

Enabling a Mobile Workforce

*How to Implement Effective Teleworking at
U.S. Department of Energy National Laboratories*

A Guidebook and Toolkit



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HOW TO IMPLEMENT EFFECTIVE TELEWORKING AT
US DEPARTMENT OF ENERGY NATIONAL LABORATORIES

A Guidebook and Toolkit

May 2017

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List of Acronyms

BNL	Brookhaven National Laboratory
DOE	US Department of Energy
EO	Executive Order
FAQ	Frequently asked questions
FEMP	Federal Energy Management Program
FY	Fiscal year
GHG	Greenhouse gas
HR	Human Resources
INL	Idaho National Laboratory
IT	Information Technology
NETL	National Energy Technology Laboratory
NREL	National Renewable Energy Laboratory
ORNL	Oak Ridge National Laboratory
PNNL	Pacific Northwest National Laboratory
SSP	Site Sustainability Plan



Overview

Teleworking, also known as telecommuting, has grown in popularity in today's workforce, evolving from an employment perk to a business imperative. Facilitated by improved mobile connectivity and ease of remote access, employees and organizations are increasingly embracing teleworking due to numerous benefits, including:

- › **Improved Job Satisfaction.** Improved job satisfaction is shown to be attainable through telework options. A 2007 study from Pennsylvania State University indicates that teleworking can increase perceived autonomy, job satisfaction, and performance as well as reduce work-life conflict and any stress related to roles and expectations. In addition, this study found no incurred detriment to workplace relations and communication.¹ Furthermore, teleworkers can save time, avoid stress, and reduce costs associated with traditional commuting.
- › **Increased Productivity.** A multitude of telework studies quantify the real benefits for employees and employers. For instance, a 2014 study from Stanford University shows that teleworking as a modern management practice can in fact increase productivity levels, contrary to the traditional belief that working from home leads to increased distractions and a lack of time management. In fact, employees often find that their telework location offers fewer distractions, thus enhancing creative thought. This study found that a 13% increase in performance is achievable with teleworking, through an increase in hours worked as well as productivity during these hours.² Furthermore, employees set up to telework experience less overall down time since they have the ability to work on snow days, during sick leave, and outside traditional working hours.
- › **More Stable Workforce.** In addition to employees, distinct benefits for supervising managers and the organization as a whole are also important to be communicated. For instance, the aforementioned 2014 Stanford University study indicates that based on a series of case studies and surveys of various companies, reduced turnover and absenteeism levels as well as higher profitability are a positive result of teleworking. This assumes that supervisors are well trained and capable of managing teleworkers. Studies also show that telework options serve as effective recruitment and retention tools,³ as well as offer more employment opportunities for untapped labor forces (e.g., disabled, part-time, retired, long distance).⁴
- › **Improved Environmental Sustainability.** Greenhouse gas (GHG) emissions mitigated through telework also help National Laboratories contribute to the US Department of Energy's (DOE)

What is Telework?

Telework is a work arrangement that allows an employee to perform work, during any part of regular, paid hours, at an approved alternative worksite (e.g., home, telework center)

Source: Telework.gov

¹ Gajendran, Ravi S.; Harrison, David A. (2007). "The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences," *Journal of Applied Psychology*, 92(6), 1524–1541.

² Bloom, Nicholas; Liang, James; Roberts, John; Ying, Zhichun Jenny (2014). "Does working from home work? Evidence from a Chinese experiment," *The Quarterly Journal of Economics*, 130 (1), 165–218.

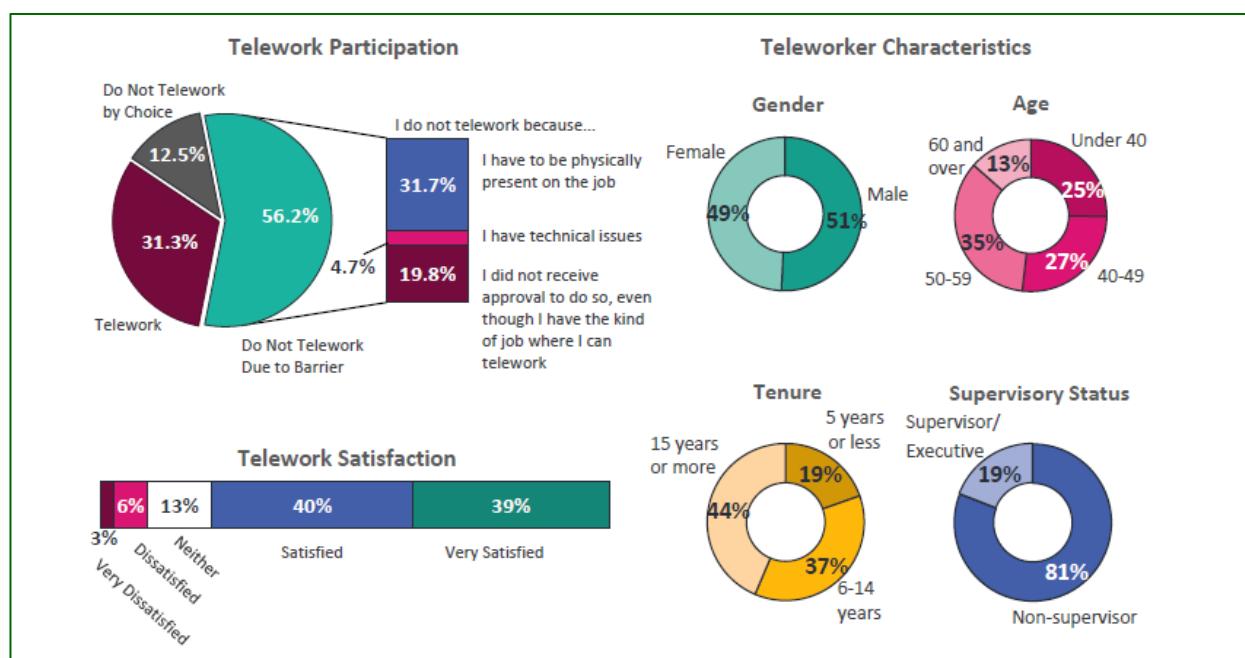
³ Telework.gov

⁴ *Smart Travel Options - ORNL Commute Report: Survey Results and Recommendations*, Oak Ridge National Laboratory, April 2010.

percent reduction targets for Scope 3 GHG emissions set forth in Executive Order (EO) 13693. This EO, entitled “Planning for Federal Sustainability in the Next Decade,” defines Scope 3 emissions as those from sources not owned or directly controlled by a Federal agency but related to agency activities such as vendor supply chains, delivery and transportation services, and employee travel and commuting. Specifically, DOE aims to reduce Scope 3 emissions to 25% below 2008 levels by 2025. Furthermore, fewer miles traveled translates to decreased traffic congestion and air pollution, benefiting the community.

According to *GlobalWorkplaceAnalytics.com*, 50% of the total US workforce holds positions that allow for at least some level of teleworking, and approximately 20–25% of the workforce have chosen to telework at some level. These percentages are fairly consistent with telework statistics for Federal employees, with approximately 44% of positions allowing telework and 31% of employees choosing to telework, as shown in the figure below. Of the total US workforce, 80–90% of employees have expressed interest in teleworking, specifying 2 to 3 days weekly as ideal for maintaining the proper mix of concentrative and collaborative work. This source also states that at the close of 2014, 3.7 million employees (2.8% of the US workforce) were working from home more than half of the time, and teleworking growth (5.6%) outpaced employee population growth (1.9%) from 2013 to 2014.

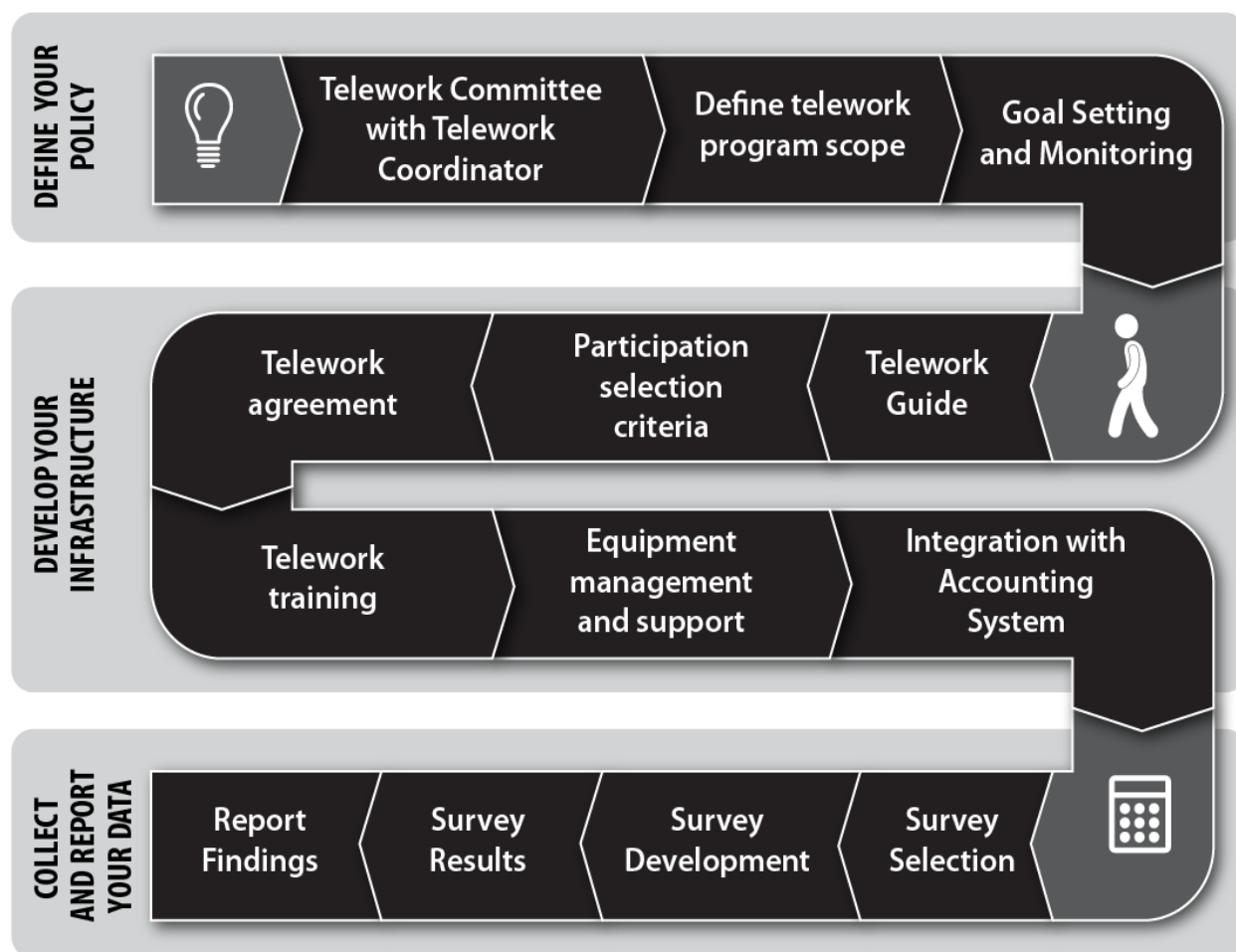
Teleworking is deemed a viable option for National Laboratories when work can be performed away from the lab with at least the same level of efficiency and quality as when it is performed at the lab and continues to meet the needs of stakeholders, both internal and external. To help labs achieve this level of viability, best practices for implementing or improving telework programs at National Laboratories that will maximize the above benefits to both employees and employers are presented in this report. Pertinent information on each step of the process is described in the following chapters, and sample documents are provided in the accompanying Telework Toolkit.



Results from the 2015 Federal Employee Viewpoint Survey (Source: *Telework.gov*)

Telework Implementation Plan

Before initiating a telework option, a National Laboratory should prepare and implement a straightforward, methodical plan that aligns well with its workforce and culture. While this process can seem quite overwhelming in the beginning, it can be simplified if first broken down into key areas and then into individual steps. This chapter provides a high-level telework roadmap with best practices for not only facilitating telework implementation, but also for growing participation and maintaining engagement among staff. Each section provides step-by-step guidance for the three key areas of telework implementation – “Define Your Policy,” “Develop Your Infrastructure,” and “Collect and Report Your Data.” Numerous references to the Telework Toolkit are made throughout this chapter, guiding readers to helpful sample documents already in use by National Laboratories with existing telework options.



Successful implementation of a telework option is based on three key steps

DEFINE YOUR POLICY

A telework policy provides the foundation for determining candidate eligibility and establishing long-term success. Goal setting and monitoring activities will help labs assess whether the policy is effectively contributing towards their overall mission and the welfare of their staff.

- › **Telework Committee.** The first step towards creating a telework option at a National Laboratory is to engage appropriate stakeholders and establish a telework advisory committee to
 - Define the scope of the program, i.e., the telework policy/procedure (sample Telework Policy/Procedures are located in the *Telework Toolkit*);
 - Leverage resources needed to implement all aspects of an effective telework option; and
 - Remain engaged in measures taken to continuously improve the telework option.

Multiple departments across the lab will play a critical role in the program's success, so their participation is needed from day one. Support from senior leadership is crucial, which will require a clear explanation of how the benefits to the lab outweigh the costs, both qualitatively and quantitatively. Representatives from Human Resources (HR), information technology (IT), finance/payroll, facilities, legal, training, and department heads will also provide valuable insight for creating a clear and consistent policy that can be seamlessly integrated into the entire lab's normal operations. Inviting one or more employees who represent the interests of future teleworkers to join the committee may also add value. Before National Laboratories pursue a telework option, it is important that leadership commit adequate resources, both financial and non-financial, that ensure its successful rollout.

Telework Goals should be SMART:

- Specific
- Measurable
- Attainable
- Realistic
- Time specific and timely

Source: *Telework.gov*

Designate a Telework Coordinator to oversee the team's activities and act as the point of contact for the entire program. This "champion" should have ample time to dedicate to the implementation, promotion, organization, maintenance, and reporting of the telework program. This individual would ideally have a proven track record of starting new programs.

- › **Target Setting and Monitoring.** Set specific, measurable, attainable, and time-bound goals that are relevant to the lab's mission prior to rollout. Specific metrics may include energy use, recruitment and retention, productivity, and participant satisfaction. When setting goals, define a clearly articulated path and timeline for meeting them, the purpose of accomplishing each goal, the responsibilities of each party, the resources needed, and the proposed timeframe for completion. The Telework Enhancement Act of 2010 requires Federal Executive agencies (e.g., DOE) to set and assess telework participation goals and is a preferred guidance tool for such benchmarking.

Progress toward goals should be measured regularly to identify areas for improvement and address them more quickly. Furthermore, accurate monitoring will serve as a foundation for measuring the value of teleworking efforts in terms of sustainability metrics. Sources of data for evaluating telework goals may include commuter surveys, focus groups, interviews, time and attendance systems, utility and building/office space data, and transit subsidy data.

DEVELOP YOUR INFRASTRUCTURE

Once lab leadership has given the “green light” and a telework committee has been established, the necessary groundwork can be laid for offering an effective telework option at any National Laboratory. An official kickoff should not commence until all of the following resources/processes are in place and have undergone extensive review by the committee.

- › **Telework Guide.** For managers and staff who are fairly new to the telework concept, a step-by-step guide is an effective way to help individuals determine whether teleworking is a viable option. Not only do such guides define the program and set general expectations, they also often contain handy checklists and unique tips that create a simple, straightforward process and personalize the experience for the individual. Sample telework guides for staff and managers are located in the *Telework Toolkit*.
- › **Participant Selection Criteria.** All National Laboratory employees are welcome to apply to their lab’s voluntary telework program, but managers will ultimately decide which employees are eligible candidates for teleworking. To help in this decision-making process, managers should consider completing an optional Candidate Assessment for Teleworking form (sample located in *Telework Toolkit*) to determine if the telework option would be mutually beneficial to the employee and the lab. Key considerations when making this decision include job tasks and location (e.g., center/office vs. laboratory) as well as the employee’s level of performance and length of employment.

Good Job Traits for Teleworking	Job Traits That May Not Fit for Teleworking
<ul style="list-style-type: none"> ✓ Project-oriented work ✓ Computer programming ✓ Telephone calling ✓ Auditing reports ✓ Planning and scheduling ✓ Data processing and analysis ✓ Reviewing proposals and written reports ✓ Sufficient number of tasks that can be accomplished away from the office (e.g., reading, word processing) 	<ul style="list-style-type: none"> ❑ Tasks that are difficult to measure ❑ Tasks involving access to materials or information that cannot be moved ❑ Tasks requiring on-site equipment ❑ Situations where face-to-face interaction is required ❑ Remote work is an unacceptable security or confidentiality risk

Job traits that align / do not align well with telework (Source: PNNL)

- › **Telework Agreement.** Once a manager has approved an employee’s telework request, both parties should be required to sign a telework agreement, which lays out the lab’s policy and sets the terms for working at an alternative location. Contents often include guidelines for:

- Maintaining a designated workspace that is free of safety hazards and non-work-related distractions, as well as being ergonomically correct (samples of Home Office Safety Guidelines and Inspection Forms are located in the **Telework Toolkit**);
- Location and anticipated frequency of teleworking;
- Time and attendance reporting;
- Accessibility expectations (e.g., phone and email) during agreed-upon work hours;
- Transparency (e.g., accurate Outlook calendars, consistent availability through Skype for Business);
- Appropriate administrative, technical, and physical safeguards to ensure security and confidentiality of records for staff who possess or remotely access sensitive information;
- Liability associated with job-related injuries property damage at the home workplace; and
- Acknowledgment of possible geographic-based municipal taxes.

**Oak Ridge National Laboratory
Alternate Work Location Agreement**

The following constitutes an agreement between UT-Battelle, LLC, Oak Ridge National Laboratory (ORNL) and employee who agrees to follow the terms and conditions of the Alternate Work Location Program. This agreement must be reviewed and approved annually from the date of implementation.

DATE: _____ Request Type: Temporary Remote Employee ☐ Initial ☐ or Extension ☐ UT-BATTTELLE

Employee Name: _____ Position Title: _____ Division: _____ Manager: _____ Employee Number: _____

1. Employee and supervisor have read and agree to abide by the Alternate Work Location Subject Area. ORNL management concurs with employee participation, and employee agrees to adhere to the applicable guidelines and policies.

2. Explain nature and purpose of arrangement: _____

3. Employee agrees to work at an Alternate Work Location for a period not to exceed one year.

Begin Date: _____ End Date: _____

4. Employee's work schedule will be: _____

5. New Work Location: _____ Personal Residence ☐

6. Will ORNL be providing Office Equipment and/or office supplies? NO ☐ YES ☐ If yes, attach list.

7. Does employee have a work visa? NO ☐ YES ☐ If yes, employee will need to contact Immigration Services.

8. Employee's supervisor has approved the employee's work schedule and arrangements have been made to record the employee's time and attendance.

9. Employee understands that they must obtain supervisory approval of any absence or time away from work in accordance with established procedure.

10. Non-exempt employees must obtain approval for overtime in advance. By signing this form, employee agrees that failing to obtain proper approval for overtime work may result in cancellation of the Alternate Work Location arrangement or other appropriate action.

11. ORNL will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g., utilities) whatsoever associated with the use of the employee's residence.

12. Employee will receive work assignments and review completed work as agreed to with their supervisor and documented in the employee's performance plan.

13. Employee's job performance will be evaluated based upon agreed-upon criteria and milestones as established with their supervisor.

14. Employee may request to change their work location or return to an onsite work location at any time. Management must agree that an onsite work location can be arranged, particularly if this agreement is terminated early.

15. Management has the right to terminate the Alternate Work Location agreement if the employee's performance declines or if the arrangement fails to meet organizational needs.

Teleworkers are encouraged to sign up for the Smart Trips program at <https://www.locknessmarttrips.org/public/Home.aspx> to help ORNL collect telework and environmental metrics. By logging your telework days, you also become eligible for Commuter Rewards including movie tickets and gift cards to local merchants.

APPROVAL (Employee)	DATE	APPROVED	DISAPPROVED	COMMENTS
APPROVAL (Manager)	DATE	<input type="checkbox"/>	<input type="checkbox"/>	
APPROVAL (Supervisor)	DATE	<input type="checkbox"/>	<input type="checkbox"/>	
APPROVAL (HR Manager)	DATE	<input type="checkbox"/>	<input type="checkbox"/>	

DISTRIBUTION: ORIGINAL TO: Division
Human Resource Manager ORNL-501 (9/2014)

ORNL's Telework Agreement offers a clear and concise arrangement between staff and supervisors

Inform candidates that teleworking is an employee privilege and not an entitlement, is voluntary, and may be terminated or modified at any time. In most cases, staff must be available to attend periodic business meetings, training sessions, and other activities on campus when requested by their supervisor. Signed copies of this agreement should be provided to the employee, manager, Payroll, and HR. Sample Telework Agreements are located in the **Telework Toolkit**.

- › **Telework Training.** Training modules tailored specifically to teleworkers and managers should be required in preparation for the remote work experience. Addendums to the training may be necessary to update teleworkers on recent policy changes. Annual refresher courses could also be useful. Furthermore, efforts should be made to educate non-teleworkers on how thoughtful interaction with their teleworking colleagues could contribute to team success and effect change. Two sample telework training sessions (one for managers and one for staff) are located in the **Telework Toolkit**. *Telework.gov*, managed by the US Office of Personnel Management, also offers online training for federal employees entitled "Telework 101 for Employees" and "Telework 101 for Managers" in its Manager's Corner. Some National Laboratories have chosen to engage outside IT consultants with expertise in designing similar training modules to maximize effectiveness.

Telework training may also include refresher courses for commonly used collaborative tools to optimize remote work with colleagues. For example, Blue Jeans videoconferencing has been introduced at multiple National Laboratories for one-on-one and group virtual meetings in which

participants can share desktop screens and presentations. Dropbox™ and MS SharePoint servers are also valuable tools that allow team members in different locations to store and share files on a single website.

- › **Alternate Worksite Setup.** Guidelines should be established to ensure that teleworkers have access to the equipment and IT support they need to be productive. For National Laboratories, the nature of the work will guide decisions as to what equipment and office supplies need to be provided (e.g., telephones, voice mail, printers, and monitors). These decisions are made on a case-by-case basis and should be clearly communicated in the Telework Agreement. The use of government-owned computers and telecommunication equipment, including software, is often permitted in a teleworker's alternate worksite, upon completion of proper paperwork (e.g., property removal pass). Also, IT should communicate with the teleworker shortly after the Telework Agreement has been signed to ensure secure and reliable remote access to the network, phone lines, etc. Sample Telework Equipment Requirements Self-Certification Checklist are located in the *Telework Toolkit*.



Telework best practices should extend beyond teleworkers to all staff to optimize daily team operations (Source: PNNL)

- › **Integration with Accounting Systems.** By reporting alternative commuting practices, employees assist the lab in tracking progress toward sustainability goals, and reliable data collection provides a strong foundation for quantifying emissions. Hence, it is important to design and implement a quick and consistent way to log alternative commutes (e.g., telework, biking, carpooling, transit, walk) that can be integrated into the employee timekeeping system. Otherwise, labs run the risk of understating their participation levels and not getting full credit toward their sustainability metrics. A sample alternative commute timekeeping procedure is located in the *Telework Toolkit*.

COLLECT AND REPORT YOUR DATA

Once a telework option has been rolled out and data has been collected for a designated period of time, the telework committee can begin evaluating its impact on Scope 3 GHG emissions and reporting the progress to DOE. In addition to dependable timekeeping procedures, commuter surveys offer a robust source of concrete Scope 3 GHG emissions data needed to accurately calculate GHG emissions savings from teleworking, assuming high response rates can be achieved. Labs can also use these commuter surveys to solicit feedback from employees on their level of satisfaction with existing commuting options, including telework, and what changes they would like to see in the future. Additionally, utilization of office space and facilities can be estimated through commuter surveys.

- › **Survey Selection.** When searching for the appropriate survey, National Laboratory leadership should consider their desired outputs (e.g., current commuter-related GHG emissions, employee commute satisfaction levels) and select a survey that accommodates feedback for the desired

outputs of highest priority. Typically, these surveys are administered on an annual, biannual, or triannual basis. An example of one National Laboratory's commuting survey is provided in the *Telework Toolkit*.

