Managing the Remote Worker:
Employer Playbook

Interviewing

- Phone interview, Video interview
- In-person interviews
- Panel interviews

Be clear about Remote Work

- Hours, availability, mandatory attendance at meetings
- Ability to work full-time remote
- Future planning for working remotely

Offer Letter

- Outline requirements and expectations in Offer Letter using a Telecommuting Agreement
- The agreement should address:
  - Hours
  - Reimbursement of business expenses
  - Safety
  - Employee monitoring
  - Privacy issues
  - Technology issues
  - Supervision
  - Ability to work hours required uninterrupted

Onboarding:

- Before Start:
  - Provide all new hire paperwork electronically
  - Provide benefit information electronically
  - Get employees tools, user information and profiles set up

- Make sure fellow employees, managers and executives know the person is starting. Encourage staff to welcome the new employee.
- Give new employee instructions for first day
  - Start time, location, dress code, anticipated schedule for the day
- Onboarding Template
- Highlight company culture
- Set up meetings and introductions between key staff members and team mates.
- Help new employees forge relationships throughout the organization
- Create formal and informal feedback and review scenarios
- Provide "company experts" to help navigate interpersonal dynamics
- Establish expectations and goals within first 6 weeks.

Managing

- Review expectations and goals
  - Adjust as employee learns role and acclimates to company
- Determine role's work products and monitor
- View team activity regularly
- Set tasks with deadlines
- Include team in planning
  - Individual contributions
  - Team products, activities
- Communication is crucial
  - Establish team meetings
  - Formal meetings and informal conversations create knowledge base for what expectations are, how employee is performing, and what is evolving for the company, team and employee
  - Creating opportunities for employees to interact with various members of the company is key.

- Water cooler conversations
- Learn ideas and vision of various stakeholders
- "this only happens with remote work" should be something you embrace, include in discussions and use to build relationship

Engaging Remote Workers

- Establish Work Schedule
- Work hours established for productivity, not supervising
  - Necessary meetings
  - Times available for colleagues, projects
- Expect the Unexpected
  - Employees may have remote learners at home
  - Employees may have partners working from home too
- What works for the employee will work for the business
  - Allow employee to set best times for individual tasks
- Use technology to engage
  - Zoom in, zoom out
- Establish and Build Trust
- Ask for feedback
- Give Recognition
- Create Team building activities
  - Online knowledge sharing, book clubs, presentations, continuing education, workshops, industry events
- Give "free work" time
  - No expectation of engagement on video, team chats
  - Allow employee to unplug for the afternoon or for the day
- Give them a day off

Reducing Turnover

- Outline future of career opportunities
- Recognize employee, team and company achievements
- Have market rates for compensation, benefits and bonuses
- Create Great Managers
- Have a clear reporting structure for every position
- Have regular and productive communication throughout the company
- Avoid Burn-out
  - Reduce collaboration requirements
  - Manage everyone's time wisely
  - Don't put more work on the best employees
- Build a collaborative, productive team environment.
- Make sure employees feel welcome, engaged and part of the company.

Suggested Reading

Trends:

https://www.epi.org/indicators/unemployment/

https://www.linkedin.com/pulse/stormy-times-15-us-cities-make-jobs-happen-george-anders/?trackingId=qxjfg8sKTimdnPMCZLM5sQ%3D%3D

https://www.forbes.com/sites/heidilynnekurter/2021/12/30/5-ways-2020-has-impacted-workplaces-and-how-it-will-change-in-2021/?ss=careers&sh=2f99456d400b&utm_source=newsletter&utm_medium=email&utm_campaign=careers&cdlcid=5ed0303af414222e41ca3fee

Interviewing and Hiring:

http://winetalent.blogspot.com/2020/05/how-to-conduct-in-person-interviews.html

Onboarding Template:

https://coda.io/@jessica-powell/employee-onboarding-guide-by-jessica-powell?utm_source=facebook&utm_medium=facebook&utm_campaign=look&campaign_id=23845698843250220&ad_group_id=23845698843340220&ad_id=23846100722660220&fbclid=IwAR20lO3wQ6zEuBtaBRGqkgeZw_IGpJ-1LUj8IHeixhNuir7yM3-PfLVe5qc

Engaging and Managing the Remote Worker:

https://www.forbes.com/sites/heidilynnekurter/2021/12/30/5-ways-2020-has-impacted-workplaces-and-how-it-will-change-in-2021/?ss=careers&sh=2f99456d400b&utm_source=newsletter&utm_medium=email&utm_campaign=careers&cdlcid=5ed0303af414222e41ca3fee

https://hbr.org/2020/11/our-work-from-anywhere-future

https://activecollab.com/blog/guest-post/make-sure-you-workers-are-working-full-time

https://www.wsj.com/articles/the-covid-pandemic-produces-a-kinder-gentler-performance-review-11607025600

Turnover:

https://www.tinypulse.com/blog/top-10-reasons-for-high-turnover-rates

https://www.fastcompany.com/3037977/this-is-why-people-are-leaving-your-company

https://smallbusiness.chron.com/compensation-affect-employee-retention-61399.html