

**EXECUTIVE BRANCH AGENCY POLICY
SECTION 7: TELECOMMUTING**

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7A. POLICY STATEMENT

The State of Idaho encourages state agencies to utilize telecommuting programs. It is the policy of the State of Idaho that state agencies who develop telecommuting programs be consistent with the guidance and instructions in this document prior to telecommuting implementation and continue to adhere to those requirements during the duration of their program.

7B. PURPOSE

This policy permits agencies to designate employees to work at alternate work locations for all or part of their workweek in order to promote general work efficiencies.

7C. DEFINITIONS

Alternate Work Location	Approved work sites other than the employee's central workplace where official state business is performed. Such locations may include, but are not necessarily limited to, employees' homes or satellite offices
Central Workplace	An agency's place of work where employees normally are located
Resident Taxing State	The state where the employee is actually performing their assigned duties
Telecommuter	An employee who works away from his/her central workplace either at home or at another agency-designated or approved remote work location
Telecommuting	A work arrangement in which supervisors direct or permit employees to perform their usual job duties

away from their central workplace, in accordance with work agreements

Work Agreement

The written agreement between the agency and employee that details the terms and conditions of an employee's work away from his or her central workplace. Work agreements are required for Telecommuting

Work Schedule

The employee's hours of work in the central workplace or in alternate work locations.

7D. GENERAL REQUIREMENTS

1. Telecommuting

Telecommuting, also known as telework, is a mutually agreed upon workplace option between the agency and the employee, which allows work to be done by an employee at an alternate work location for one or more days each week. In most cases, some work will still be done at the employee's usual central workplace depending upon the needs of the agency. Telecommuting can be used by agencies to manage people, time, space, and workload more effectively and efficiently. When used properly, telecommuting programs can reduce commuting time and expenses for employees, improve recruitment and retention efforts, extend hours of customer service, improve employee performance and decrease overhead costs.

2. Telecommuting Programs

As Telecommuting may not work for some agencies or employees, prior to developing a telecommuting program, agencies should consider their specific needs from a telecommuting program and which types of jobs are best suited for telecommuting and which ones may not be. It should also consider the types of employees and employee characteristics that are best suited to take advantage of these programs. Agencies should consider establishing a specified trial period to ensure that telecommuting will meet agency expectations.

3. Agency Policy

An agency that decides to implement a telecommuting program must adopt a written policy that defines the criteria and procedures for telecommuting and ensure that its agency-specific policy is consistent with this State policy. Additionally, section 7E. of this document, Telecommuting Guidelines, will assist agencies in developing their telecommuting programs and procedures. Agency leadership is responsible for managing the affairs and operations of state government; thus, agencies have sole discretion to

- Designate positions for telecommuting

- Approve employees to telecommute

4. Resident Taxing State other than Idaho

All State of Idaho employees are expected to work within the State of Idaho. If an agency has a need for an employee (s) to work outside of the State of Idaho, the agency must first have approval from the Division of Financial Management and Division of Human Resources before hiring or allowing an existing employee to regularly perform their assigned duties from an out of state location.

Once the agency has received above approval, they must then notify the Idaho State Controller's 180 days in advance of paying the out of state employee. This advanced notice is required to allow for SCO system programming to correctly withhold payments required by the resident taxing state. The requesting agency will be billed for all associated programming costs.

In addition, the requesting agency will be responsible for processing of payments/reports and maintain all out of state accounts required by the resident state. This includes, but is not limited to:

- State tax withholding
- Worker's compensation
- Unemployment
- Wage reporting (W-2)

5. Telecommuting Agreement

An agency that develops a telecommuting program must develop a telecommuting agreement. This agreement must be signed by both the employee and the supervisor or appointing authority before telecommuting begins. A copy of this State policy and the agency's policy should be attached to the agreement or, at a minimum, cite the policies and ensure the employee has read and understands them. The sample agency agreement may be modified to fit the individual agency and employee circumstances. This agreement does not set forth additional rights for the employee nor establish a contract of employment where one otherwise does not exist.

