



GETTING WORK

FROM

YOUR TELEWORKERS



Goals

- **Results**
- **Performance Measurement**
- **Tools**
- **Case Studies**

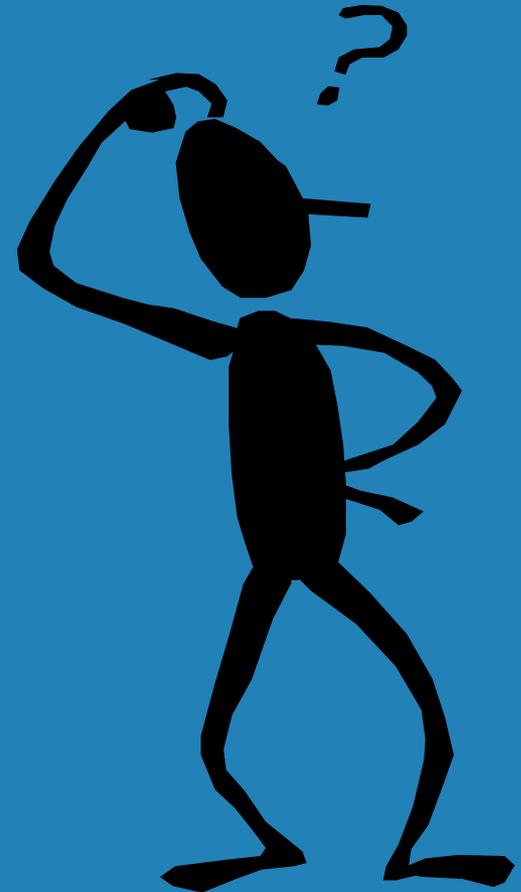


Results

- **What are they?**
- **How do you get them now?**
- **How do you measure them?**
- **Expected problems from teleworkers?**

What are Results?

- **Achieving organizational effectiveness**
- **Accomplishing the work of the office and the mission of the agency or Department**



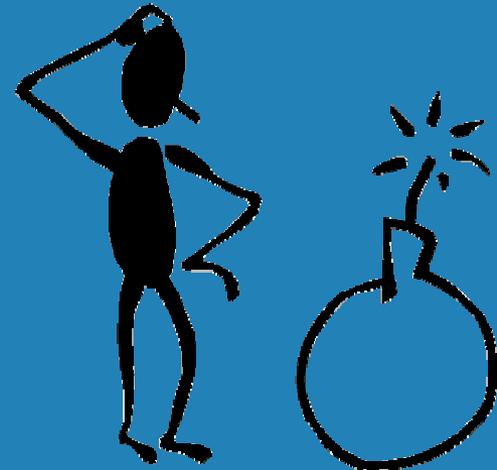


How do you achieve results?

- **Identify the right employee**
- **Identify the right position**
- **Effective Performance Management**
 - **Planning**
 - **Monitoring**
 - **Developing**
 - **Rating**
 - **Rewarding**

Which Employee?

- **Self-directed**
- **Fully successful rating**
- **Minimum supervision**
- **Time & Workload mgmt**
- **Works independently**
- **Voluntarily Participate**



Which Position?



- **Assignments**
 - minimal face to face with customers
 - portable
 - measurable results/outcomes
 - accurate performance standards
- **Identify non-appropriate positions**
- **Case by Case basis**
 - not every position with same series

Performance Management of Teleworkers

- **General Planning**

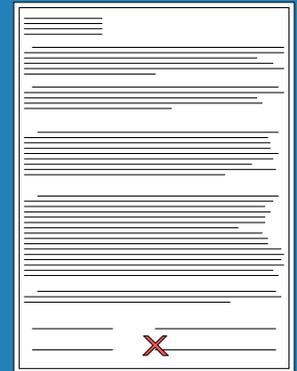
- Plan work in advance
- Set performance expectations
- Employee involvement
- Performance elements

- **Planning for Teleworkers**

- Work Agreement
- Identify specific or types of assignments
- Set schedules, deadlines
- Continue work in-office work planning

Work Agreement

- **Identifies Offsite assignments**
 - plan the work
- **Identifies communication methods**
 - check email and voice mail
- **Identifies work schedule/hours**
 - same or different than in the office
- **Identifies days in the office**
- **Address/Phone/Email of alternate worksite**
- **Signed by Employee & Supervisor**



A white rectangular box representing a work agreement form. It contains several horizontal lines for text entry. At the bottom right corner, there is a red 'X' mark, indicating a signature or completion point.

