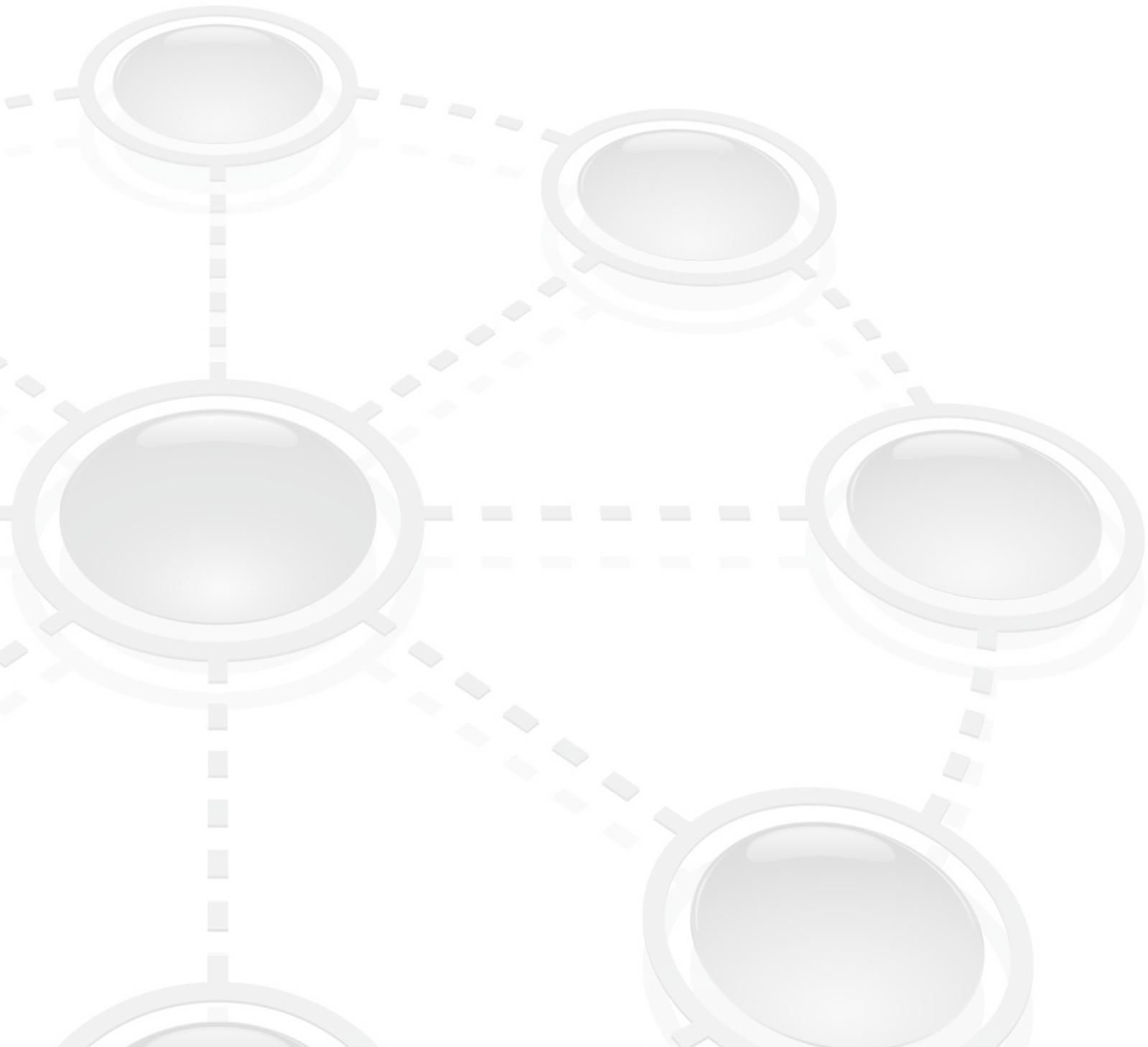




Government Without Walls

Tools for Employees



Glossary of Terms

Government Without Walls

A government that provides flexibility in employee work schedules and locations to reduce costs, maintain or improve customer service, increase employee productivity and retention and reduce the carbon footprint.

Appointing Authority

The head of a department, office, board or commission who has the power by law or the lawfully delegated authority to make appointments to or remove persons from County service.

Teleworker

An employee who performs officially assigned duties at home or at other worksites while utilizing various forms of telecommunications technology for a significant portion of his or her work. This can include communication with managers, colleagues and the public.

Mobile Worker

An employee who spends nearly all (or 100%) of his or her work day in the field. Various technologies may be used to access and transmit information to a central office.

Alternative Work Schedule

When an employee works outside the normal five days a week, eight hours a day work schedule.

Hoteling

When an employee temporarily uses a County workspace not his or her own.

4/10 Work Schedule

Employee works four days during each work week; employee works 10 hours per scheduled day.

9/80 Work Schedule

Employee works five days during one work week with four days at 9 hours and one day at 8 hours (totals 44 hours), and four days during the other work week with four days at 9 hours per day (totals 36 hours).

Frequently Asked Questions

General Questions

1. What is GWOW and why are we pursuing it?
2. What are some examples of GWOW in action?
3. Aren't County employees already working in the field, at alternative locations or working schedules outside the traditional Monday through Friday, 8-5 schedule?

For Employees

1. Who will decide if my work location or schedule should be changed?
2. Will GWOW benefit employees as well as the County?
3. This is great! When and how can we get started?
4. If I telework, can I have my children at home with me?
5. Are there "core hours" during which all mobile or teleworkers must be available?
6. If GWOW is not offered in my department or work unit, can I apply or request to participate?
7. Can both hourly and salaried employees participate in GWOW?

General Questions

Q: What is GWOW and why are we pursuing it?

A: Government Without Walls (GWOW) is a tool that helps both management and employees look for ways to provide services more efficiently or effectively by changing where and when we work. It may take the form of employees working at alternative locations, working in the field, or working an alternative schedule either some or all of the time.

The County is pursuing GWOW for several reasons:

- Advances in mobile technology have made it possible for employees to access information, manage files and complete transactions in the field – which makes it possible for County managers and employees to work in ways they never could before.
- With continuing budget pressures challenging our ability to provide services, the County must explore all opportunities to improve efficiency and productivity.
- Both the public and private sector are embracing tools that allow work to be performed "anywhere, anytime." As this becomes an increasingly-accepted business practice, the County will have to adapt as well, to attract and retain employees now and into the future.

- Creating a County workforce capable of working from remote locations will make the County better prepared to continue delivering services if an emergency requires staff to perform duties at alternative sites.

Q: What are some examples of GWOW in action?

A: GWOW options include, but are not limited to:

- Mobile Workers: Employees who work in the field or community, without an assigned workplace. This includes employees who work in the field part time and who share a workspace in their office or workplace with other employees.
- “Hoteling” or “Hot Desking”: Employees who work in the field and share workspaces when needed at whatever County location is most convenient (similar to the idea of a hotel room that is used when needed.)
- Teleworkers: Employees who use their home as an alternative work space, either full or part-time.
- Alternative Work Schedules: Employees who work alternative schedules, outside of the traditional Monday through Friday 8:00 am to 5:00 pm work day, to improve performance or meet business needs.

Q: Aren't County employees already working in the field, at alternative locations or working schedules outside the traditional Monday through Friday, 8-5 schedule?

A: Yes, some employees do already work 4/10 or 9/80 schedules, work at alternative locations or share workspaces. The fact that the County operates 24-hour facilities and manages a diverse array of program means that some employees have always worked schedules and at locations that best meet the needs of their department's business.

