appropriate or necessary

Focus Group Questions Teleworkers - Sample

1. For how long have you been teleworking?

2. How frequently do you telework?

3. Has teleworking affected your productivity? (How)

4. What is your supervisor's attitude regarding teleworking? Any changes since the beginning of the pilot?

5. How have your coworkers responded to teleworking?

6. How do you check in with your manager?

7. What are some of the benefits of teleworking?

8. What are some of the disadvantages of teleworking?

9. How can the program be improved?

10. Have your job duties changed as a result of teleworking?

11. How are your technological needs being met while teleworking?

12. How is your morale affected by teleworking?

Exercise

- Groups 1 and 2

- You are working with a company of 50 employees that are now working from home. The company is a small start-up, which is a non-profit and with 75% of the employees being under the age of 30. The management wants most of the employees to come back to work because they cannot change their lease. They feel that the lack of interaction is not conducive to the team spirit. How do you find out what is causing the lack of confidence? How would you develop a proposal? What steps would you take?

Exercise

- Groups 3 and 4

- You are working with a public sector organization of 65 employees. Half are essential and half are non-essential. Although they have adopted teleworking , the management is asking more and more non-essential employees to come to work. Their elected officials do not like the idea of public sector employees working at home. What strategies would you use to help them retain some level of teleworking?