

**TOWN OF FAIRFAX  
STAFF REPORT**

**To: Mayor, Members of the Town Council**

**From: Michael Rock, Town Manager  
Laurie Ireland-Ashley, Finance Director**



**Date: March 3, 2010**

**Subject: Review and Discussion of draft electronic communications and telecommuting policy.**

**RECOMMENDATION**

Review and discuss the attached draft policies for electronic communications and telecommuting.

**DISCUSSION**

The Finance Department in the first step towards a well defined administrative Town policy and procedure structure submits the first two policies for Council review. In this technological world with electronic communications being utilized every day the *Electronic Communications Policy (Email)* is vital to the Town's control of resources and data. The Email policy addresses how we send, manage, receive, and store all the electronic communications the Town has. Some of the highlights are the prohibitions:

- Sending email that is intimidating or harassing
- Using email for other than Town business
- Use of unauthorized email software

and most importantly that email is a privilege, and that there is no expectation of privacy by the user of the Town's email system. All messages transmitted over the Town network are considered Town records, and therefore are the property of the Town.

The *Telecommuting/Telework Policy* is based on the State of California January 2010 Statewide Telework Model Program. The State of California was the first state government to embark upon the idea that work could be performed in alternate work locations. The State has encouraged telecommuting or telework since September 30, 1990 under Government code section 14200-14203. The State has excellent resources available at the Department of General Services (DGS) who are very committed to increasing telecommuting in the State.

Telework is:

- Managing by results – performance – specific and measurable
- Reducing operating and overhead costs – stimulates productivity
- Planning a continuity strategy for disaster and emergency recovery (for example the Governor's executive order after the earthquake of October 17, 1989 to facilitate getting the State back up doing business by ordering more employees to telework during the crisis).

- Total automobile trips are reduced, improving the air pollution, reducing the traffic congestion, improved quality of life, and conserving energy
- Helping to recruit and retain skilled employees, reduced absenteeism, improved employee health and wellness
- Enhanced working experience and opportunities for those with mobility restrictions, and increased work options for employees on temporary limited duty.

The Telecommuting policy is an extremely comprehensive policy with specific and measurable attachments addressing the telework arrangement parameters, a safety checklist complete with work station arrangement to ensure an ergonomic setup moving the Town forward into the 21<sup>st</sup> century in a very green way.

The policy requires a request to be submitted to the Department Head and approval by the Town Manager. All requests must be renewed annually. It can be terminated immediately for cause, and terminated without cause, at any time, for any reason, with 30 days written notice.

The two types of telework schedules are Casual which results from injury or illness and Regular which is an established schedule on the Telework Arrangement Form (attachment A).

The two-year pilot program completed by the State between 1987 -89 was so successful that the State moved to developing telework policies, and in 1994 passed an amendment which called for every State agency to review its work operations to determine where telecommuting can be a practical benefit to each agency.

With the advent of the server supported network we are all 'remote commuting' everyday as we access the Town server from our desktops (which are an illusion stored on the server) so telecommuting via the internet is merely a longer access in the same format.

When one is telecommuting the user is accessing the secure login database via webvpn (by Cisco), which builds the bridge for the communication, then using the program Remote Desktop Connect the user can 'drive' across the communication bridge to have full control of their desktop at the main office of the Town. The user sees the same screen as if they were sitting at the desk in Town Hall. All the files are saved on the server and all the work is done over a secure network connection. All the companies, including State and local governments that utilize telework have show marked increase in productivity.

It is anticipated that these two policies will return to the Town Council for approval at the regular meeting on April 7, 2010.

## **ATTACHMENTS**

1. Draft Electronic Communications (EMAIL) Policy
2. Draft Telecommuting/Telework Policy
3. Telework Arrangement (Attachment A)
4. Safety Checklist/Acknowledgment (Attachment B)
5. Setting Up In-Home Office (Attachment C)
6. Supervisor Checklist (Attachment D)
7. Considerations for Selecting Teleworkers (Attachment E)
8. State of California Telecommuting Program

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**Introduction**

Information Resources are strategic assets of the Town of Fairfax that must be treated and managed as valuable town resources. The Town of Fairfax provides various computer resources to its employees for the purpose of assisting them in the performance of their job-related duties. Thus this policy is established to achieve the following:

- To ensure compliance with applicable statutes, regulations, and mandates regarding the management of information resources.
- To establish prudent and acceptable practices regarding the use of email.
- To educate individuals using email with respect to their responsibilities associated with such use.

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**Purpose**

The purpose of the Town of Fairfax Email Policy is to establish the rules for the use of Town of Fairfax email for the sending, receiving, or storing of electronic mail.

**Audience**

The Town of Fairfax Email Policy applies equally to all individuals granted access privileges to any Town of Fairfax information resource with the capacity to send, receive, or store electronic mail.

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**Definitions**

**Information Resources (IR):** any and all computer printouts, online display devices, magnetic storage media, and all computer-related activities involving any device capable of receiving email, browsing Web sites, or otherwise capable of receiving, storing, managing, or transmitting electronic data including, but not limited to, mainframes, servers, personal computers, notebook computers, hand-held computers, personal digital assistant (PDA), pagers, distributed processing systems, network attached and computer controlled medical and laboratory equipment (i.e. embedded technology), telecommunication resources, network environments, telephones, fax machines, printers and service bureaus. Additionally, it is the procedures, equipment, facilities, software, and data that are designed, built, operated, and maintained to create, collect, record, process, store, retrieve, display, and transmit information.

**Electronic mail system:** Any computer software application that allows electronic mail to be communicated from one computing system to another.

**Electronic mail (email):** Any message, image, form, attachment, data, or other communication sent, received, or stored within an electronic mail system.

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## Email Policy

Town of Fairfax has established this policy with regard to the acceptable use of agency-provided electronic messaging systems, including but not limited to e-mail and instant messaging. This policy applies to any and all electronic messages composed, sent or received by any employee or any person using agency-provided electronic messaging resources.

- The following activities are prohibited by policy:
  - ❖ Sending email that is intimidating or harassing.
  - ❖ Using email for conducting personal business.
  - ❖ Using email for purposes of political lobbying or campaigning.
  - ❖ Violating copyright laws by inappropriately distributing protected works.
  - ❖ Posing as anyone other than oneself when sending email, except when authorized to send messages for another when serving in an administrative support role.
  - ❖ The use of unauthorized e-mail software.
- The following activities are prohibited because they impede the functioning of network communications and the efficient operations of electronic mail systems:
  - ❖ Sending or forwarding chain letters.
  - ❖ Sending unsolicited messages to large groups except as required to conduct agency business.
  - ❖ Sending excessively large messages
  - ❖ Sending or forwarding email that is likely to contain computer viruses.
- All sensitive Town of Fairfax material transmitted over external network must be encrypted.
- All user activity on Town of Fairfax Information Resources assets is subject to logging and review. All electronic messages, including attachments transmitted over the Town computer network are considered Town records, and therefore, are the property of the Town. The Town reserves the right to access, audit, and disclose for whatever reason, all messages, including attachments, transmitted over its email system or placed into its storage.
- Individuals using the Town's electronic mail system shall have no expectation of privacy concerning communications utilizing the system as all communications transmitted on, to or from the system are the property of the Town.
- Electronic mail users must not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of Town of Fairfax or any unit of the Town of Fairfax unless appropriately authorized (explicitly or implicitly) to do so. Where appropriate, an explicit disclaimer will be included unless it is clear from the context that the author is not representing the Town of Fairfax. An example of a simple disclaimer is: "the opinions expressed are my

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own, and not necessarily those of my employer."

- Individuals must not send, forward or receive confidential or sensitive Town of Fairfax information through non Town of Fairfax email accounts. Examples of non Town of Fairfax email accounts include, but are not limited to, Hotmail, Yahoo mail, AOL mail, Google mail, and email provided by other Internet Service Providers (ISP).
- Individuals must not send, forward, receive or store confidential or sensitive Town of Fairfax information utilizing non-Town of Fairfax accredited mobile devices. Examples of mobile devices include, but are not limited to, Personal Data Assistants, two-way pagers and cellular telephones.
- The Electronic mail system is not designed for long-term retention of messages; therefore any email that the employee desires to save or that becomes part of an official record should be stored in another database. Users of the email are solely responsible for the management of their mailboxes. All messages in excess of one month will be deleted at regular intervals from the server computer.

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**Disciplinary Actions**

Violation of this policy may result in disciplinary action which may include termination for employees and temporaries; a termination of employment relations in the case of contractors or consultants; dismissal for interns and volunteers. Additionally, individuals are subject to loss of Town of Fairfax Information Resources access privileges, civil, and criminal prosecution.

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**Supporting Information**

**This Security Policy is supported by the following Security Policy Standards.**

**Reference**

**Policy Standard detail**

- 3 All personnel are responsible for managing their use of Information Resources (IR) and are accountable for their actions relating to IR security. Personnel are also equally responsible for reporting any suspected or confirmed violations of this policy to the appropriate management.
- 6 The use of IR must be for officially authorized business purposes only. There is no guarantee of personal privacy or access to tools such as, but not limited to; email, Web browsing, and other electronic discussion tools. The use of these electronic communications tools may be monitored to fulfill complaint or investigation requirements. Departments responsible for the custody and operation of computers (custodian departments) shall be responsible for proper authorization of IR utilization, the establishment of effective use, and reporting of performance to management.
- 7 Any data used in an IR system must be kept confidential and secure by the user. The fact that the data may be stored electronically does not change the requirement to keep the information confidential and secure. Rather, the type of information or the information itself is the basis for determining whether the data must be kept confidential and secure. Furthermore if this data is stored in a paper or electronic format, or if the data is copied, printed, or electronically transmitted the data must still be protected as confidential and secured.
- 8 All computer software programs, applications, source code, object code, documentation and data shall be guarded and protected as if it were town property.

**References**

Copyright Act of 1976  
Foreign Corrupt Practices Act of 1977  
Computer Fraud and Abuse Act of 1986  
Computer Security Act of 1987  
The Health Insurance Portability and Accountability Act of 1996 (HIPAA)  
The State of California Information Practices Act of 1977  
California Government Code, Section 11015.5  
The State of California Penal Code, Section 502 and 1523 et seq.

## EMPLOYEE ACKNOWLEDGEMENT

Employee Name:	Position Title:
Supervisor Name:	Department:

*(Print or Type)*

Employee must read and complete this document, initial each item in the space provided, sign and date, and return it to the supervisor. A copy will be placed in the employee's official personnel file. Employees may periodically be required to update their acknowledgement of these policies.

