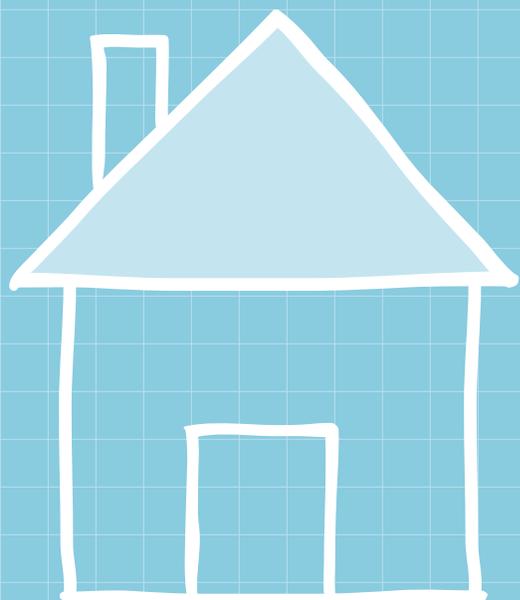
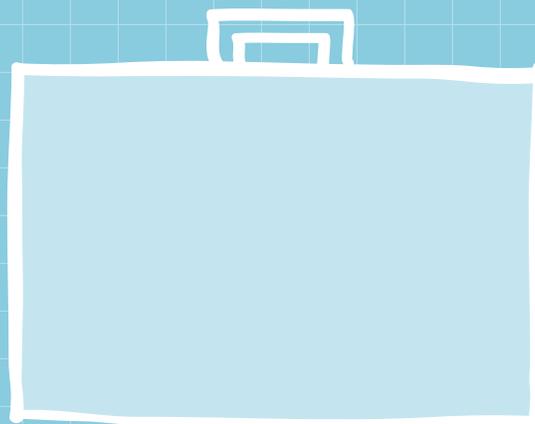


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What is Telework?

A Proven Strategy

Today, a portion of Los Angeles County's labor force works off-site, usually from home. As off-site work gains greater acceptance, more and more companies are asking, "Should we start a telework program?"

What is Telework?

Telework is a flexible working arrangement where employees work from locations other than the traditional workplace, most often from home. Employees who telework usually do so on a part-time basis (1–3 days per week), although telework can also be a full-time arrangement.

Telework Works

Telework is becoming an increasingly attractive and viable option for companies. Technological innovations such as inexpensive laptops and easily accessible and reliable high-speed Internet access allow employees to link securely into their company's network, and have access to the same information as their office-working counterparts. For an increasing number of employees and their supervisors, telework really works.

Telework Stats...

- > Employees working at home at least one day per month increased by 63% from 2004 to 2006 (WorldatWork 2006)
- > More than 28 million of the 149.3 million workers in the U.S. labor force telework at least one day per month (WorldatWork 2006)
- > By 2010, it is estimated that 100 million U.S. workers will telework (WorldatWork 2006)
- > Eighty-four of Fortune Magazine's 100 Best Companies allow employees to telework at least 20% of the time. The companies below have the highest percentage of teleworkers.

Company	% of regular teleworkers
Cisco Systems	70%
eBay	48%
Booz Allen Hamilton	34%
S.C. Johnson & Son	32%
American Fidelity Assurance	30%

Why start a Telework Program?

Telework is a proven work option that can mean greater productivity, higher quality work and more satisfied employees. Telework programs make good companies even better.

A well-designed Telework program:

- > Increases employee productivity and efficiency (by 10%–20% on average)
- > Improves employee morale and reduces stress
- > Reduces employee absenteeism (2 to 4 days per year on average)
- > Reduces tardiness
- > Lowers healthcare-related costs and long-term disability costs
- > Attracts new workers and retains quality employees
- > Lowers office overhead expenses and parking needs
- > Offers increased hours of service to clients and customers
- > Reduces the need for additional office space
- > Increases flexibility of staff to handle peak workloads
- > Maintains business continuity during an emergency or major disaster
- > Often results in environmental benefits and congestion relief due to reduced vehicle miles traveled
- > Helps comply with air quality regulations

Companies that adopt telework programs not only help their bottom line, but also demonstrate that they are on the cutting edge, flexible, caring and family-friendly. And, studies show that a great place to work is not only good for employees, but is also good for business.

FORMALIZING A TELEWORK PROGRAM

Although many companies offer informal teleworking to select individuals, there are several compelling reasons to consider implementing a formal telework program.

A Formal Telework program:

- > Mitigates company risk exposure
- > Reduces risk of discrimination issues by formalizing eligibility criteria
- > Ensures that all jobs in the organization have been evaluated for teleworking suitability
- > Helps prevent loss or damage to company-owned equipment by defining the conditions for home use
- > Includes analyzing and managing costs and benefits
- > Ensures that all managers have executive support, clear direction and consistent policies
- > Requires an organizational structure and assigns roles and responsibilities
- > Ensures that well trained teleworkers and their managers are familiar with policies, technology, and home-safety issues

Companies Reap the Rewards of Telework

- > With 43% of workers participating in iWork, Sun Microsystems's telework program, the company saved \$255 million over four years by downsizing its office real estate and eliminating 7,700 workspaces. Sun Microsystems saves an additional \$24 million a year by cutting back on system administrators, paying less for electricity and not having to upgrade computers. (sfgate.com)
- > In 2003, Cisco Systems realized \$195 million dollars in increased productivity by encouraging employees to telework. In addition to reducing Cisco's operational costs, the company's telework policies

allow the company uninterrupted access to critical information and resources in the event of a natural disaster or homeland security threat.

