

What is Telework? Will it work for my company?

Marin Commutes is interested in fostering greater awareness among Marin employers of the viability of teleworking as a strategy to reduce work-related vehicle trips and providing information that will help employers in the county develop programs that can serve as models of teleworking.

This document provides information and resources for employers interested in exploring the option of telework as a workplace strategy. To help you learn about the benefits of telework for your organization the following resources are available:

- ◊ [Benefits of Telework](#)
- ◊ [Frequently Asked Questions \(FAQs\) about Telework](#)
- ◊ [Telework Statistics](#)
- ◊ [Case Studies](#)
- ◊ [Telework Tools](#)

Benefits of Telework

Increased Productivity

Best Buy, British Telecom, Dow Chemical and many others show that teleworkers are 35-40% more productive.

Over two-thirds of employers report increased productivity among their telecommuters.

Sun Microsystems' experience suggests that employees spend 60% of the commuting time they save performing work for the company.

AT&T workers work 5 more hours at home than their office workers

JDEdwards teleworkers are 20-25% more productive than their office counterparts

American Express teleworkers produced 43% more than their office based counterparts

-Global Workplace Analysis

Employer Benefits

Increase Productivity: When implemented correctly, teleworking can result in a 10-20% increase in productivity. Employees work without distractions and often work longer hours.

Recruit and Retain the Best Talent: Employees are more likely to stay with jobs that offer flexibility. About 60% of employees' state that teleworking is a factor in staying with their employer.

Continuity of Operations: Teleworking allows employees and employers to remain productive in the event of earthquakes, flu pandemics, transit disruptions, road or bridge construction, and other emergencies that may affect transportation options.

Reduce Absenteeism: Surveys conducted nationally also demonstrate that telework programs reduce absenteeism by 2-4 days per year per teleworker.

Reduce Real Estate and Office Costs: Many employers are able to cut back on their office and parking costs through a teleworking program. Employees can use drop-in workstations as needed.

Improves employee satisfaction

People are sick of the rat race, eager to take control of their lives, and desperate to find a balance between work and life.

Two thirds of people want to work from home.

36% would choose it over a pay raise.

A poll of 1,500 technology professionals revealed that thirty-seven percent would take a pay cut of 10% if they could work from home.

Gen Y'ers are more difficult to recruit (as reported by 56% of hiring managers) and to retain (as reported by 64% of hiring managers) but they are particularly attracted to flexible work arrangements

80% of employees consider telework a job perk.

-Global Workplace Analytics

Employee Benefits

Improve Work-Life Balance: Teleworkers save 1-3 hours of commuting time per day and use that time to better balance their work requirements with personal needs.

Increase Savings: Teleworkers save money on commuting costs, expensive lunches at work, and wear and tear on their vehicle.

Improve Morale: Most teleworkers state that their morale improves as a result of teleworking and they prefer working for a “best workplace” that offers alternatives.

Frequently Asked Questions about Telework

What is teleworking?

Teleworking replaces work-related travel with telecommunications technologies. It refers to working at home or another location on a full- or part-time basis. Many employees telework only once or twice per week, while others telework full-time and occasionally go to the office.

What type of equipment is needed for teleworking?

While teleworking can be done with as little technology as a phone, most often it involves some remote access, computer hardware and software, email, and other technologies.

What types of jobs are appropriate for teleworking?

Most “information-based” jobs are appropriate for teleworking. Teleworking is ideal for jobs that require reading, writing, research, working with data, and talking on the phone. Many jobs that may not seem appropriate at first may be modified so that the employees can telework, at least on a part-time basis. One of the secrets to designing a good teleworking program lies in the ability to organize specific jobs so they can be done without constant interaction or need for feedback.

Which employees are ideal for teleworking?

The ideal teleworker is well organized, able to work independently, and requires minimal supervision. Successful teleworkers have a high degree of job skill and knowledge, and strong time-management skills. Teleworkers don't mind working alone, at least on a part-time basis. Teleworking is not ideal or desirable for every employee.

What are some of the issues that supervisors confront with teleworkers?

Some supervisors of teleworkers are wary of the concept of employees working from home. They fear that their employees may be distracted with household duties and/or dependent care, preventing them from accomplishing their work. Based on a review of several case studies nationwide (including teleworksocal.com, teleworktampabay.com, commuterconnections.org, cleanaircampaign.org), research has shown that the opposite occurs. Supervisors can expect more productivity and higher quality work from teleworkers because they are less stressed and distracted in their flexible work environment.

How do I know if the teleworkers are really working?

The employee's completed work product is the indicator. Supervisors must focus on quantity, quality, and timeliness. They must manage by objectives or results, rather than by direct observation.

Who is the ideal supervisor for a teleworker?

The ideal supervisor of teleworkers has a positive attitude towards teleworking and is willing to allow employees to telework. A teleworker supervisor manages by results and not by monitoring work hours. Telework supervisors delegate work easily, are well organized and trust their employees. Not every supervisor is comfortable with a style of management that is conducive to successful teleworking.

