

# Teleworking work session

December 14. 2021

# Agenda

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1. Telework Agreement - Update (OLR/DAS)
2. Telework Best Practices and State Resources
3. Questions and Open Discussion

# Best practices for hybrid work

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- There is no single “right answer” for hybrid work
- Consider function, culture, and equity when designing the structure of in-office time
- Frequent, two-way communication with employees is key
- The first plan might not be the best plan

# Hybrid work – general considerations from research

## Function

- What work is done better in person vs. virtually, and vice versa?
- How much time is spent on collaborative vs. individual work? What is the nature of the collaboration?
- How much do junior employees benefit from observing their senior colleagues?
- Should teams physically gather in person while tackling a project, and if so, how often?
- How will meetings work best?

## Culture

- Does your plan foster connection within the agency, both vertically and horizontally?
- How does your plan nurture a sense of purpose and mission?
- Is there time for social connection on in office days?
- How will you show junior employees that their learning is a priority?

## Equity

- Who is choosing remote work? Are there demographic trends?
- As a leader, how can you communicate to all employees on an equal playing field?
- Is there sufficient “face time” with remote employees?
- Are remote employees active participants in meetings?
- How does time in the office shape the path to promotion?
- What can be done to help staff speak up about their experiences?

# Best practices for employee communication

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- Provide regular progress updates
- Be honest about not knowing the answer in the new hybrid world
- Create opportunities for frequent feedback and discussion
  - Allow for some anonymous feedback
  - Mix formats – surveys/pulse checks, focus groups, small team Q&As
- Be willing to make changes based on feedback

# Examples from other organizations

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| <b>Schedule</b> | <ul style="list-style-type: none"><li>• Designated in-office days for teams</li><li>• Designated in-office days for cohorts/peers</li><li>• No designated in-office days</li></ul>                                    |
| <b>Feedback</b> | <ul style="list-style-type: none"><li>• Brief, weekly pulse check surveys to track employee morale and identify what's working</li><li>• "Reverse town hall" leadership listening sessions</li></ul>                  |
| <b>Meetings</b> | <ul style="list-style-type: none"><li>• "One Zoom, all Zoom" approach to meetings</li><li>• Meeting buddy system, pairing up in-office &amp; remote workers, to keep remote workers informed &amp; included</li></ul> |
| <b>Other</b>    | <ul style="list-style-type: none"><li>• Assigned mentor for new employees</li><li>• Weekly, informal social events</li><li>• Upgrades / changes to office space</li></ul>   |

# LinkedIn Learning

## Improve your Hybrid Work Skills

- Redesigning How We Work in 2021
- Planning for Your Hybrid Organization
- IT Support for a Hybrid Workforce
- Managing Projects as Offices Reopen
- Facilities Management: Returning to the Workplace
- Supporting Your Team As Office Reopen

## Redesign How We Work as Offices Open

- Redesigning How We Work in 2021
- Planning for the Remote-First, Work from Anywhere Organization
- Planning for your Hybrid Organization
- Managing Skills for Remote Leaders
- Creating the Environment for Productive Virtual Teams
- Serving Customers in a Continuously Changing World

## Develop Essential Skills to Manage in a Hybrid Workforce

- Be an Effective Hybrid or Virtual Employee
- Enhance Productivity in a Hybrid Work Environment
- Virtual and Hybrid Meeting Essentials
- Working and Collaborating Online
- Building Connection and Engagement in Virtual Teams
- Coaching Virtually
- Delegating from a Distance
- Virtual Performance Reviews and Feedback

## Accelerate Digital Transformation as Offices Reopen

- Planning for the Remote-First, Work from Anywhere Organization
- Accelerating Digital Transformation as Offices Reopen
- Digital Accessibility for the Modern Workplace
- Agile Development in the New World of Work
- Everything as a Service (XaaS) is the Future of Business
- Coaching Virtually

# Questions and Open Discussion

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- Assuming you are allowed to make the decision for your agency, what percentage telework do you think is optimal?
- Would you like to set different telework levels for different parts of your agency? If so, what is the range?
- Do you expect to adjust telework limits based on monthly, seasonal or other fluctuations in workload?
- What support do you need to implement your desired model?