



Mobile Worker Toolkit: A Notional Guide

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“Work is what we do, not where we are.”

With this core belief, the United States General Services Administration has chosen to lead the Federal government in adopting a mobile, flexible work style for its employees. GSA believes that employees are more productive at work with workplace flexibility. We are seeking to create an adaptable work environment in which employees can respond in the most agile way possible to business demands while having the control and influence over their own work environment. By encouraging team based discussions, this document aims to determine flexible ways of working that best meet team needs while ensuring business requirements are attained with spot on customer intimacy. The following tips will assist you when you initially discuss your team’s mobile work environment.



GSA Administrator Martha Johnson, Telework PMO Lead Sharon Wall, and GSA Chief of Staff Michael Robertson work from Dept. of Interior

Performance in a mobile environment

- Work is what you do, not where you are
- Focus on outcomes of the work, not presence of the employee
- Make the transition from office working to mobile working seamless for internal and external customers
- Ensure that workspace flexibility and mobility advance work outcomes
- Recognize that mobility does not affect the ability to meet team members and customer expectations

Tenets of Telework to Ensure a Seamless Customer Experience

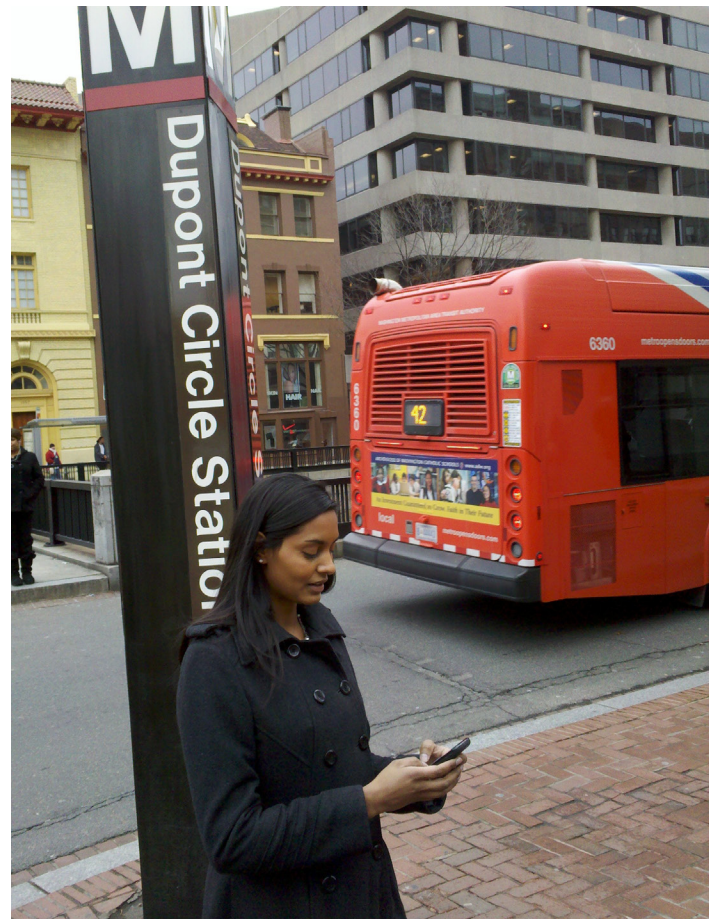
- Work to the principle that telework availability is equal to in-office availability
- Use mobile work sites that are appropriate for the type of business being conducted
- Foster a peer-to-peer feedback culture

Team Work in a Mobile Environment

- Telework is a team sport
- Employees don't work alone; therefore, they don't telework alone
- If one person on the team is teleworking that means the entire team is teleworking
- All team members, in-office employees, and teleworkers maintain mobile working courtesies at all times
- Be transparent with your team members and in-office colleagues
- In-office and mobile workers should be treated equally
- Schedule time for team interaction by hosting a virtual lunch, or coordinate a day for an in-person visit
- Include teleworkers in decision-making processes
- Establish time to nurture informal relationships
- Define your "office" as having physical and digital addresses
- Be flexible; Remember the needs of the business may make it difficult at times to follow a proposed mobile arrangement

Basic Mobility Equipment

- Laptop
- Smartphone/PDA for mobile email
- Power cords
- Thumb drive
- Necessary paper files
- Webcam
- Have you considered the free downloadable program "DROPBOX"?



