

“The following sample documents are courtesy of other public agencies, such as Valley Metro in Phoenix, Arizona, and Commuter Challenge in Puget Sound, Washington. More resources can be found online. Please remember, they are just sample templates. Consult your own management advisors in using them.”

The documents appear in this order:

Telework Benefits

Common Objections

Sample Telework Policy

Sample Screening Surveys

Sample Assignment

Sample Telework Agreement – Short

Sample Telework Agreement – Long

Employer Advantages

Helps achieve trip reduction goals

Telework eliminates trips to and from the office, contributing to the number of trips per week an employer can save.

Increases productivity

Teleworkers typically work more efficiently without office-related distractions and interruptions. Most companies find employees who telework are 10 –30 percent more productive.

Decreases absenteeism

Employees who telework take two to four fewer sick days each year than other employees.

Improves employee morale

People who telework see it as an employee perk; it's a vote of confidence from their employer.

Decreases overhead

Telework can significantly decrease overhead costs associated with office space, equipment and employee parking.

Provides a great retention and recruitment tool

Telework is an attractive benefit to many employees— companies who offer it can recruit skilled professionals across the state or country.

Employee Advantages

Decreases stress

Teleworkers save time commuting and getting ready for work, allowing them free time to do the things they enjoy.

Decreases or eliminates commute time and expenses

No more traffic jams, road rage, searching for a parking space. Gas and parking expenses are reduced.

Increases job satisfaction/Improves work environment

Telework offers employees greater flexibility in balancing work and personal needs.

Decreases work related expenses

Teleworkers spend less money on clothing, dry cleaning and eating out.

Provides balance between work and family life

On average, teleworkers add more than an hour to each day by avoiding a roundtrip commute.

—*Courtesy of Valley Metro, Phoenix, AZ.*

Common Objections to Telework
... and how to answer them!

COMMON OBJECTION	HOW TO ANSWER IT
<p>1. Costs too much. Technology will cost too much and there may be ongoing costs.</p>	<p>Have teleworkers check out company laptops with the appropriate software and modem to connect to your LAN. Provide equipment according to the amount of time the teleworker works remotely.</p> <p>Calculate office space savings if teleworkers will enable your company to save on office space. The average metropolitan office space costs between \$30-\$70 per square foot and the average worker has between 250-300 square feet of office space.</p> <p>Most teleworkers feel they are much more productive in the office—at least 10-30%. Productivity can justify the expense of setting up a teleworker.</p> <p>Employees who telework can save their employers approximately \$10,000 each year in reduced absenteeism and job retention costs according to a telework study released by AT&T.</p> <p>Utilize Commuter Challenge's "Costs and Benefits" analysis workbook (by request: 206-389-8658) to accurately identify cost and savings impacts.</p>
<p>2. Teleworkers lose touch by being out of the office. What if there is a last-minute meeting? They may miss out on “water cooler” discussions and decisions. They lose company loyalty being away from the office scene.</p>	<p>Most teleworkers work from home one to two days a week. Designate specific days of the week as “in-office” days for scheduling meetings. All others can be handled by conference calls.</p> <p>Teleworkers should be available to come into the office as needed. Cross-training can also help with in-office coverage. Research indicates that teleworkers are usually more “available” than in-office staff, yet teleworkers get more done</p>

