

Dos and Don'ts for Selecting Teleworkers

For those selected:

Discuss why each employee was selected. Doing so will reinforce the skills and work habits necessary for teleworking. By selecting this person to telework, you are instilling trust. When you take the time to acknowledge their desirable traits, it will help them to understand the expectations involved. The message should be, "You were selected! And here's why you were chosen." If the company does not select everyone to telework, it would be wise to ask the chosen teleworkers to keep things private until everyone can be notified.



For those not selected:

Some employees who want to telework may not be chosen. Some reasons for this are fairly easy to relay to the employee, while others may take more care to explain. The following can help you prepare to deliver negative news:

- If a teleworker wasn't chosen for budget reasons, reinforce that they have the suitable skills, but there is only funding for a limited number of teleworkers. Suggest to them that they will be kept in mind for future teleworking opportunities. Perhaps there may be a rotation of teleworkers in a certain time period and then they will get a chance to participate.
- If an employee has the skills to telework, but needs more time in their position to be eligible, without making promises, suggest that over a period of time they might be reconsidered—as long as they maintain or improve their skill level.
- If an employee simply has not demonstrated the work habits required for self-supervising and teleworking, then management must be clear about the reasons why the person was not selected. When giving feedback, use clear, concise, descriptive language. This should not be a rare case that they are getting feedback on performance issues. If there are performance problems, then they should have been addressed earlier and

separately from a telework selection review. You can reinforce that those issues still affect his job performance, regardless of where the work is done.

Do	Don't
Clearly state how you make your selection decisions.	Rely on vague descriptions of performance to justify your decision.
Relay those decisions to employees individually, not as a group.	Pass up the opportunity to coach and counsel those not selected.
Tell workers exactly why they were or were not chosen.	Give the impression that teleworking is a "perk" or benefit.