How To Engage and Ensure
Remote Workers are Consistent

Christopher Fisher
Drake University

Allen Zagoren
Drake University

ABSTRACT

Generational shifting within the workforce presents new opportunities and challenges for the private and public sector. It is more important than ever to understand how remote workers fold into an organizational mix. The US is leading globally with an estimated 85% of US businesses offering remote working options. In addition, South American and European markets are growing their remote markets allowing for a greater mobility and availability of personnel worldwide (Labs, 2019). The growth of the remote market offers benefits and challenges in respect to legal compliance and management. Literature on the subject has varied outcomes. While there are a plethora blogs, opinion pieces, and websites detailing how to succeed with a remote workforce, academic literature in relation to the management and legal scenarios faced by organizations with remote workforces are limited. The intention of this research is to gain insight over remote workers' engagement in the workplace, reviewing two key subcomponents, productivity and company / organizational culture. Furthermore, I will also discuss how management strategies and compliance (the implementation of legal requirements of the workforce) aid and deter engagement. In any public or private sector organization, engagement and compliance are necessary for success. Human resource managers in coordination with other executive officers are hard set to crack the code for the perfect remote workers. This study will review how human resource professionals keep their remote workers engaged in organizations and compare the techniques of private and public sector strategies.

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INTRODUCTION

Remote work is not just creating a mobile availability to workers, it creates many factors a traditional worker would not face (Grantham, 2017). On the federal level, remote work, commonly referred to as telework, has additional impacts both positive and negative that influence engagement and challenge human resource professionals and managers to look at their organizational model for success (Myung H. Jin, 2016). The United States Government does not seem opposed to remote work nor does the private sector (Weichert, 2017). Company culture is an abstract, but its impacts are less than abstract. Because company culture is hard to pin down, an extra level of difficulty is realized with remote employees (McGregor, 2015).

Business leaders have identified corporate culture as the leading obstacle of the decade. Many have difficulty in identifying the link between productivity and company culture due to a long history of difficulty of research and demand for the research (Tan, 2019). Private and public sector entities are willing to deal with this challenge because the net benefits of a remote work staff are evident when overhead costs, mitigation of social risks, and transportation are taken into account. Despite lacking best business practices, the advantages gained by remote work options are appealing to both the private and public sector. All organization are looking to produce exceptional results at a fraction of the cost. Cost reductions for remote workers are realized in reduction of office space, potential boons to retention, reduction of weather-related absenteeism, and potential greater work satisfaction (Christine Grant, 2013). Human resource professionals are responsible for creating a comprehensive company culture, train managers, ensure compliance, and produce employee satisfaction for the organization (Heathfield, 2018). Despite human resource professionals increased workload, identifying relevant data for implementation is scattered and subjective. Best business practices for managing remote workers are present but fail to identify best business practices and impacts of executing compliance, company culture, and measuring productivity for a remote workforce. Advantages of remote workers however are not realized if the remote work staff costs are greater than the cost reductions, which is why many lacking best business practices for remote workers can be so costly to any organization. This forces many businesses and managers to be reluctant to fully embracing remote work policies and management styles better suited for remote staff. (Labs, 2019) On the other side of the coin remote workers seem to have mixed results at success with the telework option. Human resource professionals cite finding their remote work staff love or hate the experience for different reasons. Remote workers can feel isolated, unenthused, and indifferent to failure and success on work and work policies. This poses a significant risk to governmental bodies who hold public trust over sensitive data. Remote workers can also feel autonomy, professional growth, trust, and greater work satisfaction which reduces insider threats to governmental bodies. (Hanna De Vries, 2018) Human resource professionals within public and private sector are keenly tasked with engaging this growing remote work population and their proactive or reactive approach to remote workers will change how successful a company is at reaching their objectives.

METHODOLOGY

This study utilized the qualitative method as the primary method of research because it reviews the human resource practice based of their distinct experiences. The qualitative method best identifies the reasoning behind implemented "best practices" by human resource professionals. Additionally, this study will reference primary (interviews) and secondary quantitative data, analysis, and surveys.

My primary research method will be semi structure interviews that allow for free form answers. Semi structured interviews will allow for scripted questions and additional probing question if necessary, to identify engagement and what impacts engagement. The semi structured interview style will allow for consistent results and keep focus on the topic at hand. Questions structured for free form answers will additionally allow respondents to fully explain subjective and objective reasonings behind how they address engagement.