- > Instead of having to drive to their office in Beverly Hills, employees of Fox Interactive Media can arrange with their managers to telecommute from home or other locations. In addition, the option of telecommuting is presented to some out-of-town job candidates worried about the city's well-deserved reputation for traffic jams. According to the Senior Vice President of Human Resources, "It's a benefit for us as we try to attract talent." (Press-Telegram, May 2008)

- > Dow Chemical reduced administrative costs by 50 percent annually and increased productivity by 32 percent by adopting a telework program for its sales force. (Dow Chemical, 2004)

- > At Woodland Hills-based Health Net, Telework helps employees balance their personal and professional lives, and managers have not seen any drop in work productivity from telecommuters. (Press-Telegram, May 2008)

- > Kaiser Permanente Southern California Regional Offices – Many of Kaiser Permanente's IT staff work from home. According to their Manager of Transportation Systems Management, "It's as easy for IT staff to work from a home office as it is from their worksite. Employees not only save a commute trip, but also save on the high price of gas and avoid a hectic commute." (Metro Telework Phone Survey, June 2008)

How to start Teleworking.

Planning and implementing a Telework Program requires senior management support, changes in supervisory methods, and trust in participating employees. In addition, companies must ensure that employees have the tools and access to information they will need to perform their jobs remotely.

SELECT A TELEWORK PROGRAM MANAGER

The program manager will act as the company's telework program representative. (Sometimes, this person is also the company's employee transportation coordinator.) This individual should be a manager or have access to, and the support of management. The program manager should have experience in management, organizational policy, budgeting, transportation programs, or special projects.

The Telework Program Manager will:

- > Serve as a point person for the telework program
- > Help form and chair the Telework Steering Committee
- > Interface with senior management and offer guidance when issues arise
- > Ensure that program requirements are met
- > Help analyze and manage costs and benefits
- > Help coordinate program funding

CREATE A TELEWORK STEERING COMMITTEE

The committee will be responsible for planning the telework program, monitoring progress and assessing the need for changes and improvements to maximize program success. This group will help establish program goals, objectives, written policies and guidelines, and will also develop an implementation plan including a schedule with milestones. Telework Steering Committees are most effective when they represent a cross-section of departments that will be affected by teleworking.

The Steering Committee may include staff from:

- > Senior Management
- > Human Resources
- > Facilities
- > Finance
- > Communications
- > Policy and Planning
- > Training
- > Unions (if any)

IDENTIFY GOALS AND OBJECTIVES

Define what your company plans to gain through a telework program. Does your business want to expand recruitment or retain valuable employees? Does management need to expand the company without adding costly office space? In the event of an emergency or major disaster, does building telework into your business continuity plan make good business sense?

The Telework Steering Committee should:

- > Develop a clear definition of your telework program and its mission, as well as the main objectives to be accomplished.
- > State what telework will and will not be for your company. For example, will the program be implemented only within specific departments or across the entire organization?
- > Set goals and decide what needs to be done to reach those goals.
- > Develop evaluation methodology to ensure that specified goals are met.

DRAFT TELEWORK GUIDELINES

The Telework Steering Committee, in conjunction with the Human Resources Department, should draft guidelines that will support, encourage and guide individuals, departments or the entire company throughout the process of implementing and managing a telework program (see appendices for Sample Telework Guidelines). This document will outline responsibilities and expectations for all parties.

Your company's guidelines may include:

- > A program definition and policy statement that outlines your company's commitment to telework and how a telework program will benefit your business
- > Statements addressing the following topics:
 - The basic terms and conditions of employment, e.g.: salary and benefits will not change when participating in the telework program
 - Whether or not telework is a voluntary program
 - Provision and maintenance of equipment and/or telecommunication services
 - Security procedures
 - Work week and overtime policy
 - Cancellation of telework days
 - Workers' Compensation
 - Need for a designated work space

- Terms of the telework agreement
- Tax implications, if any
- Medical/family leave
- Dependent care, e.g.: telework is not a replacement for childcare or dependent care
- Remote office safety
- > Telework written forms and agreements
- > Teleworker and telemanager/supervisor training
- > Telework program performance measurements and evaluation procedures (generally follow those used for in-office workers)

OBTAIN SENIOR MANAGEMENT SUPPORT

Gaining management support is important to the success of a telework program. A well-designed management presentation, which addresses how a telework program will benefit the company and its employees, can help in that effort.

A management presentation demonstrates that the steering committee is well organized and informed on all aspects of developing and implementing a telework program. The presentation should review what the committee has accomplished and offer reasons why the committee is recommending teleworking.

The presentation may also highlight the philosophy and vision developed, reference potential guidelines and cite the advantages to the organization.

ASSESS TECHNOLOGY NEEDS

In order to develop and support a telework program, it is essential to understand your company's equipment, network connectivity and security requirements.

To implement the technical aspects of a telework program:

- > Identify the technology and equipment that your company is currently using as well as other available equipment and connectivity options
- > Pinpoint the security measures needed to protect data
- > Identify the availability of a secure private network, such as a virtual private network (VPN)
- > Assess Information Technology capability and capacity to support teleworkers
- > Assess teleworker technological needs (computer, high-speed Internet, telephone, fax, e-mail, copier, etc.)

