Workplace Flexibility Program Manual

Human Resources

11000 University Parkway, Building 20E
Pensacola, FL 32514
hr@uwf.edu
Phone: 850-474-2694 or 850-857-6158 (TTY)

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PART I – FLEXIBLE WORK SCHEDULES

A.   Purpose

The University supports the use of various work scheduling arrangements that are designed to meet the operating and customer service needs of a department. The availability of flexible work schedules is not intended to change the department's regular hours of operation, nor does it alter the responsibility or diminish the authority of Department Heads to establish and adjust work schedules. Instead, this type of flexible scheduling is intended to bolster staff morale and retention while maintaining and enhancing a department's service delivery and meeting the departmental, divisional, and university goals, mission, and objectives.

This Section's purpose is to provide information on the University's flex time and compressed workweeks, how employees participate, and resources for participating employees and their Supervisors.

B.   Flex Time

Flex time is an arrangement that may include a consistent daily schedule with individualized starting and ending times that are the same throughout the week or a varying daily schedule that starts or ends at different times each day. The varying daily schedule may include a consistent eight (8) hour day throughout the week or a varying daily schedule of more or less than eight (8) hours. For full-time employees, the total weekly hours for both consistent and varying schedules must be 40 for the workweek (Monday through Friday).

C.   Compressed Workweek

A compressed workweek is a 40-hour workweek completed in four (4) days or some mutually agreed upon variation, not to exceed 40 hours per week. (Day off is determined by Supervisor and Department Head).Compressed workweek schedules include the following examples:
- Four ten (10) hour days with no work on the fifth day.
- A four and one-half (4 ½) day workweek where 40 hours are worked in four and one-half days (4 ½).

For the employee, a compressed workweek includes the following advantages:
- Reduced commuting time and cost.
- Increased blocks of time off without reduction in compensation or benefits.
- Enhanced flexibility to meet personal needs while working full-time.

For the department, a compressed workweek includes the following advantages:
- Extension of daily work hours without increasing the budget.
- Access to and retention of qualified employees.
- Increase in productivity through better use of off-peak working hours and equipment.

- Reduction in absenteeism.

D. Program Description

Flexible work schedules are agreed-upon work hours that differ from the standard practice. They are options that enable employees to continue to meet the business needs of the departments while allowing the opportunity to complete the work in an alternative manner. The possibility to participate in a flexible work schedule is provided to allow employees to better balance competing demands on their time both personally and professionally.

The business needs of the division, department, and university will continue to be the primary focus and must guide the various arrangements as well as the number of employees who will be eligible for these flexible programs.

E. Eligibility

Employees who are interested in participating in a flexible work schedule are responsible for developing a proposal and presenting it to their Supervisor for consideration and a determination of whether the proposal is feasible.

Flexible work schedules may be considered for employees whose current performance evaluation indicates that the employee is performing his/her job adequately at "Above" standards or above, and whose attendance records do not show patterns of absences or tardiness. If a current (within 12 months) performance evaluation is not on file, one must be completed before a flexible work schedule proposal may be considered. Flexible work schedules are not an employee entitlement. They may not be appropriate or available for every position or employee. Arrangements may vary depending on the position and department needs.

Decisions on proposals are determined on a case-by-case basis and are based upon appropriate Supervisor and Department Head approval. This guidebook and the proposal worksheet are provided to assist employees in identifying and considering all of the variables surrounding flexible work schedules.

If employees have questions regarding this packet or the preparation of a flexible work schedule proposal, they should contact their Supervisor for assistance.

F. Flexible Work Schedule Options

The following identifies options that are currently available to employees through the flexible work schedule program. Other proposals may be considered on a case by case basis.

Flex time may include one of the following options/variations:
- Variable starting and ending times (flex time);
- Split work days;
- The variable work schedule for a fixed duration

Flex Time

Flex time is an alternate arrangement of employee work hours (other than 8 a.m. to 5 p.m., five (5) days per week) resulting in a schedule acceptable to both employee and Supervisor and may include the following variations:

•   Employees work a predetermined number of hours per day/week.
•   Employees' starting and ending times may vary on a day to day basis.
•   Employees' workdays may be split. (Example: Employee works 7 a.m. to 10 a.m., is off work from 10 a.m. to 1 p.m., and works from 1 p.m. to 6 p.m., for a total of 8 hours worked).
•   Employees' variable work schedule is for a fixed duration.

For the employee, flex time may include the following advantages:
•   Greater flexibility to meet personal needs with no reduction in compensation or benefits.
•   Option to work/commute during non-peak hours.

For the department, flex time may include the following advantages:
•   Increase coverage hours.
•   Maximize limited workspace and equipment.
•   Reduce employee absenteeism.
•   Retain qualified trained employees.

G.   Considerations

Employees evaluating whether a flexible work schedule is a feasible option need to consider the following issues:

• Performance and Attendance - An employee's current performance evaluation must be at "Above" standards or above, and attendance records must not show a pattern of absences or tardiness.

• How/Why - An employee must show how the arrangement will meet the business needs of the department.

• What is the impact on work volume, peak periods, and/or overtime in the employee's workgroup?

• How flexible can an employee be if business needs change?

• Clarify accountabilities. Who are the customers? How will they be affected?

H.   Flexible Work Schedule Standard Practice

Work schedules once identified, will be maintained for a maximum of six (6) months. Upon the expiration of the proposed time period, the employee will return to the original work schedule unless there is a request to extend the flexible work schedule. Flexible work schedules may be extended for six (6) months at a time with no limit on the number of extensions requested. As stated, flexible work schedules are not an employee entitlement and may be modified or discontinued by the appropriate Supervisory Authority and Department Head.

Possible reasons to modify or discontinue a flexible work schedule include, but are not limited to, the following issues:

- Business needs or coverage needs change.
- Negative customer feedback occurs.
- Performance or attendance deteriorates.
- Departmental staff shortages occur.
- Holidays.
- Use of leave.

Efforts will be made by the Supervisor to reach a resolution that is fair, equitable, and consistent among employees.

I. Process for Requesting Flexible Work Schedules

Employees interested in requesting a flexible work schedule are responsible for developing a proposal and describing in detail how they would perform their work. The proposal is then submitted to the Supervisor for consideration.

A meeting is held between the Supervisor and the employee to discuss the criteria of the proposal and to determine whether the flexible work schedule is workable within the confines of business necessity.

J. How to Write a Proposal

A standard proposal form is included as **Addendum A**. It may be used, or employees may create and submit their proposal. The following elements should be included in proposals:

- Explain the business rationale or benefit associated with the proposal.
- Describe how the job will be completed.
- Explain how regular communications with co-workers, customers, and the manager will be handled.
- Agree to be flexible and willing to make necessary changes to ensure the success of the schedule.
- Consider alternative proposals and explain how customer needs arising during the employee's absence will be handled (backup, buddy system, cell phone).

K. Program Planning

The following points will assist the employee and the Supervisor in planning and managing a successful flexible work schedule:

- Flexible work schedules shall not adversely affect the services that are provided to students, other operating units, co-workers, or the public. The quantity, quality, and timeliness of the employee's work must be enhanced or maintained.
- Adequate supervisory contact and/or employee accountability must be maintained.
- Flexible work schedules must not cause or contribute to the need for additional staff or for existing staff to work additional hours or add costs to UWF.