The respondents are interested participants who agree to cooperate with the semi structured interview prompt. The expected sample size was no less than 5 and no more than 10 respondents involved in businesses (located in the Midwest region) that offer remote work options for staff and have an overall staff of 200 or more. 200 or more staff is the chosen to

restrain as this number of employees will require most federal labor laws to be realized such as FMLA, FLSA, and Equal opportunity to name a few. There were 5 respondent who volunteered for the questionnaire out of 15 requested interviews.

I will use purposive sampling to find participants. Purposive sampling is a nonrandom sampling technique whereby researchers select participants based on predetermined criteria. Purposive sampling will produce best results as this study needs participants with specific knowledge that random sampling would provide.

To gain insight on how human resource professional engage remote workers, I will require interviews. No physical risk factors are present for this research. To ensure ethical consistency with respondents, I have informed them of the study and its potential uses, additionally they were informed that their information will remain confidential, their participation is voluntary, and they will not be compensated for their participation. All respondents will receive ample time and considerations to meet and or respond electronically to the intended interview questions. Respondents will not be asked to participate in any way that may present mental or physical trauma. Interviews will be conducted in the least intrusive means to ensure ethical consistency with the standards of Drake University.

Interview questions:
1. Describe the scope of remote work in your team/ organization.
2. How do you successfully achieve intended workplace relationships between your Remote workforce and onsite workforce?
3. How do you establish (team building) and (teamwork) with remote workers?
4. How have you maintained the effectiveness of communication between your Remote workers and onsite workforce?
5. How do you prevent remote workers from experiencing feelings of isolation?
6. How do you successfully achieve the job performance of the remote and onsite workers you supervise?
7. How have you maintained or improved the job satisfaction of the remote work staff?
8. Describe the information technology, software, and programs that your subordinates use and the impact on remote work.
9. What changes, if any, would you like to implement with remote workers regarding technology, team building, and supervision?
10. What techniques do you use to maintain or improve remote workers organizational engagement?
11. What is your organization culture like for remote and onsite employees?
12. How do you successfully achieve compliance with your remote employees?
13. What obstacles do remote employees present for compliance and management?
14. How is productivity measured for remote employee vs onsite employees?
15. What would you suggest to another unit or organization that is seeking information before implementing remote policies?

Based on the respondent's answers I categorized information into two aspects. From these aspects and other qualitative and quantitative data identified in researching this topic, I will produce a case study formed response identifying the engagement methods for remote employees and influential factors surrounding management and compliance.

Result grouping:
- Productivity
- Company Culture

Research Assumptions and Limitations

The following assumptions applies for this research:
1. Respondents will answer all questions completely and honestly
2. Respondents are familiar with human resource strategies, roles, and responsibilities.
3. Respondents have knowledge of remote and non-remote workforce in relation to their current engagement.

This research's limitations include the sample size and geographic area where the interviews take place. Increased respondents located in a larger geographic area might indicate different results and or be representative of the results found once the research is concluded. The use of purposive sampling for data collection restricts applying conclusions to the general population additionally, limiting respondents to a staff of 200 or more will cover the broad coverage of businesses, but not smaller remote centered businesses as the compliance aspect will change with smaller amounts of employees.

PRESENTATION OF FINDINGS

Human resource professionals are the front line when it comes to the employee experience. No matter the company, HR is responsible for payroll, compliance, and in all the respondent's cases culture. 5 respondents volunteered for the questionnaire and their responses were categorized to show best business practices and areas to steer away from when managing a remote work staff. Furthermore, numerous human resource professionals via forums like HR Open, HR Upstart, and larger human resource companies such as Paycor, Deloitte, Randstad, and others were able to provide secondary research information that helped identify key factors directly or indirectly impacting remote work staff's overall engagement. Remote work staff's provide a unique opportunity to the workforce as other writings would suggest it lowers cost which is attractive to employers within the private and public sector, but also remote workers broken into different employment categories offer unique solutions to private and public industry, which was not offered in the last decade. Depending on the employee's classification, remote employees have been used to fill seasonal positions, contract positions, and permanent positions with limited integration requirements save equipment and training. Local respondent data collected shared many insights supported by the secondary data. When one respondent was asked if they offer remote options they replied "Yes! It not only makes sense from a hiring perspective [but with] less than 2% unemployment in our area, [a] business perspective." Respondents all reported interest in identifying and furthering their ability to manage and attract remote employees due to business needs. From recruiting to productivity management, remote workers offer a growth opportunity for any organizations and discovering the best way to tap into this phenomenon has presented many learning moments for the respondents and HR community as a whole.