1. \_\_\_\_\_ I acknowledge receiving Town of Fairfax Information Security Email Policy.
  
2. \_\_\_\_\_ I understand that I may have access to confidential and sensitive information. I agree to use reasonable precautions to assure that this information is not disclosed to unauthorized persons or used in an unauthorized manner.
  
3. \_\_\_\_\_ I understand that non-compliance with these policies may result in internal discipline, up to and including discharge, in accordance with agency and civil service rules. Criminal or civil action may be initiated by the appropriate authorities in certain instances.
  
4. \_\_\_\_\_ I understand that any tampering, interference, damage, or unauthorized access to computer data or computer systems may constitute a criminal violation of Penal Code Section 502.

**SIGNATURE:**

In signing this document below, I agree to comply with my responsibilities under all terms of the Town of Fairfax E-mail Policy (version/date \_\_\_\_\_).

Employee Signature:

Date:

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## **Introduction**

Appropriately planned and managed, telecommuting is a work option that can benefit managers, employees, and customers. Telecommuting is an important means to reduce air pollution, traffic and parking congestion, the high costs of highway commuting, and demand for office space. Telecommuting stimulates employee productivity while giving workers more flexibility and control over their lives. The State of California was the first state government to embark upon the idea that work could be performed in alternate work locations. With the technology of the 21<sup>st</sup> century the virtual workplace has become a reality. The State California has encouraged telecommuting or telework since September 30, 1990 under Government code section 14200-14203: State Employee Telecommuting Program. This policy is based on the January 2010 Statewide Telework Model Program.

## **Benefits**

The Town of Fairfax expects the following benefits through the use of telecommuting – telework:

- Improved employee performance and morale
- Optimum use of office facilities
- Reduced absenteeism
- Improved employee health and wellness.
- Increased work options for employees on temporary limited duty
- Improved air quality and reduced traffic and parking congestion.
- Enhanced working experience and opportunities for those with mobility restrictions.
- Effective continuation of business as part of a disaster recovery or emergency plan.

## **Purpose**

The purpose of the Town of Fairfax Telecommuting Policy is to establish the rules for the use of an alternate work location for employees to perform their usual job duties away from the central workplace.

## **Audience**

The Town of Fairfax Telecommuting Policy applies equally to all individuals granted telecommuting work arrangements with the Town of Fairfax.

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## Definitions

**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 employer 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.

**Alternate Work Location:** Approved work sites other than the employee's main office where official Town business is performed. Such locations may include, but are not necessarily limited to, employees' homes and satellite offices.

**Work Schedule:** The employee's hours of work in the central workplace or in alternate locations.

**Information Assets:** All categories of information (confidential, personal, sensitive, or public), all forms of information assets (paper or electronic), information technology facilities, equipment and software owned or leased by the Town.

**Remote Access:** the connection of an information asset (computing equipment, etc.) from an off-site location to an information asset on Town infrastructure.

### Telework Schedules:

- **Casual:** a *casual* or *limited* telework arrangement to accommodate: 1) convalescence from an injury or illness, 2) a recovering family member in need of limited in-home assistance, 3) the last weeks of pregnancy, and/or following childbirth, 4) an inaccessible main office, 5) blocked commute routes (i.e., major road construction, storm, or a disaster) 6) special project work requiring an extended period of non-interruptible time.

- **Regular:** an established telework schedule of days per week or month that centers on the needs of Town of Fairfax.

**Teleworker:** an employee that teleworks.

**Teleconferencing:** holding a conference among people remote from one another by means of telecommunication devices (e.g. telephones or computer terminals).

**Home Office:** an area designated within the employee's home for the purpose of performing Town work.

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### **Telework Policy**

The Town of Fairfax encourages the use of telework as a management work option when achieved through a bilateral voluntary arrangement between Town management and employee. In accordance with the Town policy:

- Both parties must agree that the arrangement is mutually beneficial.
- The telework arrangement can be terminated by either or both parties when no longer mutually beneficial.

Telework means working one or more days away from the main office, either at home or at an alternative worksite.

- Home-based – working in a space specifically set aside as an office in an employee’s residence. This arrangement is based on a voluntary arrangement.
- Telecenter-based – working in an office near the employee’s home to which the employee regularly reports to work. This arrangement may not be on a voluntary basis.
- Mixed-use – includes the use of a combination of the main or central offices, telecenters and home offices.

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### **Telework Arrangement**

Completing the Telework Arrangement form (Attachment A) verifies that all essential components of a telework arrangement have been addressed prior to the actual start of teleworking. The required signatures indicate that the teleworker and supervisor have read and understand the Telework Policy and Procedures.

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**Management**

The Town is responsible for the implementation of the Telework Program and encourages the use of the telework option where work conditions warrant. The Town will ensure that:

- Employee compensation benefits, work status, and work responsibilities will not change due to participation in the Telework Program.
- The amount of time the teleworker is expected to work per pay period will not change.
- Managers and employees will familiarize themselves with the teleworking policy and procedures contained in this document, information security and Telework and Remote Access Security Standard prior to the commencement of approved telework arrangement.
- Town information assets are secure and confidential, personal and sensitive information is protected.
- Ensuring compliance with all applicable policies, procedures, and guidelines.
- Identifying job tasks suitable for telework.
- Determining if teleworking staff will contribute to program objectives, while maintaining or improving efficiency, productivity, and customer service.
- Determining that telework arrangements are mutually beneficial prior to submitting to the next higher level of approval if required.
- Overseeing the day-to-day performance of teleworking employees, as they would on-site employees, including communicating general office updates and related information to teleworkers.
- Ensuring teleworking employees indicate the hours they have teleworked in accordance with the Town’s established policy and procedures, as they would non-teleworking employees.
- Approval of the teleworker’s use of sick leave, vacation, time off, or other leave credits, as well as any overtime work.
- Providing teleworkers with specific, measurable, and attainable assignments, just as they would non-teleworking employees.

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- Ensuring employees who remain in the main office are not negatively impacted by handling the teleworker's regular assignments (answering telephone calls, dispensing information, etc.)
- Providing employee training in the use of equipment and software as required for teleworkers to function effectively and independently.
- Ensuring all software installed for the telework option will be in accordance with the software copyright laws and be compatible with the Town's Information Security Policies, and software standards
- Ensuring compliance with the Town's Information Security Policies to protect the Town's assets when accessing, storing, or transporting Town information.
- Reporting security incidents immediately when they occur.

**Personnel**

The Town of Fairfax will :

- Maintain and update the Town Telework Program Policy and Procedures as needed.
- Retaining copies of teleworking employees' signed Telework Request Package for the duration of the telework assignment.

**Information Technology**

- Be responsible for the day to day coordination and management of the Town telework program, including compliance with policies, procedures, and guidelines and may provide training on telework as needed. Additional responsibilities may include:
- Serving as a telework resource for management and non-management employees.
- Ensuring that employee-owned computing hardware and software are compatible for telework
- Communicating to managers and supervisors that Town data is only to be saved/stored on encrypted equipment or Town's network.
- Facilitating the reuse and transfer of Town-owned information technology (IT) equipment meeting departmental standards.
- Ensuring routine maintenance and repair of Town IT assets used by teleworkers.

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### **Employees**

Employees interested in becoming teleworkers are responsible for:

- Understanding the requirements contained in the Town Telework Program Policy and Procedures.
- Submitting a request to telework to their supervisor.
- Working with their supervisor to develop mutually acceptable telework arrangement.

See the Telework Arrangement form, Attachment A.

When a telework arrangement is approved, employees are responsible for:

- Abiding by the provisions set forth in the Town Telework Program Policy and Procedures.
- Establishing and maintaining a work area that is clean, safe, and free from hazards.

Employees working at home must complete the Safety Checklist/Acknowledgement, Attachment B, and certify its accuracy on an annual basis.

- Maintaining Town and/or personally owned equipment, devices, and services associated with achieving a safe, secure and healthful telework environment.
- Reporting security incidents immediately to their supervisor.
- Repairing and/or replacing any damaged, lost, or stolen Town-owned equipment assigned to the teleworker, if the damage, loss or theft is determined by management to be due to gross negligence on the part of the employee.
- Complying with all applicable policies, standards, procedures, and guidelines.
- Complying with tax laws.

The Town is not responsible for substantiating an employee's claim of tax deductions for operating an office in the employee's home. An employee should seek advice from a tax advisor concerning in-home office deductions.

### **Eligibility**

It is the Town Manager's discretion to determine what employees are eligible to participate in the Telework program.

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**Employee  
Teleworker  
Rights**

Employee rights provided in the employee’s collective bargaining agreement between the Town and the employee unions are neither enhanced nor abridged by participating in a telework program.

- Employee-teleworkers retain the right to grieve in accordance with the provisions of their collective bargaining agreements.
- Employee-teleworkers retain the right to meet with their representative (e.g. job steward) in accordance with the provisions of their collective bargaining agreement.

**Scheduling  
Telework**

Managers will follow these scheduling guidelines:

- Mutually establish a telework schedule prior to starting the telework arrangement with the teleworker.
- Schedule telework consistent with requirements of the worker’s work week group and/or provisions of the collective bargaining agreement.
- Review teleworkers requests for flextime or alternate work week schedules as part of Town’s policy and/or the employee’s bargaining unit MOU.
- A teleworker must forgo telework when their physical presence is required in the office on regularly scheduled telework day.
- Teleworkers must be accessible via telephone, answering machine, voicemail, pager, or e-mail, just as they are at the main office.
- Teleworker leave usage, overtime, or alternative work schedule policies will be consistent with those used for non-telework employees.

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**Types of  
Telework  
Schedules**

Town provides for two telework schedules:

Casual – Employees may be allowed to telework on a temporary and/or episodic basis as duty assignment permits.

Circumstances which may be appropriate for temporary telework include, but are not limited to the following:

- Special project work requiring extended uninterrupted time.
- During convalescence from injury or illness.\*
- During the last few weeks of pregnancy and/or following the birth of a child.
- While all reasonable commute routes are blocked (i.e., major construction, storm, disaster).
- If the primary worksite is inaccessible or not habitable.

Regular – Regular telework is an established schedule per week or month. Supervisors and/or managers must approve any change in the agreed upon schedule, and append it to the Telework Arrangement form.

- The supervisor and teleworker must take steps to prevent the teleworker from becoming isolated from the main office staff; therefore, in-home office telecommuters may be required to spend a minimum of one day per week in the main office, except under unusual conditions.
- Full-time teleworking (100% of teleworker’s hours) is permissible when necessary to accommodate medical restrictions or physical disabilities, recruit and retain highly skilled expertise or is contingent on the needs of the job.\*

Note:

- Teleworking is not to be used for dependent care purposes.