How will managers know how to supervise teleworkers?

Teleworking presents an opportunity for teleworker supervisors to become better managers. By focusing on the employee's work product, supervisors will improve their organizational abilities and their own skill in managing by objectives.

Will employees work less if they are at home working unsupervised?

No, survey results show marked improvements in productivity. Teleworker productivity increases because employees have fewer distractions and interruptions, work during the time otherwise spent commuting, work at their peak times, and experience less stress due to the absence of the commute to and from work.

Will loyalty to the employer be diminished?

No, loyalty is likely to improve as employees are happier with their flexible working conditions. Employee morale also improves as a result of teleworking.

How can social interaction be maintained to keep teleworkers from feeling isolated from their colleagues?

Many techniques are available to overcome the feeling of isolation. These include part-time teleworking, core days in the office, and frequent communication via telephone and voicemail. In addition, teleworkers should be included in all scheduled meetings and events.

Is teleworking a substitute for child or elder care?

No, a teleworker must focus on his/her job, not on handling demanding dependent care situations. However, due to their flexibility, teleworkers are better able to manage their work/family schedules.

Can teleworking result in reduced use of sick leave?

Yes. An employee working in a traditional office may require half a day away from the office for a doctor or dentist appointment. A teleworker can take one or two hours and then return to work. In addition, an employee who does not feel well enough to commute to work, or whose child is sick, may be able to work limited hours at home by teleworking.



Will the need for overtime decrease as a result of teleworking?

For non-exempt employees, the rules for overtime are the same as they are in the office. Please refer to your organization's Human Resources staff or handbook for guidance.

What are some of the issues that teleworkers should be aware of?

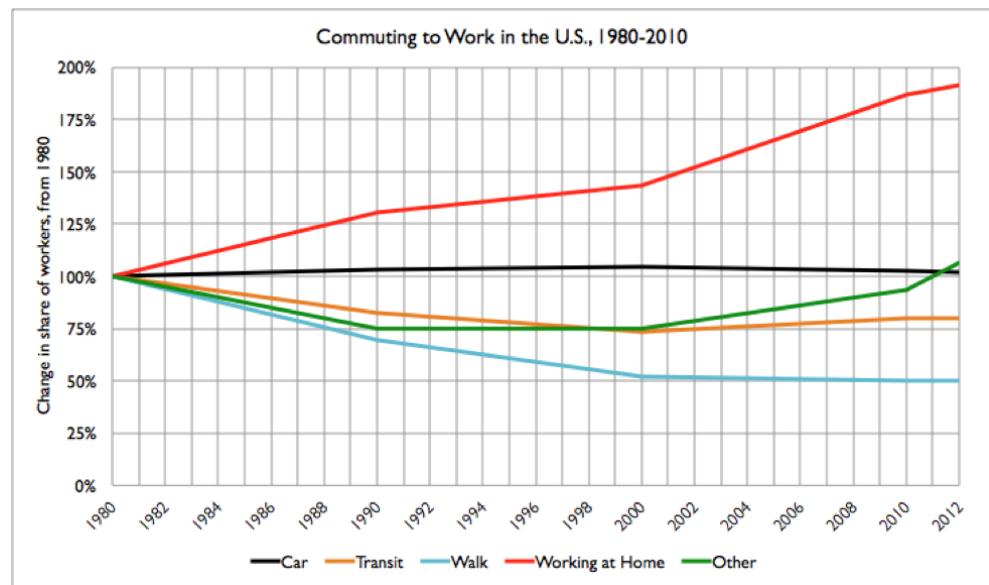
Teleworkers should designate a work area for teleworking in their homes. A separate room provides greater privacy but is not necessarily required. Teleworkers must gain the trust and support of their families, coworkers, clients, and managers. Teleworkers need to be aware of the tendency to work long hours and the need to take breaks.

Telework Statistics

According to a 2014 article in City Lab, since 1980, the share of Americans telecommuting every day has increased from 2.3 percent to 4.4 percent in 2012. The U.S. Census Bureau, moreover, reports that 9.4 percent of people now work from home at least one day a week, up from 7 percent in 1994. (*Source: City Lab, Why Telecommuting Really Matters, in 6 Charts*)

A Study:

A 2014 article from the Harvard Business Review reported on studies showing that work from home programs increase employee productivity and satisfaction. One example is Ctrip a mainland China-focused travel agency, which runs the Ctrip.com travel website. For nine months half the staff at Ctrip's call center was given the option to telework, the other half remained in the office.