	<p>because they don't experience the number of interruptions throughout the day. They are also more loyal due to the trust involved with a telework arrangement.</p>
<p>3. Everyone will want to do it. Suddenly everyone will claim that they get more done at home and would produce more, drive less, and enjoy their job more if they could telework.</p>	<p>Telework should be considered a privilege, not a right. Utilize it as an incentive, and ensure that everyone understands that not every job is suitable for telework.</p> <p>Tasks that are successfully managed in telecommuting programs are those where the individual already works independently.</p> <p>It also requires the right type of personality traits: dedication, motivation, and the ability to solve problems and make decisions.</p>
<p>4. It's impossible to monitor productivity. I won't be able to see what work is being accomplished, and monitoring deadlines will be tough because he/she isn't in the office.</p>	<p>Teleworkers can create regular status reports outlining tasks they intend to complete on their telework day and report back to their supervisor whether those tasks were completed.</p> <p>Teleworkers should also make a point of being accessible via phone, e-mail and/or instant messaging.</p>
<p>5. It will create resentment among employees who aren't selected. The employees who don't qualify or aren't able to telework for various reasons may show resentment.</p>	<p>Most companies offer a variety of alternatives to the traditional work schedule. Staff should understand that telework is not for everyone and for every job. Offer flex schedules and compressed workweeks as an alternative.</p>
<p>6. Clients will find it inconvenient. It will be hard for clients to see and contact someone who may work odd hours and be "away from their office" frequently.</p>	<p>Just as managers and co-workers should be able to contact the teleworker during normal office hours, so should clients or customers.</p> <p>When teleworkers are working from home, they should be available and accountable during office hours. Teleworkers should notify office staff when they'll be away from the home office during the day. Phone calls can also be forwarded and office voicemail and/or e-mail should be</p>

	accessed several times during the day.
<p>7. Our company isn't big enough. Only larger corporations have teleworkers.</p> <p>We don't have the coverage in the office if we let some staff work from home.</p>	<p>Companies of all industries and sizes have made telework work to their benefit. For examples of organizations with successful telework programs, visit http://www.CommuterChallenge.org/cc/csintro.html for telework business profiles.</p>
<p>1. No one is qualified.</p> <p>Training is time consuming and costly for both employees and management.</p>	<p>There's no need to re-invent the wheel. So many resources are available on the Internet, from consultants, and through Commuter Challenge to help with both management and teleworker training. Call 206-389-8658 for more information.</p>

—Special thanks to Valley Metro of Phoenix, AZ.

The **Telework Policy** provides guidelines on the teleworking program. It defines the parameters of the teleworking arrangement. The policies must fit the existing corporate culture.

Sample Telework Program Policy

Teleworking, or telecommuting, is the concept of working from home or another location on a full- or part-time basis. Teleworking is not a formal, universal employee benefit. Rather, it is an alternative method of meeting the needs of the company. The company has the right to refuse to make teleworking available to an employee and to terminate a teleworking arrangement at any time. Employees are not required to telework. Employees have the right to refuse to telework if the option is made available.

The company's policies for teleworking are as follows:

Compensation and Work Hours

The employee's compensation, benefits, work status and work responsibilities will not change due to participation in the teleworking program.

The amount of time the employee is expected to work per day or pay period will not change as a result of participation in the teleworking program.

Eligibility

Successful teleworkers have the support of their supervisors. Employees will be selected based on the suitability of their jobs, an evaluation of the likelihood of their being successful teleworkers, and an evaluation of their supervisor's ability to manage remote workers. Each department will make its own selections.

Upon acceptance to the program both the employee and manager will be expected to complete a training course designed to prepare them for the teleworking experience. All teleworkers must sign an agreement.

Equipment/Tools

The company may provide specific tools/equipment for the employee to perform his/her current duties. This may include computer hardware, computer software, phone lines, email, voice-mail, connectivity to host applications, and other applicable equipment as deemed necessary.

The use of equipment, software, data supplies and furniture when provided by the company for use at the remote work location is limited to authorized persons and for purposes relating to company business. The company will provide for repairs to company equipment. When the employee uses her/his own equipment, the employee is responsible for maintenance and repair of equipment.

A loaner laptop may be provided when available. Loaner computers will vary in performance and configuration. Loaners must be returned upon request.

Workspace

The employee shall designate a workspace within the remote work location for placement and installation of equipment to be used while teleworking. The employee shall maintain this workspace in a safe condition, free from hazards and other dangers to the employee and equipment. The company must approve the site chosen as the employee's remote workspace. Employee is expected submit three photos of the home workspace to management prior to implementation.

