



# ALTERNATIVE WORK ARRANGEMENT REMOTE WORK GUIDEBOOK

The processes outlined in this guidebook will be reevaluated periodically and are subject to modifications at any time based on District business needs.

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## Introduction

The District has found the changing work environment to present challenges to both recruiting candidates and retaining current employees in business service positions due to flexible work options offered by other organizations. This is especially true when a direct private/corporate job equivalent exists relative to the position in Dallas ISD. In order to remain competitive in the ever-changing and adapting business landscape, the District is adopting a remote work option for qualifying employees in specific job functions.

## Remote Work Procedures

### Definition

Dallas ISD considers remote work a viable, flexible work option when both the employee and the position are suited to such an arrangement. Remote work may be appropriate for some positions and employees but not others.

Hybrid remote work combines in-office and remote work to offer flexibility and support to employees. This work arrangement will allow some employees to work from home for all or part of their workweek. The decision to implement and design a remote work schedule will be at the department's discretion.

### Eligibility

Remote work is appropriate only when both the abilities of the employee and the nature of the work to be performed meet the minimum criteria and are agreed upon by the supervisor and the employee. After considering the circumstances, departments and supervisors have the discretion to determine which functions/jobs will be approved for remote work.

Based on standard industry practice as recommended by [SHRM](#), the supervisor, with the assistance of Human Capital Management (HCM), will evaluate the suitability of such an arrangement, reviewing the following areas:

- *Job responsibilities.* Discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement.
- *Employee suitability.* Assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful telecommuters.
- *Equipment needs.* Consider workspace design and scheduling issues. Review the remote workspace needs.

Remote work is not an entitlement, nor is it a guaranteed benefit. It does not change the terms and conditions of employment with the District. Remote work may also be implemented for some or all selected days of the week. Due to department or district functions and/or special activities, existing remote work arrangements may be temporarily suspended for all staff (ex. School opening/closing, New Teacher Academy, etc.)

## Selection Criteria

Several criteria will be considered in determining whether a position is eligible for remote work.

The criteria include, but are not limited to, the following:

- 100% of the essential functions of the position must be able to be performed remotely.
- Ability to maintain a standard workload.
- Physical onsite presence is not required to perform any essential function of the position.
- A burden is not caused to other team members or the department by the employee’s remote work arrangement.
- Job performance is measurable.
- Accomplishing objectives without jeopardizing the team’s success.
- No significant cost is added to the budget.
- Access to equipment, documents, and data will not be impeded.
- Ability to protect the District’s data and confidential information.

Generally, positions that meet the minimum criteria outlined above are eligible for remote work. [See [DK Assignment and Schedules](#)].

## Eligible Positions

Central staff employees without campus-based/field-based responsibilities may be eligible for a remote work arrangement.

Examples of eligible positions for remote work include, but are not limited to, the following:

Division	Position
Financial Services	Director, Assistant Director, Manager, Supervisor, Analyst, Accountant, Buyer, Assistant Buyer, Coordinator, Assistant Coordinator, Facilitator, Data Systems Administrator, Trainer, Graphic Designer, Specialist, Executive Assistant, and Administrative Assistant
Operation Services	Director, Managers, Supervisor, Analyst, Coordinator, Assistant Coordinator, Facilitator, Developer, Trainer, Specialist, Executive Assistant, Administrative Assistant
Police and Security	Director, Manager, Supervisor, Analyst, Coordinator, Assistant Coordinator, Facilitator, Specialist, Executive Assistant, Administrative Assistant
Chief of Staff	Director, Manager, Investigator, Supervisor, Analyst, Coordinator, Assistant Coordinator, Specialist, Executive Assistant, Administrative Assistant, Data Control Clerk, Billing Assistant, Translator, Data Control Clerk, Data Systems Administrator, Videographer