- Flexible work schedules do not have to be made uniformly available to all positions in a department. Not every function is conducive to such scheduling because of service requirements. This should not deter supervisors from approving or establishing flexible work schedules for positions where such scheduling is possible and/or would enhance services. Where multiple employees request a flexible work schedule, a method for the equitable allowance of flex time or compressed workweek will be developed by the department.
- Employees are not required to participate if they choose not to do so.
- No work schedule shall be implemented that results in a full-time employee working fewer than 40 hours during the workweek or does not provide the employee *with at least a 30 minute unpaid meal period each day.*
- Flexible work schedules should be agreed upon in advance by the Supervisor and the employee, be in writing and remain in effect until a change is made to the written agreement.
- A department that has established a flexible work schedule may discontinue, temporarily suspend, and/or alter the arrangement if work needs change or service is impaired. An employee may also request a change in schedule.
- Employees may be required to suspend their flexible schedules to attend required departmental meetings or events.
- Schedule changes initiated by the Supervisor require advance notice, if possible.
- Safety issues should be a consideration. Employees may not be scheduled to work alone or in isolated areas.
- Staff members on flexible work schedules earn the same rate of pay and are eligible for the same benefit programs as if they were working on a traditional schedule.
- During weeks where paid holidays occur, the flexible work schedule may need to be adjusted so that the eight (8) hours of holiday pay does not increase or decrease the total hours scheduled in the workweek or result in overtime.
- Employees are discouraged from making non-work-related commitments associated with the new flexible work schedule in case the new schedule is discontinued.
- A flexible schedule should not be used to cover absences due to a serious medical condition or a Family and Medical Leave Act (FMLA) absence.

K.1.

Departmental Responsibilities

Whether employees work flex time or a compressed workweek, some responsibilities affect the department as a whole. These responsibilities, for the department, include the following issues:
- Complete calendars should be prepared and posted that show all leave requested compressed workweeks and flex-time scheduling.
- The schedule should be reviewed carefully by employees and Supervisors for planning purposes and coordination of supervision.
- Circumstances requiring alternate supervisor coverage should be clearly communicated to all employees involved. This communication needs to occur before implementation.

A. Purpose

The purpose of this section is to provide guidelines for both Supervisors and employees interested in the University Telecommuting Program. Telecommuting is intended to create flexible conditions that will enhance the capability of both the employee and the University to meet/exceed the stated goals and objectives more effectively.

B. Telecommuting

Telecommuting is a workplace initiative to increase employee productivity and job satisfaction. It is a program that allows employees to work from an alternate worksite (i.e., at home) other than the official UWF office or workspace for a specified portion of the workweek, or the entire week. Many considerations go into making telecommuting a success. Electronic technology has made the work-at-home concept a more attractive alternative by increasing the ability to communicate and share information with the office. The right combination of position, employee, and supervisor results in a telecommuting program that benefits everyone.

In limited circumstances, telecommuting could involve special projects or work for another department. Temporary arrangements for a telecommuting schedule of two weeks or less may be handled informally by the Department. A formal Telecommuting Agreement (**Addendum B**). is required in Human Resources for a schedule of more than two weeks. For emergency preparedness, telecommuting agreements must be kept on file with the Continuity of Operations Plan (COOP) for the Department.

C. Telecommuting Advantages and Disadvantages

Successful telecommuting benefits the employee, employer, and the community. Telecommuting employees find their stress level decreased, job satisfaction and productivity increased, the cost of clothing, food, and transportation lowered and commuting time and frustration decreased. Employers benefit from telecommuting by having decreased absenteeism, reduced use of sick leave, lower turnover, a more dedicated and productive employee, and more continuous use of work time through fewer distractions in the home office and better use of time in the official UWF office or workspace. Through decreased peak-hour congestion, air pollution, and fuel consumption, communities also benefit when organizations allow telecommuting.

Telecommuting also has some disadvantages. Start-up and operating costs need to be factored into the implementation of a telecommuting program. Some employees and Supervisors find it difficult to change their work style. Isolation from co-workers, less visibility, and lack of support services may be of concern to the employee.

D. What is the University Telecommuting Program?

The Telecommuting Program's objective is to increase employee productivity, job satisfaction, and provide efficiencies to the employee and the University in the following ways:

- Allowing telecommuters (employees) to work away from the distractions that may be present at their official UWF office or workspace and have more control of their work environment and flexible hours.
- Generating significant savings in time and money for the employee as well as for the University. Telecommuters (employees) may benefit from cost savings for travel, clothing, dry cleaning, food, and other costs related to commuting to and from the official UWF office or workspace. Telecommuting may also result in savings for the university by reducing the costs for utilities and the need for additional office/parking space, etc. Telecommuters (employees) may share office/workspace with another telecommuter (employee) colleagues in the University.

The program allows telecommuters (employees) to work at home without having to physically report to their official UWF office or workspace where the Supervisor is present. Telecommuters (employees) are required to make themselves available to handle calls from the office and to come to the office for meetings while telecommuting. Telecommuting is not a substitute for childcare. Childcare arrangements must be the same as if an employee is working in the official UWF office or workspace. A telecommuting schedule should not be used to cover absences due to a serious medical condition or a Family and Medical Leave Act (FMLA) absence.

Employees who are approved to telecommute must complete a Telecommuting Proposal (see Addendum B). This document lists the telecommuters' (employees') responsibilities and their Supervisors' responsibilities, establishes working hours, and contains a home office evaluation checklist.

E. Liabilities

UWF will not be liable for damages to an employee's property that result from participation in the telecommuting program or any other costs, such as utilities and home maintenance, associated with the use of the employee's residence as a telecommuting location.

UWF will not incur any expenditure to assist telecommuting employees who are subject to an inquiry, investigation, or claim by the Internal Revenue Service (IRS) or Federal, State or local governmental entity.

Employees are covered by Workers' Compensation while performing official UWF duties.

F. Telecommuting Participation Criteria

Employee participation in the program is voluntary. Employees may terminate participation in the program at any time. Management reserves the right to remove an employee from the program if continued participation in the program fails to benefit the University.

Salary, benefits, sick leave, and overtime pay will apply while participating in the program. University rules/regulations and procedures regarding discipline, annual leave, sick leave, working overtime, etc., will continue to be enforced. Specific provisions on the program are detailed in Addendum C of this manual.

Employee performance evaluations continue to apply and are conducted for participants in the program.

G. Telecommuting Costs

The University Telecommuting Program is intended to be a workable arrangement that should be beneficial to the telecommuters (employees) and the university. Telecommuters (employees) are encouraged to use their personal property items (furniture, personal computers, printers, etc., if available and needed to telecommute) to help keep departmental operating costs at a minimum.

Departments may cover the expenses of certain items for the establishment of a telecommuter's (employee's) home office/workspace if such items are deemed essential for the effective performance of the telecommuter's (employee's) responsibilities and are of the benefit of the University, Division, and the Department. However, the criteria for approval for the funding of these items may vary from case-to-case and rests with Department Head. Specifically, departments consider covering the expense of an item if the primary beneficiary in the use of the item is the University and not the telecommuter (employee). Likewise, the Department may not cover the expense of an item if the expense is deemed not in the best interest of UWF. The Department may also elect to cover only a portion of the expense for items. Thus, departments and employees who are interested in participating in the telecommuting program are encouraged to discuss all possible costs that may be associated with telecommuting and reach a mutual understanding of how these costs will be funded.