- > Determine whether these needs will be satisfied using company-provided equipment, employee-provided equipment, or a combination of both
- > Recommend the level of support the company will provide to prospective teleworkers in terms of company-provided equipment and IT support
- > Establish procedures for technical support
- > Develop a budget that addresses equipment procurement, maintenance, and ongoing support (including recurring expenses)

ESTABLISH TELEWORKER SELECTION CRITERIA

Conduct a jobs assessment to determine which jobs complement teleworking. Since it is not possible for every employee to work outside the office, you should first look at the tasks which make up each job and decide which employees can and should telework. Although you may choose to exclude certain job titles because they appear unsuitable for teleworking, using job titles as an eligibility criterion is not recommended. Job task analysis is fairer and is not difficult to do.

Begin your evaluation process by asking:

- > Can the work, or part of the work, be sent to and from the employee's home with ease, speed and confidentiality?
- > How much face-to-face contact is required with managers, colleagues, clients or subordinates?
- > Is the job subject to unscheduled in-office meetings that cannot be accommodated by teleconference?
- > How important is it for the employee to access equipment, materials and files located only at the workplace?
- > What type of specialized equipment does the job need access to?

ESTABLISH TELEMANAGER ELIGIBILITY CRITERIA

Just as you will need to determine which of your employees are best suited for teleworking, you will also need to determine which supervisors and managers are best suited to be telemanagers.

The characteristics of successful telemanagers:

- > Positive attitude about teleworking
- > Well organized
- > Flexible management style
- > Skilled at supervision and communication
- > Trust the integrity and professionalism of their employees
- > Manage by objectives
- > Evaluate performance by results rather than by the clock or face time
- > Support work and personal life balance

DEVELOP AN IMPLEMENTATION PLAN

The implementation plan should include developing tasks and deliverables, establishing communication guidelines, implementing a pilot program, developing a budget, and designing training and evaluation procedures.

Outline Tasks and Deliverables

Establish program development tasks and timeframes for completing those tasks.

- > Assign the person(s) who will be responsible for the various program tasks and deliverables to ensure that they are completed on time

Establish Communication Guidelines

Outline how and when teleworkers and their managers/supervisors will maintain contact with each other and with external and internal clients. Telework should appear seamless to the outside world. It is important that teleworkers continue to provide regularly-scheduled status reports to managers. This will reassure managers that tasks are being completed and deadlines are being met. It is also important that teleworkers have the opportunity to highlight their accomplishments in order to get proper credit for their achievements.

Options may include:

- > Requesting regularly scheduled reports detailing status of tasks in-progress and completed
- > Establishing a regular schedule or core hours for phone calls or e-mail between teleworkers and their managers (e.g.: teleworkers contact their managers at the start of each telework day)
- > Having teleworkers be available for teleconference meetings, and face-to-face meetings
- > Outlining emergency communication procedures

What types of jobs are best for Teleworking?

Most information-based jobs that can be performed from an off-site location are suitable for teleworking. Appropriate jobs include those that entail reading, writing, transcribing, research, analysis, working with data, and talking on the phone. Although teleworking is not appropriate for all jobs, some can be modified.

- | | |
|--------------------------|----------------------------------|
| > Accountant | > Journalist |
| > Advertising Executive | > Legal Transcriber |
| > Analyst | > Manager |
| > Applications Engineer | > Market Analyst |
| > Architect | > Marketing/
Promotions Staff |
| > Attorney | > Mechanical Engineer |
| > Auditor | > Medical Transcriber |
| > Bookkeeper | > Programmer |
| > CAD/CAM Engineer | > Purchasing Manager |
| > Chemical Engineer | > Realtor |
| > Central Files Clerk | > Researcher |
| > Civil Engineer | > Outside Sales |
| > Clerk Typist | > Scientist |
| > Data Entry Staff | > Software Engineer |
| > Data Search Specialist | > Statistician |
| > Economist | > Stock Analyst |
| > Electrical Engineer | > Stock Broker |
| > Field Staff | > Telemarketer |
| > Financial Analyst | > Web Designer |
| > Graphic Artist | > Writer |
| > Insurance Broker | |
| > IT Support Specialist | |

Implement a Pilot Program

Before rolling out a formal telework program, companies generally start out with a pilot program. Implementing a pilot allows companies to assess the program and identify what is and is not working, and then make modifications and improvements based upon the experience. A pilot program runs for a specific period of time (usually six months). The trial period is designed to test the effectiveness of your policies and procedures, guidelines, training, communication methods, and other program components. Program improvements or modifications can be added at any time.

- > Include a varied cross-section of jobs, people and departments, or start within one department where managers support the idea of teleworking. It may be most practical and cost-effective to start with those employees who own laptop computers
- > Once the pilot program begins, managers and participating employees should communicate regularly to provide program feedback, address any issues that arise, and fine-tune wherever possible
- > As the pilot program concludes, and objectives are met, your organization should prepare to rollout the program on a larger scale
- > If objectives are not met on schedule, conclude the pilot, document the lessons learned, and determine whether or not the issues can be resolved. If so, consider extending the pilot for an additional six-month period
- > The steering committee should review established criteria and measurements, obstacles, concerns, unexpected results and then revise the implementation plan

Develop a Budget

Expenses associated with telework programs include both start-up expenses such as training programs and equipment purchases, as well as continuing expenses such as data security and costs attributed to equipment maintenance and ongoing communication. To keep expenses down, companies may initially build their telework programs around existing remote access and employees who have access to laptop computers.

