

**Division of Quality  
Assurance**

**Telework Policy and  
Procedures  
For Full-Time Teleworkers**

**October, 2008**

# Table of Contents

I.	Introduction.....	2
II.	Telework Definition.....	2
III.	Benefits.....	2
IV.	Goals.....	2
V.	Types of Telework Arrangements.....	3
VI.	Eligibility.....	3
VII.	Care of Dependents and Others.....	3
VIII.	Characteristics of Successful Teleworkers.....	3
IX.	Characteristics of Successful Supervisors of Teleworkers.....	4
X.	Participation Approval Process.....	4
XI.	Termination or Suspension of Agreement.....	5
XII.	Telework Scheduling.....	5
XIII.	Responsibilities and Requirements.....	6
	A. Teleworkers.....	6
	B. Supervisor/Employer.....	7
XIV.	Setting Up a Telework Office.....	7
	A. Health and Safety.....	7
	B. Equipment and Materials.....	8
	C. IT Setup.....	8
	D. Additional Hardware.....	9
	E. Equipment and Information Security.....	10
XV.	Worker's Compensation, Liability, Property Damage.....	10
XVI.	Other Legal or Financial Issues.....	11
XVII.	Travel Policies.....	11
	Home as Headquarters City.....	11

## **I. Introduction**

The Division of Quality Assurance (DQA) recognizes the changing nature of its workforce and has been focusing on ways to increase productivity while improving the quality of employee work life and morale. Telework is an important and attractive work option that has benefits for employees and employers. This policy outlines the telework procedures for full-time teleworkers.

## **II. Telework Definition**

Telework - A work arrangement for employees to perform all or some of their work at an assigned headquarters site away from their primary DQA office location.

## **III. Benefits**

The use of a telework arrangement can assist management and employees by economically and effectively accomplishing the mission of the Department in the following ways:

- Enhance program effectiveness;
- Increase employee job performance;
- Increase job satisfaction;
- Promote employee health, wellness, and safety;
- Improve employee recruitment and retention;
- Environmental conservation (reduced demand on transportation system and improved air quality);
- Reduce travel expenses; and
- Accommodate additional employment resources that might not otherwise be accessible

## **IV. Goals**

The goal of this policy is to provide an inclusive, equitable and useful employment teleworking policy for managers, employees, and customers. This policy incorporates the advances available in technology as well as the attitudes and practicalities of the modern workplace. DQA strives to increase flexibility in the work environment, encourage individual initiative, and maximize the potential of the employee, the section, the bureau, and the entire agency. We cannot succeed without the acceptance of all involved. DQA believes teleworking to be a fact of life in the mind-set of the 21st Century work environment.

Our goals are:

- **Improve recruitment and retention of employees**

There is a need and a responsibility to incorporate non-traditional workers into the workforce to comply with federal and state laws, retain and promote diversity, and effectively plan for succession as the current workforce ages. Achieving this goal would improve program effectiveness through use of existing talent and skills and

result in increased new employee talent from wider access to labor markets. It may attract additional candidates to traditionally hard-to-fill positions.

- **Improve the quality of work and life for DQA employees**

Expanded flexibility would allow employees to shape and engineer their workday and, in doing so, increase levels of employee satisfaction, morale, and flexibility.

- **Provide effective, efficient and accountable services**

Teleworking makes better use of employee time. Customer service is an important goal of the department and will continue at a high level when the service is provided by a teleworking employee.

- **Achieve cost effectiveness for the department**

Telework has the potential for increased employee retention. Telework should reduce absenteeism, stress, and time lost due to commuting. It may reduce recruitment and travel costs. Additional savings may result through reduced office space needs and training costs from reduced attrition.

## V. Types of Telework Arrangements

- A. **Full-time:** The employee completes all or almost all duties at an alternative work site, occasionally coming to the office for a meeting or as required by the supervisor.
- B. **Part-time:** The employee teleworks on a regularly scheduled basis. This may be one or more days a week, several days a month, or several hours a day/week.
- C. **Episodic or Situational:** The employee teleworks on an irregular basis, working from home during an illness or injury or for a specific assignment.

