

Telework Arizona

Training Workbook & Agreement



State of Arizona Telework Program

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Dear Teleworker and Supervisor:

Welcome to the State of Arizona Telework Program. Telework is an innovative work arrangement that has been successful for numerous organizations. The Computer-Based Training (CBT) - "TRP 1000" is an overview of the elements that you, as a teleworker and/or supervisor, need to address to make teleworking successful for you and your agency.

YOUR TELEWORK AGREEMENT

Before teleworking, the employee and supervisor need to work out a telework agreement. Use this training workbook and the corresponding CBT to assist you. They contain the information you need to be successful at teleworking in a step-by-step format that makes it easy to work out your telework agreement. The entire workbook must be filled out before you complete your telework agreement.

TELEWORK POLICIES

Pages 18-20 in this workbook are the policies governing the State of Arizona Telework Program for all employees. These policies cover things like eligibility, personnel and labor issues, risk management, equipment use, liability and security of data. You may also have agency specific policies you will need to observe. Be sure you read and understand these policies before you proceed.

HOW TO USE THIS WORKBOOK

1. Read the State of Arizona Telework Policies found in the back of the workbook as well as your agency's policies on teleworking.
2. Complete the entire Telework Computer-Based Training (CBT) with your employee/supervisor. The workbook and CBT contain much the same language. So, as you follow along in the workbook, check those sections you each want to pay particular attention to later.
3. Complete this workbook with your employee/supervisor. If you'd like, view the CBT again and fill in the workbook as you go along. Whenever you reach the following symbol in the workbook,



discuss that subject and fill in that section.

4. The workbook is now a record of how you have decided to handle the many issues involved in your telework relationship. Turn to the State of Arizona Telework Agreement beginning on page 15 and complete it using the information you have written down.
5. Sign your telework agreement and make a copy for both of you.
6. Update the agreement annually.

START CBT TELEWORK TRAINING (TRP1000) NOW

PLANNING TASKS & SCHEDULES

Plan your telework days to make sure:

- You have enough work to do.
- You have the necessary equipment and materials to do the work.
- Your work schedule meets organizational and personal needs.



TASKS

Consider your job as a collection of tasks. Some tasks require face-to-face contact, restricted information or resources found only in the office. Some tasks require a computer to complete.

1. Do you have a computer at home that you would be willing to use when you telework?
 yes no
2. Does your agency have laptop computers that they would be willing to check out to you when you telework?
 yes no

Use this table to identify those tasks you can do each week while teleworking, and determine how many days per week you could telework.

<u>TASKS</u>	<u>HOURS</u> <u>/WEEK</u>	<u>TASKS</u>	<u>HOURS</u> <u>/WEEK</u>
Analysis	_____	Maintaining data bases	_____
Auditing reports	_____	Preparing budgets	_____
Batch works	_____	Preparing/monitoring contracts	_____
Calculating	_____	Project management	_____
Computer Programming	_____	Reading	_____
Conducting business by phone	_____	Record keeping	_____
Data entry	_____	Research	_____
Design work	_____	E-mail	_____
Dictating/sending/receiving	_____	Spreadsheet analysis	_____
Drafting	_____	Thinking	_____
Editing	_____	Typing	_____
Evaluations	_____	Work Processing	_____
Graphics	_____	Writing	_____
TOTAL NUMBER OF TELEWORKABLE HOURS PER WEEK _____			
NUMBER OF TELEWORK DAYS PER WEEK _____			

SCHEDULE

Now that you have identified the amount of time you spend on teleworkable tasks, you must decide your schedule.

One of the benefits of telework is that it allows you to get your work done while offering some flexibility in your work schedule. You may be able to schedule your telework day to make the most of your productive periods and to meet your personal needs. Ideally, a teleworker will be available to his or her clients, co-workers and supervisor, and still have flexibility.

In selecting telework days, consider not only your regularly scheduled weekly meetings and commitments within your organization, but also monthly obligations and commitments outside your work.



THE TELEWORKER'S SCHEDULE

- Place meetings that are always the same day and time on the calendar.
- Place other commitments during the week that are "day specific" (for example, list if you must be in the office every Wednesday to deliver a weekly report).
- Note other commitments that are "day specific" once or twice a month. For example, write "Professional Organization meeting the third Thursday of every month" under Thursday.
- If you have regular "panic days" like the fifteenth or the first of the month, note that under "Other Commitments."
- Choose the day that best fits your schedule to be your usual telecommuting day. Put a "T" in the box below your selected day.

