CAL STATE FULLERTON & Telecommuting:

An Analysis of the Potential Application of
Telecommuting Practices at Cal State Fullerton

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California State University, Fullerton

2009-2010 Leadership Development Program

Presented to: President’s Administrative Board
Bill Barrett, Executive Sponsor
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May 19, 2010
Executive Summary

Many organizations have successfully implemented telecommuting options that have resulted in benefits for both the organizations and the employees. As of 2008, 23% of the United States workforce telecommuted at least one day per month. This report examines various examples of telecommuting in private and public sector organizations, outlines specific pros and cons related to telecommuting, and the possible costs, technology upgrades, and human resources issues that would face Cal State Fullerton if a telecommuting program were implemented on our campus.

Research indicates that telecommuting options provide increased employee productivity, enhanced retention, reduced absenteeism, reduced overhead costs, resiliency during disasters, increased ability to meet air quality and transportation mandates and enhanced recruiting and retention. Potential areas of concern when considering a telecommuting program include accountability and performance issues, selection, weakening relationships between telecommuting staff and coworkers, and safety and security issues.

Offering a telecommuting program at Cal State Fullerton provides the university and its employees with many benefits, both monetary and non-monetary, while having a minimal impact on campus services. Based on the information gathered in this report, it is recommended that a committee of appropriate stakeholders be charged with developing a workable telecommuting program for Cal State Fullerton. Adopting a telecommuting program for campus staff members will maximize resources, utilize existing technology, improve sustainability and enhance Cal State Fullerton’s reputation as a highly desirable employer with a commitment to its students, employees and community.
Defining Telecommuting

For the purposes of this project, telecommuting is defined as any university employee working from a remote location to complete their assigned job duties anywhere from 1 to 5 days a week. Other similar public and private institution definitions include:

- Telecommuting can be described as fulfilling job responsibilities at a site other than the primary work location, which may be a home or an office closer to the telecommuter’s home. (Los Angeles Department of Public Works)
- Telecommuting is defined as a specific work alternative program. This program provides the option of working at home or at University provided property, through a written agreement and as approved by appropriate administrators. (San Jose State University)
- Telecommuting is working in a space specifically set aside as an office in an employee’s residence (home office). (CSU Dominguez Hills)
- An arrangement in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee. (California Department of General Services)

Benefits of Telecommuting

Many organizations have successfully implemented telecommuting options for a variety of employees and have realized huge gains. The following case studies indicate some of the benefits to Cal State Fullerton, its employees and the community if a telecommuting program were to be implemented.

Benefits to Cal State Fullerton

- Increased Employee Productivity

Employees who enjoy the flexibility and independent work environment afforded by telecommuting tend to be more productive and display increased motivation for their job as well as higher morale and less absenteeism. Telecommuters often work harder than other employees with productivity increases of five to thirty percent. This is attributed to fewer distractions, decreased socializing and less time spent in non work-related activities. According to HRFOCUS special report on telecommuting, telecommuters are usually more productive and have a higher position retention rate. Once an employee has the option of telecommuting, it is very hard for them to give that up. (Anonymous, 2008)

- By 2000, AT&T (2000) estimated that telecommuting increased employee productivity by 15-20% due to fewer interruptions and meetings, and increased morale.
- A survey of telecommuting employees at AT&T revealed that 75% believed that telecommuting increased productivity. (AT&T, 2000)
In 2006, Sun Microsystems noted a 34% increase in worker productivity due to telecommuting. (Environmental Defense Fund, 2008)

GAP Outlet’s post-pilot analysis in 2009 revealed a 21% productivity increase, a 15% quality improvement, and a 19% engagement increase. (Conlin, 2009)

At Los Angeles Department of Public Works, supervisors noted a 5-10% increase in productivity. (J. Juarros, personal communication, April 5, 2010).

At Cisco, 75% said timeliness of their work improved. 69% reported higher productivity. Of the time saved via telecommuting, employees applied 60% to additional work and the other 40% to personal use. 67% said overall quality of work improved. (Cisco, 2009)

At Best Buy, telecommuting employees processed 13-18% more orders than non-telecommuters. (Conlin, 2006)

1. In 2005, productivity increased 35% within six to nine months of implementation. (Conlin, 2006)

- Enhanced Retention

The costs associated with employee turnover, both direct and indirect can be high. Employers have to spend money and time to hire replacements. In addition, when an employee leaves, he or she takes with him or her firm-specific knowledge.

Telecommuters report higher levels of job satisfaction and more loyalty and commitment to their employers. For example, Merrill Lynch reported a 6% decrease in employee turnover as a result of its telecommuting program, along with a 15% increase in productivity. Less employee turnover means bottom line savings for the company in recruiting and training costs. (Wells, 2001) Detroit Regional Chamber, the chamber of commerce serving southeast Michigan, implemented a flexible work schedule program for its highly-skilled workers in 2000. The retention rates have increased from 75% to an average of almost 90%. Employee testimonials show that the workplace flexibility is highly valued by current and prospective employees. (Giglio, 2005)

1. A survey of telecommuting employees at AT&T revealed that 76% believed that telecommuting shows that the company cares about employees and their families. (AT&T, 1998)
1. GAP Outlet’s post-pilot analysis in 2009 revealed an 18% decrease in employee turnover. (Conlin, 2009)
1. At Best Buy, telecommuting reduced voluntary employee turnover by men from 6.11% to 0%. (Conlin, 2006)

2. Between 2005 and 2007, voluntary turnover declined 90% in the dot-com division, 75% in the sourcing division, and 52% in the logistics division. (CultureRX, LLC, 2009)

1. A meta-analysis of 46 telecommuting studies determined that telecommuters report higher job satisfaction, less motivation to leave the company, less stress, improved work-family balance and higher performance ratings by supervisors. (Coombes, 2007)

- Reduced Cost of Real Estate and Overhead
By 2000, AT&T (2002) estimated that the savings in real estate and energy costs averaged $3,000 per teleworker.

In 2006, Sun Microsystems saved close to $68 million in real estate and operating costs due to telecommuting. (Environmental Defense Fund, 2008)

IBM has reduced office space by 78 million square feet since 1995. (Caldow, 2009)
- 40% of IBM’s 386,000 employees in 173 countries have no office at all.
- The unneeded office space was sold (generating $1.9 billion in revenue) or subleased (generating over $1 billion) for revenue.
- Annual savings on office space in the US amounts to $100 million.

**Better Resiliency to Economic and Disaster Issues**

- Remote work options provide the ability for employees to work during unusual circumstances.
- Sun Microsystems (2008) was able to quickly regroup and maintain productivity during the 2003 SARS outbreak and the 2007 California wildfires.
- CSU Northridge implemented its telecommuting program in 2000 in response to an energy crisis and a push to get cars off the road. (J. Smith, personal communication, March 29, 2010).
- Los Angeles Department of Public Works used telecommuting options to help employees after the Northridge earthquake. (Juarros, 2010).

**Increased Ability to Meet Air Quality or Transportation Mandates**

- Los Angeles Department of Public works used telecommuting to comply with the Southern California Air Quality Management District Rule 2202. (Juarros, 2010).
- In 2006, Sun Microsystems reduced its corporate CO₂ emissions by 29,000 tons due to telecommuting (Environmental Defense Fund, 2008). In 2007, Sun’s program prevented 31,000 tons of CO₂ from entering the atmosphere. (Sun Microsystems, 2008)
  - By eliminating commuting just 2.5 days per week, a Sun employee reduces energy used for work by the equivalent of 5,400 Kilowatt hours per year.

**Enhanced Recruiting/Greater Geographic Flexibility**

Offering telecommuting options increases an employer’s ability to attract the strongest candidates for positions and gives employers the flexibility to hire talent outside of their immediate geographic area. Employees can be hired who live in other areas of the state, country, or even the world. Through phone and e-mail, these employees maintain close ties with their supervisor and can also make regularly scheduled on-site visits to stay in touch.

Generation Y, which includes 70 million Americans born from 1977 to 2002, is the fastest growing segment of the workforce, growing from 14% to 21% over the last four years. Research has identified that this generation is most interested in work-life balance. Offering telecommuting as an additional benefit allows employers to recruit and retain this new generation of worker. (USA Today, 2005)
Abbott Laboratories and Aflac are both recruiting recent college graduates and members of Generation Y by offering flexible work schedules and telecommuting options.

Companies like Xerox and other Fortune 500 companies view this emerging workforce as the future of our organization.

**Benefits to Employees**

Telecommuting provides employees more opportunities to balance their work and family obligations. Telecommuting can also reduce the stress associated with the morning commute. A recent study conducted by researchers at Pennsylvania State University found that the stress is a trigger to 80% of diseases. (Pennsylvania State University) Telecommuting can provide employees with more time to incorporate health and wellness activities in their lives. Instead of waking up and rushing into traffic, telecommuters can take time for a cup of coffee, do morning exercise, bring children to school, and still start work at the normal time.

Because telecommuting reduces stressful commutes, telecommuters are likely to suffer fewer stress-related illnesses. Better health and lowered stress means employees put a greater focus on work concerns during work hours. A study conducted by researchers at the University of Minnesota found that a workplace intervention to allow employees greater control over their work time resulted in employees being less likely to say that they felt obliged to come to work when they were sick, or to not see a doctor even though they felt they should.

A survey of telecommuting employees at AT&T revealed that 83% believed that telecommuting lets employees balance work and family needs better. (AT&T, 2002)

GAP Outlet’s post-pilot analysis in 2009 revealed that the work/life balance scores increased 10% for telecommuters. (Conlin, 2009)

- Microsoft survey found that the top three reasons workers would like to work from home are to save gas, be more productive, and have fewer distractions. (Microsoft, 2009)

**Benefits to the Community**

Telecommuting can help with the growing concern about global warming and energy conservation. Currently, one of the largest sources of pollution in the United States is motor vehicles. Telecommuting significantly reduces traffic congestion and automobile emissions as well as providing a considerable potential for energy savings in the areas of on-site heating and cooling, lighting, and highway building and maintenance. Benefits to the community include:

- Maximized infrastructure investment.
- Reduce green house emissions
- Smaller carbon footprints
Challenges and Best Practices

The following research examines some of the potential challenges to Cal State Fullerton and its employees if a telecommuting program were to be implemented, and how best practices employed by the case studies can address these challenges.

- **Telecommuting is not an option for all positions**
  - A task force comprised of representatives from operating divisions, as well as Human Resources, legal, Information Technology, and other administrative and support areas should be formed to develop a functional, flexible policy that will work for as many employees as is appropriate and beneficial. Issues of equitable implementation and employee selection can also be addressed in the policy.

- **Telecommuting may not be a good fit for Cal State Fullerton**
  - In order to determine the potential benefits that Cal State Fullerton and its employees stand to gain from telecommuting, it is best to explore telecommuting options with pilot studies and a pilot group.

- **Telecommuting may be misused by managers and/or employees**
  - It is best to provide training for both managers and telecommuting employees. This ensures that managers are following all requirements in crafting and managing a mutually beneficial telecommuting arrangement and that employees understand their obligations as telecommuters.
    - IBM implemented on-going training for employees and managers on telework, including coaching tips on how to run a conducive meeting over the phone and encourage employees to set routines and boundaries between work and home life to avoid overworking. (Caldow, 2009)

- **Accountability requires a change in management from observation to objectives**
  - Rather than focusing upon hours worked and presence in the office, measurement of employee performance should focus on results. This requires reliable results measurement. Management should focus on how much work gets done, how well it gets done, and how much of what gets done is important.
    - UC Irvine provides template documents for managers to clearly state performance objectives and for employees to document how and when they have been accomplished. (A. Martin, personal communication, April 16, 2010)

- **Exempt and non-exempt employees have different work schedule issues**
  - UC Irvine notifies the appropriate union of any change in work conditions even if the telecommuting arrangement is at the employee’s request. (Martinez, personal communication, April 9, 2010)
  - CSU Northridge does not recommend telecommuting for non-exempt/hourly employees due to the complexity of union issues. (Smith, 2010)
    - However, many organizations have successfully implemented telecommuting for various types of employees by restructuring duties and making accommodations for communication opportunities.
• Lack of knowledge can result in reduced productivity
  o Telecommuters should be provided with sufficient training on job-specific duties required to accomplish goals.
  o They should also be provided with appropriate technology (laptop, VPN access, etc.) and any necessary training on how to use it.

• Changes in campus or departmental needs can impact telecommuting arrangements
  o Surveys of telecommuters and their managers should be done on an annual basis in order to document the impact and benefits of telecommuting arrangements. Any areas of concern revealed by the surveys can then be addressed.
  o Ending an employee’s telecommuting arrangement can be perceived as arbitrary or putative. It is important to provide adequate explanation of why the telecommuting arrangement is no longer in the organization’s best interest.

• Some employees perceive telecommuting as a hindrance to career advancement and telecommuters may be improperly perceived as loafers.
  o Managers must provide similar visibility and career advancement opportunities that on-campus employees have.
  o High level support of telecommuting communicates value and equality of work accomplished by telecommuters.