Any company materials taken home should be kept in the designated work area at home and not be made accessible to others.

The company has the right to make on-site visits (with 48 hours advance notice) to the remote work location for purposes of determining that the site is safe and free from hazards, and to maintain, repair, inspect, or retrieve company-owned equipment, software, data or supplies.

Office Supplies

Office supplies will be provided by the company as needed. Out-of-pocket expenses for other supplies will not be reimbursed unless by prior approval of the employee's manager.

Worker's Compensation

During work hours and while performing work functions in the designated work area of the home, teleworkers are covered by worker's compensation.

Liability

The employee's home workspace will be considered an extension of the company's workspace. Therefore, the company will continue to be liable for job-related accidents that occur in the employee's home workspace during the employee's working hours.

The company will be liable for injuries or illnesses that occur during the employee's agreed-upon work hours. The employee's at-home work hours will conform to a schedule agreed upon by the employee and his or her supervisor. If such a schedule has not been agreed upon, the employee's work hours will be assumed to be the same as before the employee began teleworking.

The company assumes no liability for injuries occurring in the employee's home workspace outside the agreed-upon work hours.

The company is not liable for loss, destruction, or injury that may occur in or to the employee's home. This includes family members, visitors, or others that may become injured within or around the employee's home.

Dependent Care

Teleworking is not a substitute for dependent care. Teleworkers will not be available during company core hours to provide dependent care.

Income Tax

It will be the employee's responsibility to determine any income tax implications of maintaining a home office area. The company will not provide tax guidance nor will the company assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Communication

Employees must be available by phone and email during core hours. All client interactions will be conducted on a client or company site. Participants will still be available for staff meetings, and other meetings deemed necessary by management.

The company will pay work-related voice and data communication charges

Evaluation

The employee shall agree to participate in all studies, inquiries, reports and analyses relating to this program.

The employee remains obligated to comply with all company rules, practices and instructions.

SELECTION SURVEY FOR EMPLOYEES

Teleworking is the concept of working from home or another location (e.g., telework center) on a full or part-time basis. The attached questionnaire must be completed by each person interested in participating in the company's teleworking program. Every supervisor/manager must also fill out a similar questionnaire on their employees who are interested in teleworking. The results of both the employee and supervisor questionnaires can be used for selecting the potential teleworker.

Teleworking Screening Survey for Employees

Name _____

Supervisor _____ Classification _____ Department _____

1. Please describe your current job tasks.

2. The following four groups of characteristics relate respectively to your existing work, to your future work as it can be adapted to teleworking, to you as an employee, and to your manager. Please rate each characteristic as either high (H), medium (M), or low (L) by placing the appropriate letter in each blank.

Existing Work Characteristics

Please rate the following according to your existing job requirements and characteristics.

- _____ Amount of face-to-face contact required
- _____ Degree of telephone communications required
- _____ Autonomy of operation
- _____ Ability to control and schedule work flow
- _____ Amount of in-office reference material required

Future Work as a Teleworker

Please rate the following job characteristics in terms of their adaptability to teleworking.

- _____ Amount of face-to-face contact required
- _____ Degree of telephone communications required
- _____ Autonomy of operation
- _____ Ability to control and schedule work flow
- _____ Amount of in-office reference material required

Employee Characteristics

Please rate the following according to your own characteristics as an employee, and as a teleworker.

- ___ Need for supervision, frequent feedback
- ___ Importance of co-workers' input to work function
- ___ Discipline regarding work
- ___ Desire/need to be around people
- ___ Potential friction at home if teleworking (e.g. interruptions due to caring for sick child or spouse)
- ___ Level of job knowledge
- ___ Quality of work

Supervisor Characteristics

Based on your perceptions of your supervisor's attitude towards teleworking, and his/her management style, please rate your supervisor according to the following.

