



**An Employers guide to
supporting Remote Working**

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ITS PART OF THE CULTURE

RECRUITMENT AND RETENTION IS ONE OF THE HARDEST PARTS OF BEING AN EMPLOYER THESE DAYS. YOU WANT THE BEST PEOPLE AND OFFERING THEM A GREAT WORK-CULTURE IS ESSENTIAL TO ENSURING A HAPPY WORKFORCE.

WHEN A PROSPECTIVE CANDIDATE OR AN EXISTING EMPLOYEE COMES TO YOU TO ASK ABOUT REMOTE WORKING, YOU MAY INITIALLY STRUGGLE WITH TRYING TO FIGURE OUT HOW YOU CAN MANAGE THEM WHEN THEY'RE NOT IN THE SAME BUILDING AS YOU. HOWEVER, MANAGED PROPERLY, REMOTE WORK CAN BE A WIN-WIN SITUATION.

TO MAKE IT REALLY WORK, THERE'S MORE TO IT THAN THE TECHNOLOGY AND TOOLS THAT ENABLE REMOTE WORK SOLUTIONS. MANAGING THE HUMAN-SIDE PROPERLY IS THE MOST IMPORTANT FACTOR. WE HOPE FROM OUR EXPERIENCE, THE TIPS IN THIS GUIDE WILL HELP YOU AND YOUR EMPLOYEE WORK TOGETHER FOR A LONG TIME TO COME.

KEN & TOM WWW.ESCAPETHECITY.IE



You Want A Guarantee

BUY A TOASTER!

CLINT EASTWOOD



CONTROLLING REMOTELY


IF THERE'S ONE THING THAT YOU, AS AN EMPLOYER, NEEDS TO DO TO MAKE REMOTE WORKING SUCCEED, IT'S LETTING GO. IF YOU ARE A TRADITIONAL 'OVER THE SHOULDER' TYPE OF AN EMPLOYER, THEN THE CHANCES ARE YOUR STAFF ALREADY ASSUME YOU WON'T EMBRACE ANY CHANGE TO THE WORK CULTURE. TRUST IS A VALUABLE COMMODITY IN THE EMPLOYER/EMPLOYEE RELATIONSHIP, AND IN PARTICULAR WHEN IT COMES TO EMBRACING FLEXIBLE WORK ARRANGEMENTS.

MOVING TO A MODEL OF MEASURING EMPLOYEE PRODUCTIVITY OVER TIME SERVED WITH THEIR BACKSIDE ON A CHAIR IN FRONT OF YOU, IS CRITICAL TO THE SUCCESS OF WORKING OUTSIDE OF THE MAIN HQ. IF YOU ARE READY TO MEASURE BY PERFORMANCE, THEN YOU ARE READY TO MANAGE STAFF REMOTELY. IF YOU ARE STILL UNSURE, SUGGEST A TRIAL-PERIOD TO YOUR EMPLOYEE'S THAT ARE INTERESTED.

WHETHER IT'S A POTENTIAL NEW CANDIDATE OR AN EXISTING EMPLOYEE, THEN YOU NEED TO UNDERSTAND WHAT THEIR ROLE IS, AND HOW YOU MEASURE THEIR PERFORMANCE. WHAT ARE THEIR GOALS? HOW CAN THEY DEMONSTRATE THEY'RE ACHIEVING THEM? HOW CAN YOU MEASURE THAT? START BY WORKING THIS OUT.

DON'T GET HUNG UP ON THE FACT THAT YOU CAN'T SEE YOUR REMOTE WORKERS ALL THE TIME. FOCUS ON THE DELIVERABLES. AGREE THE TIMES THAT YOU NEED THEM TO BE IN WORK AT, AND WHAT YOU EXPECT THEM TO DELIVER. REMEMBER THAT YOUR REMOTE WORKERS ARE NO DIFFERENT TO THOSE ON-SITE COLLEAGUES, AND THEY DON'T HAVE ANYWHERE TO HIDE IF THEY DON'T DELIVER!

NEVER CONFUSE PRESENCE WITH PRODUCTIVITY.



95% of employers say remote working has a high impact on employee retention

46% say it has reduced attrition



THE REMOTE CULTURE


BUILDING TRUST IS THE KEY. MOVE FROM THE MANTRA OF *'THIS IS THE WAY WE'VE ALWAYS DONE IT'*, TO A CULTURE OF BEING OPEN TO CHANGE, WHEN CHANGE IS FOR THE BETTER.

LET IT BE KNOWN WITHIN YOUR COMPANY, THAT FOR THOSE THAT HAVE EARNED YOUR TRUST AND RESPECT, THAT FLEXIBLE WORK OPTIONS ARE OPEN TO THEM. BE CLEAR IN HOW YOU WILL MEASURE PERFORMANCE, AND HOW YOU INTEND ON COMMUNICATING WITH REMOTE STAFF, FOR THOSE THAT ARE INTERESTED.

