LOS ANGELES COUNTY

Chief Executive Office – Office of Workplace Programs

Telework Program

Policy and Procedures

A policy and procedural guide to Telework for supervisors and employees in Los Angeles County

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Rideshare L.A. County

OFFICE OF WORKPLACE PROGRAMS, CEO

Los Angeles County Telework Program

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Section

1

A Great Opportunity

You have been selected to participate in an exciting way to work, one which will benefit you and Los Angeles County!

Telework is a work option where you work from home or near home at an alternate location at least two days a month.

Telework is working at a location other than a traditional office and reducing your commute.

The County Board of Supervisors strongly supports the telework program as an innovative work option benefiting employees and the community.

Section

2

County Telework Policies

Telework is a management option, not a universal employee benefit.

Employee's salaries and benefits will not change as a result of participation in the telework program.

Telework is a voluntary option for both the employees and their supervisors.

A telework agreement can be cancelled at any time by the teleworker or the County.

Terms and conditions of employment for teleworkers and telemanagers remains the same. Work hours, overtime compensation and vacation schedules must conform to the County Code, Memorandum of Understanding (MOU) provisions and to terms otherwise agreed upon by the employee and the supervisor.

Both represented and non-represented employee classes may participate in the program.

Successful teleworkers have the support of their supervisors. Employees will be selected based on the suitability of their jobs, an evaluation of potential success as a teleworker and an evaluation of their supervisor to handle remote workers. Each department will make its own selections.

Since telework benefits both the County and the employee, the costs and savings of telework are shared. In most instances employees will purchase their own equipment, availing themselves of the County's "computer store" program, if they choose.

The use of equipment, software, data supplies and furniture, when provided by the County for use at the remote location, is limited to authorized persons and for purposes relating to County business. The employee is responsible for seeing that equipment is properly used. The County will provide for repairs to County equipment. When the employee uses

their own equipment, the employee is responsible for maintenance and repair of that equipment.

Telephone charges may be paid by the County with department approval. Selection and installation of appropriate telephone equipment will be arranged by the telephone coordinator in the employee's department or employees may use their own personal phone system at no cost to the County.

Teleworkers may not use telework as a child care option.

All teleworkers will participate in studies to evaluate the effectiveness of the program.

Employees must comply with **all** related County policies like information security, work place safety and injury reporting procedures.

Since the employee's remote work space is considered an extension of the County work space, the County's worker's compensation liability for job related accidents will continue to exist during the employee's telework hours.

The County has the right to make an on-site visit to the employee's home to determine that the work site is safe.

The employee remains liable for injuries to third persons and members of the employee's family on the employee's premises.

Individual tax implications related to the home work space shall be the responsibility of the teleworkers. Employees are advised to consult a tax expert.

County of Los Angeles
Teleworker's Agreement

Telework is working at a location other than a conventional office. This can be either at a home or another location which is less than fifty percent of the normal commute from home to work. Telework is an option that management may choose to make available to qualified employees when a mutually beneficial situation exists. It is **not** a universal employee benefit.

Telework is an alternate work method which may meet the needs of the County's regional clean air and traffic mitigation goals as mandated by the South Coast Air Quality Management District Rule 2202. However, employees do not have a "right" to telework and this work option may be terminated by either the employee or the County at any time.

The following conditions for telework must be agreed to by the teleworker and the department (employee's supervisor):

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

   _____
   (Home or alternate work address)

2. The employee will telework _____ day(s) a week, or _____ days a month.

3. The employee's work hours will be as follows:

   Day: _____ From: _____ To: _____

4. The employee agrees to complete assignments to be worked on at home or an alternate location by the agreed upon delivery dates. The telemanager (supervisor) will provide the employee with all work assignments.

5. Equipment to be used by the employee at the telework worksite will be agreed to by both the telemanager and the employee.
   The following equipment is needed to complete work assignments:
   _____
   _____

6. The telemanager and employee agree to the following arrangement regarding business telephone calls, use of cell phone, use of pager and use of a fax machine:
   _____
   _____
   _____

7. The employee agrees to call the central office to retrieve work related messages at least ____ times per telework day.

8. The employee agrees to "check out" all supplies needed for the work assignments by contacting the appropriate office staff. Out of pocket expenses for supplies regularly available at the County office will not normally be reimbursed, unless approved by the telemanager in advance.

Additional conditions agreed upon by the County (telemanager or supervisor) and the employee are as follows:

_____

TELEWORK STANDARDS

When a Telework assignment is agreed upon, the following standards apply:

1. Telework is entirely voluntary and may be terminated by the employee or the County at any time.

2. The duties, obligations, responsibilities and conditions of a teleworker's employment with the County are unchanged. Employee's salary, retirement, benefits and County-sponsored insurance coverage are unchanged.

3. Teleworkers and their managers are required to be certified at a County Telework Program (CTP) orientation and training, and a department-specific training before Telework begins. Every two years thereafter, teleworkers and telemanagers must attend a departmental refresher training course to ensure compliance with CTP requirements and standards.

4. All records, including training, must be kept for a minimum of three years. The certified Employee Transportation Coordinator (ETC) within each department will be responsible for all record keeping associated with Telework.

5. Work hours, overtime compensation and vacation schedule must conform to the County Code, to MOU provisions and to terms otherwise agreed upon by employee and the supervisor.

6. The use of equipment, software, data supplies and furniture, when provided by the County for use at the offsite work location, is limited to authorized persons and for purposes relating to County business only.

7. Employees should designate a work space for installation of equipment to be used in the project. This work space should be maintained in a safe condition, free from hazards and other dangers to employee and equipment.

8. Since the offsite work location shall be considered an extension of the County work space, the County's workers compensation liability for job related accidents will continue to exist during the employee's telework hours.

9. In the event of delay in repair or replacement of equipment or any other circumstances under which it would be impossible for the employee to telework, the employee's department may assign other work or request that they employee move to another location.

10. When County equipment is provided to the employee, the employee is responsible for seeing that the equipment is properly used. The County will provide for repairs to County equipment.