Items for which expenses are **not covered** by the Department for the establishment of a home office/workspace include, but are not limited to, the following items:
Lamps and other room lighting devices
Fans and other room cooling devices
Electrical outlets/conversions
Telephone jacks/additional telephone lines
The cost for the added use of utilities that result from telecommuting.
Door/cabinet locks.
Desk/work tables and chairs.
Answering machines.

H. Approval Process for Telecommuting Participants

The appropriate Supervisors and Department Heads shall make approval decisions for employees in the Telecommuting Program.

Employees who are interested in participating in the program must complete the Employee Telecommuting Survey (see Addendum D). The Supervisor and Department Head shall review the survey, along with the position and departmental requirements, and notify those employees who are approved to participate.

The supervisor must communicate with related departmental personnel how the telecommuting program will work before implementing the program within the department.

Note: The steps in implementing the Telecommuting Program are detailed in Addendum E.

The identification of positions that are appropriate for telecommuting should include, among other considerations, that the telecommuters (employees) in such positions be able to complete the following actions:

- Successfully meet job requirements while working away from the official UWF office or workspace.
- Have predictable contact with other employees and clients. (The telecommuter's (employee's) job requirement for face-to-face contact with clients/personnel can be planned and scheduled in the official UWF office or workspace).
- Identify and account for work that is performed outside the official UWF office or workspace, with beginning and ending points and/or time frames.
- Accomplish work inside or outside the official UWF office or workspace. (The telecommuter's (employee's) job is portable and not tied to any non-portable equipment or resources).
- Includes positions or duties specific to a particular position that typically are project-oriented and may have limited or no required day-to-day direct supervisory responsibilities.

The identification of positions that may not be appropriate for telecommuting should include, among other considerations, which employees are unable to telecommute because of the following reasons:

- All the typical work performed in the position requires the constant presence of the employee at the official UWF office or workspace.
- All the typical work performed in the position requires the facilities, tools, and equipment, etc., that are only available to the employee at the UWF official office or workspace.

Employee Eligibility

Telecommuting does not suit every employee or every position. Eligibility to participate in the Telecommuting Program is conditional upon agreement from the employee that he or she will be ablet o establish a proper working environment and have the skills necessary to perform the tasks assigned independently. Employees are selected based on having a position that is appropriate for telecommuting and employees must meet the following criteria:

- Has successfully completed the position orientation year and the most recent performance evaluation indicates an overall rating that is equal to or greater than "Above" standards.
- Has proven good work habits and time management skills.
- Must be able to adhere to assigned work hours.
- Is well organized, self-motivated, and can function independently of direct supervision.
- Can tolerate isolation (works well alone) and prefers the home environment.
- Have an appropriate home worksite that includes privacy without distractions.
- Employment history must reflect no chronic recorded lateness and/or absenteeism problems.
- Must not be in any formal phase of the progressive disciplinary process.
- Must be reliable, maintain confidentiality and work well independently.
- Must attend mandatory and other requested meetings on campus, including training sessions, workshops, etc.
- Will take the responsibility for notifying the supervisor or designated person, in advance, when requesting vacation or sick leave, during the time scheduled to work at home.
- Will return University equipment and files when work from home is terminated by either the employee or the University.

Salary, Benefits, Onsite Meetings, and Tax Implications

Telecommuting Program employees' salary, job responsibilities, and benefits will be identical to those of employees not working remotely. Also, employees approved for the program agree to comply with all existing position requirements of their regular onsite office setting as well as any newly established requirements in the future.

The departmental supervisor will be responsible for assigning specific work hours to each employee working remotely. The number of working hours will be monitored regularly.

There may be times employees will be asked to come to the office on a day when they were scheduled to work from home. Some of these instances include departmental staff meetings, training sessions, etc. Employees are required to attend these events on the university campus.

It will be the employee's responsibility to determine any income tax implications of maintaining a home office area or traveling or maintaining residence outside of Florida. The university will not provide tax guidance nor will the university assume any additional tax liabilities on an employee's behalf. Employees are encouraged to consult with a qualified tax professional to discuss these matters in greater depth.

Work Assignment and Supervision
The supervisor will decide what tasks will be assigned to the employee. Work assignments for telecommuters will be handled in the same manner as they are for non-telecommuters.

Performance Standards
For each employee participating in the Telecommuting Program, the supervisor will be tasked to clearly define performance requirements and standards that are measurable and results-oriented. The supervisor will regularly monitor the employee's performance per departmental and university policy. If an employee's behavior or performance is not satisfactory, the supervisor has the right to either terminate the program or recommend disciplinary actions as appropriate per University policy.

Overtime Requests and Assignments
All telecommuting employees are required to obtain their supervisor's approval prior to working overtime.

I.   **Checklist/Guide for Telecommuters (Employees)**

Being a successful telecommuter (employee) requires working with less structure and more freedom in completing work responsibilities. Telecommuting is not as simple as staying at home and working. It requires careful planning and discipline.

Get Organized
Develop good work habits from the moment telecommuting begins.

Select the Location
Identify a safe location in the home office as a workspace. There is no need to devote an entire room for the home office; however, the workstation location must be away from distractions. Do not work on the couch in front of a television; that is not conducive to good work habits nor is it an effective location.

Set a Routine
Set a work schedule for the telecommuting days and stick to it. The Telecommuting Proposal includes a place for defining work hours. Begin and end work at the same time on telecommuting days.

Replace the Ritual of Getting Ready for Work
As a telecommuter (employee), the traditional office rituals of morning conversations or coffee no longer exist. Even the drive to work that symbolizes the beginning of the workday is missing. Set up new rituals for telecommuting days.

Make a Daily "To-Do" List
Develop a list of goals and assignments for the days you telecommute. At the end of the day, go over the list and see how much has been accomplished. It is helpful to start the list a few days before telecommuting. This helps to plan for all the resources needed to support activities at home. Schedule work. Remember, there may not be access to a fax machine or copier in the home office. Plan work accordingly.

Have an End of Day Ritual
It is a good practice to have a ritual in place to mark the end of the workday. Be creative in deciding what to do. Some signals that can show the end of the workday include the following methods:
> Turn off the computer and the lights.
> Close the door.
> Walk around the block.
> Pick up the children from school or daycare.

Managing the Work
As a telecommuter (employee), it is necessary to manage work efficiently. Telecommuters (employees) are responsible for keeping informed and continuing a high level of productivity.

Maintain Contact with the Official UWF Office
Schedule times to make contact with the appropriate Supervisor during telecommuting days. Call the office for messages, have the office phone forwarded to home, and return phone calls.

Answering Machine
If the telecommuter (employee) does not have access to voice mail in the home, it is recommended that an answering machine be used while working at home.

Adhere to Deadlines

While telecommuting, follow the same rules for deadlines as if working in the official UWF office or workspace. Do not miss deadlines. If mailing reports to the official UWF office or workspace, they should be sent so they arrive the day they are due or earlier. If sending work electronically via a computer, it should also arrive on time.

Keep the Supervisor Informed

As a telecommuter (employee), keep the Supervisor informed about the status of the programs being worked on, progress, and any difficulty encountered.

Attend Departmental Gatherings

Always attend departmental gatherings and group meetings.

