Tips – Managing Remote Employees

From state government leaders who manage remote employees

Topic	Methods
Communication	Regular communication via email, phone, and instant message to stay connected (tools replace the daily face-to-face) Provide timely feedback, both positive and negative Periodic team meetings and events to encourage team focus and collaboration; some use public locations in other parts of the state such as libraries and other agencies Periodic one-on-one in person meetings, webcam, or FaceTime meetings. Do not let the distance deprive your employees of your insight and development Established system for progress updates
Scheduling	Team established norms/protocols: Maximum time of unavailability for when to set an out of office response Emergency contact procedures Shared Google calendar to help team know where everyone plans to be Have teleworkers set a schedule to minimize extended work hours Process to change protocols or provide feedback on structure Telework agreements/alternate work schedules required and reviewed annually
Trust	Focus on results and measure workflow; it isn't just about the hours; manage by results Trust that your employees are producing results; just because you can't see them doesn't mean that they aren't productive Don't check up on people – communicate to communicate about important topics Be available to your remote employees when they do have questions or need some support Transparent process for revoking and re-awarding telework; Do not punish everyone, establish a clear process and criteria for revoking telework privileges and process for reviewing and re-awarding those privileges
Recognition	Remember to recognize remote employees; may not be able to thank in person but can call them with recognition or send a personal note or card

Hiring	Try to hire right for remote positions; must be able to work independently, in an unstructured environment, and can use good judgement to make decisions
Tools	Use technology to foster collaboration: shared docs, one note, one drive, SharePoint, web conferencing, etc. Ensure remote employees have the tools to work remotely including necessary internet speed (conduct an internet speed test)

Resources:

-Telework Policy: http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1_61.pdf?sfvrsn=2

-Telework Guidance for Supervisors & Employees: http://www.dhrm.virginia.gov/agency-human-resource-services/telework

-Telework.Gov free training for Supervisors & Employees: https://www.telework.gov/training-resources/telework-training/virtual-telework-fundamentals-training-courses/

-Checklist for Determining Telework Appropriateness: http://www.dhrm.virginia.gov/docs/default-source/hr/checklist.pdf?sfvrsn=2