## VI. Eligibility

Within DQA, certain job classifications are required to telework. For others, participation in telework is voluntary and subject to the prior written approval by an employee's supervisor. This policy is directed towards the classifications where telework is mandatory.

## VII. Care of Dependents and Others

Telework arrangements are not intended to assist in meeting child or other dependent care needs. While teleworking, the teleworker is not to provide any supervision to children, sick or incapacitated persons, or any other persons who may require attention and assistance.

## VIII. Characteristics of Successful Teleworkers

Employees who would be considered successful candidates to telework generally have a number of work-related characteristics in common. Some of these include the following:

- Demonstrated proven performer in current position as evidenced by satisfactory or better performance reviews
- Self-motivated and responsible employee

- Approach to work is focused on results/outcomes
- Works independently and possesses decision making capabilities
- Does not need continual social interaction or close supervision
- Familiar and comfortable with their job requirements
- Knowledgeable about the organization's procedures
- Able to establish priorities and manage work time effectively and efficiently
- Effective communicator with team and supervisor
- Adaptable in meeting agency demands
- Committed to making telework successful
- Demonstrates a cooperative and positive attitude with supervisors, co-workers and customers

## **IX. Characteristics of Successful Supervisors of Teleworkers**

The characteristics of the supervisor are important to the success of the telework arrangement. Supervisors need to meet the following criteria:

- Have an open and positive attitude toward telework
- Take the necessary steps to ensure its success
- Establish clear expectations and measurable performance objectives for all employees
- Communicate well with all employees
- Provide a system for timely and constructive feedback
- Apply a flexible management approach
- Use employee input in generating solutions
- Trust the employee to perform duties when not in direct contact with the supervisor
- Monitor employee participation adequately to ensure effective and efficient job performance

## **X. Participation Approval Process for Full-Time Teleworkers**

- A.** The employee completes the **Telework Application** (DDE-2619) and the **Telework Safety and Ergonomic Checklist** (DDE-2621) and submits these forms to his/her supervisor.
- B.** The supervisor reviews the submitted materials and discusses them with the employee, taking into account various telework issues that may affect the employee and the employer.
- C.** The employee completes the **Telework Agreement** (DDE-2620) and discusses the agreement and any areas of concern with his/her supervisor. Both parties sign this form, with the supervisor and employee keeping copies of all signed forms.
- D.** The teleworker completes the DQA required telework webcast training and completes the **DQA Telework Training Acknowledgement** (OQA-2639) form.

- E. The teleworker/supervisor submits the employee's name, classification, headquarters city, and assigned headquarters site to the DQA Central Office, Administrative Services Unit, along with copies of all required paperwork.
- F. Once all paperwork has been submitted, the teleworker needs to contact the DQA IT Support to enable remote access.

## **XI. Employer Termination or Suspension of Agreement**

The telework arrangement may be suspended or revoked at any time by the employer for just cause, following a review with the employee. The union will be notified.

The employer may also inspect the assigned headquarters site during the teleworker's normal working hours to ensure proper maintenance of Department-issued property and conformance with safety standards during a scheduled meeting with the teleworker, as necessary. The employer may inspect the assigned headquarters site, without notice, during normal work hours, if there is cause to believe a DHS policy violation may be occurring, or for any reason related to concerns about a possible work rule violation or to job performance.

## **XII. Telework Scheduling**

- A. The employee and supervisor must establish a mutually agreeable telework schedule of hours or days prior to the start of the work arrangement. The employee's supervisor must approve any change in the agreed upon schedule.
- B. The employee may be required to report to the DQA office location. The supervisor reserves the right to alter the teleworker's schedule of work, including the denial of the teleworker's right to work at the assigned headquarters site during any work week if the teleworker's supervisor believes that such action is required to meet operational needs. Insofar as possible, a minimum of five (5) calendar days notice will be provided to the local Union and to the employee of any changes to the schedule. While working away from the office, employees must be accessible for communication with co-workers, supervisors and customers regarding job-related matters (e.g., telephone, pager, e-mail, etc.).
- C. To make telework successful, supervisors and staff need to be proactive and work together to identify how current procedures and job functions will be affected by telework and, if necessary, make changes to how work is accomplished when staff are working from their home and take advantage of technology available to assist in completing job tasks efficiently.