Train Family Members, Friends, and Neighbors

As a serious telecommuter (employee), consider telecommuting seriously. Train the people at home so that there are not too many interruptions.

What Interruptions are Acceptable?

Determine what questions, favors, and needs warrant interruption. Develop ground rules for families to follow about interruptions while telecommuting. Some telecommuters (employees) have families help determine the rules to ensure participation in the process.

Office Supplies

Develop an understanding with family members about how office materials are used. Inform them that all office supplies provided by UWF are for business work only. The workspace should be off-limits to or limited use by other members in the household.

Telecommuting is Not a Replacement for Child Care

Do not assume that because the telecommuter (employee) is home that childcare can be provided. Telecommuting may allow more flexibility in accommodating childcare needs; however, it is not a replacement for childcare. Childcare arrangements must be the same as if working in the official UWF office or workspace.

K. Checklist/Guide for Supervisors of Telecommuters (Employees)

Management Skills

The same management skills used to manage employees working in the office applies to the telecommuter (employee).

Help Telecommuters (Employees) Organize Their Work

Understand the time frame involved in completing tasks and the resources required to see projects through to completion. By using planning skills as a Supervisor, the Supervisor can be successful in effectively distributing work among employees and feel confident that employees are completing the assigned tasks.

Work Assignments

Set up a means of communicating the expected end product as well as the due date. Discuss the expected quality and other criteria that might affect the successful completion of tasks the employees will be working on. Communicate to telecommuters (employees) what must be done, when it must be done, and who is to do it. The communication may take the form of a phone call, a weekly meeting, or email. Use the means that is most comfortable. Spend time communicating clearly and concisely the expectations of telecommuting employees.

Timetables
Work with employees to develop reasonable and timely goals. The timetable should list tasks for completion and the time by which those tasks should be completed.

Review Work Status
Set up intermediate checkpoints to determine the progress of the tasks the employees are performing. The assessment may be a designated point during the program, upon completion of certain tasks, or regularly, such as weekly on Monday.

Coach and Develop Employees' Capabilities
There is limited time to spend with telecommuters (employees) to reinforce the behavior. Reinforce positive behavior. Bring unsatisfactory performance to the employee's attention immediately. Develop employee capabilities to correct deficiencies. Use the communication tools available to provide employees with timely feedback, via voice mail, electronic mail, telephone call, or a face-to-face conversation.

Organizational Tools and Techniques in Managing Telecommuters (Employees)
When managing to telecommute, the focus should not be on how the employee accomplishes the task, but whether the task is accomplished in a timely, complete, and satisfactory manner. The following tips may be of help in managing the products that employees produce:
- Prepare an itemized list of what is expected from the employee. This list can be on a weekly, monthly, or quarterly basis. Establish objectives in a format that is easily administered. Include the telecommuter (employee) in the process of establishing objectives. This enables the employee to make a valuable contribution concerning the accomplishment of the expectations.
- Establish a matrix or graph that clearly defines what the telecommuter (employee) must accomplish for satisfactory and excellent performance evaluations. Be clear about the expectations of the employee.
- Complete the required Telecommuting Proposal (**Addendum B**). This document is a contract between the Supervisor and Department Head and the telecommuter (employee), agreeing upon expectations. The agreement is signed by the employee, Supervisor, and Department Head.
- Track the time spent and the results of projects. If weekly goals are established, schedule a meeting each week to review the telecommuter's (employee's) accomplishments.
- Establish a tracking mechanism for original copies of critical department files that are used at the telecommuting location. The tracking mechanism should document the content of the files and track dates that the files are taken from and returned to the official office.
- Telecommuters (employees) who need to make business long distance calls from a land telephone line at the home office must have supervisory approval before making the calls. A Direct Pay Request may be submitted to Controller's Office for reimbursement.
- All Departments must keep current records of the locations from which an employee is remote working. Such records must include the city, county, and state. Remote employees should update their

location with the Department within five business days after changing the city, county and/or state from which they are working.

Managing employees from a remote location are not new. To ensure the success of your telecommuting program, be aware of the following tips and traps:

- Close supervision is not always good supervision. Good supervision may be achieved without being close in proximity.
- Manage by objectives and results instead of observation.
- It is acceptable to drop out of the program. The telecommuting arrangement must be mutually supportive.
- This program brings great flexibility to your work environment. Take advantage of that flexibility.

The Non-Telecommuter in a Telecommuting Environment

Plan the implementation of your group's telecommuting program. As participants in the telecommuting program are identified, it is necessary to work carefully with the non-telecommuters to avoid negativity in the workplace.

- Prepare, in advance, the necessary documentation to determine why an employee was chosen to participate. Some non-telecommuting employees may have been excluded from participating in the program because of job performance. Consider a plan to help these employees raise their job performance rating to a level that would allow them to participate in the program. It is up to the Supervisor to communicate information to employees.
- Understand the individual parts that make the team successful to guarantee continued success.
- Establish mutual strategies to support the non-telecommuters and the telecommuters and to ensure equal distribution of work between the two groups.
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University's Right to End a Telecommuting Status

The University or department manager has the right to end arrangements for working remotely at their sole discretion with a fourteen (14) day prior written notification. If the employee chooses not to return on the expected date, this will be considered a voluntary resignation and will be treated as such under university standard policies and procedures.

L.   Equipment, Office Supplies and Use of University Equipment

Communication technology provides an efficient means to communicate with the telecommuter (employee). Some of the current technologies include the following equipment or processes:

Telephone
Voice Mail
Electronic Mail
Cellular Telephones
Fax Machines
Document Scanners

The University of West Florida's ability to provide equipment determines what technologies are available to support telecommuting. When the need and technology have been identified, Department Heads may determine what equipment is provided. With supervisory approval, employees may check out equipment from the University to use during telecommuting and must follow procedures described in the Property Guide in   Confluence's   Business   Process   Library,   (

) including completing and submitting the Equipment Check-Out Form. Supervisors must maintain the Department Equipment Check-Out Log. More information on these procedures may be obtained from the Controller's Office' Property division.

Establish a system with telecommuters (employees) to check electronic mail and voice mail frequently for messages. The telephone, fax machine, electronic mail, and voice mail provide an electronic link between the telecommuter (employee) and Supervisor.

The university will provide the necessary equipment such as computers, printers, communication, and software needed to perform the employees' work assignments. All of these items remain the property of the University of Central Florida and must be returned to the university upon request. In case of extended illness, resignation or termination, or if the program ends, it is the employee's responsibility to return them personally.

The university may reimburse the employees for the cost of installation and monthly service of telephone/DSL line(s) during the length of the telecommuting program. This is considered to be for the university's purposes only, and not for personal use. It is the employee's responsibility to ensure that no one else has access to the equipment.

The following safeguards must be followed:
- Maintain appropriate physical security for computers and computing devices storing or transmitting confidential information. This is especially important for portable devices such as laptops as well as portable USB drives, CDs, memory cards, etc.
- Enable full hard drive data encryption (e.g. MS BitLocker, etc.) to mitigate data breaches.
- Require proper identification and authentication to access the device to ensure authorized use only.
- Use university installed anti-malware protection with daily updating of virus signatures and regular (minimum of once a week) scanning of all local drives enabled.
- A computer firewall must be enabled at all times.
- Keep the operating system current, with the latest security patches installed. Use the auto-update feature that downloads updates when available.
- Do not circumvent security settings to modify the operating system or applications.
- Only officially approved applications are allowed to be downloaded.
- Do not install applications that do not support the official university business.
- Connect to the University of West Florida internal network only through VPN prior to performing your job responsibilities on your officially assigned computer.
- Your Department IT staff is responsible for authorizing access to software applications under their control and must ensure their department's employees are suitably documented, tracked, trained, and only granted access appropriate to their role. Also, IT is responsible for reviewing and revising such access as necessary (e.g., when employees have been transferred or terminated).