A GSA employee works in-between meetings

Mobile Communication Practices

- Know how to check VOIP phone messages remotely
- Know how to change voicemail message remotely
- Understand how to forward your VOIP phone number to your work Smartphone/PDA or personal cell phone
- Know how to answer your VOIP phone using your computer's soft phone
- Use your office's online chat or instant messaging feature to communicate with team members instantaneously

Digital Connectivity

- Understand how to access wireless networks on your computer

- Know how to access your agency's intranet through VPN
- Know how to tether your wireless device to access the internet
- Understand how to use web-mail

Information Sharing

- Understand how to access shared drives remotely to upload and retrieve documents
- Share documents with your team on the shared drive instead of by email to ensure version control and universal access by your team
- Have you considered using the Google Docs program?
- Share documents with your team on the shared drive instead of by email to ensure version control and universal access by your team
- Use collaborative tools to work together faster

Meeting Remotely Online and on the Phone

- Know how to set up an online meeting to share documents and information with meeting attendees through the shared-screen function

- Let people know in advance when setting up an online meeting so everyone allots the appropriate amount of time to log-in to the screen-sharing system and become familiar with its functionality
- Routinely address remote participants to ensure engagement with all meeting participants
- Schedule virtual screen-sharing practice sessions for novice users 15 minutes prior to a scheduled call
- Monitor the group chat during the virtual meeting
- Remember to dial-in remote teammates when meeting face-to-face with other attendees
- When attending an online meeting or conference call, personally engage by asking questions, seeking clarifications, and making suggestions. Don't just "dial in" and listen
- Use the phone mute button to eliminate disrupting background noise

Ideas for Managing a Mobile Workforce



Regional GSA Account Management Team embraced GSA Telework Week by meeting as a group to take a required training course

Talk about teleworking as a team

- Facilitate a conversation to identify your team/organizational norms and protocols for teleworking-questions to consider:
 - When is it appropriate to/not to telework?
 - What are our tele/mobile work protocols?
 - How do we ensure seamless customer experience in our tele/mobile work environments?
- Reinforce that telework, virtual work, and mobile work are all the same thing... it's just work!

- Reach consensus on what “teleworking as a team” looks like for your environment
- Invite and encourage consistent feedback from teammates, including you as the manager

Build Trustworthy Relationships

- Use mobility as an opportunity to foster trust among employees and managers, and between fellow team members
- Modern employees are mobile, trust them to perform
- Rigid monitoring and/or “checking-in” and “checking-out” requirements not only hinder productivity but result in the following:
 - Sends the message that “My manager does not trust me”
 - Reduces employee morale and motivation
 - Increases unnecessary stress, especially for those employees that are top performers because they already have high standards for themselves

Monitor Performance

- Host check-in/sync opportunities for feedback amongst mobile and in-office team members
- Avoid using telework as a punishment for poor performers; your agency’s performance improvement process is the appropriate vehicle to address such issues
- Hold employees accountable fairly and promptly
- If and how poor performers/unprofessional behavior are dealt with can significantly improve or drastically reduce the motivation and morale of your top performers
- Squash the notion of a static telework schedule, encourage employees and teams to be mobile when it makes business sense
- Avoid establishing separate performance requirements for mobile workers



Bakersfield Courthouse
Telework

Stay Connected

- Ensure all team members know the best and expected vehicle(s) for communications
- Commit with each other to an acceptable response period
- Be just as responsive to direct reports and colleagues as you expect them to be to you

Be Transparent

- Use shared calendaring, instant messaging presence, email and voicemail away messages, desk signage, and other communications to inform your community of your presence or work status
- Discuss how employees can enhance their performance in a mobile environment through innovative modern work practices

Collaborate

- Use technology to share documents, calendars, data and memos
- Design meetings for in-office and virtual employees by establishing a phone bridge and online meeting tools

- Work together in near real time
- Every tool available does not have to be utilized; determine which satisfy your and your team's needs and only use them to keep it simple for everyone
- Be transparent, share your calendar with your team and organization

Manage by Results; Not Physical Presence

- Provide clear definitions of objectives and performance indicators
- Don't confuse activity with results
- Refrain from adding too many administrative and communicative requirements while teleworking
- Allow employees to focus on the work to be completed
- Monitor closely and provide ongoing training.
- Consider the needs of the business and your team while teleworking.
- Emphasize your continued attention and dedication to results and meeting or exceeding expectations

**Tips for Talking
to Your Manager
and Team
About Your Mobile
Work Arrangement**

Host a conversation

- Arrange a specific time to speak with your manager and teammates about your mobile work environment and arrangement rather than mentioning your interest as a passing comment
- Remember that this is about flexibility – remain flexible and willing to make changes to meet business needs and spot on customer intimacy

Focus on your Performance

- Emphasize the continued attention and dedication to performance-based indicators
- Consider the needs of the business and your team when suggesting alternatives to traditional work locations
- Describe changes, if any, in how you will accomplish your job tasks, responsibilities and objectives
- Establish communication expectations
- Avoid allowing mobility to affect standard performance planning and metrics shared by your teammates

Commit to Seamless Customer Intimacy and Operational Excellence

- Think about how you currently accomplish your job and commit to maintain the same outcomes— Consider the following questions:
 - Who do you communicate with and how often?
 - What deadlines do you have?
 - How often do you interact with teammates?
 - How will you continue to meet customer/client needs in your mobile environment?
- Inform all teammates and customers of your new schedule, including when and how you can be reached, and assure them that you will continue to be responsive to their needs.
- Inform team members of your mobile work arrangement, schedule and contact information and ensure them that you will continue to fulfill, and possibly exceed, job requirements
- Confirm what team members need from you so you can successfully meet business needs without negative impacts while mobile