Agency policies should address, at a minimum, the following conditions:

- The duration of the agreement.
- The work schedule and how it can be changed.
- How leave is to be requested and approved by the supervisor.
- The status of employees during emergency or weather-related closings affecting the central or alternate work location.
- How routine communications between the supervisor, employee, co-workers and customers will be handled.
- Any changes to the employee's performance plan and expectations because of telecommuting.
- The equipment and supplies that will be needed and who will be responsible for

- providing and maintaining them (see **8. Equipment and Materials** below).
- Applicable data security procedures (see **9. Security** below).
 - Telecommuting location safety requirements.
 - Requirement for employees to comply with all state and agency rules, policies, practices and instruction.
 - Requirement that employees will notify their supervisor immediately of any situation which will interfere with their ability to perform their job.
 - Have a statement that employees absolve the agency and the state from liability for damages to real or personal property resulting from participation in the telecommuting program.
 - Provide consent by the employee allowing the agency access of the employee's alternate work site without prior notice.
 - Provide for termination terms of telecommuting when requested by either the agency or the employee.
 - Provide for the return of all state-owned equipment and supplies upon termination of the telecommuting period.

6. Conditions of Employment

Telecommuting assignments do not change the conditions of employment or required compliance with policies. An employee's compensation, benefits, and hours an employee is expected to work will not change as a result of telecommuting, regardless of the work location. Should the employee telecommute from outside the State of Idaho, a justification for telecommuting from outside the State of Idaho must be developed and any additional costs must be addressed in the Telecommuting Agreement. Typically, mileage or travel expenses to commuting to the regular work site will not be authorized. An employee telecommuting from outside the State of Idaho is subject to taxation in accordance with the state in which the alternate worksite is located. The State Controller's Office must be notified of this change. Agencies must ensure that procedures are in place to document the work hours of telecommuting employees and that individual work schedules are in compliance with the Fair Labor Standard's Act (FLSA).

Impact on work hours: Prior to implementing any telecommuting program, consideration should be given to how the program may impact an employee's weekly hours, leave and holiday schedules.

Overtime: Although exempt employees have inherent flexibility in scheduling and performing their work, non-exempt employees are covered by the requirements of the FLSA and therefore are subject to overtime pay for hours worked in excess of 40 hours in a week, or 160 hours in a 28-day period for employees designated as law enforcement.

Shift Differential: Shift differential pay will not be authorized for telecommuters even if the majority of work is performed between 6:00 p.m. and 6:00 a.m.

Holidays: Schedules resulting in holiday time off in excess of 8 hours should only be

approved in such a way as to treat all members of the affected job classification equally. If flex schedules are in effect, they may be suspended, paid leave may be authorized, or work schedules may be adjusted during holiday weeks so as to ensure equity among all staff.

Mutual Agreement: Unless otherwise specified as a condition of the job at the time of hiring, the agency, the supervisor and the employee must agree to telecommuting. Agencies are responsible for determining whether or not it is appropriate to offer telecommuting to any employee based on the agency's needs, policy and the criteria normally applied to decisions regarding the approval of telecommuting.

Meetings: Supervisors may require employees to report to a central workplace as needed for work-related meetings or other events such as to discuss work progress, work assignment changes, etc. In general, business meetings or visits should not be held at an alternate work location when it is in a home. However, supervisors should have a reasonable expectation of occasional access to the alternate work location to perform supervisory duties. Mileage reimbursement to and from the central work site will not be authorized.

Use of leave: Telecommuting is not intended to be used in place of sick leave, Family and Medical Leave, Workers' Compensation leave, or any other type of leave. However, agencies may decide to offer telecommuting as an opportunity for partial or full return to work based on agency, State and Federal policies and the criteria normally applied to decisions on telecommuting.