Engagement

Productivity. Respondent data and secondary data show that remote workers are more productive than onsite workers, but our research focuses on how human resource managers and directors lead in this area. Respondent data was categorized into two departments. Data contributing to human resource management of productivity identified that the employee experience for remote workers is different in both expected ways such as showing up late to work and unexpected ways such as making sure that remote employees do not get left behind because of their distance from the job site. Issues for remote workers that infringed on productivity were as follows:

1. Blurred boundaries between work and home
2. Information Technology Issues
3. Communication Issues
4. Misinformation at the supervisor level
5. Ineffective tools of measurement
6. Non standardized methods and loosely enforced work from home agreements between remote worker and employer. (No Standardized operating procedure, SOP)

The research from respondents indicates that a majority of workplace do not currently or are inconsistent for employment sourcing and management strategies within their organization. Despite these inconsistencies, human resource professionals were able to provide best business practices that help mitigate and solve common issues that arose for their remote work teams.

Blurred boundaries between work and home: "Better learn balance. Balance is key." *–Mr. Miyagi*

Workers were able to improve their performance by working from home and it offered enhanced sourcing options for organizations, but also data indicated that this introduced large stress and work life balance issues that while not representative in work output were represented in work conflicts between onsite and remote employees (One, 2019; Five, 2019; Christine Grant, 2013; Two, 2019). Perception changes of selected remote employees caused interoffice conflict such as reduced meeting invitations, an us vs. them mentality, lower performance by resentful onsite employees, and decreased trust of onsite employees. Remote employees were seen as more available and meeting the set metrics and goals in comparison to their onsite work peers which caused a rift within integrated teams. Furthermore, remote employees felt as though they were on call and their agreed set hours were softer than their onsite peers who they perceived as low performing. Remote employees who were salaried would work longer hours and complete more assigned tasks, but were left out of strategic meetings, one on ones with leadership, and high risk for burnout (Five, 2019; Myung H. Jin, 2016).

Information Technology Issues: "Amateurs talk strategy, professionals talk logistics." *– Omar Bradley*

Dedicated Information Technology (I.T.) presents an issue for remote work staff and slows production. Issues that they faced onsite potentially can be felt twice as much from a distance. Varied generations working remotely have a different level of competences with technology simply by measure of exposure. Communication tools and communication styles have changed greatly as the introduction of instant message application with meeting technology has become common in many workplaces. Spark or Zoom even allow for gifs and funny meme sharing between groups which advances and hinders how remote employees experience their peers. Data from respondents and secondary information show that much of their workforce was born before the 1990s and this means assumptions cannot be made to whether or not they will be native technology users or at least not at the level of proficiency required for remote work positions (Weichert, 2017; Two, 2019). Beyond knowledge of IT know how, remote employees can provide issues for IT departments in terms of computer security and logistics.

Information assurance (IA) is usually an area of expertise that is covered by an IT department, but the training and development of remote employees who pose the greatest IA issue are in the human resource area (Five, 2019). Workers who are eligible for remote work require extra attention by the IT department because not only are they required to set up their work from home stations they usually must identify the logistics of getting them functionally ready as soon as possible. Human resources vets for a person's ability to work remotely but identifying "IA stuff" in not their specialty. For jobs that are dealing with financial information or personal information it's important to make sure you have all your boxes checked or else you risk your system becoming a soft target for viruses or even worse hackers.

Communication Issues: "98% of all human communication is nonverbal*"—Timothee Chalamet*

Communication is a human challenge not a technological one. As stated, prior generation variety may present issues communicating using GIFs or memes on new communication platforms. Communicating with remote employees via email alone is not a productive format. Human resources may not seem like the pick for identifying communication, but as they fix miscommunications on a daily it has become an assumed task as long as you have the staff (Four, 2019). A lot of people think that communication is a singular thing, but emails can't convey tone, facial expressions, or the energy behind the words which can make deciphering intent difficult. Communication for remote employees can feel one way in both directions. This leads to remote employees feeling unheard, unappreciated, and encourages disengagement.