CALENDAR

Monday	Tuesday	Wednesday	Thursday	Friday	Other Commitments

TELEWORK DAYS:

Mon. Tue. Wed. Thurs. Fri. Variable: _____

BACK-UP DAYS:

Mon. Tue. Wed. Thurs. Fri. Variable: _____

If teleworker must come into the office on a scheduled telework day, can another day be substituted?

Yes No

FLEXIBILITY

In some instances, your agency's telework policy could provide options in setting your home schedule. You may want to work regular office hours. You may want to start earlier or later, and work your full day. Or, you may want to work "core hours," a block of four hours during the day when you are accessible by phone, and leave some flexibility for scheduling the rest of your work day.

Establishing a regular routine on telework days will help you get into a work frame of mind and stay on your schedule so you can make the most of teleworking's freedom and flexibility.



TELEWORK DAY SCHEDULE:

Start _____
Lunch _____
End _____
Core Hours _____ to _____ = TOTAL HOURS _____

PLANNING

Employees who do not have the availability of "Remote Connectivity" will need to plan ahead for taking home files and materials for telework days.

- As you go through the week, make a "to do" list of appropriate tasks for telework days.
- The prior afternoon, make a "to take" list so you have everything you need.
- Designate one place (e.g., a box; a spot on your desk) to set aside all the materials you'll need for telework days.

Remote Connectivity refers to the ability to access a computer, such as office network computer, from a remote location. This allows employees to work offsite, such as at home or in another location, while still having access to their work computer/network.

NOTES

EQUIPMENT

Large equipment budgets aren't necessary for teleworking, but the right equipment can make your telework day easier and more productive. Make sure you understand your agency's policies on equipment, maintenance and security.

When using a computer, security is important. Keep backup copies of computer files in case of a power surge or hardware crashes. It is recommended that you save work to backup drives consistently.

TO PROTECT AGAINST SOFTWARE VIRUSES:

- Don't use borrowed software
- Don't log onto private bulletin boards
- Scan disks and hard drives before and after each teleworking day



EQUIPMENT

Check the following equipment that will be used while teleworking. Please specify who will provide it (the teleworker or employer).

<u>ITEM</u>	<u>PROVIDED BY</u>
<input type="checkbox"/> Second telephone line	_____
<input type="checkbox"/> Phone answering machine	_____
<input type="checkbox"/> Residential voice mail	_____
<input type="checkbox"/> Computer	_____
<input type="checkbox"/> Surge protection (for computer)	_____
<input type="checkbox"/> Software used at office	_____
<input type="checkbox"/> (Specify: _____)	_____
<input type="checkbox"/> Printer	_____
<input type="checkbox"/> Internet Service	_____
<input type="checkbox"/> FAX machine	_____
<input type="checkbox"/> Other (Specify: _____)	_____

INFORMATION SECURITY:

If your job has security or confidentiality requirements, review your agency's policies for protecting information. Teleworking might create a need for new policies, so work together to make sure this important issue is covered.

TECHNICAL SUPPORT & REIMBURSABLE EXPENSES

Who will provide technical support for office owned equipment? _____

Will the employee be reimbursed for approved faxes to and from public fax machines? _____

Will the employee be reimbursed for any wear and tear or potential damage to personal equipment? _____

Will the employee be reimbursed for any other expenses? _____

WORKING AT THE HOME OFFICE

Here are a few things to keep in mind as you start teleworking:

- It's important to have a meeting with your family to give them a chance to voice concerns and ask questions. Discuss rules and possible changes in family responsibilities.
- Generally, it is not a good idea to have young children or elders in your home while you're teleworking. If you don't have a full-time caregiver at home, you'll end up doing two full-time jobs.
- If you have elementary school-age children, arrange your schedule so you can work when they're at school, or when a second adult is at home. Older children who need little supervision may not affect your work at all. Remember, telework is not a substitute for childcare.