Non-Telecommuting Days: On a non-telecommuting day when the telecommuter is normally working at the central work place, including periods of severe weather or emergency closing, the telecommuting employee may not choose to work at the alternate work site and receive pay for work at the site unless supervisor approval is received in advance or prior to any work performed at the site.

Personal business/Dual Employment: Employees may not be employed by another entity nor operate a personal business during the hours agreed upon as work hours. Further, Telecommuting employees shall not act as primary care givers for dependents or others nor perform other personal business during the hours agreed upon as work hours. If children or adults in need of primary care are in the alternate work location during an employee's work hours, some other individual must be present to provide care.

Operating costs: Agencies are not obligated to assume the responsibility for operating costs (utilities, phone, etc.), home maintenance, home office furniture, home office remodeling, or other costs incurred by employees in the use of their home as an alternate work location. It may be appropriate for agencies to pay for certain expenses such as cell phones, long distance work related calls on an employee's personal phone or other items which would otherwise be a normal operating expense for the agency.

Compliance: It is the employee's responsibility to ensure that they are in compliance with local zoning regulations if they are telecommuting from home. Telecommuters

should be advised to contact their insurance agent and a tax consultant for information regarding alternate work locations in the home. The employee shall be responsible for tax and insurance consequences, if any, as a result of this arrangement.

7. Workers' Compensation & Injuries to Third Parties

The state's workers' compensation program provides coverage for injuries and illnesses incurred in the course and scope of employment. Therefore it is important that any telecommuting arrangement be clearly detailed in writing between the supervisor and employee so as to eliminate any chance of on-the-job injuries not being covered under workers' compensation.

Liability: In any telecommuting situation in which an employee works from their home, the employee remains liable for injuries to third persons and/or members of the employee's family occurring on the employee's premises.

8. Supervision

Any telecommuting option usually results in situations whereby a supervisor is not able to visually observe an employee's work performance. It therefore becomes important that not only are the right employees chosen for telecommuting programs, but that supervisors develop appropriate and effective ways to supervise the work of those in a telecommuting program. To assist in measuring the success of the telecommuter in meeting performance standards, supervisors should focus on results generated by the telecommuter rather than on observed performance, and should also communicate in advance what assignments or tasks are appropriate and expected.

Supervisory impact: Supervisors will likely have to spend more time on some supervisory duties with telecommuters and communicate frequently to ensure the telecommuter is achieving their agency objectives. Supervisors must take care to communicate in advance what assignments or tasks are appropriate to be performed at the alternate work location, and what assessment techniques will be used to measure success in meeting performance standards.

Training: The agency may want to consider providing training to the managers, supervisors and employees who will be involved in telecommuting to ensure a complete understanding of the telecommuting agreement as well as to promote the best possible work accomplishments and employee relations.

9. Equipment and Materials

To ensure that appropriate security requirements are met and that work is being performed on equipment adequate for work requirements, the state agency must provide essential state-owned equipment to the telecommuter such as personal computers. To ensure ease of technical support and continued work efficiency at the central and alternative side, a laptop is recommended. The agency will determine who will provide additional equipment such as cell phones, printers, FAX machines, and other peripherals. If possible, agencies should consider using a "thin client" for the

alternate work location since the absence of hard drive would provide additional security to State information accessed at the alternate work location. (A “thin client” is a computer with no disk drives and no data stored on it but connects to application and data servers that do the processing and store the data.)

Authorized use: State-owned equipment may be used only for legitimate state business purposes, by authorized employees, and in conformance to ITRMC policy. The employee is responsible for protecting the state-owned equipment from theft, damage and unauthorized use.

Equipment installation and maintenance: Employees will be responsible for the transport of equipment and for returning it to the central workplace for maintenance and repair, as well as upon termination of the telecommuting period. The agency shall be responsible for maintaining, servicing and repairing all state-owned equipment and may provide assistance in the installation of equipment and software during normal work hours. The employee shall ensure no unauthorized software is installed on the state-owned computer. Agency-provided equipment (such as computers or cell phones) should be listed on the agency’s inland marine schedule if they wish to provide coverage for the equipment located at the alternate work site at a lower deductible. Otherwise, the equipment is covered by the State’s major property coverage and subject to a \$2,000 deductible.

