

GROUP 5

DEVELOPMENT & IMPLEMENTATION TELEWORK POLICY

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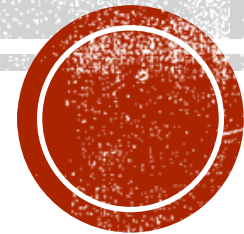
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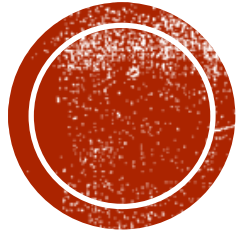
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Problem Statement

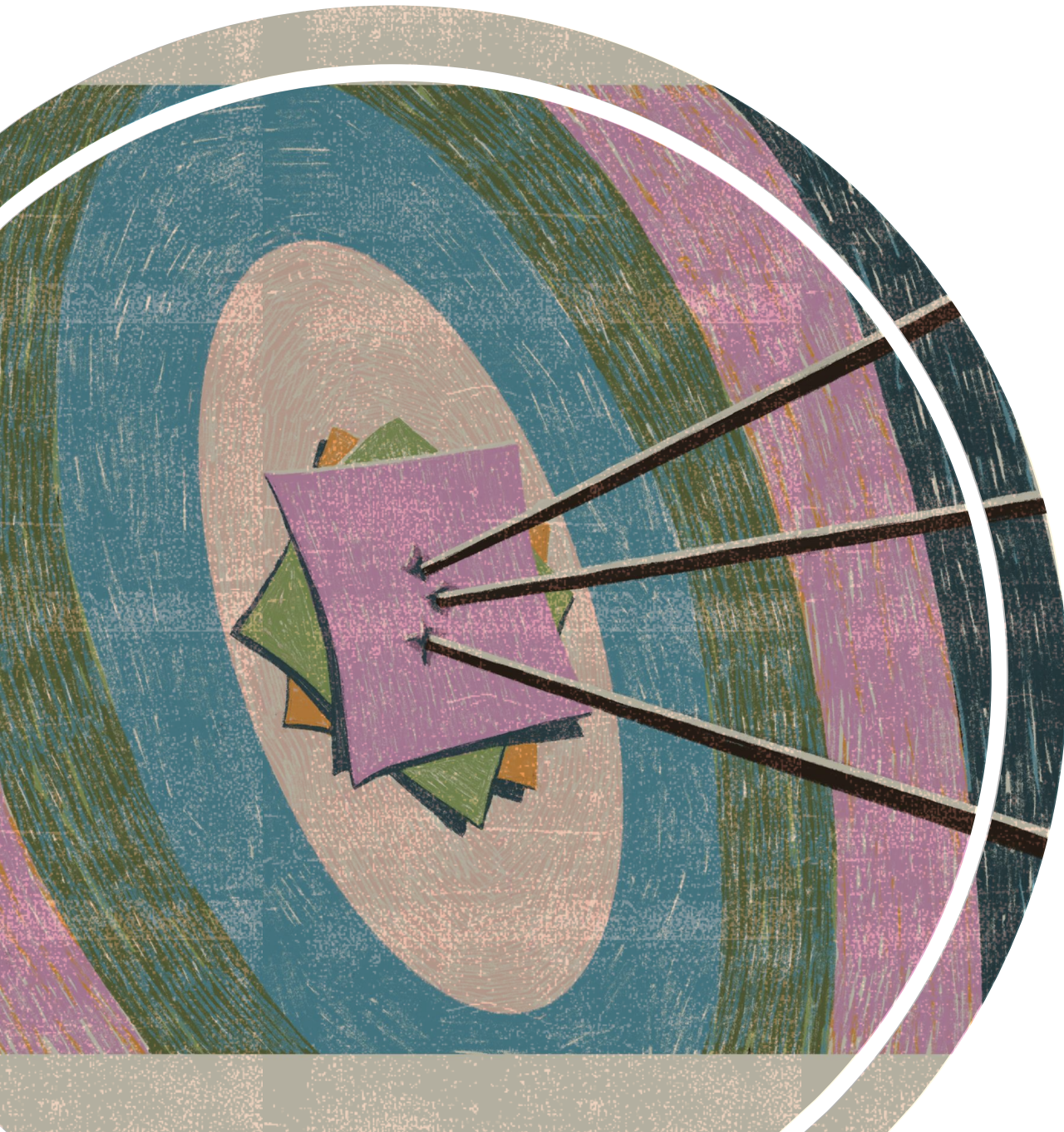


How can we develop and implement telework policies and practices that promote the benefits of in person collaboration and teamwork, more consistency between agencies and positions, and fair and equitable practices?