Source: [Harvard Business Review](#)

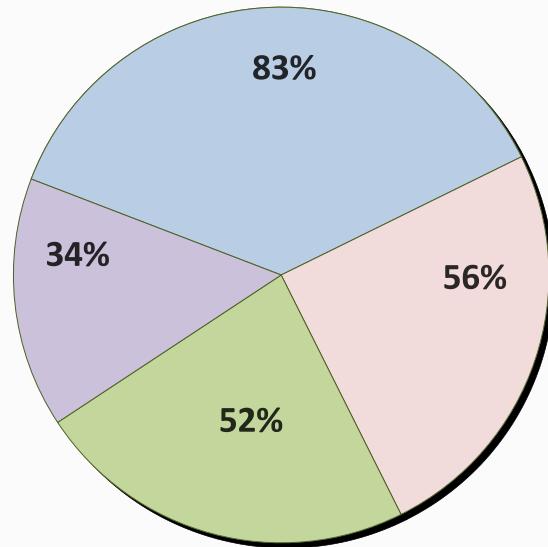
The study revealed) that the at-home workers were not only happier, but were less likely to quit, and more productive. The teleworkers completed 13.5% more calls than the workers at the office. (*Source: To Raise Productivity Let More Employees Work From Home, Harvard Business Review 2014*).

WorldAtWork:

One of the best examples of the advantage of teleworking can be seen at the high-tech company, Cisco. A 2009 Cisco study found that teleworkers are more effective at communicating and collaborating. The study also revealed that Cisco has improved employee retention and saved \$277 millions by allowing telework.

There are reasons why telework is growing. It makes sense to the company bottom line! More information about this and other interesting telework information can be found in [WorldatWork's 2013 Survey on Workplace Flexibility.](#)

Percent of Employers Surveyed Offering Telework Options



- Ad Hoc (e.g. to meet a repair person, care for a sick child)
- Monthly (at least one day per month, but not full time)
- Weekly (at least one day per week, but not full time)
- Full-time (every regularly scheduled work day)

(Source: WorldatWork 2013 Workplace Flexibility Study)

Telework Case Studies

Case studies can help you envision how a program might work at your company. These case studies highlight a variety of employers from different sectors that have been able to successfully implement programs with a high rate of satisfaction at all levels of the organizations.

- [Insurance Company](#)
- [Non-Profit Agency](#)
- [State Government](#)
- [Call Center](#)

For more case studies visit [eWorkPlace](#).

Additional Resources

ROWE BUSINESS CASE

Results Only Work Environment (ROWE), similar to managing by objectives, uses methods that can be very helpful in fostering better telework arrangements between employees and management. The [ROWE BUSIENSS CASE](#) provides a great overview of what it is and why it's works.

Telework Tools

In this section, you will find several templates that you may find useful for telework program management. The following templates are available:

Telework Policy: This document states the terms of teleworking at the company/business.

Telework Agreement: This agreement governs the arrangement between the supervisor and the employee, and also lists the conditions and frequency of telework.

Safety Checklist: This is a list of items to insure the safety and comfort of a home office.

Selection Assessments: These are questionnaires to assist in assessing the capability of specific employees to telework, and in determining which managers are capable of supervising them.

- **Selection Assessment for Employees**
- **Selection Assessment for Supervisors**

Implementation Steps: This is the list of steps that constitutes the telework program implementation process, including descriptions and a timeline.



Sample Telework Program Policy

EMPLOYER NAME/LOGO

EMPLOYER NAME (hereafter EMPLOYER) has established a program to examine how teleworking can contribute to organizational objectives and employee well-being. These guidelines offer direction for teleworkers, employees not teleworking, and management.

Purpose

Teleworking, the practice of working at home or remotely instead of in the EMPLOYER office(s), is a work alternative that EMPLOYER offers to some employees when it is advantageous to both the EMPLOYER and the employee. Teleworking is a workplace strategy that helps employees balance the demands of their work and personal lives. Teleworking is a workplace strategy and not an employee right.

An employee's compensation, benefits, work status, and work responsibilities will not change due to participation in the teleworking program. Teleworking employees must comply with all organizational rules, policies, and procedures.

Eligibility

Candidates for teleworking must be full-time employees with a history of satisfactory or better job performance ratings. The opportunity to telework must be approved by an employee's supervisor, who is ultimately responsible for decisions to continue or discontinue teleworking by the employee, following appropriate notification to the teleworker.

Selection of employees to participate in the EMPLOYER telework program shall be based on specific, written, work-related criteria including:

- ◊ Employee responsibilities
- ◊ Need for, and nature of, interaction with other staff and external clients
- ◊ Need for use of specialized equipment
- ◊ Availability of other qualified employees on site
- ◊ Employee job performance



An employee that is considered for teleworking must be able to work independently and demonstrate productivity and time management. An employee must have a satisfactory or better performance level with no record of performance or conduct issues. The resources that an employee needs to do his/her job must be easily transportable or available electronically.

The decision to allow an employee to telework will be made by the employee's supervisor in consultation with Human Resources.

Eligibility and suitability of employees to participate in teleworking will vary among departments and business units, depending on the function and responsibilities of the employee. Each department must maintain some minimum complement of employees who work on site at the EMPLOYER office in order to function effectively.

Teleworking is not an alternative to child or elder care and, when applicable, the teleworker must make appropriate arrangements for dependent care.