Supplies: The agency shall provide the supplies and materials required for normal work activities related to the state-owned equipment. The employee will be responsible for transporting the materials to the alternate work location unless otherwise agreed to in their Telecommuting Agreement.

Internet connection: In most cases, the employee will be responsible for providing a high speed Internet connection if electronic access is required from their home to the state’s network, as well as any additional phone lines if needed. An agency may consider this to be a normal expense and reimburse the employee for all or a portion of the costs.

Home office: If the alternate work location is in the home, the work location furniture and space shall be provided by the telecommuter. If a locking file cabinet is required for the protection of data and work documents, it should normally be provided by the employee.

10. Security

Telecommuting from home presents security risks that the employee and the State must mitigate to ensure the confidentiality, integrity and availability of State information and network services. For those employees that work with sensitive information such as HIPAA, it is unlikely that a home environment will meet the protection needs, so agencies must carefully consider if these employees should become telecommuters.

Protection of Information: All State information, regardless of sensitivity level, must be

protected. Adequate precautions must be taken at the telecommuter location to ensure the security of State data, hardware and communication links. Employees will adhere to all agency approved security Policies, Standards and Guidelines to ensure confidentiality, integrity and availability of State resources. State data, applications, documents and other state resources must be protected by the telecommuter from unauthorized viewing, use or access by all third parties including family and friends. In the event a telecommuter has received authorization from agency management to transport or store sensitive data at their alternate work location, data encryption and/or physical security measures must be implemented.

Screen-lock: Telecommuters must utilize a screen-lock program on the computer used for work at the alternate work location. Furthermore, to ensure their computer is locked and the information and network is secure, they must have a minimum screen-lock time of 20 minutes. Employees must be instructed on how to use the screen-lock program.

Encryption: Windows has built in file and folder encryption capabilities and official state information should be encrypted using at least this technology. Agencies should consider investing in commercially available, 128-bit to 256-bit AES or 3DES disk encryption technologies. For those agencies that process data which requires Federal Information Processing Standards of Protection, to include privacy data, and want to use Windows Encryption, they must use the 3DES encryption option.

Physical protection: The agency must decide what level of physical protection is required for the information a telecommuter works on. The protection, at a minimum, must match the security required for that information in the central workplace. Agencies should consider using “thin-client” technology to minimize the possibility of any information breaches at the alternate work location.

Protection in Transit: Telecommuters should ensure they protect State information and information technology, such as computers, hard drives, and removable media between the central workplace and the alternate work location. Telecommuters must avoid leaving the equipment or documents in a car, even if it is locked. If State equipment and/or documents must be left in an automobile, they must be locked in a hard trunk.

Wireless Networks: Telecommuters should not access the network using a home wireless network unless strong security features are enabled, to include 128-bit to 256-bit AES or 3DES encryption of the wireless signal. All wireless network access that is not being used must be turned off.

Incident Reporting: The agency must establish an incident reporting process in case of a security incident or an information breach. State standards apply and are available at <http://itrmc.idaho.gov/resources.html#policies> to help the agency create a process. All telecommuters must be trained on this reporting process.

Supervisory awareness: Supervisors must be aware of what information is at the telecommuter's alternate work location. While the employee may have access to the agency's resources through remote access, the employee must ensure the supervisor is aware of what documents and data the employee is accessing.

Patching and maintenance: Telecommuters must only use State-owned computer equipment and protective software used by the agency in order to meet State IT security standards. The responsible agency must ensure security patching and anti-virus updates are maintained on the telecommuter's hardware (PC, PDA, etc). If at all possible, the agency should accomplish this patching via the Virtual Private Network (VPN) In addition; the responsible agency will determine how they will resolve computer maintenance issues and user assistance.