• Telecommuters can experience reduced visibility on campus. Employees working away from the office 3 or more days a week saw a worsening relationship with coworkers. (Anonymous, 2007)
  o Managers should make conscientious effort to include their telecommuting employees in all appropriate shared communications that on-campus employees are receiving, and that opportunities for on-campus activities and projects are extended to all employees.
  o Not all work tasks are best performed or appropriate for a telecommuter setting. Some types of work value team synergy and the positive effects from group interaction. Managers can evaluate employees’ duties for potential restructuring around group activities or for electronic accommodations (iLinc web conferencing, etc.).

• Telecommuting is not appropriate for some individuals
  o Telecommuting is not for those with poor personal motivation, young employees just entering the work force, or employees for whom going to work is an important aspect of their lives.

• Family Medical Leave
  o CSU Northridge does not combine a telecommuting arrangement and Family Medical Leave for the purposes of family care due to potential conflicts with working time and family time. (Smith, 2010) A telecommuting policy can clarify what telecommuter’s responsibilities are while they are working off campus.
Costs of Implementing Telecommuting

The easiest and, for that matter, most likely outcome when discussing new initiatives for any organization is to maintain the status quo. This, in its most basic form, represents not only the least risk for the decision makers but also eliminates organizational impact. Maintain the status quo eliminates any political and procedural challenges that must be overcome before change can be implemented.

With any change in an organization there are typically costs involved. But maintaining the status quo also represents a cost to the organization and these costs must be taken into consideration in order to properly determine the best overall course of action. The purpose of this section is to provide a brief understanding of some of the more significant costs and environmental impacts to the campus as a result of maintaining the status quo by choosing not to implement a telecommuting program.

Since the actual impact of any telecommuting policy cannot at this particular point in time be precisely identified in terms of numbers of employees that may be able to participate, we will need to at least make some basic and conservative estimates in order to quantify the costs to the campus. For this exercise, we will make the assumption that at least 100 people have positions which would qualify them to participate in the campus telecommuting program. We will use this reference point in order to perform sample costs calculations. The actual cost to the campus could be higher or lower depending on multiple factors that are not known at this time.

We will focus on four primary costs and impacts to the campus resulting from maintaining the status quo by no implementing telecommuting. First, there will be costs associated with providing office space for employees. Secondly, there will be the need for adequate parking. Third, there will be the need for the associated utility and maintenance costs related to required office space. Lastly, all of the items listed above will have a direct impact on the sustainability of the campus as a whole and, in particular, they will have a direct impact on our CO2 emission levels. We will study each of these in detail below.

1. Let us begin with reviewing the cost impact to the campus in providing office space. As mentioned above, we will need to make some conservative assumptions here. As such, if we assume that each of the 100 people have a standard 10’x10’ office space (100 sq.ft) that will result in 10,000 square feet of office space required for all of these people. Next, we will need to apply the costs per square feet to provide this office space. Using the most recent building on campus, Steven G. Mihaylo Hall, it costs approximately $400 per square feet to construct this office space. Therefore, the total cost of providing office space for these 100 people would be $4 million dollars.

2. Next, let us review the required parking needed to support these same 100 people. For the sake of this exercise, we will assume that each person drives their own vehicle to work. As such, we will need to provide 100 parking spaces to support these 100 people. Given the tight land space constraints on campus we will also assume that a parking structure is the primary method of supporting future parking needs. Using the most recent costs associated with the new Eastside Parking Structure, each parking stall costs
The total cost of providing parking spaces for 100 employees would be $1.5 million dollars.

3. In order to support the space and parking required above, both utility costs and maintenance of these spaces is required. The State of California currently provides the campus with funds to operate and maintain buildings at a rate of $9.41 per square foot. As such, the 10,000 square feet of office space above would result in an operations and maintenance cost of $94,100 dollars per year.

4. In addition to the above costs, the campus at the same time needs to be cognizant of our impact to the overall environment as it relates to sustainability. Given that, we need to consider our carbon footprint, or in other words our CO₂ emissions. For this exercise we will only focus on two key elements of our emissions; the CO₂ emitted from the utility usage and by from personal vehicles.

Based on our 2007 emissions report, the campus emitted approximately 20,540 tons of CO₂ for the year. If we take that information and adjust it based on gross campus square footage it is approximately 0.009 tons per square foot. As such, the 10,000 square feet of office space stated above would produce approximately 90 tons of CO₂ per year.

CO₂ emissions from the vehicle usage of these people need to be considered next. The US Environmental Protection Agency (EPA) estimates that approximately 19.4 pounds of CO₂ is emitted into the atmosphere for every gallon of gasoline burned by motor vehicles (Anonymous 2005). If we also assume that the average efficiency for a typical vehicle is 20 miles per gallon and that the average travel distance from home to work is 20 miles then we would have 38.8 pounds of CO₂ emitted from each vehicle round-trip. As a result, the yearly round trip emissions from 100 vehicles per year would be 1,164,000 pounds or approximately 582 tons of CO₂ emitted per year total.

In summary, utilizing the above conservative assumptions concludes that the exclusion of a telecommuting policy incurs the potential loss to the campus of $5.5 million dollars in construction related expenses with an additional $94 thousand of yearly on-going utility and maintenance expenses. In addition, over 670 additional tons of CO₂ will be emitted into the atmosphere from both utility and vehicle sources.

**Technology Costs & Security Issues**

The key to telecommuting is the ability to effectively communicate and collaborate with colleagues, attend meetings and provide feedback on ongoing projects. This can now be handled via iLinc Web & Video Conferencing. Provided and maintained by Information Technology, iLinc ensures that telecommuters have the ability to connect and collaborate effortlessly using multi-person video conferencing over the internet. This also allows for face-to-face meetings with managers and co-workers to go over projects and deadlines. Equipment required to utilize iLinc is a simple web camera and microphone, which are now built into most of our campus rollout laptop computers.
Appropriate computer equipment is also vital to ensure the employee will be able to communicate and access the information needed to perform his/her responsibilities. It is essential that equipment being used in an employee’s home office is compatible with the campus main office equipment. This includes the following:

- Broadband connection with sufficient band width to provide a solid campus connection to handle computer-related job requirements.
- Required SSLVPN (Secure Sockets Layer virtual private network) method for approved telecommuting scenario. Individual home computers that meet rigorous security check of remote mounting the local hard drive when performing a remote desktop connection.

The advantages of using campus rollout equipment include:

- All IT Rollout units include campus standard image, providing telecommuter with similar platform to their in-office system.
- Help desk support with campus load application.
- Standardized anti-virus software
- BigFix connection – this allows campus IT to gather system health, do application inventory, perform OS and application updates/patches and complete inventory control through the BigFix server.

The estimated one time cost to properly supply 100 telecommuting employees with computer equipment to accomplish their responsibilities while maintaining security and connectivity to campus is $29,000.

**Human Resource and Legal Issues Associated with Telecommuting**

**Selection and Accountability Issues**

Telecommuting will be viewed as a perk by many employees; therefore, the selection process must be administered in a non-discriminatory manner. To avoid litigation, employers should develop well-reasoned and legitimate business criteria in determining whether an individual can telecommute or not. For example, eligible employees must meet employer expectations in their annual review and have tasks that can be performed off-site. An employer must be careful if he/she grants telecommuting privileges to one employee, but not another who shares the same duties.

Additionally, telecommuters must be evaluated using the same criteria as office-based employees and must complete project assignments in accordance with deadlines, be accessible to colleagues and supervisors via e-mail and phone, attend campus meetings via phone or other technology, and come to the office if an emergency requires it.

Here are some recommended guidelines for the employee selection process and the application of a telecommuting program for Cal State Fullerton based on a review of the University of California system, Federal Government, and CSU Chancellor’s Office telecommuting guidelines:
• Telecommuting should be a voluntary program offered to permanent employees whose work duties can be completed from a remote location upon their manager’s approval. Telecommuting could also be offered to employees who need a workplace accommodation for a permanent or temporary disability with the proper documentation, and to employees transitioning back to work after being out on leave. The ultimate decision to offer telecommuting resides with the appropriate administrator.

• When the option to telecommute is available in a work unit, department and division employees can submit a request to participate in the telecommuting program. Their request should include the number of days requesting to telecommute and the work that could be accomplished away from the campus. Employee should also submit information regarding the location they are going to be working from.

• If the manager approves an employee to participate in the telecommuting program, they will discuss: performance expectations, assignments that are approved to be completed at home and necessary equipment. The employee will be notified that it is their responsibility to maintain the equipment; reporting malfunction of the equipment. The manager should ask the employee if they need training on how to use the equipment. The manager will establish number of days the employee will be telecommuting, and a work schedule, to include what time they will take their lunches and break, and they are expected to be available at all time during work hours via email, phone, and attend meetings if equipment is provided to make this an option. The employee will be advised that if they are sick they need to call in sick or they will still be expected to be available during work hours that have been established. They will also discuss that the employee is still responsible for following campus policy and procedures including information security.

• For telecommuting to be successful it is recommended to choose employees who have demonstrated a history of above satisfactory work performance as documented in their performance evaluation(s), have demonstrated that they fully understand the operations and function of their department, have demonstrated that they know how to prioritize their work assignments to meet established deadlines, and produce high quality work, and understand that they are to be free from distraction and reachable during work hours.

Potential Legal Issues

Because the Occupational Safety and Health Act and Worker’s Compensation law applies to telecommuters, it would be prudent to have the telecommuter’s home office visited to ensure that it meets safety standards. Moreover, any telecommuting agreement should require the telecommuter to be responsible for maintaining a safe work environment and insure against injuries on the telecommuter’s property.

Similarly, telecommuters will be working with confidential information from their home offices, and should be required to sign a non-disclosure or confidentiality agreement and keep their password used for remote access through a virtual private network confidential.

Telecommuters must sign waivers indicating that they do not have a reasonable expectation of privacy and understand that the employer has the right to inspect computer files, and inspect documents prepared or used by telecommuters in the scope of their job.
Impact on Campus Life

In recent years, our students have begun to rely heavily on Facebook, Twitter, email and text messaging for their daily communications. They also utilize the campus portal to conduct most of their campus business and to communicate with classmates and professors. Similarly, most faculty members are proficient with remote access, online forms, and other electronic services.

If telecommuting staff members are easily accessible by email or phone, just as they would be if they were working in an on-campus office, then there should be little to no impact on the student body or faculty. The recommendation to supervisors would be to maintain a minimal level of staff in each department at all times for walk-in questions or assistance. Some student support departments such as financial aid or counseling services may not be eligible for telecommuting due to the immediate and urgent nature of their work.

Telecommuting staff may find it difficult to participate in the portion of campus-life that is not mandatory or required by their position. They would be working off-campus and limiting their exposure to the daily happenings in the Titan Student Union, for example. Telecommuting employees would not be visiting the library, employee wellness center, or coffee shops on their breaks. They would also be doing less socializing with fellow staff members during their lunch hours. This limited or reduced interaction may cause telecommuting employees to feel distanced from the activities of the campus and take away from the overall feeling of being part of the Cal State Fullerton family. However, this will depend on the number of days an employee telecommutes and how often they return to campus for meetings or other business.
Final Recommendations

Cal State Fullerton has two options regarding telecommuting: 1) to continue on with the status quo of not offering telecommuting to employees, or 2) to implement a telecommuting policy. The first option eliminates any potentially problematic issues or grievances that telecommuting might bring about, but it also prevents Cal State Fullerton from reaping any of the benefits and savings to be gained by telecommuting. As our research has shown, the second option offers Cal State Fullerton and its employees many benefits, both monetary and non-monetary, with minimal or negligible impact to campus services.

We recommend that a committee of appropriate stakeholders be charged with developing a workable telecommuting policy for Cal State Fullerton. This committee will need to determine best solutions for the more complex aspects of implementing a telecommuting policy at Cal State Fullerton, such as accountability and methods of measuring productivity, equitable selection criteria for eligible employees, union/CBA implications, Worker’s Compensation issues, support of telecommuters’ engagement with on-campus staff, and employer/employee responsibility for costs and tax implications.

We believe that developing a telecommuting policy for Cal State Fullerton employees will maximize our resources and currently existing technology, will improve our sustainability, and will enhance Cal State Fullerton’s reputation as a highly desirable employer with a commitment to the best interest of its students, employees, and community.
References


# Appendix 1

## List of Universities in the U.S. Having Telecommuting Program

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A Guide to Telework in the Federal Government

Introduction

Late 20th-century technology revolutionized the workplace, and the 21st-century workplace is evolving even further. Computers, remote connectivity, voice and electronic communications, paperless work processes, and other innovations make information and work increasingly mobile.

Such innovations help the Federal Government, as the Nation’s largest employer, serve the needs of the American public more efficiently and effectively. Federal employees have used mobile work technology for a long time. In recent years, telework has become increasingly widespread and formalized, with legislative mandates as well as new programmatic and policy supports and structures.

The Office of Personnel Management defines telework as “work arrangements in which an employee regularly performs officially assigned duties at home or other worksites geographically convenient to the residence of the employee.” Telework is simply a way of getting work done from a different location. It can serve multiple purposes – and have multiple benefits – when it is implemented effectively in an organization.

For Federal agencies, telework is of particular interest for its benefits in the following areas:

- Recruiting and retaining the best possible workforce - particularly newer workers who have high expectations of a technologically forward-thinking workplace and any worker who values work/life balance
- Helping employees manage long commutes and other work/life issues that, if not addressed, can have a negative impact on their effectiveness or lead to employees leaving Federal employment
- Reducing traffic congestion, emissions, and infrastructure impact in urban areas, thereby improving the environment
- Saving taxpayer dollars by decreasing Government real estate costs
- Ensuring continuity of essential Government functions in the event of national or local emergencies

This guide is intended to help Federal managers and employees understand how to make telework a routine part of doing business, as well as how to integrate telework into emergency planning.

