

# Remote Management

Enterprise Management Development Academy (EMDA)

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# Remote Work - Overview

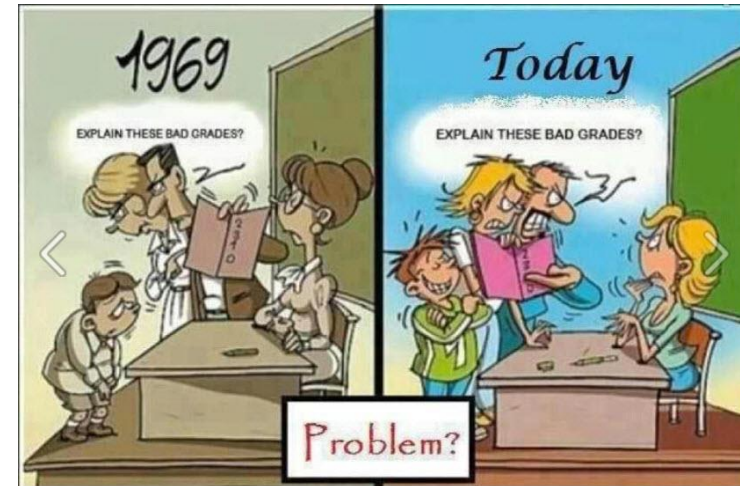
- Why
- Scenarios
- Tools
- Management Decisions



# Why Consider Remote Work?

## Part of Today's Work Environment

- 10% US workforce work from home 1 day a week (Census 2010)
- 1/2 US companies have employees work from home part of the time (Fortune Magazine)
- Working from home inc. 2.3%-1980 to 4.3%-2010 (Census 2010)
- 2010 Telework Enhancement Act
- Agency Policies (DATCP, DTSD, DWD)



## Growing Need

- Both parents working inc. from 25%-1968 to 48%-2008. Deteriorating “work-life” balance. (Council of Econ. Advisors, 2010)
- Millennials majority of next generation workforce. Work “thing” not “place”. (NextGen Study, 2013)
- Employees would give up pay & promotions. (AECOM Paper, 2013)



# Telework

- Definition
  - Telework is performing assigned work away from the employee's main office, on one or more recurring scheduled days or partial days per week, at home or other alternate work site.
  - Occasional work at home is periodic work away from the employee's main office on a non-standard or non-recurring basis. Approved on a case-by-case basis.



# Telework

- Benefits
  - Improve program effectiveness
  - Build employee appreciation loyalty and morale
  - Reduce absenteeism, promote health and wellness
  - Improve employee recruitment and retention
  - Environmentally friendly
  - Facilitate optimum utilization of office and parking facilities



# Telework

- Disadvantages
  - Telework employees possibly overlooked for promotions and other benefits
  - Lack of social interaction and collaboration with other team members
  - Cost to organization of maintaining physical space at work
  - Arrangement may not be possible for every role within an organization



# Telework

- Considerations
  - Maximize productivity and collaboration, create a balance between office and telework
  - Align telework with type of work being conducted
  - Maintain exceptional service and communication with client/customer
  - Create reasonable ways to measure productivity
  - Obtain success, clear rules and policies agreed to in advance



# Remote Work for Emergency Planning

- PREPAREDNESS and RESPONSE are essential
- GOAL = Back to work as soon as possible
- Established policy and plan before an emergency may save an organization a substantial loss in productivity





# Remote Work for Emergency Planning Advantages

- Employees able to work quickly after the event
- Hours and days are not lost
- Managers can focus on resolving the emergency situation
- Employees know critical functions and can maintain operations independently
- Citizens/Customers see little to no impact to services



# Remote Work for Emergency Planning Considerations for Managers

- Routine telework vs. telework ready
- Invest in equipment and technology to meet office and remote needs
- Train employees what to do, where to go, how to access the technology and communication they need
- Practice emergency scenarios
- Ability to remotely manage staff and functions



# Video Conferencing

- Define
- Example
- Benefits
- Considerations



# What is Video Conferencing

- It is the conduct of a videoconference (also known as a videoteleconference) by a set of telecommunication technologies which allow two or more locations to communicate by simultaneous two-way video and audio transmissions



# Video Conferencing

- Example
- Benefits
  - Reduce Travel Costs
    - Calculate the costs for a fiscal year for each employee that travels
    - Ability to be in several places at once without leaving your office



# Benefits of Video Conferencing

- Increases productivity and time management across a dispersed workforce and teams
- Improves morale
- Reduces burnout
- Decreases stress



# Considerations

- Simplicity
- Reliability
- Scalability
- Security



# What we need to Prepare and Manage Remotely?

- Remote Work Policies/Procedures
- Security
- Tools
- Training, Documentation and Help
- Remote Work Place Design