Schedules and Hours

Telework hours may be different from office work hours, however, teleworkers and their supervisors must agree on designated work hours. A regular teleworking schedule, including specific days and hours, must be established by the teleworker and approved by his/her supervisor. Generally, a teleworker will spend one to two days working from home with the remainder of the scheduled hours working in his/her office on EMPLOYER's premises. The amount of time the teleworker is expected to work per day or per pay period will not change due to participation in the telework program.

Overtime hours must be pre-approved in writing by the supervisor. Deviations from the agreed upon schedule must be approved in advance by the supervisor. EMPLOYER policy will be followed for all absences. Teleworkers are responsible for keeping and submitting accurate records of their work hours.

Supervisors retain the right to require a teleworker to return to EMPLOYER's office on a regularly scheduled telework day should work situations warrant such an action. This situation is expected to be only an occasional occurrence. If a teleworker is frequently required to return to EMPLOYER's office during regularly scheduled telework days, the supervisor may re-evaluate the compatibility of the teleworker's position and job responsibilities with respect to teleworking or the specific telework schedule. Teleworkers are required to account for all time worked in accordance with EMPLOYER's current timekeeping policies. It is the teleworker's responsibility to submit an accurate accounting of hours worked in a timely manner. If a teleworker is sick while working at home or uses other time off,



the teleworker must report hours actually worked on his/her timesheet and use composite leave for the remainder of the hours. Non-exempt teleworkers may perform overtime work only after receiving approval from their supervisors.

Workspace

Teleworkers must have an appropriate work area in their homes/remote work locations that considers ergonomics, equipment, workspace, noise, and interruption factors. The teleworker's off-site workspace should provide an adequate work area, lighting, telephone service, power, and temperature control. Additional requirements may vary, depending on the nature of the work and the equipment needed to perform the work.

EMPLOYER's liability for job-related accidents will continue to exist during the approved work schedule and in the teleworker's designated work location since the teleworker's remote work space is an extension of EMPLOYER workspace. The designated work location must meet Occupational Safety and Health Administration (OSHA) safety rules for the workplace, including: smoke detector; working fire extinguisher; clear, unobstructed exits; removal of hazards that could cause falls; adequate electrical circuitry; and appropriate furniture.

Homeowner's insurance and any changes in rates or coverage are the responsibility of the employee. Any increase in the teleworker's home utility costs, excluding increased telephone costs, is the responsibility of the employee.

Federal and state statutory abstracts will be posted at the teleworker's EMPLOYER office location in lieu of posting them in the employee's home/remote office. Teleworkers should review these notices while on EMPLOYER's premises.

Teleworkers should consult their attorneys, tax advisors, or accountants regarding any legal or tax implications attendant to working at their home or alternative site.

Equipment and Supplies

In most cases, teleworkers will provide their own equipment. Teleworkers may use EMPLOYER-owned equipment at their off-site workspace with the prior approval of their supervisors provided that the equipment will be used for EMPLOYER work only and its use by a teleworker at his/her off-site workspace will not impede the work of employees working at the EMPLOYER office.

Office supplies will be provided by EMPLOYER and should be obtained during the teleworker's in-office work period. Out-of-pocket expenses for supplies normally available in the office will not be



reimbursed. Teleworkers are responsible for all supplies, equipment, and/or materials provided by EMPLOYER. All items remain property of EMPLOYER and may not be used for personal or other than EMPLOYER use.

EMPLOYER will reimburse teleworkers for other business-related expenses, such as long-distance phone calls, shipping costs, etc. that are reasonably incurred in accordance with job responsibilities and approved by the supervisor in accordance with EMPLOYER's regular policies. Appropriate documentation is required if such expenses are submitted for reimbursement. Human Resources will work with teleworkers to ensure that appropriate arrangements have been made for discounted long-distance telephone services.

EMPLOYER does not assume liability for loss, damage, or wear of employee-owned equipment unless otherwise agreed to in writing prior to the occurrence. Maintenance, repair and replacement of

EMPLOYER-owned equipment issued to teleworkers is the responsibility of EMPLOYER. In the event of equipment damage or malfunction, the teleworker must notify his/her supervisor immediately. EMPLOYER reserves the right to enter the home work area for inspection of the equipment if necessary. Repairs to employee-owned equipment is the responsibility of the teleworker. In either situation, the teleworker may be asked to report to the office until the equipment is usable.

Teleworkers must take appropriate action to protect company-provided equipment from damage or theft. EMPLOYER equipment must be returned to EMPLOYER when an employee terminates or discontinues the telework arrangement.

Teleworkers may use their own equipment (e.g., fax machine, printer, photocopier) provided that no cost is incurred by EMPLOYER. Repair and maintenance of employee-owned equipment is the responsibility of the teleworker.

Employee Access and Availability

Teleworkers must be available by telephone or email during scheduled hours, with the exception of their scheduled lunch period. Teleworkers are required to have voice mail services to ensure availability.

Teleworkers are required to modify their EMPLOYER voicemail announcement to indicate that they may be reached at an alternate number or that the employee will be regularly checking messages. Supervisors may establish that employees are required to check for messages within a certain period (e.g., at least once every two hours). Teleworkers must keep their supervisors notified of any changes to their home/remote contact information.