However, with mobile technology making it possible to work in new ways and new places, more employees will find ways to use that flexibility to work more efficiently. GWOW ensures that the County is ready to support employees and managers as they adapt to new, more productive ways of doing business. Our tools and policies are up-to-date and in place.

For Employees

Q: Who will decide if my work location or schedule should be changed?

A: Ultimately, the decision to alter an employee or unit's work hours and/or location is made by the employee's appointing authority: the head of a department, office, board or commission. However, if an employee can demonstrate that an alternative schedule or location will improve business operations, they can request that it be considered using the forms posted on this site.

Managers who approve or establish alternative work location and schedules must determine whether the change presents an opportunity to improve productivity or service or reduce program costs.

Information about how to make this assessment is provided in the [“GWOW Financial Tools for Managers” Guide](#). In addition to evaluating whether individual jobs can be better performed at another location or time, managers will also evaluate whether individual employees would be good candidates for working at an alternative time or location.

Managers who would like to change an employee’s work location and/or hours are encouraged to first consult with their Human Resources staff. Some changes – such as moving to shared work space or “hotel” space may be relatively simple. Other location changes, such as establishing teleworking arrangements, will require more discussion and confirmation that the employee has appropriate space and conditions at home to perform their work.

Q: Will GWOW benefit employees as well as the County?

A: Yes. Organizations that have increased their use of mobile workers, teleworkers or staff working alternative schedules report that these employees appreciate the flexibility and, where applicable, the reduction in commuting time and expense.

Q: This is great! When and how can we get started?

A: Given the diversity of jobs across the County’s 40 departments, GWOW will look different in each department. Some County workers already work in the field or on schedules outside of weekday parameters. Some County jobs cannot be performed at alternative locations or during alternative hours. However, there are many departments that will be able to implement elements of GWOW immediately and others who will do so after thoroughly evaluating their business needs.

To learn more about how your department or program may be able to use the increased flexibility that GWOW can provide, contact your supervisor or manager and review the materials and tools pertaining to GWOW that have been posted for managers and employees on the County intranet.

Q: If I telework, can I have my children at home with me?

A: Teleworking is still work and is not meant to be a substitute for child care. If you telework, and there are children in your home who require care, someone else – not you – must provide that care during working hours.

Q: Are there “core hours” during which all mobile or teleworkers must be available?

A: The establishment of “core hours” is up to the appointing authority, and will depend upon the nature of the program or employees’ work and the business needs of the unit.

Q: If GWOW is not offered in my department or work unit, can I apply or request to participate?

A: Decisions regarding GWOW will be made by the appointing authority to meet department needs. Not all positions and employees are appropriate for GWOW. If you feel that your job is appropriate to be considered for teleworking, an alternative work schedule or mobile work, talk with your supervisor about whether a pilot or trial is appropriate. Any employee who plans to ask if their work would be appropriate for GWOW should prepare to answer the following questions:

1. Why do you want to participate in GWOW?
2. Which elements are appropriate for your position (telework, mobile-remote work and/or alternative schedule)?
3. What kind of work will you do from home/the field or outside regular business hours?
4. Employees interested in asking if their work would be appropriate for telework or mobile-remote work should be prepared to answer these additional questions:
5. How will you transport work products and equipment to/from the office (if applicable)?
6. How will your manager and coworkers know when you are working and when you are not working?
7. How will you report your progress?
8. How will you maintain communication with the office?
9. What if your coworkers need your help?
10. What is the impact to others in your work unit, program and department?
11. Do you have the necessary equipment at your alternative work location?
12. Do you have a suitable place to work outside the office?

Q: Can both hourly and salaried employees participate in GWOW?

A: Yes. Both hourly and salaried employees can work alternative schedules and/or at alternative locations if it makes business sense and relevant issues are addressed.

Regarding hourly, non-exempt employees, managers are encouraged to consult with County Counsel and Labor Relations before approving GWOW arrangements, to identify whether the affected staff are exempt or non-exempt from FLSA considerations and how that may or may not impact their unit's work operation. For example, hourly employees who are approved to telework or to work at a satellite location may be eligible to receive compensation for their time and mileage if they are required to travel to a location other than their primary work site during their approved work schedule.

For salaried (or unclassified) employees, appointing authorities may approve alternative work schedules or locations as long as 1.) the unit has sufficient coverage in the workplace for business to continue during the unit's established hours of operation and 2.) the arrangement helps the employee and unit meet performance goals. For example, if it makes business sense for a salaried employee to

work four 10-hour days per week and their absence from the workplace on the fifth day does not negatively impact operations, they may be assigned or approved to work a 4/10 schedule.

Unclassified employees who are assigned or approved for this type of schedule and who maintain it may consult with payroll staff for instruction on how to report their time.

In either case, care should be taken when scheduling on-site meetings and trainings with any employees who work alternative schedules or at alternative locations, to avoid unnecessary expense or commute time. In some cases, web-based meetings or teleconferencing may be viable alternatives to in-person activities. And, of course, managers may prefer to select one day for meetings and have all staff work in the office that day.

Information on how other employers and managers successfully address these challenges is becoming increasingly available as more employers use new technology tools to increase workplace flexibility. Check out the “Additional Resources” on the County GWOW webpage (<http://cwss/sites/DHR/gwow/default.aspx>) for articles like “Top Ten Strategies for Managers of Mobile Workers” and the “Unmasking GWOW” Training in the County LMS.

COUNTY OF SAN DIEGO, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject

Teleworking

**Policy
Number**

C-26

Page

1 of 2

Purpose

To allow flexibility in employee work schedules and locations while reducing costs, maintaining or enhancing County service and productivity levels, and reducing the County's carbon footprint.

Background

Teleworking is defined as work arrangements in which an employee performs officially assigned duties at home or at other worksites while utilizing various forms of telecommunications technology for a significant portion of their work. This can include communication with managers, colleagues and the public.

Policy

It is the policy of the Board of Supervisors that:

Teleworking programs may be implemented in County departments, where appropriate, as defined by the criteria established by the Department of Human Resources. County employees shall participate in the teleworking programs on a voluntary basis and shall comply with all County and Department policies, ordinances, practices, and instructions.

The Board of Supervisors delegates authority to the CAO for the implementation and execution of this policy. The CAO shall promulgate the necessary administrative procedures to implement, execute, and evaluate the provisions of the teleworking policy.

With the approval of the CAO, an appointing authority may implement a teleworking program following criteria established by the Department of Human Resources in applicable administrative procedures.

Productivity must be maintained by the teleworker. Evaluation shall be conducted using methods of productivity measurements as delineated in the administrative procedures.

**COUNTY OF SAN DIEGO, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

Subject

Teleworking

**Policy
Number**

C-26

Page

2 of 2

Selection for participation in this program shall not present an employee an advantage or disadvantage when measuring performance. Sunset Date

This policy will be reviewed for continuance by 12-31-17.

Board Action

01-30-90 (91)

09-18-90 (36)

04-04-95 (28)

03-14-06 (11)

12-09-08 (33)

CAO Reference

1. Department of Human Resources

COUNTY OF SAN DIEGO
DEPARTMENT OF HUMAN RESOURCES
POLICY AND PROCEDURES MANUAL

SUBJECT: **TELEWORKING**

POLICY NUMBER: **108**

EFFECTIVE DATE: **July 1, 2001**

PAGE: **1 of 2**

REVISED DATE: **March, 2011**

PURPOSE

The purpose of this policy is to communicate the administrative process for implementing Board of Supervisors' Policy C-26 concerning teleworking.