Sponsor: Janet Lawson: Director, DHRM

PRINCIPLES GOVERNING TELEWORK RECOMMENDATIONS

- Focus on in-office time (set “office days” rather than “telework days”). Office time is the priority.
- Telework opportunities are position based (rather than individual based).
- Productivity measurements for each position and reporting for each employee.
- Accountability measures for deficient performance.
- State-wide principles which provide a consistent agency level execution.



GOALS

- Consistent Implementation of Policy
- Promoting In-Person Collaboration
- Enhancing Telework Effectiveness
- Establishing Fair Practices



DELIVERABLES

- White Paper
- Example State Policy
- Example Agency Policy
- Role Assessment Form
- Performance
Accountability
- Agency Reporting
Recommendation



TELEWORK TERMINOLOGY

On-Site

In Office

Hybrid

(1) 3-4 Days in Office/Field: (2) 2-3 Days in Office/Field:(3) 1-2 Days in Office/Field

Remote

100% telework

Field Based

5 days a week in the field job site reporting without assigned office.



EVIDENCE BASED PROS & CONS OF TELEWORKING

■ **Benefits**

- Higher Job Satisfaction
- Increased Organizational Performance
- Lower Turnover Rates
- Increased Commitment to Organization
- Perceived and Higher Measured Productivity
- Improved Work/Life Balance
- Cost Savings

■ **Drawbacks**

- Supervision Challenges
- Lower Team Performance
- Employee Isolation
- Variability in Productivity
- Diminished Organizational Culture
- Onboarding Challenges



RISK MITIGATION STRATEGY

- **Potential Decline in Collaboration**
 - Implement a variety of strategies that foster collaboration, connection, and a cohesive team culture.
- **Supervisory Challenges**
 - Equip supervisors with resources, required training, and objective productivity measures.
- **Diminished Organizational Culture**
 - Focus on in-office days and establish routine activities that build and strengthen culture.
- **Employee Isolation**
 - Utilize recommended strategies that foster collaboration and interaction.
- **Onboarding Challenges**
 - In-person onboarding programs and teleworking blackout periods when starting with an agency



PROMOTING IN-PERSON COLLABORATION

- **Structured In-Person Meetings**
- **Virtual Team-Building Activities**
- **Collaborative Projects**
- **Mentorship and Buddy Programs**
- **Recognition and Celebrations**
- **Intentional Collaboration Tools**
- **Feedback and Input Mechanisms**
- **Cultural Initiatives**
- **Training and Development Opportunities**





TOOLS

- Sample Policies
- Role Assessment Form
- Eligibility to Telework Form
- Performance Accountability



SAMPLE POLICIES

- **DHRM Policy**
- **Agency Specific Policy**
- **Agency Reporting Recommendations**



EVALUATION OF OFFICE BENEFITS BY ROLE ASSESSMENT FORM

■ Customer Service

- Consider the internal and external customer service tasks that are performed, and are they more effective in person?
- Does the role involve delivering sensitive or complex information to customers that would require in-person interaction?

■ On-Site Operations

- Does this role require physical presence to manage office operations, such as building security, access control, or maintenance?

■ Collaboration

- Does the role require frequent face-to-face collaboration for effective decision-making or problem-solving?

■ Leadership

- Does the role involve supervising employees or providing leadership within the agency?

■ Work Tasks and Technology Reliance

- Do technology or security limitations require in-office work for efficiency?



EVALUATION OF AN EMPLOYEE'S ELIGIBILITY TO TELEWORK

- Has the employee consistently demonstrated the ability to work independently and manage their time effectively without direct supervision?
- Has the employee consistently demonstrated the ability to work independently and manage their time effectively without direct supervision?
- Does the employee manage deadlines, prioritize tasks, and maintain productivity without direct supervision?
- Is the employee an effective communicator, especially in remote or virtual settings (e.g., via email, video calls, or instant messaging)?
- Can the employee maintain clear, consistent communication with team members and supervisors while working remotely? Have they shown the ability to keep others informed of progress, seek help when needed, and be accountable for their work without requiring constant follow-up?



PERFORMANCE ACCOUNTABILITY

- Tools and Options
 - Weekly Plan and Weekly Reconcile
 - Larger Work Plan (Ex. Provided)
 - Workload Study
 - Assign time for certain tasks
 - Assign expectations for task per day/week/month





NEXT STEPS

- DHRM Review & Approve New Guidelines
- Executive Approval
- Additional Agency Feedback
- Training
- Implementation Timeline including temporary policy

1. **White Paper**
 2. **Revised State Policy Under This Framework:** A draft of the new telework policy.
 3. **Example Agency Policy:** A model agency policy for implementing telework.
 4. **Role & Eligibility Evaluation Forms**
 5. **DHRM Guidance and Resources:** <https://www.dhrm.virginia.gov/teleworking>
 6. **Administration Reporting Considerations**
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RESOURCES





**THANK YOU FOR THE
OPPORTUNITY... QUESTIONS??**

QUESTIONS

ANSWERS