- › **Survey Development.** To specifically evaluate the benefits of teleworking, labs need to determine how much vehicle fuel and associated GHG emissions their employees are saving by working at an alternative worksite. Therefore, compiling an appropriate set of questions needed for properly calculating cost savings is critical. Frequently used survey questions prompt employees to list the following:

- Five-digit zip code of primary workplace and home / alternate worksite;
- Employee status (e.g., government employee, contractor, other);
- Weekly work schedule (days and times);
- Daily commute methods of transportation during typical week;
- Daily commute miles during typical week;
- Primary commuting method (e.g., car, mass transit, motorcycle, bicycling);
- Teleworking frequency;
- Mood during commutes during typical work week;
- Typical commute arrival and departure times and lengths;
- Satisfaction levels of commute options;
- Interest and/or satisfaction levels of alternative commute options; and
- Vehicle characteristics (e.g., year, make/model, fuel type).

National Laboratories should also weigh options related to statistical sampling techniques. In other words, if the lab prefers to reduce the time burden of its workforce, it may choose to sample only a percentage of its workforce through either agency-wide or stratified sampling.

- › **Survey Deployment.** An informative email campaign before, during, and after survey deployment may be warranted to inform employees of survey objectives, the schedule (typically Monday through Friday), and participation rate and to remind non-respondents, thereby boosting response rates. Also, survey tracking tools allow survey administrators to keep live track of participation rates. National Laboratories should also consider leveraging commuter survey schedules to collect data for campus-wide competitions. Such data could be filtered based on specific programs/divisions, buildings, etc., and would not require a second round of surveys.
- › **Survey Results.** Using the questions above, the survey administrator can calculate the average distance that each individual travels during a workday and by which commute method (e.g., single passenger, carpool/vanpool, bicycling, public transit), and then multiply the distance traveled by the number of workdays in a year. The individual results can then be added to calculate total GHG emissions associated with staff commuting. Or, if a sample population is used, the results are extrapolated to represent an entire agency population. Non-respondents are typically assumed to be single-passenger drivers.
- › **Reporting Findings.** In their annual Site Sustainability Plans (SSP), National Laboratories report progress toward meeting DOE sustainability goals set forth in EO 13693. With respect to Scope 3 GHG emissions, this means a reduction of 25% below fiscal year (FY) 2008 levels by FY 2025. Information from these SSPs, in addition to commuter survey data, is used by DOE when compiling its Annual Greenhouse Gas and Sustainability Data Report for FEMP. The SSPs also detail planned

activities for upcoming years intended to make further strides in campus sustainability. These include Scope 3 GHG emission reductions and, therefore, telework. Key telework data points in the SSP may include:

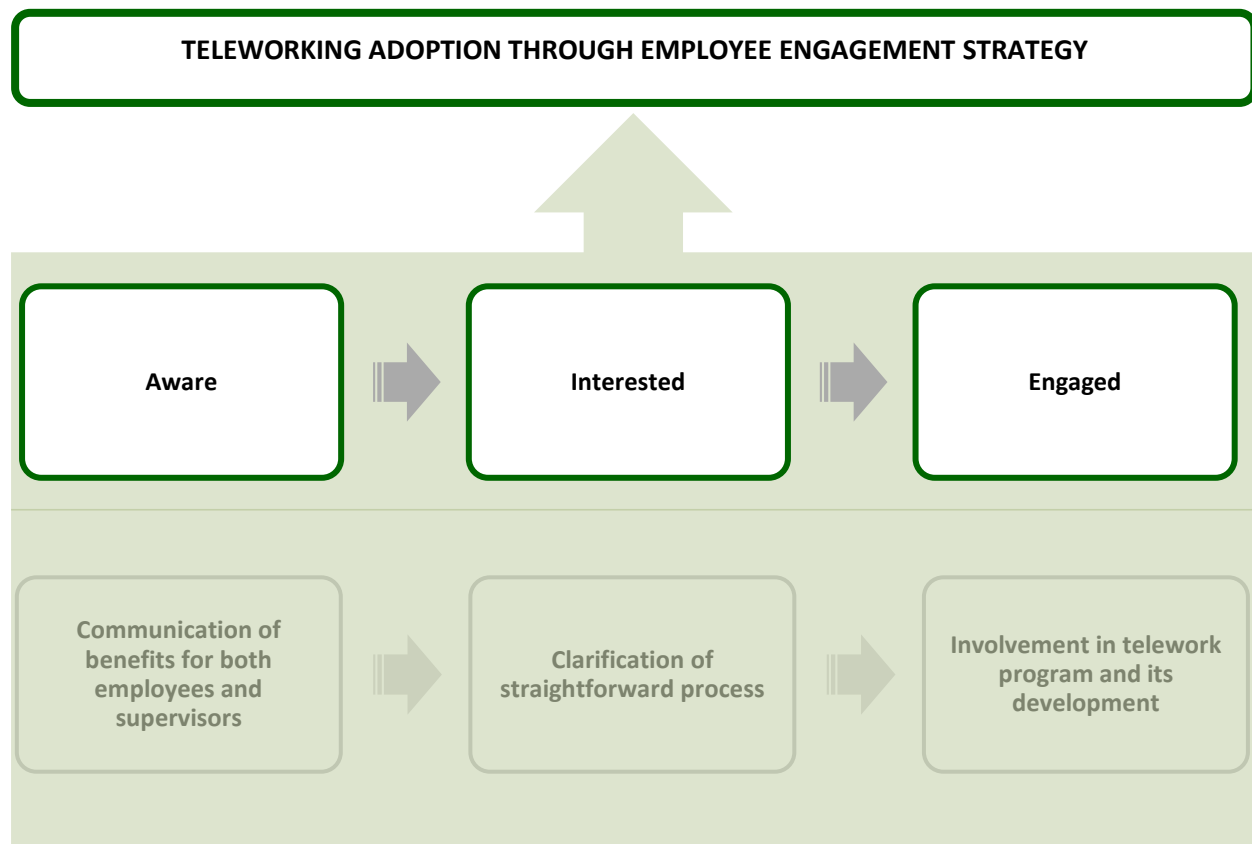
- The number of employees with established formal telework agreements or on compressed work week schedules,
- A comparison of Scope 3 GHG emissions from employee commutes for the current FY and the FY 2008 baseline and the resulting percent change, and
- Planned feature upgrades to improve the accuracy of telework tracking methods.



Employee Communication Strategy

With a telework option established, focus should shift to increasing and maintaining employee participation. An effective strategic communication plan that clearly conveys the benefits of telework and offers a straightforward process is essential for ensuring a healthy level of participation. Furthermore, despite the distance, telework employees should still feel like a part of the lab community to maintain a sense of involvement. Employee communications can be achieved using a three-pronged approach—“Create Awareness,” “Build Interest,” and “Maintain Engagement”—which is of upmost importance for successful long-term, high-impact teleworking programs.

A communication strategy for employee engagement, as illustrated below, is designed to steadily increase teleworking at the National Laboratories. This strategy depends on making employees aware of the benefits of teleworking, presenting a straightforward process, and encouraging active participation.



Communication strategy for attaining employee engagement in telework programs

CREATE AWARENESS

Clearly communicating the opportunities and benefits of teleworking is the first step towards building awareness and garnering interest among employees. New and innovative management practices in the workplace, such as teleworking options, should be introduced to managers and staff alike. To do so, a progressive approach is needed for raising awareness and interest and ultimately driving behavioral change. A series of communication channels for awareness-building follows, ranging from written material to verbal information sharing. Through these channels, the benefits of teleworking can be clearly conveyed, including flexibility, improved work-life balance, being a connected employee, and contributing to GHG emissions reduction.



Maximize awareness of telework options through promotional outreach material (Source: ORNL)

- › **Message to Staff.** Prior to its launch, choose an appropriate communications avenue for lab leadership to alert staff of the exciting news. Without revealing too many details, this is an opportunity for the telework committee to share the overall vision for teleworking at the lab and why staff should take note. Whether disseminated as an email to the staff from the telework advocate or committee or as a teaser in the weekly news update, this message will pique staff interest.
- › **Promotional Material.** Building awareness requires successful outreach programs using a variety of communication channels. Marketing and promotional print media, like Fact Sheets and brochures, are critical for information-sharing and can even be included in new-hire packets. Strategically-placed posters in high-traffic areas at the workplace are also effective attention-grabbers. Several National Laboratories have also opted to highlight the benefits of their telework options in internal laboratory newsletters. Placing electronic screen messages on lab home pages and in staff emails is a cost-effective way to disseminate information as well. Samples of these and other promotional materials for telework are located in the **Telework Toolkit**.



Increase visibility of telework option with features in lab-wide newsletters (Source: NREL)

- › **Discussion Forums.** Verbal communication channels offer a powerful means of sharing information among employees, leveraging social influence to grow acceptance and thereby adoption of telework. These include word of mouth by managers and staff as well as new-employee orientation sessions. Telework webinars and workshops also provide opportunities for potential teleworkers to openly address questions or concerns that will help them decide if telework is appropriate for them. Such sessions also allow current teleworkers to share details of their experiences firsthand.

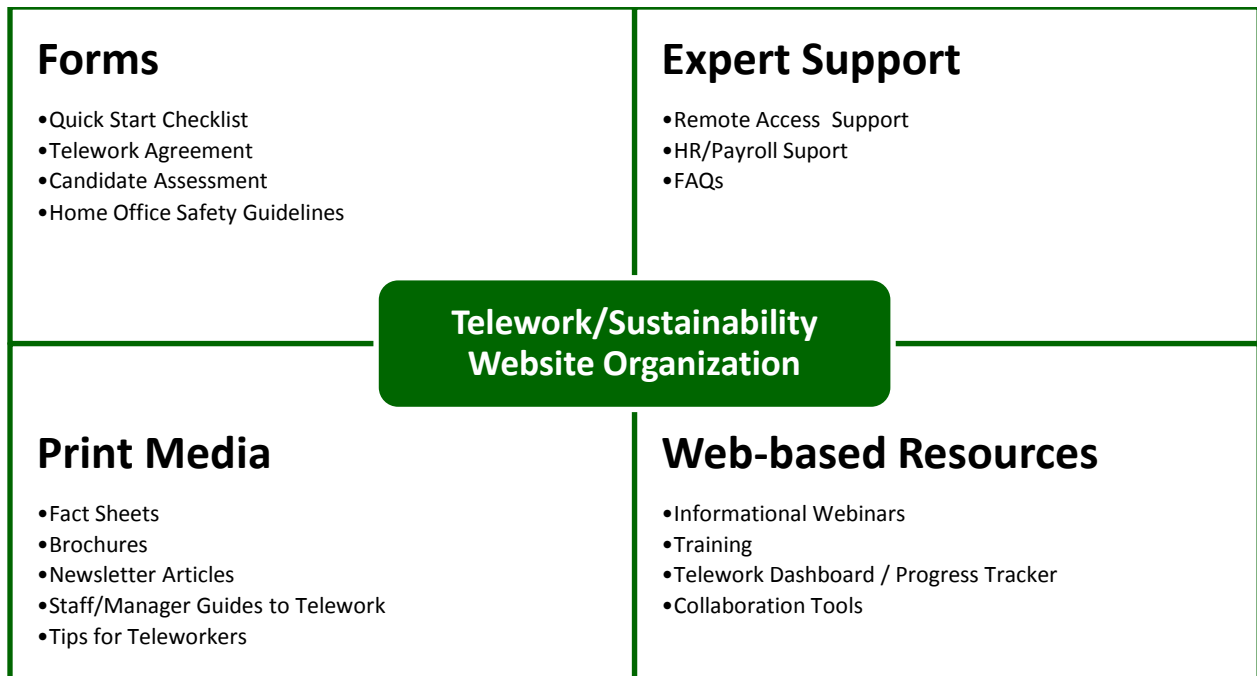
BUILD INTEREST

It is important to create and grow employee interest in teleworking to ensure a higher likelihood of its large-scale adoption. Interactive discussion forums as well as centralized information sources are key tools in addressing concerns and describing the benefits of teleworking.

- › **Addressing Questions and Concerns.** In order to move from awareness to interest, it is important to address any concerns or questions employees and supervisors may have early on in the communication strategy. According to ORNL's latest commuter survey results, some of the largest barriers to telework that often create a reluctance to participate on the part of employees include:
 - A perceived lack of supervisor permission and support;
 - The need for proper equipment and high-speed connections at home or other approved alternate worksite;
 - Concern that the loss of "face time" with their peers and superiors would impact their careers; and
 - The need to be in a lab environment close to their work, which might prohibit them from participating in a telework arrangement.

Telework webinars and workshops can provide employees and managers opportunities to ask questions, address initial concerns, and provide input. Additionally, a direct line of contact with the lab's Telework Advocate gives employees a subject matter expert to further address questions.

- › **Centralized Resource Center.** A centralized source of information for telework, such as a telework website or within a laboratory's sustainability website, that provides a user friendly and straightforward process will further attract interest in and promote the teleworking option. Important information such as what is required in preparation for teleworking, how to be successful during teleworking, frequently asked questions (FAQs), and how to provide feedback and suggest changes to the teleworking program should appear here. Print media should be designed to provide employees with all the information they need to decide whether telework is a viable option. Required forms for enrollment—and instructions for submitting them—should also be clearly located on this website. Finally, links to informational webinars and required training, as well as ways to contact an expert when needed, should also be included. The website should offer both clear as well as interactive discussions and support channels. Sample organizational layouts for telework websites are provided below and located in the *Telework Toolkit*.



National Laboratory telework website content suggestions

MAINTAIN ENGAGEMENT

Once awareness and interest in teleworking are established, maintaining engagement of employees to avoid feelings of isolation and diminished social interaction is critical to sustaining the program.

- › **Helpful Tips.** Sharing of tips on how to be a successful teleworker and continue to be a connected and productive employee, despite the remote location, should include key failure and success factors. Tips for staff on teleworking at Pacific Northwest National Laboratory (PNNL) are shown on page 15. Similarly, training aids and tips for managers on how to supervise teleworkers are equally important to a successful telework program. It is important to dispel the notion that occasional telework inhibits employees from staying connected and being part of their work community.
- › **Outreach Activities.** In addition to information-sharing, active immersion of employees in the telework program can further foster employee engagement as well as facilitate program improvements through suggestions and feedback. This can be achieved by holding friendly competitions between divisions of the laboratory related to teleworking practices, based on monetary savings and/or commuting GHG emissions reductions attributable to teleworking. For example, ORNL encourages staff to participate in quarterly Smart Trips Commuter Challenges, hosted by the Knoxville Regional Transportation Planning Organization, where they can win gift cards to local restaurants and shops.



Helpful tips for PNNL teleworking staff

In addition, an annual Laboratory Telework Week can be a useful tool for further involving employees and promoting the telework option. The week can be structured such that teleworking practices submitted by employees are collected at the end of the week to provide a good overview of lab teleworking performance. The data can also be used to calculate monetary savings and tons of pollutants avoided. This week can also include informatory seminars/webinars and include the competitions among individual employees and/or divisions of the lab.

Smart Trips

Join Now Log Your Commute Winners

How did you get to work today?

Local transport organizations, like Knoxville's Smart Trips, promote commuting alternatives to driving alone, including telework, to ease traffic congestion and improve regional air quality. By logging their commute behavior, participants are eligible for quarterly Commuter Rewards, including gift cards to area restaurants and shops, as well as merchandise.

- › **Share Survey Results.** By taking the time to participate in the telework option and/or commuter surveys, employees demonstrate a vested interest in new and improved commuting options at the lab, so National Laboratories should keep them informed of the latest trends and how their behaviors compare to the lab average. Use internal newsletters and lab-wide email to share survey results. Also, explain how survey conclusions have led to plans for improving the telework policy.
- › **Celebrate Progress toward Goals.** Labs should regularly share telework program strides with managers and teleworkers alike by reporting progress towards telework goals on such media as the laboratory's telework or sustainability websites. In doing so, teleworkers take pride in their individual and team's contributions and are encouraged to share their experiences with colleagues. When appropriate, leading divisions or project teams should be recognized for their exemplary telework efforts.
- › **Solicit Feedback.** The best ideas for improving a telework system are likely to originate from those who utilize it on a regular basis, so encourage them to voice their opinions. Set up a system of workshops or focus groups to enable the solicitation of constructive feedback, both from teleworkers and their supervising managers, for informed, continuous improvement of the laboratory's teleworking program. Issues to be tackled can include:
 - Expectations and abilities to meet them,
 - Challenges being faced,
 - Opportunities for improvement, and
 - Positive effects experienced as a result of teleworking.



ORNL recognizes past winners of the Smart Trips Commuter Challenge

“Teleworking is a wonderful opportunity to reduce our transportation-related pollution effects on our environment, but have you ever thought about how it can reduce the effects of “office pollution” on your productivity? What is office pollution? For me it’s the well-meaning ‘drop by’ of co-workers, or just noisy passersby that interrupt my ability to focus on the task at hand. That’s not to say that I never want well-intentioned visits, but some tasks require your undivided attention, and the flexibility to perform those tasks from the quiet setting of a home office are just the right fix—for both productivity and the environment.”

-- Feedback from an ORNL Teleworker

Progress at Partnering National Laboratories

Multiple National Laboratories have been proactive in adopting telework options in recent years, especially following the enactment of the Telework Enhancement Act of 2010 that outlines telework requirements at Federal Agencies in efforts to meet mission objectives. These include achieving DOE's Scope 3 GHG emissions reduction goal to 25% below 2008 levels by 2025, as well as delivering on the employee benefits mentioned in the Overview. The following highlights demonstrate how embracing the telework option is paying off for some National Laboratories and how much more untapped telework potential still exists.

BROOKHAVEN NATIONAL LABORATORY

Brookhaven National Laboratory (BNL) has increasingly integrated teleworking into work protocol, Laboratory policies, and timekeeping systems in its pursuit to improve metrics for teleworking. In FY 2015, discussions were carried out between the Fiscal Services staff and Environmental Protection Division team to establish how the Laboratory's time-keeping system can be used to record the days and hours teleworked by employees under BNL's Flexible Work Arrangement procedures. In addition, telework, as part of the Flexible Work Schedule program, is also recognized as a contributor to work-life balance and an enabler of staff to reach their personal goals.

In 2008, BNL formalized flexible work agreements so employees and supervisors could discuss and agree upon acceptable work schedules and locations, resulting in greater flexibility as well as increased recruitment and retention levels. In FY 2014, BNL further enhanced its policies concerning flexible work agreements to promote increased use and set guidelines for unplanned events, such as severe weather.

IDAHO NATIONAL LABORATORY

In its latest SSP, Idaho National Laboratory (INL) emphasizes the importance of telework as an opportunity to promote efficiency and flexibility as well as improve employee attraction and retention. While still in the early stages of implementation, INL has taken some key steps toward establishing telework as an option for staff conducting unclassified work efforts. For example, a Laboratory-wide procedure was revised in 2014, which details the purpose, applicability, instructions, and process requirements for staff interested in telework. A telework agreement also exists, where the employee and manager agree to specific arrangements. Finally, a "Self-Certification Safety Checklist for Telecommuting Workplace" must be completed by the employee.

Currently, telework hours are not collected by payroll; instead telework agreements are kept on file to determine total number of participants at any given time. Additionally, staff are asked to specify telework participation in INL's annual commute survey. No formal training is required, but prospective teleworkers must read and follow INL's Laboratory-wide procedure on telework. In FY 2016, INL had 41 full-time and 28 part-time employees participating in the official telework program. Future INL telework efforts include an expanded employee awareness campaign and in-depth manager training.

NATIONAL ENERGY TECHNOLOGY LABORATORY

Telework is included in the National Energy Technology Laboratory's (NETL) 2013 agreement with the American Federation of Government Employees, American Federation of Labor, and Congress of

Industrial Organizations. NETL recognizes the need for continued advancement of “modern and progressive work practices” in order to enable employee performance improvement as well as successful operations. Telework is acknowledged in this report as a “situation in which an employee is performing assigned duties at a location other than the official duty station.” This is a voluntary activity that necessitates managerial approval. In addition, the location is to be an assigned alternative duty station, such as the employee’s house or a government or private telework center.

Telework is recognized for its benefits in enabling employee flexibility and in reducing total weekly travel hours. Reduced transportation time, which can instead be used for work purposes, is especially considered for those with long commutes to and from NETL. In FY 2015, a total of 43 people or 8% of the workforce participated in teleworking on a regular basis (at least once a week). In FY 2016, 55 people or 10% of the workforce participated in teleworking on a regular basis; 34 teleworked once a week, and 21 teleworked twice a week. Looking toward the future, NETL is in the process of actively working on establishing concrete telework goals and strategies. In collaboration with union bargaining units, teleworking is being made more available and visible to employees, in addition to postings and announcements, as well as engagement of supervisors.

NATIONAL RENEWABLE ENERGY LABORATORY

Among its flexible work strategy options ranging from alternative work hours to off-campus satellite offices, teleworking has the highest impact on GHG reduction at the National Renewable Energy Laboratory (NREL). The key purpose of NREL’s telework option is to support its position as a sustainability-driven organization, decrease the Laboratory’s carbon footprint, and minimize traffic impacts to the community. A number of additional benefits of teleworking are recognized by NREL, including attaining and retaining employees, improving employee morale, increasing productivity, expanding the candidate pool, accommodating disabled employees, supporting a work-life balance, and reducing stress. As a voluntary initiative and not an entitlement, it is also stressed that only those individuals well suited for teleworking should proceed in adoption of this option.

NREL emphasizes these alternative work schedules, including telework, are influenced by cultural and behavioral change, rather than solely policy change, and that employees and managers alike must be receptive to new ways of working. A change at NREL can clearly be seen. For example, in the FY 2014 NREL commuter survey, teleworking was shown to have increased by 6% from FY 2007, with 27% of respondents stating that they telework at least once per week and 57% stating that they telework but less frequently than once a week. In FY 2016, approximately 19% of NREL staff teleworked at least one day per week.

OAK RIDGE NATIONAL LABORATORY

Findings from the *ORNL Commute Report: Survey and Recommendations*, published in 2010, indicated that a large majority (89%) of staff commuted to work through single-occupant gasoline vehicles, and it recommended an aggressive strategy to combat this and its consequential Scope 3 GHG emissions. As a result, the Laboratory introduced a telework policy in 2012, recognized as a way to enable commute-related emissions reduction, as well as provide additional benefits to both employees and employers alike. For employees, these benefits include improved employee morale, work-life balance, flexibility, and productivity, as well as decreased stress. For the supervisors and Laboratory at large, benefits include improved corporate citizenship, decreased absenteeism, a more mobile workforce, modernized management practices, and also attraction and retention of talented staff.

ORNL intends to continue promoting and engaging with employees for increased teleworking to enable a more mobile workforce as well as contribute to its Scope 3 GHG emissions reduction strategies. ORNL's Sustainable Campus Initiative captures data from ORNL's HR and IT organizations in order to understand the current state of teleworking at the Laboratory and has plans to more accurately track telework time (e.g., promoting an update now available in the timekeeping system). In FY 2016, 32 staff (or approximately 1% of the ORNL workforce) teleworked on a regular basis under formal telework agreements, meaning that they worked one or more days per week from home or other approved alternate worksite. ORNL plans to distribute a formal Laboratory-wide commuter survey in FY 2017.

PACIFIC NORTHWEST NATIONAL LABORATORY

With an expressed commitment to establishing an environmentally, socially, and economically sound organization, the Pacific Northwest National Laboratory (PNNL) states that integrating flexible workplace options is important in enabling a more attractive workplace for current as well as future employees. Teleworking was initially introduced at PNNL in order to reduce its GHG emissions attributable to commuting and business travel by 13% from FY 2008 levels by FY 2020 and 25% by FY 2025. In addition to emissions reduction, teleworking has also increasingly been shown to give a number of benefits, including productivity, decreased stress, an improved work-life balance, job satisfaction, and higher retention rates.