Security

It is the responsibility of the teleworker to take all precautions necessary to secure proprietary information and to prevent unauthorized access. The teleworker is required to observe all office security practices when working outside EMPLOYER's office to ensure the integrity and confidentiality of proprietary information. Steps to ensure the protection of proprietary information include, but are not limited to, use of locked file cabinets and desks; regular password maintenance; and any other steps appropriate for the job and the environment.

Teleworkers agree to allow an authorized EMPLOYER representative access to the home/remote work area during prearranged times for business purposes as deemed necessary by the supervisor, including safety inspections, equipment installations and repairs, security assurance, retrieval of EMPLOYER property, and performance evaluations. To ensure hardware and software security, all software used for teleworking must be approved by the supervisor prior to installation, and only approved bulletin board systems may be contacted. All software used for teleworking must be virus inspected and each PC must have virus protection software installed. EMPLOYER-owned software may not be duplicated unless authorized through the license agreement. Restricted access materials shall not be taken out of the office or accessed through the computer unless approved in advance by the supervisor.

Liability

It is the responsibility of the teleworker to maintain a safe, professional remote work site that is free from potential safety problems. Teleworkers must certify that their homes/remote work spaces are free from workplace hazards by completing a safety checklist.

In the case of an injury while working remotely, teleworkers must immediately (or as soon as circumstances permit) report the injury to his/her supervisor or the Human Resources Department and request instructions for obtaining medical treatment.

Application Process

Employees who would like to telework are required to submit a written request. The employee will complete a Teleworker Selection Survey and provide information concerning job responsibilities, proposed teleworking schedule, types of work tasks to be performed at the off-site work space, and description of the off-site work space/equipment required.

Teleworkers will be required to sign a Telework Agreement and complete associated documentation.



Telework arrangements will be on a trial basis for the first three months and may be discontinued at any time at the request of either the teleworker or EMPLOYER. If a telework arrangement is discontinued by EMPLOYER, every effort will be made to provide notice to the employee. However, there may be instances where no notice is possible. Likewise, if an employee elects to discontinue a telework arrangement, the employee should provide notice to his/her supervisor.

Employees that are teleworking at the time this policy is adopted will be permitted to continue teleworking. Existing teleworkers will need to sign the Telework Agreement and complete the associated documentation that is required of all teleworkers.

Income Tax

It will be the teleworker's responsibility to determine any income tax implications of maintaining a home office area. The company will not provide tax guidance nor will the company assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Evaluation

Teleworkers will be required to participate in all studies, surveys, training, inquiries, reports, and analyses relating to this program.



Safety Checklist: This form should be completed by teleworkers to assess the safety of their home.

TELEWORK HOME OFFICE SAFETY CHECKLIST

Employee _____ Date _____

Manager _____

Telework site address _____

Description of work area _____

This checklist is designed to assess the safety of the telework site. Telework applicants should inspect their desired work site and complete this form.

Is the work space free from excessive noise? Yes No

Is adequate lighting (side or rear) provided at the work station? Yes No

Is all electrical equipment free of recognized hazards that could cause physical harm (frayed wires running through walls, exposed wires fixed to the ceiling)? Yes No

Is electrical system adequate for office equipment? Yes No

Is electrical equipment grounded? Yes No

Are surge protectors properly installed? Yes No



- Are aisles, doorways and floors free of obstructions to permit visibility and movement? Yes No
- Is there an exit that allows prompt exiting? Yes No
- Are phone lines, electrical cords and extension wires secured under a desk or along a baseboard? Yes No
- Is the office space neat and clean? Yes No
- Is a working fire extinguisher located nearby? Yes No
- Are working smoke detectors installed at the work site? Yes No
- Is the work area private and free of intrusion? Yes No
- Are files and data secure? Yes No
- Are first aid supplies readily accessible and adequate? Yes No
- Are office furniture and equipment ergonomically correct?
- Desk:** 29" high? Yes No
- Chairs:** Sturdy and adjustable (90° at knees, feet flat on floor, 15° back tilt) with backrest and casters appropriate for floor surface? Yes No
- Keyboard:** In line with wrist and forearm position? Yes No
- Monitor:** 20-14" from eyes: Top of screen slightly below eye level? Yes No



Are work materials and equipment in a secure place that can be protected from damage or misuse? Yes No

Are there security requirements in place to protect confidentiality and security of company information and computer systems? Yes No

Source: Telework Collaborative, "The Manager's Quick & Easy Guide to Telework", 1997



Sample Employee Assessment Form

EMPLOYER NAME

Sample Teleworker Selection Assessment Form for Employees

Telework is a workplace strategy that can involve working from home or another location on a full- or part-time basis. Teleworking can be a productive scheduling practice for many employees, although it will not be feasible for all employees. Telework arrangements are successful when an employee's work responsibilities and personal work style are well matched with working away from the office.

This assessment form provides an opportunity to consider whether teleworking will be an effective tool for meeting organizational and personal objectives. Responses to this form will help you and your supervisor assess if teleworking can work for you.