Misinformation at the supervisor level: "You don't know what you don't know" *—Unknown*

Many organizations want to see the benefits of a remote work staff, but planning is essential. Preparing immediate supervisors as well as the whole company is important (Three, 2019). (James Ware, 2017) Supervisors do not always collect metrics on remote workers in an efficient manner making annual appraisals a negative event for a potential high performer. Supervisors allow inaccuracies and gossip, to the detriment of their remote workers, to exist in the workplace due to a lacking knowledge of how to combat misinformation. Negative perceptions by the supervisor and onsite workers can create a work culture that bullies, isolates, and worst case discriminate against remote workers (Myung H. Jin, Undersanding Employee Engagement in

the Public Sector, 2016). Supervisors may also be resilient to adopting management techniques that better suit their teams which reduces trust and builds an atmosphere where remote employees may not be open or interactive with their team leading to reduced results.

Ineffective tools of measurement: "A failure to plan is a plan to fail" –*Unknown*

Workforce management and data analytics are the more technical side of a larger human resource team, but vital to identifying market research, productivity tracking, and forecasts for workforce growth. Choosing a poor system for data tracking can introduce big issues for remote employee management and performance. Unclear key performance indicators, project management, poor staffing, among other issues will arise for organization that do not identify what metrics they want from their remote employees and how they are going to objectively obtain those metrics. "We don't always know what [remote employees] are doing as they are not utilizing their time in accordance with what they put on their calendars" state one respondent. This is a common issue that is faced by human resources as not being able to effectively know how employees are performing open up the company to lawsuits, fraud, waste, and abuse of good faith trust (Christine Grant, 2013; Five, 2019; Three, 2019).

No SOP: "Where does it say I can't do that" —*Unknown (commonly heard before a rule is created)*

It does not matter what the rule is as long as it applies to everyone. This is a common stream of thought for human resource professionals. Failure to apply the rules equally to all employees exposes an organization for lawsuits and a toxic work culture. Remote employees present a unique problem in this aspect as their career set requires specific requirements that are not necessarily applicable to onsite employees. Ambiguous policies weaken the ability of human resources to train staff members as no clear line has been drawn in the sand for remote employees. Failure to develop a standard operating procedure (SOP) within an employee handbook, company policy, or work at home agreement will reduce the overall efficiency of the employees and the employer as no formal understanding can be reached unilaterally for all remote workers (Heathfield, 2018; Labor, 2019).

Culture. Respondent data and secondary data cite culture within an organization has a large impact of engagement. Human resource managers and directors are tasked with culture from beginning to end and why that cannot always count for the subcultures within an organization, the organizational culture will drive policy and work-related decisions from hiring to compensation and benefits. Respondent data was categorized into two departments. Data contributing to human resource management of organization culture identified that, just like productivity, the employee experience for remote workers is different in both expected ways such as cultural work events like a birthday and unexpected ways such as making sure that remote employees do not get forgotten because they are out of sight out of mind.

Issues for remote workers that infringed on culture were as follows:

1. Toxic workplaces
2. Mismatched cultures
3. Self-Efficacy

Toxic workplace: "Today's gossip is tomorrow's headline" –*Walter Winchell*

Toxic workplaces are more than just gossip and an unwillingness to be inclusive. It is anti-culture. It's the gunpowder keg in any office. Healthy employee climate and engagement cannot be achieved within a toxic workplace (Williams, 2018). Toxic behaviors can be seen in a variety of ways. In Williams study which surveyed federal workers he cites shaming and blaming, public humiliation, passive hostility, sarcasm, distrust of others opinion or expertise, surveillance of team behavior, team sabotage and meddling to maintain control, use of position to punish other, defensive and territorial, rejects negative feedback, lack of self-awareness, apathy, corrosive interpersonal style, personal attacks, and accentuating others mistakes. These traits do not exclusively disengage remote workers, but also onsite workers. Toxic workplaces tempt serious legal action by victimized members of the organization.

Mismatched Cultures: "Planning means looking ahead" –Mahathir Mohamad

Company culture can be great for onsite workers but be lacking for remote workers. Failure to send birthday wishes, birth congratulations, and marking work anniversaries can be a topical mistake. A much more pervasive issue with mismatched cultures is that onsite employees are driven by the company culture and remote workers are just checking the box (Field, 2017). Being physically present for an event has a large impact. A survey of 1,153 employees reported 52% feeling left out and ganged up on. Organization culture is an all or none for the millennial generation and not feeling welcomed leads to higher attrition overall. When employers plan to hire remote employees mismatched culture can lead to an early leave.