## **XIII. Responsibilities and Requirements**

- A. **Teleworkers must:**

1. Abide by all DHS work rules and agency standards of conduct while working at the alternative work site.
2. Use state-issued resources for authorized purposes only.
3. Ensure the assigned headquarters site provides a secure and confidential work and storage area for office materials, and State-issued equipment adheres to all applicable laws, rules, regulations, policies, and procedures regarding equipment and information security. All teleworkers must review, understand and follow the policies, procedures and guidelines found on the Department's Security Awareness WorkWeb at <http://dhfsweb/security/index.htm>.
4. Adhere to DHS IT policies. These policies can be found at the following DHS website:<http://dhfsweb/it/Policies/policies.htm>.
5. Contact their supervisor and IT representative immediately in the event of equipment malfunction. The supervisor may require the teleworker to report to the main office if equipment malfunction significantly interferes with his/her productivity at the assigned headquarters site.
6. Work with his/her supervisor to develop a work schedule that is mutually agreed upon and communicate any changes in this schedule to the supervisor in a timely manner.
7. Take the appropriate leave time to accommodate personal business, illness, etc., and obtain approval from their supervisor of this leave time.
8. Notify his/her supervisor of any changes to the address of the assigned headquarters site, as the new work site should be reviewed for approval under a new telework agreement.
9. Agree that DQA may provide the state cell phone number to individuals who desire to speak with them regarding official work duties/ responsibilities. The employer agrees not to release the employee's home telephone number.
10. Acquire the skills necessary to effectively and independently operate from a telework site.
11. Effectively communicate with supervisors and peers to ensure work productivity is maintained in the telework arrangement.
12. Not conduct face-to-face business at the teleworker's home base.
13. Conform to the travel expense reimbursement provisions of ss. **16.53 (12)** and **20.916** Wis. Stats., appropriate administrative policies and procedures, and union contract provisions.
14. Understand that the teleworker is covered by Workers' Compensation if injured in the course of performing official duties at the telework location. Employees must notify their supervisor immediately and complete all necessary documents regarding all work-related accidents

**B. Supervisors/Employers must:**

1. Review telework applications to determine if proposals for their employees to telework are likely to contribute to DHS' objectives, while maintaining or improving program efficiency, productivity, service, and benefits.
2. Ensure contract language is followed in implementation of a telework agreement.
3. Ensure teleworkers are adhering to agreed-upon work schedules
4. Provide specific, measurable, and attainable performance expectations for the teleworker; define assignments, corresponding deadlines, the quality of work expected, and monitor work performance.
5. Ensure that telework does not burden staff remaining in the office through inequitable distribution of workload.
6. Ensure that the teleworker is trained to use equipment and software as required for the employee to function effectively and independently, including policies, procedures and guidelines regarding equipment and information security. All supervisors must review and understand the policies, procedures and guidelines found on the Department's Security Awareness WorkWeb at <http://dhfswb/security/index.htm>

#### **XIV. Setting up a Telework Office**

##### **A. Health and Safety**

It is important for all employees to maintain a healthy, safe and ergonomically sound work environment while working in the office or at an assigned headquarters site. The major difference between the employer's office and a home office is ownership and control over the workplace.

A safety and ergonomic self-certification of the assigned headquarters site will be completed by the employee and reviewed by the supervisor. Self-certification is done by completing the **Safety Checklist and the Ergonomic Checklist** prior to supervisor approval to telework. As an additional resource, employees may also want to review an online self-paced ergonomics course available via the Internet at <http://www.doa.state.wi.us/ergonomics/login.asp>.

DHS employees may make on-site visits at the teleworker's assigned headquarters site during the teleworker's normal work hours, for the purpose of conferring with the employee, and/or maintaining, repairing, inspecting, and/or retrieving DHS equipment, materials, software, supplies, data, records and/or documents.

##### **B. Equipment and Materials**

The Department/Division will determine equipment needs. DHS will provide teleworkers the equipment and software required to perform their assigned work duties at the employee's main work site. As a standard, DHS will not purchase or furnish duplicative computers, software, software licenses, Internet or phone services or office equipment such as printers, fax machines, calculators, or furniture

for employees and will not provide support for personal equipment. Additionally, DHS will not purchase printer ink cartridges for personal printers used for work purposes.