- > Use the Telework Benefit/Cost Worksheet found in the appendices to help determine potential costs and savings to your company

- > Work with the appropriate departments within your company to draft a budget and determine who will oversee it

Get the Word Out

Get the word out about the telework program to management and appropriate staff. This can be done in a number of ways, including meetings, memos, e-mails and information briefings. Make sure the information comes from the CEO or upper management to demonstrate management's support of the program. If your company is limiting its telework program to certain departments, the communication may be sent to eligible departments, and an abbreviated version may be sent to the remaining departments. Both versions should explain why some jobs are being included and others excluded.

The communication may include:

- > A description of the telework program
- > Program goals
- > Eligibility criteria
- > Telework Program Manager contact information

Train Your People

No matter how well designed your telework program is, it won't work unless people know how to use it. Most companies include training for both the teleworking employees and their managers. Training for all participants should focus on program goals and objectives.

Topics for teleworker training may include:

- > Telework policies and guidelines
- > Time management
- > Communication parameters
- > Technology training and security procedures
- > Workers' Compensation and injury reporting procedures
- > Strategies for working effectively at home
- > How to communicate effectively with co-workers and managers
- > How to deal with family, friends and others
- > Setting up an ergonomic home office
- > Contacts and process for answering questions and resolving problems

Everything you need to get started is right here.

Topics for manager training may include:

- > Telework policies and guidelines
- > Work planning and scheduling
- > Effective communication
- > Goal setting
- > Managing by results
- > Monitoring performance
- > Providing feedback and coaching
- > Data security and privacy policies and practices

Develop Evaluation Procedures

An ongoing monitoring program is key to establishing the success of your company's telework program and determining whether or not goals and objectives are being met. Surveys, interviews and/or focus group meetings are recommended to obtain this information.

If goals and objectives have not been met, evaluation will help direct needed changes to the program. This process may be important in justifying telework continuation. The program should continue to evolve and grow over time as the company becomes more experienced with telework, and as business needs and information technology change.

Some questions to include through the evaluation process:

- > Are goals and objectives being met? (Be very specific)
- > Are managers satisfied with teleworker performance?
- > Has there been an impact on productivity? If so, what?
- > Has there been an impact on operating costs?
- > Has there been an impact on absenteeism rates?
- > Has there been an impact on employee morale?
- > Has there been an impact on recruitment and retention?
- > Is technology adequate and available?
- > Are communications being maintained at an acceptable level?
- > What do teleworkers and telemanagers like most (and least) about the telework program?
- > Has there been an impact on customer/client satisfaction?

Along with the information presented in this guidebook, we have also included appendices with sample forms, agreements, policies and other resource materials to help you design a telework program to meet your company's needs and goals. Simply modify these materials to fit your company's telework vision.

Appendices

- > Sample Telework Guidelines
- > Calculate What a Telework Program Can Do For the Bottom Line
- > Sample Telework Agreement
- > Sample Teleworker Assignment
- > Sample Teleworker Task Schedule
- > Sample Teleworker Survey
- > Sample Telework Supervisor Survey
- > Sample Job Performance Survey

SAMPLE TELEWORK GUIDELINES

Purpose

_____ (Company) has developed Telework Guidelines to make working at a remote workplace an effective way to meet company and employee needs. All departments will follow these guidelines to promote consistency in implementing and measuring the success of the telework program.

Note: Telework is a management option, not an employee right; therefore, telework is not an option that an employee can demand or has a right to expect. It is, instead, an option that management uses whenever it decides that it is most appropriate for the situation and circumstances. This is a voluntary program and the arrangement can be terminated at any time for any individual employee(s) or as a program, if it is determined that the Company's needs are not being met.

To Obtain Telework Forms

Contact Human Resources.

Objectives of these Guidelines

These guidelines are intended to encourage and structure telework and to provide a general framework for departments to adapt telework as a work option in their area, thus helping to achieve the Company's strategic objectives. These objectives include:

- > Increase employee productivity and improve overall productivity of the Company
- > Make optimal use of Company office facilities and equipment
- > Reduce traffic congestion and improve air quality by demonstrating that the Company is a leader in using telework as a transportation demand management strategy
- > Encourage employee retention

Definition

Telework is working from a remote workplace, such as home, instead of commuting to the employee's usual Company work address. Telework normally occurs on a regular schedule (one or more days each week or month). Intermittent telework is also permitted based on these guidelines.

Telework Agreement

The Telework Agreement clearly establishes the roles and responsibilities between a teleworking employee and that employee's supervisor. This agreement must be signed by both parties prior to beginning telework, and must be reviewed at least semi-annually to ensure that the telework guidelines are well understood. A copy of the signed agreement will be forwarded to the Telework Program Manager.