PNNL's teleworking goal is to have 20% of staff teleworking once a week by FY 2020 and 40% by FY 2025. In FY 2015, 5% of staff teleworked at least once a week, and 15% had signed official telework agreements. In FY 2016, 15% of staff had telework agreements, and 5.6% teleworked once a week on a regular basis. Total telework days for FY 2016 were 52,781 for the entire organization. As part of PNNL's Scope 3 GHG emissions reduction goals, telework training modules will be updated in order to more effectively equip employees and managers for teleworking and engage the PNNL community as a whole on the subject. PNNL's telework option is designed to enable "regular telework," for which staff can operate fully in an alternative workplace, as if he/she were in the office, attending meetings, answering phone calls, and being as accessible as usual. This is done on a set schedule. "Situational telework," in contrast, is an option utilized as needed and not under a set schedule.

SUMMARY

The following is an overview of teleworking at six National Laboratories—BNL, INL, NETL, NREL, ORNL, and PNNL—summarizing why teleworking was introduced, benefits recognized by the Laboratories, the status of teleworking, and future targets. All Laboratories give Scope 3 GHG emission reductions as a key factor behind the introduction of teleworking, with a positive impact on work-life balance as a main resulting benefit. Employee attainment, retention, productivity, and work morale are all benefits that are also acknowledged at large. In FY 2015, the Laboratories investigated had a rate of 1–19% of employees teleworking at least once a week, with all Laboratories expressing targets to promote and increase teleworking.

Telework Progress at Partnering National Laboratories			
	Why teleworking?	Current status	Related targets*
BNL	Progress in Scope 3 GHG emissions reduction due to decreased commute-related emissions	Options are being evaluated to accurately tally the number of employees teleworking and their teleworking frequency.	Continue promotions for increased teleworking
INL	Opportunity to promote efficiency and flexibility as well as improve employee attraction and retention	In FY 2016, 41 full-time and 28 part-time employees participated in the official telework program.	Enhanced employee and manager awareness; continue annual commute survey
NETL	As a modern and progressive work practice, to enable employee performance improvement as well as successful operations	In FY 2016, 10% of all employees telework at least once a week.	Continue promotions for increased teleworking
NREL	To support NREL's position as a sustainability-driven organization, decrease the Laboratory's carbon footprint and minimize traffic impacts to the community	In FY 2016, approximately 19% of NREL employees teleworked at least one day per week, and approximately 25% of NREL employees work an alternative work schedule.	Continue promotions for increased teleworking to reduce Scope 3 emissions
ORNL	To aid in the reduction of Scope 3 GHG emissions and enhance employee and organizational benefits	In FY 2016, 32 (~1%) teleworking agreements were in the system and 103 (~4%) employees were on alternate work schedules.	Enhanced promotion for increased teleworking, improve tracking system, and conduct new commuter survey
PNNL	To enhance flexibility and promote a healthy work-life balance. Also an opportunity to reduce Scope 3 GHG emissions	In FY 2016, 15% of employees had telework agreements, and 5.6% teleworked at least once per week.	20% staff teleworking once a week by FY 2020

* In addition to EO 13693 Scope 3 GHG emissions reduction targets

Telework Toolkit

- ☐ Sample Telework Policies/Procedures
- ☐ Sample Telework Guides
- ☐ Sample Candidate Assessments for Telework
- ☐ Sample Home Office Safety Guidelines
- ☐ Sample Telework Agreements
- ☐ Sample Telework Training Modules
- ☐ Sample Timekeeping Procedures
- ☐ Sample Commuting Surveys
- ☐ Sample Promotional Material
- ☐ Sample Telework Website Layouts


SAMPLE TELEWORK POLICIES / PROCEDURES

INL's Laboratory-wide Telework Procedure

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Revision ID: 2
Effective Date: 12/1/2014

Laboratory-wide Procedure

Telecommuting



The INL is a U.S. Department of Energy National Laboratory operated by Battelle Energy Alliance.

Idaho National Laboratory

TELECOMMUTING

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4. INSTRUCTIONS

A formal telecommuting arrangement can be negotiated between the manager and employee for one to five days a week. Full-time telecommuting is permissible on a case-by-case basis only, when necessary, justified, and in INL's best interest to accommodate this type of arrangement for the employee. The employee's Leadership-Management Team (LMT) member, in consultation with HR&D, must decide whether to approve the telecommuting arrangement before it can be put in place.

4.1 Factors to Consider

Approvals, denials, and terms of telecommuting arrangements are based on the needs of the job, the work group, the organization, and the manager. If the arrangement is not cost-neutral, a cost analysis is required. This is a cooperative arrangement between the manager and employee, not an entitlement.

Three primary factors must be assessed and analyzed to determine the feasibility of a telecommuting arrangement and its benefit to INL:

- 1) the nature of the job;
- 2) the employee's performance; and
- 3) other stipulations made by the employee's manager or supervisor.

4.2 Criteria for Jobs

Generally, jobs well suited for telecommuting have the following characteristics:

- obvious, pre-determined benefits to INL and the employee that can be attained as a result of implementing a telecommuting arrangement
- minimal face-to-face communication requirements with manager, co-workers, team members, and/or customers (i.e., communication can be handled via telephone, voice mail, electronic mail, or fax machine)
- can be performed independently or alone
- unclassified content, including tasks such as writing, reading, telephoning, planning, computer programming, or performing work that requires frequent use of a computer
- clearly defined tasks and/or work products
- measurable work activities and results
- objectives with identifiable time frames and check points
- tasks that require concentration, and/or large blocks of time when the employee works independently of others

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• minimal requirements for special equipment.

4.3 Criteria for Employees

Employees who wish to be considered for a telecommuting arrangement are expected to have the following characteristics:

- work performance that meets or exceeds job expectations
- unique skills for a specific work project or project deliverable that would benefit INL
- proven ability to perform work in a reliable manner without direct supervision
- self-motivated, self-disciplined, and self-directed
- skilled in planning, organizing, managing time, and meeting standards and objectives
- proven ability to adhere to all relevant INL policies, processes and procedures.

5. PROCESS REQUIREMENTS

Telecommuters must comply with all laboratory procedures and management instructions related to work or job performance. Procedures related to workplace environment, information security and safety practices must also be followed.

Note 1: This document does not constitute a contract for employment, either expressed or implied. Agreements must be revisited each year during annual reviews to make sure arrangement is still in the best interest of the laboratory.

5.1 Approvals and Notifications

The manager and the employee must complete a "Telecommuting Agreement" (template supplied by HR Business Consultant) before any telecommuting arrangement can begin. The "Telecommuting Agreement" must be approved by:

- Employee
- Manager
- Employee's LMT member
- HR Business Consultant.

For work locations outside Idaho, the following notifications are required a minimum of 30 days prior to the start of the arrangement:

- Legal

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- Payroll
- General Accounting Tax Office.

For work locations inside Idaho, a legal review may also be warranted.

Unless the employee is converting to a part-time work schedule, telecommuters' salaries, job responsibilities, benefits, and laboratory-sponsored insurance coverage do not change as a result of the telecommuting arrangement.

5.2 Labor Rate and/or Adders

Manager should contact the Business Lead for the organization to discuss potential impact on labor rate and/or adders as a result of telecommuting arrangement.

5.3 Pay Policies

Refer to POL-25101, "Pay Policies."

5.4 Commuting

Commuting time between an employee's workplace and INL is typically non-compensable, even if the employee reports to INL on a day scheduled for telecommuting.

5.5 Timekeeping

INL labor recording and timekeeping requirements (see STD-5, "Time Attendance and Reporting") must be followed in all telecommuting arrangements. Employees and their manager must agree upon and document a schedule of regular work hours. The specifics of the employees' hours, when they can be contacted, when they will check voicemail and electronic mail, must be outlined in the "Telecommuting Agreement." Any changes of work hours or work location must be reviewed and approved in advance by the employee's manager.

Managers must maintain effective procedures for review of work produced, and conduct frequent feedback sessions for validating the reported time worked by the telecommuter.

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5.6 Safety, Accidents, and Insurance

Workers' Compensation: Eligibility for workers' compensation benefits continues while an employee is on an approved "Telecommuting Agreement." Any injury or occupational disease that arises during the course of performing one's job duties will be covered in accordance with applicable state Workers' Compensation laws. Employees must report accidents to their manager immediately. The manager should then contact INL's worker's compensation lead.

Environmental Safety and Health (ES&H): Employees must apply all ES&H requirements for having a safe office at INL to their workplace environment. Employees must complete the "Self-Certification Safety Checklist for Telecommuting Workplace" while preparing the "Telecommuting Agreement" with their manager. In the event the employee moves, a recertification and 30 day notice is required.

The workplace should be in a well-ventilated room with sufficient clear space around the desk and equipment to allow reasonable movement and air circulation. Lighting should be adequate for the tasks to be performed, but should not produce glare on work surfaces or video display terminals. Avoid damp areas and those that are unheated in cold weather. The room should be equipped by the employee with a comfortable chair and a sturdy desk or table at an appropriate work height.

Managers or designees may make on-site visits to the employee's designated workplace after giving Employee one (1) working day's notice to ensure ergonomic requirements for office safety are met.

Other Accidents: INL is not liable for any injuries to family members, visitors, and others in the employee's workplace. Employee will provide HR Business Consultant with an insurance certificate demonstrating that employee maintains adequate homeowner's or renter's insurance on the telecommuting location in the amount set forth on the Safety Checklist. Homeowner's or renter's insurance, and any changes in rates or coverage, are the responsibility of employee and not INL.

5.7 Computer Equipment and Security

Telecommuters must use INL provided computer equipment.

- The employee is expected to comply with all equipment inventories and audit responsibilities

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- The decision concerning type, nature, function, and/or quality of electronic hardware, modems, systems access, data, and phone lines shall rest entirely with the employee's organization
- All equipment must be documented in accordance with INL's Property Management Policy, and all Cyber Security requirements must be followed
- Telecommuting expenses not specifically covered in this procedure will be addressed on a case-by-case basis by employees and their employing manager
- All maintenance and inventory will be performed by an authorized person at INL's expense (local maintenance should be arranged by the employee and approved in advance by the manager)
- Technical support is available by contacting INL Communications Infrastructure Services Help Desk at (208) 526-1000
- INL will repair or replace lost, damaged, or stolen equipment, provided the employee has taken appropriate precautions to safeguard the equipment
- In the event that the employee terminates from INL or that the telecommuting arrangement is terminated for any reason, INL-provided equipment, software, data, and supplies must be returned to the employee's organization.

5.8 Employee Expenses

- Employees are expected to provide Internet connection expenses such as a telephone and telephone access line at their own expense. The organization, at its discretion, may provide the employee with such equipment and/or connections.
- Employees are responsible for costs associated with remodeling, set-up, and maintenance (e.g., furniture, accessories) of the designated workplace.
- Employees are responsible for workplace expenses (e.g., heating and electricity).
- Employees are responsible for any increase in liability insurance purchased for their workplace (a copy of Homeowners Insurance must be supplied to HR Business Consultant). INL does not assume any liability for loss, damage, or wear of employee-owned equipment/furniture.
- INL may at any time change any of the above conditions under which the employee is allowed to telecommute, and the organization will not be liable for employee's costs, including but not limited to any investment in furniture or equipment for the designated work space.

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<p>Local ordinances, zoning laws and neighborhood covenants may put restrictions on the types of activities that can be performed in various locations. For example, home offices in residential areas may require a business permit or may be prohibited entirely; fire inspections may be required, etc. At employee's expense, employee must investigate any legal obligations associated with the work location and make sure the work location is in compliance.</p> <p><i>Note 2: Tax implications related to the workplace are the responsibility of the telecommuting employee. Employees are advised to consult their personal tax advisor.</i></p> <p>5.9 Tax Considerations for Employees Working Outside of the State of Idaho</p> <ul style="list-style-type: none"> • 30 days advanced notice to Payroll is needed for compliance with individual state requirements for employers. INL will need to register with the outside state for withholding and unemployment accounts. • Generally, INL will report wages to the state where the employee performed services. <ul style="list-style-type: none"> ○ If services are performed in one state, the employee must submit to Payroll Form 322.06, "Declaration of State Tax Status." ○ If services are performed in multiple states (for example, some work is at home and some work is at INL), the employee must submit to Payroll Form 322.06, "Declaration of State Tax Status" and contact Payroll to work out the proper reporting of time to each state. Generally, if an employee expects to be in a state for two months (continuously) or 30 work days in one year (continuously or not), the employee should contact Payroll. Reporting thresholds and requirements vary from state to state. • Certain activities can create nexus or a business presence in a state. The Employee must submit to Payroll Form 322.06, "Declaration of State Tax Status." This means the state can impose its laws on INL for various taxes such as sales tax, income tax and gross receipts taxes. Each state is unique, but some activities that may create nexus are setting up a public business office, renting space, buying equipment, meeting with INL clients in your workplace, soliciting work, shipping or storing goods, displaying laboratory signs or logos, etc. Employees should be aware of this so that tax obligations are not unintentionally created. If it is necessary to perform some of these activities, the employee must contact the tax office in General Accounting and our Legal Department. 		

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<p>5.10 Purchases</p> <p>The telecommuting employee must follow all INL policies and procedures related to purchases as if they were working at an INL work location.</p> <p>5.11 Sensitive Unclassified Information (SUI)/Controlled Unclassified Information (CUI)</p> <p>The employee must abide by INL requirements on proprietary and sensitive information.</p> <p>5.12 INL Required Training</p> <p>Telecommuting employees must attend and complete all INL mandatory training as well as training assigned by their manager, regardless of the regular telecommuting schedule.</p> <p>Telecommuting employees shall participate in any INL-sponsored telecommuting or technology training as requested by the employee's manager.</p> <p>5.13 Travel</p> <p>The employee must ensure that all travel arrangements are made through INL travel department. Commuting between the workplace and INL is not considered travel and those expenses are not reimbursable. If the employee is located out of state or more than 100 miles from INL, travel expenses will be handled on a case-by-case basis. Reimbursable travel expenses must be specifically detailed in the "Telecommuting Agreement."</p> <p>5.14 Equipment Use</p> <p>The employee agrees that the use of equipment, software, data, supplies, and services provided by employee's organization for use at the employee's workplace is limited exclusively to the employee and to purposes related to INL business.</p> <p>5.15 Review Period</p> <p>The original "Telecommuting Agreement" must be kept in the employee's official personnel file. A copy of the "Telecommuting Agreement" should be kept in the employee's department file. Performance standards and employee's accountability for quantity and quality of work will be established by employee's manager. Evaluation of employee's job performance will be based on established standards.</p>		

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<p>Telecommuting employees must maintain a record of significant progress made on assigned projects and significant discussions with their manager, and should report progress to their manager regularly, as outlined in the "Telecommuting Agreement."</p> <p>Employees and their manager should review the telecommuting duties at least every six months (more often if needed) to assess its effectiveness.</p> <p>INL management may modify or terminate a telecommuting arrangement at any time and for any reason. The employee may also terminate a telecommuting arrangement at any time. If the employee transfers to another organization, the telecommuting arrangement is subject to receiving the new manager's approval.</p> <p>6. DEFINITIONS</p> <p><i>Telecommuting</i> is an alternative work arrangement in which all or parts of an employee's duties are performed away from an INL based work location.</p> <p><i>Outplant Assignments</i> are assignments away from INL campuses that typically last 90 consecutive days or longer and are primarily for the convenience of the laboratory.</p> <p>7. REFERENCES</p> <p>HBK-25001, Employee Handbook HBK-25002, Benefits Handbook POL-25101, Pay Policies LWP-25700, Outplant Assignments STD-5, Time and Attendance Reporting LWP-11202, Controlled Unclassified Information Program LWP-2001, Control of INL Government Property LWP-1302, Information Technology Procedure PDD-12005, INL Training Program LWP-3205, Employee Travel LRD-13300, Procurement</p>		

Idaho National Laboratory		Form 412.06 (Rev. 10)
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<p>LWP-4001, Material Acquisitions LWP-4002, Service Acquisitions LWP-4003, Using Purchase Cards to Acquire Materials and Services LWP-25100, Position Description Form 322.06, Declaration of State Tax Status Form 325.01, Position Description</p> <p>8. APPENDICES</p> <p>Appendix A, Responsibilities Appendix B, Telecommuting Flow Chart</p>		

Idaho National Laboratory

Form 422-09 (Rev. 10)

TELECOMMUTING

Identifier: LWP-25702

Revision: 3

Effective Date: 12/1/2014

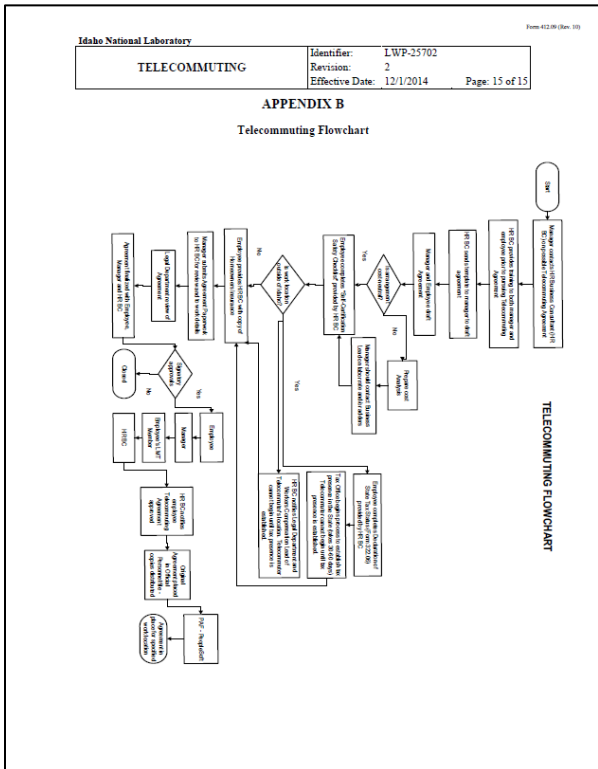
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APPENDIX A


Responsibilities

Performer	Responsibilities
Employees and Managers	<p>Complete and approve the "Telecommuting Agreement."</p> <p>If the arrangement is not cost-neutral, prepare a cost analysis.</p> <p>Contact Business Lead for organization to determine whether labor rate/adders are impacted.</p> <p>Complete the "Self-Certification Safety Checklist for Telecommuting Workplace."</p> <p>Complete Form 322.06, "Declaration of State Tax Status" and submit to Payroll at MS 3596.</p> <p>Provide HR Business Consultant with a copy of Homeowners/Renters Insurance.</p>
Leadership Management Team (LMT) member	<p>Approve the "Telecommuting Agreement."</p>
HR Business Consultant	<p>Provide all telecommuting templates to Managers and Employees at their request. Lead the facilitation, coordination and signing of the paperwork for the "Telecommuting Agreement," engaging others as necessary.</p> <p>Provide overview of process and requirements to both manager and employee prior to implementation of agreement.</p> <p>Contact Workers Compensation Lead if work location is outside of Idaho.</p> <p>Contact Legal Department to review for potential legal issues.</p> <p>Issue final authorization for assignment to begin at specified work location.</p>
Payroll Office Representative	<p>Provide expertise in regard to payroll regulations for the term of the assignment.</p> <p>Process Form 322.06, "Declaration of State Tax Status and Report of Tax Entry Change."</p>
General Accounting Tax Office Representative	<p>Provide guidance on behalf of the Laboratory on tax ramifications in a telecommuting assignment and establish tax presence in the identified state, as needed, which can take 30-60 days.</p>

Idaho National Laboratory		Identifier: LWP-25702
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Performer	Responsibilities	
Travel Office Representative	Provide expertise with regard to federal travel regulations for the term of the assignment.	
Legal Department	Legal Department reviews Agreement.	
Worker's Compensation Lead	Ensure BEA workers compensation is applicable/effective if work location is outside of Idaho.	



NREL's Telework Procedure



NREL
NATIONAL RENEWABLE ENERGY LABORATORY

Laboratory-level Procedure

Number	Procedure Title	Effective Date	Supersedes	Scheduled Reissue Date
5-1-5	Telecommuting	09/20/15	06/14/15	09/12/20

Purpose: NREL considers telecommuting to be a viable work option when work can be performed away from NREL. In accordance with this procedure, current full-time, part-time regular and limited-term employees may telecommute from home. This supports NREL's position as a sustainability-driven organization, helps decrease the Laboratory's carbon footprint, and minimizes traffic impacts to the community. In addition, telecommuting provides other benefits such as:

- Attain/retain employees
- Heighten employee morale
- Increase productivity
- Expand candidate pool
- Accommodate employees with disabilities
- Support a work/life balance
- Reduce stress.

Applicability: This procedure applies to NREL employees with individual skills, characteristics, and job functions that are well-suited for telecommuting as determined by their line manager. NREL's telecommuting program is an employee privilege not an entitlement, is voluntary, and may be terminated at NREL's discretion without cause.

Definitions: See links to glossary definitions.
[Business Sensitive Information](#)
[Cyber Security](#)
[Telecommuting](#)

Approval: Telecommuting arrangements must be approved by the cognizant line manager.


Considerations: Telecommuting is a cooperative arrangement between the line manager and the employee based on the:

- Needs of the job, center/office, Laboratory, and employee
- Employee's level of performance
- Job tasks suitable for work at home.

Line managers consider the following guidelines when evaluating the suitability of a telecommuting arrangement:

- The telecommuting arrangement will likely result in benefits to both the Laboratory and the employee.
- The job, assignment, or project can be performed remotely.
- The job, assignment, or project has clearly defined tasks and deliverables with measurable results.
- The job, assignment, or project has objectives with identifiable timeframes.

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NREL
NATIONAL RENEWABLE ENERGY LABORATORY

Laboratory-level Procedure

Number	Procedure Title	Effective Date	Supersedes	Scheduled Reissue Date
5-1-5	Telecommuting	09/20/15	06/14/15	09/12/20

Approval: **Considerations**

- Resources to perform the job, assignment, or project at home are available and appropriate.

Line managers may review the [Candidate Assessment for Telecommuting](#) to help determine if an employee is a good candidate for NREL's telecommuting program.

Telecommuting Agreement: The line manager and employee evaluate the suitability of a telecommuting arrangement, which is documented in the [Telecommuting Agreement](#). The Telecommuting Agreement describes the general conditions for working at home. Management may terminate or modify the Telecommuting Agreement or alter the agreed-upon work schedule if employee is needed at NREL due to work demands, required attendance at a meeting, training, or other business reasons.

Equipment: An NREL Department of Energy (DOE) tagged computer is required for telecommuting. If an employee does not have a laptop computer, he or she may contact the Service Operations Center for a no-cost loaner system. Business-sensitive information, personally identifiable information, or cooperative research and development agreement information may not be downloaded to personally owned equipment including hard drives, thumb drives, or printers. The employee is required to keep virus protection up-to-date on the system.

Protection of Information: Employees working under a Telecommuting Agreement must observe NREL's rules and requirements for cyber security to prevent unauthorized access to business-sensitive information in accordance with policy 9-3 [Cyber Security](#).

Liability: The employee assumes full responsibility for damage to his or her personal or real property that might occur as a result of working at the home workplace. Workers' compensation liability may apply to job-related injuries that occur while working under an approved telecommuting arrangement.

Time and Attendance: When telecommuting, employees must report on their timesheet as though they are at NREL. Employees must accurately record time worked in accordance with Laboratory-level procedure 5-3-1 [Compensation: Pay for Hours Worked](#).


In the event of a Laboratory closure, the employee's time may not be charged to "Laboratory Closure" if telecommuting on the affected day and under an approved Telecommuting Agreement, except in the case of an early release due to a holiday. For additional information, refer to the instructions included in the Laboratory closure email announcement.

Taxes: If the home address is in one of the following municipalities, or another jurisdiction that requires a similar tax, the employee may be subject to an Occupational Privilege Tax: Aurora, Denver, Glendale, Greenwood Village, and Sheridan. Where applicable, the Office of Chief Financial Officer (OCFO) (Payroll) withholds the required municipal taxes from the employee's paycheck. These taxes differ by city, but are typically \$1/month or less.

Safety: Employees working under a Telecommuting Agreement must have a designated workspace and review the [Telecommuting/Home Office Safety Guidelines](#) prior to telecommuting and when changes occur that may affect the safety of the work environment. Workers' compensation liability for job-related injuries applies to the approved telecommuting arrangement. In the event of an accident, the employee must follow the injury/illness reporting process outlined in Laboratory-level procedure 6-4-3 [Notification, Investigation, and Reporting for Events and Issues](#). If a work-related injury occurs, NREL maintains the right to physically assess the designated workspace as part of the accident/incident investigation process.