<b>Division</b>	<b>Position</b>
Strategic Initiatives	Director, Coordinator, Manager, Supervisor, Executive Assistant, Specialist, Administrative Assistant, Senior Site Administrator, Counselor, Instructional Specialist
School Leadership	Director, Coordinator, Manager, Supervisor
Human Capital Management	Director, Manager, Supervisor, Analyst, Coordinator, Assistant Coordinator, Facilitator, Trainer, Specialist, Executive Assistant, Administrative Assistant
Teaching and Learning	Director, Coordinator, Assistant Coordinator, Manager, Supervisor, Administrative Assistant, Analyst
Information Technology	Technical Director, Director, Project Manager, Manager, Developers, Database Administrator, System Administrator, Analyst, Administrative Asst.

*Note: The positions listed above are not a guaranteed, all-inclusive list.*

### Ineligible Positions

Campus-based employees are not eligible. Central staff departments whose employees have campus/field-based responsibilities or require interaction with stakeholders may not be eligible.

Examples of ineligible positions for remote work include, but are not limited to, the following:

<b>Division</b>	<b>Position</b>
Financial Services	Press Operator, Delivery Driver, Front Desk Receptionist
Operations	Executive Chef, Cafeteria Supervisor, Lead Custodian, Custodian, Food Service Cook, Food Service Assistant, Food Service Trainee, Delivery Driver, Front Desk Receptionist, Plumber, Electrician, Maintenance Specialist, Alarm Specialist, Lead Warehouse Person, Warehouse Person, Dispatcher, CDL Driver, Bus Monitor
Police and Security	Chief, Assistant Police Chief, Police Lieutenant, Police Sergeant, Police Officer, Security Officer, Inventory Assistant, Licensed Counselor, Emergency Manager, Emergency Management Personnel, Dispatchers, Trainer
Chief of Staff	Psychiatrist, Mental Health Clinician, Nurse, Assistant Nurse, Audiologist, Social Worker, Production Technician, Production Engineer
Strategic Initiatives	Instructional Specialist, Lead Custodian, Custodian, Office Manager, Data Controller, Counselor

Division	Position
School Leadership	Principal, Assistant Principal, Adjunct Principal, Nurse Teacher, Teacher Assistant, All Campus-based Staff
Human Capital Management	Front Desk Receptionist, Alt Cert Facilitator
Teaching and Learning	Social Worker, Behavioral Health Clinician, Tutor, Teacher, Itinerant Teacher, Specialist, or Campus Based Staff such as Early Learning Coach, Evaluator (i.e., Special Education, Dyslexia, etc.)
Information Technology	Field Supervisor, Campus Based Technician, Network Technician, Telecom Technician, Help Desk Technician

*Note: The positions listed above are not a guaranteed, all-inclusive list.*

### Approval Process

A remote work request must be approved in advance. The employee’s supervisor, executive director, and chief will have the authority to make final determinations on remote work eligibility. Additional information regarding an approval process will be communicated, as needed.

### Denial or Revocation Process

Approval to work from home is not an entitlement and may be revised, revoked, or changed at **any time** for **any reason** at the supervisor’s discretion. Changes may be deemed necessary based on, but not limited to, the following: department needs, supervisor preference, changes in the department, job performance concerns, disciplinary actions, peak times, workload demands, or other emergency or extenuating circumstances. Remote work privileges may be reinstated if the employee demonstrates he or she has made necessary course corrections.

The employee, supervisor, chief, and/or the District may terminate an employee’s remote work at any time for any reason not prohibited by law.

The timeframe for notice will be based on the business needs of the department. In some cases, notice may be within days or up to a maximum of two weeks’ notice to allow for both the department and the employee to prepare for the change in schedule.