Self-Efficacy: "When you have confidence, you can have a lot of fun." –Joe Namath

Self-Efficacy is confidence in one's ability to accomplish tasks. In a study reviewing over 300 respondents, individuals who ranked higher for self-efficacy were more capable at completing their tasks. In addition, they worked well in remote settings and enjoyed their autonomy. These studies were conducted in 1999 and repeated in 2006 to show similar results. Low self-confidence can be reinforced by poor culture that is found in organizations that have trust issues. (Williams, 2018; D. Sandy Staples, 2006) Remote workers self-efficacy can be positively related to his or her level of organizational commitment.

Engagement Strategies for Remote Workers

Targeting both productivity and culture is key for human resource directors to see a maximization in engagement. Strong productivity and culture independently can foster a healthy remote workforce, but it will not fully engage this growing field. Each issue provided by

respondents and research data have manageable policies that can be implemented to engage and attract remote employees.

Key issue areas addressed:
1. Blurred boundaries between work and home
2. Information Technology Issues
3. Communication Issues
4. Misinformation at the supervisor level
5. Ineffective tools of measurement
6. Non standardized methods and loosely enforced work from home agreements between remote worker and employer. (No Standardized operating procedure, SOP)
7. **Toxic workplace**
8. **Mismatched cultures**
9. **Self-Efficacy**

Engagement will prosper in workplaces that fundamentally set a foundation set by policy and procedure that gives trained supervisors the autonomy and tools to access workers and build trust.

Policy and Procedure. Prior to the entry of any remote employee, human resource directors should supply a human resource support system, policy tools, recommend required business process redesigns and logistical procedures to mitigate growing pains. From in processing to out processing the career length of a remote employee should have a firm foundation (Grantham, 2017; Three, 2019).

Human resource support systems aid the performance, ongoing trainings, and organizations support tools to support managers. Establishing clear expectation and goals can be done on a repeated basis. By utilizing an employee handbook and work from home policy specifically drafted for each department you can set your goals from day one. Establish a written record of goals and expectations and revisit the expectation and goals as needed (Five, 2019; Two, 2019).

Onboarding is the process of familiarizing a new hire with the knowledge, skills, and abilities of their career set, but also this moment is the first face to face opportunity to introduce human resources, company culture, and good habits for employees. Onboarding will combine many prominent processes for the in-process phase, but for remote employees face to face time will need to be maximized to aid socialization opportunities, build key relationships, and promote high awareness that promote self-efficacy (self-confidence). The longer the onboarding process the better for both onsite and remote employees as this allows employees to maximize their training and development which is linked with greater self-confidence and understanding of key performance indicators for career growth within an organization. Building on good habits with initial onboarding producing ongoing learning management systems can be an added modifier. Being prepared to modify your policies and train the updates to your employees without face to

face interactions will be most of the training and development for remote employees. In additions to new hires onboarding managers to remote employees will be essential.

Supervisor training immediately after policies publication is important as misinformation leads to bad management habits and can introduce issues before remote employees enter their sixth month. Supervisors in all organizations should establish the departments goals, be prepared to counsel and introduce the goals with clear expectations for immediate supervisors of remote employees. Since supervisors will not be able to interact with remote employees as they would onsite employees its important, they are aware of the goals, policies, and KPI for their remote work staff. Supervisors additionally must be trained that communication is one of the tenets of successful remote employee management. Active listening courses and crucial conversation courses or similar courses that concentrate on dialogue management are cheap and reliable methods that can follow supervisor their entire career (Four, 2019; Two, 2019). Supervisor training will mitigate common issues that face remote employees and help support a positive organizational culture of inclusion.

Potential redesigns will need to be implemented as the remote employee programs move forward. HR Dive conducted a 2019 survey: Maximizing team effectiveness for Distributed & Remote Employees and accessed clear universal guidelines, switch the goal from watching the clock to tracking success, focusing on employer employee connection, culturally aware to remote employees and their issues, and putting trust building front and center. Creating a forum for employer and employee to meet one on one are review performance and setting short term goals in a face to face format helps build trust, rapport, communication, and allows the supervisor to set guidelines without infringing on the remote employee's autonomy.

