Telecommuting: Managing Employee Performance Expectations for Supervisors
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.
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?*
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

Performance Planning and Goal Setting

Ongoing Feedback
Weekly 1:1 Meetings

Performance Review

Evaluation of Performance

Employee Input
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.
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

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<th>Review</th>
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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