Performance Monitoring: The line manager must monitor the employee's performance to confirm that the telecommuting arrangement continues to be a viable work option, benefiting both the Laboratory and the employee.

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NREL
NATIONAL RENEWABLE ENERGY LABORATORY

Laboratory-level Procedure

Number	Procedure Title	Effective Date	Supersedes	Scheduled Reissue Date
5-1-5	Telecommuting	09/20/15	06/14/15	09/12/20

Modification: Telecommuting arrangements may be modified by revising the approved Telecommuting Agreement and obtaining the line manager's signature.

Termination of Agreement: The Laboratory or the employee may terminate the telecommuting arrangement at any time. Termination must be documented in writing with the line manager retaining the original and copies to the employee, the OCFO (Payroll), and the Human Resources Office.


Responsibilities: Specific responsibilities for telecommuting that are not addressed in other sections include the following:

Role	Responsibilities
Service Operations Center	Provides help in setting up connectivity and providing troubleshooting to streamline the process.
Environment, Health, and Safety Office	In the event of an accident, may perform a worksite evaluation as part of the accident/incident investigation process.
Employee	<ol style="list-style-type: none"> 1. Performs work in accordance with the terms and conditions of this procedure. 2. Has appropriate resources available, or access to them, to perform assignments while telecommuting. 3. Is reasonably accessible via email or phone during agreed-upon hours of work. 4. Safeguards NREL equipment and records and uses such equipment and records for official business while telecommuting. 5. Maintains telecommuting workspace that is safe and free of hazards and non-work-related distractions.

Initiating a Telecommuting Agreement: Follow this procedure to initiate a Telecommuting Agreement.

Step	Who	Action
1	Employee	Complete the Telecommuting Agreement and submit to line manager. Review the Telecommuting/Home Office Safety Guidelines . Contact the appropriate Human Resources Office business partner with questions.
2	Line manager and/or employee	Evaluate the benefits of a telecommuting arrangement. Note: Line managers may review the Candidate Assessment for Telecommuting to help determine if an employee is a good candidate for NREL's telecommuting program.
3	Line manager	Approve or disapprove Telecommuting Agreement. Notify employee of decision. Retain original approved Telecommuting Agreement and attachments, if any. Send copies of approved agreement and related documentation to the employee, the OCFO (payroll), and the Human Resources Office.
4	OCFO	Review Telecommuting Agreement for tax requirements.

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NREL
NATIONAL RENEWABLE ENERGY LABORATORY

Laboratory-level Procedure

Number	Procedure Title	Effective Date	Supersedes	Scheduled Reissue Date
5-1-5	Telecommuting	09/20/15	06/14/15	09/12/20

Penny Burton Human Resources Office Director <small>Original approved document on file in Requirements Management</small>

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SAMPLE TELEWORK GUIDES

PNNL's Telework Guide for Staff

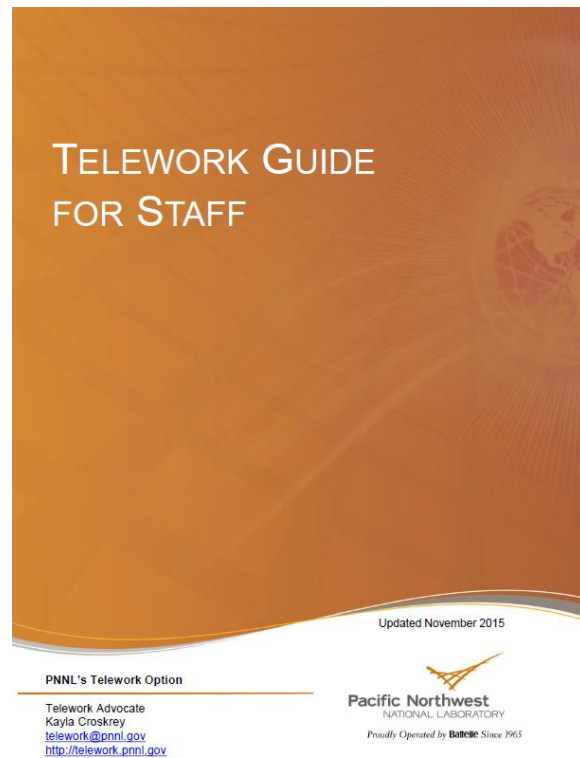


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Telework Vision

PNNL is committed to making the Lab a great place to work- environmentally, socially, and economically. Integrating flexible workplace options help create a more attractive workplace for current and future staff members.

Being a teleworker at PNNL can improve productivity, job satisfaction, and retention. PNNL's commitment to a flexible workplace demonstrates thought leadership and helps enhance our reputation with our DOE customer.

Telework Overview

The telework option was initially introduced to help PNNL reach its goal of reducing greenhouse gas emissions (GHG) from employee commuting and business travel 13% below the 2008 baseline by FY2020. The telework option also creates a more flexible workplace for staff. Teleworking can save you money and time by avoiding a commute, reducing stress, and potentially reaching a better work-life balance.

As a PNNL staff member, you have the opportunity to participate in the telework option. This Guide will help you become familiar with how to embark on a process of teleworking, covering your personal suitability to tips for making telework successful.

Make sure to check out the [HDI workflow](#) to understand the process of becoming a teleworker which can be searched in HDI as "Request and Maintain a Telework Agreement."

If you and your manager determine you are potentially eligible to be a teleworker, then you will take the required Staff Telework Training, fill out a Telework Agreement, and you and your manager will both sign the electronic agreement. A copy of the form will be emailed to both of you confirming the agreement has been signed, or, if denied, you will both be notified of that as well. The agreement can be revoked at any time by either you or your manager for any reason.

All the information and references in the guide, along with other helpful resources, can be found on the Telework Community Website: <http://telework.pnnl.gov>

If you have questions, you can also contact the Telework Advocate, Judy Thomas, at telework@pnnl.gov

Benefits of the Telework Option

Numerous studies demonstrate that offering flexible work arrangements can produce benefits for both you and PNNL. Some benefits are easily quantifiable; some are less tangible, but real nonetheless. Many PNNL staff members say that their telework day is their favorite day of the week.

Incorporating telework can:

□ Allow greater staffing and organizational flexibility.

When they're not limited by geographic area, agencies can fill positions from among the top candidates anywhere in the country, without expensive relocation or the cost of in-person meetings. As business needs change, agencies can reassemble teams and allocate personnel to suit individual projects.

□ Help cost performance and productivity.

Telework empowers you to choose and control your work environment in ways that suit you best. Both public and private studies point to the enhanced productivity achieved away from the office, where interruptions and other distractions are reduced. Additionally, the practice of working away from the office can better prepare and enable staff to work extended hours from home when deadlines loom.

□ Enhance recruitment and retention.

Flexible work is a strategic tool for attracting and retaining talented staff whose optimal work styles don't correspond to traditional hours or places of business. Increasingly, job seekers choose employers that offer telework because it better matches their lifestyle.

□ Improve staff morale and reduce stress.

Flexible work arrangements can contribute to improved quality of life and sense of well-being for staff members by freeing up precious time and energy. Staff members can use the weekly hours they might otherwise spend in a commute, for example, to enjoy more family or personal time and to attend to other needs.

□ Have a positive affect on the environment.

Teleworking enables employees to avoid traveling in a vehicle from home to work, which means fewer GHG emissions. By teleworking you can help the Laboratory meet the DOE-mandated goal to reduce our commuting emissions by 13 percent.

□ Promote continuity of operations.

Organizations with functioning telework options can better meet emergency preparedness challenges and continue their operations during emergency situations, such as severe weather conditions, facility closures, or other disruptions.

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Text sourced from: Microsoft: "Tips for successful Teleworking, Information for Managers" April 2011.

Types of Telework

For those of you who currently work from home, it's important to realize that PNNL's telework option is designed to enable **regular telework**. If you've worked from home before, you've probably been doing so as a situational teleworker.

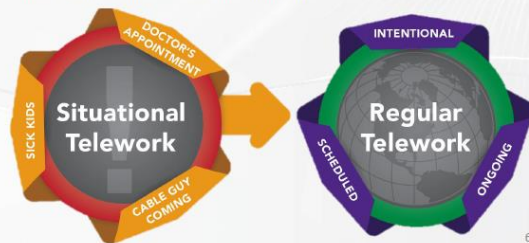
Regular telework sets you up to operate fully - as if you were in the office. You will attend meetings, answer phone calls, and be just as accessible as you normally would be. It also happens "regularly," on a set schedule; not just when you think of it or when it's necessary. Even if you've been a situational teleworker, regular teleworking is different and requires diligence and practice to get right. Remember, regular telework requires a Telework Agreement. You are expected to keep your normal work hours on regular telework days.

Situational telework is usually on an "as needed" basis. For example, you may situationally telework when you have a home repair emergency, a sick child, there's inclement weather, or a project you really need to work on without interruptions.

It's important to recognize the differences in expectations between situational and regular telework.

If you start working from a remote location (home) for ≥50% of your time, you will no longer be teleworking; you will need to consider an Alternative Workplace Agreement. Contact the telework advocate, your manager, or HRM for details.

If you have a work-related injury while teleworking, you need to call 509-375-2400; just as you would when working on-site. In situations such as this, it is especially important to ensure all regular teleworkers have a telework agreement in place.



6

Getting Started... A handy checklist

□ **Become familiar with the basics.** Visit the telework website and this guide often to understand the drivers of telework, staff and management feedback on teleworking, as well as tips and etiquette associated with it.

□ **Determine if you're eligible.** In reviewing the introductory materials on the telework website and in this guide, make sure you visit [HDI's workflow](#) on telework eligibility and the process that needs to be followed to become a teleworker.

□ **Get Trained.** Staff who are going to become regular teleworkers must take the Staff telework training, and managers who have teleworkers must take the Manager telework training. Contact your Training Coordinator to get registered for the one-time telework training. Technical training is not required, but is offered on the telework website.

□ **Assess your suitability for telework.** Your off-site work location must provide an environment conducive to telework. For personal suitability, consider comparing your position and characteristics to those in the "Is Telework a Fit?" section of this guide.

□ **Meet with your manager with your telework plan.** After reviewing your eligibility, meet with your manager with your plan for telework, and discuss the option's possibility. Remember, the flexibility of the agreement is determined by your manager. It may be as flexible as a few days a month, as desired, or a strict day each week.

□ **Complete a telework agreement.** The telework agreement is a requirement of regular telework. The agreement can be terminated by either manager or staff member at any point. The agreement demonstrates that:

- you and your manager discussed and approved telework as an option,
- that you have a safe work environment,
- that you both have been trained and understand the requirements of teleworking,
- and that you came to an agreement on the frequency.

□ **Get connected.** Ensure you know how to connect to the PNNL network and have adequate knowledge of other tools you will need to successfully telework.

□ **Get questions answered.** Contact your manager, HRM, or the Telework Advocate, Judy Thomas, with questions, concerns or issues. Each directorate has a telework advocate as well. Contact for the advocates is on the telework website, and through telework@pnl.gov.

7

Is Telework a Fit? Job Type

Job Eligibility for Telework

Evaluate to determine if the tasks associated with a specific job can be performed away from the primary work location for part of the time (≥20% time) without workflow or security concerns. A job, not an individual, is evaluated for eligibility. If the job tasks can accommodate telework then the job is eligible for telework. Your manager (or HRM), is responsible for evaluating job function eligibility and will advise you whether your job is eligible. Once a position is determined to be eligible, it will be consistently applied across the organization.

Examples of good job traits for telework

- Project-oriented work
- Computer programming
- Telephone calling
- Auditing reports
- Planning and scheduling
- Data processing and analysis
- Reviewing proposals and written reports
- Sufficient number of tasks that can be accomplished away from the office (e.g., reading, word processing, thinking)

Examples of job traits that may not fit for telework

- Tasks that are difficult to measure
- Tasks involving access to materials or information that cannot be moved
- Tasks requiring special in-house equipment
- Situations where face-to-face interaction is required
- Remote work is an unacceptable security or confidentiality risk

8

Is Telework a Fit? Personality

Individual Suitability for Telework

Evaluate if telework is suitable to your work style and needs. This occurs only after your job has been determined to be eligible. This individual suitability evaluation is completed by you, the staff member, and then discussed with your manager. Your manager will have the final say in your approval. If you and your manager are not in agreement on your suitability, your manager must clearly articulate the rationale for their decision.

Example personality traits of a good teleworker

- ☐ Requires minimal supervision
- ☐ Has a high level of skill and knowledge
- ☐ Is productive at alternate workplaces
- ☐ Is self-motivated, well-organized, and highly productive
- ☐ Self-starting and comfortable operating independently
- ☐ Doesn't need a structured environment or guidance
- ☐ Possesses strong time-management skills
- ☐ Solves problems independently before asking for help
- ☐ Communicates well with a manager, co-workers, and customers

Examples personality that may not fit for telework

- ☐ Prefers a structured environment or guidance
- ☐ Not comfortable using the required technology
- ☐ Prefers in-person communication (with a manager, co-workers, and customers)
- ☐ Likes the availability to socialize in the office or are anxious without companionship

9

Is Telework a Fit? Environment

Environmental Suitability for Telework

The alternate work location you will be working in (most likely your home) needs to be safe, comfortable, and free of distractions. It has to satisfy your physical needs (comfort, light, and ergonomics), as well as your security and connectivity needs (electronic and physical).

Remember:

- ☐ You need to provide everything yourself to set up a home office or workspace. PNNL will only provide you with a SecurID token. You may bring work materials home (laptops, mice, etc.) to use upon management approval. Some managers may approve of you acquiring and using equipment from excess. Any equipment staying off-site for greater than 6 days will need to have a completed off-site agreement form- you can find it in HDI and on the telework website.
- ☐ If you have ergonomic needs, you will need to provide for those on your own; PNNL provides you with what you need in your on-campus office. PNNL will not do an ergonomic analysis of your home office.
- ☐ PNNL will not provide a stipend for your phone or internet so you may telework.

Example a good work environment

- ☐ Quiet
- ☐ Comfortable work area
- ☐ Safe and secure for work-related documents
- ☐ Limited interruptions
- ☐ Same child/elder care as on regular, commute-to-work days
- ☐ Maintains professional atmosphere while on the phone and during virtual meetings
- ☐ Professional voicemail or forwarded through Communité: <https://communité.pnl.gov/communité/vt/main.aspx>

Examples of a work environment that may not fit for telework

- ☐ Unprofessional background for meetings
 - ☐ People or animals in background when on phone calls or in web chats
 - ☐ TV or music in background
- ☐ No comfortable work area
- ☐ Slow internet connection or poor phone service
- ☐ Work environment at home that is NOT free from distraction
 - ☐ Family at home does not respect your privacy
 - ☐ Distracting noises or pets
 - ☐ Drop-in neighbors
 - ☐ Temptations for not doing work

Remember: telework is not a replacement for child or elderly care.

10

What you bring to Telework

You, more than anyone, can make telework successful and beneficial for your coworkers and customers. You recognize that a job can be well-done from a telework location with proper planning and strong communication; PNNL has clearly defined requirements and will provide training and support to help you be an effective teleworker.

☐ Demonstrate an exemplary work ethic.

- ☐ Do your best work.
- ☐ Work independently.
- ☐ Offer new ideas.
- ☐ Volunteer for and/or collaborate on projects.
- ☐ Keep your supervisor informed on work and accomplishments.
- ☐ Ensure customer needs and commitment to coworkers are completed in a timely manner.

☐ When beginning a telework process, expect a trial period where you will meet frequently with your manager to discuss how things are going. Some questions include:

- ☐ What aspects of the work you do can be effectively performed from an alternative work site?
- ☐ Does the schedule work for you, your manager, your coworkers, and your customers?
- ☐ Is the quality and quantity of work up to your manager's expectations?
- ☐ Do any of the specifics in the telework agreement need to be changed?

☐ Evaluate progress with your manager.

- ☐ Make sure you and your manager review details of telework arrangement early and revisit them as often as needed.
- ☐ You discuss with your manager how your progress will be monitored and how your level of access will be the same as your coworkers. These mechanisms should be detailed in the telework agreement.

☐ Although telework has been adopted in businesses for more than a decade, there are still several concerns that may make you reluctant to request a telework arrangement.

☐ Take steps to ensure that telework works for customers, coworkers, and other key staff to ensure seamless coverage of work-related responsibilities.

- ☐ When teleworking, plan meetings in advance or be available to participate via telephone or use other suitable tools and resources.
- ☐ When making or receiving work assignments, be flexible to accommodate your manager's, coworkers or customer's scheduling requirements.
- ☐ You take responsibility for identifying specific technology requirements, are familiar with, understand, and comply with their organization's information security policies.

What you bring to Telework

Telework must not adversely affect customer service delivery, your productivity, or the progress of an individual or team assignment. The key to succeeding as a teleworker is communicating clearly and often with your manager, coworkers, and customers. Tailor your communication efforts to whom you are contacting. Some managers may prefer that you check in each time you telework to review your daily plan and to discuss problems you may be experiencing. Other managers may be comfortable with you checking in less frequently. It is important to come to an agreement about a communication plan that works best for you, your manager, and your work group.

☐ Effective Collaboration

- ☐ If you are new to telework, there are important communication aspects to consider. Telework raises the communication question, "How do I participate in meetings when I am not able to attend in person?" When teleworking, there may be meetings that you will not be able to attend in person, so it is important to ensure that you set up conference lines, video chat, or Microsoft Lync ahead of time.

- ☐ If you are communicating from on-campus, it is important that coworkers can call in and fully contribute to meetings. When planning meetings, assume teleworkers will participate and be sure to initiate virtual meetings by using the Microsoft Lync or other web meeting scheduling functionality.

- ☐ As a new teleworker, you may want to map out whom you will need to communicate with on teleworking days and what you will need to be successful in those conversations. You may also want to be extra diligent about communicating with colleagues about work plans and timelines to be certain there is a shared understanding of those plans even when you are working remotely.

☐ Situational Awareness

- ☐ Be extra sensitive to those participating in meetings via the phone or video. Go the extra mile to ensure that everyone has the same opportunity to access information, speak, and be listened to. This will avoid a great deal of frustration on the part of all meeting participants.

☐ Trust—A Key Component of Teleworking

- ☐ The key difference between the telework relationship and the in-office relationship is that your manager cannot see what you are doing when you are working at home. While work is what you do, not where you are, it all comes down to trust. By choosing to telework, you own the responsibility of proving you have an exemplary work ethic.

12

Virtual Etiquette

As virtual meetings are becoming more prevalent across campus and while teleworking, it's important not to forget meeting manners. In general, act as if you would in an in-person meeting. Don't multi-task and be the center of distractions. Make sure to act professionally and be prepared. Keep in mind, that it's much easier to lose participation from distanced collaborators- email and blackberries become major distractions – so keep virtual meetings as on point and on time as possible.

Participants:

- ❑ **Pay attention.** Minimize all other open windows not relevant to the meeting; especially e-mails and chats. Key clicks while typing and audible, and asking to repeat topics covered shows you are not engaged or care about the meeting.
- ❑ **Sounds are amplified.** Snack bags, keyboards, and leather chairs all offer embarrassing and distracting noises while on a call- keep them to a minimum.
- ❑ **Remember that people can see you** in a web conference. Be aware of your surroundings in your conference space (office or home) and your facial expressions- everyone will get a preview.

Presenters:

- ❑ **Prepare.** If you have visuals in your presentation, make sure the slides are working and in order. With nothing else to look at, participants can be more critical of mishaps.
- ❑ **Be conscious of internet speeds.** If you are creating the presentation and decide to include graphics, make sure the graphics are manageable for participants who may not have fast internet connections.
- ❑ **Introductions.** Begin with a roll call that includes each participant's name, title and location. Before sharing an idea or commenting on someone else's during the call, a participant should state his name so others know who is speaking.
- ❑ **Watch the clock.** The object of conferencing is to streamline communications and increase productivity. Keep meetings focused by setting an agenda with clear objectives, and make sure each participant has a copy beforehand.
- ❑ **Control distractions.** Be polite but firm with people who are talking too long or having side conversations. Don't allow for conversation to wander- the point of these meetings is to be more productive.
- ❑ **Remember you are virtual.** You don't have the advantage of reading visual clues to see if everyone is on-board with topics covered in the meeting, make sure to take logical breaks to gauge interest and asking questions. "Does anyone have questions before we move on?" and similar questions are suggested.
- ❑ **Announce the meeting close.** Since attendees may not be able to see all the visual clues of a meeting ending, thank everyone for their time and recap deliverables.

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<http://www.strategic-workplace-solutions.com/services/articles/virtual-meeting-etiquette>
<http://www.bajournal.com/houston/stories/2003/08/04/issue4.html?page=all>

PNNL's Telework Guide for Managers

TELEWORK GUIDE FOR MANAGERS

Updated November 2015

PNNL's Telework Option

Telework Advocate
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<http://telework.pnnl.gov>

Pacific Northwest
 NATIONAL LABORATORY
Proudly Operated by Battelle Since 1965

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Telework Vision

PNNL is committed to making the Lab a great place to work- environmentally, socially, and economically. Integrating flexible workplace options help create a more attractive workplace for current and future staff members.

Being a teleworker at PNNL can improve productivity, job satisfaction, and retention. PNNL's commitment to a flexible workplace demonstrates thought leadership and helps enhance our reputation with our DOE customer.



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Telework Overview

The telework option was initially introduced to help PNNL reach its goal of reducing greenhouse gas emissions (GHG) from employee commuting and business travel 13% below the 2008 baseline by FY2020. The telework option also creates a more flexible workplace for staff. Teleworking can help staff members save money and time by avoiding a commute, reducing stress, and potentially reaching a better work-life balance.

Workers in all employment classifications are eligible for the option, with supervisor/manager permission to participate based on work applicability and staff ability to perform work independently. This guide will help you become familiar with how to embark on a process of managing teleworkers; covering their job and personality's suitability to tips for making telework successful.

To help managers determine if a job and the staff member are a good fit for telework, resources are available in the [HDI workflow](#) ("Request and Maintain Telework Agreement") and on the telework website.

If you determine your staff member is eligible to be a teleworker, then your staff member will initiate the telework process. No PNNL staff member will ever be forced to telework. Your interested staff will speak with you, and then take the following steps: 1) attend the required Staff Telework Training, 2) fill out and sign a Telework Agreement. You will receive a notice of this in your Approvals Inbox, and from there approve or reject the electronic agreement. A copy of the form will be emailed to both you and your staff member confirming the agreement has been signed, or, if denied, you will both be notified of that as well. The agreement can be revoked at any time by either you or your staff member for any reason.

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Manager's Role in Telework

As a manager, your primary role in the Telework Option is to provide guidance and support so staff who are interested in teleworking are successful. You have input into the telework process and are encouraged to take opportunities to discuss with and guide staff members. The final approval in allowing a staff member to telework lies with you. Ask you make decisions, keep in mind that many staff already telework on a situational basis. Think about your situational telework expectations and make sure you are consistent with your rationale and final decisions as related to telework participation.

Once a staff member expresses interest in telework, it is your responsibility to work with that individual to first determine their eligibility, and if they are eligible, to ensure they are prepared to a successful telework arrangement.

If your staff member has a work-related injury while teleworking, they need to call 509-375-2400, just as they would when working on-site. In situations such as this, it is especially important to ensure all regular teleworkers have a telework agreement in place.

Managers and staff members both have a guide (this and the Telework Guide for Staff) on how to get started in telework. In this guide, you'll find a manager's checklist that is consistent with information provided in the Telework Guide for Staff.

All the information and references in the guide, along with other helpful resources, can be found on the Telework Community Website: <http://telework.pnnl.gov>

Additional resources available to help answer your questions and provide more information on telework include:

- ☐ Telework website
- ☐ Telework advocate, Kayla Croskrey, (telework@pnnl.gov)
- ☐ Your HRM

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Benefits of the Telework Option

Numerous studies demonstrate that offering flexible work arrangements can produce benefits for both you and PNNL. Some benefits are easily quantifiable; some are less tangible, but real nonetheless. Many PNNL staff members say that their telework day is their favorite day of the week.

Incorporating telework can:

☐ Allow greater staffing and organizational flexibility.