NOTES

HOME WORK HABITS

- Be assertive with people who may disrupt your work at home, such as family, friends or neighbors. You are at work, just not at the office, so while some interruptions and breaks are normal and healthy, too many can prevent you from being successful.
- Signal the beginning and end to your telework day with a specific action. Think about your "routine" at the office, and develop a similar routine for your telework days. Just like at the office, there's a time to start and a time to quit.
- Take breaks. Your body and mind need breaks, and healthy breaks like short walks can do wonders for you.

NOTES

YOUR WORKSPACE

It is important to both employers and employees that the workspace be properly designed.

- It should be designed for your safety and comfort.
- Your work space should be set apart from household activities, preferably in a separate room.
- Make sure your desk and chair allow you to work comfortably. Normal desk height is 29"; 26" is recommended if you're working on a computer.
- Your chair should be adjustable and comfortable. The distance from the top of the seat to the floor should be from 15" to 21".
- Make sure your work area is well lit and watch out for glare, as it can cause eye strain and headaches.
- Try to keep noise to a minimum. The sounds of children, vacuum cleaners and barking dogs don't give a very professional image and can be annoying distractions.
- When you're arranging your workspace, make sure cords are out of the way so they don't trip you. Connect your computer or FAX machine to a surge protector and keep equipment well ventilated and away from direct sunlight and heaters.



TELEWORK OFFICE

Telework location:

- Home Other (Specify _____)

If working at home, specify what type of home office will be created? Will it be a separate room or part of a room? _____

Where will files and equipment be stored? _____

Will there be an inspection of the telework office? Yes No

If so, who will inspect? _____

CENTRAL OFFICE

Will there be any desk sharing or space changes in the central office when you start to telework? If so, what will be done to smooth this transition?

COMMUNICATION

Perhaps the biggest key to successful teleworking is communication – communication with everyone, but especially among teleworkers, supervisors and co-workers.

- Informal communication, such as stopping by someone's office to chat, is common in all organizations. Since this isn't possible when teleworking, take advantage of the phone, E-mail, weekly meetings or written communications to fill the gap.
- At first, your co-workers may compensate for your absence by more frequent communication. After a while, they'll usually save up messages and contact you less often, discussing several items at a time. This grouping of communications is a benefit of telework, since it greatly reduces the number of interruptions for everyone.
- At the beginning, it's best to “over communicate” so people don't feel you've dropped out of sight. This is usually temporary, until new communication routines are established.
- You will have less face-to-face communication, and you'll probably find that you can substitute phone or written communication in a lot of cases. Of course there are times when face-to-face communication is necessary, like first-time meetings, negotiations or reviewing visual information if it can't be shared remotely.
- You will have fewer meetings. Because you have less time for meetings, you'll need to be better prepared so your meetings will be more productive.
- If you have unique information or skills, avoid potential problems by training another individual in key areas and familiarize co-workers with your systems and approaches.

With good communication, everyone will feel more comfortable so make sure you keep the lines open. An important part of this communication is letting people know about your telework schedule.

It's a good idea to tell people in person, then follow up with a written note, electronic mail or sign on your desk. It's easier for people to remember your schedule if you telework the same day or days each week.

NOTES

WHO NEEDS TO KNOW?

- Supervisor
- Receptionist
- Clients
- Co-Workers
- Day-to-Day Contacts
- Other In-House Staff

WHAT DO YOU TELL THEM?

- Telework days
- Times when you'll take calls
- If all or some calls will be forwarded to you
- How you'll receive calls (e.g., same as in office, emergency calls only, emergency only in the morning, all calls in the afternoon)
- When you'll call in
- When you'll return to the office
- Your home phone/cell number

HOW DO YOU TELL THEM?

- Face to Face
- Written note
- Sign in your work area (with your telework phone number)
- Office sign-out board
- Electronic mail



COMMUNICATION

Who needs to know the telework schedule (e.g., co-workers, support staff, receptionist, clients)?

What information do these people need (e.g., days and dates of telework, hours reachable by phone, call forwarding, etc.)?

How will they be given this information? _____

TELEPHONE

Teleworking location phone number: (____) _____

- Call forwarding? Yes No
- Answering machine / Voice mail? Yes No
- Receptionist or co-workers take calls? Yes No

How will incoming calls be answered on telework days? _____

How will long-distance charges be handled? _____

The teleworker agrees to call the office to obtain messages at least _____ times a day.

