



Human Resources

Hybrid/Remote Work

Supervisor Reference Guide

Table of Contents

Part One	3
Results-Oriented Management	3
Managing Hybrid/Remote Employees	4
Six Steps for Maximizing Your Effectiveness	4
Part Two	6
Managing by Results	6
Ways to Have an Effective Virtual Meeting	7
Keep these five tried-and-true feedback guidelines in mind	8
Other Resources and Training	8
Ideas, Thoughts, Planned Actions	9

Part One

Results-Oriented Management

INTRODUCTION	Flexible work is a key element to managing our workforce at FIU to enhance our ability to attract and retain our talent.
OVERVIEW	This guide outlines the process of supporting a flexible work program, making necessary arrangements with staff, and managing hybrid/remote teams effectively.
LEARNING OBJECTIVES	<ul style="list-style-type: none">• Identify opportunities, challenges and perceived concerns as it relates to supervising an employee who is working hybrid/remote• Describe performance management strategies• Describe results-based performance management• Outline ways to establish expectations with a direct report• Outline ways to have an effective virtual meeting• Demonstrate how to provide honest, accurate feedback

Managing Hybrid/Remote Employees

<p>SUPERVISOR RESPONSIBILITIES</p>	<p>Supervisors play a vital role in implementing a hybrid/remote work program. As the supervisor, you set the tone and establish the framework for staff working hybrid/remote. Becoming familiar with the necessary skills, responsibilities, and processes will help you implement a successful hybrid/remote work environment for your team. It is also important that Supervisors understand the importance of reviewing and ensuring that fully remote work requests are accurate (e.g., Medically related requests should go through HR).</p>
---	---

Six Steps for Maximizing Your Effectiveness

<p>LEARN THE PARAMETERS OF OUR FLEXIBLE WORK ARRANGEMENT</p>	<p>Supervising hybrid/remote employees requires familiarity with the FIU Flexible Work Arrangement 1710.141 policy, which includes the Flexible Work Arrangement Agreement. This will allow you to have an informed and constructive discussion with hybrid/remote workers.</p>
<p>BE SPECIFIC ABOUT EXPECTATIONS</p>	<p>Communicate with your hybrid/remote employees and let them know what is expected of them in terms of work procedures. As with any work arrangement, ensure there is a clear, mutual understanding of, and agreement on, work assignments, expected outcomes, and anticipated timeframes. One big difference between hybrid/remote work and office-based work is that hybrid/remote work minimizes many of the opportunities for casual encounters where work goals and progress can be discussed “on the fly.” Those casual meetings are replaced in hybrid/remote work by more deliberate discussions planned in advance.</p>
<p>MAINTAIN EQUITABLE EXPECTATIONS AND PERFORMANCE STANDARDS</p>	<p>Although working hybrid/remote may often allow staff to get work done with fewer distractions, this does not mean that you should assign them more work or change expectations of their performance standards. A hybrid/remote arrangement only changes the place where work is being done. Avoid assigning hybrid/remote staff more or less work than you normally would if they were in the office. However, if you do notice that a hybrid/remote employee has been able to produce more or better work (as is often the case), be sure to compliment them so that they know the extra effort is not taken for granted.</p>

<p>DETERMINE EFFECTIVE WAYS TO ASSESS PROGRESS</p>	<p>Effective performance management techniques create a results-oriented environment that enables supervisors to make a smooth and easy transition to managing hybrid/remote workers. The key is to focus on the final product, not the processes used to develop it. Performance standards for employees do not change whether they are on-site or remote.</p>
<p>ESTABLISH COMMUNICATION TECHNIQUES FOR STAYING IN TOUCH</p>	<p>Establish effective communication techniques for maintaining contact with hybrid/remote employees and for enabling/encouraging them to stay in touch with customers, colleagues, faculty and staff. Please refer to the Hybrid-Remote Employee Reference Guide for a list of tools available.</p> <p>As with most work situations, effective communication is an asset. As the supervisor, you may need to change your typical worksite style when working with a hybrid/remote team.</p> <p>Encourage and facilitate ongoing communications between hybrid/remote employees and their in-office peers (if applicable). Colleagues should not encounter that it is harder to access or get a response from a hybrid/remote worker than it is when they are working in the office. Keep in mind, however, that no manager has 100% access to his or her staff all the time even when everyone is working in the office.</p>
<p>CLARIFY PROCEDURES FOR DISCUSSING HYBRID/REMOTE WORK CONCERNS</p>	<p>Should a hybrid/remote employee begin to show performance deficiencies, it is not necessarily due to the hybrid/remote work itself. When your employee(s) are ready to begin a hybrid/remote work arrangement, make it clear from the onset that you will be focusing on their work results. If those results begin to slip, you will address them as you would if they were on campus - by addressing and analyzing the problem to determine its causes.</p> <p>If they do not perform satisfactorily, you will work with them to uncover causes and to implement a solution (perhaps with some coaching, training, additional feedback, wellness support services, etc.). This is the time to be creative with your staff in addressing the cause of the unsatisfactory performance. You can also contact the Employee and Labor Relations department for assistance.</p> <p>https://hr.fiu.edu/employees-affiliates/employee-concerns/.</p>