This form must be completed by each employee interested in participating in the telework program.

Teleworking Screening Survey for Employees

Name: _____

Supervisor: _____

Title: _____

Department: _____

Please describe your current job tasks below:



The following four groups of characteristics relate respectively to your existing work, to your future work as it can be adapted to teleworking, to you as an employee, and to your supervisor. Please rate each characteristic as high (H), medium (M), or low (L).

Existing Work Characteristics

Please rate the following according to your existing job requirements and characteristics.

- Amount of face-to-face contact required
- Degree of telephone communications required
- Independence of operation
- Ability to control and schedule work flow
- Amount of in-office reference material required

Future Work as a Teleworker

Please rate the following job characteristics in terms of their adaptability to teleworking.

- Amount of face-to-face contact required
- Degree of telephone communications required
- Independence of operation
- Ability to control and schedule work flow
- Amount of in-office reference material required



Employee Characteristics

Please rate the following according to your own characteristics as an employee.

- Need for supervision, frequent feedback
- Importance of co-workers' input to work function
- Discipline regarding work
- Desire/need to be around other employees
- Potential friction at home (e.g., interruptions)
- Level of job knowledge

Considering the nature of your job, how much would you want to telework? (*Choose one*)

- | | |
|---|---|
| <input type="checkbox"/> (a) About once every two weeks | <input type="checkbox"/> (d) Three days a week |
| <input type="checkbox"/> (b) About once a week | <input type="checkbox"/> (e) Occasionally for a special project |
| <input type="checkbox"/> (c) Two days a week | <input type="checkbox"/> (f) Other: |



What kinds of work would you expect to do while teleworking? (*Choose as many as apply*)

- | | | | |
|--------------------------|--------------------------|--------------------------|----------------------------|
| <input type="checkbox"/> | (a) Writing/typing | <input type="checkbox"/> | (f) Research |
| <input type="checkbox"/> | (b) Planning | <input type="checkbox"/> | (g) Sales calls |
| <input type="checkbox"/> | (c) Data management | <input type="checkbox"/> | (h) Preparing reports |
| <input type="checkbox"/> | (d) Administrative | <input type="checkbox"/> | (i) Field visits |
| <input type="checkbox"/> | (e) Reading | <input type="checkbox"/> | (j) Other (please specify) |
| <input type="checkbox"/> | (k) Computer programming | <hr/> | |

Given the frequency of teleworking you want, and the kinds of work you would expect to do while teleworking, what equipment/services would you need, and which of those do you currently have? (*Check appropriate box*)

	Need	Have
Computer/terminal	<input type="checkbox"/>	<input type="checkbox"/>
Printer	<input type="checkbox"/>	<input type="checkbox"/>
High-speed Internet	<input type="checkbox"/>	<input type="checkbox"/>
Desk, filing space, other furniture	<input type="checkbox"/>	<input type="checkbox"/>
More than one phone line	<input type="checkbox"/>	<input type="checkbox"/>
Fax machine	<input type="checkbox"/>	<input type="checkbox"/>
Voicemail	<input type="checkbox"/>	<input type="checkbox"/>



Do you have adequate space in your home/at a remote location to dedicate to teleworking?

Are there any distractions/obligations that will make teleworking difficult or impossible?

Please explain:

Thank you for completing this Teleworker Selection Assessment!



Sample Supervisor Assessment Form

EMPLOYER NAME

Sample Teleworker Selection Assessment Form for Supervisors

Telework is a workplace strategy that can involve working from home or another location on a full- or part-time basis. Teleworking can be a productive scheduling practice for many employees, although it will not be feasible for all employees. Teleworking arrangements are successful when an employee's work responsibilities and personal work style is well matched with working away from the office.

This assessment form provides an opportunity to consider whether teleworking will be an effective tool for meeting organizational and personal objectives. Responses to this questionnaire will help you as a supervisor/manager to assess if teleworking can work for you and your employee(s).

This assessment form must be completed for each employee interested in participating in the telework program.

Supervisor

Names of employees under your direct supervision who are considered candidates for teleworking:



Please describe the kind of work your employees do.

Is the work of your staff suitable for teleworking (as it currently exists or with modifications), at least part of the time?

- (a) Yes
- (b) No Please explain why. _____

If your answer was “no,” this completes the survey for you. Thank you!



The rest of this form should be completed for each employee who is interested in participating in the telework program. Some questions, such as those dealing with your management style, will probably have the same answers for each employee. Please rate each characteristic as high (H), medium (M), or low (L). Some questions, however, will inevitably have different answers for different employees.

Please duplicate this form for each employee.

Employee Name: _____

Existing Work Characteristics

Please rate the following according to your employee's existing job requirements and characteristics.

Amount of face-to-face contact required

Degree of telephone communications
required

Independence of operation

Ability to control and schedule work flow

Amount of in-office reference material
required



Future Work as a Teleworker

Please rate the following job characteristics for your employee in terms of his/her adaptability to teleworking.