Responsibilities

The Telework Program Manager, with the help of the Telework Steering Committee, will:

- > Brief all applicable departments on the purpose, process, goals, and benefits of telework
- > Survey supervisors and teleworkers after six months of program implementation for evaluation purposes
- > Provide a telework training session for teleworkers, supervisors, and involved staff
- > Be responsible for implementing the Company's employee telework program and act as the point of contact for the telework program
- > Answer employees' questions regarding telework and process any complaints or appeals which may arise between the teleworker and the supervisor
- > Verify compliance with telework policy and procedures
- > Report and make recommendations to the Executive Director based on the program's progress, to determine whether the program should be revised or modified

Management will:

- > Identify jobs, teleworkers, and supervisors within their organizational unit that meet the criteria established in these guidelines
- > Actively encourage telework as a means of fulfilling the Company's objectives, where applicable
- > Verify that all departments and sections apply the same criteria and follow the Telework Guidelines
- > Maintain control over Company-owned property used by teleworkers through written receipts for property as part of the Teleworker's Assignment Form

SAMPLE TELEWORK GUIDELINES

Supervisors will:

- > Approve or deny Teleworker Assignment based on the criteria in these guidelines
- > Be responsible for the day-to-day performance of teleworking employees, just as with other employees under their supervision
- > Coordinate hardware and software administrative and technical needs with their Information Technology staff

Employees will:

- > Comply with the Company's Telework Policy
- > Complete telework training before telework begins
- > Abide by the terms of their Telework Agreement and the Telework Guidelines

Information Technology staff will:

- > Be responsible for coordinating teleworkers' equipment and technology needs
- > Coordinate equipment repairs
- > Establish standard hardware and software configurations for providing connections to Company-wide area and local area networks in a telework environment
- > Address any telework-related information security considerations

PROGRAM IMPLEMENTATION

Program Orientation

Employees approved for telework, their supervisors, and other involved staff must complete telework training before they begin telework.

Telework Implementation Process

Step	Responsible Party	Action
1	Supervisor	<ul style="list-style-type: none"> > Determine operational needs for his or her section. > Evaluate employees to ensure compliance with the established criteria. > Evaluate impact on the department. > Coordinate with the necessary staff to determine availability of resources. > Ask eligible employees about their interest in potentially teleworking. > Recommend approval or denial of telework candidate(s).
2	Manager	<ul style="list-style-type: none"> > Approve or deny the request and notify the supervisor of the decision.
3	Supervisor	<ul style="list-style-type: none"> > Notify the employee of the decision. If approved, the process moves to the next step. If denied, the supervisor provides written notification, including the reason for denial.
4	Employee and Supervisor	<ul style="list-style-type: none"> > Complete telework training. > Complete a Telework Agreement and both sign. > Develop a telework schedule. > Develop performance standards for specific tasks to be completed the next telework period (one day, two days, etc.)
5	Employee	<ul style="list-style-type: none"> > Sign for receipt of Company-owned equipment (if applicable). > Begin teleworking.
6	Supervisor	<ul style="list-style-type: none"> > Approve time (hours worked) and work accomplished for each Telework period.

SAMPLE TELEWORK GUIDELINES

Employee Criteria

Employees interested in teleworking must meet the following criteria (which can be gathered from the employee's previous performance evaluations):

- > Have the ability to work well with minimal supervision
- > Have a thorough knowledge and full understanding of the operations of his/her work tasks
- > Have a history of reliable and responsible accomplishment of work duties
- > Have demonstrated ability to establish priorities and manage his or her time

Job Criteria

Jobs acceptable for telework are those that can be performed at a remote site without diminishing the quality of the work or disrupting the productivity of the office

Equipment Criteria

- > Supervisors determine what equipment is needed versus what is available
- > Supervisors determine whether the employee needs to access the equipment at the remote site or at the office or a combination of both

Scheduling Criteria

- > The operational needs of the Company take precedence over the employee's telework days. A teleworker must forego telework if needed in the office on a regularly-scheduled telework day, but should be given as much notice as possible
- > Supervisors may allow for flexibility in scheduling the specific days of the week used for telework and allow week-to-week flexibility to meet changing Company or employee needs
- > As with any work schedule, temporary telework assignments or changes in work schedules may be made at management discretion to meet Company needs or to accommodate an employee's request
- > Employees and their supervisors will plan telework schedules
- > Teleworkers must maintain communications and be available for contact as if the employee were working onsite during telework hours
- > Teleworkers report to their designated worksite as required by their agreement

Work Environment Criteria

- > The opportunity to telework is offered with the understanding that it is the employee's responsibility to maintain a proper work environment
- > The supervisor must approve the remote workplace prior to signing the telework agreement
- > Employees who telework are expected to work at their usual company work address on non-telework workdays
- > Management may visit the remote workplace during the teleworker's work hours
- > Supervisors will provide an adequate work area for telework employees on their non-telework workdays

Length of Telework Agreements and Termination of Participation

- > Initial and renewed telework agreements may remain in effect for six months, unless terminated in accordance with the procedures described in these guidelines
- > The telework arrangement is voluntary and may be terminated at any time
- > When the telework agreement is terminated, the employee must immediately return all Company property in the employee's possession or control

PROGRAM COMPONENTS

Employee Benefits

All forms of telework imply an employer/employee relationship, with the employee receiving the same benefits and having the same responsibilities as a non-telework employee. Therefore, employee benefits provided for in the Human Resource Manual, including leave time, holidays, compensation, etc., are not affected by participation in a telework program.

Participation in Studies and Surveys

Employees and supervisors may be required to participate in surveys and analyses for evaluation of the telework program.