Standards Compliance: Electronic access by telecommuters to all internal resources, applications, data and services on the state's network and at agency locations must be made according to the established state's Virtual Private Network (VPN) standard (S3220). Employees must ensure that no unauthorized people, to include friends and family, have access to the State equipment, data or VPN connection. The VPN technology used must initiate a security check for current security patches, anti-virus/anti-spyware signatures and a firewall.

7E. Telecommuting Guidelines

1. Benefits

Benefits of the program coupled with changes in the availability and sophistication of information technology have made alternative work scheduling more feasible. At the same time, employers are finding office costs rising and office space limited. Consequently, many employers are finding that telecommuting is one answer to some of the concerns of today's office setting. The following are proven benefits of a telecommuting program.

- a. **Cost savings:** The main savings are in premises costs, office overheads and labor. Agencies adopting telecommuting methods can achieve significant reductions in total office occupancy.
- b. **Increased productivity:** Productivity increases of 40% have been reported, though a range of 10%-40% is probably more typical across a large-scale program.
- c. **Improved motivation:** In successful programs, employees respond well to the signal of trust and confidence indicated by the employer's adoption of more independent work styles encouraged by telecommuting.
- d. **Skills retention:** Employees who might otherwise leave have more reason to stay in a position that allows telecommuting.
- e. **Organization flexibility:** In the event of restructuring and reorganization, people can

continue to work without disruption to their personal lives.

- f. **Resilience:** Organizations with effective telecommuting programs are more resilient in the face of external disruption, such as severe weather, natural disasters or terrorist action.
- g. **Reduced traffic congestion:** In the most intensive commuter areas it's quite noticeable how much more easily the traffic flows when even ten percent of commuters are away on vacation. The same or greater reduction is possible with widespread telecommuting programs.
- h. **Reduced pollution:** Telecommuting programs clearly result in a reduction of total car travel. In California and some other states, there are legal or fiscal programs aimed at encouraging telecommuting as part of a battery of anti-pollution measures.

2. Statement of Intent

It is the responsibility of the Appointing Authority of each State Agency to determine whether telecommuting will be implemented for the Department and if so, under what circumstances. Remember that a decision must be made using two primary characteristics: The mission, and the employee. While a specific job may be a good choice for telecommuting, each individual employee must be assessed individually for their own ability to work in an alternate work location. The following factors should be considered when reviewing telecommuting requests:

- a) Operational needs including service to customers
- b) Productivity
- c) Costs
- d) Benefits
- e) Adaptability of job responsibilities
- f) The employee's ability to work independently
 - 1. Telecommuting should result in benefits to the department as well as to the employee. Telecommuters are accountable to the department so that the costs are proportional to the benefits gained.
 - 2. Use of telecommuting must not negatively impact operations, including delivery of services to customers, nor should it decrease productivity or significantly increase costs to the department. If it is found that telecommuting violates any of these restrictions, management should deny or withdraw permission to telecommute.

3. Procedures

- A. Each agency should create its own telecommuting policy that is consistent with the

State's telecommuting policy. The agency's policy may address topics and issues not covered by the State's policy. An agency may decide to make the State's policy its own policy with the addition of its own Telecommuting Agreement and any other documents it deems to be appropriate. Agencies may not contradict or negate stated requirements in the State's policy within their own policy. The agency's policy may, however, be more restrictive than the State's policy.