Legislative Background

For over a decade, laws addressing telework (under various names – "work at home," “flexible work,” “telecommuting,” etc.) have been in effect for Federal employees. The main legislative mandate for telework was established in 2000 (§ 359 of Public Law 106-346). This law states that “[e]ach executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance.” Associated language in the conference report for this legislation expanded on that requirement:
Each agency participating in the program shall develop criteria to be used in implementing such a policy and ensure that managerial, logistical, organizational, or other barriers to full implementation and successful functioning of the policy are removed. Each agency should also provide for adequate administrative, human resources, technical, and logistical support for carrying out the policy.


As part of this congressional mandate, OPM began to survey Federal agencies about telework in 2000. This Call for Telework Data collects information about agency programs and participation rates.

**Joint OPM/GSA Support**

OPM and the General Services Administration (GSA) work together to support telework in Federal agencies. The joint OPM/GSA Website www.telework.gov provides information to agencies, managers, and employees about how to effectively implement telework programs and arrangements. OPM and GSA also work directly with telework coordinators in each agency to provide guidance and assistance.

**Definitions/Types of Telework**

The terms "telework," "telecommuting," "flexible workplace," "remote work," "virtual work," and "mobile work" are all used to refer to work done outside of the traditional on-site work environment. These terms are defined in different ways and used in different contexts to refer to anything from jobs that are completely "virtual" or "mobile," to arrangements that enable employees to work from home a few days per week or per month.

OPM uses the term "telework" for reporting purposes and for all other activities related to policy and legislation. OPM defines telework as "work arrangements in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee."

Telework arrangements in the Federal Government are most often part-time rather than full-time, although full-time telework does exist. Agencies may, at their own discretion, define and use the types of telework that best fit their business needs. However, for purposes of reporting and judging progress towards meeting the legislative mandate, OPM will count employees whose telework frequency is in one of the following categories only:

- Regular/recurring at least 3 days per week
- 1 or 2 days per week
- Less often than once a week, but at least once a month

**As defined by OPM, telework is not—**

- **Work extension:** Many employees take work home with them. This is remote work, but it is not considered telework within the scope of the legislation.
- **Mobile work:** Some agencies have employees who, by the nature of their jobs, are generally off-site, and may even use their home as their "home base." Because their
work requires this setup and they travel much of the time, they are not considered teleworkers. This is different from "hoteling" arrangements, in which frequent teleworkers use shared space when they are on-site.

Telework is not an employee right. Federal law requires agencies to have telework programs, but does not give individual employees a legal right to telework.

**Sustaining a Successful Telework Program – A Manager’s Perspective**

**What’s in it for me?**

**Compliance with the Mandate**

As described in [Legislative Background](#), telework should be implemented to the maximum extent possible.

**Human Capital Management Tool**

Telework, like other flexibilities, can assist managers in attracting, recruiting, and retaining the best possible workforce. In addition, by decreasing employee commute times and other work/life stressors, telework can help make employees more effective in their jobs. Telework may also be used as a reasonable accommodation for disability.

**Emergency Response**

Integrating work fully into an organization’s operations and culture can help maintain critical functionality in the event of an emergency.

**The Basics**

**Know Your Telework Coordinator**

Each agency should designate a telework coordinator who acts as the key contact for policy and program questions. Managers should maintain frequent contact with their telework coordinator to ensure the agency’s policy and procedures are properly applied and to ensure they are aware of the full range of support and resources available to them.

**Know Your Policy and Procedures**

As detailed in §359 of Public Law 106-346, all agencies must have a telework policy. Managers should familiarize themselves and their employees with their agency’s policy to ensure they are in compliance with its requirements. Most agency policies will include additional procedures for establishing telework agreements, obtaining equipment, etc.

In addition, all agencies should have policies on information systems and technology security (see [Security](#)), and managers must ensure their equipment choices and telework agreements comply with this policy. Information security includes protection of sensitive “hard-copy” files and documents.
Participate in Training

OPM offers online telework training for employees and managers, which can be accessed via the joint OPM/GSA Website http://telework.gov/tools_and_resources/training/index.aspx. In addition, many agencies offer telework training, and telework coordinators are available to consult with managers.

Information technology security training, administered at the agency level, is mandatory (see Security), and managers must ensure teleworkers complete this training and understand their responsibilities in safeguarding work-related information.

How To Be an Effective Telework Manager

To comply with the legislation, managers must be committed to using telework to the fullest extent possible. Beyond the basic requirements outlined above, managerial skill, participation, and support can make telework a real asset to an organization. To effectively implement a telework program, managers should accomplish the following:

Determine Employee Eligibility

Generally, agencies have discretion to determine telework eligibility criteria for their employees. These criteria should be detailed in agency policy. Individual managers should assess who is and who is not eligible in their workgroup based on these eligibility guidelines and any applicable collective bargaining agreements. Some agencies may provide managers additional discretion in deciding whether to grant or deny a request to telework from an eligible employee, based on additional factors such as staffing or budget.

All employees are considered eligible for telework except the following:

- Employees whose positions require, on a daily basis (i.e., every work day), direct handling of secure materials or on-site activity that cannot be handled remotely or at an alternative worksite, such as face-to-face personal contact in some medical, counseling, or similar services; hands-on contact with machinery, equipment, vehicles, etc.; or other physical presence/site dependent activity, such as forest ranger or guard duty tasks; and

- Employees whose last performance rating of record (or its equivalent) is below fully successful (or the agency’s equivalent) or whose conduct has resulted in disciplinary action within the last year. (NOTE: Agencies may require a rating of record higher than fully successful for eligibility, but must still report as eligible all employees rated fully successful or higher.)

Understand and Assess the Needs of the Workgroup

Telework is often implemented piecemeal, rather than strategically, as individuals request arrangements. This reactive approach carries the risk of raising fairness issues, with decisions about telework arrangements being made on a first-come, first-served basis. Telework should be implemented strategically, taking into account the needs and work of the group, rather than granting or denying telework requests one by one. Employees should participate in the process and may be asked to help formulate possible solutions to issues that may arise.
Create Signed Agreements

The teleworker and his or her manager should enter into a written agreement for every type of telework, whether the employee teleworks regularly or not. The parameters of this agreement are most often laid out by the agency policy and/or collective bargaining agreement, but should include certain key elements (see How To Be an Effective Teleworker). Most importantly, the agreement should be signed and dated by the manager. Managers should keep copies of all telework agreements on file.

Telework agreements are living documents and should be revisited by the manager and teleworker and re-signed regularly, preferably at least once a year. At a minimum, new telework agreements should be executed when a new employee/manager relationship is established.

OPM strongly recommends any individuals asked to telework in the case of a Continuity of Operations (COOP) event or a pandemic health crisis have a telework agreement in place that provides for such an occurrence. Such individuals also should practice teleworking on a regular basis as much as possible.

Base Denials on Business Reasons

Telework requests may be denied and telework agreements may be terminated. Telework is not an employee right, even if the employee is considered "eligible" by OPM standards and/or the individual agency standards.

Denial and termination decisions must be based on business needs or performance, not personal reasons. For example, a manager may deny a telework agreement if, due to staffing issues, an employee who otherwise has portable duties must provide on-site office coverage. In this case, and whenever applicable, the denial or termination should include information about when the employee might reapply, and also if applicable, what actions the employee should take to improve his or her chance of approval. Denials should be provided in a timely manner. Managers should also review the agency's negotiated agreement(s) and telework policy to ensure they meet any applicable requirements.

Managers should provide affected employees (and keep copies of) signed written denials or terminations of telework agreements. These should include information about why the arrangement was denied or terminated. OPM tracks the numbers of agreements denied and/or terminated, as well as the reasons for such an action; therefore, copies should be given to the agency telework coordinator as well.

Bargaining unit employees may file a grievance about the denial or cancellation of a telework agreement through the negotiated grievance procedure.

Use Good Performance Management Practices

Managers often ask, "How do I know what my employees are doing when I can't see them?" Performance standards for off-site employees are the same as performance standards for on-site employees. Management expectations of a teleworker's performance should be clearly addressed in the telework agreement. As with on-site employees, teleworkers must, and can, be held accountable for the results they produce. Good performance management techniques practiced by a manager will mean a smooth, easy transition to a telework environment. Resources for performance management are available from OPM at www.opm.gov/perform.
Communicate Expectations

The telework agreement (see How To Be an Effective Teleworker for key elements) provides a framework for the discussion that needs to take place between the manager and the employee about expectations. For both routine and emergency telework, this discussion is important to ensure the manager and the employee understand each other’s expectations around basic issues such as the following:

- How will the manager know the employee is present? (Signing in, signing off procedures may be needed.)
- How will the manager know the work is being accomplished?
- What technologies will be used to maintain contact?
- What equipment is the agency providing? What equipment is the teleworker providing?
- Who provides technical assistance in the event of equipment disruption?
- What will the weekly/monthly telework schedule be? How will the manager and co-workers be kept updated about the schedule? Do changes need to be pre-approved?
- What will the daily telework schedule be? Will the hours be the same as in the main office, or will they be different?
- What are the physical attributes of the telework office, and do they conform to basic safety standards? (Use a safety checklist.)
- What are the expectations for availability (phone, e-mail, etc.)?
- What is the expectation regarding the amount of notice (if any) given for reporting to the official worksite, and how will such notice be provided?
- How is a telework agreement terminated by management or an employee?

Facilitate Communication With All Members of the Workgroup

Teleworking and non-teleworking employees must understand expectations regarding telework arrangements, including coverage, communication, and responsibilities. Although individual teleworkers must take responsibility for their own availability and information sharing, managers should ensure methods are in place to maintain open communication across the members of a workgroup.

Remain Equitable in Assigning Work and Rewarding Performance

Managers should avoid distributing work based on “availability” as measured by physical presence, and avoid the pitfall of assuming someone who is present and looks busy is actually accomplishing more work than someone who is not on-site. Good performance management practices are essential for telework to work effectively and equitably.

Make Good Decisions About Equipment

In Federal Management Regulation (FMR) Bulletin 2006-B3, Guidelines for Alternative Workplace Arrangements (a link is available at www.telework.gov), GSA provides guidelines for the equipment and support an agency may provide teleworkers. Generally, decisions are made by the agency or by individual managers regarding the ways in which teleworkers should be equipped. Managers should familiarize themselves with these guidelines and also with their agency’s policy on equipment. Within those constraints, the challenge for managers is finding the right balance of budget, security, and effectiveness. Factors to consider include technology needs based on the work of the employee, agency security requirements, and budget constraints.
Practice, Practice, Practice

The success of an organization's telework program depends on regular, routine use. Experience is the only way to enable managers, employees, IT support, and other stakeholders to work through any technology, equipment, communications, workflow, and associated issues that may inhibit the transparency of remote work. Individuals expected to telework in an emergency situation should, with some frequency, telework under non-emergency circumstances as well.

The Bottom Line

Managers MUST—
- Implement routine telework in their organization to the fullest extent possible
- Treat employees equitably and fairly in implementing telework in their organization
- Identify eligible and ineligible employees using established agency criteria
- Include telework in COOP and other emergency response planning

Managers MAY NOT—
- Under normal circumstances, require that an employee work from home
- Terminate a telework agreement for reasons other than business or performance reasons

Managers MAY—
- Require an employee to work at an alternative worksite (e.g., a telework center) within the employee's commuting area
- Terminate a telework agreement for business reasons, e.g., an employee's poor performance or a change in the nature of the work

Sustaining a Successful Telework Arrangement – An Employee's Perspective

What's in it for me?

Work/life Balance
Telework gives employees more flexibility in meeting personal and professional responsibilities.

Stress Reduction
Telework can help make life less stressful overall by reducing commuting time and adding to discretionary time, thus reducing commuting stress.

Freedom From Office Distractions
Offices can be busy places, especially in environments where employees work in cubicles. Distractions are plentiful. Many employees find they are able to focus and be more productive when they telework.
Engagement
When employees feel they have greater control over their work, they tend to feel more committed to their organizations.

The Basics

Know Your Telework Coordinator
All agencies must designate a telework coordinator who acts as the key contact for policy and program questions. Employees should maintain contact with their telework coordinator for support and assistance as well as to ensure they follow the agency’s policy and procedures.

Know Your Agency’s Policy and Procedures
As required by Public Law 106-346, § 359, all agencies must have a telework policy. Employees should familiarize themselves with this policy to ensure they are in compliance with its requirements. Most agency policies will include procedures to be followed for establishing telework arrangements, obtaining equipment, etc.

In addition, employees need to work with their managers and information technology (IT) support to ensure their equipment choices and telework agreements comply with their agency’s policy on information systems and technology security (see Security). This includes the protection of sensitive files and documents needed for work.

Participate in Training
OPM offers online teleworker training, which can be accessed via the joint OPM/GSA Website at http://telework.gov/tools_and_resources/training/index.aspx. In addition, many agencies offer various types of training. Some training may be required for participation in a telework program.

Information technology security training, administered at the agency level, is mandatory (see Security). Teleworkers must complete this training and understand their responsibilities in safeguarding work-related information.

