

Quick Guide: Managing Teleworkers

Managing or Supervising Teleworkers

Remember that telework assignments do not change the conditions of employment or required compliance with policies. Wherever they are located, employees who telework still receive the same compensation and benefits; still work the same designated number of hours; and still have to comply with state policies. Requirements and approvals to work overtime, make schedule adjustments, and use leave are the same as for non-telework employees

Before an employee can start teleworking, you and the employee must complete a telework agreement. This work agreement is a written document between the you and employee that details the terms and conditions of the employee's work away from your central workplace. Work agreements are required for telework, check with your human resources (HR) department for support and guidance on completing your agency's telework agreement.

Managing or supervising teleworkers means focusing on results!

Establish clear work expectations. Be clear and specific about your expectations in terms of the output you expect from teleworkers. Quantifying expectations can help alleviate concerns about teleworkers being "out of sight."

Make sure that both you and your teleworker are clear on all work expectations and how individual performance will be measured.

- Identify ways to communicate with your teleworking employee clearly and regularly.
- Offer frequent and ongoing feedback. Don't let a teleworker's absence from the office deprive him or her of your insight. Teleworkers need ongoing, constructive feedback.
- Deal with performance issues quickly. Be sure that teleworkers understand the process that will be used to review their performance. Explain how the review process will work, what criteria they will be measured on, and how frequently you will communicate with them about their performance. Their evaluation is directly tied to the job standards and goals you have set.
- Establish a regular reporting system for how the employee will let you know the status and progress of their work assignments.
- Manage by results. Evaluate the employee's performance based on what they produce; the quantity and/or quality of their work output.

Inspire team performance by demonstrating these telework leadership success factors.

Talk about Teleworking as a Team

- Facilitate a conversation to identify your team norms and protocols for teleworking
- Invite and encourage consistent feedback from teammates, including you—the manager

Monitor Performance

- Host check-in opportunities for feedback with teleworkers and in-office team members.
- Hold all employees accountable fairly, consistently, and promptly.
- Treat in-office and teleworkers equally.

Stay Connected

- Ensure all team members know the best and expected method(s) for communication.
- Commit with each other to an acceptable communications timeframe.

Manage by Results; Not Physical Presence

- Give clear definitions of objectives and performance indicators.
- Monitor deliverables closely and provide ongoing feedback on projects.
- Don't confuse activity with results.
- Emphasize your continued dedication to achieving results and meeting or exceeding expectations.

Collaborate

- Use technology to share documents, calendars, data, memos, schedules, etc.
- Design meetings for both inoffice and virtual employees by establishing a phone bridge and using online meeting tools.