### Reasons for Denial or Revocation

Some examples of possible reasons for a denial or revocation of a remote work arrangement include, but are not limited to, the following:

- New employee to the position or department
  - It is recommended that new employees begin their assignment on site to increase training/onboarding, develop work relationships and contacts as well as gaining an understanding of department norms/expectations.
- Employees returning from a leave of absence
- Employees on an intervention plan
- Employees experiencing performance issues

- High peak/volume seasons
- Special projects or districtwide initiatives/programs
- Implementation of new processes or systems
- Employees not consistently available during work hours
- Delayed response times to communications (phone calls, emails, Let's Talk, etc.)
- Insufficient team oversight/productivity
- Short-term or long-term training needs of the department
- Failure to meet goals and work-related targets

## Schedule

Supervisors are responsible for outlining a remote and onsite work schedule that meets the business needs of the department. If the nature of the department's work requires in-person interaction, then the remote and onsite work schedule must meet that requirement.

Effective September 4, 2023, the guidelines below will be utilized:

At the supervisor's discretion, positions identified as AWA eligible may qualify to work remotely for up to three days per month.

- These AWA days must have prior written approval from the supervisor.
- AWA days are not guaranteed and are allowed at the discretion of the department supervisor.
- Monthly remote workdays cannot be "banked" or rolled over to future months.
- Supervisors may designate blackout periods in which any AWA arrangement may be suspended based on departmental needs.
- There are no appeals regarding the supervisor decision regarding AWA eligibility.

Coverage and in-person presence must be maintained during District business hours of 7:30 a.m. to 5:00 p.m. from Monday through Friday. The remote work schedule will be based on an eight-hour workday with or without a lunch break. Employees working remotely should have set start, end, and lunch times to ensure employees have a clear delineation of home time and work time.

Flex time for exempt employees and flexibility in the remote and onsite schedule should be determined based on the needs of the department and not due to the employee's illness, need to be absent, intermittent leave, or other leave. Not all requests may be approved by the supervisor if the business needs of the department require less flexibility. In such instances, employees should take personal time off.

Requests by employees to change their onsite and remote work schedules will be at the discretion and approval of the supervisor. The employee should speak with his or her supervisor at least five to 10 business days in advance of the request, or as soon as possible when advance notice is not possible.

Supervisors have the authority to require some or all direct report employees to be onsite more frequently based on work/meeting needs, campus support, and performance.

## Summer Schedule

Central Staff employees may work a four-day workweek, and the District will close on Fridays during a portion of the summer. Central office hours during the summer will be 7 a.m. to 6 p.m., Monday through Thursday.

Employees are responsible for consulting with their supervisor to determine the start, end, and lunch times of their daily work schedule during the summer. Employees approved to take a working lunch will only be required to work for 10 hours whether remote or onsite for that workday. Employees will be compensated for the “working lunch” time, and it will be considered part of normal work hours.

## Limited Schedule

Under strict requirements and with chief approval, a few positions may be eligible to work a five-day remote schedule.

## Accrual of Remote Days

Flexibility will be essential for both the supervisor and employee because the number of remote workdays may be different each week or month due to seasonal shifts and peaks for each department. A supervisor may require an employee to work onsite on any given day or at any time based on department and District business needs.

Remote workdays will not be “made up” or accrued. For example, if an employee usually works remotely two days a week, but must work onsite four days that week, the lost remote workday will not be accrued for use at a later time.

## Employee Responsibilities

### Requirements

Employees, whether onsite or remote, must follow all Dallas ISD policies, procedures, and guidelines including, but not limited to, the following:

- Online Board Policy Manual, <https://pol.tasb.org/PolicyOnline?key=361>
- Employee Handbook, <https://www.dallasisd.org/Page/41758>
- District’s website, [www.dallasisd.org](http://www.dallasisd.org)
- District’s intranet, <https://inet.dallasisd.org/>
- Communications via all mediums
- District or department procedures, manuals, guides, etc.

The District is a drug-free workplace which means no drugs, no alcohol, no tobacco, etc. [See [DH Employee Standards of Conduct](#)]. This includes both remote and onsite work.

Employees must follow the dress code while engaged in virtual calls or meetings. [See [DH Employee Standards of Conduct](#)]

### Disciplinary Actions

Employees, whether onsite or remote, who do not follow Dallas ISD policies, procedures, and guidelines will be subject to disciplinary actions including, but not limited to, termination.