How To Be an Effective Teleworker

Conduct an Honest Self-Assessment
A successful telework arrangement starts with a good self-assessment. Employees should consider the following factors in making an honest determination about their telework capabilities:

- Sufficient portable work for the amount of telework being proposed
- Ability to work independently, without close supervision
- Comfort with the technologies, if any, needed to telework
- Good communication with manager, co-workers, and customers that will enable a relatively seamless transition from on-site to off-site
- Telework office space conducive to getting the work done
- Dependent care (i.e., child care, elder care, or care of any other dependent adults) arrangements in place
Ability to be flexible about the telework arrangement to respond to the needs of the manager, the workgroup, and the workload

Create a Good Telework Agreement

A successful telework arrangement also requires a strong foundation. No matter how frequently or infrequently an employee intends to telework, a written agreement should be executed between the employee and manager. Elements of this agreement should include the following:

- Location of the telework office (e.g., home, telework center, other)
- Equipment inventory – what the employee is supplying, what the agency is providing, and if applicable, what the telework center is providing
- In general, the job tasks to be performed while teleworking
- Telework schedule
- Telework contact information (e.g., the phone number to use on the telework day)
- Safety checklist – certifying the home office meets certain standards (see Safety)
- Expectations for emergency telework (specify whether the employee is expected to telework in the case of a COOP event, pandemic health crisis, shutdown of agency operations, etc.)

Telework agreements need to be updated as circumstances change (e.g., if the telework schedule changes). The manager and teleworker should work together to evaluate the arrangement periodically, make changes in the agreement as necessary, and re-sign the document. In the first year this may happen within a few months; thereafter, perhaps annually.

Safeguard Information and Data

Employees must take responsibility for the security of the data and other information they handle while teleworking, as described in Security. Employees should—

- Be familiar with, understand, and comply with their agency’s information security policies;
- Participate in agency information security training; and
- Maintain security of any relevant materials, including files, correspondence, and equipment, in addition to following security protocols for remote connectivity. Depending on the sensitivity of the information being handled, the home office may need to include security measures such as locked file cabinets, similar to what may be used in the worksite.

Plan the Work

Employees who telework should assess the portability of their work and the level of technology available at the remote site as they prepare to telework. Employees will need to plan their telework days to be as productive as possible by considering the following questions:

- What files or other documents will I need to take with me when I leave my regular workplace the day before teleworking?
- What equipment will I need to take?
- Who needs to be notified that I will be teleworking?
- What other steps should I take before I leave my office? (e.g., forwarding the phone)
- In the case of emergency telework, what should I have available at all times at my home office or, if applicable, a telework center, to enable me to be functional without coming on-site to retrieve materials?
Manage Expectations and Communication

Managers are ultimately responsible for the effective functioning of the workgroup. Nevertheless, teleworkers should help manage the group’s expectations and their own communication in order to avoid any negative impact from their arrangement. Issues that should be addressed include the following:

- **Backup**: Even with very portable work there are inevitably instances where physical presence is required and a co-worker may need to step in. Co-worker backup should be planned, it should not be onerous, and it should be reciprocal. Cross-training of staff has broad organizational benefits and should be a management priority.

- **On-the-spot assistance**: Teleworkers may occasionally need someone who is physically in the main office to assist them (e.g., to fax a document or look up information). Again, these arrangements should not be unduly burdensome; a “buddy system” between teleworkers may be the least disruptive solution.

- **Communication with manager**: The manager must be kept apprised of the teleworker’s schedule, how to make contact with the teleworker, and the status of all pending work.

- **Communication with co-workers**: Co-workers must be informed about the appropriate handling of telephone calls or other communications that are the teleworker’s responsibility.

The Bottom Line

Teleworkers **MUST**—

- Comply with the security and telework policies of their agency
- Take responsibility for ensuring the success of their arrangement
- Notify the manager of any changes in their situation that may affect the arrangement

Teleworkers **MAY NOT**—

- Assume a telework arrangement is permanent
- Use telework as a substitute for child or other dependent care

Teleworkers **MAY**—

- Use appropriate grievance procedures if they believe their telework request or agreement was wrongfully denied or terminated. Telework requests or agreements may be denied or terminated only for business reasons, and managers must provide written justification to the affected employee.

Safety

Teleworkers must address issues of their own personal safety to be effective while teleworking from a home office. This is not an issue in telework centers, where appropriate workstations are provided.

Government employees causing or suffering work-related injuries and/or damages at the alternative worksite (home, telework center, or other location) are covered by the Military Personnel and Civilian Employees Claims Act, the Federal Tort Claims Act, or the Federal Employees’ Compensation Act (workers’ compensation), as appropriate.
Manager Safety Responsibilities

- Review safety checklist with teleworker.
- Depending on agency policy, managers may have the authority to visit home offices, with advance notice to the teleworker.

Teleworker Safety Responsibilities (for home-based telework)

- Provide appropriate telework space, with ergonomically correct chair, desk, and computer equipment.
- Complete safety checklist certifying the space is free from hazards. This checklist is not legally binding, but details management expectations and, if signed, assumes compliance.
- Immediately report any work-related accident occurring at the telework site and provide the supervisor with all medical documentation related to the accident. It may be necessary for an agency representative to access the home office to investigate the report.

Security

(Note: This guidance is subject to change to incorporate pertinent information from the June 23, 2006, Office of Management and Budget (OMB) memo, “Protection of Sensitive Agency Information” [http://www.whitehouse.gov/omb/memoranda/fy2006/m06-16.pdf].)

Federal employees and their managers are responsible for the security of Federal Government property and information, regardless of their work location. Agency security policies do not change and should be enforced at the same rigorous level when employees telework as when they are in the office.

The Federal Information Security Management Act of 2002 (FISMA) defines information security as protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide—

(A) integrity, which means guarding against improper information modification or destruction and includes ensuring information nonrepudiation and authenticity;

(B) confidentiality, which means preserving authorized restrictions on access and disclosure, including means for protecting personal privacy and proprietary information; and

(C) availability, which means ensuring timely and reliable access to and use of information.

As in the main office, security measures should cover not only information systems and technology, but all aspects of the information systems used by the employee, including paper files, other media, storage devices, and telecommunications equipment (e.g., laptops, PDAs, and cell phones). Employees who telework from home need to keep Government property and information safe, secure, and separated from their personal property and information.

Agencies managing or operating records systems are required by the Privacy Act of 1974 and other relevant laws and regulations to issue rules for maintaining the security of information contained in those records, whether the information is maintained in electronic or paper form. Managers and employees must follow these rules whenever they are accessing this information,
whether they are working from home, at another remote location, or at their regular duty station. For example, OPM regulates access and use of Government personnel records as follows:

Section 293.106(a) of title 5, Code of Federal Regulations, mandates that "[a]ll persons whose official duties require access to and use of personnel records be responsible and accountable for safeguarding those records and for ensuring that the records are secured whenever they are not in use or under the direct control of authorized persons. Generally, personnel records should be held, processed, or stored only where facilities and conditions are adequate to prevent unauthorized access."

Under 5 CFR 293.108, "Office and agency employees whose official duties involve personnel records shall be sensitive to individual rights to personal privacy and shall not disclose information from any personnel record unless disclosure is part of their official duties or required by executive order, regulation, or statute (e.g., required by the Freedom of Information Act, 5 U.S.C. 552)." Also, "[a]ny Office or agency employee who makes a disclosure of personnel records knowing that such disclosure is unauthorized, or otherwise knowingly violates these regulations, shall be subject to disciplinary action and may also be subject to criminal penalties where the records are subject to the Privacy Act (5 U.S.C. 552a)."

Each Executive agency must develop a Federal information systems security awareness and training plan and provide role-specific security training to employees as required by 5 CFR 930.301. The regulations advise agencies to follow the guidance published by the National Institute of Standards and Technology (NIST).

NIST publications include Special Publication 800-50, "Building an Information Technology Security Awareness and Training Program," which provides a blueprint for developing agency-specific security awareness and training materials. NIST advises agencies that users of information systems must—

- Understand and comply with agency security policies and procedures;
- Be appropriately trained in the rules of behavior for the systems and applications to which they have access;
- Work with management to meet training needs;
- Keep software/applications updated with security patches; and
- Be aware of actions they can take to better protect their agency's information. These actions include, but are not limited to, proper password usage, data backup, proper antivirus protection, reporting any suspected incidents or violations of security policy, and following rules established to avoid social engineering attacks and rules to deter the spread of spam or viruses and worms.

Special Publication 800-50 recommends addressing these topics in agency security awareness campaigns. Other topics may include accessing unknown email and attachments, dealing with spam, protecting against "shoulder surfing (i.e., someone reading a document or a computer screen from behind the user)," physical protection of data (e.g., from water, fire, dust or dirt, physical access), inventory and property transfer, personal use of systems at work and home, use of encryption, transmission of sensitive/confidential information, laptop security, and personally-owned systems and software.

In Special Publication 800-46, "Security for Telecommuting and Broadband Communications," NIST helps Federal agencies address security issues by providing recommendations on
securing a variety of applications, protocols, and networking architectures to be used by teleworkers. NIST recommendations encompass the following five security principles:

- All home networks connected to the Internet via a broadband connection should have some firewall device installed.
- Web browsers should be configured to limit vulnerability to intrusion.
- Operating system configuration options should be selected to increase security.
- Selection of wireless and other home networking technologies should be in accordance with security goals.
- Federal agencies should provide teleworking users with guidance on selecting appropriate technologies, software, and tools consistent with the agency network and with agency security policies.

Complete texts of these and other NIST publications are available at http://csrc.nist.gov/publications/nistpubs/.

**Manager Security Responsibilities**

- Thoroughly review all telework agreements to ensure they are in compliance with agency information security policies.
- Ensure employees receive agency information systems security training.
- Work with employees to ensure they fully understand and have the technical expertise to comply with agency requirements.
- Invest in technology and equipment that can support success.
- Work with employees to develop secure systems for potentially sensitive documents and other materials.
- Track removal and return of potentially sensitive materials, such as personnel records.
- Enforce personal privacy requirements for records.

**Teleworker Security Responsibilities**

- Participate in agency information systems security training.
- Achieve sufficient technical proficiency to implement the required measures.
- Provide a high level of security to any personal or private information accessed at the telework site or transported between locations.
- Remain sensitive to individual rights to personal privacy.
- Comply with agency policies and with any additional requirements spelled out in the telework agreement.

**Emergency Response Telework:
Continuity of Operations (COOP)**

Telework should be part of all agency emergency planning. Management must be committed to implementing remote work arrangements as broadly as possible to take full advantage of the potential of telework for this purpose and ensure that—

- Equipment, technology, and technical support have been tested
- Employees are comfortable with technology and communications methods
- Managers are comfortable managing a distributed workgroup
In addition, agencies and management should consider investing in and using—

- Teleconferencing, videoconferencing, and other technologies that enable multi-channel communication
- Paperless systems

**Continuity of Operations (COOP)**

The Federal Emergency Management Agency’s Federal Continuity Directive (FDC) 1 defines COOP planning as “an effort within individual agencies to ensure they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Telework can play a vital role in helping agencies preserve their essential functionality in this environment.

**Manager COOP Responsibilities**

- Understand the agency COOP plan and management roles in executing the plan.
- Notify employees designated as essential personnel for COOP.
- Communicate expectations both to COOP and non-COOP employees regarding what steps they need to take in case of an emergency.
- Establish communication processes to notify COOP and non-COOP employees of COOP status in the event of an emergency.
- Integrate COOP expectations into telework agreements as appropriate.
- Allow essential personnel who might telework in case of an emergency to telework regularly to ensure functionality.

**Teleworker COOP Responsibilities**

- Maintain a current telework agreement detailing any COOP responsibilities, as appropriate.
- Practice telework regularly to ensure effectiveness.
- Be familiar with agency and workgroup COOP plans and individual expectations during COOP events.

**Pandemic**

The National Strategy for Pandemic Influenza Implementation Plan references the benefits of using telework to slow the spread of disease by keeping face-to-face contact to a minimum (often referred to as “social distancing”) while maintaining operations as close to normal as possible. Telework can also help agencies retain functionality as infrastructure issues and other challenges make the main worksite difficult to access.

The key to successful use of telework in the event of a pandemic health crisis is an effective routine telework program. As many employees as possible should have telework capability (i.e., current telework arrangements, connectivity, and equipment commensurate with their work needs and frequent enough opportunities to telework to ensure all systems have been tested and are known to be functional). This may entail creative thinking beyond current implementation of telework, drawing in employees who otherwise might not engage in remote access and ensuring their effectiveness as a distributed workforce.
Manager Pandemic Responsibilities

- Implement telework to the greatest extent possible in the workgroup so systems are in place to support successful remote work in an emergency.
- Communicate expectations to all employees regarding their roles and responsibilities in relation to remote work in the event of a pandemic health crisis.
- Establish communication processes to notify employees of activation of this plan.
- Integrate pandemic health crisis response expectations into telework agreements.
- With the employee, assess requirements for working at home (supplies and equipment needed for an extended telework period).
- Determine how all employees who may telework will communicate with one another and with management to accomplish work.
- Identify how time and attendance will be maintained.