Performance Management of Teleworkers

- **General Monitoring**
 - measure performance
 - Provide feedback
 - Continuous
 - Identify & address unacceptable performance at anytime
- **Monitoring Teleworkers**
 - regular meeting times
 - Discuss work & performance
 - Address performance issues
 - Cancel agreements

Performance Management of Teleworkers

- **General Development**

- increase performance capacity w/ training
- Diversify assignments
- Higher levels of responsibility

- **Develop Teleworkers**

- Continue to offer training
- Don't limit assignments
- Offer more responsibility



Recognition

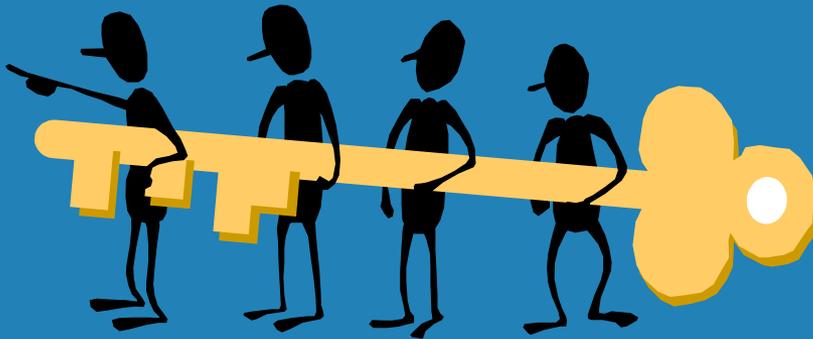
- **Performance Rating**

- Timely
- Honest
- Opportunity for more communication

- **Reward Performance**

- Monetary
- Honorary
- New duties
- Encouragement
 - Job Well Done
 - Thank You

Keys to Managing for Results



- **Communication**
 - W/ teleworker
 - W/ co-workers
- **NO!**
- **Canceling agreements**

Communication

- **Effect on the Office**

- insure adequate office coverage
- adequate support for customer services



- **Effect on Co-workers**

- inform of new schedule
 - develop brochure
- provide contact phone
- provide schedule
- assignments

Just Say No?

- **When?**
- **How?**
- **Consequences**
- **Concerns**
 - **Call Employee Relations**
 - **Call Telework Coordinator**



Cancellation of an Agreement

- **Cancel Agreement**

- decline in performance
- unauthorized overtime
- new duties
- employee request
- normally 2 weeks notice

