

Best practices

Title:	Best Practices for Supporting Flexible Work Solutions
Related to:	OHA 010-023
Effective date:	02/01/2021

Purpose

This document provides information, ideas and links to resources for managers to use in implementing the Flexible Work Solutions policy, supporting themselves and their teams.

Best practices

1. Managers should use agency resources to learn and develop new skills that support the ability to manage a remote team and the manager's other work.
2. Managers should use and encourage their teams to use resources available through the state library.
 - a. Visit <http://library.state.or.us/register> to register with the state library.
 - b. After registering with the state library, register with O'Reilly for access to additional resources.
 - A. Go to <https://libguides.osl.state.or.us/oreilly-learning>.
 - B. Click on the link "[Register for an individual account with the O'Reilly learning platform](#)".
 - C. Check the form url to be sure it includes "oregon-state-library" to ensure there is no cost associated with the account.
 - D. Complete the form with name and email address.
 - c. Contact state librarian [Amy Coughenour](#) for questions, research or support.
3. Managers should model good working habits, including:
 - a. Not overscheduling themselves or their staff.
 - b. Practicing open and supportive communications using appreciative inquiry techniques or other similar tools.
 - c. Paying attention to their working hours and their own work-life balance, including supporting their own physical, mental, and emotional needs.
 - d. Following agency policy and practices when using agency tools and equipment.
4. Managers should schedule time to:
 - a. Review available resources in this document and other locations.
 - b. Plan for the requirements of managing a virtual team.
 - c. Collaborate with their teams to determine what works best for individuals and the team.
 - d. Communicate with their teams individually and as a group.
 - e. Encourage team members to schedule routine collaboration and feedback sessions with each other.
5. Some of the most critical areas for creating a strong remote work team are:

- a. Giving staff a sense of belonging.
 - b. Communicating regularly: check in frequently and be proactive.
 - c. Cheering staff up with instant appreciation.
 - d. Ensuring flexibility and accountability.
 - e. Making relevant information easy to find.
 - f. Enabling and encouraging information sharing.
 - g. Encouraging peer-to-peer feedback and recognition.
 - h. Diversifying communications: email, phone, and on-camera meetings provide different kinds of opportunities.
 - i. Creating a virtual community and hosting online team-building activities.
 - A. Teams is a way to collaborate and communicate. Create a channel for staff engagement in fun, feedback, and support.
 - B. Start meetings and activities with an icebreaker and a shared physical activity that are optional.
6. Work with other managers to support engagement and interaction.
- a. Prioritize a series of meetings in which the team works to create a narrative about how the teams work supports the work of the division and the agency's mission, vision, values, and goals.
 - b. Share the narrative with other teams, especially those closely tied to the work.
 - c. Engage in shared team meetings to determine how the teams can better engage and support one another.
 - d. Look for ways to engage division leadership with individual teams.
 - e. Engage in shared lunch and learn activities in the virtual environment.
 - f. Schedule and encourage virtual office hours.
7. Positive Psychology article: [119+ Appreciative Inquiry Interview Questions and Examples](#)
8. Society for Human Resource Management article: [Making Stronger Connections Virtually](#)
9. Harvard Business Review Video: [How to Actually Work When You're Working From Home](#)
10. Forbes article: [Four Strategies for Setting Measurable Goals in a Remote Work Environment](#)
11. Leader Communicator blog: [How to Create an Internal Communications Plan in Seven Steps](#)
12. Smarp blog: [Interpersonal Communication: Definition, Importance and Must Have Skills](#)
13. Lionstep article: [Creating A Sense of Belonging Among Remote Employees](#)
14. Furst Person article: [Five Ways to Show Remote Workers Appreciation with Rewards and Recognition](#)
15. OWL Labs article: [The Ultimate Guide to Rewards and Recognition for Remote Teams](#)
16. Vantage Circle article: [10 Best Virtual Teambuilding Activities for Remote Employees](#)
17. Harvard Business Review audio*: [Managing Working Parents During the Pandemic](#)
18. Harvard Business Review article*: [Research: How Virtual Teams Can Better Share Knowledge](#)
19. Harvard Business Review article*: [Talking About Mental Health with Your Employees – Without Overstepping](#)
20. Appreciative inquiry resources available through O'Reilly:
- a. [Conversations Worth Having](#)
 - b. [Building Resilience with Appreciate Inquiry](#)
 - c. [The Power of Appreciative Inquiry](#)
 - d. [Appreciative Inquiry: Change at the Speed of Imagination](#)

- e. [*Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*](#)
 - f. [*Practicing Organization Development: A Guide for Leading Change, Chapter 7: Appreciative Inquiry*](#)
 - g. [*Positive Psychology at Work*](#)
 - h. [*Positive Psychology and Change, Chapter 6: Appreciative Inquiry*](#)
 - i. [*Practicing Organization Development: Leading Transformation and Change, Chapter 6: Appreciative Inquiry: Organization Development and the Strengths Revolution*](#)
21. Remote work resources available through O'Reilly:
- a. [*Five Ways Leaders Can Support Remote Work*](#)
 - b. [*Working Remotely Can Work for Everyone*](#)
 - c. [*HBR Guide to Work-Life Balance*](#)
 - d. [*The Remote Worker's Survival Guide*](#)
 - e. [*Managing Virtual Teams*](#)

References

OHA 010-023-01 Key Topics Related to Flexible Work Solutions, including Eligibility, Equipment and Reimbursement

[OHA 010-023-02 Updating Workday: Registering for Remote Work and Accessing Flexible Work Solutions](#)

[OHA 010-023-03 Updating Workday: Reviewing, Changing or Removing Remote Work Status, Updating Asset Lists](#)

OHA 010-023-04 Setting up the Home Office

OHA 010-023-05 Evaluating and Updating the Position Description for Flexible Work Solutions

OHA 010-023-06 Manager Tool: Appreciative Inquiry Exercise for Evaluating and Updating Position Descriptions for Flexible Work Solutions

OHA 010-023-07 Manager Tool: Best Practices for Supporting Flexible Work Solutions

OHA 010-023-08 OHA Remote Work Guide

OHA 010-023-09 Manager Tool: Working in a Different State – Topics to Consider

ODHS|OHA 010-023-10 Getting the Most Out of Your Home Network

Forms referenced

Related policies

[OHA 010-023 Flexible Work Solutions Policy](#)

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