Teleworker Pandemic Responsibilities

- Maintain current telework agreement specifying pandemic health crisis telework responsibilities, as appropriate.
- Perform all duties assigned by management, even if they are outside usual or customary duties.
- Practice telework regularly to ensure effectiveness.
- Be familiar with agency and workgroup pandemic health crisis plans and individual expectations for telework during a pandemic health crisis.
References

Federal Employee's Emergency Guide
Office of Personnel Management

Federal Information Security Management Act (FISMA)
http://csrc.nist.gov/groups/SMA/fisma/index.html

Guidelines for Alternative Workplace Arrangements
Link to FMR Bulletin No. 2006-B3

Federal Manager’s/Decision Maker’s Emergency Guide
Office of Personnel Management

Federal Continuity Directive (FDC) 1
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Report to the Chairman, Committee on Government Reform, House of Representatives
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http://www.whitehouse.gov/homeland/pandemic-influenza.html

NIST Special Publication 800-46 Revision 1
Guide to Enterprise Telework and Remote Access Security
Performance Management Overview

PERFORMANCE MANAGEMENT

Overview

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.

Employee performance management includes:

- **planning** work and setting expectations,
- continually **monitoring** performance,
- **developing** the capacity to perform,
- periodically **rating** performance in asummary fashion, and
- **rewarding** good performance.

The revisions made in 1995 to the Governmentwide performance appraisal and awards regulations support sound management principles. Great care was taken to ensure that the requirements those regulations establish would complement and not conflict with the kinds of activities and actions practiced in effective organizations as a matter of course.

Additional background information on performance management can be found in the following articles:

- Chronology of Employee Performance Management in the Federal Government
- Setting the Stage for Performance Management Today

In an effective organization, work is planned out in advance. Planning means setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process will help them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

The regulatory requirements for planning employees' performance include establishing the elements and standards of their performance appraisal plans. Performance elements and standards should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are
held accountable as individuals for work assignments or responsibilities. Employee performance plans should be flexible so that they can be adjusted for changing program objectives and work requirements. When used effectively, these plans can be beneficial working documents that are discussed often, and not merely paperwork that is filed in a drawer and seen only when ratings of record are required.

**Monitoring**

In an effective organization, assignments and projects are monitored continually. Monitoring well means consistently measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals.

Regulatory requirements for monitoring performance include conducting progress reviews with employees where their performance is compared against their elements and standards. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance provided to address such performance rather than wait until the end of the period when summary rating levels are assigned.

**Developing**

In an effective organization, employee developmental needs are evaluated and addressed. Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

Carrying out the processes of performance management provides an excellent opportunity to identify developmental needs. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees improve even further.

**Rating**

From time to time, organizations find it useful to summarize employee
performance. This can be helpful for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are.

Within the context of formal performance appraisal requirements, rating means evaluating employee or group performance against the elements and standards in an employee's performance plan and assigning a summary rating of record. The rating of record is assigned according to procedures included in the organization's appraisal program. It is based on work performed during an entire appraisal period. The rating of record has a bearing on various other personnel actions, such as granting within-grade pay increases and determining additional retention service credit in a reduction in force.

Note: Although group performance may have an impact on an employee's summary rating, a rating of record is assigned only to an individual, not to a group.

In an effective organization, rewards are used well. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to the agency's mission. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative.

Good performance is recognized without waiting for nominations for formal awards to be solicited. Recognition is an ongoing, natural part of day-to-day experience. A lot of the actions that reward good performance — like saying "Thank you" — don't require a specific regulatory authority. Nonetheless, awards regulations provide a broad range of forms that more formal rewards can take, such as cash, time off, and many nonmonetary items. The regulations also cover a variety of contributions that can be rewarded, from suggestions to group accomplishments.

Managing Performance Effectively. In effective organizations, managers and employees have been practicing good performance management naturally all their lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes
working together and supporting each other achieve natural, effective performance management.
Chancellor's Office Human Resource Services

Telecommuting Policy for CSUEU Represented Employees

I. PURPOSE

The purpose of this policy is to establish the telecommuting program for CSUEU represented employees of the CSU Office of the Chancellor (the Chancellor's Office) and the guidelines and rules under which it will operate, in accordance with Article 18.25 of the Collective Bargaining Agreement (CBA) between the Board of Trustees of the California State University and the California State University Employees Union (CSUEU), dated January 16, 2007, through June 30, 2009.

This policy shall be the official telecommuting policy in effect for CSUEU represented Chancellor's Office employees and supersedes any pre-existing informal telecommuting policies. In addition, the Telecommuter's Agreement supersedes any informal telecommuting agreements. The Telecommuter's Agreement must be signed by both parties prior to the start of telecommuting.

For purposes of this policy, the definition of telecommuting is the performance (away from the Chancellor's Office or other primary work location) of the assigned duties and responsibilities of an employee's position in a space specifically set aside as an office, typically in an employee's residence (home office). It is the responsibility of the employee to ensure that a proper work environment is maintained (e.g., dependent care arrangements are made so as not to interfere with the work; personal disruptions, such as personal telephone calls and visitors are kept to a minimum, etc.). Failure to maintain a secure and proper work environment, including failure to comply with privacy requirements set forth in federal, state, and local laws, provides cause for an employee's immediate termination from this program.

Additionally, for purposes of this policy, appropriate administrator refers to the immediate non-bargaining unit supervisor.

II. ELIGIBILITY
telecommuting employee in the office on a regularly scheduled telecommute day. Therefore, management may require an employee whose normal schedule calls for telecommuting from a home office to report for duty at the Chancellor’s Office (or other primary work location) on that day. Management shall endeavor to provide as much advance notice as possible to the telecommuting employee.

Telecommuters shall maintain regular contact with managers and co-workers by phone and e-mail while they are telecommuting.

IV. PAY, ATTENDANCE AND LEAVE

All pay and leave benefits will be based on the employee’s official position as if working at the Chancellor’s Office. The employee’s time and attendance will be recorded as if performing official duties at the Chancellor’s Office.

Employees must obtain management approval before taking leave in accordance with established department procedures. The employee agrees to follow established procedures for requesting and obtaining approval of leave. If an employee is sick and unable to work in his or her telecommuting location, he or she is required to report those absences in the same way that such absences are reported in a normal office setting.

For non-exempt employees, overtime shall be authorized in advance by management in accordance with the provisions of the employee’s collective bargaining agreement and department procedures. An employee working overtime approved in advance will be compensated in accordance with applicable laws and rules. Failure to obtain proper approval for overtime work may result in the telecommuting agreement being cancelled.

V. EMPLOYEE REQUIREMENTS

As with all Chancellor’s Office employees, telecommuters are expected to adhere to all Chancellor’s Office and CSU policies and procedures, including those pertaining to information security, privacy and confidentiality in the use and handling of Chancellor’s Office infrastructure, property, electronic documents, data and information, and any other information handled in the course of work. Telecommuters shall comply with computer software licensing agreements, applicable laws, including copyright and patent laws. Work products, documents and other records used and/or developed while working under a telecommuting agreement will remain the property of, and be available to, the Chancellor’s Office.

VI. EQUIPMENT NEEDS AND COST FACTORS

The Chancellor’s Office will provide the appropriate computer equipment (e.g. laptop or desktop computer and/or monitor, printer,
etc.) to ensure the employee will be able to communicate and access information needed to perform his/her responsibilities. Personal computer equipment shall not be used for work purposes while employees are telecommuting. The Chancellor's Office will not be responsible for employees' personal computer equipment. A telephone is also an essential requirement so that the employee may stay in contact with the Chancellor's Office. The Chancellor's Office will therefore provide a cell phone, a personal digital assistant such as a "Blackberry" or other telecommunication device to the employees who are approved for a telecommuting agreement.

Chancellor's Office-provided software and equipment is to be used only by the telecommuting employee. The software and equipment must be protected against damage and may be used for Chancellor's Office work only. Chancellor's Office-owned equipment will be serviced and maintained by the Chancellor's Office. Employees must have all Chancellors' Office property documented in accordance with the Chancellor's Office Property Policies and Procedures and/or departmental equipment check-out procedures.

VII. MAINTENANCE, REPAIR, AND REPLACEMENT
Maintenance and repair of Chancellor's Office owned equipment issued to telecommuters, as described on the Equipment Checklist for Telecommuters form, will be the responsibility of the Chancellor's Office. In the event of equipment malfunction, the telecommuter must notify his/her manager immediately. If repairs will take some time, the employee may be asked to report to the Chancellor's Office (or other designated work location) until the equipment is usable. The cost of repairs to or replacement of CSU equipment resulting from an employee's gross negligence, dishonest or willful acts, recklessness or intentional vandalism shall be the responsibility of the employee.

VIII. HEALTH AND SAFETY
Telecommuting employees are responsible for designating one area in their home as the work site. The appropriate administrator is responsible for reviewing the "Telecommuter's Home Safety Guidelines" with the employee. A "Telecommuter's Home Safety Guidelines" must be completed and signed by the employee before telecommuting privileges are granted. The Chancellor's Office may deny an employee the opportunity to telecommute or may rescind a telecommuting agreement based on safety. If an employee incurs an injury or illness in the course or scope of employment while telecommuting, Workers' Compensation law and rules apply. Employees must immediately notify the appropriate administrator and complete all necessary and/or Chancellor's Office requested documents regarding the injury.

Actions that the telecommuter may take during break periods from
working and actions not directly related to working in the home approved work site will not be covered under Workers’ Compensation. These non-covered actions include, but are not limited to, all actions that the employee would not be able to perform in his/her regular cubicle or office, or which are directly related to the operation of the home. Examples of such non-covered actions include caring for children, domestic tasks, yard work, checking U.S. Postal Service deliveries, retrieving the newspaper, etc.

IX. EMPLOYEE RIGHTS
None of the rights, benefits or obligations provided under the employee’s collective bargaining agreement between the CSU and the CSUEU are altered by the implementation of this telecommuting program.

X. PERFORMANCE STANDARDS & EVALUATION
An employee participating in telecommuting is accountable under the same performance standards as employees not telecommuting. As in "regular" office assignments, managers and employees should discuss and understand what is expected to be produced during telecommuting and when assignments are due. Supervisors and employees should also arrange when and how to make contact with each other on telecommuting day(s). Employee performance must remain satisfactory or above to remain in the Telecommuting Program.

XI. TERMINATION OF PARTICIPATION
The Telecommuter’s Agreement may be terminated by either the employee or the manager for any reason. Reasons may include, but are not limited to: failure to satisfy work performance expectations in the Telecommuter’s Agreement; violation of the Telecommuter’s Home Safety Guidelines; or when management deems it in the best interest of the Chancellor’s Office.

Management may terminate the Telecommuter’s Agreement at any time, unless the termination of the agreement would result in a work schedule change for the employee, in which case advance written notice will be provided to the employee, within the timeline in the CSUEU collective bargaining agreement, if any.

The employee may terminate participation in the program by providing written notice to the appropriate administrator. The Chancellor’s Office will make arrangements for the employee to begin working at the main office as quickly as possible, but no later than 30 days after notification by the employee.

XII. TELECOMMUTER’S AGREEMENT
The Telecommuter’s Agreement must be signed by both parties prior
Only employees whose job duties can be performed away from the Chancellor's Office (or other primary work location) may be considered for participation in a telecommuting arrangement. In addition, other criteria shall be considered in determining whether to grant a specific request for a telecommuting arrangement. These other criteria may include consideration of an employee's years of service as a CO employee, whether the employee's past work performance has shown reliable and responsible discharge of work duties over time; whether the employee can reliably provide alternative work space and whether the employee can demonstrate full understanding of information security requirements. Appropriate administrators may use other reasonable criteria in addition to these examples.

The written Telecommuter's Agreement shall contain the work schedule, Work Performance Expectations, and duration of the agreement (not to exceed one year). Telecommuting during a probationary period shall not be granted because of the need to clarify job responsibilities with the employee and to assess the employee's suitability for continued employment and because of the employee's need to establish relationships with co-workers and clients.

Employee participation in telecommuting is voluntary and at the discretion of the appropriate administrator. The Chancellor's Office has the right to refuse to make telecommuting available to any employee. The Chancellor's Office has no obligation to agree to a Telecommuter Agreement for one employee merely because another employee, who performs similar duties, has been approved for telecommuting. Proposed selection and work schedules must be approved by the appropriate Vice Chancellor.

A request for a Telecommuting Agreement may be initiated by either the employee or the appropriate administrator.

III. WORK SCHEDULE

All telecommuting work schedules are at management's discretion, and require prior Vice Chancellor approval. The work schedule shall be consistent with the operational needs of the employee's work group and department. As with any work schedule, management has the discretion to change or eliminate telecommuting assignments or telecommuting work schedules to meet operational needs, or to accommodate an employee's reasonable needs.

Telecommuters may be required to spend a minimum number of work days per week or per month in the Chancellor's office (or other primary work location), except under unusual conditions approved in advance by the appropriate administrator and the Vice Chancellor.

Operational needs may demand the presence of a regularly
to the start of telecommuting. In addition and at the same time, the 
Work Performance Expectations form, Equipment Checklist for 
Telecommuters and Telecommuter’s Home Safety Guidelines must also 
be reviewed and signed by both parties. The Telecommuter’s 
Agreement, its attachments and any revisions are not contracts or 
promises of employment. Nothing in the Telecommuter’s Agreement 
guarantees employment for any specific term. The employee has no 
automatic right to telecommute or to continued participation in the 
program upon expiration or termination of the Telecommuter’s 
Agreement.