When they're not limited by geographic area, agencies can fill positions from among the top candidates anywhere in the country, without expensive relocation or the cost of in-person meetings. As business needs change, agencies can reassemble teams and allocate personnel to suit individual projects.

☐ Help cost performance and productivity.

Telework empowers you to choose and control your work environment in ways that suit you best. Both public and private studies point to the enhanced productivity achieved away from the office, where interruptions and other distractions are reduced. Additionally, the practice of working away from the office can better prepare and enable staff to work extended hours from home when deadlines loom.

☐ Enhance recruitment and retention.

Flexible work is a strategic tool for attracting and retaining talented staff whose optimal work styles don't correspond to traditional hours or places of business. Increasingly, job seekers choose employers that offer telework because it better matches their lifestyle.

☐ Improve staff morale and reduce stress.

Flexible work arrangements can contribute to improved quality of life and sense of well-being for staff members by freeing up precious time and energy. Staff members can use the weekly hours they might otherwise spend in a commute, for example, to enjoy more family or personal time and to attend to other needs.

☐ Have a positive affect on the environment.

Teleworking enables employees to avoid traveling in a vehicle from home to work, which means fewer GHG emissions. By teleworking you can help the Laboratory meet the DOE-mandated goal to reduce our commuting emissions by 13 percent.

☐ Promote continuity of operations.

Organizations with functioning telework options can better meet emergency preparedness challenges and continue their operations during emergency situations, such as severe weather conditions, facility closures, or other disruptions.

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Text sourced from: Microsoft: "Tips for successful Teleworking, Information for Managers" April 2011.

Types of Telework

It's important to realize that PNNL's telework option is designed to enable **regular telework**. If you or your staff have worked from home before, it's probably been as a situational teleworker.

Regular telework sets your staff member up to operate fully - as if you they were in the office. They will attend meetings, answer phone calls, and be just as accessible as they normally are. It also happens "regularly," on a set schedule: not just when they think of it or when it's necessary. Even if they've been a situational teleworker, regular teleworking is different and requires diligence and practice to get right. Remember, regular telework requires a Telework Agreement. Your staff member maintains their normal work hours on regular telework days.

Situational telework is usually on an "as needed" basis. For example, your staff may situationally telework when they have a home repair emergency, a sick child, inclement weather hits, or have a project they really need to work on without interruptions.

It's important to recognize the differences in expectations between situational and regular telework.

If your staff want to work from a remote location (home) for ≥50% of their time, they will no longer be teleworking; they will need to consider an Alternative Workplace Agreement. Contact your HRM for details.



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Managing Teleworkers... A Handy Checklist

- ❑ **Become familiar with the basics.** Visit the telework website and this guide often to understand the drivers of telework, staff and management feedback on teleworking, as well as tips and etiquette associated with it.
- ❑ **Prepare for conversation with staff by considering:**
 - ❑ The introductory materials, [HDI's workflow](#) on telework eligibility; and the process that needs to be followed to become a teleworker.
 - ❑ Job eligibility for telework for all jobs in your department (see "Is Telework a Fit? Job Type" from the Staff Guide- attached to the end of this guide).
 - ❑ Individual eligibility for all staff members reporting to you with and interest in telework. Your staff member will also do a self-assessment of suitability (see "Is Telework a Fit? Personality" from the Staff Guide- attached to the end of this guide).
- ❑ **Get Trained.** Managers who have teleworkers must take the Manager Telework Training, and staff who are going to become regular teleworkers must take the Staff Telework Training. Contact your Training Coordinator to get registered for the one-time training. Technical training is not required, but is offered on the telework website.
- ❑ **Sign telework agreements.** The telework agreement is a requirement of regular telework. The agreement can be terminated by either manager or staff member at any point. The agreement demonstrates that:
 - ❑ you and your staff member discussed and approved telework as an option,
 - ❑ that you have a safe work environment,
 - ❑ that you both have been trained and understand the requirements of teleworking,
 - ❑ and that you came to an agreement on the frequency.
- ❑ **Meet with your teleworkers to see how it's going.** Keep in mind it takes a few days of regular telework for your staff member to fully acclimate to working from home for a full workday, with all the same expectations of the office. Set time periods to check-in and evaluate progress, feedback, and if changes to the agreement need to be made. Suggested time periods are often every 6 months. Remember, the telework agreement can be revoked at any point by you or your staff member.

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Virtual Etiquette

As virtual meetings are becoming more prevalent across campus and while teleworking, it's important not to forget meeting manners. In general, act as if you would in an in-person meeting. Don't multi-task and be the center of distractions. Make sure to act professionally and be prepared. Keep in mind, that it's much easier to lose participation from distanced collaborators- email and blackberries become major distractions - so keep virtual meetings as on point and on time as possible.

Presenters:

- ❑ **Prepare.** If you have visuals in your presentation, make sure the slides are working and in order. With nothing else to look at, participants can be more critical of mishaps.
- ❑ **Be conscious of internet speeds.** If you are creating the presentation and decide to include graphics, make sure the graphics are manageable for participants who may not have fast internet connections.
- ❑ **Introductions.** Begin with a roll call that includes each participant's name, title and location. Before sharing an idea or commenting on someone else's during the call, a participant should state his name so others know who is speaking.
- ❑ **Watch the clock.** The object of conferencing is to streamline communications and increase productivity. Keep meetings focused by setting an agenda with clear objectives, and make sure each participant has a copy beforehand.
- ❑ **Control distractions.** Be polite but firm with people who are talking too long or having side conversations. Don't allow for conversation to wander- the point of these meetings is to be more productive.
- ❑ **Remember you are virtual.** You don't have the advantage of reading visual clues to see if everyone is on-board with topics covered in the meeting; make sure to take logical breaks to gauge interest and asking questions. "Does anyone have questions before we move on?" and similar questions are suggested.
- ❑ **Announce the meeting close.** Since attendees may not be able to see all the visual clues of a meeting ending, thank everyone for their time and recap deliverables.

Participants:

- ❑ **Pay attention.** Minimize all other open windows not relevant to the meeting; especially e-mails and chats. Key clicks while typing and audible, and asking to repeat topics covered shows you are not engaged or care about the meeting.
- ❑ **Sounds are amplified.** Snack bags, keyboards, and leather chairs all offer embarrassing and distracting noises while on a call- keep them to a minimum.
- ❑ **Remember that people can see you** in a web conference. Be aware of your surroundings in your conference space (office or home) and your facial expressions- everyone will get a preview.

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<http://www.strategic-workplace-solutions.com/services/articles/virtual-meeting-etiquette>
<http://www.bqjournal.com/houston/stories/2003/08/04/focus4.htm?page=all>

References

Pages from the Telework Guide for Staff

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STAFF GUIDE

Is Telework a Fit?
Job Type

Job Eligibility for Telework

Evaluate to determine if the tasks associated with a specific job can be performed away from the primary work location for part of the time (≥20% time) without workflow or security concerns. A job, not an individual, is evaluated for eligibility. If the job tasks can accommodate telework then the job is eligible for telework. Your manager (or HRM), is responsible for evaluating job function eligibility and will advise you whether your job is eligible. Once a position is determined to be eligible, it will be consistently applied across the organization.

Examples of good job traits for telework

- ☐ Project-oriented work
- ☐ Computer programming
- ☐ Telephone calling
- ☐ Auditing reports
- ☐ Planning and scheduling
- ☐ Data processing and analysis
- ☐ Reviewing proposals and written reports
- ☐ Sufficient number of tasks that can be accomplished away from the office (e.g., reading, word processing, thinking)

Examples of job traits that may not fit for telework

- ☐ Tasks that are difficult to measure
- ☐ Tasks involving access to materials or information that cannot be moved
- ☐ Tasks requiring special in-house equipment
- ☐ Situations where face-to-face interaction is required
- ☐ Remote work is an unacceptable security or confidentiality risk

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STAFF GUIDE

Is Telework a Fit?
Personality

Individual Suitability for Telework

Evaluate if telework is suitable to your work style and needs. This occurs only after your job has been determined to be eligible. This individual suitability evaluation is completed by you, the staff member, and then discussed with your manager. Your manager will have the final say in your approval. If you and your manager are not in agreement on your suitability, your manager must clearly articulate the rationale for their decision.

Example personality traits of a good teleworker

- ☐ Requires minimal supervision
- ☐ Has a high level of skill and knowledge
- ☐ Is productive at alternate workplaces
- ☐ Is self-motivated, well-organized, and highly productive
- ☐ Self-starting and comfortable operating independently
- ☐ Doesn't need a structured environment or guidance
- ☐ Possesses strong time-management skills
- ☐ Solves problems independently before asking for help
- ☐ Communicates well with a manager, co-workers, and customers

Examples personality that may not fit for telework

- ☐ Prefers a structured environment or guidance
- ☐ Not comfortable using the required technology
- ☐ Prefers in-person communication (with a manager, co-workers, and customers)
- ☐ Likes the availability to socialize in the office or are anxious without companionship

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STAFF GUIDE

Is Telework a Fit?
Environment

Environmental Suitability for Telework

The alternate work location you will be working in (most likely your home) needs to be safe, comfortable, and free of distractions. It has to satisfy your physical needs (comfort, light, and ergonomics), as well as your security and connectivity needs (electronic and physical).

Remember:

- ☐ You need to provide everything yourself to set up a home office or workspace. PNNL will only provide you with a SecurID token. You may bring work materials home (laptops, mice, etc.) to use upon management approval. Some managers may approve of you acquiring and using equipment from excess. Any equipment staying off-site for greater than 6 days will need to have a completed off-site agreement form- you can find it in HDI and on the telework website.
- ☐ If you have ergonomic needs, you will need to provide for those on your own; PNNL provides you with what you need in your on-campus office. PNNL will not do an ergonomic analysis of your home office.
- ☐ PNNL will not provide a stipend for your phone or internet so you may telework.

Example a good work environment

- ☐ Quiet
- ☐ Comfortable work area
- ☐ Safe and secure for work-related documents
- ☐ Limited interruptions
- ☐ Same child/elder care as on regular, commute-to-work days
- ☐ Maintains professional atmosphere while on the phone and during virtual meetings
- ☐ Professional voicemail or forwarded through Communité:
<https://communité.pnnl.gov/communité/pvt/main.aspx>

Examples of a work environment that may not fit for telework

- ☐ Unprofessional background for meetings
 - ☐ People or animals in background when on phone calls or in web chats
 - ☐ TV or music in background
- ☐ No comfortable work area
- ☐ Slow internet connection or poor phone service
- ☐ Work environment at home that is NOT free from distraction
 - ☐ Family at home does not respect your privacy
 - ☐ Distracting noises or pets
 - ☐ Drop-in neighbors
 - ☐ Temptations for not doing work

Remember: telework is not a replacement for child or elderly care.

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STAFF GUIDE

What you bring to Telework

You, more than anyone, can make telework successful and beneficial for your coworkers and customers. You recognize that a job can be well-done from a telework location with proper planning and strong communication; PNNL has clearly defined requirements and will provide training and support to help you be an effective teleworker.

☐ Demonstrate an exemplary work ethic.

- ☐ Do your best work.
- ☐ Work independently.
- ☐ Offer new ideas.
- ☐ Volunteer for and/or collaborate on projects.
- ☐ Keep your supervisor informed on work and accomplishments.
- ☐ Ensure customer needs and commitment to coworkers are completed in a timely manner.

☐ When beginning a telework process, expect a trial period where you will meet frequently with your manager to discuss how things are going. Some questions include:

- ☐ What aspects of the work you do can be effectively performed from an alternative work site?
- ☐ Does the schedule work for you, your manager, your coworkers, and your customers?
- ☐ Is the quality and quantity of work up to your manager's expectations?
- ☐ Do any of the specifics in the telework agreement need to be changed?

☐ Evaluate progress with your manager.

- ☐ Make sure you and your manager review details of telework arrangement early and revisit them as often as needed.
- ☐ You discuss with your manager how your progress will be monitored and how your level of access will be the same as your coworkers. These mechanisms should be detailed in the telework agreement.

☐ Although telework has been adopted in businesses for more than a decade, there are still several concerns that may make you reluctant to request a telework arrangement.

- ☐ Take steps to ensure that telework works for customers, coworkers, and other key staff to ensure seamless coverage of work-related responsibilities.
 - ☐ When teleworking, plan meetings in advance or be available to participate via telephone or use other suitable tools and resources.
 - ☐ When making or receiving work assignments, be flexible to accommodate your manager's, coworkers or customer's scheduling requirements.
 - ☐ You take responsibility for identifying specific technology requirements, are familiar with, understand, and comply with their organization's information security policies.

STAFF GUIDE

What you bring to Telework

Telework must not adversely affect customer service delivery, your productivity, or the progress of an individual or team assignment. The key to succeeding as a teleworker is communicating clearly and often with your manager, coworkers, and customers. Tailor your communication efforts to whom you are contacting. Some managers may prefer that you check in each time you telework to review your daily plan and to discuss problems you may be experiencing. Other managers may be comfortable with you checking in less frequently. It is important to come to an agreement about a communication plan that works best for you, your manager, and your work group.

□ Effective Collaboration

- If you are new to telework, there are important communication aspects to consider. Telework raises the communication question, "How do I participate in meetings when I am not able to attend in person?" When teleworking, there may be meetings that you will not be able to attend in person, so it is important to ensure that you set up conference lines, video chat, or Microsoft Lync ahead of time.
- If you are communicating from on-campus, it is important that coworkers can call in and fully contribute to meetings. When planning meetings, assume teleworkers will participate and be sure to initiate virtual meetings by using the Microsoft Lync or other web meeting scheduling functionality.
- As a new teleworker, you may want to map out whom you will need to communicate with on teleworking days and what you will need to be successful in those conversations. You may also want to be extra diligent about communicating with colleagues about work plans and timelines to be certain there is a shared understanding of those plans even when you are working remotely.

□ Situational Awareness

- Be extra sensitive to those participating in meetings via the phone or video. Go the extra mile to ensure that everyone has the same opportunity to access information, speak, and be listened to. This will avoid a great deal of frustration on the part of all meeting participants.

□ Trust—A Key Component of Teleworking

- The key difference between the telework relationship and the in-office relationship is that your manager cannot see what you are doing when you are working at home. While work is what you do, not where you are, it all comes down to trust. By choosing to telework, you own the responsibility of proving you have an exemplary work ethic.

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STAFF GUIDE

Virtual Etiquette

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Participants:

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- **Sounds are amplified.** Snack bags, keyboards, and leather chairs all offer embarrassing and distracting noises while on a call- keep them to a minimum.
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<http://www.strategic-workplace-solutions.com/resources/articles/virtual-meeting-etiquette>
<http://www.bapjournal.com/transaction/2003/08/04/focus4.html?page=all>

Additional Resources for Managers

- [Microsoft's Telework Information](#)
- [Telework Exchange: Information for Managers](#)
- [Telework.gov: Basics for Managers](#)
- GSA's article: [Telework as a Team Sport](#)



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SAMPLE CANDIDATE ASSESSMENTS FOR TELEWORKING

NREL's Candidate Assessment for Teleworking

Candidate Assessment for Telecommuting

ASSESSING THE JOB			
For each of the characteristics below, indicate whether you agree, disagree, or don't know.			
	AGREE	DISAGREE	DON'T KNOW
The job involves independent work in which the employee can control his or her own work process and schedule.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The needs of clients and co-workers can be met while working remotely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job is results-oriented, with clear commitments and goals and measurable outputs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job allows for a variety of techniques and technologies to communicate effectively with clients, managers, and co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job does NOT require the use of resources that are accessible only in the office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASSESSING THE EMPLOYEE			
	AGREE	DISAGREE	DON'T KNOW
The employee consistently sets and meets deadlines for accomplishing his or her work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee exhibits a high degree of skill in time management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee is results-oriented, self-motivated, and works well independently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee has enough job knowledge to work effectively with minimal supervision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee is successful in meeting commitments of the current position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee communicates effectively with his or her manager, co-workers, and clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee has sufficient space at home for a virtual office workspace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have responded "Agree" to the above questions, the employee is a good candidate to be approved for telecommuting. If you have responded "Disagree" to one or more of the questions, you may consider a limited arrangement for this employee or deny participation.

SAMPLE HOME OFFICE SAFETY GUIDELINES

INL's Self-Certification Safety Checklist for Telecommuting Location and Inspection Sheet

Schedule D
Self-Certification Safety Checklist
For Telecommuting Location

____ ("Employee") must self certify the safety of the off-site workspace at the Telecommuting Location. The Employee shall complete the safety checklist and return to BEA as a condition of employment. During the Employee's employment with BEA, BEA reserves the right to inspect the off-site workspace, after giving Employee one (1) working day notice, to ensure a safe working environment for the Employee. The success of the telecommuting arrangement depends on the assessment of the workspace and the ability of the Employee to successfully complete the required work responsibilities in this environment.

Workplace Environment:

- Does the space seem adequately ventilated? Yes ___ No ___
- Is the space reasonably quiet? Yes ___ No ___
- Are all stairs with four or more steps equipped with handrails? Yes ___ No ___
- Are all circuit breakers and/or fuses in the electrical panel labeled as to intended service? Yes ___ No ___
- Do circuit breakers clearly indicate if they are in open or closed position? Yes ___ No ___
- Is all electrical equipment free of recognized hazards that would cause physical harm (frayed wires, bare conductors, loose wires, flexible wires running through walls, exposed wires fixed to the ceiling)? Yes ___ No ___
- Are electrical outlets 3-pronged (grounded)? Yes ___ No ___
- Are aisles, doorways, and corners free of obstructions to permit visibility and movement? Yes ___ No ___
- Are file cabinets and storage closets arranged so drawers and doors do not open into walkways? Yes ___ No ___
- Do chairs appear sturdy? Yes ___ No ___
- Is the space crowded with furniture? Yes ___ No ___
- Are the phone lines, electrical cords, and extension wires secured under a desk or alongside a baseboard? Yes ___ No ___

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- Is the office space neat and clean? Yes ___ No ___
- Are floor surfaces level, clean, dry, and free of worn or frayed seams? Yes ___ No ___
- Are carpets well secured to the floor and free of frayed or worn seams? Yes ___ No ___
- Is there a fire extinguisher in the home, easily accessible from the office space (required)? Yes ___ No ___
- Is there a working (test) smoke detector within hearing distance of the workspace (required)? Yes ___ No ___

Computer Workstation:

- Is your back adequately supported by a backrest? Yes ___ No ___
- Are your feet on the floor or fully supported by a footrest? Yes ___ No ___
- Are you satisfied with the placement of your monitor and keyboard? Yes ___ No ___
- Is it easy to read the text on your computer screen? Yes ___ No ___
- Is your work area provided with a surge protector? Yes ___ No ___
- Do you have enough legroom at your desk? Yes ___ No ___
- Is the screen free from noticeable glare? Yes ___ No ___
- Is the top of the screen at eye level? Yes ___ No ___
- Is there space to rest your arms while not keying? Yes ___ No ___
- When keying, are your forearms close to parallel with the floor? Yes ___ No ___
- Are your wrists fairly straight when keying? Yes ___ No ___
- Have you performed an ergo-smart study of your work area? Yes ___ No ___
- Have you defined your work area? Yes ___ No ___

If Self-Certification:

I certify that I have carefully inspected the off-site workspace at the Telecommuting Location and I am of the opinion that the workspace will allow me a reasonable opportunity to meet the position

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requirements of my employment with BEA. I also certify that the workspace complies with all applicable zoning regulations and/or restrictive covenants. I am attaching a copy of an insurance certificate demonstrating that I maintain (homeowners) (renters) insurance on the workspace that provides a minimum of one hundred thousand dollars (\$100,000.00) liability insurance per occurrence. (Circle One)

Employee _____ Date _____

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Schedule E
Inspection by BEA Inspector

As an authorized inspector for BEA, I certify that I have carefully inspected the off-site work space at the Telecommuting Location and I am of the opinion that Employee's off-site work space is an (acceptable) (unacceptable) work space that (allows) (does not allow) Employee a reasonable opportunity to meet his position requirements. (Circle one)

Note: Employee has provided BEA with an insurance certificate demonstrating that Employee maintains adequate homeowner's or renter's insurance on the Telecommuting Location in the amount set forth on the Safety Checklist. Homeowner's or renter's insurance and any changes in rates or coverage are the responsibility of Employee and not BEA.

Print Name of Inspector _____ Date _____

Signature of Inspector _____

Comments (optional):

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NREL's Teleworking/Home Office Safety Guidelines

Telecommuting/Home Office Safety Guidelines

INSTRUCTIONS	
The following guidelines are for use by telecommuters in establishing alternative work sites. The telecommuter should discuss this document with his or her line manager prior to the start of telecommuting. Employees and line managers are encouraged to work together to establish a safe alternative work site.	
PART 1 – ALTERNATIVE WORKPLACE(S) – GENERAL SAFETY	
1.	Are temperature, noise, ventilation, and lighting levels adequate for maintaining your normal level of job performance?
2.	Are stairs with four or more steps equipped with handrails?
3.	Are aisles, stairs, doorways, and corners free of obstruction to permit visibility and movement?
4.	Is the office space neat, clean, and free of unnecessary items and excess combustibles?
5.	Are carpets well secured to the floor and free of frayed or worn seams?
6.	Will indoor and outdoor walking surfaces be free of trip hazards, such as ice, pulled up rugs, pets, or clutter?
7.	Is there a working smoke detector and fire extinguisher in the office area?
PART 2 – ALTERNATIVE WORKPLACE(S) – ELECTRICAL SAFETY	
8.	Is electrical equipment free of recognized hazards that would cause physical harm, such as frayed wires, bare conductors, or loose wires?
9.	Will the electrical system accommodate the grounding of electrical equipment (three-prong receptacles)?
10.	Do electrical enclosures, such as switches, outlets, receptacles, and junction boxes, have tight-fitting covers or plates?
11.	Are the phone lines, electrical cords, and extension wires secured and located in a manner to avoid trip hazards?
12.	Are surge protectors used for computers, fax machines, and printers?
PART 3 – ALTERNATIVE WORKPLACE(S) – COMPUTER WORKSTATION	
13.	Have you completed the NREL online ergonomic training?
14.	Is your chair adjustable?
15.	Does the chair provide adequate back support?
16.	Are your feet flat on the floor or on a footrest when sitting back in your chair?
17.	Is your chair stable? (Wheeled office chairs should have a five-point base).
18.	Does your chair have armrests?
19.	Are your shoulders relaxed and elbows held close to the body?
20.	Is your monitor screen positioned directly in front of you?
21.	Is the monitor 18 inches to 20 inches from your eyes?
22.	Is the top of the screen at eye level?
23.	Is the screen positioned to avoid reflection/glare?
24.	Do you have/need a document holder?
25.	Do you have a wrist rest?*
26.	When keying, are your forearms close to parallel to the floor?
27.	Are your wrists fairly neutral (straight) when keying?
28.	Are the mouse and keyboard able to be positioned on the same level?
29.	Does the workstation provide sufficient legroom?
30.	Are your forearms, wrists, and back of the knees free from contact with hard, sharp edges?
31.	Are frequently used items, such as phones, within arm's reach?
32.	How many hours per day will you be working on a computer/laptop?
33.	Are you currently experiencing cumulative trauma symptoms such as pain, numbness or tingling in your hands, arms, shoulders, or back?

*NREL does not provide equipment or supplies for use in the home office. Following the guidelines in the ergonomics training to set up an ergonomically suitable home office is voluntary.

