



STATE OF CONNECTICUT

Interim Telework Training Manual for Managers and Supervisors

Department of Administrative Services

INTERIM TELEWORK TRAINING MANUAL

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[Interim Telework Guidelines](#)

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TELEWORK IMPLEMENTATION MANUAL USER OBJECTIVES

The Supervisor's Telework Manual ("Manual") is intended to assist supervisors with implementing and administering the Interim Telework Program. Aimed at giving supervisors the information they need to make educated decisions about telework, this Manual gives the supervisor step-by-step information on the planning, preparation, and communication necessary for successful implementation of management of telework arrangements.

ACKNOWLEDGEMENT

The Federal government has been a pioneer in developing and implementing telework programs. The State of Maryland has benefited from the documentation the Federal government developed in implementing its Telework Program in 2014. Some of the information contained in this Manual has been taken verbatim from materials developed by the Federal government and the State of Maryland.

A special debt of gratitude is owed to Sheryl N. Hagood, Human Resources Administrator, State of Maryland Office of Personnel Services and Benefits for preparing the State of Maryland material, sharing it with the Connecticut Department of Administrative Services, and thus, providing the foundation for this Manual.

DISCLAIMER

The information contained in this Manual serves as guidance to the Interim Telework Guidelines. If a discrepancy exists between this Manual and the Interim Telework Guidelines, the latter document governs.

PART 1 - OVERVIEW

BACKGROUND

Telework is an arrangement between an employee and the employee's agency which allows the employee to work at home, a satellite office, or another approved Telework location on pre-approved and identified work days. The State of Connecticut has recognized the benefits of telework through Connecticut General Statutes Section 5-248i and negotiated with the State Employee Bargaining Agent Coalition ("Coalition")¹ to credit an Interim Telework Program that will apply to specifically identified classifications. The Interim Telework Program includes Interim Telework Guidelines, a Telework Application, an IT Telework Security Addendum and, as applicable, a Telework Agreement.

This Training Manual is designed to provide Agency Human Resources Representatives with answers to basic questions about telework and to explain how telework fits into current work place policies. If questions remain about telework after reading this Manual, Agency Human Resources Representatives should contact the assigned Department of Administrative Services (DAS) Human Resources Consultant.

AGENCY PARTICIPATION REQUIREMENTS

Appendix A of the Interim Program lists those job classes approved for telework under the *Interim* Telework Program. This document may change over time as the parties continue to discuss the scope of classifications eligible to telework. Updates will be provided periodically. Appendix A also can be found on the DAS website by searching using the keyword 'telework'. Employees in classifications identified on Appendix A may apply to telework. Approval is contingent on satisfaction of the criteria established in Part III of the Interim Guidelines.

TELEWORK BENEFITS

The State has recognized the changing nature of its workforce and is focused on ways to increase productivity while improving the quality of employee work life and morale. Telework is a nationally recognized way to make the workplace more "family friendly" while improving both workplace efficiencies and the environment. In addition, telework can be a powerful tool for recruiting and retaining valuable employees.

¹ The SEBAC 2017 Agreement Cross Unit handling of Durational, Temporaries, Snow Days and Flexible Scheduling Section III- Alternate Work Schedules, Compressed Work Schedules, and Telework - (General Offer) (SEBAC 2017 Agreement) requires the State of Connecticut and SEBAC to discuss and create policy and policy guidance regarding telework.

PART 2 – INTERIM TELEWORK GUIDELINES

IMPORTANT: THE INFORMATION CONTAINED IN THIS MANUAL SERVES AS GUIDANCE TO THE INTERIM TELEWORK POLICY. IF A DISCREPANCY EXISTS BETWEEN THIS MANUAL AND THE INTERIM TELEWORK POLICY, THE POLICY GOVERNS.

I. PURPOSE

These guidelines and related documents shall serve as the Interim State policy on Telework until such time as a new policy is finalized, either by arbitration award or agreement of the State-wide Telework Committee. These guidelines do not affect pre-existing telework arrangements. Nothing in this policy shall dictate the terms of the finalized policy. Nothing in the text of this policy shall be used in favor of or against any proposal made by the State or the Coalition in subsequent bargaining or arbitration, and absent mutual agreement otherwise, it shall be inadmissible in such arbitration. Notwithstanding the foregoing, the experiences of participating agencies, employees and unions may be used in subsequent bargaining or arbitration.

The time period through May 31, 2019 shall be used for purposes of training individuals regarding the Interim Telework Program. The period through July 1, 2019 shall be used to process applications and take related measures to implement the Program. The Interim Program shall remain in effect until replaced by a final program or by alternate agreement of the parties. The initial reporting period shall be not less than four (4) months from implementation. No later than November 15, 2019, each Agency shall submit a written report to the State-wide Committee summarizing its experiences with the Interim Telework Program.

For the Interim Policy, only the classifications listed in Appendix A attached hereto will be deemed eligible to apply to Telework. Employees in classifications eligible for a hazardous duty retirement and/or who individually are eligible for a hazardous duty retirement are excluded from Telework during the Interim Program.

Telework is a voluntary arrangement whereby an employee is permitted to work from home, or other approved location, on a pre-approved basis for part of his or her workweek. Telework facilitates efficiency and productivity. It does not change the nature of the work a state employee is expected to perform, the hours the employee is expected to be working, the employee's official duty station or the employee's obligation to comply with laws, regulations and state and Agency policies.

These Guidelines:

- Establish the rules the Agency must follow when analyzing requests to telework;
- Establish the terms and conditions of telework agreements; and
- Identify requirements to memorialize the agreements.