11. When the employee uses their own equipment, the employee is responsible for maintenance and repair of equipment.

12. The employee remains liable for injuries to third persons or members of employee's family on employee's premises.

13. Requests to work overtime, use sick leave, vacation or other leave must first be approved by the employee's supervisor in the same manner as when working in the regular office.

14. If a teleworker is sick while working at home, the teleworker is required to report the hours worked, and must use sick leave or other accrued time to cover the hours not worked.

15. Employees who telework are required to participate in all studies, inquiries, reports or analysis relating to the CTP. The data collected may be made available to the general public without identification of employees.

16. Employees remain obligated to comply with all County rules, policies, practices and instructions. Violations of these rules, policies, etc. may result in preclusion from Telework or disciplinary action, up to and including termination of employment.

17. Individual tax implications related to the home work space shall be the responsibility of the teleworker. Employees are advised to consult a tax expert.

18. With reasonable notice, the County may make onsite visits to the employee's offsite work location to determine if the place is safe, to ensure there are no hazards, and to maintain, inspect, repair or retrieve County-owned equipment, software, data or supplies.

19. As a Telework employee, I have reviewed the conditions of this Teleworker Agreement, Telework Procedures, and the Telework Standards with my telemanager (supervisor) and agree to the conditions.

Employee	Department	Date
County Office Address	Telework (Home) Address	
County Telephone Number	Telework (Home) Telephone Number	
Telemanager or Supervisor	Department	Date

Section

3

Telework: Knowing the Benefits and Adjustments

Telework has a proven track record. According to Worldatwork (2006), telework leads to more satisfied employees as well as increasing productivity and the quality of work for the organization. Some changes will be necessary when a new telework arrangement is created so here are some things to look out for:

For the County

Benefits	**Adjustments**
Increased productivity Improved employee morale Reduced absenteeism Improved recruiting and retention Accessibility to new labor pools including persons with disabilities Decreased turnover and training Reduced office space	Adjustment in philosophy and procedures Increased need for accountability Increased legal issues may occur Increased operating costs may be incurred Increased need for security of data

For the Teleworker

Benefits	Adjustments
Increased productivity Increased flexibility Reduced commute time and cost Reduced stress Increased job opportunity Increased family interaction Reduced job related expenses	Possibility of reduced visibility Reduction of living space Increased at-home costs Increased distractions in the home environment Increased communication responsibility for security of information

For the Community

Benefits	Adjustments
Reduced traffic congestion Reduced fuel consumption Improved air quality by removal of greenhouse gases generated by mobile emissions	Increased potential of abandonment of urban centers Increased potential for relocation, non reduction of traffic Increased potential for urban sprawl

Section

4

Telemanager

Management Skills

To be successful at supervising your telework employees, you will need to use the management skills with which you currently manage your non-telework employees. The skills you may rely upon most frequently are:

- Assisting teleworkers in organizing their work
  - Time frames involved in completing tasks assigned
  - Resources required to complete assigned tasks
  - Adequate and appropriate distribution of work to all employees supervised
- Assignment of work to teleworkers
  - Establish means of communication with teleworkers
  - Communicate expected end product and time frames
  - Establish anticipated quality of work
  - Discuss any other criteria affecting the completion of assigned tasks
- Establishing timeframes

    - Develop attainable timeframes
    - Clarify and ensure teleworkers understand the workload
    - Create timetables for tasks assigned to teleworkers
- Reviewing status
    - Establish intermediate review periods to determine progress on tasks
    - Establish intervals for assessment during specific points in project timeline or upon completion of a specific task or on a recurring basis
- Coaching and developing employee's capabilities
    - Time may be limited so make the most of the time spent with teleworkers
    - Always reinforce positive behavior
    - Bring unsatisfactory performance to the employee's attention immediately
    - Develop plans or behaviors for correction of deficiencies
    - Use communication tools available to you to provide employee with timely and ongoing feedback

You should already be familiar with these skills and be using them while supervising your employees located in the office. You will find these management skills will not only benefit your remote workers, but you as well. You will be pleased to experience a greater degree of organization and capability of actually being able to accomplish more tasks by using these skills. Effective organization leads to increased job satisfaction.

Managing by Objectives

Managing by objectives (MBO) is a management tool which allows you and your employees the opportunity to clearly communicate your expectations as a supervisor and the employee's expectations as a teleworker. You may find that this tool is so successful that you may implement it as a means of managing all of your employees. Refer to the Appendix for a sample Telework Task Schedule. Implementation of MBO is as follows:

- Prepare an itemized list of what you expect from the employee. This list can be organized on a weekly or quarterly basis. You have the flexibility to establish objectives in a format that will be easy for you to administer.
- Include the teleworkers in the process of establishing objectives. This allows the employee to provide valuable input in defining expected results.

- Be very explicit about what you expect form the employee. If necessary, establish a matrix or graph and clearly define what the teleworker needs to accomplish and by when.

- Use the County Telework Agreement to document the telework arrangement. The County's Telework Policies, Standards and Procedures help define the relationship between the County and the teleworker.

- Track the results. If you are establishing weekly objectives, schedule a meeting in a week to review the telworker's accomplishments. Use the sample Telework Task Schedule (Appendix) as a dynamic document, capable of being changed whenever necessary. This document will enable you and the teleworkers to instantly determine whether or not the teleworkers are successful. Maintain a copy of the Telework Task Schedule for your file and make a copy for the employee to keep. Employees feel more control over their destiny if they too can track their success.

This management tool will provide you the capability of managing the products which your employees produce, not the process they employ to reach the goal. In many instances, your focus should not be on how the employee accomplishes the task, but focus instead on the quality, quantity and timeliness of the completed work product.

Managing Non-Teleworkers

Effectively managing the non-teleworkers in a telework environment is just as important as managing the teleworker.