SAMPLE TELEWORK AGREEMENTS

INL's Telework Agreement

<p style="text-align: center;">Idaho National Laboratory Telecommuting Agreement</p> <p>This is a Telecommuting Agreement (Agreement) between Battelle Energy Alliance, LLC (BEA), doing business as Idaho National Laboratory (INL), and (Employee). Employee will comply with the following provisions:</p> <ol style="list-style-type: none"> At-Will Employment. Employment with BEA is at-will. This Agreement does not constitute a contract of employment, either express or implied. The purpose of this Agreement is to outline the terms of a special work arrangement. Employee may terminate employment with BEA at any time, and BEA may terminate Employee's employment at any time for any lawful reason. This Agreement is subject to review, modification, and/or termination at any time by BEA. Work Assignment. Work Assignments will be provided by Employee's manager and can be communicated in person, by phone, and/or by email. The frequency of meetings with the manager at INL is at the discretion of the manager. Employee will complete all assigned work according to procedures determined by the manager. Employee's Position Description is included as Schedule A, and Employee's Objectives are set forth and included as Schedule B. Performance Standards and Evaluations. Performance standards and Employee's accountability for quantity and quality of work will be established by Employee's manager. Evaluation of Employee's job performance will be based on established standards. Telecommuting Location. The Telecommuting Location will be City, State. <i>(Include the following if the location is outside of Idaho: The Employee is required to complete Form 322.06, "Declaration of State Tax Status", prior to the commencement of this Agreement.)</i> <i>(Note: As the Employee's telecommuting status outside of Idaho may create a tax presence for INL in that state or country, the agreement may not commence until approvals from the INL Tax Accountant and Legal Department are obtained. Similarly, an employee cannot move to another state or country and perform work without prior approval by the INL Tax Accountant and Legal Department. A minimum of 30 days advance notice is required prior to a move.)</i> Approval of Employee's manager is required to change the Telecommuting Location to a different state or country. Additionally, 30 days advance notice to BEA's Tax Accountant and Legal Department, including a new Form 322.06, "Declaration of State Tax Status," is required prior to Employee's move to a different state or country. Employee is not authorized to work in a different state or country without these prior approvals. Term of Assignment. The term of the telecommuting agreement shall be from _____ through _____, unless terminated sooner. Employee's manager possesses the unilateral authority to terminate the telecommuting agreement at any time. Any extensions to this Term of Assignment shall be in writing and attached to this Agreement. <p>Rev. 9, October, 2014 - 1 -</p>	<ol style="list-style-type: none"> Type of Assignment. Employee will work from the Telecommuting Location on a full-time (or part-time) basis. <i>(If part-time, provide details of arrangement.)</i> Pay and Attendance. All pay and leave will be based on Employee's official INL position. Employee's time and attendance will be recorded as if performing official duties at the INL. Personal Leave. Employee must obtain supervisory approval for personal leave in accordance with established INL policies. Employee agrees to follow established procedures for requesting and obtaining approval of personal leave. INL-Owned Equipment. In order to perform work effectively, BEA will provide Employee with the following: <i>(list equipment here)</i> and any other equipment deemed necessary to perform job responsibilities ("Equipment") for use at the Telecommuting Location and while on business travel. The Equipment must be protected against damage and may be used for INL work only. Equipment will be serviced and maintained by INL. All Equipment must be documented in accordance with the INL's Property Management Policy, and all Cyber Security Requirements must be followed. Before telecommuting, Employee must complete the Telecommuting Requirements Self-Certification Checklist, included as Schedule C. Employee's manager or INL's Information Management organization may require Employee to periodically recertify Schedule C. In the event Employee moves, a new Schedule C is required. Workspace. Employee's off-site workspace at the Telecommuting Location will be considered an extension of the INL workspace. Before telecommuting, Employee must complete the Self-Certification Safety Checklist for Telecommuting Location, included as Schedule D. In the event Employee changes the workspace, a new Schedule D is required. Employee's off-site workspace should provide adequate work area (i.e., table or desk), light, telephone service, power, and temperature control. Additional requirements may vary, depending on the nature of the work and the equipment needed to perform work. Employee must verify that the off-site work space complies with all applicable zoning regulations and/or restrictive covenants. Employee agrees to maintain safe conditions in the off-site workspace at the Telecommuting Location and to practice the same safety habits in the designated off-site workspace as required in INL workspaces. As part of the ongoing monitoring process of this Agreement, Employee's manager or a designee will be allowed to inspect the off-site work space, after giving Employee one (1) working day's notice. During that inspection, the manager or designee shall complete the Safety Checklist. <p>Rev. 9, October, 2014 - 2 -</p>
<p>Employee agrees to provide BEA with an insurance certificate demonstrating that Employee maintains adequate homeowner's or renter's insurance on the Telecommuting Location in the amount set forth on the Safety Checklist. Homeowner's or renter's insurance and any changes in rates or coverage are the responsibility of Employee and not BEA.</p> <ol style="list-style-type: none"> Costs. BEA will not be responsible for operating costs, home maintenance, or any other incidental costs (e.g., utilities), associated with the use of Employee's residence as an office. Employee will be reimbursed for authorized expenses incurred while conducting official duties at the Telecommuting Location. Travel Expenses. Employee will submit business travel expense reports in accordance with established INL policies and procedures for all laboratory directed business travel. However, travel to and from INL shall not be deemed business travel. <i>(Detail here if travel to and from Idaho will be reimbursed – which is unusual. Some managers opt to provide to critical out-of-state employees, especially if location benefits the lab.)</i> Workers' Compensation. Employee is covered by workers' compensation insurance if injured in the course of performing official duties at the Telecommuting Location. If Employee incurs a work-related injury while telecommuting, the workers' compensation laws of the State of Idaho shall apply. Employee must notify his/her manager immediately and complete all necessary and/or management-requested documents regarding the injury. BEA will not be liable for injury to others in Employee's home. Security/Confidentiality of Information. Employee agrees to follow all appropriate INL rules and regulations regarding security and confidentiality of information, including computer data and files security. Employee will apply approved safeguards to protect records from unauthorized disclosure or damage. Work Hours. Work hours are as follows: <i>(modify as appropriate for agreement):</i> Work Days: 9x80s or as otherwise established with Employee's manager General Work Hours: 7 am to 5 pm or as otherwise established with Employee's manager Employee agrees to obtain telephone and e-mail messages regularly on each scheduled workday while telecommuting and to be available to other INL employees and customers as needed during the work hours outlined in this Agreement. Orientation and Training. Employee is required to complete Telecommuting training as provided by their HR BC prior to the commencement of this Agreement. Applicable Law. This Agreement will be interpreted under the laws of Idaho and any dispute, claim, or litigation arising under or as a result of this Agreement will be brought in an administrative agency or court of competent jurisdiction in Idaho applying Idaho law without regard to its choice of law provisions. Employee also agrees to submit to personal jurisdiction in the state of Idaho and to venue in its courts. <p>Rev. 9, October, 2014 - 3 -</p>	<p>By signing below, Employee certifies that he/she has read this Agreement and the INL Telecommuting Procedure (LWP-25702), and Employee agrees to abide by the terms and conditions of this Agreement and LWP-25702, the terms of which BEA may unilaterally modify at any time without notice. Employee also agrees to abide by all other policies and procedures, as well as local, state, and federal laws and regulations, including zoning laws and protective covenants. A copy of this Agreement shall be placed in Employee's official personnel file.</p> <p>Employee: _____ Date: _____</p> <p>Manager: _____ Date: _____</p> <p>LMT Member: _____ Date: _____</p> <p>HR Business Consultant: _____ Date: _____</p> <p>Attachments Schedule A - Position Description Schedule B - Objectives Schedule C - Telecommuting Equipment Requirements Self-Certification Checklist Schedule D - Self-Certification Safety Checklist for Telecommuting Workplace Schedule E - Inspection by BEA Inspector Copy of Homeowner's/Renter's Insurance certification Form 322.06, "Declaration of State Tax Status"</p> <p>Rev. 9, October, 2014 - 4 -</p>

NREL's Telework Agreement

National Renewable Energy Laboratory TELECOMMUTING AGREEMENT	
INTRODUCTION	
This is an agreement between the Alliance for Sustainable Energy, LLC ("Alliance") and its employee, Your Name, for the purpose of establishing the terms and conditions under which the employee will telecommute. This agreement is not a contract of employment. Alliance/NREL's telecommuting program is an employee privilege not an entitlement, is voluntary, and may be terminated at Alliance/NREL's discretion without cause. Eligibility for employee participation in this program is determined by the employee's line manager as directed in Laboratory-level procedure 5-1.5 Telecommuting . Upon a determination that the employee is eligible to participate, this agreement is approved by the employee's direct line manager in accordance with Laboratory-level procedure 5-1.5 Telecommuting .	
INSTRUCTIONS	
Employee: Complete this form and submit to your direct line manager for review and approval.	
Line Manager: Approve or deny telecommuting request and maintain original on file for one year following termination of the agreement. Send copies of approved agreements to the disability list .	
AGREEMENT EFFECTIVE DATE	
The start date for this agreement is Insert start date . Employee may terminate this agreement at any time after the start date by giving notice to his or her line manager. Employer may terminate or alter this agreement at any time, without cause, upon notice to employee.	
TELECOMMUTING LOCATION	
While telecommuting, employee's location will be Insert complete home address .	
NOTES:	
<ul style="list-style-type: none"> If the home address is in one of the following municipalities, or another jurisdiction that requires a similar tax, the employee may be subject to an Occupational Privilege Tax (e.g., head tax): Aurora, Denver, Glendale, Greenwood Village, and Sheridan. Where applicable, the Office of Chief Financial Officer (OCFO) withholds the required municipal taxes from the employee's paycheck. These taxes differ by city but are typically ~\$5/month or less. By signing this agreement, the employee agrees that he or she will telecommute from the home address provided above. If a change in the telecommuting location is needed, the employee must complete, and submit for direct line manager approval, a revised Telecommuting Agreement prior to a change in telecommuting location. 	
EMPLOYEE RESPONSIBILITIES	
Employee will perform work assignments as agreed upon with his or her direct line manager. Employee will have appropriate resources available, or access to them, to perform assignments while telecommuting. Employee will be reasonably accessible via email or phone during agreed-upon hours of work. Employee will safeguard NREL equipment and records and use such equipment and records for official business while telecommuting. Employee will maintain a safe condition at his or her home workplace. Employee must review the Telecommuting/ Home Office Safety Guidelines (Appendix B of Laboratory-level procedure 5-1.5 Telecommuting) prior to telecommuting and when changes occur that may affect the safety of the work environment. Employee will keep his or her home workplace hazard-free and reasonably free of non-work-related distractions.	
NOTICE OF CHANGE IN APPLICABLE GUIDELINES	
This agreement will be subject to changes upon notice.	
TIME AND ATTENDANCE	
A copy of this agreement will be provided to payroll. When telecommuting, employees will report on their timesheet as though they are at NREL. In the event of a Laboratory closure, the employee's time may not be charged to Laboratory Closure if telecommuting on the affected day and under an approved Telecommuting Agreement.	
PAY, LEAVE, BENEFITS, AND WORK HOURS	
Pay, leave, and benefits will not change due to participation in this telecommuting arrangement.	
RESOURCES PROVIDED	
A completed and approved Property Pass must accompany Department of Energy and NREL-owned equipment that is used in a telecommuting arrangement. Required resources that are not authorized as part of this agreement will remain the expense of the employee.	
EXPENSES	
NREL is not responsible for additional operating costs, such as home maintenance, insurance, or utilities associated with telecommuting such as internet access.	

F1066-E(09/2015) Page 1 of 2

LIABILITY	
Employee assumes full responsibility for damage to his or her personal or real property that might occur as a result of working at the home workplace. Workers' compensation liability may apply to job-related injuries that occur while working under an approved telecommuting arrangement for on-the-job injury or occupational illness that occurs at the agreed upon home workplace and during the agreed upon work hours. In the event of an accident, the employee must follow the injury/illness reporting process outlined in Laboratory-level procedure 6-6.3 Notification, Investigation, and Reporting for Events and Issues . The employee must notify occupational health services and their line manager immediately. If a work-related injury occurs, NREL has the right to physically assess the designated workplace as part of the accident/incident investigation process.	
EFFECT OF FAILURE TO FULFILL THE TERMS OF THIS AGREEMENT	
This agreement will be terminated if the employee fails to fulfill its terms or amendments to its terms at his or her line manager's discretion. Termination of this agreement for reasons of misconduct or failure to protect equipment, records, and/or data may result in disciplinary action.	
CERTIFICATION	
I hereby certify that I have read and understood the terms and conditions of this agreement and Laboratory-level procedure 5-1.5 Telecommuting . I also understand that the above information is accurate as of this date. I understand that applicable guidelines may change or be added that may modify this agreement. I agree to abide by such changes. If this agreement is terminated by the line manager or employee, an email must be sent to Alliance/NREL payroll at Payroll@nrel.gov .	
Employee	Date
Line Manager	Date
Distribution of Agreement:	
Original to direct line manager	
Copy to employee	
Send copies to: OCFO (Payroll) – Payroll@nrel.gov	
Human Resources Office – HumanResources@nrel.gov	

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ORNL's Telework Agreement

Oak Ridge National Laboratory Alternate Work Location Agreement

DATE:

Request Type: Temporary Remote Employee ☐ ?

Initial ☐

or Extension ☐



The following constitutes an agreement between UT-Battelle, LLC, Oak Ridge National Laboratory (ORNL) and employee who agrees to follow the terms and conditions of the Alternate Work Location Program. This agreement must be reviewed and approved annually from the date of implementation.

Employee Name:

Employee Number:

Position Title:

Division:

Manager:

- Employee and supervisor have read and agree to abide by the Alternate Work Location Subject Area. ORNL management concurs with employee participation, and employee agrees to adhere to the applicable guidelines and policies.
- Explain nature and purpose of arrangement:

- Employee agrees to work at an Alternative Work Location for a period not to exceed one year.

Begin Date

End Date

- Employee's work schedule will be:

(At a minimum, this should cover the normal hours and days for each work site, and any arrangement for flexibility of schedule.)

- New Work Location:

Personal Residence ☐

- Will ORNL be providing Office Equipment and/or office supplies? NO ☐ YES ☐ If yes, attach list.
- Does employee have a work visa? NO ☐ YES ☐ If yes, employee will need to contact Immigration Services.
- Employee's supervisor has approved the employee's [work schedule](#) and arrangements have been made to record the employee's time and attendance.
- Employee understands that they must obtain supervisory approval of any absence or [time away from work](#) in accordance with [established procedure](#).
- Non-exempt employees must obtain approval for [overtime](#) in advance. By signing this form, employee agrees that failing to obtain proper approval for overtime work may result in cancellation of the Alternate Work Location arrangement or other appropriate action.
- ORNL will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g., utilities) whatsoever associated with the use of the employee's residence.
- Employee will receive work assignments and review completed work as agreed to with their supervisor and documented in the [employee's performance plan](#).
- Employee's [job performance](#) will be evaluated based upon agreed-upon criteria and milestones as established with their supervisor.
- Employee may request to change their work location or return to an onsite work location at any time. Management must agree that an onsite work location can be arranged, particularly if this agreement is terminated early.
- Management has the right to terminate the Alternate Work Location agreement if the employee's performance declines or if the arrangement fails to meet organizational needs.



Teleworkers are encouraged to sign up for the Smart Trips program at <https://www.logknoxsmartrips.org/public/Home.aspx> to help ORNL collect telework and environmental metrics. By logging your telework days, you also become eligible for Commuter Rewards including movie tickets and gift cards to local merchants.

If NOT APPROVED, ATTACH JUSTIFICATION.

SIGNATURE (Employee)	DATE	
SIGNATURE (Manager)	DATE	<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED
SIGNATURE (Division Director)	DATE	<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED
SIGNATURE (HR Manager)	DATE	<input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED

DISTRIBUTION: ORIGINAL TO: Division
Human Resource Manager ORNL-591 (9/2014)

PNNL's Telework Agreement

4/28/2016 Proudly Operated by **Battelle** Since 1965

[HDI: Request and Maintain a Telework Agreement](#)
[HDI: Alternative Workplace](#)

Staff Employee ID 903033

Staff Name Croskrey, Kayla D

Job Title HR Generalist

Work Group Human Resources Division

Telework, and the associated policy, is for a recurring telework schedule. It is not applicable to Bargaining Unit staff or for a staff member whose official workstation is in the home full-time (See AWA in HDI link above). By signing this agreement, the staff member confirms that s/he has reviewed, understands, and agrees to abide by the requirements of telework expressed in the Telework Training, Policy, and conditions from management.

Terms of Telework

This Telework Agreement is not a contract of employment and does not provide any contractual rights to continued employment. It does not alter or supersede the terms of the existing employment relationship. The staff member remains obligated to comply with all company rules, policies, practices, and instructions that would apply if staff were working at the regular worksite. Work products the staff member develops or produces while teleworking remain solely the property of PNNL.

Evaluation

Teleworkers will be asked to participate in PNNL study inquiries, reports, and analysis related to the telework program at PNNL. Teleworkers are obliged to comply with all rules, instructions and adopted practices.

Termination of Telework Agreement

The telework option may be discontinued at any time by either the staff member or the manager. A termination of telework agreement must be reviewed, signed and submitted.

Telework Comments: (i.e. I will be teleworking Fridays)

AuthorSignature

Submit

Go

Approval Signatures

Approvals are electronically captured within the Approvals system and will be populated below upon completion of the approval process. The originator, along with appropriate personnel, will be notified and distributed a final copy upon completion. Use the following url to check on the current routing status upon submittal. <https://approvals.pnl.gov>

Role	Name	Date	Approve?

SAMPLE TELEWORK TRAINING MODULES

PNNL's Telework Training for Staff

Telework Training for Staff (Course#2356)

Welcome

Page 1

About This Course

Welcome to course #2356, Telework Training for staff. This course is intended for you to receive the knowledge necessary for teleworking. At the end of this course, you should understand what goes into being a good teleworker, and if teleworking is the right option for you.

Instructions: To get the most from this briefing and make the best use of your time:

- Complete each section in the order outlined in the following table of contents. After completing any topic, you may stop and return to the training later.
- Review the learning objectives at the beginning of each section to ensure effective learning.

To ensure you receive course credit, follow the instructions at the end.

Average course completion time: 30 minutes

Questions: Please contact [Kayla Croskrey](mailto:kayla.croskrey@pnnl.gov) (kayla.croskrey@pnnl.gov) (509) 375-4479.

Welcome

Page 2

Introduction

Teleworking refers to a work flexibility arrangement under which a staff member performs the duties and responsibilities of their position, and other authorized activities, from an approved worksite other than onsite at Pacific Northwest National Laboratory. Increasing the use of telework arrangements at PNNL can improve productivity, job satisfaction and retention. Our commitment to these flexible workplace options shows thought leadership and helps enhance PNNL's reputation with our DOE customer.

While there are many benefits to teleworking, it is not viable for everyone. At the end of this course, you should understand what goes into being a good teleworker, and if teleworking is the right option for you.

If you have any questions throughout the course, click the mail tab in the upper righthand corner. Or, refer to PNNL's teleworking website, [Flexible Workplace Community](#), and [Request and Maintain a Telework Agreement](#) for further information.


Telework Website: <https://pnnl.gov/sites/PW/Pages/Teleworking.aspx>
Request and Maintain a Telework Agreement:
<https://hdi.pnnl.gov/hdi/BookView.aspx?ModelID=85221A57-3E4E-490F-91AA-095EC054FD64>

Welcome

Page 3

Telework

The start menu below shows the topics to be covered in the training. Click on **Benefits of Teleworking** Below to get started.



Benefits of Teleworking

Section 1

Page 1

How Teleworking Benefits You and PNNL

The goal of a telework environment is to optimize the ability to compete and innovate in a rapidly changing marketplace. By deciding to telework, you are taking an important step to drive innovation, growth, and exceptional service delivery. Namely here are a few benefits of teleworking:

Work Across Boundaries of Time and Space

The evolving workplace allows PNNL to attract and retain the most talented individuals from around the world by eliminating geographic restrictions. As teleworkers, individuals can now collaborate with others across the globe, from their home, while on the road, or from other remote locations.

Improve Workplace Efficiency and Effectiveness

By increasing the mobility of workers, staff will be able to work from a multitude of locations and allow for increasing their productivity as well as work-life balance. An example of this would be no loss of hours due to inclement weather or a minor illness.

Increase Team Engagement and Satisfaction

The telework option sends a message that PNNL leadership trusts its staff members to perform their work duties in a location best suited for high productivity. This trust naturally translates into increased engagement with management, team members, and others, resulting in a cycle of increased team performance and individual work satisfaction.

Further Decrease Our Organization's Carbon Footprint

Telework allows organization planners to rethink the efficiency of workspace, offering the potential for significantly reducing the amount of space and energy that is needed to support work activities. Telework can also allow participating individuals the choice to work from a home office, or a location closer to home, not only reducing the time and frustration and costs of the commute, but also reducing greenhouse gas emissions for every saved trip. Simultaneously, telework completely re-defines the term "meeting," reducing or completely eliminating the inconvenience, cost, and time of traveling to meeting rooms across campus, town, or the country to meet.

Section 1

Page 2

Let's Talk Numbers

The average gas price in 2015 was \$2.64 per gallon, or \$0.12 per mile. The total cost of vehicle operations per mile is \$0.58. The average round trip commute for PNNL employees is 25 miles. The US average MPG in 2010 was 22.4. That's saving roughly \$800 per year, and 1,145 miles avoided!

Still not convinced? Try it with your own commute on this [telework calculator](#)

Telework calculator hyperlink:
<http://tools.govloop.com/telework-calculator.php>

Benefits of Teleworking Objective:

- Recognize the benefits of teleworking for both the lab and yourself.

Telework Calculator

Annual Total Cost Savings: \$800.94	
Miles of Productivity Saved Annually: 25	Productivity Gained from Time Recovered: 100.00
Annual Vehicle Savings: \$100.00	
Annual Fuel Cost Reduction: 10.00% of \$1,000.00	

That's awesome. But did you also know...

The U.S. labor productivity index (base year 2007=100) rose 1.1% in 2014.

The average employee works more than 2,000 hours per year.

Energy consumption per employee per year is 10,000 kWh.

Energy consumption per employee per year is 10,000 kWh.

Logistics

Section 2

Page 1

Teleworking Agreement

A [telework agreement](#) must be signed by both you and your manager prior to starting to telework. A telework agreement ensures that you and your manager have had a conversation about the details of your telework plan, and that you are properly prepared to start teleworking. A telework agreement means you have taken the required training, assures you have a safe alternative work location, and assures you have the proper equipment and software needed.

An approved telework agreement protects you and your manager - proving that the conversation took place and you are approved to telework in a safe, distraction-free location.

For more information, see the [Telework Agreement HDI Workflow](#).

Telework Agreement Hyperlink:
http://efor.ms.pnl.gov/itserver/PNNL_Telework_Agreement

Telework Agreement Workflow:
<https://hdi.pnl.gov/document/85221A57-3E4E-490F-91AA-095EC054FD64/FCCD40E9-BEEC-4A4E-82E5-ACFD69105C4D.aspx>



Section 2

Page 2

Measurement

Teleworking means the user is logged in from a non-work location, and not at all through their primary PNNL office. In order for it to count as teleworking, the worker needs to be logged on for greater than 6 hours, any day Monday through Friday. In addition, they must not have proxed into any building on campus throughout the day. The user must also not have been on business travel.



Logistics Objectives:

- Understand the significance of a teleworking agreement
- Describe the measurements of what it means to telework

Eligibility

Section 3

Page 1

Job Traits for a Teleworker

Primarily, a job is evaluated for eligibility. If the job tasks can accommodate telework, then the job is eligible for telework. Ultimately your manager is responsible for evaluating job function eligibility and will advise you whether your job is eligible. Read the table below to get an idea if your job is eligible.

Good Job Traits for Teleworking

- ✓ Project-oriented work
- ✓ Computer programming
- ✓ Telephone calling
- ✓ Auditing reports
- ✓ Planning and scheduling
- ✓ Data processing and analysis
- ✓ Reviewing proposals and written reports
- ✓ Sufficient number of tasks that can be accomplished away from the office (e.g., reading, word processing)

Job Traits That May Not Fit for Teleworking

- ❑ Tasks that are difficult to measure
- ❑ Tasks involving access to materials or information that cannot be moved
- ❑ Tasks requiring on-site equipment
- ❑ Situations where face-to-face interaction is required
- ❑ Remote work is an unacceptable security or confidentiality risk

Section 3

Page 2

Individual Traits of a Teleworker

PNNL understands teleworking is not for everyone. There are certain personality traits that are important to have if you are going to incorporate teleworking into your weeks. Look at the table below to see which traits match your personality.