There are two types of telework: 1) routine telework in which telework occurs as part of an ongoing, regular schedule and 2) situational telework that is approved on a case-by-case basis, where the hours worked were NOT part of a previously approved, ongoing and regular telework schedule. Examples of situational telework include telework as a result of inclement weather, doctor appointment, or special work assignments, and is sometimes also referred to as situational, episodic, intermittent, unscheduled,

or ad-hoc telework.

II. AUTHORITY

SEBAC 2017 AGREEMENT- Cross Unit handling of Durational, Temporaries, Snow Days and Flexible Scheduling Section III- Alternate Work Schedules, Compressed Work Schedules, and Telework - (General Offer)

III. ANALYZING REQUESTS TO TELEWORK

Applications to Telework must be analyzed based on specific job duties and approval is not guaranteed. All employees wishing to telework must qualify for participation. The employee must submit a fully completed and detailed Application and Security Addendum to his/her Manager. Agency Management will designate specific positions within the chain of command with the authority to approve telework requests. For purposes of this document, approver authority will be either the supervisor or manager. A mutually agreed upon, specific, work plan which may include daily productivity reports will be required while an employee is teleworking.

The Supervisor/Manager will provide the completed Application and Security Addendum to the agency Human Resources Representative who will coordinate the review of the proposal. The Agency has discretion to approve or deny telework requests based upon its assessment of the individual's **Application** and **Security Addendum** in accordance with these guidelines and the business needs of the Agency. Seniority shall apply in resolving conflicts between competing requests to telework whenever possible. Seniority shall be defined by the specific bargaining unit agreement if only one is applicable, or as total state service if the conflict involves employees of more than one bargaining unit. ADA accommodations are an example of agreed upon exceptions to the seniority rule.

The determination of the employer to deny an application to Telework shall be submitted to the State-wide committee, and if labor and management still disagree, to the Telework Facilitator for a recommended disposition. With reasonable notice, the union may also present to the committee applications of which approval or denial has been unreasonably delayed. The Facilitator shall be knowledgeable in telework issues. For the length of this Interim Program, the recommendation of the Facilitator shall be *binding* on both parties.

The statewide committee, or an authorized sub-group, shall meet monthly unless cancelled by mutual agreement, and facilitations shall be scheduled monthly unless cancelled by mutual agreement.

The approval of one teleworking request shall not create any rights or expectations that the Agency will approve a subsequent request from the same employee or a request from a different employee in the same job classification.

A. ANALYZING THE POSITION

The Agency will analyze the duties of the position, how the work is performed and communication exchanges that will be necessary. Duties will not be eliminated or reassigned for the sole purpose of making a position (or a specific employee) more conducive to teleworking.

Generally, positions that have the following attributes may be appropriate for teleworking:

- Require independent work with minimal supervision;
- Require little face-to-face interaction with co-workers, clients, customers, patients, etc.;
- Result in specific, measurable work products;

- Require materials (documents, data, etc.) that are accessible from the remote location and can be adequately safeguarded and protected.

B. ANALYZING THE PROPOSAL

1. Can all of the following questions be answered “Yes”?
 - a. Can the employee perform the full range of their duties outlined in their proposed work plan, including any supervisory responsibilities at the teleworking location?
 - b. Will allowing the employee to telework have the effect of remaining constant or improving his/her efficiency and productivity?
 - c. Will the efficiency and productivity of the work group remain constant or improve as a result of the approved telework agreement?
 - d. Can any confidential information (including but not limited to personal health information or financial information) managed or processed by the teleworker be adequately safeguarded and protected in a manner required by state and federal law, including HIPAA?
 - e. Does the unit have the supervisory and/or electronic capabilities to validate the work performance of the teleworker at the teleworking location?
 - f. Does the employee possess the necessary computer equipment (e.g., state-issued laptop, VPN account, peripherals, etc.) and state-installed software to enable the employee to perform his/her job duties from the telework location? Alternatively, does the teleworker not need a computer to perform his/her work? If the lack of a state-issued computer or state-installed software cannot be remedied within existing appropriations, the matter shall be referred to the state-wide committee and if necessary to facilitation. The facilitator shall not have the authority to issue a remedy that would exceed existing appropriations.
 - g. Does the employee have a suitable place in their teleworking location to ensure that a safe, confidential and appropriate work environment is maintained?
 - h. Does the employee have reliable telephone and internet access in place at their telework location in order to be available to their unit and to perform necessary work functions?
2. Can all of the following questions be answered “No”?
 - a. Will allowing the employee to telework impair the efficiency and productivity of the work group?
 - b. Is a combination of reduced work schedules, alternate work schedules, and telework schedules impairing the level of service that can be provided by a work group?
 - c. Is the employee in a working test period (initial or promotional)?
 - d. Is the employee in a trainee class?
 - e. Does the employee have less than a satisfactory rating on their most recent performance rating?
 - f. Does the employee have disciplinary action of a written warning or above in the last 18 months?

All of the questions in subsection (B) (1) must be answered “Yes” and all of the questions in subsection (B) (2) must be answered “No” in order for a telework application to be approved.

IV. TERMS AND CONDITIONS OF TELEWORK AGREEMENTS

A. STANDARDS OF CONDUCT

While teleworking, the employee is bound by all state and Agency policies and practices as if they were

working at the official duty station.

B. COMPENSATION AND BENEFITS

A teleworking agreement is not a basis for changing the employee's salary or benefits. The teleworker's salary, work hours and benefits will remain subject to the rules governing the collective bargaining unit contract or existing State statutes and regulations.

None of the rights or benefits provided under an employee's collective bargaining agreement between the State and the employee unions are enhanced or abridged by the implementation of telework programs. Disputes arising from a denial of a telework proposal shall be addressed through the employee's chain of command, and if unresolved, the matter shall be referred to the state-wide committee and if necessary, to facilitation, as set forth above.