OPENING UP DIALOGUE WITH A SELECT FEW TRUSTED STAFF MEMBERS INITIALLY, WILL DEMONSTRATE THAT YOU, AND YOUR COMPANY, ARE OPEN TO CHANGE. A PLEASANT SIDE AFFECT OF THESE DISCUSSIONS WILL BE A MORE SUPPORTIVE COMPANY CULTURE, A CULTURE THAT EMBRACES OPEN COMMUNICATION AND MUTUAL TRUST.

ASK YOUR KEY STAFF SOME QUESTIONS SUCH AS: HOW WOULD YOU DO YOUR JOB BETTER? WOULD YOU BE MORE PRODUCTIVE IN SOME WAYS, AND WHY IS THAT? WOULD YOU BE BETTER ABLE TO FOCUS, AND WOULD YOU BE ABLE TO DRILL DOWN INTO PROJECTS WITHOUT INTERRUPTION? WOULD YOU BE ABLE TO WORK HOURS THAT BETTER ACCOMMODATE THE COMPANY? IF YOU'RE ABLE TO SKIP YOUR COMMUTE, COULD YOU START WORKING EARLIER?

OPEN DIALOGUE – JUST KNOWING THEIR EMPLOYER IS WILLING TO EMBRACE FLEXIBILITY MAY BE ENOUGH



90% of skilled workers would rather remote work than get a new job to allow them relocate



COMMUNICATIONS

GOOD COMMUNICATION IS KEY TO SUCCESSFULLY MANAGING A REMOTE WORKER. A SENSE OF COMMUNITY IS ALSO CRITICAL TO THEIR WELL-BEING. FOR REMOTE WORKERS, 'OUT OF SIGHT, OUT OF MIND' CAN BE DESTRUCTIVE, AND CAN DETERMINE THE SUCCESS OR FAILURE OF THEIR RELATIONSHIP WITH YOUR COMPANY. AS THE EMPLOYER YOU MUST REGULARLY COMMUNICATE WITH THEM, ENSURING THEY ARE REACHING THEIR GOALS AND OFFERING YOUR FEEDBACK ON THEIR PERFORMANCE. REMEMBER, THE TRUSTED REMOTE WORKER IS THE ONE WHO WILL WANT TO BE IN CONTACT WITH THE MAIN OFFICE, THE ONE WHO IS HAPPY TO BE IGNORED AND UNACCOUNTABLE IS NOT THE PERSON YOU CAN ALLOW REMOTE WORKING, OR EVEN WITHIN YOUR COMPANY IN THE FIRST PLACE.

GOOD REMOTE WORKERS ARE SELF-MOTIVATED, HIGHLY DISCIPLINED PEOPLE. NO ONE WILL WORK LONG HOURS ON AN ASSIGNMENT ONLY TO HAVE IT IGNORED WITHOUT FEEDBACK. EFFECTIVE REMOTE WORKERS WANT YOU TO CRITIQUE THEIR WORK. JUST BECAUSE SOMEONE IS REMOTE WORKING, IT DOESN'T MEAN THEY HAVE LOST THE AMBITION TO RISE WITHIN YOUR ORGANISATION, THEY WILL STILL WANT THE OPPORTUNITIES TO BE PROMOTED. IN ADDITION TO WORK CORRESPONDENCE, SCHEDULE A WEEKLY OR FORTNIGHTLY CALL WITH YOUR REMOTE WORKER, FROM EITHER YOURSELF OR, IN LARGER COMPANIES, A DESIGNATED PERSON IN YOUR ORGANISATION. ENCOURAGE ONSITE TEAM MEMBERS TO INCLUDE THEM ON ALL 'TEAM-UPDATES' BOTH WORK AND SOCIAL RELATED.

RECOGNISE THEM – REMEMBER TO ACKNOWLEDGE THE WORK THEY'RE DOING WITH THEIR PEERS IN THE MAIN OFFICE, SO THEIR ON-SITE COLLEAGUES KNOW THEY'RE PULLING THEIR WEIGHT



TIME MANAGEMENT

DON'T EXPECT PERMANENT AVAILABILITY AND ENCOURAGE THEM TO BENEFIT FROM THE WORK LIFE BALANCE. MANY REMOTE WORKERS CAN FALL INTO THE TRAP OF TRYING TO OVER-DELIVER IN ORDER TO MAKE AN IMPRESSION AND REMIND YOU THEY STILL EXIST. IF YOU DON'T PERFORM ON DEMONSTRATING TRUST AND OPEN COMMUNICATION, YOUR REMOTE WORKER COULD OVERWORK TRYING TO OBTAIN YOUR APPROVAL. **REMEMBER TO SUPPORT THEIR RIGHT TO DISCONNECT!**

