Instructions: In order to efficiently move through this transition, Supervisors and employees are asked to adhere to the following:

1. Complete the online Remote Work Agreement Form identifying what equipment is in your possession.
   a. All team members should submit a remote work agreement using the app at the following link: https://app4.ttuhsc.edu/RemoteWorkAgreement/secure/default.aspx
   b. Upon completion and submission, the app will automatically route the form through the appropriate chain of approvers.

2. For all IT related questions, please visit:
   a. TTUHSC: https://hscweb.ttuhsc.edu/it/learning-teaching-working-remotely/
   b. TTU: https://www.depts.ttu.edu/infotech/learning-teaching-working-remotely/?1
   c. TTUHSC – El Paso: https://elpaso.ttuhsc.edu/it/
   d. ASU: https://www.angelo.edu/services/technology/guide-to-working-remotely.php

Definitions:

Tools: Platforms used to assist in communication. Examples include Skype, Zoom, WebEx, and other tools that rely on the internet to assist in communication.

Communication Pathway: Identifying how team members will communicate with the team while working remotely looks like: Meetings via Zoom, Chat via Skype, Work assignments via email, Collaborate via Zoom, Check-In via Phone

Standards of Work: Standards of Work identify how team members will communicate, collaborate, and handle questions that may arise. Clarity in behaviors will guide how teams will work in this new environment.
Leading Remote Teams: A Framework

Overview: When leading remotely, clear expectations are essential for teams to be effective in the environment in which they are working. It’s important to be mindful of how our differing strengths will help us respond to this change. Team members who thrive in isolation may adapt quickly, while others, who enjoy regular interaction with other team members, may have more trouble.

The following framework provides fundamentals for supervisors when leading temporary remote teams.

1. Tools
Supervisors are responsible for identifying the communication pathway for their team. It is recommended that supervisors clarify how their team will collaborate and share documents.

2. Structure
Supervisors are encouraged to incorporate daily check-in meetings with their teams. Supervisors should be available during designated work hours to answer and address team member questions and concerns. There are several formats to utilize:

   a. 10-20-Minute Team Check-Ins – Team check-ins should occur at the beginning and end of the day to provide guidance on the tasks. Suggested Tools: Zoom / Skype / WebEx / phone

   b. 1:1 Check-In Meeting – These meetings occur with individual team members, both those working remotely and those on Emergency or Sick Leave.

   c. Team End of the Week Recap – The purpose of a team recap is to go over the work that has been completed, discuss areas where team members may need assistance, to highlight successes and encourage collaboration.

3. Expectations
The following expectations should be considered when leading a remote team:

   a. Communication:
      i. Supervisors and team members should be available via phone and email.
      ii. Supervisors will identify the communication pathway to be used by team members.
      iii. Supervisors will keep current contact information for all of their team members, so they can be contacted when needed.
      iv. In the case of a webcam meeting, supervisors should encourage team members to be professional in appearance.

   b. Tasks:
      i. Supervisors should communicate tasks and assignments with their teams.
      ii. In the event a team member cannot perform the normal functions of their position at home, supervisors should help identify other projects that can be done – either independently or collaboratively.
      iii. When possible, consider cross-training to balance the team’s work-load.
      iv. This time should be used to identify projects that will add benefit or improve the processes of the team.
      v. Supervisors should have realistic discussions with their team members about what tasks are reasonable to complete in a remote setting.
c. **Work Hours:**
   1. Supervisors should clarify work hours that team members are expected to be available. Deviations from this should be agreed upon between the team member and supervisor.
   2. Leave time must be used for team members not working their required hours for the week.
   3. For non-exempt team members, please contact your university HR team for guidance on documentation of hours worked.

d. **Accountability:**
   In order to hold remote team members accountable, supervisors should establish clear expectations. When clarifying expectations for team members:

   1. Identify the task.
   2. Explain deliverables for the task.
   3. Communicate timeline for completion.
   4. Clarify how communication with the team member will be maintained.