In no event shall an employee be eligible for any additional compensation as a result of the telework agreement. A telework agreement does not change the employee's official duty station; the teleworker's official duty station remains at the work location assigned prior to the telework agreement. There shall be no expectation for mileage reimbursement or auto use fee to go to meetings at the official duty station.

C. WORK PERFORMANCE

The teleworker is responsible for maintaining availability, appropriate levels of production and quality of work while teleworking.

The manager shall establish methods and standards for measuring the work performance, including productivity and efficiency, of the teleworking employee and the other employees in their work group which may include sign in/out and daily work report requirements. If performance issues arise, or if the telework agreement causes a decrease in the productivity and/or efficiency of the work group as a whole, the telework agreement can be terminated immediately by the supervisor. Such termination shall be subject to the same grievance and arbitration process as an initial denial.

D. SCHEDULE

Telework timeframes must be defined and preapproved for the teleworking employee. Agency operational needs take precedence over the employee's personal needs.

The hours of work while teleworking shall match the hours that would be worked at the official duty station, unless specific approval has been granted otherwise. Teleworking employees must adhere to their approved work schedules, including lunch and breaks. Overtime work or work earning compensatory time must be approved in advance by the supervisor/manager. No travel time will be included in regular work hours to arrive at a Telework location. As a general rule, telework will occur in whole-day increments.

- An exception to this rule may be permitted when the off-site work is completed in less than the employee's regularly scheduled hours for that day and the teleworking would benefit the efficiency of work productivity.

An employee on an alternate work schedule, or reduced schedule, may be permitted to enter into a telework agreement if operational needs can be met. The Agency shall not approve any telework schedule that results in an employee being scheduled to be out of the official work site more than 50% of the work week. An employee on a 4 day AWS schedule (or the short week of a 5/4 schedule) cannot request to telework for more than one day per week. (This does not preclude appropriate use of accrued leave.)

Teleworkers are subject to the same rules for using sick leave, vacation, personal leave and other leave.

If the teleworking employee is unable to work any portion of his/her teleworking day, the employee will be required to use applicable personal leave, earned compensatory time, or accrued vacation or sick leave for the hours not worked, subject to standard Agency rules and procedures regarding such leave.

Any change(s) to the telework agreement must be preapproved in writing by the Agency. Any changes in the schedule of the telework agreement are subject to the Agency's internal review process and the appeal process under this interim policy. If the change is intended to be ongoing, then the new agreement must be memorialized as a new Telework Agreement.

Documentation of Telework Agreements must be maintained for audit purposes.

The number of hours an employee spends teleworking shall be recorded by entering the time reporting code "REGTC" on the CORE timesheet.

E. DURATION

Teleworking is voluntary and an employee's participation in a telework agreement may be terminated by the Agency upon a change in operational needs or if a performance, disciplinary, safety or an information security issue arises. The supervisor shall review any such termination within 5 working days. Disputes regarding whether a termination of the agreement was warranted will follow the appeal process under this interim policy.

If a teleworker is transferred, promoted or otherwise moved into a new job classification requiring a working test

period or assumes duties inconsistent with teleworking, the telework agreement must be terminated effective the date of the job change.

Telework agreements are not permanent; therefore, a telework agreement will be subject to review and re-approval at intervals no greater than every 12 months. If a teleworker and their supervisor want to continue the telework agreement, the original agreement may be renewed. If approved, the renewed agreement must be memorialized in accordance with Section V of these Guidelines.

F. TELEWORKING LOCATION

The teleworker is responsible for maintaining a designated workspace in a safe, healthy, professional and secure manner. The workspace must have the necessary environment and furnishings (for example a private workspace, desk, chair and telephone) to enable the employee to accomplish his/her assigned duties.

The teleworker must have reliable phone and internet services in place at the telework location in order to be available to conduct their work duties. The teleworker is required to provide the phone numbers where they can be reached on telework days. Teleworkers are not authorized to perform work at any site other than the approved teleworking location for the duration of the teleworking shift.

With notice, the Agency may make on-site visits to the designated workspace for the purposes of verifying that Employee is teleworking as scheduled, determining that the site is safe and free from hazards, and maintaining, repairing, inspecting or retrieving Agency-owned equipment, software, data, or supplies. The Agency will make inspections only during Employee's scheduled telework hours. An example of notice would include but not be limited to leaving a message on the employee's designated phone number.

G. AVAILABILITY TO REPORT TO THE OFFICIAL DUTY STATION

Teleworkers shall report to the official duty station when directed, based on management priorities, such as for meetings, training or other work-related requirements. Business meetings, meetings with customers or regularly scheduled meetings with co-workers shall not be held at the telework duty station unless they can be accomplished through a teleconference process.

The teleworking employee shall not be reimbursed for mileage if they report to the official duty station but remains eligible for reimbursement for travel to other locations in accordance with the applicable collective bargaining agreement and/or the standard State Travel Regulations.

H. FAMILY RESPONSIBILITIES

Telework shall not be used to provide family care. The teleworker shall make arrangements to have dependent children or elders cared for by other individuals. Dependent children or elder care arrangements will be noted on the application.

If there are any changes in the teleworker's family responsibilities or child-care or elder-care arrangements, the teleworker must promptly notify the Agency and provide an updated application.

I. OUTSIDE EMPLOYMENT

Telework applications must be reviewed to determine if an employee's outside employment or outside income is such that teleworking will enable, or create the appearance of enabling, the employee to combine state and non-state work during established work hours.