SAMPLE TELEWORK GUIDELINES

Equipment and Software

Each manager is responsible for all equipment within his or her department. When Company equipment is used at a remote workplace, the employee is financially responsible for that equipment if it is lost, stolen or damaged because of that employee's negligence, misuse, or abuse. The following policies apply to all Company and employee-owned hardware and/or software used in telework:

- > All hardware and software used must be approved by IT staff before installation
- > Any hardware or software purchased by the Company remains company property and will be returned if either employment or the Telework Agreement is terminated
- > Products/programs the employee develops while teleworking for the Company remains the property of the Company
- > Employees are required to follow all Company computer security rules, software copyright laws, and manufacturer's licensing agreements. Company-owned software may not be duplicated
- > Teleworkers must use Company-approved communication software when connecting with the Company network
- > Company-owned equipment, software and supplies are to be used for Company purposes only

Equipment Preventive Maintenance, Repair and Replacement

- > Preventive maintenance and repair of equipment used by a teleworker is the responsibility of the owner of the equipment. If equipment malfunctions, regardless of ownership, the teleworker must notify his or her supervisor immediately. Depending upon assigned duties, the teleworker may be required to report to the office until the equipment is usable
- > Any change in the teleworker's remote workplace that involves relocation of installed equipment owned by the Company must be approved in advance

Work-Related Injury, Health and Safety

- > Teleworking employees are expected to maintain the same standards of health and safety at their remote workplace as they are at their usual company work address
- > If an employee suffers a work-related injury while teleworking, workers' compensation laws and rules apply just as they would if such an injury were to occur at their usual Company work address

CALCULATE WHAT A TELEWORK PROGRAM CAN DO FOR THE BOTTOM LINE

Here is a worksheet to help you estimate some of the key benefits and costs associated with establishing a telework program. Actual results may vary.

Benefit to Employer per Teleworker	Recurring Yearly Benefit	Sample Recurring Yearly Benefit*	Details
Increased employee productivity (On average, productivity increases 10 – 20%)	\$_____	\$6,000	[annual salary of potential teleworker] x [10 – 20%]
Increased organizational effectiveness (On average, about 2%*)	\$_____	\$800	[annual salary of potential teleworker] x [2%]
Decreased employee absenteeism (On average, teleworking reduces absenteeism by 2 - 4 days/yr)	\$_____	\$522	[daily salary of potential teleworker] x [3 (days)]
Decreased employee turnover rate (Avoid equivalent of 5% of salary for search and training costs*)	\$_____	\$2,000	[annual salary of potential teleworker] x [5%]
Reduced parking requirements (On average 30% reduction (part-time) and 95% reduction (full-time)*)	\$_____	\$360	[monthly parking cost] x [30%] for potential part-time teleworker or x [95%] for potential full-time teleworker; then [resulting number] x [12 (months)]
Office space savings requirements (On average 30% reduction (part-time) and 95% reduction (full-time)*)	\$_____	\$3,240	[office space square footage which can be proportionally reclaimed] x [30%]; then [resulting number] x [your company's monthly cost per sq. ft] x 12 (months)
Total Annualized Benefit per Teleworker	\$_____	\$12,922	To get total annualized benefit per teleworker, add column totals together

Note: Other benefits may include decreased air pollution resulting in meeting air quality regulations & increased business competitiveness.

* JALA International Inc. Sample numbers assume: \$40,000 annual salary, 15% increase in employee productivity, 230 work days/year, parking costs @ \$100/month, 150 sq. ft. of office space @\$6/month per sq. ft

CALCULATE WHAT A TELEWORK PROGRAM CAN DO FOR THE BOTTOM LINE

Cost to Employer per Teleworker	One-time Cost	Recurring Yearly Cost	Sample One-time Cost*	Sample Recurring Yearly Cost*	Details
Selection and Training	\$_____	\$_____	\$175	\$0	Training cost for teleworker (and supervisor). Hiring a training consultant is an option
Computer, printer, software, voice and data telecommunications, etc.	\$_____	\$_____	\$960	\$1,035	One-time cost is usually zero if Recurring cost for phone line/modem
Home office set up; furniture, file cabinet, etc.	\$_____	\$_____	\$1,200	\$0	One-time cost is zero if supplied by employee. Include moving costs
Other	\$_____	\$_____	\$0	\$70	Equipment liability insurance if applicable, etc.
Annualized Cost	\$_____	\$_____	\$2,335	\$1,105	Add column totals
Total Annualized Cost	\$_____		\$3,440		To get total annualized cost, add total one-time cost and total recurring cost together

Note: Due to one-time costs, telework program expenses should decrease after the first year for the same teleworkers

Total Annualized Benefit	\$_____	Sample \$12,922
Total Annualized Cost	\$_____	\$3,440
Net Benefit per Teleworker Subtract the total annualized cost from the total annualized benefit	\$_____	\$12,922

* JALA International Inc. Sample numbers assume: \$40,000 annual salary, 15% increase in employee productivity, 230 work days/year, parking costs @ \$100/month, 150 sq. ft. of office space @\$6/month per sq. ft

SAMPLE TELEWORK AGREEMENT

This Agreement, effective the _____ day of _____, _____, by and between _____ (Employee), and the _____ (Company), acting by and through _____, the Employee's duly authorized supervisor (Supervisor), establishes the respective obligations of the parties under the Company's telework program. Employee has volunteered to work as a "teleworker" at a location other than the usual company work address, such location being described in the Teleworker's Assignment, attached hereto and made a part hereof for all purposes.

This agreement is not an employment contract or a guarantee of employment and is not to be construed as such. The Company is an "at will" employer. The unenforceability of any provision of this agreement shall not affect the remainder of the agreement.

Both parties will abide by the Company Human Resources Manual and any changes thereto. In case of a conflict between the manual and this agreement, the manual will control.

Termination of an Employee's participation in the telework program is not, by itself, grounds for a complaint or subject to appeal.