POLICY

To allow flexibility in employee work schedules and locations while reducing costs, maintaining or enhancing County service and productivity levels, and reducing the County's carbon footprint.

DEFINITION OF TELEWORKING

Teleworking is defined as employees working from a remote site, other than their primary work location. It can include working from one's home, from a satellite work office, or from a neighborhood work center. The technology can range from telephones to personal computers, modems, FAX machines, and voice mail.

PROCEDURE

- A. **Request to Telework:** An appointing authority may request approval from the CAO to implement a teleworking program by submitting a plan to his or her Group General Manager, who will review and make a recommendation to the CAO. The plan should address all the points enumerated in the criteria for implementing teleworking.
- B. **Criteria for Implementing Teleworking:** Teleworking does not change the appointing authority's authority for determining what gets done, how it's to be done, and the performance standards. In fact, standards should be no different for teleworkers than they are for those not teleworking; nor should efficiency be decreased. In order to receive approval to telework:
1. Each participating department must designate a manager to act as a teleworking coordinator.
 2. Each participating department must determine that an alternative worksite, such as a home office, is appropriate for the County of San Diego tasks performed by the involved worker.
 3. Each participating department must keep the following records:
 - a. Name and classification of the employee who will be teleworking;
 - b. Number of days that each individual teleworks.
 4. Each participating employee should have a teleworking plan approved by one's supervisor.
 5. Each participating employee must log the total number of hours and specific time(s) worked each day he or she teleworks.
 6. Each participating employee should have a supervisor-approved, safety-inspected teleworking environment.
 7. Each participating employee must have a telephone and voicemail.
 8. Each participating employee must be able to be reached during certain hours set by one's supervisor.

COUNTY OF SAN DIEGO
DEPARTMENT OF HUMAN RESOURCES
POLICY AND PROCEDURES MANUAL

SUBJECT: **TELEWORKING**

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PAGE: **2 of 2**

REVISED DATE: **March, 2011**

9. All teleworkers and their supervisors should attend training sessions conducted by their departmental teleworking coordinator.
10. All participating departments must submit reports, upon request, to their Group General Manager. General Managers will provide a copy to the Director of Human Resources so that evaluation reports can be made periodically to the Board of Supervisors.

C. **Tracking and Reporting Teleworking Hours and Days:** The County of San Diego (COSD) Teleworking Report is generated out of the County's Time Collection system and is used to report the number of hours and days an employee teleworks during the calendar year. It is the responsibility of the Teleworking Program Coordinator to generate this report on a regular basis for his/her business unit or department.

TELEWORKING INSTRUCTIONS AND FORMS

Sample forms and instructions are available on the GWOW website. However, if the Group General Manager chooses to develop a different manual, it must fully comply with the Board of Supervisors Policy, Administration Manual Policies, and any Chief Technology Office policies relating to teleworking.

FURTHER INFORMATION

For further information, contact your Departmental Human Resources Officer or designated teleworking coordinator in your department.

FORMS

Sample Teleworking Forms are available on the GWOW website.

REFERENCES

Board of Supervisors Policy C-26
Administrative Manual Policy 0050-03-9

SUPERCEDES

DHR Policy 1135A, Telecommuting

APPROVED BY:

Original document approved and signed by Carlos G. Arauz on.

Carlos G. Arauz, Director
Department of Human Resources

Telework or Alternative Work Checklist

Question	Yes	No	Mitigation Plan (if Necessary)	N/A
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Position/Function/Program (P/F/P)

Can the P/F/P perform the necessary interactions with internal or external customers, co-workers or project workgroups during the times proposed for alternative worksites/hours?				
Would supervisors, co-workers and/or customers be negatively affected by the employee working alternative sites/hours or offsite? If so, be prepared to explain mitigation plan to Appointing Authority/GM.				
Does the P/F/P have clear work objectives, with timelines and clear expectations and deliverables that are measurable?				
Does using GWOW with this P/F/P present an opportunity to reduce non-productive travel time?				
Can this P/F/P partner with other County or non-County offices to obtain necessary work space?				
Is access to a computer, high speed internet access, appropriate security software, and other necessary materials required?				
Could the necessary internal coordination, consultation, work product standardization and communication be established and maintained?				

Individual

Does this individual have a track record of being able to work independently and/or with little direct supervision?				
Does this individual consistently maintain a satisfactory or above-average performance record?				

Last Name, First Name

ATTACHMENT A

COUNTY OF SAN DIEGO

Teleworker's Assignment

Teleworking, or working from another location such as home or an office close to home, is an assignment that the County of San Diego may choose to make available to some employees when a mutually beneficial situation exists.

Teleworking is not an employee benefit, but rather is an alternate method of meeting the needs of the County. Employees do not have a "right" to telecommute; the arrangement can be terminated by either the employee or the County at any time.

These are the conditions and arrangements for teleworking agreed upon by the teleworker and supervisor.

Location

The employee agrees to work at the following location:

List address here

The employee agrees to provide a designated, safe work space if working at home.

Schedule

The employee's teleworking schedule is as follows:

Monday	_____	Thursday	_____
Tuesday	_____	Friday	_____
Wednesday	_____	Other	_____

Assignment

The following are the assignments/productivity objectives to be worked on by the employee at the remote location with the expected delivery dates:

Phone Calls

The following is the arrangement agreed upon for handling telephone calls made by the teleworker from the remote work location for County business:

The employee agrees to call the central office to obtain his/her messages at least _____ times per day.

The employee agrees to use a County-issued telephone (cellular or land line).

Supplies

Employee agrees to obtain from central office all supplies needed for work at the alternative location; out-of-pocket expenses for supplies regularly available at the County office will not normally be reimbursed.

Equipment

The employee is using the following personal equipment:

Records and Logs

The employee agrees to maintain records of total number of hours and specific time(s) worked each day.

Other

Additional conditions agreed upon by the teleworker and the supervisor are as follows:

Justification

Review and Signatures

This assignment has been reviewed and agreed upon prior to participation in the County's teleworking program.

Print Name

Employee ID Number

Phone No.

Teleworker's Signature

Date

Supervisor Signature

Date

Teleworker Coordinator's Signature

Date

Last Name, First Name

ATTACHMENT B

COUNTY OF SAN DIEGO

TELEWORKING WEEKLY REPORT

Name _____ Empl ID _____ Week of _____

Work Record

<u>Day</u>	<u>Work Hours</u>
Monday	
Tuesday	_____
Wednesday	_____
Thursday	_____
Friday	_____

Work Progress:

<u>Assignment</u>	<u>Due Date</u>	<u>Status</u>	<u>Hours Worked</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Costs Avoided: _____

Costs Incurred: _____

Benefits: _____

Problems: _____

Last Name, First Name

ATTACHMENT C

COUNTY OF SAN DIEGO

Recommended Safety Checklist for Home Offices

This form is a reminder of general areas and items to be provided by the teleworker and self-reported by the teleworker.

Location inspected (address): _____
Street City Zip Code

Fire Protection

- Smoke Detector
 Fire extinguisher, minimum rating 2A-10BC

Emergency Procedures

- Evacuation plans established
 First Aid supplies adequate

Electrical Requirements

- Only 3-wire grounded, circuit breaker extension cords with surge protection shall be used
Note: The facility must be 3-wire grounded to provide this protection; many older homes have 2-wire systems and will not afford the needed protection.
 Electrical equipment and tools properly maintained
 Circuit breaker or fuse panels are properly labeled and are accessible
 No electrical cords create tripping hazards
 Sufficient ventilation for electrical components

Household Equipment

- Heating/air conditioning, if present, in good repair
 Household appliances in safe working order

Ergonomic Evaluation

Print Name	Employee ID Number
Employee Signature	Date

Employee Self-Reported Safety Checklist Received by Supervisor

Supervisor Name

Signature

Date

Last Name, First Name

ATTACHMENT D

COUNTY OF SAN DIEGO

Teleworking Equipment Assignment Form

As part of my Teleworking Contract, I accept responsibility for the following equipment to complete assignments.