J. EQUIPMENT AND SUPPLIES

State and federal laws and policies regarding computer security and encryption, confidentiality of data, and software licensing, as well as the technical requirements of the state's networks, databases and firewalls must be fulfilled to perform all computer-based work from home. Teleworkers must have valid Agency-provided tokens and VPN software installed on their state-assigned laptop or on such other equipment as may be approved by both the teleworkers' agency and the Department of Administrative Services, Bureau of Enterprise Systems and Technology. All peripherals (e.g., thumb drives) connected to state equipment must be compliant and purchased through the Agency's IT organization. Personal equipment is not permitted to be used to access any state computing systems except as may be approved by both the Agency and the Department of Administrative Services, Bureau of Enterprise Systems and Technology. Any such approval shall be reported by the Agency to statewide I.T.

The Agency is under no obligation to purchase equipment beyond existing appropriations simply to enable an employee to telework. Any equipment and supplies purchased by the Agency remains Agency property and must be returned at the conclusion of a telework agreement or when requested by Agency management. The teleworker must obtain authorization before bringing any Agency-owned equipment or supplies to the telework location. The purchase and installation of software licenses shall be coordinated with the Agency's IT organization and must comply with state acceptable use and procurement guidelines.

Agency-owned equipment and supplies shall be used only for State business. Personal use of these materials is prohibited, even during non-working hours.

Telework performed on state-issued laptops is subject to Freedom of Information Act (FOIA) requests for information, the same as when the employee is working at their assigned work location.

The state assumes no responsibility for any operating costs associated with the employee using their

personal residence as a telework duty station, including home maintenance, insurance, utilities, telephone service or internet service. Teleworkers must have sufficient ISP access at the remote location. There is no expectation of reimbursement for this service. Similarly, out-of-pocket expenses for supplies normally available through the Agency will not be reimbursed.

Employees who telework are not eligible for any contractual home office or other monetary stipend other than those to which they would have been entitled in the absence of telework.

K. SECURITY OF EQUIPMENT AND MATERIALS

Teleworkers are responsible for the physical security of Agency equipment, supplies and information in their possession while teleworking. The teleworking employee will be liable for any loss or damage to Agency equipment or supplies due to the employee's negligence or misconduct.

Materials, documents, etc. that the teleworker transports to and from the official workstation to the telework location are their responsibility and must be kept confidential and secure. The employee must protect the records from unauthorized disclosure or damage and must comply with all state-wide and Agency policies and procedures regarding such matters, including but not limited to the following:

- [The Acceptable Use of State Systems Policy;](#)
- [The Policy on Security for Mobile Computing and Storage Devices;](#)
- [The Telecommunications Equipment Policy;](#)
- [The Network Security Policy and procedures, and](#)
- [The State HIPAA Security Policy \(if applicable\).](#)

Telework creates the need for additional diligence and security on telework location security practices. Teleworkers are responsible for appropriate security measures on networks used for performing telework. Breaches of information security while teleworking, whether by accident or design, or failure to notify the supervisor and IT of a potential breach of security, may be grounds to immediately terminate the telework agreement subject to the appeal process under this interim policy, and may be cause for disciplinary action subject to the just cause provisions of the collective bargaining agreement.

Teleworkers using state-issued software must adhere to the manufacturer's licensing agreements, including the prohibition against unauthorized duplication. In particular, the installation, use and removal of software must comply with the Software Vendor's License Agreement, the State of Connecticut Software Management Policy and the Agency's implementation of this policy. State-issued software will be installed by IT only on agency-owned computers following manufacturer licensing agreements.

Certificates of the teleworker's homeowners' or renters' insurance must be kept on file with the employee's approved Telework Agreement. It is the teleworker's responsibility to submit insurance renewals or changes to be maintained with the telework agreement documents.

L. LIABILITY FOR INJURIES

The state will continue to provide workers' compensation benefits and coverage to the teleworking employee as governed by the Connecticut General Statutes and the applicable collective bargaining agreement provided the alternate work location has been approved in the telework agreement.

An injury must arise strictly out of and within the course of employment in order to be considered as a workers' compensation liability, wherein all standard workers' compensation regulations would apply.

Accidents at the teleworking employee's home to persons who are not on-duty Agency employees are the responsibility of the employee. A teleworker must contact his/her supervisor as soon as an injury occurs, whether covered by workers' compensation or not.

The authority for determining if an injury "arises out of or within the course of employment" falls within the jurisdiction of the Workers Compensation Commission.

M. INABILITY TO WORK AT TELEWORKING LOCATION

The teleworking employee must notify his/her supervisor immediately of any situations that interfere with their ability to perform their job: equipment malfunction; loss of power at the telework location; unexpected need to care for child/family member; etc. Depending on the particular circumstances, the Agency may allow the teleworker to use accrued leave or compensatory time, if applicable, or require the employee to report for work at the official duty station.

If a situation arises which would preclude the employee from working at the telework location, the employee must request the use of leave time, arrange for a change in work schedule, or work at their official duty station.

N. LATE OPENING, EARLY DISMISSAL, AGENCY CLOSURE

If a situation arises at the teleworker's official duty station that interferes with the ability of non-teleworking employees to work at the official duty station (e.g. power failure, weather conditions, lack of heat in the office building; etc.) while the teleworker is working at his /her telework location, the teleworker is not excused from duty for this period of time as he/she would not be affected by these conditions.

In addition, teleworkers may be requested to telework on non-telework days as operational needs dictate or in the event of an emergency (e.g. power outage, flooding/water damage at official duty station etc.). Acceptance of such request shall be at the option of the employee.

O. MEDICAL ISSUES

Telework may not be used in lieu of sick leave, state or federal family and medical leave, workers' compensation leave or any other type of leave.

On a case-by-case basis, telework may be considered a reasonable accommodation under state or federal disability law. In making this determination, it must be remembered that the purpose of a reasonable accommodation is to enable the employee to perform the essential functions of their job. Even when the Telework Agreement is entered into under the auspices of state or federal disability law, the telework agreement must be memorialized in writing.

P. LOCAL ZONING ORDINANCES

It is the teleworking employee's responsibility to ensure compliance with any local zoning ordinances related to working at home or maintaining a home office.

