



Texas Wesleyan
UNIVERSITY

Telecommuting: Managing Employee Performance Expectations for Supervisors



Smaller. Smarter.

Introduction

- Performance management is the broad collection of activities designed to maximize individual and, by extension, organizational performance.
- It includes setting expectations, measuring employee behaviors and results, providing coaching and feedback, and evaluating performance over time to use in decision-making. The purpose is to align individual efforts to achieve organizational goals.
- A successful remote work performance management helps an employer retain talented employees, keep employees engaged, enhance employee learning and build a winning corporate culture.

Setting Expectations

Managing employee performance requires supervisors to answer three main questions:

- 1. What expectations do I have for the employee while they telecommute?*
- 2. How will I determine if the employee is meeting expectations?*
- 3. How will I provide feedback to the employee?*

Communication is Key

Managing remote employees seems like it requires more communication but in essence, it really takes a change in communication.

What you may Lose:

- Quick access to employee
- Seeing daily patterns

What you may Gain:

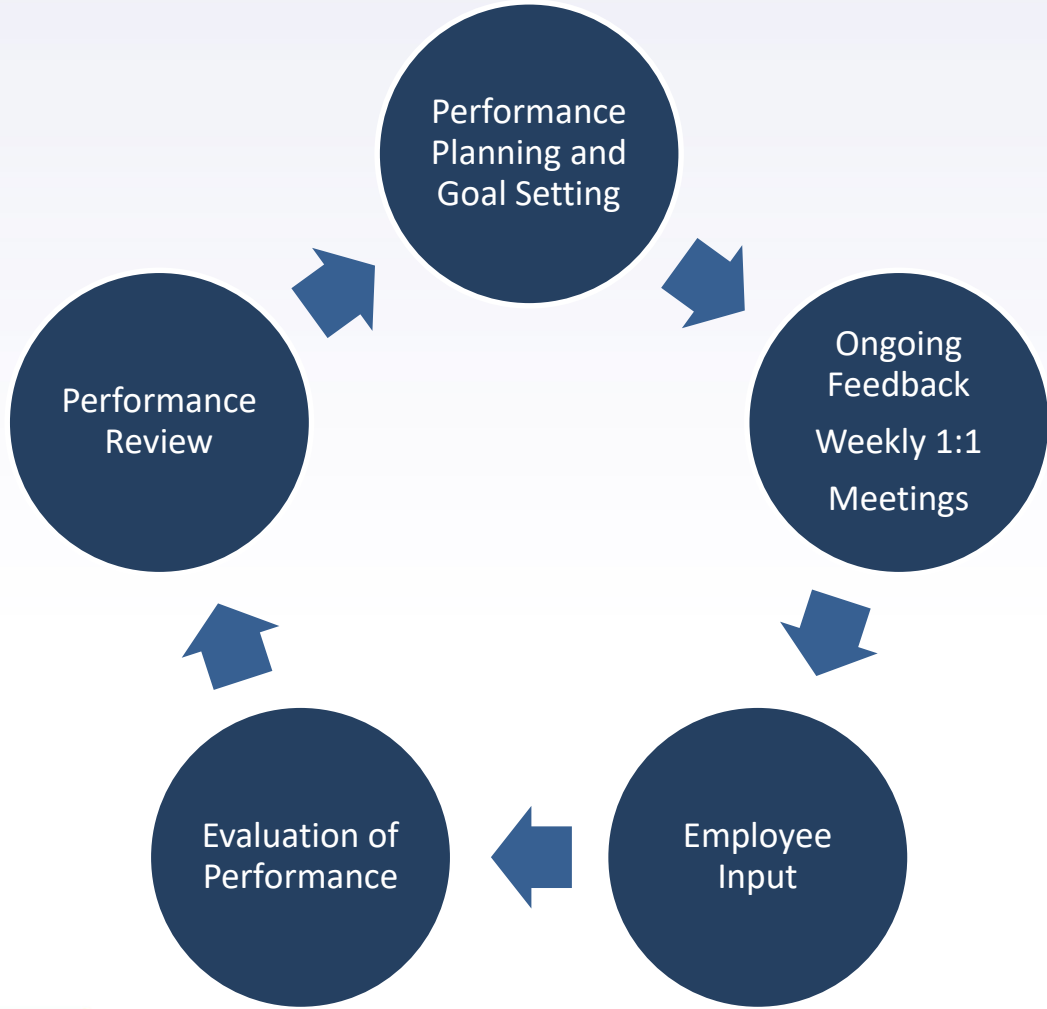
- More flexibility
- Increased collaboration skills
- Increased well being/happiness