Listed are some additional minimum recommendations if a home wireless network is being used:
- Change the default administrator password for the wireless router. The password should be difficult to guess (eight characters or more, a mixture of letters, numbers, and symbols).
- Turn on the highest level of encryption supported by your wireless router and the devices connecting to it (128-bit WEP, WPA, etc.). The encryption keys should be long and difficult to guess.

- Change the default SSID and disable SSID broadcasting.
- The wireless router's built-in firewall should be enabled.

The university, as needed, will provide telecommuting employees with office supplies. Employees' out-of-pocket expenses for other supplies will not be reimbursed unless prior written approval of the manager has been received.

Effective communication between telecommuter (employee) and Supervisor is one of the most important aspects of a successful telecommuting arrangement. Supervisors and telecommuters (employees) both have a responsibility to assure effective, consistent communication. Following are some issues to consider regarding effective communication during telecommuting:

- Provide guidelines for contacting the telecommuters (employees) when an issue arises that requires immediate action.
- Establish guidelines for handling the telephone calls of telecommuters (employees) such as having them forward official UWF office phones to home phones. During business hours when the telecommuter (employee) is working at home, the telephone should be answered the same way it is answered in the official UWF office or workspace. The telecommuter (employee) should also establish voice mail in the home office that is identical to his/her official UWF office voice mail.
- Ensure appropriate communication/messages are given to callers. If the official UWF office or workspace does receive calls for the telecommuter (employee), employees should not tell callers that the telecommuter (employee) is working from home but should instead say, "Ms. Jones is unavailable. I'll be happy to have her return your call as soon as she is available." Then, contact the telecommuter (employee) to return the call.
- Establish guidelines for the telecommuters (employees) to call the official UWF office at regular intervals for unforeseen issues or assignments.
- Consider keeping a log of any incoming calls answered by the support staff for the telecommuter (employee). This will assist in determining any workloads generated as a result of the telecommuting program. The log will also provide documentation showing when the call came into the official UWF office, and when it was given to the telecommuter (employee).

Social Network
It helps when non-telecommuters understand that the social interaction within the official UWF office or workspace will change with the start of telecommuting. Co-workers with whom they share breaks and lunchtimes may no longer be available.

Contingency Plans
Set up a strategy to guide the workgroup through "what if" events that may affect the group as a result of telecommuting. Encourage the telecommuters (employees) and non-telecommuters to participate in this process.

What Happens if Telecommuting is NOT Working?
Not everyone who attempts telecommuting is successful. While the employee telecommuting survey process attempts to identify successful telecommuters (employees), it is not a guarantee that all selected telecommuters (employees) will be happy or successful telecommuting. Some reasons why the telecommuter (employee) may need to end participation in the program include the following issues:

Uncontrollable distractions,

Neighbors and family do not understand that the employee is at home working and unavailable for other activities,

Being at home 24 hours a day becomes unacceptable,
Employee's productivity or work quality has declined since participating in the telecommuting program,
Desire or need to be around people, and/or
An employee discovers the need for social interaction is a critical factor in work life.

Each Supervisor is aware that there are many good reasons why employees may have to end their participation in telecommuting. Help employees understand their value to the organization. Bring the employee back into the official UWF office or workspace as quickly as possible. Use this as a developmental opportunity to coach the employee in an area of weakness to create an area of strength.

A key concern for telecommuters (employees) is that they will have less visibility in the official UWF office or workspace. Points to help the Supervisor in maintaining high visibility for any employee follow below:
- Monitor employee performance.
- Encourage employees to set higher goals.
- Assign more complex projects to aid in developing employee skills.
- Communicate the employee's achievements to others.

In summary, always keep in mind that good communication skills are the backbone of a successful telecommuting program. Use the following tips:
- Speak with the telecommuter (employee) often.
- Use effective listening skills when exchanging information with telecommuters (employees). Include the telecommuter (employee) in office activities even when they are not physically present.
- Maintain appropriate guidance and direction of telecommuting employees through frequent communication.
- Keep the avenue open for reciprocal communication from telecommuters (employees) to help avoid their possible feelings of isolation.
- Bring telecommuters (employees) back into the official UWF office or workspace frequently. As a manager, assign core days for telecommuters (employees) to be in the office. The core days are good opportunities for staff meetings. A telecommuting program is extremely flexible. Take advantage of that flexibility, and it can aid in achieving success in telecommuting efforts.

M. The Home Office

Employees who are approved by their Department to telecommute are responsible to ensure, at their own expense, that their telecommuting worksite is ergonomically appropriate. Most employees can create an adequate temporary work area in their home. However, for telecommuting to work, there is a need to provide a home office space with control over noise, interruptions, work equipment, and materials.

Many professionals whose work is task-oriented may work at home for the duration of a specific project. Those workers may continue informal practices such as taking a laptop computer home and preparing work on a dining table. These employees are not telecommuting. *The practice of occasionally working at home in a less formal work setting in the home is already an established informal work practice.* The occasional telecommuter (employee) is someone who infrequently may find it beneficial to work from home for a few days during a specific project. This may be arranged with the Supervisor.

A telecommuter (employee) works from a home office regularly. The telecommuter (employee) enters into a formal arrangement by qualifying for the program and signing the Telecommuting Proposal. When telecommuting is an established and ongoing program, the home office needs to be more formal.

Employees who are considering telecommuting should consider the following criteria related to organizing the home office:

- Adequate space to work,
- Access to telephone or electrical outlets,
- Security and safety of work materials,
- Separation from on-going domestic activities, and
- Temperature, sound, and light control of workspace.

Space Considerations

A major requirement for the telecommuter (employee) is the availability of enough dedicated space in the home to support work-related activities. There should be similar personal space as exists in the official UWF office or workspace. In some cases, this will involve dedicating a room or part of one to the job-related activity. A spare room may be closed off from the rest of the house, or part of a room may be reserved for job-related activity. The work setting should be large enough to accommodate files, shelves, and, if needed, lockable storage in addition to any computer equipment. Telecommuters (employees) need space equipped with the necessary electrical and telephone outlets. **Face-to-face business contacts are reserved for the official UWF office or workspace.**

Telephone and Electrical Outlets

Expenses to prepare a home for telecommuting may include the installation of grounded outlets, a telephone jack, or an additional telephone line. These expenses are not covered by UWF and are the telecommuters' (employee's) responsibility. Telecommuters (employees) should have a surge protection device between the electrical outlet and computer to protect equipment from faulty electrical fluctuations. No UWF owned computer equipment may be used in the home office without a surge protection device. A "work" telephone line may be necessary if the employee uses the telephone to connect to another computer. Installation of a separate line may be required for jobs involving a high volume of telephone calls to or from the home office. Such equipment and installation will be at the expense of the telecommuter (employee).