Q. TAX IMPLICATIONS

The tax implications of teleworking are entirely the responsibility of the teleworker. Teleworkers are encouraged to seek professional advice in this area.

R. OTHER ACTION

Nothing in these Guidelines precludes the Agency from taking any appropriate disciplinary action against an employee who fails to comply with the provisions outlined in the telework agreement. Non-compliance may also result in the immediate cancellation of the Telework Agreement. Cancellation of the Telework Agreement is subject to the grievance process.

V. MEMORIALIZING THE TELEWORKING AGREEMENT IN WRITING

All telework agreements must be memorialized in writing using the form entitled Telework Agreement. The completed form must be signed by the employee, the employee's supervisor and the employee's manager. The original signed form shall be kept in the teleworking employee's personnel file.

If a Telework Agreement is modified in any way (such as duration, schedule, duties performed etc.), the new agreement must be memorialized using the form attached and documented consistent with this section.

VI. REPORTING TO DAS

Agencies must provide DAS with a copy of any Telework Agreement that they authorize for their employees. Each agency shall send its DAS Human Resources Consultant a copy of the signed Telework Agreement within (1) week of approval.

PART 3 – STEPS TO ASSIST WITH IMPLEMENTATION

The following information is intended to assist supervisors with implementing the Interim Telework Program. Agencies should ensure that the elements described below are in place and that all requirements of the Interim Telework Program are strictly adhered to.

Step 1: Know your Agency Human Resources Representative(s)

Each Agency will have at least one Agency Human Resources Representative assigned to telework. The Agency Human Resources Representative will oversee the implementation of the Interim Telework Program within each Agency and will serve as a resource who will assist you with questions concerning the Interim Program.

If you do not know who the assigned Agency Human Resources Representative(s) is at your Agency, contact your Human Resources Office.

Step 2: Know the Interim Telework Program Materials

Part 2 of this Manual contains the State of Connecticut's Interim Telework Guidelines. It is important for you to be familiar with the Guidelines. This Manual will answer many of the questions you may have about the Interim Telework Program; however, if you have additional questions, you should contact your Agency Human Resources Representative.

Step 3: Appendix A – Classifications that are Eligible to Apply to Telework Through the Interim Program

The Statewide Telework Committee will identify job classes eligible for telework during the Interim Program. Appendix A contains the list of classes approved to date. This list may change over time as the parties continue to discuss class eligibility.

Consult your Agency Human Resources Representative for assistance with the review of Interim Telework Applications, as necessary, by analyzing the position and analyzing the employee's proposal (see Section III of the Interim Telework Guidelines). You are responsible for determining telework assignments by applying the established criteria. Keep in mind that although classifications have been identified as suitable for telework, not every position in the classification may be equally well-suited. In addition, telework does not have to occur on a weekly basis.

Many jobs can be adapted to telework while still meeting Agency business needs. This often requires scheduling certain tasks for certain days.

Step 4: Know Your Resources

As a supervisor, you will serve as a resource to your employees on telework. Be sure to consult the Interim Telework Program Guidelines and Materials as well as the relevant state policies referenced therein when responding to questions or providing information to employees. The Program is also published as a stand-alone document online via the Department of Administrative Services' (DAS) website. This document can be found by searching using the keyword 'telework'.

Step 5: Review Telework Application Package

After May 31, 2019 you will begin receiving telework applications from employees who fall within classifications listed on Appendix A. You should work with the Agency Human Resources Representative to ensure you understand the characteristics that make an employee a successful teleworker. Not all employees in positions identified as suitable for telework will automatically be permitted to telework. Section III A. (“Analyzing the Position”) and B. (“Analyzing the Proposal”) of the Guidelines addresses in detail how you should analyze a position that falls within a classification listed on Appendix A as well as how to analyze a Telework Application.

As the Guidelines discuss in greater detail, telework is not suitable for new employees, for employees who require on-the-job-training, or for employees who need close supervision. In addition, telework will not be approved for employees who have received a less than satisfactory rating on his or her most recent performance rating or a written warning or above in the 18 months prior to his/her telework application.

Before an employee begins telework, he/she must complete the Interim Telework Application Package. You must review the fully completed and detailed Interim Telework Application, Interim Telework Security Addendum and Telework Work Plan. The Telework Work Plan is a mutually agreed upon document that includes specific details concerning the work to be completed by the employee while working at a remote location. Submit these forms along with your recommendation for approval or denial to the Agency Human Resources Representative.

The Agency Human Resources Representative will coordinate the review of the proposal. The Agency has discretion to approve or deny telework requests based upon its assessment of the individual’s Application and Security Addendum in accordance with the Guidelines. Where an Agency is unable to accommodate multiple telework requests for the same day, approval shall be based upon seniority as referenced in the Guidelines, III, p. 2.

Agency Management will designate specific positions within the chain-of-command with the authority to approve telework requests. If you are unsure whether you are a designated approver, contact your Agency Human Resources Representative.

Step 6: Review the Interim Telework Agreement with the Employee

If the Interim Telework Application, the Interim Telework Security Addendum and the Telework Work Plan are approved by the Manager, an Interim Telework Agreement must be completed and signed by both the employee and a person in the chain-of-command designated as an Agency approver.

Supervisors should discuss the Application, Security Addendum, Work Plan and the Agreement with the employee (especially if this is the employee’s first telework arrangement) and should address any lingering questions. This conversation should include a review of relevant Agency and Statewide policies and procedures. A mutually agreed upon, specific, work plan, which may include daily productivity reports, will be required while an employee is teleworking. It is important you consider and communicate your expectations of the teleworker and advise how you will evaluate the teleworker’s performance, including but not limited to frequency and method of communication on telework days.