Managing the employees who do not telework

As you identify the participants in the telework program, you need to work carefully with the non-teleworkers to lessen the feelings of resentment which can form regarding "why is that person chosen instead of me?" If an employee is interested in telework and you have determined that they don't have the necessary organizational skills or their current assignment is not conducive to telework, discuss this with your employee. Perhaps you can set up an action plan so that the employee can work on developing the necessary skills. If an employee's job assignment is not conducive to telework, perhaps in the future they can telework if their assignment changes or telework occasionally as their work load warrants.

Team effort

The non-teleworkers are just as crucial to the programs' effectiveness as the teleworkers. Your work group's success depends on the efforts of all the members of the team. The non-teleworkers should not be expected to do extra work in the office while the teleworkers are working from their remote locations. Establish mutual strategies which will support both the non-teleworkers and teleworkers alike.

Communications link

Many County telephones can be programmed to forward calls to the telecommuter's remote location. The teleworker's phone can be programmed to forward calls at the beginning of the work day and the forwarding feature can be removed at the end of the work day. If the teleworker wishes to be undisturbed, the phone should automatically send calls to the office voice mail which the teleworker can check throughout the work day.

If the teleworker's phone does not have voice mail or call forwarding, establish procedures for answering the teleworker's phone while they are at the remote location. Include the support staff in the process of formulating what they will say when they answer the phone. Refrain from advising incoming callers, "Ms. Jones is at home today." Instead use the phrase, "Ms. Jones is working from another location at this time, I'll be happy to have her return your call as soon as she is able."

Communication Skills

Always keep in mind that good communication skills are the backbone of a successful telework program.

- Talk to your teleworkers
- Use effective listening skills when exchanging information
- Include your teleworkers in social activities at work
- Frequent communication with your teleworkers will enable you as the manager to maintain appropriate guidance and direction
- Maintain "open" communication with your teleworkers. This will assist the teleworkers in avoiding feelings of isolation

A key concern for teleworkers is less visibility in the office and its impact on upward mobility in the organization. Here are some points to assist you as a supervisor in maintaining high visibility for your teleworker:

- Visibility does not eclipse ability
    - Organized and effective teleworkers will shine regardless of the number of days they work in a central office. Monitor teleworker performance and you will readily award positive performance evaluations to effective employees.
- Communicate
    - Advise the upper echelon in your organization of the teleworker's achievements when they warrant notice.
- Enable teleworker visibility

- Take advantage of “opportunity assignments” and have the teleworkers participate in those assignments when possible.

Don’t forget about your teleworkers just because they are not in the office. Most offices have speaker phones which is a simple means of keeping the teleworker connected to the office. Out of sight does not have to mean out of mind.

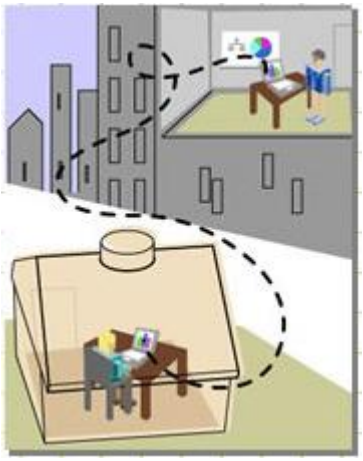
Telemanager Do’s and Don’ts

Do’s	**Don’t**
Trust your teleworkers Encourage good communication skills Encourage goal setting Communicate regularly Be flexible and use your creativity to achieve optimum program results Use telework as an opportunity to strengthen your management skills Delegate assignments equitably among your teleworkers and non-teleworkers Manage by measuring results Give appropriate and timely feedback Plan meetings when your teleworkers can participate Schedule regular status reports Expect changes Be prepared if telework doesn’t work well and allow the employee to terminate participation in the telework program	Don’t call teleworker every hour to check on progress Don’t set unattainable goals Don’t expect perfection; there will be adjustments needed Don’t set unrealistic deadlines for projects Don’t ask for constant status reports Don’t neglect problems Don’t expect everyone to be a successful teleworker

Section

5

Teleworker



Getting Organized

To be a successful teleworker, you will need to learn to deal with less structure and more freedom in completing your work. Telework is not as simple as staying at home and working. It requires careful planning and discipline.

The following section has been designed to provide you with some basic tools for working at home and maintaining or increasing your level of productivity and the quality, quantity and timeliness of your work product.

If you take the time to develop good work habits from the first day that you start telework, you will realize that it can be easy to get your work completed away from the office.

- Pick a separate location
    - It is very important that you identify a safe location in your home as your work space. You do not need to devote a whole room to be your work station. Some teleworkers have successfully developed part of an existing room, a garage, an attic and even a closet to be their workspace. Make sure your station is safe and separate from other areas. The more separate your work is from the rest of the house, the less likely you will be disrupted by other household members when they are home. Avoid temporary workplaces such as the dining room table or kitchen unless you are a sporadic teleworker (less than once per week).
- Establish a routine
    - Set a work schedule for the days you telework and stick to it as much as possible. Start and stop working at the same hours on telework days. This will help establish a work routine for you. Establish your work hours with your telemanager. Take advantage of working the hours that you are most productive as long as these hours are agreeable with your telemanager.
- Replace the ritual of getting ready for the office

- As a teleworker, you will no longer have the traditional office rituals of morning conversations, coffee, a suit and tie or even a long dreadful commute that will symbolize the beginning of the work day. You may need to come up with some new rituals. Some teleworkers play specific music or start working after the morning exercise or bike ride. Find a ritual that will set the beginning of the work day much like the commute does on days you work in the office.

- Make a to-do list for your assignments

  - Develop a list of goals and assignments for the days that you telework. The Telework Task Schedule (Appendix) was developed as an option for you and your supervisor to use in planning your telework day. At the end of the day go over your list to see how much you have actually accomplished. The use of the Telework Task Schedule for a comparable list of things to do will help you plan for all the resources that you will need at home.

  - Schedule your work so you don't need assistance from others on your telework days. Remember you may not have access to a fax machine, a photocopier or even a computer at home. Plan your work accordingly. Start planning your whole week, not just one day at a time. Save work throughout your week that would be appropriate for telework. Planning your whole week will increase your productivity by establishing the best place to accomplish certain tasks.