## Additional Activities

During District business hours, employees may not engage in government, non-profit, or private contract work or activities.

## Availability

Remote employees must be readily available at all times during normal business hours as set by the supervisor. In addition, employees must be available to attend in-person/onsite meetings, training sessions, and other events as directed by the supervisor. If a remote employee has a conflict such as a doctor's appointment etc., they must notify their supervisor in advance.

## Attendance

Employees will be required to certify their attendance.

Supervisors/department heads have the discretion to determine which method an employee will use to certify his or her attendance: the biometric clock or an attendance form.

Nonexempt employees and rehired retirees must check in and check out every day.

Employees who need to leave during the workday must notify their supervisor.

If an employee takes time off, the employee is responsible for ensuring the attendance form is completed. Contact the timekeeper for your department for more information regarding the attendance form and corrections.

Exempt employees who do not adhere to daily work schedules and timeframes may be required to check in and check out at the discretion of the supervisor as a disciplinary action.

Employees who abuse District time will be subject to disciplinary action. [See [DK \(REGULATION\) Assignment and Schedules](#)]

## Absences and Personal Time Off (Remote and Onsite)

### Notification

Whether working remote or onsite, employees who need to leave or will be unavailable at any time during the workday—for example, due to personal business, illness, or doctor's appointments—must notify their supervisor in advance, or as soon as practicable.

Employees who are late to work or need to leave early must also notify their supervisor in advance, or as soon as practicable.

### Personal Time Off

Whether working onsite or remote, employees must follow policies outlined in [DEC \(REGULATION\) Compensation and Benefits—Leaves and Absences](#) as well as payroll procedures and documentation requirements.

If an employee is absent for any reason or will be unavailable at any time during the workday, whether working remote or onsite, the employee should take personal time off.

If an employee is sick or is responsible for a sick family member, the employee should take personal time off or request a leave of absence. An employee must take a leave of absence if absent for more than five (5) consecutive days. [See *Leaves and Alternative Work Arrangements* section]

If an employee has childcare needs, the employee should take personal time off. Remote work should not be used as a replacement or substitute for regular childcare or babysitting. Exceptions may be made such as when the District is partially closed and/or childcare businesses/schools are closed due to inclement weather.

### Attendance Form

If an employee takes time off, the employee is responsible for ensuring the attendance form is completed with the correct absence code.

Remote days (up to three days per month) must be reported using a timecard correction form or attendance form with proper coding and detail.

Visit the District’s Payroll Services website at <https://www.dallasisd.org/payroll> for procedures and forms.

### Attendance Form Procedure for Remote Day Usage

Remote days (up to three days per month) must be reported using a timecard correction form or attendance form with proper coding and detail.

Effective September 4, 2023, the timecard guidelines outlined below will be utilized.

### Exempt Employees

**Schedule**

**Pay Period Ending Date\***

This will be a 2-week period for bi-weekly employees, and monthly for monthly employees

Options for Timecard Adjustments

† It is necessary that a record of all time be kept on file. Please [check the box\(es\) below and indicate the date and explanation, if appropriate.](#)

I was absent on the following date(s).

**COMP USED** – Will decrement COMP balance only

**HWRK NONDUTY WORKDAY** – Pays at an hourly rate for non-exempt employees

**NDTY NON DUTY USED (Central staff only)** – Will decrement NDTY balance only

**VAC VACATION - BIWEEKLY USE ONLY** – Will decrement VAC balance only

**There are days that I worked but did not clock in (Exempt Status Employees Only)**

Make sure the box is selected for *“There are days that I worked but did not clock in (Exempt Status Employees Only)”*.