Employees should discuss office furniture needs with their supervisor. Supervisors are responsible for approving, obtaining, and distributing all personally assigned, State-issued property to their employees.

The DHS **Information Technology (IT) Access Property Assignment and Release F-80872** must be completed to identify all state owned property and equipment used for teleworking. All appropriate property and equipment shall be returned at the time the telework arrangement is terminated.

Access to the DHS network can only be done via a State-issued computer (desktop/laptop). However, checking business emails does not require connection to the DHS network, and does not require a State-issued computer/laptop.

If an employee's main work site is not the regional or central DQA office, and the employee is scheduled to be in the office location for a portion of the time, a reasonable attempt to provide a State-issued computer (desktop/laptop) will be made.

DHS retains sole discretion with respect to decisions related to the type, nature, function and/or quality of electronic hardware, computer software, data and telecommunications equipment made available for teleworker use. Teleworkers should adhere to DHS IT policies regarding state-issued equipment. Computer equipment should have a configuration compatible with DHS' Information Technology (IT) infrastructure and standards. At least monthly, teleworkers will be required to bring state-issued equipment (laptop computers) to a DQA office for updates.

Access to and use of equipment, software, data, supplies, materials, records and documents provided by DHS for employee use at the alternative work site shall be limited to DHS employees for appropriate DHS business purposes.

Any selection, installation, maintenance, repair or replacement of employee-owned equipment and software is the responsibility of the employee.

### **C. IT Setup**

The DQA IT support person will contact the teleworker to arrange a time to install the Citrix client for dial-up users and VPN client for Broadband users, as appropriate. Internet Service Provider (ISP) software should not be installed in State-issued laptops. The employee should review the documentation on the DQA Telework WorkWeb for remote access instructions.

The decision of whether to use Broadband (DSL or Cable) or dial-up needs to be determined based on the teleworker's responsibilities, access to various applications, as well as the availability of services at the assigned headquarters site. Decisions need to be consistent within each business area and should be based on a case-by-case basis ensuring telework issues are addressed regarding cost, applications needed, value added to the organization, etc.

BITS Telecommunication Staff will contact full-time teleworkers using dial-up access to schedule a time for the installation of a phone line in their home, if appropriate.

If telework employees are eligible for reimbursement for Broadband or dial-up services (either fully or in part), the employee may request reimbursement for the cost of the service by submitting the **State Employee Travel Reimbursement Request F-80190A** and attaching the monthly statement from the service provider. The supervisor should review the submitted reimbursement request to ensure no more than the established rate is reimbursed.

The cost of routers will not be reimbursed if the State is reimbursing the employee for a monthly Broadband cost. If the employee chooses to use the Broadband service to connect to their own computer for personal use, DHS recommends the employee purchase a router to eliminate technical problems in transitioning the Broadband service between the State-issued laptop and the employee's personal computer.

#### **D. Additional Hardware**

1. Printers – For those whom there is a determined need for a printer for their telework site, either a portable printer or a desktop printer/scanner may be purchased for them. No personal printers (printers not provided by DQA) will be supported by DQA, nor should ink cartridges be purchased by DQA for them.
2. Shredders – Shredders will not be provided for the home offices. Staff should take the necessary precautions to protect documents containing confidential or sensitive information. Copies of confidential documents can be hand shredded or brought to the Central/Regional Office for shredding. Original survey documents must be maintained in the Regional Office files or Central Office Record Center, depending on the provider type.
3. Fax machines – Because DHS staff will be getting a fax option with the upgrade to Outlook (will replace GroupWise) scheduled to occur in 2008, DQA is not currently planning to purchase fax machines.