  - Working at home is more intense than working in a traditional office. You tend to get more work done in a given amount of time, provided that you have planned out your week's work appropriately. Make use of that intensity in scheduling your hours, both in and out of the office.

- Have an "end of the day" ritual

  - It is a good practice to have some ritual in place that marks the end of the work day. Be creative. Take advantage of your new schedule to end the work day with something you may want to do more of like increase your exercise program, work on a hobby, enjoy your children, etc.

Managing Your Work

As a teleworker, you will need to mange your work efficiently. It is up to you to make sure you are well informed and working hard.

- Maintain contact with your office

  - Make sure that you stay in touch with the office on days that you telework. You might want to set up a buddy system with another teleworker, whom you call once a day when you telework and vice versa when your buddy teleworks. It is essential that you check your messages on the days you telework and return the phone calls. Don't stay out of touch just because you telework. Decide early in the day how accessible you want to be. As a teleworker, you may have the luxury of actually working for three to four hours without any interruptions.

- Have an answering machine
    - If you do not have voice mail in the office, it is recommended that you use an answering machine at home to pick up your messages when you are in the middle of a project or unavailable. Many County telephones enable you to have calls from your office forwarded to your home telephone. This method enables you to avoid giving your home phone number to business associates (check with your telephone coordinator).
- Have a system at home
    - Establish a system for organizing the work that you keep or do at home. Otherwise you will end up with stacks of paperwork everywhere.
- Impact on co-workers
    - Discuss with your manager what job duties will be impacted while you telework. How will you handle last-minute rush assignments? Does your job assignment need to be rearranged among co-workers to account for your absence from the office?
- Stick to deadlines
    - Make sure you follow the same rules for deadlines as in the office. Don't miss deadlines. If you are mailing reports, send them so they are in the office on the day they are due or earlier. If you are sending your work via the computer or fax, follow up with your telework buddy or another co-worker to ensure its safe arrival.
- Keep your manager informed of your progress
    - As a teleworker, you must ensure that your supervisor or manager is kept informed on the status of your work products, your progress or any difficulties you are having. Think of your manager as a customer you need to keep satisfied.
- Attend department gatherings
    - Always attend department social gatherings and group meetings. It is important to stay involved with your co-workers even though you work away from the office on some days.

Training Family and Friends

To be taken seriously as a teleworker, you will need to take telework seriously yourself. Be careful not to create a bad image for the telework program. You will need to train the people around you so you don't have too many interruptions.

- The message is that you are home working

    - The first thing you will need to do is let everyone around you know that you are working at home and you still have the same responsibilities that you normally have as an employee. You have the same objectives, the same goals and the same deadlines. The only difference is that you are working from home.

- Decide on what type of interruptions are acceptable
    - You should decide under what circumstances family or friends can actually interrupt your work to ask you questions, favors or have you respond to an urgent need. You will want to develop ground rules for your family.

- Set rules for the use of office materials, equipment pens papers, etc. in the home
    - You may need to set some rules regarding the use of office supplies needed at your home work space. You may want to call your work space off-limits to other members in your household to avoid any personal use of office supplies.

- Don't telework if there are problems at home
    - It is best to avoid telework on days you know there will be distractions in the home. Additionally, if you are experiencing family difficulties, it is not advisable to telework during that period.

- Handling jokes and negative comments
    - Expect jokes when you return to the office after telework like "How was your vacation?" Respond to these comments by being positive and don't be defensive.

Developing Good Habits

Develop good telework habits and beware of overindulgence.

- Pace yourself so you don't burn out
    - Make sure you are taking enough breaks and you are not turning into a workaholic just because your work is always there. You must be able to start and end the work day in a timely manner. Schedule a few breaks throughout the work day. On the other hand, don't develop bad work habits and do less work than before.

- Watch out for bad habits
    - Be aware of the following habits because they can impact your productivity:
        - Snacking too often
        - Sleeping late

- Talking on the phone
- Watching television
- Smoking
- Wearing your pajamas all day long
- Visiting with neighbors
- Procrastination

These habits are harmful to the telework program. Try to remove all the possible temptations so that you can conduct your work.

The key to success in the telework program is the ability to manage your work space, your job, your family members and others and yourself. With some determination, discipline and commitment and by following the guidelines set for you in this manual, you can make the program work for you. Just remember there were rules that you followed in the office and you will need another set of rules for working in your home. It is your responsibility to make telework effective.

Set Up a Safe Home Office

Designing your workspace is important to the success of working at home. Spend time planning your workspace now so you won't have to waste time later rearranging your office. The key components of your home office are:

1. Your Desk

    a. The height of the work surface should satisfy the requirement of the most critical tasks. Conventional desk surfaces are usually 29 inches high which can be perfectly adequate for many tasks. A common height recommended for computing surfaces is approximately 26 inches. Be sure your desk is a comfortable height for you.

2. Your Chair

    a. This is probably the most important piece of furniture in the office so it should be selected carefully. The seat should be adjustable and the height of the top surface of the seat should be 15 to 21 inches. Both the height and the angle of the back rest should be adjustable and it should also provide support, but not so large as to be in the way. Find a chair that is comfortable for you.

3. Lighting

    a. The lighting in an office can affect comfort, visibility and performance. Whether you are using natural daylight or artificial lighting, it should be directed toward the side or behind your line of vision. Bright light sources can bounce off work surfaces and diminish you sense of contrast. Try not to use direct sunlight on work surfaces; use a shade or indoor lighting.

4. Safety

a. Be alert to electrical support needed for your equipment when configuring your work space. Arrange the hardware as follows:

i. Cover interconnecting cables or make sure they are placed out of the way to avoid the possibility of tripping over them.

ii. Place the equipment in close proximity to electrical outlets. If using a computer or fax machine, connect it or them to a surge protector or master switch.

iii. Place heavy items on sturdy stands close to walls.

iv. Provide sufficient air space around computer components. Keep equipment out of direct sunlight and away from heaters.

