How to develop effective telework policies

IOE Webinar

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2. **Company level**
3. **Team managers**
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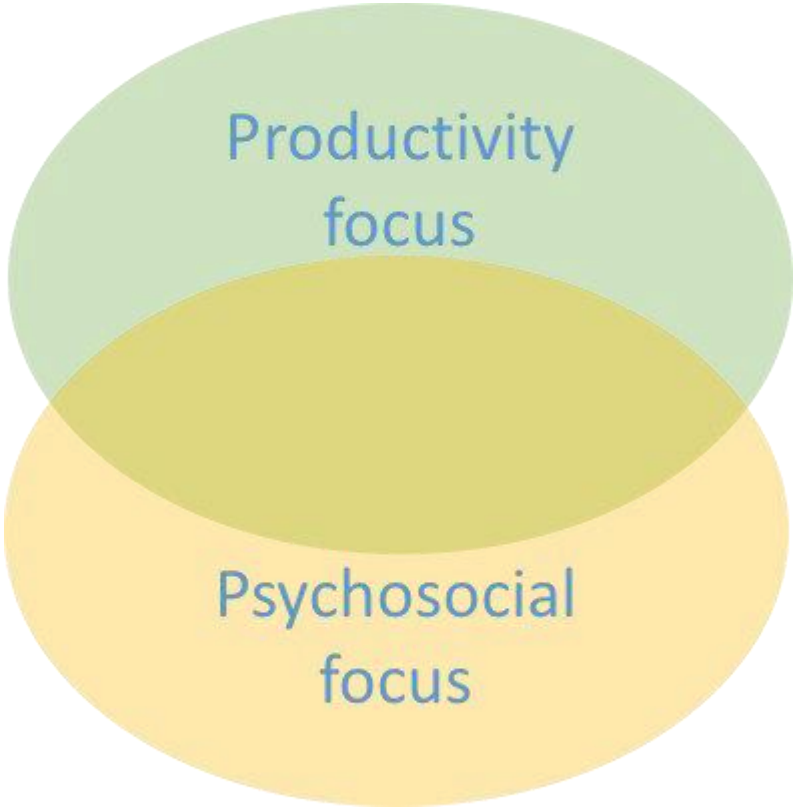
Productivity
focus
Psychosocial
focus

Company level (I)

The basics

- This is not an experiment
- Technology
- Who can work from home
- Special policies for caregivers, employees with sick relatives
- Communication channels
- Communicate:
  - Policies and tools
  - Advice: work from home, physical and psychological health
  - Support, calm

Top managers communication

- information about the crisis (causes, consequences), what's being done
- sense of safety, calmness, self- and community efficacy, connectedness to others, and hope
- social acknowledgment: reassuring people who are displaying stress reactions that their reactions are normal

This is not business-as-usual: establish and communicate priorities

Company level (II)

- Remote work reduces knowledge sharing: reduced innovation
  - Virtual water cooler, virtual coffee breaks
  - Tools for collaborative work

- Train managers
- Train employees
- Be open to initiatives from employees to refine remote work policies

Managers

- It’s possible to give up physical control of employees without losing actual control
- Give enough autonomy
  - Monitoring too closely can have a negative effect on proactivity and adaptability
  - Personalize
- Reduce or structure task interdependence
- Promote social support
- Establish and communicate priorities

- Reinforce trust
  - More important than clearly defined deliverables
  - Establish a balanced psychological contract: reciprocal obligations (expectations) between employer and employee
  - Frequent communication; not only about work
- Document and be transparent about decisions, responsibilities, results
- Be willing to continuously experiment, learn and adapt

Individual employees

- The basics
  - The tools: technology, when to use what?
  - The place
  - The mood: routines before, during and after work
- Accept this may be difficult, for you and others
  - Understand others
  - Take care of yourself, disconnect, unwind
- Communicate intentionally

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