Personality Traits of a Successful Teleworker

- ✓ Requires minimal supervision
- ✓ Productive at alternate workplaces
- ✓ Self-motivated, well-organized and highly productive
- ✓ Self-starting and comfortable operating independently
- ✓ Doesn't need a structured environment or guidance
- ✓ Possesses strong time management skills
- ✓ Solves problems independently before asking for help
- ✓ Communicates well with a manager, co-workers and customers

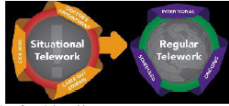
Personality Traits That May not Fit for a Teleworker

- ❑ Prefers a structured environment or guidance
- ❑ Not comfortable using the required technology (i.e., remote in, Lync, connected)
- ❑ Prefers in-person communication (with manager, co-workers, and customers)
- ❑ Likes the availability to socialize in the office or are anxious without companionship

Section 3
Page 3

Regular vs. Situational Telework

Some jobs at the lab may not allow you to telework regularly. For example, being a scientist, you would not be able to work on your experiments at home. However, you may be able to fill out your lab report from home. If you feel your job requires all day, on-site time, situational teleworking may be best for you. Read the definitions below of regular and situational telework to determine how you would best perform teleworking.



Regular Telework: Sets you up to operate fully, as if you were in the office. You will attend regular meetings, answer phone calls, and be just as accessible as you normally would be. It also happens 'regularly', on a set schedule (e.g., once a week) not just when you think of it or when it is necessary. Even if you've been a situational teleworker, regular teleworking is different and requires diligence and practice to become a fully operative teleworker.

Situational Telework: usually on an "as needed" basis. For example, you may situationally telework when you have a home repair emergency, a sick child, or a project you really need to work on without interruptions.

It is important to recognize the differences between situational and regular telework to see which best suits your work role and style.

Section 3
Page 4

Your Home Workspace

Click on the numbers on the bottom to learn best practices for your home workspace set up.

Introduction

It is important to set up your home working space so you can be as productive as possible, with the least amount of distractions. Click on each number at the bottom to learn tips on how to set up your home for success.

Equipment

There is equipment you will need in order to telework. Before teleworking, be sure you have:

1. **Secure Token:** You must have a Secure Token to log onto PNL's internal network from any external location. You can request a Secure Token through L2A20 by clicking on "Request Additional Access" on the left hand side.
2. **A current computer:** Recommended five years or newer for optimum performance and reliability.
3. **Antivirus software:** PNL computers already have this, if you are working from your personal computer, be sure that does also.
4. **Internet service:** Reliable, fast internet access service. A recommended minimum download of 1Mbps and an upload of 1Mbps. You can test your internet at <http://www.speedtest.net>.

Note: You will need to provide everything to set up a home workspace. PNL will only provide you with a Secure Token. Upon management approval, you may bring work materials home (laptops, mice, etc.). PNL will not provide a stipend for your phone or internet as you may telework.

Location

Choosing the right location of your home to work from is essential to your productivity. The ideal home office space would be away from the main flow of family traffic. Examples of that could be a basement room, a spare bedroom, or a room used as a library. You do not need a huge space, but the space you select needs to be safe, free of distractions, and separated from your daily home activity as much as possible. A separate room with a lockable door would be the best solution. If your home office must double for another purpose, your goal should be to isolate these functions as best you can. Ultimately, it is up to you to decide how separated your work space should be, listed upon how you use it.

Ergonomics

Ergonomic furniture is essential to comfort productivity, and your long term health and safety. It is important to assess if your at home furniture is fitting enough for your teleworking. While PNL provides an ergonomics assessment for your work station onsite, they will not provide one for your home office. Consider the following guidelines for the precautions you should take to avoid injury.

1. **Move and Stretch:** Just as in the office, it is important to move around and stretch after working for long periods of time. At home, it's easy to get caught up in work with fewer distractions and not physically move for hours.
2. **Use the features available:** Learn the proper use of ergonomic features available in the workplace, including chair height adjustments, monitor level, glare reduction, keyboard placement, desk height, etc.
3. **Avoid Bad Posture:** Remind yourself not to slump over a laptop or use other poor posture for long periods of time either at the office, at home, or on travel.

Organized Space

Your home office should be equipped with essential tools, work items, and information available when you need it. Separate personal items from company items and keep up with your filing to prevent wasting any time looking for critical information or other work items. Labeling wiring and organizing it can help you save time and avoid tripping or other hazards.

For other electric hazards associated with your home office, review the PNL mandatory Core Electrical Safety For On the Job Training.

Protecting Controlled Unclassified Information

Controlled Unclassified Information (CUI) (materials or controlled material and business protected information) is information of which disclosure, loss, misuse, alteration, or destruction could adversely affect national security, government interests and intelligence activities. PNL has established a set of procedures that cover the protection and control requirements for various types of matter. The procedures for staff are outlined in the HDB "Controlled Unclassified Information" workflow.

Protecting Controlled Unclassified Information is essential in any location, use a lockable storage space at home to do so.

Section 3

Page 5

Household Challenges

There are some household challenges you may face with teleworking. Read the table below for techniques on how to overcome them.

Challenge	Description	Overcoming the Challenge
Disrupting the Household Patterns	Working from home may disrupt the established routines of other household members.	Discuss potential issues with all members of the household and establish clear rules on how to balance the need for home activities and responsibilities with the goals of maintaining an effective, professional, safe, and secure home-based work environment.
Sharing the Home	Others being present in the home during work hours can create challenges to maintaining a quiet and productive home office work environment.	Establish physical and psychological separation between your home office and home environment.
Organizing Workspace and Materials	Depending upon your work, telework can require re-thinking how your workspace, materials, and resources are organized.	Consider how you can best interact with each component in your effort layout, where the office should be located, and what materials you need to do your job effectively.

Eligibility Objectives:

- Identify the traits of a teleworker and the work style that enables teleworking
- Define Regular vs. Situational telework
- Explain the aspects of what your home workspace should look like
- Identify some of the household challenges that come with teleworking and how to overcome them

Expectations

Section 4

Page 1

Managing Your Availability

One of the many benefits of teleworking is the greater flexibility in how, when, and where you work. This freedom however needs to be balanced with the needs of your projects, manager, coworkers, and customers. Begin by establishing your communication and availability commitments upfront with your manager and coworkers. Be sure to:

- Maintain your regular work hours on your telework day.
- Ensure you are available for established core work hours so that you are accessible to colleagues and customers.
- Develop a strategy for balancing required team and customer exchanges, quiet work, and unscheduled or informal interactions.
- Set boundaries between your work and personal life.
- Set expectations about when you will and will not be available to minimize excessive off hours contact.
- Set up childcare arrangements just the same as if you were in the office.



Note: Remember that teleworking is a privilege, not a right. Your telework agreement can be revoked at any time for poor performance.

Section 4

Page 2

Communication

With fewer distractions and not being right down the hall, it is easy to lose communication on your telework days. It is essential to stay in just as much communication with your coworkers and manager as if you were in the office. It is your responsibility to take the initiative and remain in regular contact with your manager, coworkers, and customers. You may want to schedule regular talks with your leader to check-in or to discuss project work and make time for collaboration and idea-sharing.

with your network.

Conferences

There are a few guidelines to follow when logging onto a conference call. Since you are relying on technology, it is smart to set up and test the speakerphone, web connections, and any other communication tools you have before the meeting starts, so you are fully prepared. Try to join the conference call a little early, so others are not waiting for you to join. Reduce background noise as much as possible while on the call (barking dogs, children, radio, etc.), and mute the phone when you are not speaking to ensure others are not hearing any background noise of yours.



Section 4

Page 3

Teleworking Challenges

There are some unavoidable challenges to teleworking. Read the table below for possible challenges, and how to overcome them.

Challenge	Description	Overcoming the Challenge
Visibility in the Organization	Telework may reduce your visibility among your peers and management.	Be a consistent contributor. Make regular first contact with your manager and team members, and stay engaged with key individuals.
Interaction and Collaboration	Telework requires a new approach to interaction and collaboration with team members.	Learn what communication tools are available (e.g., Lync); use these communication tools proactively.
Scheduling and Managing Meetings	Effectively attending and managing meetings becomes a particular challenge for teleworkers.	Learn to use virtual meeting tools; follow guidelines for leading and participating in meetings, and attend meetings in person if needed.

Section 4

Page 4

Evaluating Progress

Expect a Trial Period:

When you are beginning your telework process, expect a trial period where you will frequently meet with your manager to discuss how things are going. Some questions can include:

- What aspects of the work you do can be effectively performed from an alternative work site?
- Does the schedule work for you, your manager, your coworkers, and your customers?
- Is the quality and quantity of work up to your manager's expectations?
- Do any of the specifics in the telework agreement need to be changed?



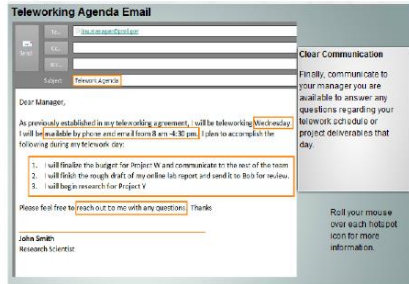
Frequent Evaluations

You should discuss with your manager how your progress will be monitored, and how your level of access will be the same as your coworkers. These mechanisms should be detailed in the telework agreement. Make sure you and your manager review the details of your telework agreement early, and revisit them as often as needed.

Section 4
Page 5

Ensuring Accountability

Some managers may want to know what you will be working on while teleworking, to ensure a reasonable amount of productivity is made on your telework day. If your manager prefers that route, consider sending an email beforehand. View the interaction below highlighting key points of a sample email to send.



Expectation Objectives:

- Give examples of how to manage your availability
- Recall the importance of keeping communication and conference calls
- Summarize what should go into an email to your manager about teleworking
- Recognize some challenges of teleworking and how to overcome them

Mobility Best Practices

Section 5
Page 1

Connecting With Others

Maintaining a connection with others is a critical part of any job, and becomes even more critical as telework increases. Consider the following for effectively connecting with others:



- **Know when it's important to come in the office:** If you have a regular telework day, but an important meeting comes up, modify your schedule. Part of balancing telework is knowing which meetings you can attend virtually and which ones need to be done in person.
- **Update your contact list:** Keep your cell phone and other communications devices current with contact information of those you will need to talk with while teleworking.
- **Update your calendar and availability status:** Update your Outlook calendar to ensure others have accurate availability information. Also be sure to update your availability on Lync.
- **Have a telework partner:** Find a colleague that is supportive of telework to ensure you are connected during meetings and that materials are being shared electronically in addition to paper copies.

Section 5
Page 2

Mobility Tools

Consider using a mobile bag for your teleworking needs. Ideally, your mobile bag will contain all you need to be highly productive and yet should remain physically manageable. Consider the following as you plan, acquire and use a mobile bag most suitable to your needs.



- ✓ **Bag Size:** Robust enough to carry all you will need yet remain organized and manageable.

- ✓ **Bag Type:** Recommended padded bag to avoid damage to contents. If traveling lightly, select a bag with a shoulder strap. Consider using a backpack or bag with wheels if you have more items than you can comfortably carry.
- ✓ **Contents Review:** Regularly review the contents in your bag to ensure you have everything you need before teleworking. A few sample items can include:
 - ❖ Power Cord
 - ❖ Flash drive
 - ❖ Any necessary connected equipment (i.e., bluetooth ear piece)

Section 5
Page 3

Telephone Use

Use the call forwarding option to get all of your office calls, and consider giving your cell-phone number in case of a technology failure. Enrolling in [Connected](#) is another option, so you can access your work phone and Lync contacts anytime, anywhere, on any device.

Note: PNNL will not provide an additional stipend or give you a stipend to pay for teleworking communications over a personal line. Consider using Lync or Connected to avoid using personal minutes.

Watch the video below on creating a rule to forward your phone on your telework day via [mic.pnl.gov](#).



Connected Hyperlink: <https://connected.pnl.gov/>

Section 5
Page 4

Electronic Filing

Efficient electronic filing is fundamental to an effective mobile workplace. Try to regularly purge and eliminate as many paper-based files and materials by scanning documents and keeping electronic documents and files. Consider utilizing PNNL resources like [Share Drives](#) and [SharePoint](#) sites to save these files 'in the cloud' so you can access them anywhere.



Share Drives Hyperlink: [myshares.pnl.gov](#)
SharePoint: <https://spservices.pnl.gov/mysites.aspx>

Mobility Best Practices Objectives:

- Recognize the importance of connecting with others while teleworking
- List the aspects of a mobile bag
- Recall the options of telephone use (i.e., Lync, mic.pnl.gov)
- Understand the resources available for electronic filing

Security Information

Section 6
Page 1

Classified and Controlled Classified Information

Classified information can never leave the Laboratory or its designated limited areas. Working on controlled unclassified information while teleworking, is up to the discretion of your manager. Ask yourself the questions below to determine if your workload is compatible for teleworking:



Controlled Unclassified Information:

1. How are you going to meet the protection requirements for controlled unclassified information?

Classified Information:

1. What percentage of your work falls in the unclassified space? Are you able to bundle that work into one day a week for teleworking?
2. What is the likelihood that you might accidentally slip into classified space or unknowingly produce classified work while at home?
3. How often do you have unscheduled classified phone calls or meetings?
4. Do you have duties that require you to be "on-call" to handle classified materials such as being an ADC?

Section 6
Page 2

Network Access

Only use wireless access points (APs) that are IT approved and managed. Unmanaged APs could allow unauthorized access to organizational resources, posing a serious security risk.

When you are logged into PNNL through remote access, be careful of what else you have or allow on your computer as it could get onto the



PNNL network.

If you are connected to two networks (e.g. multi-homed, remote access into PNNL and still able to access devices/services from your home or public network) things that come in over the home network could jump on to the PNNL network. An example of this would be trying to access a site blocked by PNNL. The computer would still try to get to the site through the home connection which is seen by the computer as a second avenue. For more information on how to connect remotely, see PNNL's telework website, [Flexible Workplace Community](#).

Telework Website: <https://spteams1.pnl.gov/sites/FW/Pages/Teleworking.aspx>

Section 6
Page 3

Laptop Security Guidelines

Portable systems are the target for theft around the world. Following specific guidelines before removing laptops from PNNL premises will minimize the risk of data loss. Here is some guidance to remember before taking your laptop home:



- Record the serial number and keep it on hand in the event the laptop is lost or stolen
- Encrypt your laptop with BitLocker before taking it offsite
- Report lost or stolen laptops (and other organization property) immediately. This will assure that certificates assigned to the machine are deactivated, preventing unauthorized access.

Lessons Learned: [Cyber Security: Safeguarding PNNL network and information while teleworking](#)

Lessons Learned: <https://lessons.pnl.gov/lesson.aspx?id=2623&asid=24>

Security Information Objectives:

- Identify if your classified/controlled unclassified information workload is compatible for teleworking
- Understand the network access for teleworking
- Recall the guidelines regarding your laptop before taking it home.

Summary

Summary
Page 1

In Review...

You should now have a better understanding of what teleworking involves, and tips for being as productive possible. In review of this course, you should recognize if you are eligible to telework, and if your current workload allows for it. With that, you should understand what is expected of you as a teleworker, and that it is a privilege, not a right.

If you have any further questions after taking this course refer to:

PNNL's Telework Website, [Flexible Workplace Community](#)
(<https://spteams1.pnl.gov/sites/FW/Pages/Teleworking.aspx>)

Request and Maintain a Telework Agreement – HDI
(<https://hdi.pnl.gov/hdi/BookView.aspx?ModelID=85221A57-3E4E-490F-91AA-095EC054FD64>)

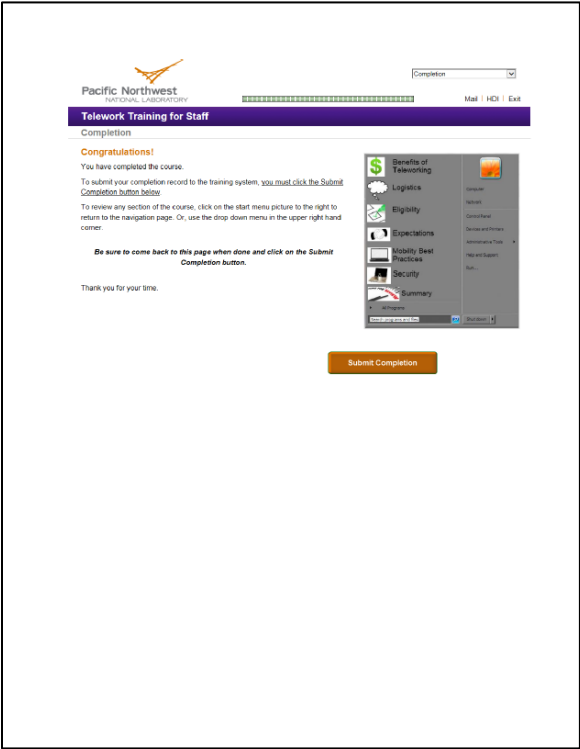
Kayla Crockrey, Telework Subject Matter Expert and Telework Advocate
(kayla.crockrey@pnl.gov)

Summary
Page 2

Telework Agreement

You may not complete this course until printing out the Teleworking Agreement. You should then meet with your manager to discuss your teleworking plan and then sign to route for signatures. The right arrow navigation will appear when you open the teleworking agreement.

Open Teleworking
Agreement



Logistics

Section 2
Page 1

Teleworking Agreement

A **telework agreement** must be signed by both you and your staff member prior to them starting to telework. A telework agreement ensures that you and your staff member have had a conversation about the details of their telework plan, and that they are properly prepared to start teleworking. A telework agreement means they have taken the required training, assures they have a safe alternative work location, and have the proper equipment and software needed.

An approved telework agreement protects you and your staff member - proving that the conversation took place and they are approved to telework in a safe, distraction-free location.

For more information, see the [Telework Agreement HDI Workflow](#).

Note: For you to begin teleworking, you will need to sign a telework agreement with your manager as well.

Telework Agreement pop-up:
http://eforms.pnl.gov/efserver/PNNL_Telework_Agreement

HDI Workflow:
<https://hdi.pnl.gov/document/85221A57-3E4E-490F-91AA-095EC054FD64/FCCD40E9-BEEC-4A4E-82E5-ACF089105C4D.aspx>



Section 2
Page 2

Measurement

Teleworking means the user is logged in from a non-work location, and not at all through their primary PNNL office. In order for it to count as teleworking, the worker needs to be logged on for greater than 6 hours, any day Monday through Friday. In addition, they must not have proxed into any building on campus throughout the day. The user must also not have been on business travel.



Section 2
Page 3

Regular Teleworking

Regular Teleworking sets up your staff up to operate fully, as if you were in the office. You will attend regular meetings, answer phone calls, and be just as accessible as you normally would be. It also happens 'regularly', on a set schedule (e.g., once a week) not just when you think of it or when it is necessary.



Moving the Cultural Needle

Although PNNL is traditionally based off of face-to-face interactions, technology, business travel, and remote work are moving these interactions into the virtual world. By introducing regular telework and virtual tools like Lync and Skype for Business to the lab, PNNL is better able to transition into a more virtual community, potentially reducing business travel and office space in the future.

Note: Bargaining unit and hourly students are not eligible to telework. Your other non-exempt staff are able to telework.

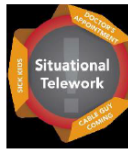
Section 2
Page 4

Situational Teleworking

Some jobs at the lab may not allow you or your staff to telework regularly. If some of your staffs jobs requires all day, on-site time, situational teleworking may be best. Read the definitions below of regular and situational telework to determine how you and your staff would best perform teleworking.

Situational Telework is on an "as needed" basis. For example, you or your staff may telework when there is a home repair emergency, a sick child, or a project you really need to work on without interruptions.

Note: Bargaining unit and hourly students are not eligible to telework situationally.



Logistics Objectives:

- Understand the significance of a teleworking agreement
- Describe the measurements of what it means to telework
- Define regular vs. situational telework

Eligibility

Section 3
Page 1

Inclusion

Teleworking does not match all personality types. While our workplaces and work styles might look different from one another's, you must acknowledge that everyone has an equal right to work and make the best use of his or her abilities. This means if a staff member comes to you with an interest in teleworking, whether they are exempt or non-exempt, you must go through the process with them, determining if they are eligible to telework. The variety of viewpoints, abilities, and flexibility we offer gives our organization a competitive edge.



Note: Bargaining unit and hourly students are not eligible to telework.

Section 3
Page 2

Job Traits for a Teleworker

Primarily, a job is evaluated for eligibility. You are responsible for evaluating job function eligibility and advising your staff whether their job is eligible. Read the table below for the eligibility requirements.

Good Job Traits for Teleworking	Job Traits That May Not Fit for Teleworking
<ul style="list-style-type: none"> ✓ Project-oriented work ✓ Computer programming ✓ Telephone calling ✓ Auditing reports ✓ Planning and scheduling ✓ Data processing and analysis ✓ Reviewing proposals and written reports ✓ Sufficient number of tasks that can be accomplished away from the office (e.g., reading, word processing) 	<ul style="list-style-type: none"> ❑ Tasks that are difficult to measure ❑ Tasks involving access to materials or information that cannot be moved ❑ Tasks requiring on-site equipment ❑ Situations where face-to-face interaction is required ❑ Remote work is an unacceptable security or confidentiality risk

Section 3
Page 3

Individual Traits of a Teleworker

Teleworking is not for everyone, nor is it required for any PNNL staff member. There are certain personality traits that are important to have to incorporate teleworking into your weeks. Read the table below for personality traits that do and do not work well with teleworking.

Personality Traits of a Successful Teleworker

- ✓ Requires minimal supervision
- ✓ Productive at alternate workplaces
- ✓ Self-motivated, well-organized and highly productive
- ✓ Self-starting and comfortable operating independently
- ✓ Doesn't need a structured environment or guidance
- ✓ Possesses strong time management skills
- ✓ Solves problems independently before asking for help
- ✓ Communicates well with a manager, co-workers and customers

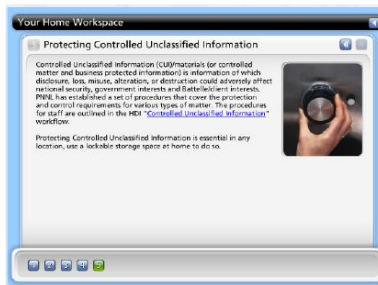
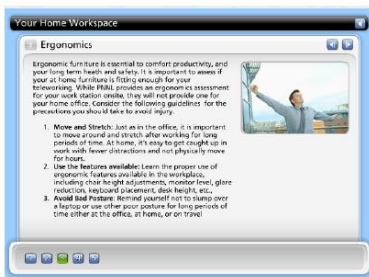
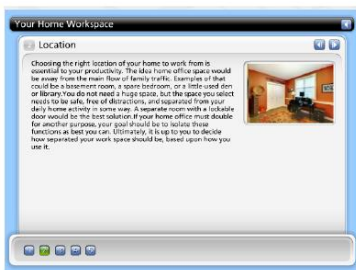
Personality Traits That May not Fit for a Teleworker

- ✗ Prefers a structured environment or guidance
- ✗ Not comfortable using the required technology (i.e., remote in, Lync, connected)
- ✗ Prefers in-person communication (with manager, co-workers, and customers)
- ✗ Likes the availability to socialize in the office or are anxious without companionship

Section 3
Page 4

Your Home Workspace

Click on the numbers on the bottom to learn best practices for your home workspace set up.



Eligibility Objectives:

- Identify the traits of a teleworker and the work style that enables teleworking
- Explain the aspects of what your home workspace should look like

Making Telework a Success

Section 4
Page 1

Prepare Your Team

You will need to prepare all members of your team when one or more gain interest in utilizing the option. Here are a few tips to consider to do so:

- Identify and address group concerns about telework in a group meeting.
- Ensure all team members know their role in making telework successful.
- Clarify expectations early. Be sure to address communication, accountability, and performance tracking criteria.

Visualizing the Telework Experience

Strive to establish a comprehensive understanding about telework and the realities of teleworking, then share that vision with your team. To support the visioning and communication process, consider the following tips:

- Help team members develop a clear, positive image of the evolving workplace
- Share the potential benefits and challenges inherent in telework.
- Focus on the benefits and advantages of telework during team meetings and communications.

Section 4
Page 2

Actively Managing

Keep in mind it takes a few days of regular telework for your staff member to fully accclimate to working from home for a full workday, with all the same expectations of the office. Set time periods to check-in and evaluate progress, feedback, and if changes to the agreement need to be made. Meet with your staff members frequently in their trial period of teleworking. After they have adjusted to the routine well, a suggested time period is every 6 months. Remember the telework agreement can be revoked at any point by you or your staff member. Below are some sample questions to go over with your staff member.