Type of Equipment & Brand Name (List each component separately)	Asset Number

I agree to:

- Remain in compliance with the County's IT policies
- Maintain the above equipment in operating condition
- Operate it safely and return it to my supervisor if I resign, am transferred, discontinue teleworking or at the County's request.

In addition, I agree to use this equipment only in the conduct of County business.

Print Name	Employee ID Number	
Employee Signature	Date	
Supervisor's Name (Print)	Signature	Date

Last Name, First Name

ATTACHMENT E

COUNTY OF SAN DIEGO

**COMPUTER VIRUS PROTECTION AND
SOFTWARE COMPLIANCE FOR TELEWORKERS**

This form is used to ensure that teleworkers in the County of San Diego who access the departmental computer system have read and agree to the County's IT Policy as summarized below:

1. County Policy mandates that no unlicensed ("pirated") software may be installed on computing systems used to conduct County business. No unlicensed software may be installed on a computer that is in use for teleworking.
2. Regular virus scans must be scheduled for all departmental microcomputers (including those used on assignment to teleworkers) and by each participant using a privately owned microcomputer for teleworking, on a schedule designated by their Teleworking Program Coordinator.
3. All electronic documents and files created offsite will be written to a CD or flash drive rather than transmitted directly (uploaded) to any departmental computer system. The CD or flash drive will then be scanned for viruses on a department-designated computing system before being loaded onto a departmental computer system (a County LAN or hard drive).

I have read and agree to the requirements specified above.

Print Name	Employee ID Number	Phone Number
Employee Signature	Date	

Last Name, First Name

ATTACHMENT F

COUNTY OF SAN DIEGO

ANNUAL RENEWAL FORM FOR HOME OFFICES SAFETY

List your teleworking location address here

I still reside at the same location, which was self-inspected and approved on _____.

All safety items remain in compliance and good working condition.

Print Name	Employee ID Number
Employee Signature	Date
Supervisor's Name (Print)	Signature
	Date

Telework or Alternative Work Checklist

Question	Yes	No	Mitigation Plan (if Necessary)	N/A
----------	-----	----	--------------------------------	-----

Position/Function/Program (P/F/P)

Can the P/F/P perform the necessary interactions with internal or external customers, co-workers or project workgroups during the times proposed for alternative worksites/hours?				
Would supervisors, co-workers and/or customers be negatively affected by the employee working alternative sites/hours or offsite? If so, be prepared to explain mitigation plan to Appointing Authority/GM.				
Does the P/F/P have clear work objectives, with timelines and clear expectations and deliverables that are measurable?				
Does using GWOW with this P/F/P present an opportunity to reduce non-productive travel time?				
Can this P/F/P partner with other County or non-County offices to obtain necessary work space?				
Is access to a computer, high speed internet access, appropriate security software, and other necessary materials required?				
Could the necessary internal coordination, consultation, work product standardization and communication be established and maintained?				

Individual

Does this individual have a track record of being able to work independently and/or with little direct supervision?				
Does this individual consistently maintain a satisfactory or above-average performance record?				

IT Toolkit

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Introduction

Technology plays an important role in Government Without Walls (GWOW). Leveraging technology in a positive way can enable many of the essential activities for mobile workers, teleworkers, and their co-workers. If not done well, technology can also create difficult and frustrating barriers.

Technology is constantly changing and new capabilities emerge along the way. It is our goal to evaluate new technology, adopt an appropriate amount of new technology that adds value in our work, and ensure excellent support of the technology that we deploy. Each technology typically goes through a predictable lifecycle of evaluation, adoption, deployment, support, and eventually retirement or upgrade. Trying to adopt too many technologies can be overwhelming and counterproductive, but adopting too few can be restrictive and result in lost opportunities.

This Toolkit is intended to provide important information about various technologies that may be useful to employees who work alternative schedules or at alternative locations. Due to the rapid changes in the technology environment, we will publish updates on a regular basis in order to keep this information current and accurate.

Latest updates include:

12/31/2010 Initial publication

Encrypted Flash Drive

A flash drive (or 'thumb' drive) is a small data storage device that connects to your computer. You can upload or download data files, allowing you to carry your data with you and connect to a computer in another location.

A problem with flash drives is that they are easy to lose or steal, due to their small size. To mitigate the risk of losing sensitive data, you can use an encrypted flash drive. On these devices, the data is stored in an encrypted state, making it impossible for anyone to get that data without the password.

Examples of items appropriate for encrypted storage might include:

- Documents that you want to access at a different location (e.g., at home)
- Presentations that you want to take to an offsite meeting

County policy does not allow having County data stored on home computers, but using an encrypted flash drive on a home machine is permitted. You can perform updates, then save back to the flash drive, and the data is never 'stored' on the home computer.

The encrypted flash drive can be ordered through myRequests as a Hardware Catalog order. (Full description is: Flash Drive - Full Encryption 4GB DISKGO Security Guardian USB 2.0 256BIT.)

Live Meeting

See 'Web Conferencing.'

Mobility VPN

Mobility VPN is a new offering for the County, allowing improved connectivity (through 'persistence') for mobile workers. This Mobility VPN account utilizes a software product from NetMotion.

Your service provider does not change. If you are on Verizon, you stay on Verizon. What changes is the ability to remain connected as you switch between cell towers of your selected service provider. As your location changes (e.g., while driving), NetMotion continually finds the best available connection (based on speed) between your service provider and wi-fi networks. It switches without any interruption to your connection. Even if you travel through an area where no service is available, the software uses its own cache to keep your session (e.g., application data) and simulate the connection to the County. When it finds an available connection, it updates and synchronizes with the County network applications, without you even realizing that there was a gap.

The County performed pilots with NetMotion among various mobile workers (e.g., inspectors) and the satisfaction rate was very high. Instead of multiple interruptions, requiring restarting and/or logging in again, the users can log in once and maintain their connection throughout the day.

NetMotion is ONLY available on County assets maintained by NG. If you need to connect from your home computer or any other device, you must use standard VPN services.

Orders for Mobility VPN can be placed through myRequests using a CSRF.

NetMotion

See 'Mobility VPN.'

OCS (Office Communications Server)

OCS (Office Communications Server, or sometimes Office Communication Services) is an enterprise suite of communications products, implemented to simplify and integrate all forms of communications for County business by enabling the convergence of voice, video, email, desktop presence, mobile desktop and mobile devices. OCS is also a productivity enabler, saving time and reducing the need for travel, while allowing the County to be 'greener.'

Whether you prefer instant messaging, audio, or video, it is all available in one application. Start an instant messaging conversation with a colleague, invite more people to the conversation, switch to voice, or add video with simple one-click actions.

Also, with the new desktop sharing capability (see 'Web Conferencing'), you can easily collaborate with your colleagues and team members.

Requests for OCS are made through the myRequests system as an IMAR.

Phones – Smartphone, BlackBerry

A Smartphone is a mobile phone that offers more advanced computing ability and connectivity than a contemporary basic feature phone. Smartphones may be thought of as handheld computers integrated within a mobile telephone. In addition to running applications based on platforms such as Java ME, a smartphone also allows the user to install and run more advanced applications based on a specific platform.