Amount of face-to-face contact required

Degree of telephone communications required

Independence of operation

Ability to control and schedule work flow

Amount of in-office reference material required

Employee Characteristics

Please rate the following according to your employee's characteristics.

Need for supervision, frequent feedback

Importance of co-workers' input to work function

Discipline regarding work

Desire/need to be around coworkers

Potential friction at home (e.g., interruptions due to caring for dependents)

Level of job knowledge

Quality of work



Supervisor Characteristics

Based on your attitude towards teleworking and work style, please rate the following.

Positive attitude toward teleworking

Trust employee's ability to telework effectively

Your ability to establish clear objectives

Your ability to communicate with employees

What criteria do you use to evaluate your employee's work? (For example: quality of work, quantity of work, timeliness, etc. Please be specific.)

Considering the nature of your employee's jobs, how much would you want him/her to telework?
(Choose one only)

(a) About once every two weeks

(d) Three days a week

(b) About once a week

(e) Occasionally for a special project

(c) Two days a week

(f) Other



What kinds of work would you expect him/her to do while teleworking? (*Choose all that apply*)

- | | |
|---|---|
| <input type="checkbox"/> (a) Writing/typing | <input type="checkbox"/> (f) Research |
| <input type="checkbox"/> (b) Planning | <input type="checkbox"/> (g) Sales calls |
| <input type="checkbox"/> (c) Data management | <input type="checkbox"/> (h) Preparing reports |
| <input type="checkbox"/> (d) Administrative | <input type="checkbox"/> (i) Field visits |
| <input type="checkbox"/> (e) Reading | <input type="checkbox"/> (j) Other (please specify) |
| <input type="checkbox"/> (k) Computer programming | |
-

Thank you for completing this Teleworker Selection Assessment!

A safety checklist should be completed for each employee and kept with this form in company records.



This sample telework agreement will serve as a document identifying the responsibilities of both the teleworker and the employer. Both parties would be asked to sign this agreement.

EMPLOYER NAME/LOGO

Sample Teleworker Agreement with (employee name)

Employee agrees to perform services for EMPLOYER NAME (hereafter EMPLOYER) as a teleworker. This agreement spells out the basic terms and conditions under which (employee name) (hereafter "TELEWORKER") will telework for EMPLOYER.

This agreement is effective **DATE** and remains in effect until **DATE** while TELEWORKER is employed by EMPLOYER, unless the agreement is terminated earlier.

Teleworking is available only to eligible employees and is offered at EMPLOYER's sole discretion. Teleworking is not available to the entire organization. As such, no employee is entitled or guaranteed the opportunity to telework.

Termination of Agreement - Either party may terminate TELEWORKER's participation in the program, with or without cause, upon reasonable notice in writing to the other party. EMPLOYER will not be held responsible for costs, damages, or losses resulting from terminating this telework program. This Agreement is not a contract of employment and shall not be construed as such.

Salary, Job Responsibilities, Benefits - TELEWORKER agrees to comply with all existing job requirements as are in effect in the office. Salary and benefits will not change because of involvement in this telework program. Specific job responsibilities may only be modified with the agreement of TELEWORKER's supervisor.

Work Hours, Overtime, Vacation - Work hours are not expected to change during the program. In the event that overtime is anticipated, it must be discussed and approved in advance with the TELEWORKER's supervisor, as any overtime scheduling would normally be approved.

Work Schedule - The daily work schedule for telework days when working remotely or at home) is subject to approval by TELEWORKER's supervisor. The supervisor may require that TELEWORKER work certain "core hours" and be accessible by telephone or otherwise during those hours.



Equipment – TELEWORKER must have all necessary equipment in a suitable home or remote office location to do their job. EMPLOYER may elect to provide computer, software, and other equipment needed for teleworking. If the EMPLOYER provides such property or equipment, these items remain the property of the EMPLOYER and must be returned to the company upon request. Any computer, software, or other equipment or supplies provided by EMPLOYER are provided for the sole use of the TELEWORKER to perform their job-related responsibilities.

EMPLOYER-owned software may not be duplicated except as formally authorized. EMPLOYER will be responsible for maintenance and insurance of all company-provided equipment. TELEWORKER may use personal equipment for teleworking purposes. In such cases, TELEWORKER will be responsible for the maintenance and insurance required for such equipment.

Workspace - TELEWORKER agrees to designate a workspace within their remote work location that is quiet and free from interruption, and for placement and installation of equipment to be used while teleworking. TELEWORKER agrees to maintain this workspace in a safe condition, free from hazards and other dangers to TELEWORKER and equipment. EMPLOYER may approve the site chosen as TELEWORKER's remote workspace. If requested, TELEWORKER shall submit photos of the remote workspace to his/her supervisor prior to commencing teleworking.

TELEWORKER agrees that EMPLOYER can make on-site visits (with advance notice) to the remote work location for the purpose of determining that the site is suitable for telework, safe and free from hazards, and to maintain, repair, inspect, or retrieve EMPLOYER-owned equipment, software, data, or supplies. In the event TELEWORKER fails to return EMPLOYER-owned property or equipment upon demand, and legal action is required to regain possession of this property or equipment, TELEWORKER agrees to pay all costs incurred by EMPLOYER, including attorney's fees, should EMPLOYER prevail.

