PART I:
Teleworking
Maximize Productivity for Business Continuity

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ARC

regional impact + local relevance

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Accepting Today's Reality

- This is an unprecedented crisis

- We don't have the luxury of testing or setting up pilots

- We don't have the time to develop policies, guidelines and parameters

- We are in a unique position to test teleworking and make some better decisions for the future of remote work

- We will learn valuable lessons for business continuity and work/life balance, recruitment/retention and reduced congestion

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Typically Management Commitment is Tied to the following....

Increase productivity by reducing distractions

Reduce overhead and parking costs

Improve coverage by having customer service available at increased hours

Increase recruitment/retention by offering employees some level of flexibility and reduced or non-existent commutes

Sustainability through reduced emissions

Decreases tardiness and absenteeism

Improves morale

Provide for business continuity

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Managers' Role

"Creating a work environment that can maximize the productivity of staff given the limitations of the technology, existing trust in the workplace, established relations and communications strategies and external elements (such as employees having to deal with children or young adults being home, taking care of sick family and friends, lack of appropriate space for teleworking, and life in general)."

The Right Mindset is to be:

Forgiving and Understanding of Everyone's Situation

Telemanaging through Goal-Setting with Teleworkers

Assist — Assist employees in organizing work through scheduled meetings by phone or video to decide on scope of work for the first week

Define — Define objectives and deliverables

Establish — Establish timeframes

Ask — Ask for an email outlining the agreed upon goals and deliverables

Review — Review status by end of the week or periodically

Coach — Coach employees

Repeat — Repeat for second week

Create A Telework Task Schedule

Utilize a template deliverable-based form (such as Monday.com).

This can keep employees accountable and managers aware of the work that is being done for the period of the emergency.

If you do not have software in place, a simple spreadsheet will do.

Teleworking Fundamentally Changes How You Communicate

- Assess current communication practices - **How might teleworking change communications?**

- Impromptu communications will have to happen by phone or electronically

  - It's OK to interrupt!

- Expect more e-mails, IMs, texts, and calls

- Assess if flexing the beginning and end of the day is possible

- Ask employees to be available to the degree possible during core hours

Teleworkers and Communication

- Teleworkers should be accessible

- Have regular touch points with manager

- E-mails, calls, chats, texts should be on-going

- Make sure your calendar is current

  - *Meetings and appointments*

  - *Personal non-available time*

Communications Continued

Integrate your teleworkers in innovation exchanges such as brainstorming exercises using technology

Face time helps build relationships

If you have access to videoconferencing, once a week try to schedule video meetings with the employee to have a more personal and fruitful exchange

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Management Impact on Teamwork

- Clear direction from management: when attendance is required by phone, electronically, or through videoconference

- Make sure that every meeting has a lead with an agenda and clear topics

- Conduct 15-minute team huddles as needed

- Working alone for days without interaction can result in depression, **find ways to bring the team together while observing social distancing**

- Make sure that teleworkers are adequately trained on collaborative technology

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Sample Telework Technology & Facility Checklist

EMPLOYEE
Required:
- Computer (If not using dedicated work computer, ensure personal computer has requisite software and security)
- Workspace devoted to work needs, away from distractions
- Sufficient internet bandwidth (20-25 Mbps for most office work; more for roles requiring data transfer, streaming, other volume work)
- VPN
- Telephone
- Teleconferencing software/cloud access

Recommended:
- Printer/Scanner/Fax
- Surge Protector
- External monitor, keyboard, mouse (as desired for comfort)

EMPLOYER
Required:
- Virtual Private Network (VPN) service
- Teleconferencing service (e.g. Teams, Skype for Business, GoToMeeting)
- Sufficient device security

Recommended:
- Network or Cloud-based document management service(e.g. SharePoint, Dropbox, Box)
- Voice Over IP (VoIP) telephone system
- IT Support (particularly during early phases)