- B. An employee who wishes to telecommute shall complete a Telecommuting Application and submit it to the employee's immediate supervisor.
- C. The immediate supervisor shall review the request in accordance with this policy. The supervisor will:
 - a) Consult with information technology staff regarding automation or communication needs identified in the application.
 - b) Contact other affected supervisors regarding any request for shared office/equipment arrangements proposed in the application to assure that such arrangements meet with their approval.
- D. The application is subject to the approval of the department director or their designee.
- E. The employee and immediate supervisor shall enter into a written "Telecommuting Agreement" to assure that both parties understand and agree to all job expectations during telecommuting.
 - a) The "Telecommuting Agreement" specifies the terms and conditions of telecommuting, which includes verification by the employer that the home office provides work space that is free of safety and fire hazards. In the agreement, the employee holds the employer harmless against any and all claims except workers' compensation claims, resulting from an employee working in the home office. The agreement also highlights the importance of effective communication between the employee and supervisor. Both must **understand expectations** in areas such as performance and work hours. An effective agreement documents the responsibilities of the employee and supervisor, establishes work hours, and contains a home office checklist.
 - b) The "Telecommuting Agreement" must be signed and agreed to by the telecommuter and the supervisor. It establishes and **communicates** the basic working conditions for the program. In addition to signing the agreement, there should be thorough discussion between the employee and supervisor about how future communication should occur. There may be other needs to which the employee and supervisor should be alert to. Short and long term goals and how often the goals are reviewed, updated and evaluated may also be a part of the discussion. The agreement should reflect current performance objectives, and not create surprises when the time comes for employee performance evaluations.

c) The agreement must include the following:

1. The duration of the agreement

Agency should set a mutually agreeable date with the employee for the start of telecommuting and a potential ending date. This may be a specific date or it may be until the time of the employee's next review date. However, there should be included review times and dates at which the agreement must be renewed or terminated. The agreement should not be open ended.

2. Telecommuting location (e.g., home, specified office).

3. The work schedule and how it can be changed

The work schedule for both telecommuting and non-telecommuting days, including meal periods, should be addressed. A work schedule for a telecommuting day may consist of both core work hours and work hours that are scheduled at the employee's discretion.

The agency and employee may want to set specific hours during which work is to be done at the telework site including meal times, or specific core hours may be set with other hours scheduled at the employee's discretion. The employee's discretionary hours may be within set hours if the agency so desires. The agency should set a method for agreeing on how the hours that are to be worked can be changed.

4. How leave is to be requested

The agency must decide how an employee may request leave while in a telecommuting status and how the supervisor will inform the employee of approval or denial.

5. The status of employees during emergency or weather-related closings affecting the central or alternate work location

The agency should set guidelines for when telework may continue under emergency and weather-related conditions, and what notification and approval is required for an employee to work from the telework site during times that would normally be worked at the central site. It should also set guidelines for when work should be done at the central work site when work cannot be done for any reason at the telework site on normal telecommuting days.

6. How routine communications between the supervisor, employee, co-workers and customers will be handled

The supervisor and telecommuter should determine ahead of time the frequency and methods of routine communication on telework days and the types of situations that would require additional communication.

7. Any changes to the employee's performance plan and expectations because of telecommuting

If it is anticipated that any changes need to be made to an employee's performance plan or to productivity expectations, these should be addressed before the employee begins telecommuting and should be reviewed periodically, but probably not less than quarterly. Additional reviews can be initiated by either the supervisor or the employee as needed.

The supervisor may require the telecommuter to submit a "*Status Report*" each quarter.

8. The equipment and supplies that will be needed and who will be responsible for providing and maintaining them

The agency must determine what equipment and supplies (e.g., personal computer, printer, modem, software, phone line, WATS service, telephone, desk, files, supplies, chair), are appropriate for it to provide to the telecommuting employee for use at the telecommuting location. An inventory must be kept of any and all equipment signed out to the employee and the liability for loss or damage spelled out in advance. Who will provide these items, how they will be delivered to the telework location must be included in the telecommuting agreement.

Meeting these requirements would normally be at the employee's expense, but the agency may deem it necessary to provide these in certain circumstances. This should be determined whenever possible before telecommuting begins.

The agreement should state that the employee is not to make any changes, additions or deletions to the hardware or software provided by the agency unless permission is obtained from the agency in advance of these changes. It should also state that the employee will not copy any software or data in violation of law or the agency's or State's licensing agreements with vendors.