- **Concerns**

- call program coordinator

- **Temporary Cancellation**

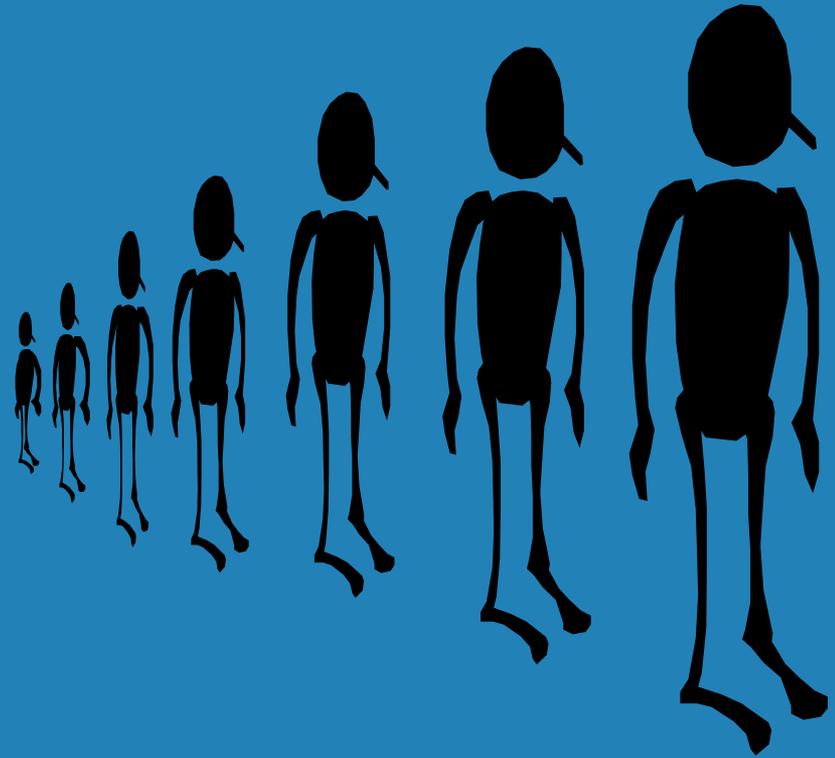
- meetings
- office coverage
- travel
- temporary assignments
- alternate worksite

- **Concerns**

- call program coordinator

Tools

- **Employee**
- **Supervisor**
- **Position**
- **Communication**
- **Equipment**
- **Work Plan**



EMPLOYEE SUITABILITY

Employees should complete this assessment tool before requesting to telecommute. This will assist employees in determining if they have the individual qualities that may lead to a successful telecommuting arrangement.

Assessment Criteria	YES (always)	NO (never)
I am an independent worker. My work is timely and accurate.		
My projects are measured by results. I have timelines and/or specific products that I may be measured against.		
I do not have any performance problems.		
I do not have any conduct issues. I meet agency and federal standards of ethical conduct.		
My work activities are portable and do not require special equipment of any kind.		
I can maintain contact via phone and/or email and/or fax w/ no adverse impact.		
My duties require minimal Face-to-face interaction w/ customers (internal or external)		

POSITION SUITABILITY

This assessment tool is designed to assist supervisors in identifying those positions or duties of a position that are appropriate for telecommuting.

JOB FUNCTION	YES (always)	SOMETIMES (% of time)	NO (never)
Task or functions are project oriented (independently performed)			
Work can be scheduled or time controlled			
Quantity and quality of performance are Measurable			
Co-worker functions are impacted by telecommuter			
Work requires minimal special equipment, materials, etc			
Communication may be accomplished via phone and/or email and/or fax			
Face-to-face interaction w/ customers (internal or external) is minimal			

COMMUNICATIONS ASSESSMENT

Employees should complete this assessment tool before requesting to telecommute. This will assist in determining communication methods while telecommuting. It is recommended that all employees know when a co-worker will telecommute.

Method of Communication (meetings, email, phone, face to face, etc)	Communication w/ which Customer (supervisor, co-workers, citizens, et)	Frequency of Current Use	Equipment required for communication method (phone, internet, computer, meeting space, etc)	Would communication method need to change for telecommuting?
Email				
Phone				
On-site Meetings				
Face to Face				
Off-site visits				
Other:				
Other:				
Other:				

Employee Weekly Work Plan

It is suggested that all employees and not just telecommuters use this tool. This will ensure that all employees are being measured effectively and consistently. Employees should include task(s) to be completed for the day, the priority of that task(s), whether is an individual or team task(s) and when the supervisor needs or can expect a product.

	Task	Priority	Responsibility	Due Date
Monday <input type="checkbox"/> Teleworking <input type="checkbox"/> Office				
Tuesday <input type="checkbox"/> Teleworking <input type="checkbox"/> Office				
Wednesday <input type="checkbox"/> Teleworking <input type="checkbox"/> Office				
Thursday <input type="checkbox"/> Teleworking <input type="checkbox"/> Office				
Friday <input type="checkbox"/> Teleworking <input type="checkbox"/> Office				



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