WELL-BALANCE EMPLOYEES ARE HIGH PERFORMING ONES. PART OF THE REASON FOR WANTING TO REMOTE WORK IN THE FIRST PLACE IS TO BENEFIT FROM A SHORTER COMMUTE (OR NONE AT ALL), AND TO ACHIEVE A BETTER QUALITY OF LIFE, THUS AVOIDING BURNOUT. ALLOW YOUR EMPLOYEE THE OPPORTUNITY TO BENEFIT FROM THE NEW WAY OF WORKING, BY ENSURING YOU RECOGNISE THEIR EFFORT, TO GIVE THEM THE PIECE OF MIND OF A 'JOB WELL DONE'.

WHERE YOU CAN, PROVIDE THEM WITH A REMOTE WORK BASE IN A LOCAL COWORKING HUB, TO ENSURE THEY MAINTAIN A SUSTAINABLE WORK/LIFE BALANCE AND THE NECESSARY SEPARATION BETWEEN THE TWO FOR THEIR OWN WELLBEING.

SOME EMPLOYERS CANNOT RESIST THE TEMPTATION TO PING AN EMAIL LATE IN THE EVENING AT RANDOM, TO SEE IF THEIR REMOTE EMPLOYEE IS WORKING LATE. THERE ARE TOOLS (SKYPE, SLACK ETC) TO TRACK THAT AN EMPLOYEE IS AT WORK, BUT YOU WILL HAVE NO NEED TO RELY ON THIS SURVEILLANCE IF YOU REMEMBER TO COMMUNICATE CLEARLY HOW YOU MEASURE THEIR PERFORMANCE.

JUST BECAUSE YOU CANNOT SEE THEM, IT DOESN'T MEAN THEY CAN'T BURN OUT



IF IT DOESN'T WORK

SOME PEOPLE WANT THE SECURITY OF KNOWING THEIR BOSS IS AROUND TO GUIDE THEM IN AN OFFICE ENVIRONMENT, AND OBVIOUSLY THOSE PEOPLE ARE NOT YOUR IDEAL CANDIDATES TO REMOTE WORK. YOU AREN'T JUST LOOKING FOR PEOPLE THAT ARE SICK OF THE DAILY COMMUTE, OR THE HIGH COST OF CITY LIVING – YOU ARE LOOKING FOR THE TYPE OF SELF-DISCIPLINED, MOTIVATED SELF-RELIANT EMPLOYEES WHO CAN DELIVER AT A HIGH LEVEL, EVEN WHEN NO ONE IS LOOKING!

THOSE SELF-RELIANT PEOPLE ARE LOOKING FOR A LEVEL OF AUTONOMY FROM A MANAGER, WHO CAN TRUST THEM TO DELIVER, SAFE IN THE KNOWLEDGE THAT RESULTS, AND TARGETS WILL SHOW, WHETHER THEY ARE BASED IN THE MAIN OFFICE OR NOT.

AND WHILE SOME EMPLOYEES AND PROSPECTIVE CANDIDATES WILL TRY CONVINCING YOU THEY CAN REMOTE WORK, YOU'LL QUICKLY FIND OUT WHETHER THEY HAVE WHAT IT TAKES OR NOT.

IF IT DOESN'T WORK, ENSURE YOU HAVE A POLICY IN PLACE TO RE-INTEGRATE THEM BACK INTO THE ROUTINE OF THE MAIN OFFICE.

HATING THE COMMUTE ISN'T ENOUGH – YOU NEED TO KNOW WHAT MOTIVATES THEM, AND WHETHER THEY CAN WORK INDEPENDANTLY.



MORE INFORMATION

AS WE HAVE CONSIDERABLE EXPERIENCE IN ASSISTING REMOTE WORKERS AND THEIR EMPLOYERS IN ESTABLISHING REMOTE WORK BASES IN OUR HUBS, WE WOULD BE DELIGHTED TO HELP YOU IN SETTING UP YOUR GUIDES AND POLICIES ON REMOTE WORKING.

NOT ONLY ARE WE EMPLOYERS OURSELVES, BUT WE ALSO WORK WITH NUMEROUS EMPLOYERS WHO HAVE AT THIS STAGE ALREADY ADDRESSED ANY QUESTION OR CONCERN YOU CAN POSSIBLY THINK OF ON REMOTE WORKING.

WE ARE READY TO SUPPORT YOUR EMPLOYEE IN THEIR MOVE TO REMOTE WORKING, OR EVEN PREPARING YOUR OWN COMPANY FOR A NEAR-SHORE SOLUTION.

HAVE A LOOK AT OUR HUBS ON [WWW.HQKERRY.COM](http://www.hqkerry.com) AND CONTACT US.



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