# Remote Work Policies/Procedures

- Work rules and Human Resource Policies
- Equipment ownership (Steve Owned v/s Employee Owned)
- Information Security
- Data
- Work with vendors
- Requirements



# Security

- HIPPA, CJIS and other Standards
- 2 Factor Authentication
- Administrative Accounts v/s Regular Accounts
- Network Admission Control Policies
- Remote Control for IT department



# How to select right tools?



- Infrastructure
- VPN
- RDP, Citrix
- Cloud Access
- Encryption Tools
- Anti-Virus Products
- Phone, Internet, Fax...etc





# Remote Work Place Design

- Hardware (Desktop/Laptop/Tablet/Printer/Fax..etc)
- Software (e-Mail, Messaging, OS, Office Tools...etc)
- Communication Strategy
- Collaboration, Video/Virtual Conference Tools



# Management Decisions:

## *Manager/Supervisor Responsibilities?*

- Determine how remote work could benefit their unit.
- Ensure remote work contributes to the objectives, while maintaining or improving program productivity.
- Establish the appropriate agreement.
- Ensure employees in the office are not burdened.
- Provide specific, measurable performance expectations.
- Establish regular schedule.
- Provide equipment and utilities.
- Monitor: Direct Supervisor





# Management Decisions:

*Can the position work remotely?*

- Eligible Position (DWD, DOT, DATCP)
  - Permanent position & not on probation
  - Temporary LTE positions
- Are you in a client-service business?
- Is the employee able to independently preform job duties?
- How will remote work of employee affect other employees?





# Management Decisions:

## Process: Request, Agreement & Approval

- Requirements Depend on Type
  - Telecommute: Formal agreement, Div. Approval
  - Work at Home: Informal agreement, Supervisor approval
  - Medical Work from Home: HR involvement
- Request:
  - Written and include rationale. Done by employee.
- Draft an Agreement
- Approval Level
- Copy to Human Resources



# Management Decisions:

## *Protect yourself with an Agreement*

### Content

- Timeline/Duration: Start and End
- Work schedule
- Time reporting process
- Employee availability
- Performance review process
- Responsibilities for equipment, utilities, information

### Renewal/Termination of Agreement

- Renewal: Annually
- By employee or Management

**TELEWORK AGREEMENT**  
Wisconsin Department of Transportation  
DT1635 6/2007

I have read, understand, and will abide by the Telework Policy and Procedures as written by the Department of Transportation, Division of Transportation System Development. I have completed the application, safety, and ergonomic checklists.

I understand that this Telework Agreement may be discontinued by either the agency or me at any time without cause, subject to a one-week notice.

I understand that I must notify my supervisor and the Telework Coordinator in writing of any change in work site, be it home or other office, as the new site will need to be reviewed for approval. My supervisor must approve any change in working days or hours. Any change in supervisor requires new supervisor approval.

I understand that I need to take all necessary measures to ensure confidentiality of data and to preserve and retain records. I understand that I will keep all issued equipment secure and free from tampering. I understand that official WisDOT records will remain at the main work site.

I understand I must maintain property insurance and liability coverage.

I understand that from time to time I may be asked to participate in surveys or other evaluation measures regarding this program.

I understand that this agreement is for the calendar year and that a renewal form will be required annually.

I agree that should my employment terminate in any way, all issued equipment, supplies, data, and files will be willingly returned to the State. Failure to do so may result in legal proceedings.

\_\_\_\_\_  
(Employee Signature) \_\_\_\_\_ (Date)

Supervisor recommendation:  
 Date Telework will begin  Approved  Denied

Allow two (2) weeks for all approvals and paperwork to be processed.

\_\_\_\_\_  
(Supervisor Signature) \_\_\_\_\_ (Date)

\_\_\_\_\_  
(Section Manager Signature) \_\_\_\_\_ (Date)

\_\_\_\_\_  
(Statewide Bureau Director/Regional Operations Director Signature) \_\_\_\_\_ (Date)





# Management Decisions:

## *Know the Benefits/Costs & Prohibited Activities*

### Benefits/Costs

- Cost benefit analysis.
- Does this benefit the employer or employee or both?
  - Benefits to the employee and department should outweigh the costs.
  - Higher costs should not automatically rule out approval.

### Prohibited Activities

- Employees prohibited from engaging during designated work hours. (DWD, DO)
  - Child Care or Elderly Care
  - Non-work activities: dishwashing, laundry



# Management Decisions:

*Do staff have the resources and training needed?*

## Resources & Support

- Do employees have the technology & tools?
- Can your organization share documents securely?
- Infrastructure & IT to support staff in multiple locations?

## Training

- Are employees trained to work remotely?
- What amount of training would be needed?
- How much training time and cost?





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# Questions?