Work Location

The terms "remote work location" or "remote workplace" shall mean Employee's home or other location approved by Employee's supervisor. The term "onsite" shall mean Employee's usual and customary Company work address.

The Company must approve the site chosen as Employee's remote workplace. Employee agrees that the Company may make onsite visits to the remote workplace during the teleworker's work hours. Any visits shall be made at a mutually agreeable time for the purposes of picking up or delivering work, equipment, or materials, evaluating the telework arrangement, or checking or maintaining Company-owned equipment.

Employee must work onsite when not at the remote workplace. Employee's supervisor shall ensure that Employee has an adequate work area when onsite.

Supplies and Equipment

The Company may, at its sole discretion, choose to purchase equipment and related supplies for use by Employee or may permit the use of Employee-owned equipment. Costs of supplies purchased by Employee shall not be reimbursed without prior approval.

The decision as to the type, nature, function and/or quality of electronic hardware, computer software, data, and telecommunications equipment used (e.g., telephone lines) shall rest entirely with the Company. The decision to remove or discontinue use of such equipment, data, and/or software shall rest entirely with the Company.

Employee shall use only approved communication software when connecting with the Company's network.

Equipment, software, and supplies provided by the Company for use at the remote workplace shall be limited to use by authorized persons for purposes related to official Company business.

Employee agrees that all Company-owned data, software, equipment, facilities, and supplies will be properly protected and secured. Company-owned data, software, equipment, and supplies shall not be used to create Employee-owned software or personal data. Company software shall not be duplicated. Products and programs developed while teleworking for the Company shall become the property of the Company.

In the event of equipment failure or malfunction, Employee shall immediately notify the Company so that the equipment may be repaired or replaced as necessary. In the event of delay in repair or replacement, or any other circumstance under which it would be impossible or impractical for Employee to telework, Employee may be assigned other work and/or assigned to another location, at the Company's sole discretion.

In the event that legal action is required to regain possession of property owned by the Company, Employee shall pay all costs incurred by the Company, including attorney's fees, should the Company prevail.

Work Hours and Compensation

Schedule changes may be made at the supervisor's discretion. In every case, the operational needs of the Company shall take precedence over telework.

Compensatory time must be approved in advance in accordance with Company policy.

Work hours, overtime compensation, and vacation schedules shall conform to existing policies and procedures and the terms of this Agreement. Employee's salary, retirement, benefits, and state-sponsored insurance plans remain unchanged.

SAMPLE TELEWORK AGREEMENT

Safety and Liability

The Company does not assume liability for loss, damage, or wear of Employee-owned equipment. Employee is responsible for proper operation of Company-owned equipment and shall be liable for any damage or loss caused by Employee's intentional wrongful or negligent act. Employee is not required to insure Company-owned property; however, any loss of Company-owned property that is paid by Employee's homeowner's policy will be reimbursed to the Company.

Employee shall designate a workspace within the remote workplace and shall maintain this workspace in a safe condition, free from hazards, and other dangers to Employee and equipment. Employee shall maintain the same environment in the remote workspace as he or she would onsite. Employees are subject to the same Company policies and procedures regardless of work location.

Furniture, lighting, environmental protection, and household safety equipment incidental to use of Company equipment, software, and supplies shall be appropriate for its intended use and shall be used and maintained in a safe condition, free from defects and hazards.

Employee shall notify supervisor immediately in case of injury.

Employee Duties and Obligations

Employee shall be held responsible for official documents and shall be subject to disciplinary action for any loss of these documents that is attributable to Employee's actions.

Employee shall comply with all applicable laws, policies, and instructions regarding conflicts of interest and confidentiality.

Employee shall participate in telework surveys, reports or analyses relating to telework for the Company, as requested.

Employee shall comply with all Company rules, policies, practices, instructions, telework guidelines, and this Agreement. Employee understands that violation of such may result in cancellation of this Agreement and/or disciplinary action, up to and including termination of employment.

Termination of Agreement

This is a voluntary program. This Agreement shall remain in effect for six months unless terminated by either party, with or without cause, under the terms set forth in this agreement.

The Company reserves the right to terminate the agreement at any time, with or without notice for any individual Employee or as a program. The Employee may terminate this agreement at any time with 10 working days' notice.

The Company will not be held responsible for costs, damages, or losses associated with the termination of this Agreement.

Upon termination of this Agreement by either party, Employee shall return to the Company all notes, data, reference materials, sketches, drawings, memoranda, reports, records, equipment, supplies, and all other Company documents in Employee's possession or control.

The Teleworker Assignment form shall become an attachment to this agreement.

I affirm by my signature below that I have read this agreement and understand its subject matter.