Although there are many styles of smartphone available on the market today, the County uses the BlackBerry device to connect to the e-mail system using the BlackBerry Enterprise Services (BES) server located in our Plano Data Center. Currently the iPhone, Android, and other Windows-based smartphone devices are not compatible or approved as standards for connecting to our e-mail system or be used to condicy County business, store County data or run County applications.

To utilize this BlackBerry service, each department is responsible for purchasing the BlackBerry device and service directly from their chosen service provider (AT&T, Verizon, Sprint). To have the device set up to connect to the County's BES service, the department would enter a CSRF request in myRequests and a technician would come out to assist the user with the initial setup.

Printers

Mobile printing is a generic term for products and services that let people print documents when they're away from a traditional network or local printer. Usually, mobile printing is wireless. It often uses Bluetooth or 802.11 networking to communicate. Some older handheld devices use infrared signals, similar to the signals most TV remote controls use.

All mobile printing options require three components:

- A device that can print documents, whether on its own or with added software
- A way to connect to a printer, usually wirelessly
- A printer

For people who travel extensively, portable printers can be a better option than looking for available printers. These are compact, lightweight and can be both battery operated and wireless. Some portable printers, often used for labels and bar codes, will even fit in a pocket or on a belt.

If you're considering buying a portable printer, be sure to compare the printer's capabilities with what you'll need to print. If you mostly print photographs, consider getting a portable photo printer, which reads directly from a camera or a memory card. Make sure that the printer is compatible with the device and software you want to use.

Check the Online Catalog in myRequests for a number of personal printing device options. They include small thermal type printers to compact inkjet and laser printers that connect wirelessly via Bluetooth or WiFi.

Scanners

Department scanners are widely used, often included in standard copier machines.

For mobile workers, scanning a document is now possible on the road. Mobile scanners are compact and easy to use. Check the Online Catalog in myRequests for a list of available scanners.

Shared Resources

Shared Resources could be anything that a group of people wants to use at different times, such as: conference rooms, projectors, teleconference bridge lines, or conference phones.

Microsoft Outlook gives you the capability to define these Shared Resources as an entity that can be scheduled within Calendar. You can assign rights to people who should be able to reserve the resource, see the calendar of availability, etc.

This can be especially valuable to a group of mobile workers who are interested in using resources (such as bridge numbers) from different locations. Without this coordination, resources may be double-booked or unavailable when you need them.

For more information on Shared Resources, search Outlook Help for 'Resource.'

Since the Resource utilizes an Outlook e-mail account, you can request a new Resource via a CSRF through myRequests. The monthly charge would be the same as a new e-mail account.

Smart Boards

The Smart Board interactive whiteboard is an interactive whiteboard that uses touch detection for user input – e.g., scrolling, right mouse-click – in the same way normal PC input devices, such as a mouse or keyboard, detect input. A projector is used to display a computer's video output on the interactive whiteboard, which then acts as a large touch screen.

The Smart Board typically comes with 4 digital pens, which use digital ink and replace traditional whiteboard markers. The Smart Board interactive whiteboard operates as part of a system that includes the interactive whiteboard, a computer, a projector and white boarding software called Smart Notebook collaborative learning software. The components are connected wirelessly, via USB or serial cables. A projector connected to the computer displays the computer's desktop image on the interactive whiteboard. The interactive whiteboard accepts touch input from a finger, pen or other solid object. Each contact with the Smart Board interactive whiteboard is interpreted as a left-click from the mouse.

For remote workers, you could use a Smart Board in conjunction with Live Meeting, and participants could see the board from any location.

Teleconference Bridge Numbers

Bridge numbers are provided by AT&T for the purpose of holding teleconferences. There is no charge to create a new bridge number. Charges are incurred as the bridge is used, and depends on the length of the call. Charges appear in Chargeback under 'Conference Bridge Calls.' To request a new bridge number, submit a myRequest IMAR and include "New Conference Bridge" in the Description.

Unified Communications

Unified Communications is the integration of multiple real-time communication services. There are many technical components, but the ultimate vision is an environment where any type of worker can access any application over any public or County owned wired or wireless medium using a wired or wireless end user device.

Several projects have already been funded which will address major components of the Unified Communications strategy. These include the implementation of a new client image on desktops and laptops (Windows 7 and Microsoft Office 2010) and an upgrade to the Microsoft Exchange and SharePoint Applications to version 2010.

Various other related initiatives are being considered for FY 2011-2012 funding.

Web Conferencing

Web Conferencing is used to conduct live meetings, training, or presentations via the network. Live Meeting is a software product from Microsoft that allows users to schedule through Outlook or ad-hoc as well as participate in meetings using their desktop computers from various locations throughout the County. The host can choose to share a particular presentation or their entire desktop or allow other participants to present information. Participants see what is being shared in real time, including changes that you might make during the meeting. Other features include chat and instant messaging to all participants or privately.

Possible uses include:

- Giving a presentation while sharing the PowerPoint
- Conducting a working meeting while sharing the meeting minutes as they are being written
- Conducting a brainstorming session while the ideas are being captured
- Conducting a training session for an application while the trainer is using the application online
- Collaborating in a whiteboard session, possibly with a drawing tool such as Visio
- Editing a document together in real time (e.g., in Microsoft Word)

The host can even turn control over to selected participants so they can be providing updates.

You may be familiar with another product called WebEx. The products are very similar in features, but WebEx is purchased based on usage, so extensive use can get expensive. Live Meeting is part of our Microsoft Office Suite and there is no additional cost for usage.

WebMail

WebMail is an e-mail offering that allows you to access your e-mail from any location by using a web browser. The interface looks similar enough to Outlook that it is fairly easy to navigate through basic functions.

To access County e-mail, enter the URL: <https://webmail.sdcounty.ca.gov>. You will receive a login screen where you can use your standard LAN Username and Password, just like if you were logging in at your desk.

You can also access your Outlook Calendar in the same way.

This can be especially useful for setting Out-of-Office Auto-Replies if you are unexpectedly absent from the office (e.g., calling in sick). Many people don't have VPN access to the County network from home, but WebMail allows them full access to their e-mail and calendar.

Wireless Conference Phones

Wireless conference phones, such as the Polycom® SoundStation2W™, allow greater flexibility for holding teleconferences. The base station connects to an analog phone line, which connects wirelessly with the conference phone. The phone can be used in any office or meeting room within range of the base station. It may also be connected to a cell phone.

The Top Ten Strategies For Managers Of Mobile Workers:

Surviving and Thriving in the Emerging Mobile Workforce

Terrence L. Gargiulo, President, makingstories.net



makingstories.net

We are an Organizational Development firm specializing in using stories to galvanize your organization.

Where Are We Today?

CIRCA 1980

The hall erupted in a sea of applause. James made his way to the front of the ballroom. Waiting to shake his hand and give him the esteemed Outstanding Corporate Citizen Award for 37 years of service was the CEO of Typical Enterprises.

James Gander was proud to be a third-generation employee. His father and grandfather had worked in the same facility. He would have never guessed that a high school summer job filling bins on a production line would have turned into his current position as an Account Services Manager. Sure, he had seen changes. Assembly had replaced manufacturing, and quality and service had become the cornerstone of the company's competitive advantage, but for the most part James had worked with the same group of people. Typical Enterprises was as much a part of James' family as his six grandchildren.

CIRCA 2010

Cecilia rubbed her eyes. Getting up at three in the morning for a conference call halfway around the world was never in her job description. It had been days since she had actually seen or talked in person with any of the fifty people on her staff. As she typed in the web address of the virtual meeting she saw an instant message pop up.