XIII. TAX/EXPENSE IMPLICATIONS

Any and all tax implications of utilizing a home office deduction are the 
responsibility of the employee. The Chancellor’s Office will not be 
responsible for operating costs, home maintenance, or any other 
incidental costs including cost of utilities, associated with the use of 
the employee’s residence. The employee will be reimbursed for 
authorized expenses incurred while conducting official duties at the 
telecommuting location as long as appropriate receipts, bills or other 
verification of expense is provided, and advance authorization has 
been obtained for the expenditure.

XIV. CHANGES TO THIS POLICY

The Chancellor’s Office reserves the right to terminate this policy or 
change any terms of this policy at anytime. The Chancellor’s Office 
also reserves the right to change the terms of the standard 
Telecommuter’s Agreement at anytime or any Telecommuter’s 
Agreements entered into with particular individuals.

- Telecommuting Policy (.pdf)
- Telecommuter Agreement (.pdf)
This Telecommuter’s Agreement is between the Chancellor’s Office and ______________________ (Employee). The employee’s normal work location is ______________________, the employee’s department is ______________________, the employee’s classification is ______________________.

The duration of the telecommute agreement shall be from ______________ to ______________ (not to exceed one year). The agreement must be renewed prior to the expiration date of the agreement in order for the employee to continue participation in the Chancellor’s Office telecommuting program.

The Work Performance Expectations of the Telecommuter’s Agreement outlines the work performance expectations of the telecommute assignment. By signing this agreement, the employee understands and agrees to satisfactorily meet the performance expectations as provided.

The Chancellor’s Office will provide reimbursement for the following business-related expenses:

☐ Charges for business related long distance telephone calls
☐ Maintenance and repairs to State owned equipment for damage not due to employee’s gross negligence, recklessness or intentional vandalism
☐ Internet access charges

Claims must be submitted according to the applicable reimbursement policies and procedures and must be accompanied with appropriate receipts, bills, or other verification of the expense.

Check one of the boxes below:

☐ Telecommute days are scheduled and will not be substituted without advance approval of the appropriate administrator. Regular days in which the telecommuter will report to the office and office hours will be ______________________. Telecommute days and work hours will be ______________________.

☐ The employee will telecommute from a home office frequently (weekly or monthly) on an as needed basis as determined by the appropriate administrator.

Telecommuters must be available during the core business hours of ______________ to ______________ during the employee’s work week.
This Telecommuter’s Agreement is between the Chancellor’s Office and [Employee]. The employee’s normal work location is [Location], the employee’s department is [Department], the employee’s classification is [Classification].

The duration of the telecommute agreement shall be from [Date 1] to [Date 2] (not to exceed one year). The agreement must be renewed prior to the expiration date of the agreement in order for the employee to continue participation in the Chancellor’s Office telecommuting program.

The Work Performance Expectations of the Telecommuter’s Agreement outlines the work performance expectations of the telecommute assignment. By signing this agreement, the employee understands and agrees to satisfactorily meet the performance expectations as provided.

The Chancellor’s Office will provide reimbursement for the following business-related expenses:

- Charges for business-related long distance telephone calls
- Maintenance and repairs to State-owned equipment for damage not due to employee’s gross negligence, recklessness or intentional vandalism
- Internet access charges

Claims must be submitted according to the applicable reimbursement policies and procedures and must be accompanied with appropriate receipts, bills, or other verification of the expense.

Check one of the boxes below:

- Telecommute days are scheduled and will not be substituted without advance approval of the appropriate administrator. Regular days in which the telecommuter will report to the office and office hours will be [Office Hours]. Telecommute days and work hours will be [Telecommute Schedule].

- The employee will telecommute from a home office frequently (weekly or monthly) on an as-needed basis as determined by the appropriate administrator.

Telecommuters must be available during the core business hours of [Core Business Hours] during the employee’s work week.
The use of vacation, time off, or other leave credits is subject to normal procedures. For non-exempt employees, overtime to be worked must be approved in advance by the supervisor. For exempt employees, the manager must approve hours of availability.

The telecommuter shall carry out the steps needed for good information security in the home office setting, and has read the Chancellor’s Office security requirements and procedures. The telecommuter agrees to inform his/her manager when security has been jeopardized.

By signing this Agreement, the employee acknowledges that he/she has received, read, and understands the Telecommuting Policy and its attachments. Furthermore, the employee accepts the terms of the agreement and agrees to abide by them.

This agreement, its attachments and any revisions are not contracts or promises of employment. Nothing in this Agreement guarantees employment for any specific term.

A copy of this agreement shall be placed in the employee’s official personnel file.

Agreed:

Employee Name (Print) ___________________ Employee Signature ___________________ Date

☐ Approved ☐ Denied ___________________ Supervisor Signature ___________________ Date

☐ Approved ☐ Denied ___________________ Vice Chancellor Signature ___________________ Date

☐ Approved ☐ Denied ___________________ Human Resource Signature ___________________ Date

The telecommuter must initial and date all pages of the Telecommuting Policy to show they have read and understand the policy. A copy must be attached to this agreement.

cc: Personnel File
The following is a list of work performance expectations as part of the identified employee’s Telecommuting Agreement:

(Employee Name) ________________________ agrees to perform the following work expectations in a satisfactory manner for the period of this telecommuting agreement from the effective date of ____________ to the ending date of ____________. These work performance expectations shall be attached and/or incorporated into the employee’s job description and shall be used in assessing the employee’s job performance for the appropriate review period.

1. __________________________
2. __________________________
3. __________________________
4. __________________________
5. __________________________
6. __________________________
7. __________________________
8. __________________________
9. __________________________
10. __________________________

Employee Name (Print) __________________________ Employee Signature __________________________ Date ____________

Supervisor Name (Print) __________________________ Supervisor Signature __________________________ Date ____________

Telecommuter’s Agreement 12/1/2008  
Page 3 of 7
EQUIPMENT CHECKLIST FOR TELECOMMUTERS

Employee Name: ________________________________

As a result of the telecommuter agreement with the employee identified above, the Chancellor’s Office provides the following equipment:

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<tr>
<th>Item</th>
<th>Brand/Model</th>
<th>Description</th>
<th>Estimated Cost</th>
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It is understood that the cost of replacement of State owned equipment which is damaged or destroyed due to the employee’s gross negligence, recklessness or intentional vandalism, shall be the responsibility of the employee identified above as the telecommuter.

Agreed:

__________________________  ______________________
Employee Signature          Date

__________________________  ______________________
Supervisor Signature        Date

Telecommuter’s Agreement 12/1/2008
Page 4 of 7
TELECOMMUTER'S HOME SAFETY REQUIREMENTS

1. Maintain all stairways clear of objects that could cause a person to trip.

2. Stairways should have a firmly anchored handrail.

3. All stairways should be well lighted.

4. All stair coverings should be securely anchored.

5. Have a safe stepladder for home use.

6. Make sure scatter rugs are skid proof & laying flat and all carpets are securely anchored.

7. All entranceways, exits, halls and walks should be well lighted.

8. Wear proper footwear to prevent slips, trips, falls and other fall injuries.

9. Place all lamp, extension and telephone cords out of traffic areas.

10. Chairs, tables and desks should be safe to use and be ergonomically correct.

11. All electric receptacles should be the three prong grounded type.

12. Know how to turn off the electrical, water and gas sources to your home.

13. All fuses should be of the correct amperage.

14. Label the fuses or circuit breakers to identify the outlets and appliances they protect.

15. All light switches should work correctly.

16. All electrical appliances and their cords should be Underwriters laboratories (UL) approved.

17. Unplug small electrical appliances such as hair dryers, shavers, electric knives, coffeepots, etc. when not in use.
CALIFORNIA STATE UNIVERSITY, OFFICE OF THE CHANCELLOR
Telecommuting Policy and Guidelines
For CSUEU Employees

18. Keep the area around the furnace and hot water heater clear of boxes and other combustible materials.

19. Insure that portable heaters are in good condition; provide adequate ventilation; and position them in a safe location away from flammable materials.

20. Develop and practice a fire escape plan for your home.

21. Have a charged ABC fire extinguisher of at least the 2 ½-pound size conveniently located in your home. Install smoke alarms throughout your home and inspect regularly for proper functioning.

22. Check your power cords and replace those that are damaged.

23. Make sure that any extension cords you are using for tools and appliances are the right capacity.

24. Have a flashlight for emergencies.

25. Make sure that all your doors and windows close and latch properly; and that all exterior doors are secured with a deadbolt.


27. Post emergency numbers by all telephones.

28. Place all portable fans and heaters where they can't be knocked over. Keep them at least three feet from furnishings and flammable materials.

29. Keep all paint; paint thinner, pesticides and gasoline stored out of the house and away from heat and other ignition sources.

30. Control mildew through adequate air circulation and humidity control.

31. Obtain assistance for heavy lifting and utilize safe lifting techniques.

32. All walks, porches and doorways must be clear of obstacles.

33. All hard-surfaced floors must be clean and spills wiped up immediately.

34. Non-skid polish must be used on all polished floors.

35. Bathroom, kitchen and outdoor circuits must be protected by a ground fault circuit interrupter.
36. Your home must have adequate electrical power in all areas to safely operate all your electrical appliances.

37. Wall switches and outlets should have safe cover plates.

38. If smoking is permitted in your home, provide deep, wide-rimmed ashtrays and prohibit smoking in bed or while lying down.

39. Have the furnace cleaned and serviced yearly.

40. Have the chimney and smoke pipe cleaned yearly.

41. Make sure the fireplace functions properly and is adequately screened.

42. Make sure the hot water heater has a pressure and temperature relief valve.

43. Make sure the hot water temperature is 120 degrees or less to prevent burns.

44. Adequately screen portable electric fans and heaters to prevent contact with the fan blades or heating elements.

45. Have plenty of wall outlets for lamps and appliances. “Octopus” outlets can overload circuits and cause fires.

46. Avoid running electrical cords under carpeting or hanging them from nails.

47. Sliding glass doors and other glass doors should be fitted with non-breakable glass.

48. Sliding glass doors should have some type of figure or design on the glass to help you see them when they are closed.

I have read and understood the Safety Guidelines and will comply with the requirements:

__________________________  ________________________
Employee Signature        Date

Reviewed by:

__________________________  ________________________
Supervisor Signature       Date
Guidelines and Procedures for Telecommuting
A Supportive Work Environment Initiative

GENERAL

UCSF encourages telecommuting from home offices to create a supportive work environment. Telecommuting is a voluntary work arrangement in which an eligible employee with approval "works one or more days each work week from home instead of commuting to a work place." Telecommuting is generally not intended for situations involving employees who no longer reside in California where the workplace is located, nor is it intended as a means of working from home on a full-time basis. Any establishment of a telecommuting agreement outside the state of California may carry tax implications and must be discussed with both the Controller’s Office and Labor and Employee Relations.

Communication during telecommuting arrangements may be by phone, modem, fax, pager, or other agreed upon means. Work and telecommunication equipment may be owned and maintained by the employee or by the University.

If implemented by management in a given unit, regular status career employees and non-faculty academic personnel may apply to participate consistent with these guidelines. The approval for an employee to telecommute rests solely with management of the University. All managers, supervisors, and telecommuters should be familiar with these guidelines. Telecommuting will be assessed and approved by management on a case-by-case basis.

AUTHORITY

- Department heads or their designees are authorized to establish telecommuting within their units.
- Campus managers may elect to implement telecommuting within their units. If telecommuting is implemented, managers are encouraged to give serious consideration to all reasonable requests for participation.
- Approval for an employee to telecommute rests solely with the management of the University.
- As needed, departments may review proposed telecommuting agreements with Labor and Employee Relations before implementation for compliance with policy, the applicable collective bargaining agreement, and/or the law.
ELIGIBILITY

- Regular status career employees and non-faculty academic personnel who have completed probation, if one was required, after receiving signed management approval.
- Employee selection shall be based on specific, written, work-related criteria established by management, with reasonable accommodation for employees who are permanently or temporarily disabled.
- These guidelines do not apply to independent contractors.

STEPS FOR INITIATING TELECOMMUTING

Either employee or management may propose a telecommuting work option for the employee.

1. If proposed by the employee, the employee completes a Telecommuting Proposal and submits it to the supervisor (see template).

2. The employee and supervisor assess the feasibility of telecommuting and determine telecommuting options. Department Supervisor:
   1. considers proposal to implement alternate work arrangement for particular position; if request made by incumbent, acknowledges request, discusses proposal;
   2. reviews the following: functions/tasks of position under consideration, departmental staffing needs, space and budgetary considerations; and,
   3. consults with Labor and Employee Relations as necessary on proposal.

3. If management approves the telecommuting plan, the employee and manager complete a Telecommuting Agreement (see Appendix for template). The supervisor’s manager reviews the Agreement for departmental consistency.

4. The manager gives the employee the following documents:
   1. UCSF Telecommuting Guidelines;
   2. Signed Telecommuting Agreement (and retains a copy for the office); and,
   3. Supplementary materials, as appropriate.

5. Department Supervisor notifies employee(s) to begin telecommuting and monitors arrangement(s); maintains open communications and discusses concerns with employee(s) as needed.

6. If management disapproves the plan as not appropriate to departmental needs and the request was made by employee, the supervisor should advise the employee as soon as is feasible after the decision has been made.

