

Session 3: Training, Responsibilities and Expectations

“If I had eight hours to chop down a tree, I’d spend seven hours sharpening the ax.”

Abraham Lincoln

Leadership is Key, Training Should

1. Be required for participation
2. Be focused on communications and logistics
3. Be flexible (expectations) – general or custom
 - If in-person and interactive:
 - Length of training sessions
 - Who should facilitate?
 - Effective styles
 - If online – find the most comprehensive tool possible

Typical Teleworker Experience



Manager Training Should Include

- Selecting teleworkers
- Understanding policies and guidelines
- Managing By Objective (not by Observation)
 - Focus on quality
 - Focus on quantity
 - Focus on timeliness
 - Focus the employees ability to multi-task
- The formal process (application > evaluation)

Help managers understand that it may be hard at first

Manager Training (continued)

- Teaming – to build a business team you need:
 - The right people
 - Clear direction
 - The appropriate tools and resources
 - Timeline (milestones and deadlines)
- Managers should plan for:
 - Clear instructions
 - Deadlines
 - Progress Reports
 - Regular feedback



Staying Connected

How will employees stay focused in a less-structured environment?

- Think accomplishment not activity
- Keep full-time teleworkers from feeling isolated
- Over communicate at first
- Cross training
- Buddy system

Who is responsible for making sure the remote worker feels connected?

Teleworker Training Should Include

- Benefits of telework
- Understanding policies and guidelines
- The formal requirements (Paperwork, office setup, etc)
- Communication changes and expectations
- Planning for success – bridge the gaps
 - Establish start and stop-work routines
 - Take breaks – don't overwork!
 - Get organized - determine what you need
 - Separate home and work

Teleworker Training (cont'd)

- Planning workloads and scheduling coverage
- Setting up a home office
 - Furniture
 - Ergonomics
 - Technology needs
- Training family, friends and coworkers
 - What interruptions are okay
 - What is the give and take
 - Set up the ground rules



Teleworker Training (cont'd)

Address and/or Discuss openly:

- Career opportunities
- Guilt
- Security concerns
- Visibility (out of sight, out of mind)
- Isolation and cabin fever
- Home office deduction (Tax implications)
- Insurance
- Working too much

Technology is an Enabler

- Don't assume that all teleworkers are techno-savvy
- Develop a technology plan
 - Identify and work within existing IT constraints
 - Asset management saves resources
 - Maximize redundancies
 - Broadband vs. narrow band technology
 - Use a knowledgeable service provider
- Employer vs. employee-owned equipment?



Technology (continued)

- Support employer-owned technology used by all employees
- Technology should fit the application
 - Voice and data
- Think portability
- “Are we waiting for a technology that’s just around the corner?”
- Budget crunch? How about surplus equipment, loaners, etc.
- Network security



“Everything should be made as simple as possible, but not simpler.” – Albert Einstein

Training Sessions

Trainers should also consider addressing:

- What's the frequency of in-office ad hoc meetings?
- What can replace impromptu visits?
- What's an appropriate out-of-office response time?
- Who has the most control over communication when employees leave the office?
- Who's responsible for maintaining good communication?
- If employees aren't aware of important meetings, who misses out the most?

Keep a Balanced Perspective

- Concerns over the “empty office syndrome”
- “How do I know they’re really working?”
- Overbearing technocrats or bureaucrats
 - This is a management issue
- Overworked? “Turn it off, take a breath, get a life”



Tips and Taps

- Don't treat teleworkers as independent contractors
- Physically decentralized, but think logically centralized
- If you think the office is a paragon of safety and security – think again
- Conduct an internal telework policy review

Follow us on  @ AZTeleworker

See ValleyMetro.org/telework for more information and sample documents

Training and Expectations Recap

- Training improves results and morale
- Training helps both managers and teleworkers
- Consider all communication channels and adjust as needed
- Take time to develop a technology plan
- Help managers, coworkers and teleworkers stay connected

Q & A

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[October 6th, 2:00-2:45 pm:](#)

Work Environments and Program Evaluation:

Review the design of creative work spaces and develop effective program outcome measures.

Poling Questions:

1. How many of you have an in-house professional trainer or training staff?
2. How would you characterize your organization's use of mobile technologies?
 - a) Very limited
 - b) Used but not wide spread
 - c) Encouraged