Part Two

Managing by Results

<p>INTRODUCTION</p>	<p>Performance management is a process of ensuring that a set of activities and outputs meets an organization’s goals in an effective and efficient manner. In this section, we will explore performance management through the lens of hybrid/remote work as it relates to the supervisor's role.</p> <p>A results-oriented performance culture aims to have a diverse, high-performing workforce focused on outcomes and effort output. In a hybrid/remote work environment, managing by results and not by physical presence becomes even more critical. Supervisors must establish a clear definition of objectives and performance indicators and ensure close monitoring of those indicators.</p> <p>Management's expectations for performance should be clearly discussed, and it is your responsibility as the supervisor to obtain understanding of expectations from direct reports. Performance standards for staff working hybrid/remote must be the same performance standards as would be expected if they were working on-site.</p> <p>Performance management involves two distinct operations specifying:</p> <ul style="list-style-type: none"> • Attainable work objectives and standards. • Reviewing performance and giving feedback.
<p>SPECIFY ATTAINABLE WORK OBJECTIVES AND STANDARDS</p>	<p>A clear discussion of objectives and standards must take place up front between you and your team member(s).</p> <ul style="list-style-type: none"> • Review current job tasks and responsibilities. • There will be certain positions/job tasks and responsibilities that do not lend themselves to hybrid/remote work (e.g., Retail, front-line student-facing positions, etc.). This should be discussed upfront with your team member(s) to ensure an understanding of the nature of the work. • Establish measurable outcomes and deliverables. • Establish communication and participation expectations. • Specify who receives or monitors the outcomes and deliverables, as well as when interim checkpoints and due dates will occur. • Use language that avoids subjectivity, vagueness and interpretation. • Be clear and specific to avoid misunderstandings about what is needed. • Link outcomes and deliverables to our organizational goals. It is important that all employees understand the importance of work

	functions in relationship to the organization’s strategic plan, goals, mission, and services.
REVIEWING PERFORMANCE AND GIVING FEEDBACK	Hybrid/remote employees should not have to guess your expectations. Be clear and provide feedback often. Schedule routine evaluations of the work model and revise as necessary. This applies to both ongoing, formal evaluation of job performance and just-in-time, result-oriented feedback.

Ways to Have an Effective Virtual Meeting

ESTABLISH HOUSEKEEPING RULES FOR VIRTUAL MEETINGS	<ul style="list-style-type: none"> • Keep upbeat! • Create and send out an agenda in advance. • At the beginning of the virtual meeting, remind team members to do the following: <ul style="list-style-type: none"> ○ Mute your phone/computer/electronic device when not talking to ensure that background noise doesn’t interfere with the meeting. ○ Be punctual. ○ Do a roll call (verbally or visually depending on the number of people visible in the virtual meeting) ○ Announce yourself each time that you speak. (While this sounds unnecessary, this will ensure that people don’t guess who is speaking.) ○ Be courteous; don’t speak over people
WHEN CONDUCTING A VIRTUAL MEETING	<ul style="list-style-type: none"> • Ask someone to be the designated note-taker, writing down succinctly what was discussed and what action items as well as due dates were agreed upon during the meeting. • Stick to the topics on the agenda unless the tangential comments move the agenda along. • Make sure that everyone is actively engaged in the meeting instead of multi-tasking; don’t be afraid to ask people by name for their input • Encourage hybrid/remote employees the use of video conferencing—with video ‘on’ during internal or external meetings to help foster connection and affinity. • Remind hybrid/remote employees of the importance of being professionally dressed and camera-ready.
WHEN THE MEETING IS OVER	<ul style="list-style-type: none"> • Ask the note-taker to send out the minutes within a reasonable time.

Keep these five tried-and-true feedback guidelines in mind

BE DESCRIPTIVE	Describe what the person did (e.g., “You have three mistakes in the budget for the next quarter.”). Do not use subjective labels such as “This is sloppy work.”
LIMIT FEEDBACK TO PRIORITY CHANGES	Do not try to fix everything at once but begin with the changes that will account for the most improvement and most value. Remember to provide positive feedback when work is done well.
GIVE FEEDBACK SOONER RATHER THAN LATER	Do not wait for “the right time” because the individual might make the same mistake repeatedly in the meantime.
GIVE POSITIVE FEEDBACK	Describe what needs to be changed, but also describe what is being done well so your team member can repeat it and will know that you have recognized a job well done.
PRAISE IN PUBLIC, CRITICIZE IN PRIVATE	This statement is long-standing wisdom about giving feedback, whether in-person or hybrid/remote. All of us like to hear good news about what we have done when our peers are around—but the negative feedback is not meant for public knowledge.

Other Resources and Training

FIU DEVELOP	<p>On-Demand Training:</p> <ul style="list-style-type: none"> • Managing a Remote Workforce (with Expectations and Empathy) • Managing Productivity in a Remote Work Environment • Fluid Communications: Vertically and Horizontally <p>You can also register for instructor-led training sessions, as they become available, on FIU Develop.</p>
LINKEDIN LEARNING	<ul style="list-style-type: none"> • Improve Your Hybrid Workforce Skills (Learning Path) • Develop Essential Skills to Manage in a Hybrid Workplace (Learning Path) • Leading at a Distance

Ideas, Thoughts, Planned Actions

A large rectangular box containing horizontal blue lines for writing.