7. Either management or the employee may terminate telecommuting for any reason, at any time.

GENERAL TERMS OF IMPLEMENTATION

- All approved telecommuting schedules are discretionary and require management approval.
- Telecommuting used as a transitional work program in aiding an employee’s return to work from disability shall be administered consistent with existing collective bargaining agreements, policies and laws.
- Telecommuting may not substitute for primary child or home health care giving.
- Telecommuters are expected to adhere to University rules, regulations, and policies and procedures regarding security and confidentiality. See the UCSF Information Security website for more information.
• Employees must use established dial-in procedures established by the University. See the UCSF VPN Access website for more information.
• Any staff member with VPN access will install virus-protection software and will ensure that the virus definitions are kept current. UCSF has a licensing agreement with Sophos that permits one to install it at home at no cost. See the UCSF Sophos License page for more information.
• The employee is responsible for maintaining employee owned telecommuting equipment.
• Telecommuting employees are responsible for setting aside a home work space that is ergonomically sound, clean, safe, and free of obstructions and hazardous materials.

SUPPORT DOCUMENTS

Document templates and supporting assessment checklists are provided in the appendix.

SELECTION CRITERIA FOR SUCCESSFUL TELECOMMUTING

Employee selection shall not be based on seniority, but on specific, written, work-related criteria established by management. Selection should include reasonable accommodation for employees who are permanently or temporarily disabled.

Prospective telecommuters and their managers should assess whether telecommuting is a viable work option as follows:

Decide if a job is amenable in part or in whole, to being performed away from the main office.

At management’s discretion, a job is amenable to telecommuting if the job or some components of it can be done off-site without disruption to the flow of work and communication. Examples of telecommutable job components include researching, processing, dispensing of information, report writing, or communications that can be done from a distance.

Ensure that work can be equitably distributed so that telecommuting schedules do not require in-office staff to do the telecommuter’s work. Where possible, have the telecommuter’s phone calls forwarded to his/her home office phone, use voice mail, or install an answering machine on the office phone which the telecommuter can access from his/her home office phone. Care should also be taken to ensure that telecommuters continue to have access to needed office support. The employee should be able to be reached by phone during assigned work hours.

Screen prospective telecommuters for telecommuting eligibility (See checklist in appendix)

The candidate for telecommuting should display work-related behaviors consistent with those of successful telecommuters.

• A history of reliable and responsible discharge of work duties; e.g., at a performance level of “meets or exceeds expectations” or higher;
• Full understanding of the operations of his/her department;
• Has the trust of his/her manager;
• Is able to establish priorities and has demonstrated effective time management habits;
• Pursues high-quality work production;
• Can maintain a safe and ergonomically sound home work area, free from distractions; and,
• Is reachable by phone during assigned work hours.

Telecommuting should be offered only to employees:

• Who have successfully completed their probationary periods.
• Whose documented performance is satisfactory or whose performance rating on their last evaluation is at least satisfactory.
Guidelines and Procedures for Telecommuting

- Who work effectively with minimal supervision.

Telecommuting may not be appropriate for candidates who:

- Do not feel comfortable with physical isolation from other employees.
- Do not work well independently.
- Cannot create a home work space that is safe (for them, for university equipment and files) and free from distractions.
- Feel they are "out of the loop" and overlooked when it comes to various workplace opportunities.

SCHEDULING (see examples of telecommuting patterns in appendix)

Telecommuting schedules should balance management needs for face-to-face meetings. The telecommuter must be able to be reached via telephone during assigned work hours and must check in via e-mail, phone, etc.

Except under unusual circumstances telecommuters should spend a minimum of one day per week in the main office to ensure that the telecommuter:

- Has regular contact with the supervisor and co-workers.
- Has access to specialized files and/or equipment.
- Does not become isolated from office staff.

Office needs take precedence over telecommute days. A worker must forgo telecommuting if needed in the office on a regularly scheduled telecommute day.

HOURS OF WORK AND OVERTIME

All approved telecommuting schedules are discretionary and require management approval. Management may approve any work schedule for a telecommuter as long as it is consistent with the employee’s work group’s requirements and the provisions of the employee’s collective bargaining agreement, if applicable, or personnel policy.

Management, in accordance with the provisions of the employee’s collective bargaining agreement or personnel policy, must authorize overtime and “call back” time. Compensation or compensatory time off will be authorized by management according to the provisions of the employee’s collective bargaining agreement or personnel policy.

As with any work schedule, temporary telecommuting assignments or schedule changes may be made at management’s discretion to meet management needs or to accommodate an employee’s request. Telecommuting may not substitute for primary child or home health care giving.

CONFIDENTIAL AND SENSITIVE INFORMATION

Telecommuters are expected to adhere to University rules, regulations, policies and procedures regarding security and confidentiality for the computer, its data and information, and any other information handled in the course of work. Employees must use established dial-in procedures established by the University.

MAINTENANCE, REPAIR, AND REPLACEMENT OF EQUIPMENT

The employee is responsible for maintaining and repairing employee owned telecommuting equipment at personal expense and on personal time. The University is responsible for maintaining, repairing and replacing University-owned equipment issued to telecommuters. In the event of equipment malfunction, the telecommuter must notify his/her supervisor immediately. If repairs will take some time, the department will find alternative means to continue the telecommuter’s work including asking the telecommuter to report to the main
office until the equipment is usable.

HEALTH AND SAFETY (See Checklist in appendix)

Telecommuting employees are responsible for setting aside a space in their home for work and ensuring that it is ergonomically sound, clean, safe, and free of obstructions and hazardous materials. They must ensure that their homes comply with all building codes, and health and safety requirements, and that they are free of hazardous materials. The University may verify that the home office meets these requirements.

If a telecommuter incurs a work-related injury while telecommuting, worker’s compensation law and rules apply. Employees must notify their supervisors immediately and complete all necessary and/or management requested documents regarding the injury.

EMPLOYEE RIGHTS

None of the rights or benefits provided under the collective bargaining agreements between the University and the employee unions or under the Personnel Policies for Staff Members (PPSM) are enhanced or abridged by the implementation of telecommuting. Employees retain the right to grieve or file a complaint in accordance with the provisions of their collective bargaining agreements or the complaint resolution process.

Employees retain the right to meet with their representative (e.g., job steward) in accordance with the provisions of their collective bargaining agreements. Such meetings will take place at the employee’s departmental offices.

TERMINATION OF PARTICIPATION

The option to implement telecommuting in a department is at the sole discretion of management. Either management or the employee may terminate an employee’s telecommuting arrangement for any reason, at any time. If an employee requests to terminate telecommuting, management will arrange for the employee to begin working at the main office as quickly as possible, but no later than 30 days after notification by the employee.

Management may terminate an employee’s telecommuting arrangement without notice, but when possible should provide an employee with as much advance notice as feasible.

Failure by the telecommuter to maintain a home office that is safe, ergonomically sound and free from distraction so as not to interfere with work, as determined by management, provides cause for terminating an employee’s telecommuting arrangement.

Management determines whether telecommuting is appropriate, based upon work requirements. Those who previously had a telecommuting arrangement are not assured of a telecommuting assignment when returning from a leave of absence or after a job transfer.

PERIODIC PERFORMANCE REVIEW

Supervisors should meet regularly with their telecommuters to review performance, including any issues related to the telecommuting arrangement.

EMPLOYEE REIMBURSEMENT PROCEDURES

Responsibility for maintaining the telecommuter’s home equipment should be defined before the start of telecommuting. The employee is responsible for maintaining personal equipment at the employee’s own expense and during personal time.

Each department must arrange to pay for business expenses incurred by telecommuters. The Travel Expense Claim can be used for usual and ordinary University expenses. Employees should retain copies of appropriate reimbursable bills.

Each department will need to plan to pay for charges for business related telephone calls and services.

The University will not pay for the following types of expenses:

- Usage fees for privately owned computers.
- Utility costs associated with the use of the computer or occupation of the home.
• Travel to the central office or parking during telecommuting days.
• Telecommuter purchased office supplies. Telecommuters should obtain supplies from the main office during non-telecommuting days.

PROBLEM RESOLUTION

Should problems occur with telecommuting, supervisors should handle the issues using applicable procedures.

RENEWAL OF TELECOMMUTING AGREEMENTS

The telecommuter and supervisor should review their telecommuting agreement annually, whenever there is a major job change (such as a promotion), or whenever the telecommuter or supervisor changes positions. Telecommuting was selected because of the combination of job, employee characteristics, and supervisor characteristics. A change in any one of these may require a review of the telecommuting arrangement.

Telecommuters and new supervisors are encouraged to continue telecommuting arrangements by mutual agreement. Neither should be required to do so when it is not in the best interests of either or both parties.
Home Safety Checklist for Telecommuters

The telecommuter is responsible for ensuring a clean, safe, and ergonomically sound home/work office as a condition for telecommuting. The telecommuter should review this checklist with his/her supervisor and sign it prior to the start of telecommuting.

**Work Site**

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommuter agrees to maintain a clearly defined workspace that is</td>
<td>clean, free from distractions and obstructions, and is in ergonomically</td>
</tr>
<tr>
<td>work area is adequately illuminated with lighting directed toward</td>
<td>sound condition.</td>
</tr>
<tr>
<td>the side or behind the line of vision, not in front or above it.</td>
<td></td>
</tr>
<tr>
<td>Supplies and equipment (both departmental and employee-owned) are</td>
<td>in good condition.</td>
</tr>
<tr>
<td>The area is well ventilated and heated.</td>
<td></td>
</tr>
<tr>
<td>Storage is organized to minimize risks of fire and spontaneous</td>
<td>combustion.</td>
</tr>
<tr>
<td>All extension cords have grounding conductors.</td>
<td></td>
</tr>
<tr>
<td>Exposed or frayed wiring and cords are repaired or replaced</td>
<td>immediately upon detection.</td>
</tr>
<tr>
<td>Electrical enclosures (switches, outlets, receptacles, and junction</td>
<td>boxes) have tight-fitting covers or plates.</td>
</tr>
<tr>
<td>Surge protectors are used for computers, fax machines, and printers.</td>
<td></td>
</tr>
<tr>
<td>Heavy items are securely placed on sturdy stands close to walls.</td>
<td></td>
</tr>
<tr>
<td>Computer components are kept out of direct sunlight and away from</td>
<td>heaters.</td>
</tr>
</tbody>
</table>

**Emergency Preparedness**

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency phone numbers (hospital, fire department and police</td>
<td>department) are posted at the alternate work site.</td>
</tr>
<tr>
<td>A first aid kit is easily accessible and replenished as needed.</td>
<td></td>
</tr>
<tr>
<td>Portable fire extinguishers are easily accessible and serviced as</td>
<td>needed.</td>
</tr>
<tr>
<td>An earthquake preparedness kit is easily accessible and maintained</td>
<td>in readiness.</td>
</tr>
</tbody>
</table>

**Ergonomics**

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk, chair, computer, and other equipment are of appropriate</td>
<td>design and arranged to eliminate strain on all parts of the body, in</td>
</tr>
<tr>
<td>ergonomic principles found in Appendix D of UCSF's Workplace</td>
<td>Occupational Health Program guidelines.</td>
</tr>
<tr>
<td>ergonomic principles found in Appendix D of UCSF's Workplace</td>
<td>Ergonomics Program located at:</td>
</tr>
<tr>
<td>Ergonomics Program located at:</td>
<td><a href="http://ehs.ucsf.edu/Program%20Services/ERGONOMICS/workplace%20ergonomics.htm">http://ehs.ucsf.edu/Program%20Services/ERGONOMICS/workplace%20ergonomics.htm</a></td>
</tr>
</tbody>
</table>
Telecommuting Considerations

- Job Assessment for Telecommuting Suitability
- Employee Assessment for Telecommuting Suitability

Practical Considerations

The following considerations will help the manager assess the viability of telecommuting as a work option.

Previous work performance: Do the employee's previous performance appraisals and other pertinent records of performance in the employee's departmental file demonstrate the ability to meet job expectations at an appropriate level?

Knowledge Requirements: Does the telecommuter have all the knowledge needed to work at home, or will he or she need supervision or input from others that is only available at the office?

Public/Agency Contact Requirements: What percentage of the job is devoted to face to face contact with other agencies, the public or internal agency staff? Can this contact be revamped to allow for communications via phone, or can such contact be limited to non-telecommuting days?

Reference Materials Requirements: What percentage of the job is predicated on the use of resources located in the main office? Can these resources be easily removed and taken home for a day or two? Are these resources available through other means such as a computer-accessible library service?

Special Equipment Requirements: What percentage of the job relies upon access to photocopiers, fax machines, or other specialized equipment? Can access needs be grouped for non-telecommuting days?

Travel Requirements: Does the job involve fieldwork? Can trips begin or end at the home office rather than the main office? Can paperwork be done at home?

Information Security Requirements: What percentage of the job uses secured or classified information, and how can the integrity of that secured information be upheld if data is taken off site?

Task Scheduling Requirements: Can tasks which can be completed at home be grouped and scheduled for telecommuting days?

Telecommuter supervision requirements: Does the potential telecommuter display work-related behaviors consistent with those of successful telecommuters?