Call-in times: _____
 _____ _____
 _____ _____

Other communication procedures: _____

EMAIL

Will teleworker use email? Yes No

If yes, how often will email be checked? _____

KICK-OFF MEETING

Before you start teleworking, have your supervisor call a meeting of you and your co-workers. The supervisor can review communication and work strategies for teleworking, and give people an opportunity to raise concerns and offer suggestions. Show you care about the effects of your teleworking on your co-workers by listening and discussing their concerns and questions.

NOTES



KICK-OFF MEETING

When will an internal meeting be held to discuss teleworking?

Who will be invited to this meeting?

What topics will be covered?

What can be done to prepare for the meeting?

GET A PARTNER

At times you'll need help from the office, so get a partner who can be your liaison at the office when you're gone. Often two people who telework on different days make good partners.

NOTES



GET A PARTNER

Will teleworker have a partner? Yes No

If so, who? _____

COMMUNICATING FOR SUCCESS

- Stay in touch with your supervisor so you both know what's expected and you're both comfortable with what's being accomplished.
- Plan ahead when setting meetings. Whenever possible, offer times and dates for meetings that will be compatible with your telework schedule.
- Conference calls are a convenient and efficient way to hold multiple location meetings without having to go in to the office. You'll be surprised how often a conference call can replace a meeting.
- There's no substitute for written communications. There's less work for your co-workers and it's easier for you to follow-up when you've put it in writing.
- You, the teleworker, are responsible for keeping in touch with the office and for making it easy for the office to keep in touch with you. Remember, you'll probably need to communicate just as much as always. You'll just use diverse methods.
- Call your office at scheduled times to get messages. Make it easy on your co-workers by also regularly checking your voice mail and email.
- Ensure you have a businesslike message on your voice mail.
- In some situations, you may want to have your calls forwarded. If you don't have automatic call forwarding, let the person who will forward your calls know your schedule, and what kind of calls to forward. Call forwarding is only recommended if you can ensure that the caller won't get a busy signal.

NOTES

INSURANCE

- Check your home or rental insurance for incidental office coverage, as some policies exclude home offices. And since your home office is not an automatic tax deduction, check with a tax consultant or the IRS for information.

NOTE: If State-owned equipment is damaged or stolen while in your home, the State is required by law to file claims against any applicable insurance before applying State insurance coverage. If your homeowner's or renter's insurance currently covers employer-owned equipment, you should discuss that coverage with your insurance agent.

WORK AT SUCCESS

- Before it becomes a routine, there will be a period of adjustment and maybe some rough spots as you start teleworking. The best approach is to be honest, open and thorough in communicating with each other and co-workers.
- If problems or concerns arise, meet and talk about them. Revise your telework agreement until it makes sense; change the way things are done and give it another try.
- If things still aren't working out, maybe telework isn't for you right now. Everyone should understand that there's nothing wrong or bad if you decide not to telework. Who knows, you may go back to it later.

NOTES

SUPERVISOR FEEDBACK

- Feedback from the supervisor is critical to the success of teleworking. Employees want to know if they're doing a good job, and if they're meeting expectations. Make sure feedback is given on a regular, scheduled basis.

MANAGEMENT BY RESULTS

- The best way to judge employee's performance is by measuring results. This management style is equally effective when employees work off site.
- It's smart to apply the same management approach to everyone. Whether in the office or out, management by results, not by appearances, is best.
- The success of your work group depends on the efforts of everyone – teleworkers and non-teleworkers alike. Supervisors should understand what makes the team successful, making sure that non-teleworkers aren't expected to do extra work and don't feel left out.

NOTES



TELEWORKER & SUPERVISOR CONCERNS

What additional subjects should be discussed before telework begins?

Supervisor needs:

Teleworker needs:

Additional planning steps:

MILESTONES

When will telework begin? _____

When will the telework agreement be reviewed? _____

TELEWORKER CONTACTS

	NAME	PHONE
Telework coordinator:	_____	_____
Computer assistance:	_____	_____
Telephone assistance:	_____	_____
Partner:	_____	_____

9. Additional conditions agreed upon by the teleworking employee and the supervisor are as follows (*Possible responses can be found on Pages 5, 7, 9, 10, 11, and 14 or anywhere else where an answer is deemed important enough by the teleworker and supervisor to be included in the Agreement*):

This Agreement is subject to cancellation by the Governor under the conditions stated in A.R.S. 38-511, to arbitration to the extent required by A.R.S. 12-1518 and to the recordkeeping requirements of A.R.S. 35-214.