Technology Examples

Technology	Examples	Value to the Organization
Virtual Private Network (VPN), Remote Desktop (RDP)	Microsoft Remote Desktop, FortiClient, NordVPN, Private Internet Access, TorGuard	Extends the private network of the office to a public network, allowing an employee to securely access their office network from outside of the office.
Cloud Storage	OneDrive, Google Drive, Dropbox, iCloud, SharePoint, Box	Allows secure, remote access to files and documents.
Conference Calling	GotoMeeting, ZOOM, MS Teams, WebEX, join.me, Uberconference	Facilitates group conversations and meetings.
Screen Sharing	MS Teams, Skype for Business, join.me, WebEx	Allows remote, visual collaboration on a specific document.
Online Collaboration Tools	MS Teams, Slack, Wrike, Basecamp	Creates an online space to share ideas, collaborate on work, and organize projects. Helps replicate an 'in-office' community feeling.
Project Management Tools	Monday.com, MS Planner, Wrike, Asana, Basecamp, Trello	Enables teams to work on and monitor project components remotely.
Video Calls and Conferencing	GotoMeeting, ZOOM, MS Teams, WebEX, join.me, Uberconference	Facilitates face-to-face meetings and conversations, allows a more natural conversation.
Instant Messaging	MS Teams, Jabber, Skype for Business, WhatsApp	Allows ongoing and spontaneous conversation. Relieves pressure on email inboxes.

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Tips for Managers

Conduct short team huddles or meetings remotely
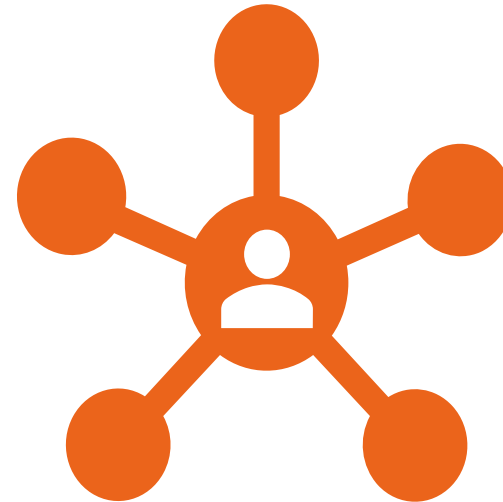
Build trust through interaction so that teleworkers will tell you about problems, and involve you in solutions

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Tips for Managers

Have virtual breaks for people to video conference with each other

Make sure that employees have work life balance

Ensure that you are problem-solving issues as they arise

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Managing for Performance

- Transition from presence to *performance (outputs)*

- Use performance management system to assess employee work (KPIs, etc.)

- Utilize a project management platform (Wrike, Basecamp, Asana, Project, or a simple Spreadsheet)

- Take time to generate buy-in and ensure employees feel empowered AND accountable

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Planning for Success

- Act on problems as they arise

- Be honest with teleworkers

- Ask for input from coworkers

- Know that there will be an adjustment period initially

Teleworkers: Managing Work

Teleworkers should:

- Maintain contact with coworkers

- Follow company protocol for security of information

- Stick to deadlines

- Keep managers informed of problems and progress

- Attend scheduled meetings

- Schedule meetings with coworkers and others as needed

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Teleworkers: Getting Organized

Employees should:

- Pick a dedicated workspace at their home that provides a safe environment for working

- Establish a routine – start at the same time, take breaks, lunch, and end at the same time (this may vary from employee to employee)

- Organize their work schedule and tasks based on organizational needs

Teleworkers: Informing Family and Friends

- The message to family and friends is that you are at home **working**!

- Decide what interruptions are OK – emergencies, etc., typically they are the same as those OK in the office

- Set rules for office materials

- Understanding that many employees will have children home during this time, agree upfront how your staff can balance time during the day.

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Recommended Ergonomics

Ideally, employees would have:

Desk

- Ensure a comfortable height

Chair

- Adjustable seat, both for height and angle to provide support. An ergonomic chair is preferable (prevents injury)

Lighting

- Light should be directed toward the side or behind line of vision
- Direct sunlight should not be used on work surfaces

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Ergonomics

Employees should be conscious of:

Safety

- Electrical support needed for equipment when configuring workspace
- Cover interconnecting cables to avoid tripping
- Place equipment close to electrical outlets Use surge protectors.
- Place heavy items on sturdy stands close to walls
- Provide enough air space around computer. Keep out of direct sunlight and away from heaters

Noise

- Work quality and perceptions may be impacted by the sounds of crying children, barking dogs, vacuum cleaners, etc.

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Characteristics of a Successful Telework Program

- Seamless to the world

- Flexible and open to change

- Accessible

- Established communication channels

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Work in a time of Coronavirus

- **Normalize remote work for everyone participating.**

  - The more this is understood to be the normal practice for everyone, the more effective and stable your operations.

- **Adapt to tasks that can be done well remotely.**

  - Research projects. Try out a new technology? Document lessons learned on a past project. Write Standard Operating Procedures (SOP's)

- **Use the opportunity to make remote work successful (more competitive team and organization)**

Georgia Commute Options Quick Guide