



## *Purpose and Scope*

*The employee satisfaction and engagement initiative focuses on areas resulting from an analysis of employee responses to the Department and Office of Personnel Management employee survey questionnaires, as well as employee engagement literature research.*

*Productivity begins with Employee Engagement.*

For more information on Employee Satisfaction and Engagement, please visit:

[www.cpms.osd.mil/worklife](http://www.cpms.osd.mil/worklife)

*This is published as part of the efforts in the DoD Employee Satisfaction and Engagement Campaign 2011.*

*Productivity begins with Employee Engagement.*

## **Telework - An Effective Employee Satisfaction and Engagement Tool**

**May 2011  
Information and Tips**

## **Employee Satisfaction and Engagement**

*Productivity begins with Employee Engagement.*



## Telework - An Effective Employee Satisfaction and Engagement Tool

### Introduction

*When used properly, telework can be a powerful tool to promote employee satisfaction and engagement.*

*This brochure serves as a guide to assist management in effectively using this valuable tool.*



- 1. Take a strategic approach to implementing telework. Consider the needs and work of the organization, rather than granting or denying telework requests one by one. A reactive approach could raise the issue of fairness.*
- 2. Trust your employees. Ask them to assist in assessing the needs of the work group and developing solutions for barriers to telework.*
- 3. Work with the employee to create a written telework agreement. Evaluate the arrangement periodically; make changes in the agreement, when necessary. When a telework agreement is terminated, ensure the decision is based on business reasons, e.g., an employee's poor performance or a change in the nature of the work.*
- 4. Ensure assignments are delegated fairly among teleworker and among non-teleworkers.*
- 5. Encourage communication within teams to promote teamwork and ensure teleworkers are kept informed. Transition teamwork toward more electronic-based collaboration.*
- 6. Communicate expectations to employees regarding their roles and responsibilities and the products and deliverables that will be used to measure productivity. Focus objectives and expectations on short-term, project-based goals.*

*7. Be sure to include teleworkers in day-to-day activities. Use technology for staying in touch with teleworkers. Keep an eye out for teleworkers who feel isolated.*

*8. Maintain a sense of control even when employees are out-of-site. Develop location-independent ways to measure employee performance and results. Use telework agreements as an opportunity to optimize your management skills.*

*9. Plan meetings and other team activities further in advance.*

*10. When you have the opportunity, telework yourself to get insight as to the benefits and challenges of teleworking.*