Tony who had just joined her team six months ago was texting her his official two-weeks notice. Since he was based in Australia and Cecilia worked in Palo Alto, he had notified Human Resources on Monday (Sunday for Cecilia) that he would be leaving. Cecilia thought it was considerate of Tony to text her before the meeting so she would not be blind-sided. She was excited Tony would get a chance to try his hand at a new career. At least she had thirty seconds to collect her thoughts before announcing the information to her team. Days like this made Cecilia wish she could just crawl back into bed. Then she remembered that today she was telecommuting, so at least she could surround herself with the comforts of her home as she prepared to tackle whatever onslaught of fires was sure to come her way.

However disorienting and maddening the pace and rules of our contemporary work life may be, let's understand a few things: there's no turning back, it doesn't have to be a bad thing, and there are things you can do to set yourself up for success even in the face of all the challenges.

Our approach in this white paper will be to tackle the challenges head on. This is not a Pollyanna attempt to convince you of things you already know. Life in organizations is different.

Background

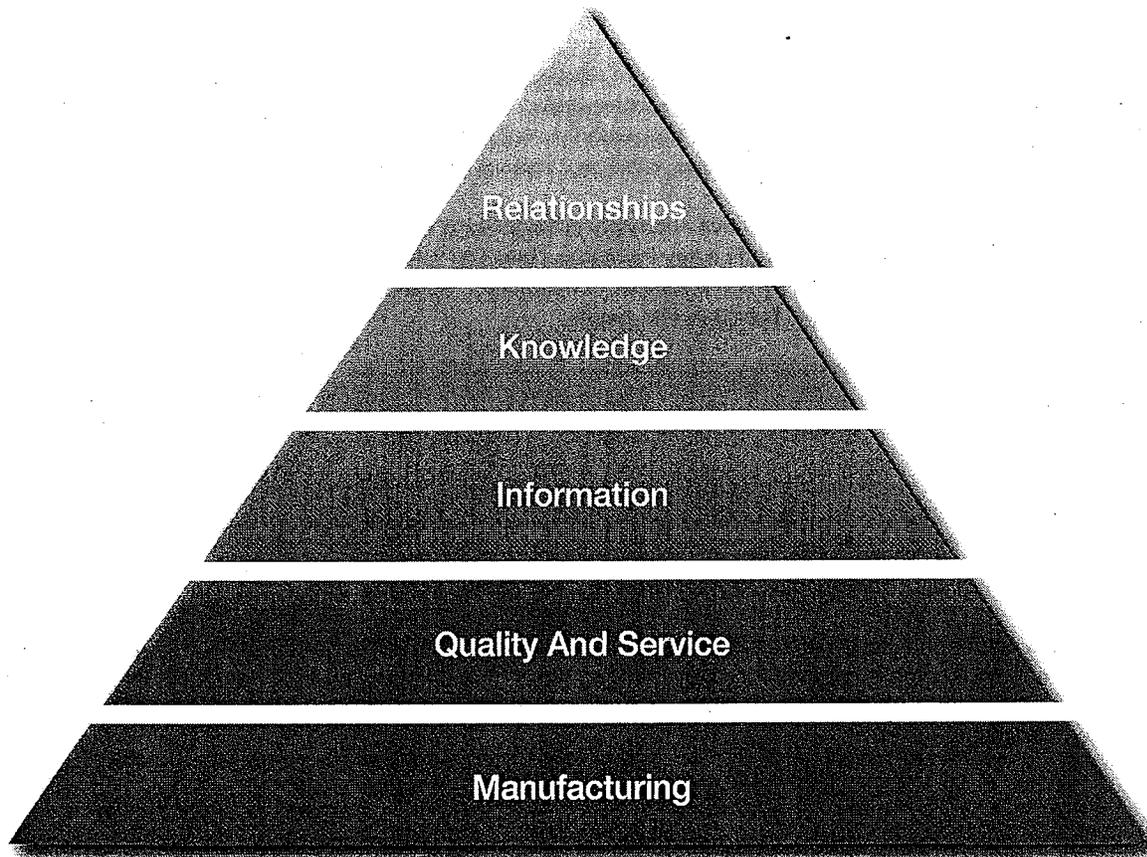
As the authors Christopher Locke, Rick Levine, Doc Searls, and David Weinberger pointed out in their classic book *Clue Train Manifesto*, the boundaries of an organization have become porous. Today's organizations are part of elaborate interdependent networks of suppliers, partners, vendors, and migrant employees. Forget about the gentle notion of touch points with customers; organizations are bombarded with meteoritic impacts of a social and economic variety. There are no institutional walls to protect the inner sanctity of organizational practices. According to the authors, this has led to an acceleration of emergent and "smart" markets that in many cases have outpaced the adaptive capacity of organizations. In other words, the speed of information and the number of interactions between people has made many of our old organizational sense and respond tactics obsolete. By the time we measure or capture the information we need to inform organizational strategy, things have

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already changed. Our organizational identities are fragile. Even chameleons and camouflaging octopi are not this sensitive.

Examining factors leading to competitive advantage over time provides insights into some of the major drivers of organizational transformations.

FIGURE 1



Each step on this pyramid represents a major shift in the competitive advantage of an organization. Going back to the turn of the century, economies of scale and manufacturing led to price advantages. When price was equalized in the market, quality and service became the new differentiators. Producing widgets with fewer defects and/or providing value-added services to enhance an enterprises' product offering allowed them to compete more effectively.

The explosion of information technology led to the central role of data in an enterprise. Collecting, disseminating, and managing data in cost-effective ways, aligned with continuous improvement of an organization's business processes, were key measures of viability and growth. Information technology became a critical success factor in evaluating organizations. Organizations unable to leverage automation and information technology to reduce costs and realize new opportunities were at a huge disadvantage.

The next phase of competitive organizational evolution revolved around knowledge. This has been elusive, partly because knowledge in essence is unstructured data. Unlike the 0s and 1s of this document that can be digitally stored as one self-contained document, knowledge sits in the minds and experiences of people. Therefore,

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it neither lends itself to being easily packaged and stored in centralized repositories nor can it be marked up with metadata (the data that label and describes the data stored in the repositories). There are some excellent examples of enterprises that have learned how to tap into knowledge to spur innovation and create competitive advantage. Design industries offer excellent examples. Through math-based, knowledge driven CAD/CAM (computer aided design, computer aided manufacturing) initiatives automotive manufacturers have been able to significantly reduce design time cycles, costs of producing prototypes, and increases in safety. In these cases the information technology paradigm morphed well to match these data-driven knowledge opportunities. The short tenure of actionable knowledge strategies is less a function of failure and more an indicator of exciting times that lie ahead.

Cultivating and nurturing a complex and rich collection of relationships is paramount to success. In the future, employees will create value through interconnected relationships. These relationships will need to be capable of and organizationally empowered to synthesize information in real time to fabricate new products, services, information, or relationships to respond to real-time, emergent market needs.

Unlike some of its predecessors, this competitive necessity is happening at blistering speeds. An exponential increase in mobile workers around the world is a key indicator. This is a "make or break" shift organizations will need to embrace. As Plato said, "Necessity is the mother of invention." Strategies for managing relationships with a mobile workforce are one of the central topics of this paper.

According to IDC...

- U.S. mobile workforce expected to grow to 73% of total U.S. workforce in 2011
- Across the world 30.4% of the workforce will be mobile in 2011

* Source: IDC, Worldwide mobile worker population 2007-2011 forecast, Doc # 209813, December 2007.