Date*	Hours Worked*	Attendance Code	Reason*
07/10/2023	8	NBCI NO BIO CLOCK IN	Sept. AWA #1. 8:05AM-4:35PM 30 min lunch
<a href="#">Add Another Day</a>			

Make sure the Attendance Code *NBCI NO BIO CLOCK IN* is used. In the box for Reason, give the following details:

- Month (Sept.)
- Specific AWA number (1, 2, or 3) for the month (AWA #1)
- Hours (8:05 AM – 4:35 PM)
- Lunch timeframe (30 min lunch)

Non-Exempt Employees

**Options for Timecard Adjustments**

It is necessary that a record of all time be kept on file. Please [check the box\(es\) below and indicate the date and explanation, if appropriate.](#)

I was absent on the following date(s).

**COMP USED** – Will decrement COMP balance only

**HWRK NONDUTY WORKDAY** – Pays at an hourly rate for non-exempt employees

**NDTY NON DUTY USED (Central staff only)** – Will decrement NDTY balance only

**VAC VACATION - BIWEEKLY USE ONLY** – Will decrement VAC balance only

There are days that I worked but did not clock in (Exempt Status Employees Only)

**The time recorded on the Timeclock Detail Report does not accurately reflect my hours worked. Please adjust as follows:**

Date*	Hours Worked*	Reason*
07/13/2023	8	Sept AWA #1. 8:05AM - 4:35PM 30 min lunch
<a href="#">Add Another Day</a>		

Make sure the box is selected for *“The time recorded on the Timeclock Detail Report does not accurately reflect my hours worked. Please adjust as follows:”*

In the box for Reason, give the following details:

- Month (Sept.)
- Specific AWA number (1, 2, or 3) for the month (AWA #1)
- Hours (8:05 AM – 4:35 PM)
- Lunch timeframe (30 min lunch)

## Leaves and Alternative Work Arrangements

### Leave of Absence

An AWA departmental rotation schedule will be suspended for the duration of any leave of absence [Family and Medical Leave (FML), general medical, military, hardship, professional, assault, or administrative leave]. This applies when an employee is in pending leave status (a leave has been requested) and the duration of the leave, if approved. The AWA will be reinstated once the employee has been confirmed as returned to work for a period of 30 to 60 days at the discretion of the supervisor.

AWA is not designed to replace FML or any other approved leave types.

Employees on an approved FML intermittent leave must report their absences according to the terms of the leave approval even during the AWA departmental rotation. Employees are expected to work their regularly scheduled hours when working remotely. PTO must be taken for any approved intermittent leave of absence.

### Alternative Work Arrangement

- Employees must use Time-Off/PTO if unable to work during assigned workdays and hours whether onsite or remote.
- While on an AWA, if an employee is unable to work onsite for his/her designated days, absences must be reported as Time-Off/PTO.
- Approved AWA days (up to three days per month) must be reported using a timecard correction form and proper coding and detail on the attendance form.
- Switching or swapping of remote/onsite days is at the discretion of the supervisor.
- Whether onsite or remote, employees must follow time off policies and procedures outlined in [DEC \(REGULATION\) Compensation and Benefits–Leaves and Absences](#).

As outlined in policy, an employee must take a leave of absence if absent for more than five (5) consecutive days (use of PTO).

### Overtime

Nonexempt employees working remotely are not exempt from the overtime requirements of the Fair Labor Standards Act.

Nonexempt employees cannot work overtime unless they have received advance approval from the employee’s supervisor. [See [DEA \(REGULATION\) Compensation Plan–Compensation Plan](#)]

Visit the District's Payroll Services website at <https://www.dallasisd.org/payroll> for overtime procedures and forms.

Failure to comply with this requirement may result in disciplinary action and the immediate termination of the remote work arrangement.

## Self-Management

Employees working remotely should have the ability to work independently, manage time, adhere to deadlines, and effectively communicate with all.

Below are a few tips on how employees can be productive while working remotely:

- **Set daily and weekly goals.** Take a few minutes before each day to plan out daily and weekly goals to stay on track with projects and assignments.
- **Prioritize tasks efficiently.** Schedule tasks based on deadlines to help you stay focused and work more efficiently.
- **Stay organized.** Put an organizational system in place to help you stay focused and motivated while working remotely.
- **Stay connected.** Communicate with your team regularly to plan and collaborate more effectively.

