TELECOMMUTING BEST PRACTICES

PEPPERDINE

Telecommuting at Pepperdine

Telecommuting Policy (Section 16, University Policy Manual)

Telecommuting Procedures

Telecommuting Agreement

- Hiring and Retention

- Employee Productivity

- Work/Life Integration

- Autonomy

- Employee Monetary Benefits

- Introverted Employees Refreshed

- Business Continuity

- On-Site Space

- Environmental/Community Impact

- University Monetary Benefits

Decrease in Pepperdine's Sense of Community

- Limit telecommuting days

- Determine periods throughout the year where there is no telecommuting

- Encourage your staff to be present during community building events

New Employees' Lack Identification With and Commitment to the Mission

- New employees must work on-site for one year before telecommuting

- Encourage your staff to be present during community building events

New Employees Have a Harder Time Getting to know Colleagues

- Ensure there are significant periods of time when no one telecommutes

- Schedule team meetings or other activities when all members are present to encourage interaction

Resentment from Employees Unable to Work Remotely

- Be clear about your expectations up-front

- Telecommuting is a privilege, not a right

- Not all staff are able to participate

- Your decision will be based on the employee's role, responsibilities, performance, and ability to maintain service and contribute to the mission (possible impetus for opportunity for growth)

Extroverts Lack Daily Interaction

- Encourage the use of cameras during scheduled meetings

- Intentionally communicate with telecommuters (check-in, meetings, etc.)

Blurred Boundaries

- Too much work
    - Non-exempt employees must gain advanced approval to incur overtime
    - Communicate expectations about after-hours responses

- Too little work
    - Employees should avoid favors, errands, and chores throughout the day
    - Telecommuting does not imply a flexible work schedule

- Encourage a healthy routine

Potential Challenges of Telecommuting

Lack of Communication with The Supervisor

- Telecommuters may provide a daily progress report

- Telecommuting schedules should be arranged so there is overlap in the office for availability and meetings

- Have regularly scheduled face-to-face meetings when both are in the office

- Provide and solicit feedback

Staff Spend Inordinate Time Catching-Up with Colleagues

- Schedule regular department meetings or activities to build in time for team camaraderie and socializing

- Limit telecommuting days throughout the week

- Identify periods throughout the year when there is no telecommuting

Employees Adopt an Unhealthy Perspective About Telecommuting

- Clearly communicate expectations about telecommuting arrangements (i.e., telecommuting is a privilege, not a right; remote working days may not be substituted if missed; there may be times throughout the year when no one may telecommute, etc.)

Potential Challenges of Telecommuting

Employees Have Negative Perceptions About Their Career Development

- Continue to provide ongoing feedback to all employees

- Engage your staff members in conversations about their goals, performance, and development

- Telecommuters may intentionally lead departmental meetings or make presentations, as appropriate, to continue building relationships and maintaining visibility

Constituents Experience a Lack of Service or Processes Become Unreasonable

- Build in regular check-ins with appropriate parties to discuss the telecommuting process – what is working and what is not (30 days, 3 months, etc.)

- Regular and timely communication may help quickly identify and address issues before they become insurmountable

- All telecommuting assignments must be re-approved at least annually

- Telecommuting assignments may be withdrawn at any time

Organize and plan telecommuting days.

- Go through the calendar for the past few weeks:
  - What tasks/activities could be performed off-site?
  - What kind of materials/equipment were used for certain tasks?
  - Can meetings or face-to-face activities be grouped together on office days?

- What challenges may arise that can be mitigated?

Communicate.

- Check-in with your staff regularly.
  - What is working well?
  - What challenges do they face?

- Address any issues in a timely manner so they may be resolved before they become problematic.

Determine the most appropriate method of communication.

- Phone
- Chat
- Email
- Face to face
- Conference call

Understand best practices for your telecommuter.

- Develop a new routine and schedule
- Dealing with others
- Avoid becoming a workaholic
- Develop a new communication strategy
- Take breaks and lunch away from the workspace

Sean Michael Phillips
Director, Human Resources

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