- ___ Positive attitude toward teleworking
- ___ Trusts employee's ability to telework
- ___ Ability to establish clear objectives
- ___ Ability to communicate with employees

3. Considering the nature of your job, how much would you want to telework? (Circle one only)

- (a) About once every 2 weeks
- (b) About once a week
- (c) Two days a week
- (d) Three days a week
- (e) Occasionally for a special project

4. What kinds of work would you expect to do while teleworking? (Circle as many as apply.)

- (a) Writing/typing
- (b) Word processing
- (c) Data management/
computer programming
- (d) Administrative
- (e) Reading
- (f) Research
- (g) Talking on the phone
- (h) Sending/receiving electronic mail
- (i) Field visits
- (j) Thinking/planning
- (k) Other (please specify) _____

5. Given the amount of teleworking you want to do, and the kinds of work you would do while teleworking, what equipment/services would you need, and which of those do you currently have? (Check appropriate box.)

	Need	Currently Have
Computer/terminal	_____	_____
Printer	_____	_____
Modem	_____	_____
Desk, filing space, other furniture	_____	_____
Facsimile machine	_____	_____
Voice Mail	_____	_____
Other (please specify)	_____	_____ _____

6. Do you have adequate space in your home to dedicate to working?

(a) Yes (b) No

7. Are there any distractions/obligations that will make working at home difficult or impossible?

(a) Yes (b) No

SELECTION SURVEY FOR SUPERVISORS

Teleworking is the concept of working from home or another location (e.g., telework center) on a full or part-time basis. Every supervisor/manager must fill out a questionnaire on their employees who are interested in teleworking.

Teleworking Screening Survey for Supervisors

Name _____

Names of employees under your direct supervision who are considered candidates for teleworking:

1. Is the work done by any of your staff as it currently exists or with modifications suitable for teleworking, at least part of the time?

(a) Yes

(b) No Please explain why: _____

(This completes the survey for you -- thanks!)

2. Please describe the kind of work your employees do.

3. The rest of the survey should be completed for each of your employees who are interested in participating in the teleworking program. Some questions, such as those dealing with your management style, will probably have the same answers for each employee. Please rate each characteristic as either high (H), medium (M), or low (L) by placing the appropriate letter in each blank.

Some questions, however, will inevitably have different answers for different employees. Please duplicate this form for each employee.

Existing Work Characteristics

Please rate the following according to your employee's existing job requirements and characteristics.

- _____ Amount of face-to-face contact required
- _____ Degree of telephone communications required
- _____ Autonomy of operation
- _____ Ability to control and schedule work flow
- _____ Amount of in-office reference material required

Future Work as a Teleworker

Please rate the following job characteristics for your employee in terms of his/her adaptability to teleworking.

- Amount of face-to-face contact required
- Degree of telephone communications required
- Autonomy of operation
- Ability to control and schedule work flow
- Amount of in-office reference material required

Employee Characteristics

Please rate the following according to your employee's characteristics.

- Need for supervision, frequent feedback
- Importance of co-workers' input to work function
- Discipline regarding work
- Desire/need to be around people
- Potential friction at home if teleworking (e.g. interruptions due to caring for sick child or spouse)
- Level of job knowledge
- Quality of work

Supervisor Characteristics

Based on your attitude towards teleworking and work style, please rate the following.

- Positive attitude toward teleworking
- Trust employee's ability to telework
- Ability to establish clear objectives
- Ability to communicate with employees

4. What criteria do you use to evaluate your employee's work? (For example: quality of work, quantity of work, timeliness, etc. Please be specific.)