   If a supervisor feels a team member is not completing their assigned tasks in a timely manner, it is the supervisor’s responsibility to initiate a conversation with the employee to re-communicate what was expected, what they are observing and how to create a pathway for success.

e. **Values-Based Collaboration:**
   While working remotely, teams have a wonderful opportunity to live our One Team value with collaborative thinking. Supervisors are encouraged to use the following strategies to help employees foster this mindset and go beyond service for their fellow employees:

   i. **Encourage team members to reach out to co-workers** — In the Values Based Culture Field Guide, Page 23 shows the action for team members in the upper right quadrant as “Increase influence throughout TTUHSC.” If you have a team member that is not already in the “Blue” quadrant, this would be a good time to encourage them to get there by reaching out to others with an offer to share their work load. Collaborating on projects, developing team “huddles” by Zoom, Skype or phone to share progress and challenges would be other ways to increase their influence. For those who are already in that quadrant, this is your time to lead and shine!

   ii. **Collaborate with other departments** – Don’t limit collaboration to immediate team members. Other departments throughout TTUHSC may have a work overload and would welcome others taking the initiative to create positive growth. Brainstorm how your team can help others.

   *For example: Michael in Facilities reaching out to Janet in Human Resources to help re-write policies to align with our TTUHSC values.*

   iii. **Invest in yourself** – Office of People Development is compiling a list of career advancement, self-development and collaboration resources. We hope to make this an interactive tool that will be added to our tab in the HR Website. Be on the look-out for an announcement about these helpful options to encourage your team to stay visionary.
Working in Remote Teams: A Framework

Overview: Working remotely is simply a change in environment. All team members are expected to operate consistently and work in support of any challenges that may emerge. The following framework provides fundamentals for all team members to leverage when working remotely:

1. Tools
   Employees should work with their supervisor to identify communication platforms they will be using (Skype, Zoom, WebEx, etc.). Team members are expected to have access to those identified platforms.

   *If there are any issues with access, notify your supervisor. Please reference your University IT Solutions Center for guidance on usage and how to manage technology-related issues.*

2. Structure
   Working remotely passes the responsibility of effective and clear communication to all team members. All team members are encouraged to over-communicate with their supervisor and peers to ensure alignment on tasks assigned to the team.

   The following recommendations should be considered when working remotely:

   a. Meetings:
      i. Team members should expect to meet on a regular basis with their peers and supervisors via their identified communication platform.
      ii. If available, webcams should be used to support and enhance team communication.
      iii. If using webcams, please dress according to policy or department guidelines.

   b. Standards of Work:
      i. To ensure all team members are on the same page, teams should facilitate discussion to identify the expectations on communication, collaboration, work hours and any additional topics for overall understanding of remote work.
      ii. In remote teams, it is important to address any questions and concerns as a team to ensure consistent understanding of practices and procedures.

   c. Task Completion:
      i. Remote work maintains the same level of expectation around task completion.
      ii. All team members are encouraged to be proactive in communicating the task they are working on, deliverables for the identified task and the outcome of that task (percentage of completion, ongoing, etc.).
      iii. All team members are strongly encouraged to access their University Learning Management system to complete all mandatory online training that has yet to be completed.

3. Expectations
   The following expectations should be adhered to when working remotely:

   a. Availability:
      i. At a minimum, all team members are expected to be available via phone and email during agreed upon work hours.
ii. All team members who use Skype, Zoom or any other communication platform, should maintain an accurate indicator as to whether or not they are available, busy or away from their computer.

b. Work Hours:
   i. All team members must maintain their current minimum hours worked during the week.
   ii. Should a team member select to use leave time, it must be approved and documented through their supervisor. The team member is responsible to communicate any changes in their agreed upon work schedule and use leave according to university guidelines.

c. Questions:
   i. All team members are encouraged to be proactive in seeking guidance for their questions.
   ii. For all related IT questions, please contact your university IT Help Desk.
   iii. For HR questions, please contact your university HR team.
   iv. For payroll related questions, please contact your university payroll team.
   v. During this temporary remote work period, all System and University values, policies and procedures will remain the foundation for all decision making.