Step 7: Immediately Report Approved Interim Telework Agreements to the Agency Human

Resources Representative

Communication with your assigned Human Resources Representative is important as the Agency Human Resources Representatives must submit a copy of each approved Telework Application and related documentation within one (1) week of approval to the Department of Administrative Services (“DAS”). Each fiscal year, DAS will report statewide participation in the Interim Telework Program to the Legislature as required by state statute.

Step 8: Complete the Teleworker Work Plan

Employees must complete a Teleworker Work Plan (“Work Plan”) before an employee begins work at a remote location. The Work Plan clearly identifies the assignments the teleworker will complete while teleworking and should mirror the same expectations you as a supervisor have when the employee is performing work at the official duty station. Be specific. Answer questions the employee poses clearly and concisely to alleviate confusion. The Work Plan should be reviewed frequently and revisions made, as necessary. A Sample Work Plan is found in Appendix B. However, work plans will vary depending on the nature of the work involved.

Step 10: Communicate with the Teleworker

Good communication provides both the teleworker and the supervisor with a sense of connectivity, especially when the employee is working from a remote location. The importance of on-going communication about expectations and general thoughts about the telework arrangement cannot be overstated. Supervisors should have regular contact with teleworkers. See Part 5 of this Manual for more information.

PART 4 –ATTENDANCE ISSUES

Time and Attendance Records

Teleworkers are subject to the same rules as non-teleworkers for using sick leave, vacation, personal leave and other leave. Hours worked at the telework location are to be coded REGTC. If the telework employee is unable to work any portion of his/her telework day, the employee will be required to use applicable personal leave, earned compensatory time, or accrued vacation or sick leave for the hours not worked, subject to standard Agency rules and procedures regarding such leave.

Supervisors must review timesheets carefully to ensure teleworkers are paid only for work performed and that there is an accounting of absences from work.

Schedule

The hours of work while teleworking shall match the hours that would be worked at the official duty station, unless specific approval has been granted otherwise. Telework employees must adhere to their approved work schedules, including lunch and breaks.

Refer to Section IV. D. of the Interim Telework Policy for more information concerning visits to the telework location.

Overtime and Compensatory Time

Overtime work or work earning compensatory time must be approved in advance in accordance with Agency policy.

Late Opening, Early Dismissal, Agency Closure

If a situation arises at the teleworker's official duty station that interferes with the ability of non-telework employees to work at the official duty station (e.g. power failure, weather conditions, lack of heat in the office building, etc.) while the teleworker is working at his/her telework location, the teleworker is not excused from duty for this period of time as he/she would not be affected by these conditions.

Inability to Work at the Telework Location

The telework employee must notify his/her supervisor immediately of any situations that interfere with their ability to perform their job for any reason. Refer to Section IV. M. of the Interim Telework Policy for more information.

PART 5 – THE IMPACT OF TELEWORK

General

In order to have a successful telework program, it is important for you, as a supervisor, to understand how telework impacts the individuals involved. The following information is intended to familiarize you with some of the impacts of telework and to provide you with information on dealing with the resulting issues.

The Impact on the Teleworker

Telework offers numerous benefits to teleworkers. It also raises certain concerns such as the teleworker's isolation from co-workers. Many teleworkers will not know the extent of their social needs until after they have been in the Program awhile.

Some teleworkers report some initial feelings of loss of professional identity as well as self-esteem (ironically, because they missed the spontaneous interaction and the reduced level of performance feedback by their supervisors). In addition, some teleworkers perceive their telework will lead to reduced visibility with their supervisors and, consequently, reduced opportunity for promotions and/or other desirable job assignments.

There are likely to be changes in the frequency, spontaneity, mode, and length of typical work-related communications for beginning teleworkers. Because of these changes, the effectiveness of communication becomes more important. Teleworkers may find they have fewer but more productive meetings. This makes meetings more valuable and teleworkers are likely to improve their preparation for and participation in meetings.

To resolve, effectively, the "out of sight, out of mind" concerns and to achieve the quality of communication necessary for successful telework, open dialogue about these issues and joint planning between the supervisor and teleworker must take place. Also, telework schedules should be individually tailored to provide a satisfying balance of time spent at the remote location and the official duty station. (Refer to Section IV. D. for specific information concerning restrictions for employees scheduled to be out of the office.) Establishing core hours in the official duty station allows the teleworker to participate in meetings and to have access to official duty station facilities and resources (including staff support and people resources).

The Impact on Co-Workers

Along with the supervisor and teleworker, co-workers of teleworkers may also be affected by telework arrangements. Some co-workers may harbor misconceptions about telework. For example, co-workers may think the teleworker doesn't work on telework days.

Preventing or overcoming co-worker concerns and/or misconceptions is an important challenge for both the supervisor and the teleworker. Teleworkers and their supervisors should be careful not to burden other employees with additional responsibilities such as copying materials or attending meetings.

As part of their adjustment, it is common for co-workers to compensate for teleworkers' absences by increasing the frequency of communications. This increase usually levels off after new routines and patterns are established.

The Impact on You (The Supervisor)

Supervisors should be aware of the special characteristics that facilitate the success of a telework program. You will be half of the telework team. Beyond assisting the teleworker with work plans, supervisors play a vital role in facilitating discussions with co-workers and in solving problems.

Some examples of successful supervisory traits include:

- ◆ Has a results-oriented management style;
- ◆ Has a flexible management approach;
- ◆ Trusts employees;
- ◆ Keeps an open, positive attitude toward telework;
- ◆ Tries to accommodate telework schedules;
- ◆ Delegates work easily;
- ◆ Is well organized;
- ◆ Provides timely and constructive feedback; and
- ◆ Facilitates open communication.

