

CITY OF MADISON

Employee Telework Priorities & Plan

This template was developed by City Assessor, Michelle Drea, and can be modified for use in your agency. The approach was informed by the following considerations, highlighted within the general template.

Priorities Conversation with Teleworking Employees

Now that you and your teleworking employee have set expectations, it's time to get more concrete about their work priorities. Teleworking presents an opportunity for managers to become better supervisors. Instead of focusing on how many hours your employees are working, re-emphasize a focus on measuring results and reaching objectives—regardless of work arrangement.

Accountability – focus on the deliverable, not the time.

The employee's completed work product is the indicator of success, rather than direct observation.

WHY? By focusing on the employee's work product, telemanagers will improve their organizational abilities and their own skill in managing by objectives.

Cross-training - embrace opportunity to collaborate.

Encourage specific cross-training with small team projects (for instance, reviewing internal processes or creating documented workflows within an annual calendar).

Why? Opportunities to collaborate will keep team members connected and allow managers to check in on progress rather than leading the work directly.

Professional Development – make time for growth.

Create one priority that includes training or professional development. This priority requires only access to the internet so it operates as a failsafe if City infrastructure is unavailable.

Why? Aside from the obvious benefit of having a build-in back-up plan for when collaboration software or VPNs are overloaded, we reap the benefits of them incorporating new learning into their work, sharing it with the team, and improving our agencies.

Teleworking Support for Managers and Employees

The bottom line: Never let a teleworker feel like they're alone. Aside from the department and individual meetings you schedule, try to connect with every team member at least once a day via Skype or email. Even better, pick up the phone for a quick call. Speaking with someone to discuss the details of a project or convey an important message is often more effective — and efficient — than typing out the words.

Teleworkers need to feel confident that their manager trusts they will work as hard as they would in a regular office, logging similar hours, hitting deadlines and maintaining productivity. If you're unnecessarily checking in several times a day with remote workers just to "see how things are going," those employees may feel like you don't trust them.

Need coaching, consulting, or support for telework from HR/Organizational Development?

Email OrganizationalDevelopment@cityofmadison.com or call the HR Main line at (608) 266-4615

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Telework Plan

Employee Name:

Date:

Priority 1:

Job specific, if available (e.g. check email, respond, updates, etc.)

- Deliverable/s to be created or updated:
- Resources required:

Priority 2:

Job specific, if available (project specific)

- Deliverable/s to be created or updated:
- Resources required:

Priority 3:

This could be a cross-training/training opportunity (e.g., codify practices, review/create training manuals, small team projects to cross train via tools such as Skype with written deliverable as outcome)

- Deliverable/s to be created or updated:
- Resources required:

Priority 4*:

Professional development or training. Note: This priority should be independent of City infrastructure, for example, solely reliant on internet access, books/articles/training manuals)

- Deliverable/s to be created or updated:
- Resources required:

**If access to VPN/City databases are unavailable, please pivot to Priority 4 until access is resumed.*