Ongoing hiring, recruitment, and promotions for remote employees along with succession planning will become more important as remote employees become integrated into the organization. If remote employees are already integrated then developing these programs will be important for human resource managers as a way to encourage career growth, retention, and workforce management data collection. Interviewing, screening, and personality tests may be required by the organization to measure whether candidates are fit for the remote work forces as it offers many non-traditional roles that require a specific type of person as all career sets do.

Access and assessment tools. Remote employees already within an organization or moving within an organization will require additional tools for success in comparison to their onsite peers. As discussed prior, supervisors will need to learn how to communicate with their employees, but also how to access and assess their performance. This can be done in multiple ways that are in line with the specific culture created by HR directors in the organization.

Creating the space for access is important for remote teams. Clear spaces for communication, celebration, and competitions allow on the virtual work landscape allows coworkers to engage with other coworkers, supervisors to announce accomplishments, and teams to celebrate

victories. The virtual space should follow a P.A.C.E plan establish at every level of interaction. P.A.C.E (Primary, alternate, contingency, and emergency) is an acronym that defines how communication is established as a standard practice so that half the team does not communicate via email and the other half uses a e-chat application such as Zoom, Spark, or Skype. An example email of a P.A.C.E plan would be as follows:

> Greetings,
>
> The online meeting will take place via Zoom, if zoom is not applicable a secondary dial in option for the meeting will be available, if the dial in option is not available then meeting notes will be published after the meeting and disseminated to all parties invited. No emergency communication will be established. If you miss the meeting please read and reply to the meeting notes no later than next week via email.
> Sincerely,
>
> Supervisor

To secure access success human resources and department heads should ensure their remote work staff maintain a good relationship with I.T from day one the logistics period to everyday interaction. Introducing an I.T component during the onboarding process will reduce I.T issues and familiarize remote employees with I.T professionals. Some business practices suggested by one respondent was to have a list of tools that I.T needs to provide, have HR develop a digital privacy policy that clearly explains computer security rules, how work equipment is to be treated, and familiarize remote work staff with what digital technologies are available and how to request job related apps. Other respondents have an additional onboarding for their work at home staff with I.T to establish how to operate their work equipment efficiently. They bring the employees in to the physical building and work with the employee face to face for a week to make sure they have a grasp of the equipment and know how to use the digital tools (Five, 2019; Two, 2019).

Assessment tools track productivity without in many cases impacting the productivity of remote workers. There are numerous tools out there that exist to help specific groups track their remote workers. Apps have been made for numerous fields such as construction, I.T, customer service, sales, social work, medicine, and the list goes on. Human resources can link assessment tools with HRIS systems or allow for inhouse options that are not connected but used operationally by supervisors. Workforce management within an HR department may have a different assessment tool from a supervisor as the KPIs may be different for what tasks are assigned to each group. It essential that remote employees have transparency on their assessment tools to foster a system of continued growth instead of distrust. One respondent reported beyond the interview questions, that they have teams that are able to see their daily progress via a dashboard, while other respondents reported they are not currently tracked via assessment tools (Four, 2019; One, 2019).

Compliance. Greater independence and autonomy offered to remote workers also offers variety of work-related compliance issues. Legal uncertainty can present an unfavorable position for a human resources department. On top of ensuring payroll, culture, employee relations, in most organizations human resources also are tasked as the subject matter experts in compliance. While the laws that oversee legal requirements in the workplace are fairly well established, court cases, legal opinions, and legislative amendment require constant train on time for HR professionals (Heathfield, 2018). Utilizing current technology backed by well described company policy, human resource teams can keep their remote employees in compliance with required laws and regulations. One difficulty that can occur is limited visibility will make it difficult to gage how the employee is doing, but by establishing multiple areas where the employees feel welcomed and trusted, HR departments are able to promote employee well-being and legal protection for the organization (James Ware, 2017; Two, 2019).

Application of study to public sector. The public sector both federal and state offer telework options. The Status of Telework in the Federal Government created by the Office of Personnel Management (OPM) cites that telework options have reduced overall costs. Programs that promote autonomy, better work life conditions, and the ability to work in preferred areas has improved results. Despite OPM training telework policy and the benefits, many departments in the federal atmosphere still have not introduced a remote option to eligible employees. Currently, reduced telework options from the status of telework are linked to rejected approval for telework even though their job allowed for telework. Some of the lingering barriers to telework in the federal government can be correlated to disbelief that telework is here to stay or active resistance by management (Weichert, 2017).