- A history of reliable and responsible discharge of work duties.
- Full understanding of the operations of his/her department.
- The trust of his/her manager.
- An ability to establish priorities and manage his/her own time.
- A conscientious pursuit of high-quality work production.
- Reachable by phone during assigned work hours.

**Job Assessment for Telecommuting Suitability**

- Are there functions/tasks that can be performed at home, or performed at a time when other employees are not available?
  - Does it involve writing, reading, research, thinking, editing, data entry, word processing or coding?
  - Is it project oriented?
  - Is significant interaction with peers required?
  - Does the position provide immediate response to a request for services (e.g., does it provide a service either in person or by answering phones)?
  - Does it require use of equipment or services that are available only at the central work location?
  - Does it require use of confidential files that cannot be taken from the central work location?
  - Does it provide backup to any other position (backup that cannot be provided by another employee, e.g., special skill or training)?
  - Can accommodation be made to any areas of concern?

**Employee Assessment for Telecommuting Suitability**

Does the employee evidence work habits consistent with successful telecommuters?

- A history of reliable and responsible discharge of work duties; e.g., at a performance level of "meets or exceeds expectations."
- Full understanding of the operations of his/her department.
- Has the trust of his/her manager.
- Is able to establish priorities and has demonstrated effective time management habits.
- Pursues high-quality work production.
- Can maintain a safe and ergonomically sound home work area, free from distractions.
- Is reachable by phone during assigned work hours.

If you are unsure if an employee is a good candidate for telecommuting, please consult with your Human Resources - Client Services Center Senior Analyst, Labor and Employee Relations.

**HR Home | Jobs | Benefits | Learning & Development | Campus Policies | Compensation & Strategic Rewards | Recruitment & Workforce Planning | Disability Management | Employee Assistance | Publications & Forms | Interim Staffing**

UCSF Human Resources, 3333 California Street, Suite 305, San Francisco, CA 94143, (415) 476-1645. Sitemap | Contact
How to Propose a Telecommuting Arrangement

Please write your telecommuting proposal using the outline below. Then discuss it with your supervisor. Be prepared to revise your plan if needed. (Flexibility works both ways!)

1. Propose the following arrangement to best meet my needs:

   - Where do you propose to work (home, alternate site)?
   - What schedule would you like (days and hours on campus? at home office)?
   - Which of your duties do you propose to perform at home? Which do you propose to perform in the department?
   - If only a minor adjustment can be made to your work arrangements, what adjustment would be most valuable to you? (Examples: telecommute one day a week; be available to come in on short notice; suspend telecommuting during busiest times of the year.)

2. Propose the following solutions to meet the following operational needs of work? (Include the effect on your own assignment and how your role affects others, both within the unit and externally.)

   - How will you communicate with your supervisor, co-workers, and clients?
   - How will materials be kept readily available to those who need access?
   - How will you be able to respond to emergencies or other unexpected events in your department?
   - How will you assure the security of university materials and equipment?
   - Can you provide a workplace that is as safe as your departmental work site, so as to minimize the likelihood of injury?

3. This arrangement will benefit our department as follows:

   - Will service hours be extended?
   - Will you be more productive? In what ways, and how will this be measured?
   - Will your department be able to free up equipment and space?

4. What concerns might arise from your supervisor, co-workers, and clients, and how might you address them?

5. I propose implementing this arrangement for a trial period of ___ months.

6. I propose the following plan for monitoring this arrangement’s effectiveness.

7. (Circle one) I will / will not provide computing equipment.
Telecommuting Agreement

Telecommuting is a voluntary agreement between the manager/supervisor and the telecommuter. This agreement begins on _____ and continues until ____, and must be renewed. It can be discontinued at any time by either party with ____ days notice and without adverse repercussions.

1. The telecommuter will telecommute to the following alternative worksite _____. (Home).

2. In office days will be _____. Home office days will be __________. The telecommuter agrees to be available during the assigned business hours of ____ to ____ for communication through such methods as dedicated phone line, voice mail, modem, fax, beeper, etc., and agrees to respond within ____ minutes/hours. Employee initiated schedule changes must be with advanced approval by the manager.

3. The duties, obligations, responsibilities and conditions of the telecommuter's employment with the University remain unchanged. The employee's salary, retirement, vacation and sick leave benefits, and insurance coverage shall remain the same.

4. Work hours, overtime compensation, use of sick leave, and approval for use of vacation will conform to University and campus policies and procedures, departmental guidelines, or to the appropriate collective bargaining agreement, and to the terms otherwise agreed upon by the employee and the supervisor.

5. The telecommuter agrees to maintain a safe and ergonomically sound work environment, to report work-related injuries to the supervisor at the earliest opportunity, and to hold the University harmless for injury to others at the telecommuting location. The employee agrees to allow an authorized University representative to inspect the home office as needed. Principles of ergonomics may be found at: http://www.egr.ucsf.edu

6. The telecommuter agrees to provide a secure location for University-owned equipment and materials, and will not use, or allow others to use, such equipment for purposes other than University business. All equipment, records, and materials provided by the University shall remain University property. The telecommuter agrees to allow the University reasonable access to its equipment and materials.

7. The telecommuter agrees not to use his/her personal vehicle for University business unless specifically authorized by the supervisor.

8. The telecommuter agrees to return University equipment, records, and materials within ____ days of termination of this agreement. All University equipment will be returned to the campus by the employee for inspection, repair, replacement, or repossession with ____ days written notice.

9. The department/division/school will pay for the following expenses:
   • Charges for business related telephone calls. (Will this include telephone lines and other communication technologies? If so, under what circumstances?);
   • Maintenance and repairs to University owned equipment. This equipment is ____; and,
   • Employees will submit claims on a Travel Expense Claim along with receipt, bill or other verification of the expense.

10. The department/division/school will not pay for the following expenses:
    • Maintenance or repairs of privately owned equipment;
    • Utility costs associated with the use of the computer or occupation of the home;
    • Equipment supplies (these should be requisitioned through the main office); and,
• Travel expenses (other than authorized transit subsidies) associated with commuting to the central office.

11. The telecommuter agrees to seek advanced approval by the supervisor to use sick leave, vacation, time off, or other leave credits. Overtime to be worked must be approved in advance by the supervisor.

12. The telecommuter agrees to make regular dependent care arrangements during telecommuting periods.

13. The telecommuter will implement the steps for good information security in the home-office setting, and will check with his/her supervisor when security matters are an issue. The telecommuter has a copy of the University's security requirements and procedures.

14. Management retains the right to modify the agreement on a temporary basis as a result of business necessity (for example, the employee may be required to come to campus on a particular day), or as a result of an employee request supported by the supervisor.

15. The telecommuter understands that he or she is responsible for tax and insurance consequences, if any, of this arrangement, and for conforming to any local zoning regulations.

I have read this Telecommuting Agreement and agree to its terms.

Supervisor's Signature & Date

Telecommuter's Signature & Date

Department Manager's Signature & Date
# Supervisor’s Checklist for Telecommuters

This checklist provides general guidance and orientation to department managers and telecommuting candidates.

<table>
<thead>
<tr>
<th>Name of Telecommuter:</th>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>Name of Supervisor:</th>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>Date Completed:</th>
</tr>
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</table>

- Employee has read the UCSF’s telecommuting guidelines.
- Employee has been provided with a schedule of assigned work hours or guidelines for flexing work hours.
- Equipment issued by UCSF is documented.
- Performance expectations have been discussed and are clearly understood. Assignments and due dates are documented.
- Requirements for adequate and safe office space at home have been reviewed with the employee and the employee certifies that those requirements have been met.
- Requirements for the care of equipment assigned to the employee have been discussed and are clearly understood.
- Requirements for establishing or for suspending telecommuting have been discussed and are clearly understood.
- The employee is familiar with UCSF’s requirements and techniques for computer information security.
- Phone contact procedures have been clearly defined and unit assistants and receptionists have received training.
- The employee has read and signed the Telecommuter Agreement prior to actual participation in the program.
- The responsibility for understanding the tax and insurance implications for telecommuting rest with the employee.

I have read, understood, and complied with the above terms:

Supervisor’s Signature __________________________ Date __________________________

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UCSF Human Resources telecomm_supervisors_checklist.rtf Last Updated: August 21, 2002
Receipt of University Equipment

The following UCSF equipment is provided to the employee to furnish a home office equipped for effective telecommuting. The employee agrees to the following terms. The employee will:

- Use UCSF technology only for conducting University business.
- Use UCSF equipment with proper care and protect it from damage and excessive heat.
- Notify technical support immediately at ______ to report technology problems.
- Return all UCSF equipment to the University within ten work days if telecommuting is terminated or upon request by the University.

<table>
<thead>
<tr>
<th>Technology</th>
<th>Serial number</th>
<th>Date provided</th>
<th>Date returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any hardware/software with version number</td>
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<td></td>
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</tbody>
</table>

I agree to the above terms.

Telecommuter name and date:
Address:
Phone number and e-mail:
## Technology Checklist for Telecommuters

Which of the following items are required for your telecommute? Which are optional?

<table>
<thead>
<tr>
<th>Hardware (type)</th>
<th>Required</th>
<th>Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal adapter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Software (packages)** Ensure that your home and work software packages are the same or compatible.

<table>
<thead>
<tr>
<th></th>
<th>Required</th>
<th>Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word processor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spreadsheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mainframe issues**

<table>
<thead>
<tr>
<th></th>
<th>Required</th>
<th>Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours of access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Communications**

<table>
<thead>
<tr>
<th></th>
<th>Required</th>
<th>Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice line</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Features</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data line</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax line</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External text services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cellular phone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other phone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paging device</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Overview: Pollutants and Programs

You are here: EPA Home  Transportation and Air Quality  Overview: Pollutants and Programs  Greenhouse Gas Emissions from Mobile Sources  Emission Facts: Average Carbon Dioxide Emissions Resulting from Gasoline and Diesel Fuel

Emission Facts: Average Carbon Dioxide Emissions Resulting from Gasoline and Diesel Fuel

EPA420-F-05-001 February 2005
Download a PDF version of this document formatted for print. (3 pp, 29K, About PDF Files)

The U.S. Environmental Protection Agency (EPA) developed this series of four fact sheets to facilitate consistency and practices in the calculation of emissions of greenhouse gases from transportation and mobile sources. They are intended as a reference for anyone estimating emissions benefits of mobile sources air pollution control programs.

- Carbon Content in Motor Vehicle Fuels
- Calculating CO₂ Emissions
- More Information

Carbon Content in Motor Vehicle Fuels

One of the primary determinants of carbon dioxide (CO₂) emission from mobile sources is the amount of carbon in the fuel. Carbon content varies, but typically we use average carbon content values to estimate CO₂ emissions.

The Code of Federal Regulations (40 CFR 600.113) provides values for carbon content per gallon of gasoline and diesel fuel which EPA uses in calculating the fuel economy of vehicles:

- Gasoline carbon content per gallon: 2,421 grams
- Diesel carbon content per gallon: 2,778 grams

Note that for the "Inventory of U.S. Greenhouse Gas Emissions and Sinks," EPA estimates CO₂ emissions from fuel from the heat content of the fuel and carbon content coefficients in terms of carbon content per quadrillion BTU (QBTU), using data from the Energy Information Administration (EIA). EIA's numbers are derived from carbon content by mass, and equate to roughly the same carbon content per gallon of fuel as the values provided in 40 CFR 600.113. EPA uses heat content data from Energy Information Administration's (EIA) "Annual Energy Outlook, 2003" and carbon content from EIA's "Emissions of Greenhouse Gases in the United States, 2000."

Note also that these estimates are based only on an average carbon content of conventional gasoline and diesel fuel, and do not specifically address the impact of fuel additives such as ethanol or methyl tertiary butyl ether (MTBE) that may depend on the feedstock.
Calculating CO₂ emissions

The Intergovernmental Panel on Climate Change (IPCC) guidelines for calculating emissions inventories require that an oxidation factor be applied to the carbon content to account for a small portion of the fuel that is not oxidized into CO₂. For all oil and oil products, the oxidation factor used is 0.99 (99 percent of the carbon in the fuel is eventually oxidized, while 1 percent remains un-oxidized.).[1]

Finally, to calculate the CO₂ emissions from a gallon of fuel, the carbon emissions are multiplied by the ratio of the molecular weight of CO₂ (m.w. 44) to the molecular weight of carbon (m.w.12): 44/12.

CO₂ emissions from a gallon of gasoline = 2,421 grams x 0.99 x (44/12) = 8,788 grams = 8.8 kg/gallon = 19.4 pounds/gallon

CO₂ emissions from a gallon of diesel = 2,778 grams x 0.99 x (44/12) = 10,084 grams = 10.1 kg/gallon = 22.2 pounds/gallon

Note: These calculations and the supporting data have associated variation and uncertainty. EPA may use other values in certain circumstances, and in some cases it may be appropriate to use a range of values.

For More Information

You can access documents on greenhouse gas emissions on the Office of Transportation and Air Quality Web site at:

wwww.epa.gov/otaq/greenhousegases.htm

For additional information on calculating emissions of greenhouse gases, please contact Ed Coe at:

U. S. Environmental Protection Agency
Office of Transportation and Air Quality
1200 Pennsylvania Ave., NW (6406J)
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[1.] Based on emissions data, EPA's Office of Transportation and Air Quality (OTAQ) is currently examining whether this fraction is higher (closer to 100 percent) for gasoline.