9. Applicable data security procedures

The agency must determine what data is appropriate for access by employees while telecommuting and what is considered sensitive data that cannot be accessed. If restrictions must be placed on what data and applications may be accessed, this should be included in the telecommuting agreement or added whenever it becomes appropriate. There should be no ambiguity between the supervisor and employee on this issue. An attachment to the agreement listing restricted and/or allowed access may be appropriate.

10. Telecommuting location safety requirements

The agency may wish to create a safety checklist and signed agreement form for its telecommuting employees such as the sample attachment.

11. Responsibility for utility costs (e.g., local and long distance phone service/calls, electricity) at the telecommuting site are typically paid by the employee. Exceptions should be documented in the Telecommuting Agreement.
12. Requirement for employees to comply with all state and agency rules, policies, practices and instruction
It is imperative that the agency include a statement in its agreement to this effect. It is the agency's responsibility to ensure that the employee knows and understands these at the time of signing the agreement. The agency may want to include a copy of these with the agreement.
13. Requirement that employees will notify their supervisor immediately of any situation which will interfere with their ability to perform their job
The agency and employee should agree upon the types of situations that should be communicated to the supervisor and how that communication should be done.
14. Have a statement that employees absolve the agency and the state from liability for damages to real or personal property resulting from participation in the telecommuting program.
The agency needs to include such a statement in its agreement. This statement should be approved by the agency's AG representative.
15. Provide for termination terms of telecommuting when requested by either the agency or the employee
The agency must include a statement on when and how the agreement may be terminated by either the employee or the agency. It should include a statement that the agency may terminate the agreement without cause.
16. Provide for the return of all state-owned equipment and supplies upon termination of the telecommuting period
The agreement should include how and when state-owned equipment and unused supplies are to be returned to the agency including who will transport them.
17. Other terms and conditions.
Agencies may determine that other terms and conditions should be included in their telecommuting agreement. These should meet all state and agency rules, policies, procedures and all applicable local, State and Federal laws.

F. Determining appropriate Positions and Employees for Telecommuting

It is the agency's responsibility to determine which positions may or may not work well for it to include in telecommuting. It is also responsible to determine who within these positions may be allowed to use telecommuting. Employees should be

told that there is no right to telecommuting and that not being chosen to telecommute is not a reflection upon them or their value to the agency. Agency requirements should always be the overriding factor in making these decisions.

1. Position Selection.

In making decisions about which positions are appropriate to designate or approve for telecommuting, agencies should thoroughly analyze the duties of positions and how the work is performed. This should be done on the basis of the work performed, not on the individuals working within the positions.

In general, the following types of positions may be appropriate for telecommuting:

- The job requirements accommodate working away from the office for one or more days each week and the work can be done just as well inside or outside the office.
- The job requires little face-to-face interaction or predictable contact with the employee's supervisor, co-workers and customers
- The job requires concentration
- The work performed results in specific, measurable work products
- The resulting work can be monitored by output, not time spent doing the job

2. Employee Selection Criteria

Agencies will want to create a list of employee characteristics for those chosen to telecommute that will provide greater success in the program. These characteristics might include:

- Are interested in telecommuting
- Are self-motivated and flexible
- Have successful, and often above average, performance evaluations
- Are knowledgeable about their jobs and can work independently
- Have a history of dependability and trustworthiness
- Are well organized and have good time management skills
- Function well with little direct supervision
- Can deal with low social interaction
- Have an appropriate home work site that includes privacy and lack of distractions

G. Termination of Program Participation

1. The employee and the Department agree and understand that this agreement may be terminated at the request of either party. The request must be made in written form and must provide, at a minimum, a fifteen (15) working day notice. All equipment, records, materials, and supplies are to be returned in good condition and within five (5) working days of termination of this agreement.
2. The employee understands that due to infractions of rules, policies, practices,

standards or procedures deemed detrimental to the Department or the State
this agreement may be immediately terminated by the Department.