## Remote Work Etiquette

Employees should follow the best practices for remote work outlined below:

### Virtual Meetings

- Be on time to virtual meetings, just as you would for in-person meetings.
- Be professional and prepared by showing up on camera looking, feeling, and sounding professional.
- "Cameras on" is preferred and strongly recommended.
- Assess your technology before a virtual meeting by checking software, microphone, video, and audio quality.
- Mute your microphone when not speaking to reduce background noise.
- Avoid or mitigate background noise or distractions. Be sure to check your surroundings for possible interruptions.
- Avoid multitasking.
- Do not eat, drink, or hold side conversations while someone is speaking.

### Communication

- Be mindful when choosing words and avoid language that makes assumptions or discriminates.
- Be aware of your body language and facial expressions during virtual meetings.
- Actively listen to your colleagues to better understand and effectively communicate.

## Dress Code

- Employees shall wear professional footwear, dress shirts, dress pants, dresses, skirts, and other professional attire and footwear. Clothing should fit appropriately and be clean, pressed, and wrinkle-free. [See [DH \(REGULATION\) Employee Standards of Conduct](#)]

## Safety

Employees are expected to maintain their workspace in a safe manner, free from safety hazards. The employee should ensure that the remote workspace is in a safe condition and free from hazards and other dangers to equipment or occupants of the workspace.

## Confidentiality

Employees should understand and follow the policies and the security protocols outlined in [CQ Technology Resources](#) to prevent confidential data breaches.

## Supplies and Equipment

Employees should speak with their supervisors regarding office supplies and equipment needs. Any supplies or equipment purchased by the District are for District use only and must be returned to the office if requested.

## Technology

Each employee is responsible for provision and operating costs associated with their home office, including high speed internet service, phone service, office equipment or any other cost associated with using the home as a remote worksite.

IT recommends minimum home internet service of 25 Mbps download speed and 10 Mbps upload speed. Higher bandwidth is strongly recommended for data analysts, software developers, graphic designers, or any other intensive data users.

The District may provide the employee access to a District-owned laptop for onsite and remote work along with Virtual Private Network (VPN) security software, and video conferencing software via Microsoft Teams, Google Meet, and/or Zoom.

Employees must utilize Teams for their official work phone.

Employees accessing systems which contain confidential information must use the District-provided virtual private network (VPN) software. In addition, all employees accessing District systems outside of the District network must use Multi-Factor Authentication (MFA) for secure remote access to District systems.

District-owned computing equipment has security software enabled on the device. Employees are strictly forbidden from removing or altering security software.

The District restricts system access to defined geographical areas. Therefore, when traveling out of the region or country, please notify the IT Service Desk in advance.

Access to District systems may not be permitted from personally owned computing devices. Storing District data on a personally owned device is not permitted.

The District’s Acceptable Use Policy and all other security policies apply for remote work. District provided technology resources, software, and related equipment are for use by authorized employees only. Any use of equipment, software, and supplies provided by the District are to be used for official business only. The District retains the right to monitor the use of District technology resources, regardless of location.

Employees must report any suspected cybersecurity concerns to the IT Service Desk at (972) 925-5630.

## Supervisor Responsibilities

Below are areas that supervisors should address with employees.

### Expectations

Supervisors should set clear expectations with employees engaged in onsite and remote work.

The same District policies, procedures, and guidelines that apply to onsite employees continue to apply to remote employees.

Supervisors should hold an orientation with employees to set expectations for remote work and to review the items under “Employee Responsibilities.”

- Requirements (Online Board Policy Manual, Employee Handbook, etc.)
- Disciplinary Actions
- Availability
- Attendance
- Personal Time Off
- Leaves and Alternative Work Arrangements
- Overtime
- Self-Management
- Remote Work Etiquette (Virtual Meetings, Communication, Dress Code)
- Safety
- Security and Confidentiality
- Supplies and Equipment
- Technology

During the orientation, supervisors should also address any specific department policies and procedures.