5. Noise

a. A totally noise-free environment can be stressful. Psychologically some background sound (like music) can be beneficial in maintaining a level of productivity and reducing boredom. Your professional image may be affected by sounds of crying children, lawnmowers, vacuum cleaners or barking dogs while you attempt to conduct business over the phone at home. You may be able to shut a door to eliminate noise. The use of a room divider or screen may prove useful in controlling the noise. Should you choose to use music in your home office, you may find it helps you concentrate.

6. Office Supplies

a. The County's Telework Policies grant your supervisor the authority to allow you to take home a reasonable amount of office supplies to support your work effort. Make sure you secure the necessary authorizations to take such supplies to your remote work location.

Teleworker Do's and Don'ts

Do's	Don't
Have a separate work space at home Stick to the same work schedule Take breaks throughout the day Keep your work organized Keep your boss informed of the progress you are making Attend department and group meetings, if possible Stick to all deadlines Call the office and keep in touch Maintain or increase your level of performance Inform family members and neighbors about when you may be interrupted If telework is not suitable for you, talk to your supervisor or manager	Don't develop bad habits at home Don't let the radio or television distract you Don't start sleeping late on telework days Don't stay in your bed clothes all day Don't change your work schedule every time that you telework Don't run errands for everybody in the neighborhood just because you are home Don't telework if you have an infant or an elderly person who requires your attention Don't give telework a bad name Don't stay in the telework program if it is not working for you

Remember that telework does not suit everyone's lifestyle or job responsibilities.

Section

6

Is Telework Right For You?

The telemanagers and the teleworker must understand that not everyone who tries telework is successful. However, many problems encountered by teleworkers can be resolved or even prevented.

Some problems the teleworker may face are:

- Uncontrollable distractions
    - The neighbors and family members just don't understand that while the employee is at home he or she is not available for other activities. Discuss how the teleworker can better communicate a rule of "Do not disturb" to neighbors and family members.
- Cabin Fever
    - Being at home 24 hours a day can become difficult for the teleworker. Discuss ways to break up the work day or reduce the number of telework days.
- Productivity and quality of work
    - If the employee's productivity or quality of work has declined since beginning a telework schedule, it is appropriate to review the work process. Discuss your observations of a productivity decline or loss in work quality to the employee and set work goals that must be met if the telework arrangement is to continue.
- Desire or need to be around people
    - If the employee discovers that a need for social interaction is a critical factor in his or her life, you may wish to reduce the number of telework days a week.

- If it becomes apparent that the employee must terminate participation in the Telework Program despite the telworkers best efforts to adjust to new working conditions, the Telemanager should help the employee understand that he or she remains valuable to the organization. The employee should return to the main office as soon as possible.

> "Telework offers many benefits to Los Angeles County including reduced traffic congestion, improved air quality and increased productivity".
>
> *Supervisor Michael D. Antonovich, 2012*

NOTES

For more information on the County Telework Program, contact:

Chief Executive Office -- Office of Workplace Programs

500 W. Temple St., B-1, Los Angeles, CA 90012

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Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

County of Los Angeles Telework Program

Welcome to the Los Angeles County Telework Program (CTP). This award winning program represents an innovative workplace option which continues to contribute to the improvement of work quality, increased productivity, and achievement of air quality and traffic reduction goals. The Telework program embraces the five Countywide Strategic plan goals:

1. Service Excellence;
2. Workforce Excellence;
3. Organizational Effectiveness;
4. Fiscal Responsibility; and
5. Children and Families' Well-Being.

The County's Telework Program has evolved with the support of new technology; however, it continues to focus primarily on home-based telework and short-term telework when prompted by a natural disaster or personal injury.

Currently, over 5,000 County employees telework an average of 1.4 days a week. By participating in the Telework Program two days a week, employees save at least an average minimum of $1066.68 dollars a year in gasoline costs which does not include car maintenance and personal expenses. By taking more cars off the road, County employees have helped remove over 5832 tons of air pollutants annually!

The Telework Program demonstrates the County's commitment to clean air and the South Coast Air Quality Management District's (SCAQMD) Rule 2202 regulations by eliminating one vehicle from the roads each day an employee teleworks. Telework benefits the County as an employer through SCAQMD Rule 2202 commuter credits when the County eliminates at least 50 percent of the normal commute distance from an employee's home to work.

In support of this program, the Chief Executive Office provides telework training for teleworkers and telemanagers. For more information about the County's award winning Telework Program, please contact Juan Arredondo of the Chief Executive Office, Office of Workplace Programs at (213) 974-1182 or jarredondo@ceo.lacounty.gov.

County of Los Angeles Telework Program Procedures

Los Angeles County Board of Supervisors Telework Policy Chapter 9.090 indicates the County's Telework Program is administered to support the County's Clean Air efforts through its Employee Commute Reduction Program, commonly known as Rideshare. Telework is a management option, not a universal employee benefit. All Telework Policies, Standards and Procedures must be followed by departments to remain eligible for program participation. Under no circumstances may an employee participate in the Telework Program before being certified at an official County Telework Training.

Telework Procedures:

1. **Employees interested in Telework must make a formal request in writing to their Management requesting Telework Training. Managers who have a need for Teleworkers may select an employee and assign them to a Telework schedule.**

2. **Once the employee makes the request or is selected for program participation, Management must make an official request for Telework Training to the Chief Executive Office, Office of Workplace Programs (CEO-WPP). The request will be sent to the Countywide Employee Transportation Coordinator (CETC). The Request for Telework Training Form summarizes the employee's information and intended schedule for Telework Training.**

3. **The Request for Telework Training will be processed by CEO-WPP and available training dates will be sent to Management.**

4. **Management selects a training date for the employee and contacts the CETC to reserve a training slot.**

5. **After attending training, the employee will receive a Telework Training Certificate. The employee must provide a copy of the Telework Training Certificate to Management. The Certificate must be included in the employee's personnel file and Management must provide a copy to the CETC.**