Telephones

The telecommuter's (employee's) official UWF office telephone line should be forwarded to the home telephone so all calls are received in real-time. Any expenses in this regard are the responsibility of the telecommuter (employee). Voice mail should also be used at the telecommuting location including a voice mail message identical to that used at the official UWF office or workspace.

Security and Safety

In homes where a spare room is converted for work at home, employees must provide adequate protection for files, materials, and equipment. If work is performed in a shared space, employees must store all work items in a protected place.

Records

Work performed at the telecommuting location is the official UWF business and is considered a public record. All records, papers, and correspondence must be safeguarded for return to the official UWF office or

workspace. Release or destruction of any records should only be done at the official UWF office or workspace according to statute and regulation. Computerized files are official records and shall be similarly protected.

Sound Control
The protection of the telecommuter (employee) from household noise and the household from the telecommuter (employee) is important for a harmonious work environment. Printer noise should be anticipated before setting up an office. Unlike the situation in many office environments, telecommuters (employees) can insulate themselves by closing doors. Noises such as a barking dog, crying children, the television, lawnmower, or vacuum cleaner affect your professional image when heard by others as you talk on the telephone. These noises also disrupt concentration.

Lighting
A computer user should be aware of the light levels in the work area. Too much light or light striking the screen at the wrong angle causes glare, eye strain, and fatigue.

Local Zoning
The home office should conform to local zoning ordinances. Employees are responsible for complying with such regulations.

N. Equipping the Home Office

The home office should be equipped with furniture and lighting appropriate to the tasks performed. Special attention must be given to employees working at computers in home offices. Poor positioning of the keyboard and screen relative to the worker's body may cause extreme fatigue. To effectively perform assigned tasks, employees may use UWF equipment at their telecommuting location with the approval of their Supervisor and Department Head. Equipment issued to telecommuting employees must be checked out using procedures established by Controller's Office' Property division (http://uwf.edu/financial/Internal/property.cfm). The equipment must be protected against damage and unauthorized use. UWF owned equipment will be serviced and maintained by UWF at UWF. Equipment provided by the employee will be at no cost to UWF and will be maintained by the employee.

Furniture
Specially designed furniture or modules are commercially available to create a workstation. The furniture depends on the permanence and size of the telecommuting space. In a home with a dedicated room, the furniture may duplicate the official UWF office or workspace, with a permanent desk, printer stand, telephone table, side chairs, etc. In a temporary installation or a small apartment, all the telecommuting equipment may be portable, storable, and movable to a corner or closet during nonworking hours.

Desk
The desk, table, or stand on which a computer will be placed have the following characteristics:
- A surface, typically 26 ½ inches from the floor, that places the keyboard at a comfortable height for keying so that forearms are horizontal.
- A depth, usually 24" minimum, sufficient for the computer and monitor.
- A table or stand that positions the monitor at a comfortable angle with the eyes (usually the center of the screen should be 20 degrees down from eye level).

- Surface space for working materials. Depending on the space available, this may be a full-sized desk or a storable unit. The unit may have arms that unfold to form a working space. Full-sized and storable computer desks are available through commercial sources.

Printer Stand
The printer may be placed on the computer desk, on a stand designed for that purpose, or on a surface with the following characteristics:
- Sturdy construction to support the weight of the printer without vibration.
- A height that allows adjustment of paper and controls while seated at the computer.

Computer
The employee and Supervisor should discuss whether the employee will use a University laptop or a computer already in the employee's home. Employees should store documents on the University's "H Drive" for the information to be backed up by the University's server. To use the "H Drive," employees must use "remote desktop" or "eDesktop." UWF is not responsible for the employee's computing equipment used during telecommuting.

Workspace
Space must be provided for working materials - telephone, external modem or other peripheral equipment and supplies needed for the tasks to be performed. Manuals and other computer supplies may be stored on or near the desk. Various configurations may be tested by the telecommuter (employee) to see which meets the overall comfort and use requirements.

Chair
A chair for the worker who sits for long periods at a desk or computer must be the correct height and give lumbar support. An adjustable office or ergonomic chair is desirable. The seat should be adjustable and 15-18 inches from the floor. The backrest should be adjustable for height and angle and should provide support at the waist. Armrests should provide support but not be in the way.

O. **Ergonomics**

Proper layout of office equipment in the work environment is key to avoiding discomfort and injury. Information on workplace safety called "Preventing Ergonomic Injuries" is found in Part III. More information is available on the UWF Office of Environmental Health and Safety website. https://uwf.edu/finance-and-administration/departments/environmental-health-and-safety/.

Part III – Addenda

Addendum A
UNIVERSITY FLEXIBLE WORK SCHEDULE PROPOSAL

Employee Name	Supervisor Name
Job Title	Exempt____ Nonexempt____
Department	Date Submitted

Part I: FLEXIBLE WORK SCHEDULE REQUESTED

___Variable work schedule for a fixed duration
___Compressed workweek
___Continuation of Flexible Work Schedule
   (*go to PART IV*)

Duration of Proposal (maximum of 6 months):
Start Date:_____
End Date:_____

PART II: CURRENT AND PROPOSED SCHEDULES

Current Schedule		Proposed Flexible Work Schedule	
Days	**Start and Stop Times** (including a minimum ½ hour unpaid meal period)	**Days**	**Start and Stop Times** (including a minimum ½ hour unpaid meal period)
Sunday		Sunday	
Monday		Monday	
Tuesday		Tuesday	
Wednesday		Wednesday	
Thursday		Thursday	
Friday		Friday	
Saturday		Saturday	
Total Hours:		Total Hours:	

Please indicate whether you are taking thirty (30) minute or one (1) hour unpaid meal periods: _____

PART III: WORK ISSUES TO BE CONSIDERED

How will this proposed flexible work schedule sustain or enhance your ability to complete your work responsibilities?

_____
_____
_____

PART IV: EMPLOYEE SIGNATURE

I have read, understand, and agree to the flexible work schedule procedures. I understand that it is my responsibility to make my flexible work schedule success and that my Supervisor, Department Head, and/or the University have the right to discontinue this schedule at any time--with advance notice, if possible.

_____

Employee Signature   Date

PART V: AUTHORIZATION OF SUPERVISOR

I have reviewed this flexible work schedule proposal with the employee.

This proposal is   _____Approved   _____Denied

_____

Supervisor Signature   Date

_____

Department Head Signature   Date

Addendum B
UNIVERSITY TELECOMMUTING PROPOSAL

Employee Name	Supervisor Name
Job Title	Exempt____ Nonexempt____
Department	Date Submitted

PART I: TELECOMMUTING AGREEMENT SCHEDULE REQUESTED

Current Schedule		Proposed Telecommuting Schedule		
Days	**Start and Stop Times** (including a minimum ½ hour unpaid meal period)	**Days**	**Start and Stop Times** (including a minimum ½ hour unpaid meal period)	**Work Location** **O = Official UWF Office** **T = Telecommuting Location**
Sunday		Sunday		
Monday		Monday		
Tuesday		Tuesday		
Wednesday		Wednesday		
Thursday		Thursday		
Friday		Friday		
Saturday		Saturday		
Total Hours:		Total Hours:		

Continuation of Telecommuting Schedule *(go to Part III)*.