It's a Fad. For managers that believe telework is a fad they may find themselves on the losing side of history. As state above remote work and telework are growing within the public sector in addition the Telework enhancement act is now integrated into Title V and unless repealed by congress Telework is here to stay.

Management Resistance. Management resistance can be linked to trust, communication, time and attendance, employee availability, assessing job task suitability. Reciprocally on the employee side issues of trust, communication, autonomy, work life balance, fewer career opportunities, and loneliness. For issues like trust it can be a chicken or the egg dilemma in determining root cause, but for HR professionals such as OPM officials in the federal government training is essential for thousands of managers and employees across the country. Without proper training to combat management resistance and employee issues faced by teleworkers, telework programs will not engage their work staffs and this may drive attrition impacting an agency to meet expectation by the public. Simple strategies will be training on policy, but good leadership will change the tide for federal work staff.

Leadership training should emphasis building key communication skills to establish and maintain trust. Being trustworthy by presenting a approachable and upfront demeanor will improve relations, in addition just like issues with misinformation being present in the private

sector, HR can establish best business practices for managers to identify which issues are relevant and which are superficial. Hiring, training, and developing managers who are open, positive, and show empathy allows for supervisors to accept that certain duties can be completed virtually and allow them to see the benefits of a telework option. Fostering positive relationships between onsite and remote workers can present issues, but establishing boundaries and rules to keep people on track and adopting a result orients management style can reduce tensions as it allows for all workers to be held to their results and not the condition of their presence in the office. HR additionally should guide leadership to delegate effectively and follow up to maintain positive control over onsite and remote workers. HR encouraging virtual face to face one on ones on a bi-weekly to monthly basis can help establish a shared vision of goals. By providing guidance and training management will improve trust, communication, productivity for their onsite and telework eligible staff.

Just like the private sector the federal government will need to identify how they wish to assess engagement. Learning management systems, workforce management applications that are non-screen or key log capture tracking devices to track effective use of technology may be a workable option for Teleworkers. Furthermore, developing and environment where communication and trust thrive which is reinforced by policy and procedures will present the longest lasting areas of growth. Standardized leadership training for supervisors utilizing learning management tools and presenting standards that can be retrofitted to any size team will be a boon for organizations that are eligible for telework options. OPM setting strong foundations with organizations in the public sector will produce organizations that have strong leadership and management skilled to measure remote workers, improved communication between team members, and a proactive employment management system for an increasing segment of the workforce that can save the federal government millions of dollars in overhead costs.

Federal organizations down to the office level will retain unique culture which makes implementation of a strong umbrella culture that encourages trust and communication very difficult. At the agency, level HR directors will be required to identify how they are going to introduce a culture of trust and communication between onsite and remote workers. Federal contracting to adopt a singular communication portal at the agency level that assists with assessment and communication can help aid in this culture building campaign, but only through leadership training will HR directors be able to implement their intended results.

Currently OPM utilizes an annual appraisal system that allows supervisor to review at the 6 month and the 12 month of the employee's tenure. The federal government will fail to engage their remote work staff if they do not encourage frequent one on one level assessments and goal alignment. Biweekly one on ones can maximize results without reducing overall autonomy which is valued by teleworkers (Hanna De Vries, 2018).

RECOMMENDED FURTHER RESEARCH

Further research within state level governments is required to review how remote workers are utilized within other sized public sector areas. Furthermore, generation specific research

reviewing remote work performance by Generation X, Millennials, and Generation Z will provide insights into emerging trends and to promote proactive policies, procedures, and overall best business practices as the public and private sector increase remote work options.

CONCLUSION
The future of remote work for private and public sectors is bright. As generational shifting and technological advance progress further changes are instore for the workforce. Human resource professionals will be utilized more as the economy diversifies more into alternative working categories such as remote work. Engaging remote workers will be a difficult task shared both by the public sector and private sector. If HR professionals are to success, they will need to build a strong culture of trust and communication no matter the size of their organization. Moreover, public and private sector HR leaders will need to build effective policies and procedures that empower well developed leaders to utilize their remote workers and maximize results at all levels for onsite and remote workers. Proactive human resource personnel will be pivotal. Engaging remote workers will prosper in all workplaces that fundamentally set a sturdy foundation set by policy and procedure that empowers supervisors with knowledge and remote workers with the autonomy and tools to be assessed and build trust with their organization.

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