Any EMPLOYER-owned or provided materials taken home or to the remote work location by the TELEWORKER should be kept in the designated work area and not made accessible to others.

Office Supplies - Office supplies will be provided by EMPLOYER as needed. TELEWORKER's out-of-pocket expenses for other supplies will not be reimbursed except with prior approval of TELEWORKER's supervisor.

Liability for Injuries - TELEWORKER understands that he/she remains liable for injuries to third persons and/or members of his/her family on TELEWORKER's premises. TELEWORKER agrees to defend, indemnify and hold harmless EMPLOYER, its affiliates, employees, contractors, and agents, from and against any and all claims, demands, or liability (including any related losses, costs, expenses, and



attorney fees) resulting from, or arising in connection with, any injury to persons (including death) or damage to property caused, directly or indirectly, by the services provided herein by TELEWORKER or by TELEWORKER's willful misconduct, negligent acts or omissions in the performance of the Employee's duties and obligations under this Agreement, except where such claims, demands, or liability arise solely from the gross negligence or willful misconduct of the EMPLOYER.

Dependent Care - Teleworking is not a substitute for dependent care. TELEWORKER will not be available during company core hours to provide dependent care or supervision.

Income Tax - It will be the TELEWORKER's responsibility to determine any income tax implications of maintaining a home office area. EMPLOYER will not provide tax guidance nor will EMPLOYER assume any additional tax liabilities. TELEWORKERS are encouraged to consult with a qualified tax professional to discuss any income tax implications.

Evaluation – TELEWORKERS are required to participate in any EMPLOYER studies, surveys, training, inquiries, reports, and analyses related to this telework program.



TELEWORKER remains obligated to comply with all of EMPLOYER's rules, practices, instructions and this Agreement. TELEWORKER understands that violation of any of the above may result in termination of this arrangement.

Name of TELEWORKER: _____

Conditions for teleworking agreed upon by TELEWORKER and his/her supervisor:

- The TELEWORKER agrees to telework at the following location:
- The TELEWORKER will telework _____ day(s) per week.
- The TELEWORKER's hours will be from _____ a.m. to _____ p.m.
- The following are the assignments to be worked on by the TELEWORKER at the remote location, with expected delivery dates:

- The following equipment will be used by the TELEWORKER at the remote location:
- The TELEWORKER agrees to call the central office to get his/her messages at least _____ times per day and agrees to check and respond to email messages at least _____ times per day.
- The TELEWORKER agrees to obtain all supplies needed for teleworking from the company office. Reimbursement for out-of-pocket expenses for supplies will need prior supervisory approval.
- Additional conditions agreed upon by the supervisor and TELEWORKER are as follows:



Signatures

We have read and understand this agreement and accept its conditions. We have reviewed the Telework Agreement prior to the employee's participation in the EMPLOYER's teleworking program.

Supervisor Name

Signature

Date

Employee Name ("TELEWORKER")

Signature

Date

Marin Commutes is not engaged in rendering legal advice, and provides these sample forms free of charge solely to assist businesses exploring teleworking arrangements with their employees. By using these materials, the recipient (1) acknowledges and agrees that The Marin Commutes makes no representations regarding the sufficiency (legal or otherwise) of these materials in any particular jurisdiction or for any particular business purpose, and (2) voluntarily and knowingly assumes all risks associated with their use.



Telework Implementation Process: *The following 12 steps outline the typical telework process of creating a telework program:*

1. Gain management commitment to pilot, implement, or expand a telework program. Middle managers also can be trained to increase their comfort level and effectiveness with supervising teleworkers.
2. Select one or more telework coordinators with decision making ability to convene an internal steering committee and to serve as the main contact(s) for the telework pilot or process.
3. Form a steering committee to develop the program (generally consists of Human Resources, IT, and Management). The steering committee serves as a vehicle for developing the policies and parameters that will ensure a successful telework program.
4. Develop telework policies and a teleworker agreement. The policies/agreement will clarify employee/employer roles and responsibilities; establish the parameters for selecting telework jobs and employees; determine the frequency of teleworking; and identify/resolve any other issues regarding the telework arrangement.
5. Conduct a job assessment to determine which jobs are most conducive to telework.
6. Assess costs and savings to determine any added savings or expenses as a result of telework implementation.
7. Ensure that adequate technology is in place to support teleworkers, whether through remote access, availability of equipment, and/or phone communication.
8. Select teleworkers whose jobs are conducive to telework based on criteria such as performance, tenure, grade, and work style.
9. Educate supervisors and teleworkers to ensure a complete understanding of company policies and the elements necessary for a successful telework program.
10. Implement the pilot telework program to assess impacts on communication, technology, teamwork, productivity, and morale.
11. Evaluate the pilot program by conducting teleworker surveys and focus groups.
12. Expand the telework program as warranted, based upon the results of the pilot.