PART 6 – SUPERVISORY STYLE, EXPECTATIONS AND TELEWORK

Supervisors do not always consider the effect of their supervisory and communication styles on the telework arrangement. Some supervisors require more interaction with staff members, while others prefer to let employees pursue their work with little direct supervisory input.

Either of these styles can work in a telework situation when consideration is given to telework plans and procedures. While there is no "one best style" of management for telework, your sensitivity to and patience with everyone's adjustment (including yours!) to a new telework arrangement will contribute to its success.

Assess your own supervisory style and expectations by considering the following questions.

- In general, how much autonomy do your staff members have - - whether they are teleworking or not?
- How important to you are changes that may occur in the teleworker's morale and interactions with co-workers?
- What is your likely reaction if changes occur in other staff members' job performance, morale, and coordination with the teleworker?
- How would you address an employee's perception that telework may have a negative impact on project assignments and/or chances for advancement?
- Considering the nature of your staff member's work, what is the maximum amount of time you would want the employee to telework within the confines of the Interim Telework Policy?
- What changes do you expect you will have to make to manage your teleworker effectively?

PART 7 – OTHER MANAGEMENT ISSUES

The following are some typical issues for supervisors of teleworkers. The recommendations are provided as suggestions on an as needed basis. They are not meant to imply a required way of doing things. You should pick, choose, and blend what works best for you.

The Need for a Flexible Approach

Despite thorough preparation and planning, most teleworkers and their supervisors will still need to do some fine tuning once the Program is implemented. For example Supervisors may determine a different remote schedule would be more suitable for the employee and/or the agency.

Utilizing the Telework Work Plan

The Telework Work Plan is a form that is completed by the employee and reviewed/modified by the supervisor. The Work Plan identifies specific work products or assignments the employee will be expected to produce while teleworking. The Work Plan can help the supervisor develop accurate norms and expectations about what is involved in various assignments and how long they should take.

Staying Connected to the Office

Supervisors should make the extra effort to assist teleworkers in staying connected to the office. Where possible, supervisors should:

- Ensure teleworkers receive all office communications in a timely manner;
- Ensure the teleworker remains aware of and involved in official events, decision-making, discussions and planning;
- Have an office discussion including teleworkers and co-workers on ways to preserve or enhance communications and teamwork.

Security Issues at the Remote Work Location

Security is a critical topic for telework. Remote work locations are not as controlled as an employee's official duty station. Adherence to security procedures, precautions, and issues at remote work locations is, therefore, required.

Areas of security on which teleworkers and their supervisors should focus are:

- Information: safeguarding all confidential or sensitive information

- Property: safeguarding all state property

The objective of this section is to sensitize you to security considerations. Adequate security is more than hardware and procedures; it is also a mindset that leads to common sense precautions. Everyone involved with the Telework Program, therefore, should be familiar with the array of security precautions and who is responsible for each precaution. Teleworkers must know what actions must be taken and take them when there is a breach of security. Supervisors and Telework Program officials should ensure Agency security procedures are tied into the Telework Program.

Specifically, approved teleworkers should review the following with their supervisors and IT organizations:

- State and federal laws and policies regarding computer security and encryption, confidentiality of data, and software licensing, as well as the technical requirements of the state's networks, databases and firewalls must be fulfilled to perform all computer-based work from home.
- Teleworkers must have valid Agency-provided tokens and VPN software installed on their state-assigned laptop or on such other equipment as may be approved by both the teleworkers' agency and the Department of Administrative Services, Bureau of Enterprise Systems and Technology.
- All peripherals (e.g., thumb drives) connected to state equipment must be compliant and purchased through the Agency's IT organization.
- Personal equipment is not permitted to be used to access any state computing systems except as may be approved by both the Agency and the Department of Administrative Services, Bureau of Enterprise Systems and Technology. Any such approval shall be reported by the Agency to statewide I.T.
- Agency-owned equipment and supplies shall be used only for State business. Personal use of these materials is prohibited, even during non-working hours.
- Telework performed on state-issued laptops is subject to Freedom of Information Act (FOIA) requests for information, the same as when the employee is working at their assigned work location.
- Teleworkers are responsible for the physical security of Agency equipment, supplies and information in their possession while teleworking. The telework employee will be liable for any loss or damage to Agency equipment or supplies due to the employee's negligence or misconduct.

PART 8 – MYTHS ABOUT TELEWORK

Following are some of the most commonly shared myths about telework and responses to these misconceptions.

Myth #1: There is no way to judge if teleworkers are really working. They could be taking the day off.

The employee's completed work products are the indicators that he or she is working. Supervisors of teleworkers should focus on the quality, quantity and timeliness of work products. Supervisors should manage by results. For those whose results are difficult to define using traditional performance

measurements, performance expectations may be developed and refined through systematic progress reporting by the teleworker. The supervisor and the employee should establish goals and objectives together, using the Teleworker Work Plan.

Myth #2: Employees work less if they work unsupervised.

Employees who have demonstrated a commitment to work at the official duty station typically exhibit the same or greater level of commitment at the remote worksite.

Myth #3: Social interaction cannot be maintained between teleworkers and their colleagues.

There are many techniques for overcoming feelings of isolation. These include telework for only a portion of the workweek, core days in the office, and regular communication by telephone, voice mail, or other communications media.

Myth #4: I won't be able to reach my employees when I need them. What if a crisis comes up?

With a telework program, supervisors know where employees are and can reach them by phone. Many supervisors say the planning that goes with telework eliminates some of those crises entirely.

Myth #5: Our office requires a relatively formal structure. Telework is too unstructured for *such an environment*.

Telework is flexible, but that doesn't mean it is unstructured. Supervisors can use the Teleworker Work Plan and other tools to spell out what is expected of an employee.

Myth #6: My employees should feel grateful to be able to participate in a telework program.