I have read and understand the State's telework policies and agree to the conditions detailed above.

Date: _____

Employee's signature: _____

Please print name: _____

Supervisor's signature: _____

Please print name: _____

Approved by Manager:

Date: _____

Signature _____

**ARIZONA STATE PERSONNEL SYSTEM
STATEWIDE POLICIES AND PROCEDURES**

Policy Number: ASPS/HRD-PA5.01	Issued: November 19, 2012
Subject: Telework Program	Effective: November 19, 2012
Policy Section: Conditions of Employment	Revised:
Policy Owner: HR Deputy Director's Office	Supersedes: See Below

This policy does not create a contract for employment between any employee and the State. Nothing in this policy changes the fact that all uncovered employees of the State are at will employees and serve at the pleasure of the appointing authority.

Scope:

This policy applies to all agencies, boards, offices, authorities, commissions or other governmental budget units in the State Personnel System.

Authority:

A.R.S. § 49-588, Requirements for major employers
Executive Order 2003-11

Definition:

“*Telework*” is an alternate work arrangement for selected employees to work at home or a state office location closer to home, one or more days a week.

Policy:

The State of Arizona Telework Program is designed to make working at home an effective alternative. By understanding this policy governing conditions of participation, equipment use and liability issues you will have a greater awareness of your obligations – and the State’s obligations – about working at home.

This telework policy provides a general framework for teleworkers in all state agencies and does not attempt to address the special conditions and needs of all individuals. More specific conditions relating to the employee working at home are detailed in the Telework Agreement, which must be negotiated by the employee and his/her supervisor subject to manager’s approval.

All teleworkers and their supervisors will attend a training session and must comply with the State’s Telework Policies.

Offering the opportunity to work at home is a management option; telework is not a universal employee benefit. An employee’s participation in the State’s telework program is entirely voluntary. The employee, supervisor or manager may terminate teleworking without cause.

The teleworker’s conditions of employment with the State remain the same as for non-teleworking State employees.

Employee salary, benefits, and employer-sponsored insurance coverage will not change as a result of teleworking.

ASPS Statewide Policies and Procedures

Subject: Telework Program

Since the employee's home work space is an extension of the agency work space, the State's liability for job-related accidents will continue to exist during the approved work schedule and in the employee's designated work location. To ensure that safe working conditions exist, the State will retain the right to make on-site inspections at mutually agreed upon times.

Any changes to the above-mentioned schedule or work space must be reviewed and approved by the supervisor and manager in advance.

In some instances, the teleworker will provide his/her own equipment. State equipment in the home office may not be used for personal purposes.

Unless otherwise agreed to in writing prior to any loss, damage or wear, the State does not assume liability for loss, damage or wear of employee-owned equipment.

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

State-owned software shall not be duplicated.

To insure hardware and software security, all software used for telework must be approved by the supervisor and manager before installation and only approved websites may be contacted.

Restricted-access materials shall not be taken out of the office or accessed through the computer unless approved in advance by supervisor and manager.

Telework is not a substitute for child care. Teleworkers with small children shall make arrangements for child care during the agreed-upon work hours.

While teleworking, the employee should be reachable via telephone, within reason, during agreed upon work hours. Teleworkers must notify the office if they leave their telework location, much like they would inform the receptionist when leaving the traditional office during the work day.

All teleworkers and their supervisors will participate in studies when necessary to evaluate the State's telework program.

Procedure:

Not applicable

Related Form(s)/Link(s):

[Telework Arizona website](#)

[Telework Training Workbook](#)

Corresponding Policy(ies):

Not applicable

ASPS Statewide Policies and Procedures

Subject: Telework Program

Contact:

If you have any questions related to HR Policy, please contact your agency's Human Resources Office/representative.

Policy History (supersedes):

Not applicable

ARIZONA DEPARTMENT OF ADMINISTRATION
TRAVEL REDUCTION PROGRAMS

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The States of Oregon, Washington, and Arizona are Affirmative Action, Equal Opportunity Employers who comply with Section 504 of the Rehabilitation Act of 1973 and the 1990 Americans with Disabilities Act. Information in this workbook is available on video. Anyone needing the information in an alternative form should contact their state agency.