6. **The employee's manager, supervisor, or administrator who will be supervising the new Teleworker, also known as the Telemanager, must also be certified through the Telework Training in order to manage the Teleworker(s). Please follow procedures above for scheduling training for the new Telemanager if not previously certified.**

7. **After receiving Telework Training and prior to beginning the Telework assignment, a Telework Agreement must be signed by the new Teleworker and Telemanager. The agreement is contained in the appendix section of the Telework Manual received during training. A copy of the signed Telework Agreement must be filed in the Teleworker's personnel file and a copy must be provided to the CETC.**

8. **The Telemanager must complete a task inventory and the Supervisor's Telework Checklist, also contained in the appendix section of the Telework Manual.**

9. **Ninety (90) days after beginning a Telework shedule, the Telemanager must complete a Job Performance Survey (Telework Manual) for all new Teleworkers. If the survey is unsatisfactory, then the Teleworker must be re-trained or removed from participation in the Telework Program until the Telemanager determines the readiness of the employee for Telework.**

10. **If a Teleworker requests or is removed from participation in the Telework Program, a Termination of Telework Participation form (Telework Manual) must be completed and submitted to Management and the CEO-WPP.**

11. **All departments participating in the Telework Program must complete a quarterly report on Telework Program usage and submit the report to the CEO-WPP, and the Employee Transportation Coordinator (ETC) of record for the site. If the worksite is unregulated by the South Coast Air Quality Management District (250 employees or less) and does not have an ETC, the quarterly report must be sent to the CETC.**

12. **Any department found in non-compliance with all of the Telework Policies and Procedures, including the requirement to submit a quarterly report to the CEO-WPP, may be limited on further use of the Telework Program.**

13. **All certified Teleworkers and Telemanagers must participate in a refresher Telework Training once every two years after receiving the initial certification training. Also, the Request for Training Form must be used for refresher trainings.**

Attacment 3 (A3)

County of Los Angeles Request for Telework Training

REQUEST FOR NEW OR REFRESHER TELEWORK TRAINING

Name of Employee

_____

Employee Number

_____

Email Address

_____

Department

_____

Have you been previously certified as a Teleworker? ☐ **Yes** ☐ **No**

If so, please list the date of certification _____

Is the Telemanager certified? ☐ **Yes** ☐ **No**

If so, please list the date of certification _____
If the Telemanager for the employee is not certified, he or she must be scheduled for training with the Teleworker.

By requesting training for the above employee, you are approving a Telework arrangement with this employee and will follow all policies and procedures within the Telework Program. Once this form is received, you will receive training dates and must notify the Chief Executive Office, Office of Workplace Programs what date is chosen.

_____ _____

Manager/Telemanager Name **Manager/Telemanager Signature**

CEO-WPP Office Use only

Telework Training Approved? ☐ **Yes** ☐ **No** Date for Training _____

Location of Training _____ Telemanager Certified? ☐ **Yes** ☐ **No**

Attacment 4 (A4)

Termination of Telework Participation

Name of Teleworker

_____

Employee Number

_____

Department

_____

Reason for terminating participation in the Telework Program

_____

_____

_____

_____
Date

_____
Employee Name

_____
Employee Signature

_____
Telemanager/Manager Name

_____
Telemanager Signature

Please submit this form to the Manager/Telemanager for filing and fax a copy to the Chief Executive Office at 213-633-4694.

County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

County Telework Program
Fact Sheet

Telework is defined as working at least one day every other week (or twice a month) at home or at an alternate location near home. Telework is based on the concept that moving the work to the worker is a more productive option than having the worker commute each day to the work location. Telework is an effective way to reduce the mobile emissions generated by less commute day(s) for the teleworker and helps the County comply with the South Coast Air Quality Management District's (SCAQMD) Rule 2202 regulation regarding employee commute reduction.

This work option reshapes traditional organizational work practices. It requires management to look beyond an employee's attendance record and more appropriately towards evaluating employee productivity and performance standards.

Sponsored by Supervisor Michael D. Antonovich, the County's Telework Program was established in September 1989 with 78 participants. Today's Telework Program has over 5,000 employees that telework an average of 1.4 days per week. The County's teleworkers range from department heads to entry level staff.

Below is a list of facts and frequently asked questions about the County's award winning Telework Program:

1. How does the County's Telework Program work?

    a. Participants are primarily volunteers, participation is not mandatory. Most employees telework part-time, one day a week. Participation is open to both represented and non-represented employees. Selection by management is based on the suitability of the job and the employee. Participation may also be terminated at any time by either the employee (teleworker) or the supervisor (telemanager). Telework is a management option, not a universal employee benefit. Employees are not "entitled" to participate in the Telework Program.

2. Why has the County implemented a Telework Program?

a. In response to the Board of Supervisor's 1989 motion and in an effort to address air quality and traffic mitigation issues, the Chief Executive Office coordinated implementation of a Countywide program. Enhanced productivity, better management of resources and employee personal savings quickly broadened program participation and departmental support. Departments are encouraged to implement telework as a direct strategy in the Employee Commute Reduction Program (ECRP) to increase its Average Vehicle Ridership (AVR) target mandated by SCAQMD's Rule 2202.

3. How does Telework affect productivity?

    a. Survey results show improvements in productivity. An average increase in productivity of 10 percent has been documented by most participants. Productivity increases because employees have fewer interruptions and distractions, work at their peak times and are less stressed.

4. Can Telework result in reduced sick leave?

    a. Yes. County Teleworkers have documented an average reduction in absenteeism of 3.8 days. An employee working in a traditional work setting usually takes four hours off for a medical or dental appointment. A teleworker can take an hour or two, commute to a nearby medical office and shift the working schedule into the evening or weekend.

    b. Also, an employee who doesn't feel well enough to drive to work can sometimes work at home and still be productive.

5. Will loyalty to the County diminish as a result of time away from the office?

    a. No. In actuality, loyalty is likely to improve as a result of greater employee satisfaction with working conditions. Employee morale also improves as a result of increased flexibility on the job.