Set clear expectations for remote employees – *they can't meet your expectations if they don't know your expectations.*

Ask employee what they need from you as a supervisor in the remote setting.

The Performance Management Continuum



Tips for Success

- ✓ Provide timely feedback.
- ✓ Address and resolve problems quickly.
- ✓ Be direct and offer example of where the employee is meeting or failing to meet expectations.
- ✓ Allow the employee to seek clarification.

Setting Goals and Objectives

- Define and establish specific goals and objectives for the review period.

Use **SMART** goal criteria:

- ✓ **S**pecific
- ✓ **M**easurable
- ✓ **A**chievable
- ✓ **R**elevant
- ✓ **T**ime-bound

Setting Goals and Objectives (cont.)

- Align goals and objectives with the organization's business plan.
- Establish mutually agreed-upon goals between the employee and the manager.
- Establish milestone review dates.
- Communicate changes or redirection of goals and objectives in a timely manner.

Remote Teambuilding Tips

▶ 1. Weekly virtual staff meetings with “Get to Know You Activities”

▶ 2. Team trivia with [Hoonuit](#)

▶ 3. Team quizzes

Team quizzes are great for getting people together and keeping people interested. Large group call situations often lead to some team members being sidelined. A quiz allows everyone to have some fun and you can even slip in the odd question related to industry-specific knowledge.

▶ 4. Music talks or jam sessions

Everyone loves music and it is a great way to bond with your team! Discuss your favorite music or tell a story about a memorable concert over Zoom. This allows people to show each other their interests and helps develop relationships. Odds are more than one team member may play an instrument, so rock a cover tune, do karaoke, or hold a virtual songwriting session.

Remote Teambuilding Tips

- ▶ **5. A virtual cookie decorating class**
A new way to break from the norm of virtual happy hours.
- ▶ **6. A quick expression of gratitude**
Start every virtual meeting with each person saying one thing they are grateful for. That starts the meeting on a positive note, everyone gets a chance to speak, and the team gets to know each other a little bit better with each meeting.
- ▶ **7. "Let's Celebrate" posts**
Themed Zoom calls to match certain holidays. This perks up spirits as people are working from home.



Performance Review versus Performance Management

Review

- ▶ One-time event
- ▶ Retrospective
- ▶ Short-term
- ▶ Correction-oriented
- ▶ Assigning ratings

Management

- Ongoing
- Prospective
- Long-term
- Progress steps
- Planning/goal-setting

Providing Continuous Feedback

- Effective performance management systems include a process for continuous feedback.
- Establish milestone dates for periodic monitoring of performance objectives and progress reports in objective terms.
- Be aware that goals or objectives may need to be changed or retargeted during the review period.
- Maintain open communication channels to ensure that issues are elevated quickly and resolved timely.
- Coach, assist and/or redirect employees who request assistance and those who are failing to meet standards.

Takeaways

Remind employees:

- Organized work habits create success.
- Locate a workstation away from distractions.
- Telecommuting is not a replacement for child or adult care.
- Set a daily routine.
- Set new rituals for the telecommuting work day.
- Maintain contact with colleagues. *Daily check-ins: for example, morning and evening greetings.*
- Professional background setting - use of alternate background images are acceptable.
- Audio and video must be on for meetings.



Telecommuting

Positive impacts on the environment, company performance, work/life balance & employee prosperity