1. What aspects of the work you do can be effectively performed from an alternative work site?
2. Does the schedule work for you, your manager, your coworkers, and your customers?
3. Is the quality and quantity of work up to your manager's expectations?
4. Do any of the specifics in the telework agreement need to be changed?

Section 4
Page 3

Regular Communication

As mobility increases among your team, it is important to maintain regular communication. As the manager, you should be initiating regular, planned contact with your team members. Take the time to cultivate the relationships with them.

Within the communication, you should be consistently following up with your staff, soliciting and sharing feedback, assuring your team members they know their opinion is valued. Be sure your team knows that even when you or them are teleworking, you are available to support their needs.



Section 4
Page 4

Building and Maintaining Trust Within Your Team

In a telework environment, managers should support telework and strive to promote a cohesive and inclusive team environment that builds team trust and strengthens relationships. Below are a few tips for building trust within your team.

- Set the expectation that all individuals will follow through on action items and commitments
- Follow-up with team members to ensure that project and team responsibilities are being met
- Encourage team members to remain active contributors in meetings and on team projects on their telework day.
- Promote individual accountability and make sure that each member is properly contributing.

Trust between the manager and each team member facilitates productive work and instills positive assumptions about productivity, efficiency, and quality of work. Trust enables you, as the manager, to feel confident in work outcomes despite the inability to physically see a staff member on their telework day.

Building trust with your team members is an on-going process. With teleworkers, consider the following ways you can maintain and invest in mutual trust:

- Show respect to team members. Communicate clear expectations so that performance management, work process, and communications are transparent and well-structured.
- Initiate regular, planned contact with team members, especially as their mobility increases.
- Consistently follow up, solicit and share feedback, and assure team members know their opinion is valued.

Section 4
Page 5

Promoting Individual Accountability

With teleworking, individual accountability is a necessity. As the manager, you must be promoting this, and make sure each staff member is properly contributing. You can do this by following up with them to make sure their deliverables are consistently being met, and their productivity has not decreased since beginning teleworking.

Consider creating a culture of accountability with your team. Consistently ask in meetings 'What is important? How are we doing? How can we improve as a team? What are your priorities for professional improvement?'



Section 4
Page 6

Capitalizing on Key Skills

Managers must evaluate core leadership competencies and attention to ensure the success of your team. When you are assessing your current capabilities make sure to consider how you can continue to improve in key leadership areas including

1. Planning and Organizational Competencies
 - I. Building a vision and plan ensures your team knows the established goal and what is expected of them during their telework day
 - II. Inspiring innovation and creativity
 - III. Sustaining quality service orientation
2. Human Capital Management Competencies
 - I. Developing and managing people
 - II. Communicating effectively
 - III. Building beneficial alliances

Section 4
Page 7

Management Challenges

There are some unavoidable management challenges to teleworking. Read the table below for possible challenges, and ways to overcome them.

Challenge	Description	Overcoming the Challenge
Productivity and Effectiveness	Managers considering telework options inevitably worry that telework will hurt the productivity and effectiveness of their group.	Encourage your team to use remote collaboration tools and protocols and adapt your management style to support new ways of working.
Measuring Worker Performance	Managers cannot directly observe individuals working in a distributed work location.	Link performance to results and engage team members in discipline and planning that will focus them on meeting clear, measurable commitments. Apply the new techniques and strategies you learn in the Telework Workplace Management course to effectively manage teleworkers.
Telework Workplace Management Skills	Many managers have not managed teleworkers and may not feel comfortable with their telework workplace management skills.	As a manager, you will learn why it is important for you to understand the HCD workflow and processes, and how to use them to support your team.
Policies	A policy and set of procedures assures a well-defined and managed distributed work option.	

Making Telework a Success Objectives:

- Explain the aspects of what goes into preparing your team
- List some of the possible questions to ask in a review of your staffs telework experience
- Understand the importance of regular communication
- Give examples of how to build and maintain trust within your team
- Recognize the importance of promoting individual accountability
- List key skills important to continue improving on while managing teleworkers
- Identify management challenges and how to overcome them

Identifying Processes Needing Change

Section 5
Page 1

Routine Work Flow and Communication

Success in the telework environment requires you to identify work processes that may be affected by teleworking. The teleworker is responsible for making sure that there are no changes in the quality of their work and performance. It is important that you, as a manager, support telework by making sure meetings can be attended virtually/online (if possible) and that you provide a conference number in case a teleworker wants to call in.

You may need to spend time with the team understanding the changes and adaptations that may happen when working with teleworkers. Modes of communication may shift, adapting more IM's and emails than in-person communication. Make sure team members understand etiquette on communicating face-to-face and virtually. The following pages in this section will give examples of common processes affected by the move to telework.

Section 5
Page 2

Selecting the Appropriate Method of Communication

The format you select for a meeting influences both the success and outcome of the interaction. As you plan for meetings, decide whether the meeting should be in person or conducted virtually, using video conference, web conference, or conference call technologies. Consider the following questions to determine the most appropriate format:

- ☐ How important is the meeting and what are the desired outcomes?
- ☐ Can the meeting be held virtually?



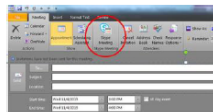
- ☐ Can the meeting be effective with both face-to-face and virtual participation?
- ☐ Is it critical for people to attend in-person?
- ☐ Is it practical for people to attend in-person?
- ☐ How will the resource investment impact other commitments?
- ☐ What will be achieved by holding the meeting in person that could not be achieved holding it virtually?
- ☐ Do you need to share information or documents during the meeting?

Section 5
Page 3

Virtual Meetings

As interactions become increasingly distributed, the success of your team will increasingly depend upon the consistency and effectiveness of virtual meetings. As a manager, it is critical that virtual meetings utilize consistent procedures, protocols, and etiquette to ensure that:

- ☐ Meetings have a clear purpose
- ☐ Meetings are well-conducted and the results are recorded
- ☐ Attendees are kept engaged, focused, and accountable
- ☐ Time is used effectively
- ☐ Specific outcomes are accomplished
- ☐ Proper meeting etiquette is used by your team (i.e., computers should be used for note taking; multi-tasking is discouraged)
- ☐ Issues are addressed directly, without distracting and unproductive side conversation.



Section 5
Page 4

Work Process Challenges

There are some challenges regarding work process and teleworking. Read the table below for possible challenges, and coaching techniques to give to your staff to overcome them.

Challenge	Description	Coaching Techniques to Overcome the Challenge
New Work Process Requirements	Telework can be used as a catalyst to update your work routines and improve your effectiveness as a knowledgeable worker.	Use your telework days to help create more productive and efficient ways of working, interacting, and communicating.
New Support Services Requirements	When teleworking, technology and business process support becomes simultaneously more critical and less accessible.	Follow PHNL security and technology rules; document how to access valuable support resources for each technology tool business process.

Identifying Processes Needing Change Objectives:

- List some of the ways to determine the most appropriate method of communication
- Recall the tips for hosting a virtual meeting
- Identify the work process challenges while teleworking and how to overcome them

Setting Expectations

Section 6

Page 1

Communicating Clear Expectations

As mobility among your team increases, it is important to communicate clear expectations from the beginning so that performance management, work process and communications are transparent and well structured. You can do this by:

- I. Developing a Telework Plan for your staff:
 - I. Expected telework schedule and days. Have your staff be aware of when other telework days are to plan accordingly.
 - II. Maintaining normal availability. Or, developing clarity on the best times to get in touch on situational telework days.
 - III. Meeting attendance plans. Let your staff know when they need to come in person for a meeting, and when they can call in.
 - IV. Update the team with changes to schedule/availability. Consider a telework Group Grid as shown to the right, or a shared calendar within Outlook. This way, all of your team can see schedule changes.



Section 6

Page 2

Telework Plan Notes

Consider taking notes when meeting with your staff member about their teleworking. Take note of the core things, such as their type of telework, schedule and availability, eligibility requirements, and the expectations you have set with them. This way if any issues arise, you have your notes to refer back to on their schedule and the expectations you agreed upon.

Meeting Notes	
John Smith	
1. Type of Telework	Regular
2. Schedule	Situational
3. Availability	9:00 AM - 4:30 PM
4. Eligibility	<input checked="" type="checkbox"/> Environment <input checked="" type="checkbox"/> Position <input checked="" type="checkbox"/> Performance
5. Expectations	John and I agreed that he would email me Tuesday what he plans to accomplish on his telework day Wednesday. We agreed he would be available during regular business hours. We agreed that I will follow up with him on the necessary.

Section 6

Page 3

Checking in and Tracking the Work Process

PNNL has Staff Development Review (SDR) goals that need to be met to achieve success at the lab. Teleworking should help your staff do so, and not hinder the achievement of their goals. In your meeting with your team member prior to teleworking, introduce your expectations with them, and review the goals they should be meeting, as outlined in their SDR. Reinforce these goals in your 6 month check in and reviews of their telework experience. Details of these goals include:



- ✓ Directly observe and evaluate their knowledge, skills and capabilities

- ✓ Identify development opportunities
- ✓ Evaluate readiness to work with less direct supervision
- ✓ Provide direct and behavior focused feedback on how effectively goals and expectations have been established
- ✓ Follow up on key deadlines, milestones, and deliverables
- ✓ Have ample opportunities to provide constructive feedback
- ✓ Support team members.

Setting Expectations Objectives:

- Understand the components of developing a telework plan
- Recognize the importance of checking in with your team and the goals you should be following up on

Security Information

Section 7

Page 1

Classified and Controlled Classified Information

Classified information can never leave the Laboratory or its designated Limited Areas. It is your decision whether or not to allow team members to telework when working on Controlled Unclassified Information. Ask yourself the questions below to determine if your staff members workload is compatible for teleworking.



Controlled Unclassified Information:

1. How will they meet the protection requirements for controlled unclassified information?

Classified Information:

1. What percentage of their work falls in the unclassified space? Are they able to bundle that work into one day a week for teleworking?
2. What is the likelihood that they might accidentally slip into classified space or unknowingly produce classified work while at home?
3. How often do they have unscheduled classified phone calls or meetings?
4. Do they have duties that require them to be "on-call" to handle classified materials such as being a Derivative Classifier (DC)?

Section 7

Page 2

Network Access

Only use wireless access points (APs) that are IT approved and managed. Unmanaged APs could allow unauthorized access to organizational resources, posing a serious security risk.

When you are logged into PNNL through remote access, be careful of what else you have or allow on your computer as it could get onto the PNNL network.



If you are connected to two networks (e.g. multi-homed, remote access into PNNL and still able to access devices/services from your home or public network) things that come in over the home network could jump on to the PNNL network. An example of this would be trying to access a site blocked by PNNL. The computer would still try to get to the site through the home connection which is seen by the computer as a second avenue. For more information on how to connect remotely, see PNNL's telework website [Flexible Workplace Community](#).

Telework Website: <https://spteams1.pnnl.gov/sites/FW/Pages/Teleworking.aspx>

Section 7

Page 3

Laptop Security Guidelines

Portable systems are the target for theft around the world. Following specific guidelines before removing laptops from PNNL premises will minimize the risk of data loss. Here is some guidance to remember before taking your laptop home:

- Record the serial number and keep it on hand in the event the laptop is lost or stolen
- Encrypt your laptop with BitLocker before taking it offsite
- Report lost or stolen laptops (and other organization property) immediately. This will assure that certificates assigned to the machine are deactivated, preventing unauthorized access.



Lessons Learned: [Cyber Security: Safeguarding PNNL network and information while teleworking](#)

Lessons Learned: <https://lessons.pnl.gov/ce.aspx?id=2623&asid=24>

Security Information Objectives:

- Identify if your staff members classified/controlled unclassified information workload is compatible for teleworking
- Understand the network access for teleworking
- Recall the guidelines regarding your laptop before taking it home.

Summary

Summary

Page 1

In Review...

Not many managers are familiar with managing their team outside of the workplace. After taking this course, you should have a better understanding of how to manage teleworkers and what goes into teleworking yourself, if you choose to do so. In review of this course, you should know personality traits of your staff, and if you deem them eligible to telework with their specific workload. Keep in mind that the telework agreement can be revoked at any time by you or your staff member.

If you have any further questions after taking this course refer to:

PNNL's Telework Website, [Flexible Workplace Community](https://spteams1.pnnl.gov/sites/FW/Pages/Teleworking.aspx)
(<https://spteams1.pnnl.gov/sites/FW/Pages/Teleworking.aspx>)

[Request and Maintain a Telework Agreement](https://hdi.pnl.gov/hdi/BookView.aspx?ModelID=85221A57-3E4E-490F-91AA-095EC054FD64) - HDI
(<https://hdi.pnl.gov/hdi/BookView.aspx?ModelID=85221A57-3E4E-490F-91AA-095EC054FD64>)

[Kayla Croskrey](mailto:kayla.croskrey@pnnl.gov), Telework Subject Matter Expert and Telework Advocate
(kayla.croskrey@pnnl.gov)

Summary

Page 2

Telework Agreement

If you are taking this course to telework yourself, click the button below. You should meet with your manager to discuss your teleworking plan and then sign to route for signatures. If you are taking this course to manage a team member of yours who wishes to telework, you may use the right arrow to continue on with the course.

Open Teleworking
Agreement

Pacific Northwest
NATIONAL LABORATORY

Completion

Mail | HDI | Exit

Telework Training for Managers

Completion

Congratulations!

You have completed the course.

To submit your completion record to the training system, you must click the Submit Completion button below.

If you want to review any section of the course, click the start menu to the right to return to the navigation page. Or, use the drop down menu in the upper right hand corner.

Be sure to come back to this page when done and click on the Submit Completion button.

Thank you for your time.

Submit Completion

SAMPLE EQUIPMENT REQUIREMENT CHECKLIST

INL's Equipment Requirements Self-Certification Checklist

Schedule C

Telecommuting Equipment Requirements Self-Certification Checklist

Essential Telecommuting Components

- Laboratory provided Windows or Mac laptop computer running the INL's current image (standard software and settings)
- Docking station/port replicator
- Site-approved software necessary for performing individual job functions
- INL's VPN application and hardware token
- Computer peripherals such as a monitor, printer, keyboard or mouse
- Established procedures must be followed to document the temporary removal of any computer equipment, software, or peripherals from Laboratory property by filling out form 580.12.
- A minimum of 3Mbps internet speed is required

Self-Certification

I certify that all essential telecommuting components are in place and fully functioning. I also understand that rules for usage of INL-owned equipment remain the same whether being utilized on INL property or in a private residence.

Employee

Date

SAMPLE TIMEKEEPING PROCEDURES

NREL's Timekeeping Procedure

The screenshot displays the NREL Timekeeping interface. The main window shows a calendar for April 3-9, 2016, with a search bar at the top. A modal titled "Enter Time 04/04/2016" is open, allowing users to input time details for a specific date. The modal includes a "Time Type" dropdown menu with options like SW65, Sust, and PROG. An "Alternative Commute" sub-menu is also visible, listing options such as Bike, Carpool/vanpool, No, Telecommute (selected), Transit (bus/light rail), and Walk. The "Hours" field is set to 8. The "Details" section includes an "Alternative Commute" dropdown (set to Telecommute) and a "Comment" text area. The modal has "OK" and "Cancel" buttons at the bottom. The background interface shows a calendar grid with dates and a summary table on the right.

Non-Worked	Project Hours	Total Hours
0	0	0

View: Week


Pay date: 03/20/2016 - 04/02/2016

Summary Table:

Date	Hours
Sun 4/3	Hours: 0
Mon 4/4	Hours: 0
Tu 4/5	Hours: 0
Wed 4/6	Hours: 0
Thu 4/7	Hours: 0
Fri 4/8	Hours: 0
Sat 4/9	Hours: 0

SAMPLE COMMUTER SURVEYS

INL's Commute Survey



Fiscal Year 2016 INL Commute Survey

Please select your employer.

Battelle Energy Alliance

Department of Energy

Please select the responses that best represent your commuting behaviors during FY2016. If your commuting pattern changed significantly during the fiscal year, you will have the opportunity to note that at the end of the survey.

Please keep in mind that your answers should be based on your **TYPICAL** commuting behaviors for FY2016. Answer with the best response, even if not technically exact.

I telecommuted **100%** of the time.
**For BEA Employees, per LWP-25702: Telecommuting is an alternative work arrangement in which all or parts of an employee's duties are performed away from an INL based work location. A "Telecommuting Agreement" must be in place.*

No

Yes, I worked away from an INL-based work location 100% of the time.

Next

On average, how many days per week did you telecommute?

Days per week

Approximately how many weeks did you telecommute?
Your answer should not include the number of workweeks you were physically away during your normal work schedule (PL, travel, holiday, leave, etc.).

Workweeks

Previous

Next

Please select your primary work schedule.

9x80s

4x12s

4x10s

2x24s

5x8s

Part time or other

Approximately how many workweeks were you physically away from work during your normal work schedule in FY2016 (including PL, travel, holiday/curtailment, leave, etc. - please use whole numbers)?

Workweeks

Did you telecommute during FY2016?
**For BEA Employees, per LWP-25702: Telecommuting is an alternative work arrangement in which all or parts of an employee's duties are performed away from an INL based work location. A "Telecommuting Agreement" must be in place.*

No

Yes

Previous

Next

SAMPLE PROMOTIONAL MATERIAL

PNNL's Telework Fact Sheet



Pacific Northwest
NATIONAL LABORATORY
Privately Operated by BBNRI Since 2015

Telework Vision
PNNL is committed to making the Lab a great place to work—environmentally, socially and economically. Integrating flexible workplace options helps create a more attractive workplace for current and future staff members. *Being a teleworker at PNNL can improve productivity, job satisfaction and retention. Our commitment to a flexible workplace demonstrates thought leadership and helps enhance PNNL's reputation with our DOE customer.*

Benefits of the Telework Option
Numerous studies demonstrate that offering flexible work arrangements can produce real benefits for staff members, the organization, and the planet. Some benefits are quantifiable; some are less tangible but real nonetheless. Many PNNL staff members say that their telework day is their favorite day of the week.

Teleworking can...

- Allow greater staff and organizational flexibility
- Save money while improving productivity
- Enhance recruitment and retention
- Improve staff morale and reduce stress
- Have a positive effect on the environment
- Promote continuity of operations

Telework Goal
40% of staff teleworking 1 day a week by FY2020

- For the most up-to-date status, Telework monthly data is located on the telework site:
<https://spiteams1.pnnl.gov/sites/FW/SitePages/Telework%20Data.aspx>
- In the first quarter of FY2013, PNNL was 20% of the way to meeting its goal.
- According to the employee commute survey administered in November 2012, 14.6% of staff reported teleworking at least 1 day/week, and 27.9 % reported twice a month or less.

Other Useful Information

- **Job Eligibility:** Workers in all employment classifications are eligible for the option, with supervisor/manager permission to participate based on work applicability and staff ability to perform work independently. To help managers determine if a job and the staff member are a good fit for telework, resources are available in the HDI workflow ("Request and Maintain Telework Agreement") and on the telework website.
- **Voluntary:** Individual participation in the option is voluntary. Participation can be terminated at any time by the staff member or their supervisor/manager.
- **Performance:** Staff performance is measured by objectives.

- **Telework Agreement:** To be a teleworker, the staff member and manager must sign an agreement.
- **Telework Frequency:** Staff are encouraged to telework at least 1 day per week on average, or as appropriate and agreed upon by both staff member and manager. If 50% or more of a staff member's time is worked remotely, then an Alternate Workplace Agreement will be needed; contact the telework advocate or your directorate's HRM for details.
- **Staff Training:** All staff desiring to telework must take a general telework training course. Contact your Training Coordinator to have the Telework Training added to your training plan. If staff wish to take additional technical training, it is not required but available on the website.
- **Manager Training:** Managers with staff members who telework must take manager telework training.
- **Technical Tools and Support:** Teleworkers must have a SecurID Token and other computing tools necessary to access to PNNL resources and their work data from home.
- Support from the IM Services Help Desk will be available to assist with computing questions or support issues when connecting to the network or other work resources. Refer to technical resources on the website for more specifics.
- **Equipment Needed:** Staff members are expected to have a computer, phone (preferably a land line), and Internet access at home. They should also have an area where they can safely and comfortably work, free from distractions.
- **Accessibility:** Staff members need to be accessible by phone and email during normal work hours. If they are not able to work from home for any reason, they are expected to come into the office. On telework days, they are still available for meetings (online/by phone) and should not block out time or be unavailable just because they are teleworking.
- **Transparency:** A staff member teleworking is still working. Coworkers, managers, partners, and customers should be able to reach staff as easily as when they are in the office. Staff members can use Lync, voicemail, email, and their office door to let others know how to reach them on days they telework.

Telework Advocate
Judy Thomas
509-375-3726
Telework@pnnl.gov

SAMPLE TELEWORK WEBSITE LAYOUTS

NREL's Telecommuting Website

theSOURCE

Search theSOURCE

SEARCH

Organizations ▾ Business Tools ▾ A-Z Index

Search Employee Directory

SEARCH

Benefits

Benefits Home

Medical

Dental

Vision

Flexible Spending

Employee Assistance Program

Life & Other Insurance

Time Off & Leave

Retirement

Commuting

Eco Passes

Telecommuting

Telecommuting

Telecommuting can be a viable option when you can do your work remotely. It supports NREL's sustainability efforts by decreasing the lab's carbon footprint and minimizing traffic impact.

Your line manager and [HR Business Partner](#) will determine whether your job function is suitable for telecommuting. You may complete a [candidate assessment](#) to help management determine if your job lends itself to telecommuting.

To initiate a request to telecommute:

- Review [Procedure 5-1.5 Telecommuting](#) and the [Telecommuting/Home Office Safety Guidelines](#)
- Complete the [Telecommuting Agreement](#) and send it to your line manager for approval.

Visit Sustainable NREL's [Alternative Work Schedules and Telecommuting](#) page for more information. NREL's telecommuting program is a voluntary employee privilege that may be terminated at NREL's discretion without cause.

Report Telecommute on Your Timesheet

By reporting your telecommute days, you can help the lab track its sustainability efforts.

Select *Telecommute* under the Alternative Commute option box on your Workday timesheet.

PNNL's Teleworking Community Website

Teleworking Community

Home

WhyTelework?

TeleworkRequirements

Success Stories and Blog

TeleworkAgreementDetails

Resources

Manager Toolkit

Staff Toolkit

Training

Technical Tips


Virtual Etiquette

FAQs

Links

EMSL Telework Page

PNNL Sustainability Site



Welcome to the PNNL Teleworking Community

This site provides information about the telework option at PNNL.

1. Considering it or ready to telework?

 - Get smart with the [Quick Start Checklist](#), [Fact Sheet](#), [Staff Guide to Telework](#), or [Manager Guide to Telework](#).
 - Talk to your manager. If you both agree that you are suitable and eligible to telework, the next step is to contact your [Training Coordinator](#) and have the appropriate training module added to your training plan.
 - Sign a [Telework Agreement](#) (eForm) with your manager. [Learn more](#)
 - Are you familiar with the [Telework Agreement HDI Workflow](#)?
2. Did you just start, or are about to start teleworking?

 - Review some [tips for Teleworking and technical guidance](#).
 - If taking property off-site for greater than 6 days, make sure to fill out the ["Taking Property off-site"](#) word document supplied in HDI.
3. By now, you're a teleworking pro. Want to learn current events related to telework at PNNL?

 - Check progress toward the telework goals at the [Telework Data](#) page.
 - Have you brushed up your [virtual etiquette skills](#)?
 - Learn more about benefits of telework to [staff](#) and the [organization](#).
 - How much can you save by Teleworking? Check out GoLoop's [Telework Calculator](#). The average person who commits to telework 1 day a week on average, with a 25 mile, 40 minute round trip commute will save: 30 hours of time and \$672 annually.*

*(Cost based on AAA's medium sedan of 58.5 cents/mile and 46 days teleworked/year.

Contact

For all questions, contact the Telework Advocate, [Kayla Croskrey](#).

News

- Did you read the article about Lync and Security?
- Website Makeover
- Telework Agreement info