

Guide to Manage Performance of Employees on a Remote Work Agreement

Remote and flexible work agreements should support the university mission and stated priorities and aid in our goal to foster leadership talent and enhance staff engagement. Agreements should generally be based on the needs of the role, rather than accommodating the personal needs of the individuals currently in the roles.

The expectation is that the default work arrangement for the majority of employees is primarily in-person, and the remote aspect of most positions should account for some personal flexibility, while also retaining a material in-person presence.

- Exceptions to the overall recommendation can be made for certain, infrequent situations.
- Roles in which an employee (faculty and staff) works outside of Georgia must receive written approval as outlined in the Remote Work Policy.

Set Expectations early and often.

Follow the same approach you would in managing in-office employees.

- Define clear expectations and communicate expected results, quality of work, deadlines and any other criteria that might affect the successful completion of duties.
- Link outcomes and deliverables to organizational goals.
- Provide clarity on priorities, milestones and performance goals
- Review the employee's job functions and determine if any should be updated to better fit the remote work arrangement.
- Communicate the remote work arrangement to customers, coworkers and management who may be affected by the new schedule.

Promote Collaboration.

Actively foster a sense of cohesiveness among your team, including those with remote work agreements.

- Cultivate a sense of teamwork by setting goals for everyone to strive for and meet together.
- Recognize everyone together when those benchmarks are reached.
- Work to make sure your employees with remote work arrangements feel they are a vital part of your team.

Build Connections and be available to your team.

When possible, schedule weekly in-person meetings to stay connected.

- Set up a weekly or bi-weekly one-on-one phone or virtual meeting. During these meetings, discuss work items to assess progress.
- Regular meetings encourage employees to plan tasks accordingly and you will stay informed.
- Productivity increases because regular check-ins come with built-in consequences for failure to execute on expectations or opportunities to provide additional feedback on next steps.
- Managers should keep employees up-to-date on policy and staffing changes, college/department successes and tips for working at home.
- Maintain an open-door policy and team meeting opportunities through multiple means of technology.
- Create opportunities for team member collaboration and engagement.

Focus on Outcomes, not activity.

Establish regular intervals (e.g., every 90 days or end of semester) to evaluate the effectiveness of the remote work agreement.

- Assess the needs of the business and discuss potential concerns and opportunities for improvement.

- If something is not working, adjust the details of the arrangement.
- Measuring employee results rather than their activities is more efficient and effective.
- Utilizing a work log documenting the work completed on days the employee is telecommuting. This aid in establishing team structure and clarifies expectations related to deliverables.

Over Communicate.

Regular feedback is vital to the success of the remote work agreement. Listening is equally important.

- Give and solicit feedback just as you would with any employee.
- It should be direct and offer examples of where the employee is meeting, or failing to meet, expectations.
- Good communication between supervisors and employees is essential for successfully completing work and is especially necessary in a remote work environment.
- Supervisors should continue to carry out annual performance reviews that fall during the remote work timeframe.

Celebrate Successes

Managers should look for opportunities to celebrate workplace milestones and team achievements. Share success stories and accomplishments with the team and with individual team members. Acknowledging a job well done can:

- Boost morale
- Strengthen teams
- Help employees form connections
- Increases employee engagement.