5. Considering the nature of your employee's jobs, how much would you want him/her to telework? (Circle one only)

- | | |
|------------------------------|--|
| (a) About once every 2 weeks | (d) Three days a week |
| (b) About once a week | (e) Occasionally for a special project |
| (c) Two days a week | |

6. What kinds of work would you expect him/her to do while teleworking? (Circle as many as apply.)

(a) Writing/typing

(b) Word processing

(c) Data management/
computer programming

(d) Administrative

(e) Reading

(f) Research

(g) Talking on the phone

(h) Sending/receiving electronic mail

(i) Field visits

(j) Thinking/planning

(k) Other (please specify)

Teleworker's Assignment is completed to define the specifics of teleworking such as frequency, type of work to be completed, the number of times the employee should communicate with the office, etc. The Assignment is completed by the teleworker and the telemanager.

Sample Teleworker's Assignment

Teleworking, or working from another location such as home or an office close to home, is an assignment that the company may choose to make available to some employees when a mutually beneficial situation exists.

Teleworking is not an employee benefit, but rather an alternative method of meeting the needs of the company. Employees do not have a "right" to telework. The arrangement can be terminated by either the employee or the company at any time.

Conditions for teleworking agreed upon by the teleworker and his/her supervisor:

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

2. The employee will telework _____ days per week.

3. The employee's work hours will be from _____ a.m. to _____ p.m.

4. The following are the assignments to be worked on by the employee at the remote location, with expected delivery dates:

5. The following equipment will be used by the employee at the remote location:

6. The employee agrees to call the central office to get his/her messages at least _____ times per day.

7. The employee agrees to get all supplies needed for teleworking from the company office. Reimbursement for out-of-pocket expenses for supplies will need prior supervisory approval.

8. Additional conditions agreed upon by the telemanager and teleworker are as follows:

I have reviewed the teleworker's assignment with _____ prior to his/her participation in the company's teleworking program.

Date	Supervisor Name	Signature
------	-----------------	-----------

The above material has been discussed with me.

Date	Employee Name	Signature
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SAMPLE COMPANY TELEWORKER AGREEMENT - SHORT

These conditions for teleworking are agreed upon by the teleworking employee, the supervisor, and approved by the manager.

(Print name) _____ agrees to work at the following remote location:

1. The employee's telework work hours will be: _____

2. The following are typical assignments to be worked on by the employee at the remote work location: _____

3. The following equipment will be used by the employee in the remote work location: (Please specify whether equipment is employer or employee-owned.)

1. The following items qualify for reimbursement by the employer when a teleworker is working remotely:

Reimbursed expenses	Type of reimbursement
_____	_____
_____	_____

1. The teleworker agrees to call the office to obtain messages _____ while working remotely.

1. Additional conditions agreed upon by the teleworker and the supervisor are as follows:

This agreement is subject to cancellation by the management at any time without cause.

I have read and understand these statements and agree to the conditions stated above.

Employee _____ Date _____

Date: _____

Teleworker's signature: _____

Supervisor's signature: _____

Approved by: _____

Date: _____

Manager's signature: _____

The **Teleworker Agreement** is a legal document identifying the responsibilities of both the teleworker and the employer. The agreement mirrors the policies. The employee signs the agreement.

SAMPLE COMPANY TELEWORKER AGREEMENT

This Agreement, _____, is between _____ an
effective _____
employee (referred to as "Employee") and _____
_____ (referred to as
"Employer").

The parties, intending to be legally bound, agree as follows:

Scope of Agreement - Employee agrees to perform services for Employer as "teleworker." Employee agrees that teleworking is voluntary and may be terminated at any time, by either the Employee or Employer, with or without cause.

Term of Agreement - This Agreement shall become effective as of the date written above, and shall remain in full force and effect, as long as Employee teleworks, unless the agreement is terminated.

Termination of Agreement - Employee's participation as a teleworker is entirely voluntary. Teleworking is available only to eligible employees, at Employer's sole discretion. Teleworking is not an employee benefit intended to be available to the entire organization. As such, no employee is entitled to, or guaranteed the opportunity to, telework. Either party may terminate Employee's participation in the program, with or without cause, upon reasonable notice, in writing, to the other party. Employer will not be held responsible for costs, damages or losses resulting from cessation of participation in the teleworking program. This Agreement is not a contract of employment and may not be construed as such.