\* An employee may request a reasonable accommodation in accordance with the Town’s policy and procedures.

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**Ending Participation**

The Town’s telework program is a bilateral voluntary arrangement between Town and the telework employee that can be discontinued by either management or employee/teleworker.

Employee/Teleworker - The employee may terminate participation in the Telework Program, without cause, at any time, for any reason, by written notice to his or her supervisor.

- When feasible, the employee shall provide such notice at least 30 calendar days in advance of terminating participation.
- When an employee’s participation in the Telework Program is terminated, the employee must begin working at the main office as soon as possible, but no later than 30 calendar days after being notified.

Management – Management may terminate an individual employee’s participation in the Telework Program at any time, including these reasons and provisions:

- For changed circumstances, operational needs, or performance-based reasons, providing 30 calendar days prior written notice with an explanation given to the teleworker.
- For cause. A telework arrangement may be immediately terminated and does not require advance written notice.
- Management may not terminate an employee’s participation in the Telework Program based on reprisal or retaliation.

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**Technology  
and Equipment  
Needs  
Overview**

Before allowing a telework arrangement, the manager and/or supervisor and employee will determine the equipment needed for telework on a case-by-case basis. The types of technology services (internet services), access to Town IT infrastructure and equipment that will be necessary to support the proposed telework arrangement must be identified.

Not all teleworkers need to perform functions or tasks that require computer equipment or service nor does telework necessarily entitle the teleworker to town-owned assets such as: computer, software, printer, fax machine, furniture, telephone, or a business telephone line nor does it entitle the employee authorization to use personally-owned equipment.

Managers and/or supervisors must:

- Carefully weigh the costs and benefits of a telework arrangement, particularly ones that will require additional departmental expense for services or equipment (e.g. the purchase of new computer equipment or cable trenching to allow for a business telephone line).
- Work with the Town Information Technology Department to assess telework technology hardware and software needs and to provide the necessary services, equipment and supplies to teleworkers.
- Ensure that the telework infrastructure, including computing equipment at the agency that hosts telework connection and the computing equipment used by the teleworker to connect, is installed, maintained and updated in accordance with Town information security policies, standards, and procedures.

**Office Supplies**

Town will supply approved teleworkers with necessary office supplies (pens, pencils, stationary, envelopes, etc.). These supplies should be obtained through the teleworker's supervisor.

**Restricted Use**

The employee acknowledges that the use of any Town provided equipment, software, data, and supplies is limited to authorized teleworker use and only for purposes related to Town business, or as allowed by law or under MOU provisions.

**Property  
Control**

Managers and/or supervisors must properly account for Town telework property by ensuring the following steps are taken:

- Tag all Town equipment with a property/asset identification number for property inventory and control purposes.
- Maintain a record of all property, by teleworker and tag number, purchased and/or issued to teleworkers for telework purposes.
- Maintain a record of services used by teleworker (i.e. telephone line(s), service provider, internet connection, service identification number, etc.) that were acquired and/or installed at the teleworker's home.

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**Return of Equipment**

Town requires a telework employee to return all department-owned equipment, software, data, and supplies when:

- An employee decides to end telework participation.
- Town deems the employee’s job no longer qualifies for telework, telework equipment, and/or related services.
- The employee terminates employment with Town.
- Town terminates the employee.

Upon notification that the telework arrangement will end or notification of employee separation, the manager and/or supervisor will review and compare the equipment and services checklist, provided on the Telework Arrangement form, to ensure the equipment is returned and services are terminated.

Note: For equipment requiring removal by Town, such as a business telephone line, the approving manager will determine when it will be removed, or its use discontinued, with a minimum notice to the employee of two working days.

**Changing Workstation Location**

Once a telework arrangement is approved and implemented, the teleworker’s supervisor must pre-approve any changes involving relocation of installed equipment or services owned or acquired by Town, such as a business telephone line.

- If a teleworker is moving the workstation to a new residence and has an existing Town owned business telephone line in his or her current residence, the teleworker must provide reasonable notice to his or her manager of the intended move.
- Upon notification from the teleworker, the manager is responsible for ensuring the telephone line is disconnected before the teleworker relocates.

**Equipment Malfunction**

If equipment malfunctions, the teleworker must notify his or her supervisor immediately.

- The supervisor will determine if equipment down time warrants the teleworker to report to the main office.
- The teleworker is responsible for returning the malfunctioning equipment to the main office for repair.
- The Town will provide telephone service and assistance to teleworkers for town-owned equipment and services.
- **IMPORTANT:** The Town will not provide any at home service. When necessary, the telework employee is responsible for returning town owned equipment to Town for maintenance and repairs.

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**Employee Provided Equipment**

Only Town-owned computing equipment may be used to connect to town IT infrastructure at the network-level unless the following conditions are met:

- Written authorization is provided by Town management.
- An exception in accordance with an authorized process has been approved.
- The teleworker’s computing equipment and software complies with the Town Telework and Remote Access Security standards.

When an exception has been approved, the following applies:

- Employee’s personally-owned equipment maintenance and repairs remain the responsibility of the employee.
- Town does not assume any liability for loss, theft, damage, or wear of employee’s personally-owned equipment as a result of telework-related activity.

NOTE: Employees who use their personal computing equipment for work purposes subject their hard drive, software, and/or any other type of electronic storage media, to the possibility of subpoena or lack of privacy through legal action taken against, or by, the town (Electronic Communication Privacy Act).

**Reimbursable or Shared Costs**

Town will reimburse teleworkers for business expenses necessary for performing work assignments.

- Supervisors must pre-approve in writing all such reimbursements.
- Reimbursements will be made via normal purchase and/or reimbursement procedures.

Note: Town will not be liable for telework expenses not identified in the employee’s telework arrangement, including, but not limited to, any investment in furniture, equipment or services for the designated workspace in the teleworker’s home office.

Additional points:

- Supervisors will review usage charges for a home dedicated voice or data line and if approved, the Finance Department will make payment.
- Teleworkers using their own residential telephone for business-related calls may be reimbursed for those expenses. The teleworker should submit a Travel Expense Claim along with receipts, bills or other verification of expenses pursuant to travel expense claim procedures.
- On a case-by-case basis, the supervisor will decide whether any telework expenses not specifically covered in this policy are reimbursable.

Section x	<b>IT Security Policies</b>	1/1/2010	-Effective
Policy x.xx	<b>Telecommuting/Telework Policy</b>	1/1/2010	-Revised
		Information Technology	-LBIA

**Work Environment**

Town provides the opportunity to participate in a home telework program with the understanding that it is the responsibility of the employee to maintain a safe and productive work environment.

- Telework should not be used for dependent care (i.e., any individuals requiring constant supervision including: infants, toddlers, preschoolers, school-aged children, adults, and elderly adults) purposes. Dependent care arrangements must be made for agreed-upon work hours.
- Personal disruptions, such as non-business phone calls and visitors, should be kept to a minimum.
- The Telework Arrangement form shall identify work hours and the work area. See Attachment A.
- Town employees should treat the work area as an official Town office work area during work hours.

Please review “Safety Checklist/Acknowledgement”, Attachment B.

**Authorized Expenses**

Department Heads must follow regular Town procedures to authorize expenditures for office equipment, software office supplies, communication devices, and office services needed by teleworkers in their home offices.

- Computer hardware and software purchases must be processed through the Finance Director.
- Existing procedures require that all invoiced goods have an authorization in place before purchasing.
- All department provided furniture, calculators, and computer equipment must be tagged as Town’s property before placement or installation at the teleworker’s home office.
- Managers should use existing equipment and supply items available through their division, branch, or office whenever possible.

**Main Office Days**

Town expects telework employees to work at the main office on their non-telework day(s) unless alternate arrangements have been approved by Town.

Section x	<b>IT Security Policies</b>	1/1/2010	-Effective
Policy x.xx	<b>Telecommuting/Telework Policy</b>	1/1/2010	-Revised Information Technology -LBIA

**Health and Safety**

Town expects teleworkers to maintain the same safe working environment at the telework site as they would have at the main office.

- Employees who telework must have a fire extinguisher and smoke detector in the home.
- Teleworkers shall have pre-established evacuation plans and first aid supplies.
- In-home offices shall be clean and free of obstructions and hazards.
- Resources on how to set up an ergonomic workstation are available on the California Department of General Services website.

IMPORTANT: Failure to maintain a safe work environment, in accordance with this policy, is cause for discontinuing employee participation in the Telework Program. Review “Safety Checklist/Acknowledgement” and “Setting Up A Home Office.” (Attachments B and C)

**Self-Certification**

Teleworkers are responsible for self-certifying that the in-home office complies with identified safety requirements by completing and signing the “Safety Checklist/Acknowledgement” in Attachment B. Management retains the right to make inquiries as to the status of the in-home office work environment.

**Work-Related Injury**

If a teleworking employee incurs a work-related injury, worker’s compensation laws and rules apply just as they would if such an injury occurred at the main office. Employees must notify their supervisors immediately and complete all necessary documents regarding the injury.

Section x	<b>IT Security Policies</b>	1/1/2010	-Effective
Policy x.xx	<b>Telecommuting/Telework Policy</b>	1/1/2010	-Revised
		Information Technology	-LBIA

**Information Security**

Security of information assets is of primary concern and importance to the Town. Information security policies, standards and procedures serve to protect the availability, integrity and confidentiality of information assets. These policies, standards and procedures also serve to protect the agency, as well as its citizens and employees. For example, use of an improperly configured computer or wireless network computer may lead to unauthorized access, viruses and other forms of malicious code that may compromise the availability of computers and lead to data integrity and confidentiality issues. The loss or theft of a telework computer that is not encrypted and password protected may lead to data loss and confidentiality issues. The use of a personally-owned asset, when permitted, may expose the employee to privacy-related issues, such as all personal information, as well as work information, stored on the personally-owned device may become subject to disclosure under subpoena or legal action taken against the town. Therefore it is essential that those engaged in telework arrangements are aware and understand the following:

- Teleworkers, like all Town employees, must adhere to all applicable laws, rules, regulations, policies, and procedures regarding information security.
- The Town reserves the right to monitor and log, without notice, all telework activity, including E-mail and Internet activities. Teleworkers, as with non-teleworking employees, should have no expectation of privacy in the use of computer related resources.