Please indicate whether you are taking thirty (30) minute or one (1) hour meal periods:_____

Duration of Proposal: Start Date: _____
(Maximum of six (6) months)   End Date: _____

Official UWF Office or Workspace Location and Address:
_____
_____
_____

Telecommuting Work Location and Address:
_____
_____
_____

Variations from the above schedule and/or location:
_____
_____

How will this proposed telecommuting schedule sustain or enhance your ability to complete your work responsibilities?

_____

_____

PART III: TELECOMMUTING AGREEMENT

Employees who participate in the telecommuting program must adhere to the applicable guidelines and procedures. The supervisor's approval signifies the concurrence of the employee's participation. The supervisor's approval also confirms agreement to adhere to the applicable guidelines and procedures.

Duration of Agreement
This agreement will be valid beginning on _____, 20___, and ending on _____, 20___. At the end of this period, both parties will participate in a review to determine whether to reactivate the agreement.

Working Hours
Employee's working hours and work locations are specified in this agreement.

Pay and Attendance
All pay, leave, and travel entitlement will be based on the employee's official UWF office or workspace. The employee's time and attendance will be recorded as if the employee were performing duties at the official UWF office or workspace.

Leave
The employee must obtain supervisory approval before taking leave per established procedures. By signing this form, the employee agrees to follow established procedures for requesting and obtaining approval of leave.

Overtime
The employee continues to work in pay status while working at the home office. Any overtime work must be preapproved by the Supervisor and Department Head per established procedures. Overtime work will be paid per applicable law, rules, regulations, and procedures.

Equipment Owned by the University of West Florida
Supervisory approval is required for an employee to use University equipment at the telecommuting location. The equipment must be protected against damage and unauthorized use. Equipment owned by the University will be serviced and maintained by the University and must be checked out to the employee by the University.

The employee may provide his/her equipment to use when telecommuting. Equipment provided by the employee will be at no cost to the University and will be maintained by the employee.

Liability
The University will not be liable for damages to an employee's property that results from participation in the telecommuting program.

Reimbursement
The University will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g. utilities) associated with the use of employee's residence for telecommuting. Employee does not relinquish entitlement to reimbursement for authorized expenses incurred while conducting business for the University as provided for by Federal or State statute, regulation, or Internal Revenue Service regulations.

Workers' Compensation
Employee is covered by worker's compensation while working on official duties at the telecommuting location. Any work-related injuries must be reported to the University per established procedures.

Work Assignments
The employee will meet with the Supervisor to receive assignments and to review completed work as necessary or appropriate. The employee will complete all assigned work according to work procedures mutually agreed upon by the employee and the Supervisor according to the University's guidelines and performance standards. The employee will maintain communication with the official UWF office or workspace as instructed by the Supervisor.

The employee will not use the telecommuting location to hold in-person meetings. All in-person meetings must be held at the official UWF office or workspace.

Evaluation
Evaluation of the employee's work performance will be based on norms or other criteria derived from a past performance/occupational standards consistent with the University's guidelines. For those assignments without precedent or standards, regular and required progress reporting by the employee will be used by the Supervisor to rate job performance and establish standards.

Employee performance evaluations completed immediately before beginning the telecommuting program and during the telecommuting period must indicate an overall rating that is equal to or greater than "Above" standards.

Records
The employee will apply approved safeguards to protect the University's records from unauthorized disclosure or damage and will comply with the public record requirements outlined in Chapter 119, Florida Statutes. Work performed at the telecommuting location is considered an official University business. All records, papers, and correspondence must be safeguarded for their return to the official UWF office or workspace. Any release or destruction of any records should only be done at the official UWF office or workspace location according to statute and regulation. Computerized files are considered official records and shall be similarly protected.

Evaluation Participation
Employee and Supervisor agree to promptly complete and submit telecommuting evaluation materials and to attend periodic group meetings as required by the university, department, and division.

Curtailment of the Agreement

The employee may terminate participation in this program at any time. Management may remove the employee from the program at any time if continued participation fails to benefit organizational needs. Employee agrees to limit the performance of officially assigned duties to the official UWF office or workspace or the University's approved remote location.

Failure to comply with the provisions of this agreement or other University rules and regulations may result in termination of the Telecommuting Agreement and/or other appropriate disciplinary action.

PART IV: EMPLOYEE SIGNATURE

I have read and understand the flexible work schedule procedures and agree to these procedures. I understand that it is my responsibility to make my flexible work schedule success and that my Supervisor, Department Head, and/or the University have the right to discontinue this schedule at any time with advance notice, if possible.

_____

Employee Signature   Date

PART V: AUTHORIZATION OF SUPERVISOR AND DEPARTMENT HEAD

I have reviewed this flexible work schedule proposal with the employee.

This proposal is   _____Approved   _____Denied

_____

Supervisor Signature

                                                                        Date

_____

Department Head Signature   Date

ADDENDUM C
Telecommuting Resources

This information is provided as a reference for Department Heads as they discuss telecommuting with potential telecommuters (employees) and their Supervisors.

What is Telecommuting?

Telecommuting is working at a location other than the official UWF office or workspace. This place may be the home or an office close to home. Telecommuting involves moving work to the workers instead of moving the workers to work. Telecommuting is an alternative to the traditional office setting.

How does the Community Benefit from Telecommuting?
- Decreases peak-hour road congestion, air pollution, and fuel consumption,
- Decreases transportation (highway and transit) capital and operative costs from the substitution of telecommunications for transportation,
- Provides employment opportunities for the mobility-limited, and
- It provides the ability to shape and use patterns in a positive way (e.g., moving employment to outlying areas where housing is more affordable and moving job opportunities to areas of high unemployment). This benefits the University by increasing recruiting options in outlying areas that would not have otherwise been available.

How does the University Benefit from Telecommuting?
- Increases Productivity. Employee productivity normally increases with telecommuting because employees experience fewer distractions and interruptions, more continuous work time because meetings and other duties are scheduled together, decreased stress caused by commuting, the ability to work at personal "peak" time, increased motivation and productivity because with increased flexibility comes greater employee autonomy, and decreased absenteeism and use of sick leave.
- Decreases turnover
- Creates a competitive recruiting advantage
- Increases the applicant pool
- Improves managerial techniques
- Improves employee morale
- Decreases overhead
- Provides space savings

How do University Employees Benefit from Telecommuting?
- Decreases stress
- Decreases or eliminates the commuting time, cost, and frustration
- Increases flexibility to handle work and family schedules
- Increases job satisfaction
- Improves work environment
- Decreases cost of clothing, food, and transportation
- Increases employment opportunities
- Increases safety in the home and the community
- Enables closer bonds with the family and the community

Employee Concerns
- Feelings of isolation from co-workers
- Less visibility to co-workers
- Lack of support services
- Loss of living space
- Increased at-home costs
- Distraction in the home environment
- Increased equipment and document security responsibility

Characteristics of Successful Telecommuters (Employees)
- Require minimal supervision
- Are moderately people-oriented
- Possess a high level of skill and knowledge of job responsibilities
- Work well with family members
- Prefer the home environment
- Are self-motivated
- Exhibit a positive attitude toward telecommuting
- Are well organized
- Possess a high level of productivity
- Possess strong time management skills

Types of Duties Conducive to Telecommuting
Any position or portion of a position wherein the individual works alone handling information may be conducive to telecommuting. Examples of functions and tasks include the following:
- Auditing reports
- Conducting business by telephone
- Preparing or monitoring contracts
- Analyzing data
- Entering data
- Processing data
- Programming software
- Working on projects
- Thinking, reading, and writing reports

Issues for Supervisors
- Increases security responsibility
- Requires a change in management philosophy
- Requires monitoring of actual work hours
- Presents additional regulatory and legal issues to consider
- Increases costs of start-up and operation

Management Style
- Managing by objectives, not by observation
- Managing projects, not individual tasks
- Managing the non-telecommuter in a telecommuting environment

Addendum D
Employee Telecommuting Survey

Employee's Name_____Date_____

Position_____Department_____

Division_____

1. Do you believe that your position would permit you to telecommute at least part of the time?
    a. Yes
    b. No

2. The following characteristics relate to you and your position. Please carefully consider each characteristic and rate as High (H), Medium (M), or Low (L).