Salary, Job Responsibilities, Benefits - Salary, job responsibilities, and benefits will not change because of involvement in the program, except as they might have changed had Employee stayed in the office full-time, e.g., regular salary reviews will occur as scheduled, and Employee will be entitled to any company-wide benefits changes that may be implemented. Employee agrees to comply with all existing job requirements as now are in effect in the office.

Work hours, Overtime, Vacation - Work hours are not expected to change during the program. In the event that overtime is anticipated, this must be discussed and approved in advance with the manager, just as any overtime scheduling would normally have to be approved.

Work Schedule - The daily work schedule for the days when working at home is subject to negotiation with and approval by Employee's manager. The manager may require that Employee work certain "core hours" and be accessible by telephone during those hours.

Equipment - Employer may provide the necessary computer, modem, software, and other equipment needed for teleworking. All of these items remain the property of the company and must be returned to the company upon request. The computer, modem, software, and any other equipment or supplies provided by Employer are provided for use on company assignments. Other household members or anyone else should not use the equipment and software. Company-owned software may not be duplicated except as formally authorized. Employer will be responsible for insurance and maintenance of all company-provided materials.

Employee may use personal equipment for teleworking purposes. In such cases, Employee will be responsible for the maintenance and insurance required for the equipment.

Workspace - Employee agrees to designate a workspace within Employee's remote work location for placement and installation of equipment to be used while teleworking. Employee agrees to maintain this workspace in a safe condition, free from hazards and other dangers to Employee and equipment. Employer must approve the site chosen as Employee's remote workspace. Employee is expected to submit three photos of the home workspace to management prior to implementation.

Any company materials taken home should be kept in the designated work area at home and not be made accessible to others.

Employee agrees that Employer can make on-site visits (with 48 hours advance notice) to the remote work location for the purpose of determining that the site is safe and free from hazards, and to maintain, repair, inspect, or retrieve company-owned equipment, software, data or supplies. In the event that legal action is required to regain possession of company-owned equipment, software, or supplies, Employee agrees to pay all costs incurred by Employer, including attorney's fees, should Employer prevail.

Office Supplies - Office supplies will be provided by Employer as needed. Employee's out-of-pocket expenses for other supplies will not be reimbursed unless by prior approval of Employee's manager.

Worker's Compensation - Employer will be responsible for any work-related injuries under our state's Workers Compensation laws, but this liability is limited to injuries resulting directly from work and only if the injury occurs in the designated work area. Any claims will be handled according to the normal procedure for Worker's Compensation claims.

Liability for Injuries - Employee understands that the Employee remains liable for injuries to third persons and/or members of Employee's family on Employee's premises. Employee agrees to defend, indemnify and hold harmless Employer, its affiliates, employees, contractors and agents, from and against any and all claims, demands or liability (including any related losses, costs, expenses, and attorney fees) resulting from, or arising in connection with, any injury to persons (including death) or damage to property caused, directly or indirectly, by the services provided herein by Employee or by Employee's willful misconduct, negligent acts or omissions in the performance of the Employee's duties and obligations under this Agreement, except where such claims, demands, or liability arise solely from the gross negligence or willful misconduct of the Employer.

Dependent Care - Teleworking is not a substitute for dependent care. Teleworkers will not be available during company core hours to provide dependent care.

Income Tax - It will be the Employee's responsibility to determine any income tax implications of maintaining a home office area. Employer will not provide tax guidance nor will Employer assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Evaluation - Employee agrees to participate in all studies, inquiries, reports and analyses relating to this program.

Employee remains obligated to comply with all of Employer's rules, practices, instructions and this Agreement. Employee understands that violation of any of the above may result in preclusion from teleworking.

I have read and understand this agreement and accept its conditions.

Employee _____ Date _____