Whenever a teleworker is unclear about the requirements of an information security policy, standard or procedure he/she should consult with their Supervisor and the Town Information Technology Department.

Section x	<b>IT Security Policies</b>	1/1/2010	-Effective
Policy x.xx	<b>Telecommuting/Telework Policy</b>	1/1/2010	-Revised Information Technology -LBIA

**Disciplinary Actions** Violation of this policy may result in disciplinary action which may include termination for employees and temporaries; a termination of employment relations in the case of contractors or consultants; dismissal for interns and volunteers; or suspension or expulsion in the case of a student. Additionally, individuals are subject to loss of Town of Fairfax Information Resources access privileges, civil, and criminal prosecution.

**Supporting Information** **This Security Policy is supported by the following Security Policy Standards.**

**Reference # Policy Standard detail**

- 3 All personnel are responsible for managing their use of IR and are accountable for their actions relating to IR security. Personnel are also equally responsible for reporting any suspected or confirmed violations of this policy to the appropriate management.
- 6 The use of IR must be for officially authorized business purposes only. There is no guarantee of personal privacy or access to tools such as, but not limited to; email, Web browsing, and other electronic discussion tools. The use of these electronic communications tools may be monitored to fulfill complaint or investigation requirements. Departments responsible for the custody and operation of computers (custodian departments) shall be responsible for proper authorization of IR utilization, the establishment of effective use, and reporting of performance to management.
- 7 Any data used in an IR system must be kept confidential and secure by the user. The fact that the data may be stored electronically does not change the requirement to keep the information confidential and secure. Rather, the type of information or the information itself is the basis for determining whether the data must be kept confidential and secure. Furthermore if this data is stored in a paper or electronic format, or if the data is copied, printed, or electronically transmitted the data must still be protected as confidential and secured.
- 8 All computer software programs, applications, source code, object code, documentation and data shall be guarded and protected as if it were town property.

**References**

Copyright Act of 1976  
The Health Insurance Portability and Accountability Act of 1996 (HIPAA)  
The State of California Information Act  
California Government Code, Section 14200-14203

# ATTACHMENT A – TELEWORK ARRANGEMENT

**Teleworker Name:** \_\_\_\_\_

**Office/Branch:** \_\_\_\_\_

**Telework Location:** \_\_\_\_\_

**Main Office:** \_\_\_\_\_

\_\_\_\_\_  
(Street Address) (City) (Apt#)

\_\_\_\_\_  
Location (Street Address)

\_\_\_\_\_  
(Telephone) (E-mail)

\_\_\_\_\_  
(City)

\_\_\_\_\_  
(Supervisor/Manager Name)

This is my residence

\_\_\_\_\_  
(Supervisor/Manager Telephone)

This is a State telework center or satellite office

Other location (identify) \_\_\_\_\_

\_\_\_\_\_  
(Supervisor/Manager E-mail)

**Telework Schedule:** (Check One)     Casual     Regular

Permission is required for each telework day. Check regular work days & note start and finish of work hours.						
<input type="checkbox"/> Weekly basis:		<input type="checkbox"/> Monthly basis:			(Indicate work dates and hours here, if not covered in table)	
Days	M	Tu	W	Th		F
Hours: (start)						
To: (finish)						

**Town Assets to be Used at Remote Work Site:**

Description	I.D. Number
<b>Town Information Systems to be accessed from remote work location (if any):</b>	

*I have read, understand, and acknowledge the Town of Fairfax Telework Program Policy and Procedure. I also understand that my use of any Town and/or personal computing equipment for Town Telework may result in a lack of privacy relating to those items. I have completed and certified the Safety Checklist/Acknowledgement. I have met with my supervisor and discussed my role in, the conditions under which I remain, and the termination process of teleworking at Town of Fairfax.*

**Signed:** (Teleworker Signature) \_\_\_\_\_ (Date) \_\_\_\_\_

(Manager/Supervisor Signature) \_\_\_\_\_ (Date) \_\_\_\_\_

(Town Manager Signature) \_\_\_\_\_ (Date) \_\_\_\_\_

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# ATTACHMENT A – TELEWORK ARRANGEMENT

## (Continued)

---

**Both the manager/supervisor and teleworker understand that telework is a bilateral voluntary arrangement that can be discontinued at either party's request with no adverse repercussions.**

- Supervisors must approve in advance the use of, vacation, time off, or other leave credits, as well as any overtime work.
  - A teleworker must forgo telework when their physical presence is required in the office on regularly scheduled telework day. Managers and/or supervisors should provide reasonable notice whenever possible. If required, the employee may be required to report to the office without advance notice.
- 

The Town] may reimburse teleworkers for business expenses necessary for performing work assignments.

- ▶ Supervisors must pre-approve in writing all such reimbursements.
  - ▶ The Town will not be liable for telework expenses not identified in the telework arrangement.
  - ▶ Teleworkers must return Town owned equipment to Town for maintenance and repair.
  - ▶ Teleworkers should submit a Travel Expense Claim along with receipts, bills or other verification of expenses pursuant to travel expense claim procedures.
- 

*The Town will not pay for the following expenses:*

- ▶ Maintenance or repairs of privately owned equipment.
  - ▶ Utility costs associated with the use of the computer or occupation of the home.
  - ▶ Equipment supplies (these should be requisitioned through the main office).
  - ▶ Travel expenses associated with commuting to the main office, other than authorized transit subsidies.
- 

*Additionally:*

- Teleworkers must be available by phone or e-mail during their designated work hours.
- Telework is not a substitute for dependent care, and teleworkers must make regular dependent care arrangements.
- The teleworker has read and understands the Town Telework Program Policy and agrees to abide by this policy.
- The teleworker will carry out the steps required for information security, and has familiarized him/herself with Town information security requirements and procedures. The teleworker agrees to consult with his/her supervisor when security matters are an issue.

***This arrangement expires in one year and must be renewed to continue participation in the Town of Fairfax Telework Program.***

Initials: Teleworker \_\_\_\_\_ (Date) \_\_\_\_\_ Manager/Supervisor \_\_\_\_\_ (Date) \_\_\_\_\_

---

# ATTACHMENT B – SAFETY CHECKLIST/ACKNOWLEDGEMENT

The following checklist must be completed for any in-home telework site and reviewed annually. All items must be evaluated by the employee as being satisfactory, and shall be installed and maintained in accordance with guidelines in "Setting Up An In-home Office," Attachment C.

## I. Electrical

Yes No

- |   |                          |                          |
|---|--------------------------|--------------------------|
| A. All electrical outlets in the work area are permanent in nature and properly grounded.   | <input type="checkbox"/> | <input type="checkbox"/> |
| B. There are an adequate number of electrical outlets to support equipment in the work area.                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Electrical cords are not frayed or otherwise damaged.  | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Extension cords are not being used as a permanent source of electricity.   | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Electrical equipment and tools are properly maintained.  | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Computers, peripheral equipment, and fax machines are connected to surge protectors to guard against damage from power surges. | <input type="checkbox"/> | <input type="checkbox"/> |

## II. Fire Protection

Yes No

### A. Smoke Detector

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. There is a smoke detector placed in a location near the work area and any equipment used to support teleworking.               | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Underwriter's Laboratory (UL) and/or the State Fire Marshall approve the smoke detector, and it has a function test mechanism. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Smoke detector(s) have been tested at the time of installation and will continue to be tested on a monthly basis.              | <input type="checkbox"/> | <input type="checkbox"/> |

### B. Fire Extinguisher

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. A 2A10BC fire extinguisher is required.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The fire extinguisher is fully charged.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The fire extinguisher is within 10 feet of the electronic teleworking equipment and easily accessible to the teleworker. | <input type="checkbox"/> | <input type="checkbox"/> |

## III. Emergency Procedures

Yes No

- |  |                          |                          |
|--|--------------------------|--------------------------|
| A. There is an evacuation plan.  | <input type="checkbox"/> | <input type="checkbox"/> |
| B. There is more than one way out of the work area (e.g., doors/ windows). | <input type="checkbox"/> | <input type="checkbox"/> |
| C. A first aid kit is on site.   | <input type="checkbox"/> | <input type="checkbox"/> |

## IV. Environment

Yes No

- |   |                          |                          |
|---|--------------------------|--------------------------|
| A. The work area is free of tripping hazards and is uncluttered.                | <input type="checkbox"/> | <input type="checkbox"/> |
| B. All equipment is adequately supported and free from the danger of falling.   | <input type="checkbox"/> | <input type="checkbox"/> |
| C. The work area has adequate lighting.   | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Potentially hazardous chemicals are not stored in, or around, the work area. | <input type="checkbox"/> | <input type="checkbox"/> |

---

## V. Work Station Arrangement

---

(Check here  if you will NOT be using computer equipment and skip to Section VI.)

### A. Positioning When Seated

Yes No

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Are your forearms and wrists parallel to the floor and upper arms resting at your sides when positioned at the keyboard or work surface?                             | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are your thighs parallel to the floor?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are your feet supported?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is there at least 2 inches of clearance between your thighs and the working surface?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is there space, approximately the size of a fist, between the edge of the seatpan and the back of your knees?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Is the top of the monitor at a comfortable height ( <i>i.e. no tilting of the head back or downward</i> )?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Is the monitor screen at a comfortable distance from your eyes when in use ( <i>i.e. you don't have to lean forward or backward to see the text on the screen</i> )? | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Does your head and neck rest in a neutral position ( <i>i.e. facing forward, chin slightly down, shoulders relaxed</i> )?  | <input type="checkbox"/> | <input type="checkbox"/> |

### B. Chair Adjustment

Yes No

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 1. Is the height of the chair adjusted to allow you to sit in a neutral position ( <i>see your safety officer for a definition of this position</i> )? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Is the backrest of your chair supporting the curve of your lower back so that your spine is slightly arched?  | <input type="checkbox"/> | <input type="checkbox"/> |

### C. Foot Support

Yes No

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Are your feet comfortably on the floor or a footrest?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. If a footrest is used, does it allow you to sit in a correct neutral position at your work station? ( <i>skip to D if a footrest is not used</i> ) | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is the footrest non-restrictive to allow for leg movement and easily removable?  | <input type="checkbox"/> | <input type="checkbox"/> |

### D. Video Display Terminal (VDT) Screen/ Monitor

Yes No

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Is your monitor placed to avoid glare caused by light sources?                         | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Is your screen angle and/or brightness and contrast controls adjusted to reduce glare? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is your screen clean and free from dust and smudges?                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is your screen adjusted for good image contrast and brightness?                        | <input type="checkbox"/> | <input type="checkbox"/> |
-

**V. Work Station Arrangement (Continued)**

**E. Workspace Arrangement**

Yes No

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 1. Are materials and equipment accessed and/or used frequently typically positioned/placed within 16" of reach (comfort zone)?               | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are materials and equipment accessed and/or used less frequently typically positioned/placed within 16" to 24" of reach (secondary zone)? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are frequently used materials/equipment positioned so harmful postures and motions are eliminated?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are documents placed in the same visual plane as the screen face to reduce back and forth neck motions?                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is the telephone placed within proper reach on side opposite from the writing hand (i.e., on the left side if right handed)?              | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Are most of your reaching motions below shoulder height and/or above knee height?   | <input type="checkbox"/> | <input type="checkbox"/> |

**Caution: "No" responses to any questions may indicate a potential problem with your in-home workspace arrangement. Management may deny or rescind telework based on home safety or suspected hazards.**

**VI. Acknowledgement**

Since the State is ultimately responsible for insuring that employees have a safe work environment under Cal-OSHA (C.L.C. Section 6401.7(a)2 ), Town may require a safety inspection by a qualified health and safety inspector of a teleworker's home office space. If warranted, Town will provide 48-hour notice to the employee except in the case of an emergency.