Characteristics typical of your position:
    a. Amount of face-to-face communication required
       H M L
    b. Ability to group required face-to-face communication into predetermined time periods.
       H M L
    c. Amount of telephone communication required
       H M L
    d. Need to use databases not part of the UWF computer system
       H M L
    e. Time spent working on a computer
       H M L
    f. Clarity of objectives for a given work effort
       H M L
    g. Autonomy/degree of independence
       H M L
    h. Ability to control and schedule your workflow
       H M L
    i. Amount of in-office reference material required
       H M L
    j. Amount of physical access to special resources required
       H M L
    k. Ability to group in-office reference/resource requirements into predetermined time periods
       H M L
    l. Amount of concentration required
       H M L
    m. Need for the physical security of data
       H M L

Characteristics that describe you:
- n. Need or desire for supervision
  H M L
- o. Need for feedback from others
  H M L
- p. Self-motivation
  H M L
- q. Initiative in requesting advice or clarification when needed
  H M L
- r. Motivation derived from the work itself
  H M L
- s. Self-discipline regarding work
  H M L
- t. Self-discipline regarding personal issues (eating habits, breaks, etc.)
  H M L
- u. Desire/need to be around others
  H M L
- v. Need for scheduling flexibility due to non-work responsibilities
  H M L
- w. Considering the requirements of your job, how much time would you like to spend telecommuting?
  - a. Less than one day per month
  - b. One day per month
  - c. Three to four days per week
  - d. Two days per week
  - e. One day per week
  - f. One day every two weeks
  - g. Every day with weekly office visits
  - h. Other (please specify)_____

3. What type of work would you expect to perform while telecommuting?
   - a. Writing Reports
   - b. Entering data
   - c. Programming
   - d. Performing administrative work (e.g., progress reports)
   - e. Creating graphics/layout
   - f. Reading
   - g. Conducting research
   - h. Working on the telephone
   - i. Sending/reading email
   - j. Meeting people
   - k. Thinking/planning
   - l. Other (please specify)_____

4. Given the frequency of telecommuting you desire and the type of work, you could perform while telecommuting, what equipment/services would you need and which of those do you currently have at home?

	Have	Need
Computer		
Printer		
Surge protection device		
Modem		
Telephone for UWF business use		
Long-distance connection		
Software		
Fax		
Desk, filing space, other furniture		
Basic office supplies (staplers, paper, pens, etc.)		
Voice mail for UWF business use		
Other		

5. Is your typical schedule of work hours flexible in such a way that you can frequently (once a week or more) change your schedule by an hour or more?
   a. Yes
   b. No

ADDENDUM E
Steps in Implementing the Telecommuting Program

Step 1

Request information and forms from Human Resources (HR) or download from the HR website. The complete University Telecommuting Manual is available on the Human Resources web site.

Step 2

Supervisors should review the Telecommuting Program Manual with the prospective telecommuter (employee). Once the program has been discussed, the Supervisor should have the employee complete the Employee Telecommuting Survey found in Addendum D.

Step 3

After reviewing the survey along with the position requirements and talking about the needs of the department with the Department Head, the Supervisor determines whether the telecommuting candidate should submit a telecommuting proposal and notifies the employee.

Step 4

The prospective telecommuter (employee) should complete and sign the telecommuting proposal and submit it to the Supervisor. The Supervisor indicates whether the proposal is approved and signs the proposal. The Department Head also reviews the proposal for approval. If approved, the Department Head signs.

Step 5

After the telecommuter (employee) begins participating in the telecommuting program, any problems should be brought to the attention of the Supervisor, Department Head, and Human Resources, as needed.

ADDENDUM F
Preventing Ergonomic Injuries

The following ergonomic information was obtained from the U. S. Department of Labor (https://www.osha.gov/SLTC/etools/computerworkstations/checklist_evaluation.html).
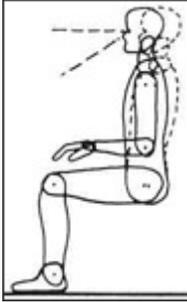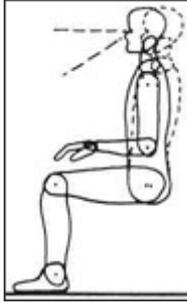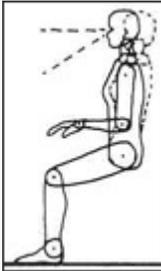
Good Working Positions
To understand the best way to set up a computer workstation, it is helpful to understand the concept of neutral body positioning. This is a comfortable working posture in which your joints are naturally aligned. Working with the body in a neutral position reduces stress and strain on the muscles, tendons, and skeletal system and reduces your risk of developing a musculoskeletal disorder (MSD). The following are important considerations when attempting to maintain neutral body postures while working at the computer workstation:

- **Hands**, **wrists**, and **forearms** are straight, in-line and roughly parallel to the floor.
- **Head** is level or bent slightly forward, forward-facing, and balanced. Generally, it is in-line with the torso.
- **Shoulders** are relaxed and **upper arms** hang normally at the side of the body.
- **Elbows** stay in close to the body and are bent between 90 and 120 degrees.
- **Feet** are fully supported by the floor or a footrest may be used if the desk height is not adjustable.
- **Back** is fully supported with appropriate lumbar support when sitting vertical or leaning back slightly.
- **Thighs** and **hips** are supported by a well-padded seat and generally parallel to the floor.
- **Knees** are about the same height as the hips with the **feet** slightly forward.

Regardless of how good your working posture is, working in the same posture or sitting still for prolonged periods is not healthy. You should change your working position frequently throughout the day in the following ways:

- Make small adjustments to your chair or backrest.
- Stretch your fingers, hands, arms, and torso.
- Stand up and walk around for a few minutes periodically.

These four **reference postures** are examples of body posture changes that all provide neutral positioning for the body.

Upright sitting	Standing
Upright sitting posture. The user's torso and neck are approximately vertical and in-line, the thighs are approximately horizontal, and the lower legs are vertical. 	**Standing posture**. The user's legs, torso, neck, and head are approximately in-line and vertical. The user may also elevate one foot on a rest while in this posture.
Declined sitting	Reclined sitting
Declined sitting posture. The user's thighs are inclined with the buttocks higher than the knee and the angle between the thighs and the torso is greater than 90 degrees. The torso is vertical or slightly reclined and the legs are vertical. 	**Reclined sitting posture**. The user's torso and neck are straight and recline between 105 and 120 degrees from the thighs.