The statistics paint a sobering yet dynamic picture. A mobile workforce will be the norm not the exception. "Mobile worker" can be a catch-all phrase for many different ways of understanding the changes in the workplace. Each of these has implications for how we approach our role as managers. Let's take a quick peek at some of these nuances:

TABLE 1

<i>INTER</i> (Between Organizations)		<i>INTRA</i> (Within Organizations)	
Companies	People work for many different companies.	Teams	People work on multiple teams. Reporting structures may remain hierarchical but actual day-to-day working relationships are matrixed.
Jobs	People change jobs with much greater frequency.	Locations	People change job sites and working locations with greater frequency.
Careers	People acquire additional skills and experiences to enter new fields, industries and professions.	Projects	People move from project to project even before one is completed.
<i>PHYSICAL EXAMPLES OF MOBILITY</i>			
Telecommuting		People work out of home offices or other satellite spaces.	
Non-Co-located		People manage and work with more people who are not in the same location – in some case not even the same country.	
Vendors & Partners		People manage increasingly complex and constantly changing chains of vendors and partners to perform the work necessary to fulfill their job responsibilities.	

The IDC statistics on mobile workers focus on telecommuters, virtual teams, and non co-located workers. This paper also focuses on these three common categories of mobile workers. Being mindful of all the ways we have become more mobile will help us be more effective at managing all of our work relationships.

The Manager's Perspective

The pace of change has accelerated. First the good news: If this realization is creating concerns for you and your organization, you're not alone. According to the Institute for Corporate Productivity (i4cp), "a huge majority of companies foresee an increasing use of virtual teams in the coming years, and more than a third of managers are worried about the development." Outside of work employees are spending more time interacting with each

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other using the tools of mobile work (i.e., cell phone, mobile computing platforms, social media websites, Web conferencing, Wiki's, etc.). The balance between work and personal time is dynamic. The standard 9-5 day job is rare. We live our lives switched on and plugged in. This creates an expectation. People expect work to support a more fluid style of life.

Now, the bad news: If you can't see it, monitor it, or measure it, how do you manage it? Notice the word "it." As managers, much of our work is object-based. We interact with people to get "it," done. Although people are needed to do the work, managers' performances are measured by the output of people who work with them. Do you remember the classic opening scene in Charlie Chaplin's silent film *Modern Times*? In the scene Charlie Chaplin is working on an assembly line. When management decides to increase productivity by installing eating machines, Charlie is the lucky guinea pig. Charlie's experiment is a fiasco — imagine food flying all over the place. This caricature illustrates a vital truism. Managers must maximize the performance of employees to help the organization achieve its objectives.

How do mobile workers impact our management practices? In the next three sections we will look at the benefits of mobile workers for managers, the challenges of managing them, and strategies for success.

According to Nemertes...

- Nemertes estimates that the number of virtual workers has increased by 800 percent within the last 5 years.
- 60 to 70 percent of all employees work in locations different from their supervisors.

<http://www.nemertes.com/>

Benefits

We may need to embrace the cliché, "If you can't beat them, join them." Knowing the benefits of managing mobile workers counter-balances the risks and challenges. Here are some positives to consider:

- **Broader Range of Influence**

As a manager of non co-located employees, your reach inside an organization increases. Working with employees in various offices, branches, and locations gives you access to people and information in these places. You acquire another set of eyes, ears, and hands. This works as a benefit to you in two ways. First, your scope of influence is expanded. Your initiatives, priorities, and needs around resources and political support gain a wider audience. Second, your intelligence and ability to understand dynamics shaping your organization's strategy and decisions is increased. Mobile workers expand your scope of influence by sharing information and their perspectives while acting as a potential mouthpieces and advocates for your agendas.

- **Larger, More Diverse Teams**

Mobile workers can give you access to a wider range of talents, knowledge, and experiences. Since work becomes more project- and team-based, you may find yourself with a revolving door of diverse talents that might otherwise remain unavailable to you. Mobile work naturally encourages greater cross-pollination

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of functional areas. The size and quality of your network directly affects your effectiveness in today's organizations. Diversity is not a luxury — it's a must-have strategic tool that needs to be cultivated. Mobile workers can infuse homogenous sub-cultures of your physical sites, functional areas, or long-standing teams with fresh ideas and innovative practices.

- **Motivated Employees**

Today's employees want flexibility. Organizations that support mobile workers see increases in their recruitment and retention numbers. Barring the challenges of isolation and communication which we will discuss in a moment, the vast majority of employees, especially the younger generation, are more motivated in a flexible, mobile working environment than a traditional one. Engaged employees are committed employees. Compliance is not enough. The speed of business demands that workers, whether they are transient or stable, feel personal commitments to their performance goals and see and understand the link between these goals and the organization's bottom line imperatives. Success as a manager rests on the shoulders of motivated employees. Offering flexible working options to employees whenever possible will contribute to the motivation of your employees and the success of your organization.

- **Decrease in Transactional Oversight**

Mobile workers shift managers' attention from activities to deliverables. Day-to-day oversight of tasks is difficult with remote workers. This can be tough for detail-oriented managers who thrive on tightly coordinated and orchestrated workflow routines and interactions with employees. A transactional approach with remote employee is not sustainable and may lead to rapid dissatisfaction and frustration of both employees and managers. However, for many managers, even ones with a more detail-oriented management style, a decrease in transactional oversight has meant more time to focus their energies in new directions.

- **Increase in Strategic Bandwidth**

Less time spent overseeing employees' activities means more time to be strategic. Managers can be proactive instead of reactive. When managers are freed from the daily minutia they can spend more time crafting new visions, building political support for important initiatives, and expanding their social networks. All of these things increase managers' value to the organizations. Future competitiveness depends on this shift. Organizational cultures that impede their managers from assuming more strategic roles will lose market share and eventually become extinct. The rise of mobile workers is catalyzing these mission-critical changes.

- **Collaborative Relationships with Authority**

Mobile workers thrive with collaborative relationships. The exigencies of managing mobile workers lead to the adoption of more dynamic styles of communication and interaction. On the other hand, distance works as a buffer. Overly collaborative relationships, if not managed well, can erode authority and make dissension more difficult. In this way, managers get the best of both worlds. Managers can maintain their authority while being more collegial. This balance works extremely well with most workers. They enjoy the interaction and respect inherent in collaboration and also benefit from boundaries and structures generated by a manager's positional power. There are anecdotal reports of difficult manager/employee relationships improving as a result of increased distance and changes in the interactive dynamics.

Challenges

Painting a rosy picture of mobile workers without examining some of the risks and challenges would be irresponsible. Risk and benefits are often closely related. A benefit for one manager may be a risk for another. In the next two sections we look at a few of the risks and challenges associated with mobile workers.

- Potential Decrease in Productivity

Fears abound on this one. Can someone really work at home and be productive? What about all of the distractions? Then there are moments in projects or employees' job responsibilities that require tight synchronization that is next to impossible to coordinate with the separation of distance and or time. If Cindy takes thirty minutes in the middle of her day to do yoga will that make her less productive? Opinions may vary but from Cindy's perspective the answer is obvious. As long as people do not abuse the flexibility extended to them and we design workflows that support mobile workers, this concern of a decrease in workers' productivity may be more irrational than many of us want to admit. Tied to loss of productivity is a deeper and more difficult issue: the loss of control and oversight. If you are migrating from a traditional workforce to a mobile one, you undoubtedly are reinventing your job as a manager. What you managed before was concrete. What you manage now is less tangible. This is not trivial. Essentially, managers are faced with no longer knowing how to do their jobs. Managers know their business but they are foreigners in an alien world of work. Well-designed workflows can mitigate some of these issues. Managers also need to reengineer their jobs and negotiate new performance management metrics with their bosses. Most of all, managers need to be patient with themselves and others. Mobile workers change the way we manage. It takes time to sort out all the rules of a new game and their implications.