Home office safety re-certification will be required on an annual basis.

I, \_\_\_\_\_ (print name) certify that my home office meets all the above requirements in the Safety Checklist/Acknowledgement.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

---

# ATTACHMENT C – SETTING UP AN IN-HOME OFFICE

---

In setting up a home office, select a location that is safe, efficient, and comfortable. Observe “travel patterns” in and around the work area and avoid high traffic areas.

## **The main considerations in designing an in-home office are:**

---

### **Desk**

Your desk should be sturdy and able to handle the weight of any peripheral equipment (computers, printers, fax machines and/or telephones).

- Conventional desks are typically 29” high.
  - Computing surfaces are usually 26” high.
- 

### **Chair**

Your seat should be adjustable, including the headrest.

- Height of top of seat to floor should be between 15 and 25 inches.
  - Back tilt on chair/lumbar support should be 15 degrees.
- 

### **Lighting**

Your work lighting should be directed toward the side or behind the line of vision.

- Bright light sources can bounce off working surfaces and diminish the sense of contrast.
  - Northern daylight is optimal for both the office and operating a computer.
- 

### **Electricity**

You should have enough electrical outlets in the room to avoid overloading any circuits. If necessary, consult your local power utility.

1. To avoid tripping hazard, cover interconnecting cables or place them out of the way.
  2. Use a surge protector/master switch to connect electronic equipment, such as computers, monitors, printers and fax machines.
  3. Position equipment close to electrical outlets.
  4. Make sure electrical outlets are grounded.
- 

### **Noise**

You should avoid or keep distracting sounds to a minimum, such as the television or outside traffic or lawn mower sounds

- Diffuse unavoidable noise by shutting a door or using a room divider.
  - Use soft background music to keep productivity up and reduce boredom.
  - Note: no noise can be just as stressful as too much noise.
- 

### **Protecting Data and Equipment**

You must prevent costly computer breakdowns and the loss of crucial data by following these computer safeguards:

1. Position Equipment away from direct sunlight or heat sources.
  2. Place equipment on well-ventilated surfaces and provide for sufficient air space around them.
  3. Dust office space regularly.
  4. Do not eat or drink near valuable equipment.
  5. Never place food or beverages on your computer equipment, even temporarily.
  6. Do not touch unprotected floppy diskette or compact disk (CD) surfaces, set heavy objects on them, or expose them to heat, dirt, smoke or moisture.
  7. Keep all magnets, telephones, fluorescent lamps and electric motors away from computer equipment, floppy diskettes, and portable storage devices.
- 

### **Safety**

Review the “Safety Checklist/Acknowledgement,” Attachment B.

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## ATTACHMENT D – SUPERVISOR’S CHECKLIST

---

Teleworker Name: \_\_\_\_\_ Office/Branch: \_\_\_\_\_

Date: \_\_\_\_\_

Teleworker's Telephone at Telework site: \_\_\_\_\_

Teleworker's Schedule:  Casual  Regular

---

All of the following items must be checked off as completed before the employee begins teleworking:

- Employee and Supervisor have read and agree to abide by the provisions of the Telework Program Policy and Procedures.
- The employee has read and signed the Telework Arrangement Form prior to participation in the program.
- You have documented Town issued telework equipment. The employee has received, and clearly understands the requirements for care of Town equipment.
- The employee is familiar with requirements pertaining to the security and confidentiality of data and information.
- Performance expectations have been discussed and are clearly understood.
- Phone contact procedures have been clearly defined.
- Any necessary remote access forms have been completed and approved.

Print Supervisor's Name: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date \_\_\_\_\_

---

---

## ATTACHMENT E – CONSIDERATIONS FOR SELECTING TELEWORKERS

---

Many Town jobs contain tasks suitable for teleworking. Tasks that can be successfully managed in telework programs are those where the employee works independently handling information, including writing, reading, analyzing, telephoning, computer work and data entry.

---

The following considerations should be explored:

- ┌ Does the employee have the necessary knowledge to perform the required job tasks away from the office, or require input from others in the main office?
  - ┌ What portion of the employee's job is devoted to face-to-face contact with other agencies, the public or internal staff? Are there alternatives to needing this contact? Can this contact be structured to allow for communication via phone or computer, and if not, can it be redirected to the employee's planned non-telework days?
  - ┌ What portion of the employee's job requires the use of reference materials or resources located in the main office? Are these resources portable and able to be temporarily removed without interfering with the job performance of co-workers? Or are these resources available off-site through other means such as the Internet or a local library?
  - ┌ Will the employee's computer resources and software meet Town IT standards and allow for required productivity? Are there remote access hardware limitations? Does the Office have available resources to supply the employee with computing equipment?
  - ┌ What portion of the employee's job relies on access to photocopiers, fax capabilities or other specialized equipment? Can access needs, be met on non-telework days or can these needs, be serviced by a facility near the employee's telework office?
  - ┌ What portion of the employee's job uses confidential information? Can this information be secured in accordance with information security policies if taken or accessed off-site?
  - ┌ Can a variety of tasks that do not require information or equipment from the main office, be grouped and scheduled as telework? Can staff meetings and conferences be grouped and scheduled for non-telework days or accommodated with teleconferencing?
  - ┌ Does the employees' job involve fieldwork? Can trips begin or end at the employee's telework office rather than at the main office? Can associated paperwork be done away from the main office?
  - ┌ Is the employee reliable, responsible, self-directed and able to work independently in performing his or her work duties? Has the employee demonstrated the ability to establish priorities and manage his or her time? Does the employee require close supervision?
-

**The State of California**  
**Telework – Telecommuting Program**  
**1983 – 21<sup>st</sup> Century**

“The talk you hear about adapting to change is not only stupid, it’s dangerous.  
The only way you can manage change is to create it.”  
Peter Drucker...

## Acknowledgements

The State of California was the first state government in the United States to embark upon the idea that work could be performed in other than conventional offices that are typically located in central business districts. With the late 20<sup>th</sup> century technology advancements, the virtual workplace became a real possibility.

Moving from a vision of the virtual workplace to creating it in reality has required risk taking. This document is a culmination of the hard work of those leaders among the ranks of state employees who willingly and eagerly stepped forward to innovate the telework (also known as *telecommuting*) option in a business-oriented fashion within California State government. Names of some of those state employees appear within the text and resources referenced herein. With their leadership and willingness to innovate, the State of California was able to lead the nation toward socioeconomic, environmental, and quality of life improvements. To them and to those who continued to create changes for the betterment of the workplace, we gratefully acknowledge and appreciate you.

Aristeed Powell, Barbara Birt, and Jeremiah Cronk, administrative support staff within the Department of Personnel Administration are thankfully acknowledged for their helpful and resourceful contributions in proof reading and preparing this document as an Internet resource.

January 2003

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## Section 1. Mission and Objectives

Our *mission* is to provide information that will assist California government departments, boards, commissions, and other units of California State Government with successfully planning and implementing the State of California Telework-Telecommuting Program (*California Government Code §14200–14203*).

Our Telework-Telecommuting *objectives* are to:

- Explain the State of California Telework-Telecommuting Program;
- Answer the *what, why, when, where, who, and how* of planning, executing, monitoring, and evaluating telework programs; and
- Offer information for those researching, studying, or simply curious about the State of California's early, ground-breaking, pioneering successes with telecommuting and telework.

More specifically our *intent* is to offer you—the State of California managers, supervisors, nonmanagers, nonsupervisors, and program coordinators—opportunities for learning more about the telework option and *what's in it for you and your organization*. When carefully planned and managed, you are better assured of win-win results with a *designed-for-success* telework program, especially one tailored to satisfy the needs within your organizational culture. We of the Department of Personnel Administration offer executive briefings among the first critical first steps toward providing you information upon which you can make an informed decision to adopt teleworking—or not.

Your efforts to develop innovative approaches for sound continuity planning and for recruiting, developing, and retaining a qualified workforce are supported by the information herein. A consulting service is available to assist you in creating the program suited to the culture of your organization.

While our intent is to principally serve California State Government, we are pleased to share this information with other governments and the private sector, trusting that, if you choose to use any of this, you will cite this source accordingly.

## Section 2. About Telework and Telecommuting

### Defined and Explained

An easy way to remember the meaning of *telework* or *telecommuting* is by dissecting the word(s). When thinking of related words such as *telephone*, *television*, *telegraph*, *telecommunications*, and *telework*, consider the “*tele*” part first. “*Tele*” means “. . . distant, remote, . . . at, over, from, or to a distance . . .” When linked to *commuting* and *working*, it translates to *commuting from a distance* and *working at a distance*.

The word *telecommuting* was earlier used to emphasize an ever-increasing need to reduce vehicular commute trips and the undesirable byproducts of traffic congestion. Among transportation professionals, *telecommuting* is considered as one of many transportation demand management strategies. As a transport strategy, *telecommuting* is only a part of a larger picture. Other parts include: office-space demand; environmental mitigation (air pollution and energy consumption); employee performance; business objectives; and quality of life.

With passing time, it became clear that the term *telecommuting* inadequately explained the broader spectrum of interests. As noted below, *telecommuting* is a form of teleworking. The term *telework* better expresses the broader interests missing in the term *telecommuting*. Because *telework* is more expressive and encompassing, and because it is *the* internationally recognized term—where *telecommuting* is not<sup>1</sup>—*telework* has become the preferred globally accepted term. From business objective perspectives, *work* makes more sense than *commuting*.