### Management

Managing remote teams can cause challenges. Supervisors should not wait for employees to come to them with their problems. People often do not like exposing their vulnerabilities, no matter how good their relationship might be with their supervisor. This applies even in organizations with the most open, welcoming of cultures. With positive action, supervisors can take care of employees to ensure high performance even when they work remotely.

Remember, nonexempt employees, temporary staff, interns, and other staff must be under supervision by the department when working onsite. Organize leadership roles onsite work schedule as needed.

Supervisors should create accountability processes to track work assignments and hours of exempt and nonexempt employees by setting clear goals and expectations, managing the performance of their direct reports, and conducting follow-up meetings on a regular basis.

## Performance

Supervisors are expected to manage the performance of their direct reports to ensure success for both the employee and department. Additionally, the employee and supervisor should discuss how the employee intends to meet goals and metrics, stay productive, and ensure excellent customer service.

Below are a few tips on how supervisors can track and improve employee productivity while working remotely.

### Set Clear Goals

- Goals should be clear, specific, and measurable.
- Explain how performance is being tracked.
- Identify expectations for performance.
- Track-specific key performance indicators for both long and short-term goals.

### Follow-up with Employees

- Create transparency around the inputs as you work towards clear goals.
- Ensure that the task is progressing on the right track.
- Help in quick resolution of doubts and ambiguity.

## Communication

Supervisors should plan to have regular meetings with staff. These meetings give teams an opportunity to ask questions, collaborate, and receive critical business updates. During virtual meetings, it is important that employee cameras be on to ensure engagement.

Supervisors should also hold informal, regular meetings for staff to discuss general life topics so that teams get to know each other and can stay connected when working remotely. Having informal meetings where employees can have nonwork banter will make employees feel more comfortable and lead to a strong workplace culture.

## Collaboration and Engagement

Leadership is responsible for maintaining a culture of collaboration and engagement. As safety protocols allow and supervisors deem necessary, in-person, onsite meetings in small groups or with the entire team should occur to increase collaborative efforts. Face-to-face interactions lead to a sense of camaraderie and community, which can lead to a more collaborative working relationship. In-person, onsite meetings create more engaged and participative employees. Supervisors can invite participation from each team member.

Collaborative technology, such as Google Drive, SharePoint, and Microsoft OneDrive, allows teams to continue working on projects and sharing sensitive files among team members.

## Culture

Employees must feel supported to ensure the District is creating a positive culture while working remotely. Supervisors must have regular communication with their employees and provide a safe space for diverse thoughts and ideas. While working remotely, employees can start to feel isolated. Supervisors should hold fun, relaxing, and rejuvenating virtual activities and meetings.

## Recognition

While working remotely, it is vital that employees still feel valued and recognized for their hard work. Supervisors should consider dedicating time regularly for employee recognition. Having someone on their team express gratitude and kudos for their work can help ensure employees feel like they matter and stay loyal to the District.

Teams should continue utilizing platforms like Zoom and Microsoft Teams to host virtual team lunches and other fun events to recognize employees. Spotighting employees make these virtual events more memorable.

The Dallas Independent School District, as an equal opportunity educational provider and employer, does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, gender identity, gender expression, genetic information, or any other basis prohibited by law in educational programs or activities that it operates or in employment decisions. The District is required by Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and the Age Discrimination Act of 1975, as amended, as well as board policy not to discriminate in such a manner. (Not all prohibited bases apply to all programs.)

If you suspect discrimination please contact: Chelsea Watson, Title IX, at (972) 581-4230; Annie Anderson, Title VII, at (972) 925-5316; Erin Gracey, Section 504, at (972) 925-3280; or Valerie Robertson, Americans with Disabilities Act, at (972) 925-4048. General questions about the District should be directed to Customer Service at (972) 925-5555.

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