#### **E. Equipment and Information Security**

Security of equipment and confidential information is of primary concern and importance to DHS. Teleworkers, like all state employees, are expected to adhere to all applicable laws, rules, regulations, policies, and procedures regarding

equipment and information security. The following are basic equipment and information security guidelines that teleworkers should follow:

1. Review their workspace on an ongoing basis to ensure secure practices for their equipment and information. All teleworkers must review, understand and follow policies, procedures and guidelines found on the Department's Security Awareness WorkWeb at <http://dhfsweb/security/index.htm>.
2. Secure and lock equipment, as appropriate, such as laptop, computers, cell phones, peripheral drives or media (e.g., jump drives, thumb drives, etc.), personal digital assistants (PDAs), etc. and be familiar with and follow **laptop theft safeguards** (<http://dhfsweb/security/tipeleven.htm>).
3. Use appropriate wireless security, e.g., WPA, if using a wireless network
4. Do not transfer or save any confidential or sensitive information on employee-owned equipment.
5. Use DHS information assets only for authorized purposes, and ensure that confidential information is not disclosed to any unauthorized person
6. Back up critical information on a regular basis to assure recovery of the information in the event the primary source is damaged or destroyed
7. Use "logon" passwords on all State-issued computers, as well as any systems containing confidential information, and keep those passwords secure.
8. Use the latest virus protection software and keep it up-to-date on telework systems used to prepare information for subsequent use on DHS systems
9. Return material (paper documents, diskettes, etc.) containing any confidential or sensitive information to DHS for proper handling or disposal, if necessary.
10. Adhere to copyright laws by not copying or sharing any DHS-owned software.
11. Notify the DQA Security Officer if the technology used by the teleworker changes, to ensure secure practices are being met, e.g., going from a wired to a wireless environment, dial-up to Broadband, etc.

## **XV. Worker's Compensation, Liability, Property Damage**

A teleworker is eligible for worker's compensation benefits under Wisconsin Statutes, Chapter 102, while performing service connected to and incidental to employment at their assigned headquarters site.

A teleworker is subject to the limitations on liability for acts growing out of or committed in the course of the discharge of their duties at the assigned headquarters site under Wisconsin Statutes, Section 893.82. The teleworker is also eligible for legal defense and

payment of judgments, under Wisconsin Statutes Chapter 895.46, which may be required because of acts committed while carrying out duties as an employee within the scope of employment for DHS at the assigned headquarters site. Employees must notify their supervisor immediately and complete all necessary documents regarding all work-related accidents.

DHS property and equipment used and maintained at the assigned headquarters site shall be covered by the State's self-insurance coverage in the same manner as if the property was located in a State of Wisconsin office facility. The State's self insurance does not provide coverage for employee's personal property or residence. DHS recommends the teleworker maintain his/her own property coverage (homeowner's or rental property) through his/her own property insurance company.

## **XVI. Other Legal or Financial Issues**

The identification or resolution of any federal, state, or local tax deductions and obligations shall be the sole responsibility of the teleworker; the Department will not provide advice or counsel on personal tax issues. Teleworkers should seek the advice of a qualified tax professional. Legal or financial matters outside the scope of Wisconsin Statutes, Section 893.82 and 895.46 arising from the use of a teleworker's residence or participation in the program are the sole responsibility of the employee.

The employer will not be responsible for any operating costs that are associated with the teleworker using his/her home as an assigned headquarters site, for example, home maintenance, insurance, or utilities. The teleworker understands (s)he does not relinquish any entitlement to reimbursement for authorized expenses incurred while conducting business for the Department, as provided for by State statute and regulations.

## **XVII. Travel Policies**

The teleworker is responsible for adhering to all Department of Administration (DOA) travel policies and procedures.

Car rentals from teleworker's home – Enterprise cars are treated as though they are "State owned" because they are obtained for the purpose of conducting State business. Every attempt shall be made not to put personal miles on these vehicles. Since they may be maintained at someone's home, this may be unavoidable, so personal miles put on the vehicle must be paid for at the same rate as the personal miles put on actual "State-owned" vehicles.

- **Home as Headquarters City**

If an employee's home is his/her designated headquarters, all work related miles would be considered business miles. If an employee has a personally assigned State-owned vehicle, the employee needs to check both boxes, "Personal" and "Home-Based" on the Vehicle Assignment Transfer (VAT) form.

Note: The DHS Secretary's Office must approve VATs for "Personal" and "Home-Based" assignments.