Jack Nilles, who coined these terms, defines and makes these distinctions:

*Teleworking*: “ANY form of substitution of information technologies (such as telecommunications and computers) for work-related travel; moving the work to the worker instead of moving the workers to work.”<sup>2</sup>

*Telecommuting*: “Periodic work out of the principal office, one or more days per week, either at home, a client’s site, or in a telework center; the partial or total substitution of information technologies for the commute to work. The emphasis here is on *reduction or elimination of the daily commute* to and from the workplace. Telecommuting is a form of teleworking.”

Telework can also mean an arrangement that permits employees to work in or near their homes for all or part of the workweek. It can mean working at a project site or in a client’s office.

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<sup>1</sup> *Commuting* is a term unique to the USA and is without a translated substitute in other languages. *Tele* linked to *work* has thus become the accepted international term for working at a distance, or working anywhere anytime.

<sup>2</sup> Nilles, Jack M., *Managing Work – Strategies for Managing the Virtual Workforce*, John Wiley & Sons, Inc., 1998.

## What It Is and Isn't

Telework <i>is</i> . . .	Telework <i>is NOT</i> . . .
➤ Managing by <i>results</i> , not surveillance.	➤ Working at home all the time.
➤ Improving management and employee effectiveness.	➤ Applicable to only a few jobs.
➤ Recruiting and retaining skilled employees.	➤ Always easy to implement.
➤ Reducing operating and overhead costs.	➤ A team destroyer.
➤ Planning a continuity strategy for disaster and emergency recovery ( <i>earthquakes, fires, floods, accidents, terrorists</i> ).	➤ Another fad.
➤ Improving the quality of life for Californians.	➤ High-tech.
	➤ Costly.

## Who Needs to Know about It?

- Leaders wanting to recruit and retain skilled and valued employees in the new teleworkforce.
- Managers desiring to reduce the risks of informal telecommuting arrangements.
- Strategists looking at new workforce flexibility options and ways to redirect their facilities cost toward program needs.

## Why Telework?

Innovating a well-planned and well-managed telework program can bring about many desirable changes, particularly when the program is expanded to a full-scale work option that is integrated into the cultural fabric of an organization. Among those changes are:

- Managing by *results* instead of policing or surveillance;
- Improving management and employee effectiveness;
- Recruiting and retaining skilled employees;
- Reducing operating and overhead costs; and
- Improving the quality of life.

## Styles and Modes

Home-based telecommuting is the most commonly recognized form of telework. Another common term is *virtual office*, or working from anywhere anytime. Yet, there are other forms becoming accepted as effective practices in the public, government, and private sectors. The State of California has the opportunity to expand the conventional home office teleworking mode to other forms of telework. Other telework styles are:

Satellite Telework Centers are typical of a conventional office (owned or leased). A satellite office differs from the traditional office: “. . . *all of the center’s employees work there because they live closer to that facility than to their regular or principal office, regardless of what their jobs are.*”<sup>3</sup>

Local and Neighborhood Telework Centers are similar to the satellite centers, except the employees of multiple organizations may perform their work in a somewhat traditional office environment.

Multiple Telework Sites offer a variety of work locations that the employee can vary by working at given times in the principal office, the telework center, or the home office. The multiple locations embrace the *Virtual Office* concept: “. . . a technology-based option for doing work away from the [*conventional*] office.”<sup>4</sup>

Office Hoteling “. . . is a concept of being able to call ahead to reserve a specific workplace.” “. . . Mobile workers are the primary candidates and they usually are found grouped together in specific divisions or departments. Teleworkers . . . are likely spread across all parts of the organization . . . “ It can mean reserving a specific work space for a specific time. <sup>5</sup>

Office Moteling differs from Hoteling in that workspace is made available on a *first come, first served* basis.

## Alternative Officing

Alternative officing are strategies for deciding office location and planning office space uses.<sup>6</sup> They include:

### Reengineered space

- Work schedule (flexible schedules)
- Modified office standards (better use of space)

### On-premise options

- Shared space (two or more sharing space at different times)
- Group address (group or team space)
- Activity settings (setting to fit the individual or group)

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<sup>3</sup> Nilles, Jack M. *Managing Telework – Strategies for Managing the Virtual Workforce*, p. 13. Wiley 1998.

<sup>4</sup> Gordon, Gil. *Gil Gordon & Associates*

<sup>5</sup> Robertson, Ken. *Work Transformation – Planning and Implementing The New Workplace*, pp. 85 and 191. HNB Publishing 1999.

<sup>6</sup> The California Department of General Services, Real Estate Service Division, is responsible for most state-owned and leased office facilities.

- Moteling or free address (first come first serve)
- Hoteling (reserved work space)

Off-premise options

- Satellite office (dedicated facilities used by full-time employees; assignment is to the facility closest to the employee's residence)
- Home-based telecommuting (home office workspace)
- Remote telework center (similar to a satellite office but may serve workers from various employers)
- Client-based office (space at the client's facilities with private connectivity to the teleworker's employer)
- Virtual office (work space for anywhere or anytime)
- Combination of any of the above

### **Rationale—Satisfying a Need or Solving a Problem**

A critical first task for deciding to implement a telework program is to identify its potential for your organization. Would the program address the organization's program or business objectives? What needs or problems would a telework program address?

More often than not, a telework program has its origin with a valued employee having a need, opportunity, or desire to telework. In turn, it has been the employee who has had to convince the employer/manager that a telework arrangement would be in the best interests of the organization. More recently, telework programs have originated with employers/managers. The shift from employee- to employer-motivated programs is attributed in part to:

- Linking telework to business or program objectives;
- Mounting evidence from case studies proving the value of telework programs;
- Designing telework programs for success rather than as pilots or experiments;
- Leading and managing telework programs; and
- Recognizing the socioeconomic implications of the technology-based workforce evolving into a teleworkforce capable of expressing its changing needs, particularly quality of life needs.

Ultimately, the rationale for executing a telework program falls generally into three complementary categories:

- Business/Program – Employee effectiveness and loyalty; attract and retain valued workers (being an employer of choice); personnel and overhead cost savings (office space, travel, absenteeism); electronic and telecommunications technology efficiencies; customer satisfaction; profitability; return on investment in the world of intellectual capital and knowledge management; results-oriented management; time lost from commute-related accidents (employees' injuries and fatalities); disaster recovery; emergency preparedness; and contingency planning.
- Personal/Employee – Work/life balance; quality of life; reducing stress; productivity (quality, quantity, timeliness and costliness); pursuit of pleasure; personal freedom and

control; employee loyalty resulting from the trust to telework (related to results-oriented management); work environment; limited caregiving (e.g., elder care and sick child care); and home/family-work-leisure integration.

- Societal (Socioeconomic) – Reducing work-related traffic congestion; conserving transportation fuel energy; reducing air pollution; providing work opportunities for the mobility-restricted; decentralizing as a defense strategy against terrorism and disasters (natural and otherwise).

## **Section 3. California Telework Program History and Progress**

This section offers detail information about the State of California Telework Program, its origin, progress, and current status.

### **Origin and Mission**

Telecommuting was originally introduced as an idea to manage an increasing demand for office space. It was envisioned as a long-term strategy for controlling the cost of office facilities, while still improving the delivery of public services. Although the impetus was to reduce office space costs, telecommuting was earlier recognized as having the desirable potential for improving employee effectiveness, reducing traffic congestion, improving air quality, conserving energy, and improving the quality of life for Californians.

Recognizing the favorable benefit-to-cost potential, the 1984 executive management of the California Department of General Services authorized funding to prepare a two-year pilot project plan. JALA International, Inc. prepared the plan with the understanding that the plan would incorporate a “design-for-success philosophy.”

A multiagency policy steering committee was created to direct the pilot from a policy perspective. This committee was served by the Telecommuting Advisory Group (TAG), composed of representatives responsible for coordinating and championing the effort in their respective agencies. The TAG mission was to make home office telecommuting a work option in State government. The mission was accomplished as planned and within established budgets.

### **The Pilot 1987–1990**

Beginning in January 1988 and ending in January 1990, over 200 State workers participated in the pilot as telecommuters. Another 150 served in a nontelecommuting control group. An additional 100 supervisors and managers were involved. There were three major phases of the pilot: planning, implementation, and monitoring and evaluating. The major components included:

- Executive management briefings designed to secure management endorsement and resource support;
- Manager and supervisor orientation briefings designed to encourage informed decisions on whether to participate or not;
- Non-management and non-supervisory orientation briefings designed to encourage informed decisions and volunteer participation;
- Formal training workshops for managers and telecommuters (including managers), and a joint session training designed to prepare managers and telecommuting volunteers for successful telecommuting;
- Ongoing monitoring and evaluating to enhance the benefits and reduce the costs;
- Reporting the findings and recommendations; and
- Developing policy and guidelines from the pilot experience for program expansion.

Detailed results of the pilot are in *The California Telecommuting Pilot Project Final Report, June 1990* (in PDF format). Highlighted among the prominent results were:

- Telecommuter work effectiveness fulfilled or exceeded expectations.
- Telecommuting enhanced the quality of work life for telecommuters, including those with disabilities and mobility restrictions.
- Results-oriented management techniques stressed in training sessions proved to be effective for managing and supervising both telecommuters and non-telecommuters.

Unexpected results of the California Telecommuting Program pilot included:

- Major capital investments were not necessary to implement successful telecommuting programs.
- A Governor's Executive Order was issued directing the program to expeditiously expand as part of a concerted effort to help offset California's mounting traffic congestion problems.
- A Governor's Executive Order was issued encouraging the use of telecommuting as an emergency response to the California earthquake of October 17, 1989.
- The states of Arizona, Colorado, Florida, Minnesota, Oregon, Virginia, and Washington initiated telecommuting programs based on the success of California's pilot.
- President George Bush (1992) incorporated telecommuting as part of the national transportation policy, attributable—in part—to the successful California program.
- Inclusion of telecommuting as a legitimate means for employers to comply with clean air programs administered by California Air Quality Maintenance Districts.
- The counties and cities of Contra Costa, Los Angeles, Sacramento, San Diego, San Bernardino, and others initiated telecommuting programs based on the resources and successes of California's pilot.

Two independent studies conducted in conjunction with the pilot produced favorable results. Total household automobile trips were reduced, rather than increased, as a consequence of having an additional auto available for use by other household members. In turn, potential air quality and energy conservation improvements were noted. Further, equitable means were developed for sharing office space and reducing total space requirements.