6. What are the advantages of Telework for employees?

    a. Employees benefit from personal savings related to reduced travel expenses, reduced travel time and reduced stress. Employees enjoy a more flexible work environment and an enhanced quality of life.

7. Is Telework the answer to child care or elder care problems?

    a. No. Telework is not a substitute for child care or elder care. Employees with young children or elderly persons that require care must arrange for independent care. However, telework can provide employees with greater

flexibility in meeting their child care and elder care needs.

8. What kind of jobs and what type of employees are best suited for Telework?

    a. Most jobs or parts of jobs are suitable for telework. Tasks which are focused on processing information, writing, reading, telemarketing, computer data entry tasks and administrative tasks are best suited for the teleworker. Employees who are self-motivated, conscientious, responsible, and knowledgeable are the best teleworkers.

9. How are Teleworkers selected?

    a. Managers identify employees and tasks most appropriate for telework. Employees may fill out questionnaires which have been developed to assist departments in selecting employees whose jobs and personal characteristics make them good candidates for the telework program. To be selected, en employee must have the endorsement of their supervisor. All teleworkers must have a performance evaluation of "Competent" or higher for the most recent Performance Evaluation.

10. What does the County do to prepeare employees to be effective teleworkers?

    a. The Chief Executive Office coordinates training for participants and their managers. Training sessions cover many areas, including how to successfully telework and how to manage teleworkers. Telework training is mandatory for all teleworkers and telemanagers.

11. What does an employee need to telework?

    a. Equipment needs for teleworkers vary from just a telephone, paper and pencil to a computer, modem, printer and fax machine.

12. Who provides the equipment?

    a. Each department determines what equipment, if any, it will loan or purchase for the teleworker. To assist employees in purchasing computers, the County has developed a Consolidated Computer Purchasing Program, whereby County employees can purchase equipment at a substantial discount. Departmental Chief Information Officers or coordinators should be contacted for additional information.

13. How will a supervisor (Telemanager) know that an employee who works at home is actually productive?

    a. Supervisors are trained in managing by objectives, rather than by observation. Managers of teleworkers must manage by focusing on the quality, quantity and

timeliness of the employee's work product. Frequent communication between the telemanager and the teleworker is required to ensure that tasks and performance expectations are clearly defined. Failure to meet targeted goals is cause to terminate an employee's telework arrangement.

14. How will a Teleworker keep in touch with his or her office?

    a. Teleworkers arrange with their managers how often they must call their office and establish "core" hours of availability. While working at home, teleworkers are simply working at a different location.

15. What are the Telework program costs?

    a. While some departments may have minimal start-up costs for optional items such as installation of telephone lines or purchase of a modem, there has not been any significant overall cost to the County for implementation of the Telework Program. The initial costs departments may incur will be more than matched by the cost savings achieved by the County through employee productivity increases and reduced absenteeism.

16. How will the County evaluate the effectiveness of this program?

    a. The Chief Executive Office conducts a periodic assessment of the Telework Program to determine how successful it is in increasing employee productivity, reducing County costs and reducing employee commuter trips. Departments are required to provide a quarterly report to the Chief Executive Office with data regarding the number of teleworkers, the average number of days employees telework, and the type of assignments or projects teleworkers complete.

17. Does fraud exist in the Telework Program?

    a. Any County program has the potential for fraud. However, there have been no documented occurrences of fraud in the Telework Program. If you have reasonable suspicion to believe that a teleworker is committing fraud, please contact the County fraud hotline at (800) 544-6861 or Hotline@auditor.lacounty.gov. Or you may write a letter to:

Office of County Investigations
500 W. Temple St., Room 515
Los Angeles, CA 90012

For further information about the County's award winning Telework Program, please contact Juan Arredondo of the Chief Executive Office, Office of Workplace Programs at (213) 974-1182 or jarredondo@ceo.lacounty.gov.

Los Angeles County
BOARD OF SUPERVISORS POLICY MANUAL

Policy #:	Title:	Effective Date:
9.090	**Telework Policy**	**07/01/08**

PURPOSE

Promotes achievement of the County's regional clean air and traffic mitigation goals as mandated by the South Coast Air Quality Management District's (SCAQMD) Rule 2202.

Enhances the County's Employee Commute Reduction Program (ECRP), commonly known as Rideshare, by offering and supporting an off-site work environment that eliminates the trip to work or reduces travel distance to the worksite by more than 50 percent.

Establishes a family-friendly work environment that enhances the quality of life of County employees and offers training and orientation sessions that promote Telework as an alternative method of working to maximize County resources, reduce absenteeism, increase productivity and improve employee morale.

REFERENCE

January 31, 1989 Board Order, Synopsis 5

August 16, 1990 County of Los Angeles Telecommuting Standards

November 16, 2004 Burke motion to update policy

December 21, 2005 Updated County Telecommuting Program and Policy

June 10, 2008 Agenda Item 62-B

August 1, 2008 Chief Executive Officer Memo "Update on the County's Telecommuting/Telework Program"

February 22, 2012 Chief Executive Officer Memo "County Telework Program Procedures"

June 12, 2012 Agenda Item 14

POLICY

The County Board of Supervisors has approved the establishment of a County Telework Program (CTP). Telework is working at a location other than the conventional office. This can be either at home or at an office closer to the employee's home.

This program is a management option, not a universal employee benefit. Approval to participate in the program is subject to review by the Department management. Department Heads may implement telework when it is deemed mutually beneficial by both the department and the employee, and as a means of increasing its Average Vehicle Ridership (AVR) for sites regulated by the SCAQMD under Rule 2202. The program is detailed in the Telework Program Manual and Telework Procedures.

Teleworkers may be selected from among represented or non-represented employees and must have a performance evaluation of "Competent" or higher for the most recent Performance Evaluation. The employee and supervisor (Telemanager) should voluntarily participate in the program. The selection criteria should be based on suitability of their jobs, an assessment of the likelihood of their success as Teleworkers and an assessment of their Telemanager's ability to manage remote workers.