Telework should not be seen as a perk or reward but rather as one human resources work option.

PART 9 – QUESTIONS AND ANSWERS ABOUT TELEWORK

Listed below are general questions and answers about telework designed to answer any lingering questions about telework. If a subject is not covered, review the Interim Telework Policy. If a question remains, Agency Human Resources Representatives should contact their Human Resources Office; HR Professionals may contact the assigned DAS HR Consultant for additional assistance.

1. What is telework?

Telework is a program that provides employees the opportunity to work part of the work week (generally on a regular basis) at remote worksites away from the official duty station. Typically, the remote worksite is the employee's home, satellite office, or another location geographically convenient to the employee's home. Working at a remote worksite is called "teleworking" and such employees are called "teleworkers." The supervisor/manager shall establish methods and standards for measuring the work performance, including productivity and efficiency, of the telework employee and the other employees

in their work group which may include sign in/sign out and daily work report requirements.

2. What types of jobs or tasks are suitable for telework?

See Appendix A of the Interim Telework Policy for job classes approved for telework at this time. If the employee's job class is included in Appendix A, then the supervisor must analyze the position and the proposal to telework. Refer to Section III. A. and B. of the Interim Policy.

3. What are the criteria for participating in the Interim Telework Program?

See the answer to question #2 above.

4. How will a supervisor monitor the work of an employee who is at home or at a remote worksite?

A Telework Work Plan will be established by the employee's supervisor/manager. In addition, with quantifiable tasks, quantity and quality should be measured as it is currently being done in the official duty station. For non-quantifiable or project-oriented tasks, measurement normally would involve:

- ◆ establishing the nature and objective(s) of the task;
- ◆ setting a deadline or due date; and
- ◆ setting progress or status report/meeting dates.

5. If approved to telework, will there be changes in the teleworker's pay, benefits, sick leave, or overtime?

No. Salary, benefits, and job responsibilities will not change when participating in the program. Current agency policies and procedures for salary increases, sick or other forms of leave, and working overtime will continue to apply to telework employees.

6. Will the State purchase equipment (e.g. computer, modem, fax machine) so an employee can telework?

No. See Section III. J. of the Interim Telework Policy.

7. Should a specific schedule be set for work at the remote worksite?

Yes. Telework timeframes must be defined and preapproved for the telework employee. Agency operational needs take precedence over the teleworker's personal needs.

8. Will telework eliminate the need for dependent care?

No. Telework is not a substitute for child or elder care and employees must continue to make arrangements as if working at the official duty station.

9. Must teleworkers remain in the Interim Telework Program for the entire period indicated on the Interim Telework Application? What if a supervisor or a teleworker determines the telework arrangement is not working?

Telework is voluntary. The teleworker may end participation in the Interim Telework Program at any time and should discuss the underlying concern(s) with his or her supervisor once recognized. The teleworker's supervisor/manager may terminate a Telework Agreement upon a change in operational needs or if a performance, disciplinary, safety or an information security issue arises. See Section III. E. for specific information.

If a teleworker is transferred, promoted or otherwise moved into a new job classification requiring a working test period or assumes duties inconsistent with telework, the telework agreement must be terminated effective the date of the job change.

10. Will allowing some employees to telework have a negative impact on employees who remain at the office?

The overall interests of the office must take precedence over working off-site. Telework will not be approved/continued when it adversely affects the overall work of the office.

11. Is telework an option for an accommodation under the Americans with Disabilities Act (ADA)

Yes. Many employees with disabling conditions or injuries are able to work but experience difficulty commuting or working in a regular office setting. Permitting a disabled employee to telework can supplement current efforts to accommodate the employee. Human Resources must be involved when telework is being considered as an accommodation under ADA. Additional information about the employee's disability or limitations may be required.

12. Does an employee have a right to be a teleworker?

No. Telework participation is not a right. Management is responsible for deciding if the position is one that is appropriate for work at a remote job site and for examining both the content of the work and the performance of the employee. Because this is a management work option, there is no automatic right of an employee to continue participation in the event of a change of supervisor.

13. Can a supervisor participate in the telework program?

Yes, provided the job class is listed in Appendix A of the Interim Telework Policy and all of the criteria in Section III. A. and B. of that same Policy are met.

14. Who is liable for work-related injuries and/or damages at the remote worksite?

Under the State's Workers' Compensation Law, the State is liable for work-related injuries incurred in the performance of official job duties.

15. How will work performance be monitored? Will telework lead to a decline in work performance?

Generally, telework performance should be monitored in the same way performance is monitored while an employee is working at the official duty station. Optimally, performance should be monitored on a results-oriented basis. The supervisor will establish work plans and discuss the expectations with the

employee prior to approving the Interim Telework Agreement. Most studies have shown telework job performance equals or exceeds pre-telework performance.

16. Will the employee be reimbursed for utility and other expenses associated with a remote worksite?

No. See Section III. J.

17. Are there restrictions on the use of State-owned equipment, software, or information at a remote worksite?

Yes. State-owned equipment can be used for State business only and only for the job the Interim Telework Agreement was approved. Teleworkers must adhere to all rules, regulations, policies and procedures relating to state equipment, security and confidentiality of work-related information and data. See Section III. J. and K. of the Interim Telework Policy.

18. Who is responsible for maintaining and servicing State equipment used at the remote worksite?

The State will be responsible for the service and maintenance of State-owned equipment.

19. Can an employee telework every so often without telework as part of a regular schedule?

Yes. An employee may be pre-approved to telework on an intermittent basis.

20. Is there a maximum percentage of time an employee is approved to telework?

Yes. An employee may be out of the office for up to 50% of the work week. This includes all permitted flexible work schedules. Example: An employee who works a 5/4 schedule may telework two days during the 5-day week and may telework one day during the 4-day week.