## The Law

The State Employee Telecommuting Program became law September 30, 1990 and was later amended in September 1994.

Sections 14200-14203, *California Government Code*  
Chapter 3  
STATE EMPLOYEE TELECOMMUTING PROGRAM

§ 14200. Telecommuting

As used in this chapter, "telecommuting" means the partial or total substitution of computers or telecommunication technologies, or both, for the commute to work by employees residing in California.

§ 14200.1.

(a) The Legislature finds and declares the following:

- (1) Telecommuting can be an important means to reduce air pollution and traffic congestion and to reduce the high costs of highway commuting.

(2) Telecommuting stimulates employee productivity while giving workers more flexibility and control over their lives.

(b) It is the intent of the Legislature to encourage state agencies to adopt policies that encourage telecommuting by state employees.

§ 14201. Every state agency shall review its work operations to determine where in its organization telecommuting can be of practical benefit to the agency. On or before July 1, 1995, each agency shall develop and implement a telecommuting plan as part of its telecommuting program in work areas where telecommuting is identified as being both practical and beneficial to the organization. Agencies that participated in the experimental studies described in Section 15276 may continue and expand those telecommuting programs in accordance with the policy, procedures, and guidelines developed by the Department of General Services in conjunction with those participating agencies. Those agencies not having participated in the initial experimental studies described in Section 15276 may comply with the policy, procedures, and guidelines developed by the Department of General Services in conjunction with a multiagency group that participated in those studies.

§ 14202. Establishment of unit to oversee telecommuting programs; duties

The Department of General Services shall establish a unit for the purpose of overseeing telecommuting programs established pursuant to this chapter. This unit shall do all of the following:

(a) Coordinate and facilitate the interagency exchange of information regarding the state's telecommuting program, and establish and lead a multiagency telecommuting advisory group for these purposes.

(b) Develop and update policy, procedures, and guidelines to assist agencies in the planning and implementation of telecommuting programs.

(c) Assist state agencies in requesting the siting of satellite work stations and develop procedures to track the needs of agencies and identify potential office locations.

§ 14203. Evaluation of programs

Each state agency shall evaluate its telecommuting program. The Department of General Services shall establish criteria for evaluating the state's telecommuting program and recommend modifications, if necessary.

## **Authority and Responsibilities**

The State of California Telework Program is a collaborative effort undertaken by the Department of Personnel Administration (DPA) and the Department of General Services (DGS). Emphasis from DGS's perspective is on telework as an office space demand management strategy. DPA emphasizes human resource matters, including program design, participant criteria, management and worker effectiveness, cost avoidance, labor-management relations, and training. DPA is also pursuing the telework option as a means to improve the quality of life for employees and all Californians.

DPA assists California government agencies with *design-for-success* telework programs. Objectives include encouraging the efficient and effective use of the telework option and supporting the findings by the California Legislature that telework is an important means to reduce air pollution, traffic congestion, and the high cost of highway commuting.

## Telework Advisory Group (TAG)

Originally known as the Telecommuting Advisory Group (TAG), it serves as a forum wherein information about telework and related subjects could be exchanged.

TAG originated in 1984 as a policy-steering committee composed of mid-level managers representing an array of State entities. It was originally created to advise the Department of General Services (DGS) in planning, executing, and evaluating a two-year pilot telecommuting program. The results of the two-year pilot (1988–1990) were reported to the Governor and Legislature in July 1990. In turn, the report resulted in the enactment of legislation creating the *State Employee Telecommuting Program* (*California Government Code* Sections 14200–14203). Language in the *Code* charged DGS with the responsibility of establishing a telecommuting unit with several duties, including facilitating and leading the TAG. In a May 1996 Memorandum of Understanding, the Telecommuting Unit was transferred from DGS to the Department of Personnel Administration (DPA).

Legislation amending the *State Employee Telecommuting Program* was enacted in September 1994, calling for State departments, boards, and commissions to investigate and initiate plans to innovate the telecommuting work options. TAG serves as a forum for the exchange of information about how to plan, execute, and evaluate telework programs.

State agencies, local government, and public members are welcomed to proactively participate with TAG. Because telecommuting and telework involves issues of interest to many disciplines, it is common to have several representatives from a single agency. The Telework Program Consultant assigned to DPA maintains a membership roster and provides direction and leadership for TAG.

Normally, TAG convenes three to four times during a calendar year. Depending upon contemporary interests and issues, agenda items will vary and might include emergency preparedness planning, labor/management relations, information technology, and related management and nonmanagement issues. Meeting objectives focus on information exchange, problem solving, and opportunities for program enhancements.

Future efforts of TAG include establishing a database for program evaluation, creating and implementing a telemanagement incentive program, and providing training and educational links to telework resources.

**Formal Telework Programs (Who? and Why?)**

*Telework Successes  
Who is doing it and why?*

Who	Why
Board of Pharmacy	Office space, overhead, morale, productivity
CalPERS	Contingency planning, morale, productivity, office space
Franchise Tax Board	Office space, recruitment, retention, morale, employee effectiveness
Alcohol and Drug Programs, Department of	Office space demand management
Personnel Administration, Department of	Attendance, employee performance, customer service
Motor Vehicles, Dept. of	Office space, employee performance
Social Services, Dept. of	Recruitment, retention, office overhead
Integrated Waste Management Board	Office space reduction, cost avoidance (employee relocation expenses)
Others	Reduce air pollution, conserve energy, reduce reallocation cost

Other California state agencies in various stages of creating or executing telework programs are:

California State Government Entities  
with or actively creating  
Formal Telework Policies and Programs  
January 2002

- |   |   |
|---|---|
| 1. Aging, Department of   | 29. Health Services, Department of, Med-Cal                 |
| 2. Air Resources Board  | Fraud Inspection Unit                                       |
| 3. Alcohol and Drug Programs, Department  | 30. Health and Welfare Data Center                          |
| 4. Attorney General, Department of Justice,<br>Legal Division                               | 31. Highway Patrol, California                              |
| 5. Community Colleges, California, Office<br>of the Chancellor                              | 32. Housing and Community Development,<br>Department of     |
| 6. Community Services and Development,<br>Dept of   | 33. Information Technology, Department of                   |
| 7. Conservation, Department of  | 34. Integrated Waste Management Board,<br>California        |
| 8. Consumer Affairs, Department of  | 35. Justice, Dept of, Hawkins Data Center                   |
| 9. Education, Department of   | 36. Lands Commission, State                                 |
| 10. Emergency Services, Governor's Office of  | 37. Library, State  |
| 11. Employment Development Department   | 38. Lottery Commission                                      |
| 12. Energy Commission, California   | 39. Mental Health, Department of                            |
| 13. Environmental Protection Agency, Office<br>of Environmental Health Hazard<br>Assessment | 40. Military Department                                     |
| 14. Equalization, Board of  | 41. Motor Vehicles, Department of                           |
| 15. Finance, Department of  | 42. Parks and Recreation, Department of                     |
| 16. Financial Institutions, Department of   | 43. Peace Officer Standards and Training,<br>Commission on  |
| 17. Fish and Game, Department of  | 44. Personnel Administration, Department of                 |
| 18. Food and Agriculture, Department of   | 45. Pesticide Regulations, Department of                    |
| 19. Forestry & Fire Protection, Department of   | 46. Public Employees Retirement System,<br>California       |
| 20. Franchise Tax Board   | 47. Public Utilities Commission, California                 |
| 21. General Services, Department of, Office<br>of the State Architect                       | 48. Rehabilitation, Department of                           |
| 22. General Services, Department of, Division<br>of Procurement                             | 49. Social Services, Department of                          |
| 23. General Services, Department of, Office<br>of Small & Minority Business                 | 50. State Compensation Insurance Fund                       |
| 24. Health Services, Department of  | 51. State Personnel Board                                   |
| 25. Health Services, Application Support<br>Unit, Licensing and Certification Program       | 52. Statewide Health Planning and<br>Development, Office of |
| 26. Health Services, Department of, Division<br>of Aids                                     | 53. State Public Defender, Office of                        |
| 27. Health Services, Cancer Detection Branch  | 54. Teale, Stephen P. Data Center                           |
| 28. Health Services, Department of,<br>Laboratory Services Branch                           | 55. Toxic Substance Control, Department of                  |
|   | 56. Transportation, Department of                           |
|   | 57. Unemployment Insurance Appeals Board                    |
|   | 58. Water Resources, Department of                          |
|   | 59. Water Quality Control Board                             |
|   | 60. Youth Authority, Department of                          |

## Program Progress (1987–2002)

Current estimates suggest that the State telework program has expanded from its pilot stage of 200 employee teleworkers to more than 7,000. A program evaluation is under consideration to address the teleworking population among State entities and to discern the related benefits and costs. The evaluation would help further quantify formal and informal teleworking arrangements to better assess benefits and costs.

Attesting to the merits of the telework program were two nonpartisan legislative measures signed by California's Governor in September 1990 and in September 1994, authorizing and encouraging State agencies, boards, and commissions to incorporate telework as an element of their transportation management program. It further required the establishment of a telecommuting unit in the Department of General Services to:

- Coordinate and facilitate the interagency information exchange;
- Lead a multi-agency telecommuting advisory group;
- Develop and update policy, procedures, and guidelines;
- Assist entities with planning and implementing telework programs;
- Assist agencies with feasibility and planning telework centers; and
- Creating procedures for tracking agencies' needs and potential office locations.

Positive results of the two-year pilot prompted many State agencies to seriously move toward developing telework policies and prototypes. Heightened interest stemmed from fiscal constraints, high-cost office space, and crowded office conditions—costs that can be offset by carefully planned and managed telework programs. More recently, work and family life is motivating leaders to innovate telework programs. The telework potential for reducing conventional work-related commute injuries and fatalities together with related employer costs and benefits awaits discovery.

In early 1991, the Office of the Attorney General (AG) took the lead to establish a full-scale program following its successful pilot involving about 40 attorneys. About 300 Deputy Attorneys participated in compressed telecommuting orientations and training workshops conducted in Los Angeles, Sacramento, San Diego, and San Francisco. A carefully planned and managed pilot was the key to moving directly into a full-scale program. With the success of AG's program came the end to the "pilot" pioneering stages of telecommuting. Having proved the value with telework *pilots*, emphasis was shifted toward creating *prototypes* to serve as models adaptable to the culture and the independent needs of an agency embarking on a telework program.