Employee's Signature

Date

Supervisor's Signature

Date

Department Director's Signature

Date

SAMPLE TELEWORK ASSIGNMENT

These are the conditions for telework agreed upon by the teleworker and his or her supervisor:

1. The Employee agrees to work at the following location:

2. The Employee will telework ____ days per ____ (week/month). Full-time teleworkers will report to their onsite location at least once per ____ (week/month) to review work with their supervisor and receive work assignments.
3. The Employee will work from home (please circle) M T W Th F
4. The Employee's work hours will be as follows: _____ to _____
5. See completed Teleworker Task Schedule for work assignments and delivery dates.
6. The following Company-owned or Employee-owned equipment will be used by the Employee at the remote work location:

Description	Serial #.	Owner
_____	_____	_____
_____	_____	_____

I understand that I am under financial liability for loss or damage to this equipment if the loss or damage results from my negligence, intentional act, or failure to exercise reasonable care, safeguarding, maintenance, or service of this equipment. I understand that I am responsible for upkeep and maintenance of employee-owned equipment and the Company is responsible for upkeep and maintenance of company-owned equipment. Employee initials _____

7. The Employee agrees to contact the office and check voice mail and/or office e-mail to obtain his or her messages at least _____ times per day.
8. The Employee agrees to obtain, from the office, all supplies needed for work at the remote work place; out-of-pocket expenses for supplies will not be reimbursed without prior approval.
9. Additional conditions agreed upon by the teleworker and the supervisor are as follows:

I have reviewed this assignment with _____ (Employee Name) prior to his or her participation in the Company's telework program.

Date Supervisor's Signature

I have reviewed this assignment and I agree to its terms.

Date Employee's Signature

SAMPLE TELEWORK TASK SCHEDULE

Name: _____ Date: _____

Department: _____

Telework Hours: _____ to _____

1. Task: _____ Estimated Hours: _____

Deliverable: _____

Accomplishment: _____ Actual Hours: _____

2. Task: _____ Estimated Hours: _____

Deliverable: _____

Accomplishment: _____ Actual Hours: _____

3. Task: _____ Estimated Hours: _____

Deliverable: _____

Accomplishment: _____ Actual Hours: _____

4. Task: _____ Estimated Hours: _____

Deliverable: _____

Accomplishment: _____ Actual Hours: _____

5. Task: _____ Estimated Hours: _____

Deliverable: _____

Accomplishment: _____ Actual Hours: _____

Total Estimated Hours: _____ **Total Actual Hours:** _____

Employee Signature: _____ Date Submitted: _____

Supervisor Signature: _____ Date Approved: _____

SAMPLE TELEWORKER SURVEY

This form is to be used 6 months after telework begins. If you have stopped teleworking, please complete the survey based on your experience while you were teleworking.

1. Indicate whether you agree with the following statements.

	Agree	Neutral	Disagree	Not applicable
A. My supervisor is supportive of telework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I receive adequate feedback on my job performance from my supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Most of the meetings I attend are scheduled at least a day or two in advance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. I usually decide how to complete the projects assigned to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Telework allows me the flexibility to work during my most productive hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How stressful is your job in the following respects?

	Very stressful	Somewhat stressful	Not at all stressful	Not applicable
A. Volume of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Scheduling work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Office politics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Managing multiple projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Rate your current job performance in the following areas.

	Excellent	Very Good	Good	Meets requirements	Needs improvement
A. Productivity	<input type="checkbox"/>				
B. Interpersonal skills	<input type="checkbox"/>				
C. Dependability	<input type="checkbox"/>				
D. Communication skills	<input type="checkbox"/>				
E. Ability to work independently	<input type="checkbox"/>				
F. Overall performance	<input type="checkbox"/>				

4. As a result of teleworking, have your work skills changed in any of these areas?

	Improved	No change	Declined	Not applicable
A. Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Ability to work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Time management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SAMPLE TELEWORKER SURVEY

5. In general, have you had any problems using the equipment?

- No
- Yes

If yes, check the statements that apply.

- It was difficult to get help when the equipment wasn't working
- It was difficult to get help when the software wasn't working
- Other: (please explain)

6. As a result of teleworking, have there been any changes in the quality of your relationships with the following people?

	Improved	No change	Worsened	Not applicable
A. Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Professional staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Support staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. In what ways could teleworking be improved?

8. How interested are you in continuing to telework?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very interested | Interested | Neutral | Not very interested | Not at all interested |
| <input type="checkbox"/> |

Your responses will be kept *confidential*.

Name: _____ Jobtitle: _____

Department: _____ Work Phone: _____

SAMPLE JOB PERFORMANCE SURVEY

Complete a copy of this section for each teleworker you supervise.

Your Name: _____ Teleworker's Name: _____ Date: _____

1. How often do you currently communicate with your teleworker?

	At least once/day	2-4 times/week	About once/week	About once/month	Less than once/ month	Not applicable
A. In person meetings	<input type="checkbox"/>					
B. Telephone calls	<input type="checkbox"/>					
C. E-mail	<input type="checkbox"/>					
D. Fax	<input type="checkbox"/>					
E. Notes	<input type="checkbox"/>					

2. Indicate whether you agree with the following statements.

	Agree	Neutral	Disagree	Not applicable
A. I closely monitor how this employee uses his/her time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. This employee works best when there is a deadline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. This employee is highly motivated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. This employee's job description fits very well with telework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Telework will make it harder for this employee's co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Rate this employee's job performance in the following areas.

	Excellent	Very good	Good	Meets minimum requirements	Needs improvement
A. Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Ability to work independently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Overall performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

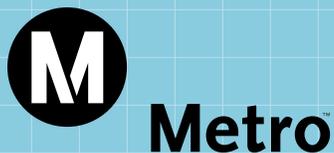
NOTES

Large empty area for handwritten notes.

Metro is here to help.

This telework guidebook is one example of Metro's ongoing efforts to help employers throughout Los Angeles County realize the benefits of enhancing employee commute programs.

For assistance and further information, call 213.922.2811.



Los Angeles County
Metropolitan Transportation Authority
One Gateway Plaza
Los Angeles, CA 90012-2952
213.922.2811