- Influence Replaces Positional Power

Positional power exerts less influence with mobile workers. Without the daily four walls of an organization, remote workers are unlikely to perform their jobs in prescribed ways. Managers need strong influence skills. Since influence skills are relational in nature it takes time to cultivate the trust and interpersonal connections associated with them. Time is not always on our side. Lapses in management styles that revert to more coercive techniques may achieve short-term objectives but ruin managers' chances of building strong two-way influential relationships with employees. There are no short cuts and the amount of energy and creativity it takes to cultivate influence with remote workers is one of the most difficult aspects of managing mobile workers.

- Fragile Project Dependencies

Coordinating deliverables with offsite employees, contractors, vendors, and partners is a risk familiar to all project managers. These risks need to be identified at the front end of a project and managed throughout its life cycle. As a general rule, the greater the number of dependencies assigned to resources less in your direct control, the larger your contingencies need to be. Even non-project-related work will naturally be prone to more delays with mobile workers. In both of these instances central project management can be subdivided into smaller areas of ownership. Create informal subgroupings around clusters of resources tied to a deliverable. This gives autonomy and increased flexibility to the people most affected by project dependencies.

- Information Sharing

The reduction of face-to-face interactions hampers information sharing. Many organizations are culturally challenged when it comes to sharing information. Isolation experienced by mobile workers compounds these tendencies. Technology can play a powerful role in addressing these challenges and can even nudge cultures towards more information-sharing practices.

The Top Ten Strategies For Managers Of Mobile Workers

Top Ten Strategies for Managers of Mobile Workers

Given our discussion of benefits, risks, and challenges associated with managing a mobile workforce, here are ten strategies:

<p>1. Focus on building relationships.</p>	<p>You are now in the business of managing relationships. Once a quarter audit your time. How much time are you spending engaged in activities meant to foster stronger relationships with your mobile employees? Rate each relationship on a scale of 1 to 10 where 1 is weak and 10 is very strong. Craft a strategy for continuing to develop your strong ones and triage the weak ones. Ask yourself why they are weak and what you can learn from them. Avoid finger pointing and hold up the mirror to reflect on your own opportunities for improvement. Extreme cases of under-performance do not warrant time or effort. These however are few and far between.</p>
<p>2. Streamline communications.</p>	<p>Consolidate and prioritize communications. Use email and IM (instant message), texting, blogging, threaded discussions, etc. for relationship-driven communications (i.e., staying in touch and being personal). Communications of an important nature should be cohesive and never delivered in fragmentary pieces that have to be cobbled together by the receiver. Mutually assess the communication preferences of yourself and your team members to develop a communication plan. Avoid assumptions and revisit your plan on a regularly basis especially when the nature of the work is about to change.</p>
<p>3. Incorporate less didactic forms of communications.</p>	<p>Determining the right amount of detail and when to provide detail is an ongoing responsibility of a manager with a mobile worker. As a general rule, less is more. This leaves bandwidth for the times when lengthy, explicit instructions and information are essential for the work at hand. Try working with more story-based forms of communications. Sharing tidbits from the field and office in the form of stories, anecdotes, case studies (use cases), jokes, innocent productive gossip, and even metaphors will relay context, encode key pieces of information, and give mobile workers a sense of inclusion.</p>
<p>4. Spend more time listening.</p>	<p>Obvious, but counterintuitive. When you are out of easy reach and you are tasked with managing the performance of others it's easy to get sucked into the trap of needing to transmit lots of information. In most cases the opposite is what is most productive. Make listening a priority. This is the hardest and most tiring aspect of managing others. It is also the single most important thing you can do accelerate the development of strong relationships. Listening is not enough. Keep an open mind. Be present and try to enter the perspective of the speaker. This will help you ask effective questions and identify what direction to go with your own needs and agenda. You'll be surprised at what emerges.</p>

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<p>5. Let mobile workers define communication and reporting practices they want to follow.</p>	<p>Structure is critical. Adopt rules of engagement that place people at the center of their own decisions. Managers provide the boundaries and constraints but let employees define the working and communication styles, tools, and processes that will help them perform at the best. Set expectations on two fronts. First, treat these employees' defined practices as privileges that can and will be modified if key performance metrics are not hit. Second, let employees know there will be times when a projects or work require less flexible, employee-driven communication and reporting practices.</p>
<p>6. Manage deliverables not activities.</p>	<p>Lots of project-oriented work is well suited to mobile workers. Even roles that are more task driven can be effectively managed if they are broken into deliverables. For mobile workers this may mean collapsing some of the activities of a business process or workflow that had manual checkpoints and controls associated with them into deliverables. Automation where possible can be used or batching activities into larger groups can transform task oriented jobs into deliverables. Realize that there can be many facets of people's jobs that need to be adjusted to accommodate a mobile work style.</p>
<p>7. Engage in more frequent and informal performance management activities.</p>	<p>When you manage mobile workers, relationships are at the heart of your job. Performance management does not need to be a loathsome, "administrivia" obligation. Designing some unstructured, informal ongoing dialogs with mobile employees about their performance goals and personal development plans is a great way to strengthen communications, and shows an active interest in employees and relationships. This might look and feel very different from one employee to the next. This is another tangible way managers can adapt their style to match the needs and preferences of employees. It works best when the performance management conversation flows in both directions.</p>
<p>8. Give complete trust until given a concrete behavioral reason to do otherwise.</p>	<p>According to a recent survey conduct by HR.com and ic4p, listening and trust are the two most important factors to virtual and remote teams. Without trust, relationships are bankrupt. Abuses of trust can always be found but these occur in spite of whatever systems we put in place. Mobile workers thrive when managers give them complete trust. In some respects managers of mobile workers have no other choice. Use trust to create strong relationships. When some concrete behavior and not just someone else's word of mouth shows that trust has been violated, then take it away, but not until then.</p>
<p>9. Use adaptive management styles tailored to individual workers.</p>	<p>Every employee is different. Mobile workers make it easier for managers to take a more personalized approach in how they work and interact with members of their team. It takes more work and effort on a manager's part but the results can be phenomenal. Understanding what enables each employee to perform at his or her best is the most important responsibility of a manager.</p>

10. Leverage technology.

Technology drives and supports managing mobile workers. Using technology well is not as simple as it appears. Standard models of communication and transaction should not always be mapped in a simple one-to-one way. Communication and collaboration technologies offer new and exciting models. These need to be purposely exploited in order for organizations to realize the full extent of benefits these wonderful new capabilities and features offer.

Beyond email, IM and phone, Web conferencing plays a key role in virtual team enablement. Take an inventory of "stuff" you need to collaborate on with your virtual team. If the list includes Word docs, spreadsheets, software applications, or anything else on your desktop, Web conferencing will be critical for collaborating in real time. You're projects will lag if you can't be on the same page with mobile workers.

About the Author



Terrence L. Gargiulo, MMHS is an eight-time author, international speaker, organizational development consultant and group process facilitator specializing in the use of stories. He holds a Master of Management in Human Services from the Florence Heller School, at Brandeis University, and is a recipient of Inc. Magazine's Marketing Master Award, the 2008 HR Leadership Award from the Asia Pacific HRM Congress, and a member of Brandeis University's Hall of Fame. He has appeared on Fox TV, CN8, and on CNN radio among others.

Terrence can be reached at terrence@makingstories.net, 415-948-8087.