In 1992 the California Department of Transportation (CalTrans), retained the Institute of Transportation Studies, University of California, Davis (UCD) to develop and evaluate a three-year telecommute work center demonstration program. A CalTrans goal was to evaluate telecommute centers as a transportation demand-management strategy.

Legislation was enacted in 1994 amending the State Employee Telecommuting Program. The amendment called for every State agency to review its work operations to determine where telecommuting can be a practical benefit to the agency. Each agency is to develop and implement a plan

in areas where telecommuting is identified as being both practical and beneficial to the organization. The Department of Personnel Administration is assisting State agencies with this effort.

An array of 60 State government agencies are either currently involved with telework programs or in program planning phases. Collective bargaining units and labor relations officers are continuing to incorporate telework program language into collective bargaining agreements.

## Section 4. Creating a Telework Program (*step by step*)

Creating a successful telework program requires sound planning, purposeful execution, and monitoring for success. It is important to note that the Telecommuting Advisory Group (TAG) that prepared the Telecommuting Information, Guidelines, and Model Policy – June 1992 (see Section 5) was guided by the desire to have flexibility. That same flexibility is to give State agencies the independence to adapt telework programs that would reflect the culture and operational needs of each agency. While general guidelines are helpful, a standard *one size fits all* approach is not recommended.

The degree of program success largely depends upon how well an organization is informed about making a decision to embark on a telework program. Displayed below (see Table: *NEEDS and OFFERS*) are things an agency needs to execute a program and the things DPA offers to satisfy those needs. For each identified need, DPA offers a corresponding service. Also offered in this section is a three-phased program outline with suggested steps for creating a successful prototype. An objective is to design a prototype for ultimately expanding into a full-scale telework program.

### Program Needs and Services

Table: *NEEDS and OFFERS*

<i>A State Agency NEEDS</i>	<i>The Department of Personnel Administration OFFERS</i>
Essential information for making prudent decisions to use the telework option.	Informative executive briefings and management orientations.
A customized program designed for success.	Experienced consultation in developing telework policy and guidelines tailored to support your organization's culture.
Awareness of the risks and disincentives of condoning informal telework practices.	The latest on liability, security, workers compensation, health, safety, and labor relations affecting telework.
A telework strategy for emergency planning and disaster recovery.	Planning for effective emergency telework practices during disasters, emergencies, and business recovery periods.
An awareness of alternative officing opportunities and resources.	Access to service providers: alternative officing planning and design, telecommunications counseling, and information services and training.

Management and supervisory skills for managing remote work.	On-site seminars and workshops tailored to an organization's needs. (See also <u>State Training Center telework courses #370.</u> )
Program planning, implementation, and evaluation guidance.	In-depth, experienced and on-site consulting to support your program planning, execution, and evaluation.

The three phases for creating a telework program are: Planning, Executing, and Monitoring and Evaluating. Each phase comes with a series of suggested activities and tasks.

### Phase 1 – Planning

- 1.1 Identify the need(s) a telework program will solve. What problems will telework help solve, including business, personal/employee, work/family arrangements, quality of life, environmental, etc.? Business objectives, stated clearly, are critical for employer and management support.
- 1.2 Identify stakeholders, those who are affected by the possible inputs and outcomes of a telework program, including customers, clients, non-teleworking co-workers, unions, and others who could be favorably or adversely impacted.
- 1.3 Recruit and organize a core planning team consisting of disciplines having an influence on the success of the program, including the human resources, legal counsel, information technology, and facilities managers; risk management specialists; labor relations officers; and union representatives.
- 1.4 Develop a brief mission statement with clearly and concisely stating the goals and objectives. This, in turn, lends management credibility and direction to the organization and the core planning team's efforts.
- 1.5 Inventory resources, barriers, and potential issues. An early understanding of the scope and limitations helps focus the work tasks where special attention is demanded.
- 1.6 Prepare executive briefings and orientations for both management and nonmanagement with the objective of providing information upon which informed decisions can be made to participate or not.
- 1.7 Convene an executive steering committee for the purpose of resolving issues and moving through impasses. Although completed staff work will avoid the need of executive-level intervention, its presence can provide the impetus for moving through road blocks to implementation.

## **Phase 2 – Executing**

- 2.1 Develop benefit-cost assessment tools to ultimately measure the success—or failure: tools to collect data for analysis and measurement of need satisfaction or problem resolution.
- 2.2 Draft an interim policy with general and flexible guidelines to fit the culture and operational needs of the organization.
- 2.3 Schedule and conduct executive briefings and general orientations prepared in Planning – Phase 1 for all management and nonmanagement, including coworkers not interested in the telework options.
- 2.4 Create telemanager and teleworker criteria deemed most likely to result in successful telework arrangements. (These are criteria that characterize a good telemanager and teleworker.)
- 2.5 Create a “before-telework database” from the tools developed above (Section 2.1). (It is critical to have a baseline from which to measure progress or nonprogress resulting from the telework program.)
- 2.6 Provide telemanagers/supervisors and teleworkers with educational seminars and workshops for those volunteering to participate in the program.
- 2.7 Secure logistical support (e.g., telecommunications, connectivity, hardware, software, security).

## **Phase 3 – Monitoring and Evaluating**

- 3.1 Begin teleworking.
- 3.2 Establish and hold forum and focus group discussions to identify and correct problems and to enhance program objectives.
- 3.3 Conduct a midterm prototype evaluation.
- 3.4 Conduct a final evaluation.
- 3.5 Prepare a final policy and guidelines based on experience with the interim policy created in Phase 2.
- 3.6 Expand from a prototype to a full-scale program.
- 3.7 Continue monitoring and improving.

## **Section 5. Consultation—Training—Resources**

This section offers an array of resources about telework and telecommuting, beginning with options for consultation and training and an archive of the State of California historical telework documents for those interested in the history and evaluation of the telework program. The archived information has been of interest to news media and to students preparing academic papers relating to policy and telework program history and progress. A list of publications is offered as assistance to those seek in-depth program information from the perspective of potential teleworkers, telemanagers, and telework program coordinators. Many of these resources are linked to other useful telework and telecommuting sources.

### **Consultation and Training Resources**

The Department of Personnel Administration (DPA) offers training and assistance to managers, supervisors, and program coordinators, potential teleworkers and non-teleworking co-workers. For additional information please visit the "[Non-governmental telework/telecommuting resource links](#)" on DPA's website.

These services can be customized to accommodate and reflect the distinct organizational culture of your State agency and delivered at your work site.

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#### **Option 1: Telework Program Planning and Management**

This is a workshop for individuals who are, or could be, responsible for planning, developing and executing telework programs. The focus is on a *design for success* program with an interactive format, requiring participants to draw upon their experience with and knowledge of their organizational culture.

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#### **Option 2: Teleworker "Need-to-know-about-Telecommuting-before-I-decide"**

For general information about telecommuting and telework, please see Section 2—About Telework and Telecommuting (page 2) and Section 4—Creating a Telework Program (page 15). Orientation briefings can be arranged.

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#### **Option 3: Telemanager and Teleworker**

This is for managers and employees who have **already** decided to participate in a telework program. This interactive program is focused on preparing the telemanager and the teleworker for a successful telework experience. Roles, responsibilities and concerns of the teleworker and telemanagers are discussed with a view toward finding options to avoid problems and enhance opportunities. Attendance of the teleworker and the supervisor is *required*.

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#### **Option 4: Do It Yourself External Training Resources**

The 5-state Telework Collaborative (including California) has developed educational and training resources as stand alone aids for training officers and telework program coordinators and teams.

For additional information, contact David Fleming, California Telework Program Consultant, at (916) 327-9143.

## **State of California Telework Archive**

Historical documents (late 1980's – early 1990's) include:

Telecommuting Pilot Project Executive Summary  
(Download this document in Word for Windows format.)

State of California Telecommuting Pilot Project, June 1990  
(This document is in Acrobat PDF format.)

Governor's Executive Order D-73-88  
(Download in Word for Windows format)

Governor's Executive Order D-82-89  
(Download in Word for Windows format)

State and Department(s) policies and guidelines

Telecommuting Information, Guidelines and Model Policy  
(Download this document in Microsoft Word for Windows format.)

Department of Personnel Administration – Telework Policy  
(Download this document in Microsoft Word for Windows format.)

California Public Employees Retirement System – Telework Program - 2000 Policy and Procedures This document is in Acrobat PDF format.)

California Environmental Protection Agency – Telework Program Policies and Procedures

## Resources

### Federal and State

Arizona, California, Oregon, Texas and Washington consortium.  
Telework Collaborative

State of California – Work & Family Program  
State of California - Computer User's Handbook (in Acrobat PDF format.)

Telecommute Connecticut

US General Services Administration (GSA)  
Telework Program

### Associations

Bay Area Telework Association (BATA – San Francisco region)  
International Telework and Advisory Council (ITAC)  
Metro Atlanta Advisory Council (Atlanta region)

### Non-government telework/telecommuting resource links

Gil Gordon Associates  
InnoVisions Canada  
InteleWorks  
JALA International, Inc.  
June Langhoff's Telecommuting Resource Center  
KLR Consulting  
Legato Consulting  
New Ways to Work  
TAO Emergency Management Consulting  
Telecommuting Safety & Health Benefits Institute  
WorkOptions.com

## Books

*The Law of Telecommuting* by Nicole Belson Goluboff, 2001. American Law Institute,  
American Bar Association, Committee on Continuing Professional Education.

*Managing Telework – Strategies for Managing the Virtual Workforce* by Jack M. Nilles,  
John Wiley & Sons, Inc. 1998.

*The Telecommuter's Advisor: Real World Solutions for Remote Workers* by June  
Langhoff, Aegis Books, 1999.

*Telecommuting Success: A Practical Guide for Staying in the Loop While Working Away  
from the Office* by Michael Dziak, Jist Works, 2002.

*Telecommuting for Lawyers* by Nicole Belson Goluboff, American Bar Association, Law Practice Management Section, 1998.

*Work Naked – Eight Essentials for Peak Performance in the Virtual Workplace* by Cynthia C. Froggatt

*Work Transformation: Planning and Implementing the New Workplace* by Ken Robertson, HNB Publishing, New York, NY 1998. 212-496-9244.

## **Periodicals/Newsletters**

Business@Home  
InnoVisions Canada  
Telecommuting Review  
TeleTrends  
Tele-News

## **Research**

ITD Telecommuting Task Force Report

Massachusetts Telecommuting Initiative – Executive Summary

Teleworking Today – Does the reality match the hype?

Telecommunications & Travel Research Program, Institute of Transportation Studies,  
University of California, Davis