All approved Teleworkers and Telemanagers must first participate in a two-hour training session prior to entering into a formal County agreement unless previously certified as a Teleworker or Telemanager. A Telework Agreement must be entered into by both the County and the employee that requires compliance with established Telework Standards and Procedures and Telework guidelines and conditions first adopted by the Board of Supervisors on August 16, 1990 and updated in 2008 and 2012.

The terms and conditions of employment for the Teleworker and the Telemanager remain unchanged. Work hours, overtime, compensation and vacation schedules must conform to the County Code, to Memorandum of Understanding (MOU) provisions and to terms otherwise agreed upon in the Telework Agreement by the employee and the supervisor.

County departments participating in the Telework Program must maintain detailed records of the number of employees participating in the program, number of days per week each employee Teleworks, records of signed agreements and orientation and training sessions offered in support of the program for a minimum of three years. A quarterly report to summarize this information will be generated by each department participating in the Telework Program and submitted to the Chief Executive Office, Office of Workplace Programs.

To remain eligible for program participation, all Teleworkers and Telemanagers must comply with the County's Telework Standards and Procedures, which address policy issues related to worker's compensation, use of County equipment, telephone costs, tax implications, and other issues deemed appropriate by the County.

RESPONSIBLE DEPARTMENT

Chief Executive Office

DATE ISSUED/SUNSET DATE

Issue Date: January 31, 1989
Review Date: October 21, 2004
Review Date: August 1, 2008
Review Date: June 12, 2012

Sunset Review Date: April 26, 2003
Sunset Review Date: April 26, 2008
Sunset Review Date: April 26, 2012
Sunset Review Date: April 26, 2016

Telework Task Schedule

Name of Teleworker_____ Date tasks assigned _____

Department:_____

Telework Hours: _____ to _____

1.Task Deliverable Accomplishment	_____ _____ _____	Estimated hours _____ Actual Hours _____
2. Task Deliverable Accomplishment	_____ _____ _____	Estimated hours _____ Actual hours _____
3. Task Deliverable Accomplishment	_____ _____ _____	Estimated hours _____ Actual hours _____
4. Task Deliverable Accomplishment	_____ _____ _____	Estimated hours _____ Actual hours _____

Total Estimated Hours_____ Total Actual Hours_____

Employee (Teleworker) Signature _____

Supervisor (Telemanager) Signature _____

Job Performance Survey

Attacment 8 (A8)

Complete a copy of this form for every teleworker you supervise.

Telemanger/Supervisor_____

Teleworker _____Date_____

1. How often do you currently communicate with your teleworker? (please check all that apply)

	At least once a day	2 – 4 times/week	About once/week	About once/month
A. In person meetings				
B. Telephone calls				
C. E-mail				
D. Fax				
E. Notes				

2. Indicate whether you agree that the following methods of communication are effective with the employee:

	Agree	Neutral	Disagree	Not Applicable
1. In person meetings				
2. Telephone calls				
3. E-mail				
4. Fax				
5. Notes				

3. Rate the employee's performance in the following areas:

	Excellent/ Exceeds Expectations	Very Good	Good	Meets Minimum Requirements	Needs Improvement
1. Productivity					
2. Interpersonal Skills					
3. Dependability					
4. Communication skills					
5. Ability to work independently					
6. Overall performance					

County of Los Angeles Telework Program

SUPERVISOR'S CHECKLIST FOR TELEWORKERS

This checklist should be tailored to an individual department's needs and included as a model in the County's Telework Policies. It should be used to ensure your telework employee is properly oriented to the County's Telework Program prior to any telework days.

_____
Name of Teleworker

_____
Name of Supervisor (Telemanager)

	Date Completed
1. Employee has read orientation documents, taken the Telework Training and read the County's Telework Policies	_____
2. Employee has been provided with a schedule of core hours or guidelines for telework hours	_____
3. Equipment (if any) issued by the County is documented	_____
4. Performance expectations have been discussed and are clearly understood. Assignments and due dates are documented	_____
5. Requirements for adequate and safe office space at home have been reviewed with the employee, and the employee certifies that those requirements have been met	_____
6. Requirements for care of equipment assigned to the employee have been discussed and are clearly understood	_____
7. The employee is familiar with this County requirements and techniques for computer information security and has received a copy and read the County Information Security Guidelines	_____
8. Phone contact procedures have been clearly defined and unit secretaries and receptionists have received training	_____
9. The employee has read and signed the Teleworker's Agreement prior to actual participation in the program	_____

County of Los Angeles Teleworker's Agreement

Telework is working at a location other than a conventional office. This can be either at a home or another location which is less than fifty percent of the normal commute from home to work. Telework is an option that management may choose to make available to qualified employees when a mutually beneficial situation exists. It is **not** a universal employee benefit.

Telework is an alternate work method which may meet the needs of the County's regional clean air and traffic mitigation goals as mandated by the South Coast Air Quality Management District Rule 2202. However, employees do not have a "right" to telework and this work option may be terminated by either the employee or the County at any time.

The following conditions for telework must be agreed to by the teleworker and the department (employee's supervisor):

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

   _____
   (Home or alternate work address)

10. The employee will telework _____ day(s) a week, or _____ days a month.

11. The employee's work hours will be as follows:

Day: _____ From: _____ To: _____

12. The employee agrees to complete assignments to be worked on at home or an alternate location by the agreed upon delivery dates. The telemanager (supervisor) will provide the employee with all work assignments.

13. Equipment to be used by the employee at the telework worksite will be agreed to by both the telemanager and the employee. The following equipment is needed to complete work assignments:
    _____

14. The telemanager and employee agree to the following arrangement regarding business telephone calls, use of cell phone, use of pager and use of a fax machine:
    _____
    _____

15. The employee agrees to call the central office to retrieve work related messages at least ____ times per telework day.

16. The employee agrees to "check out" all supplies needed for the work assignments by contacting the appropriate office staff. Out of pocket expenses for supplies regularly available at the County office will not normally be reimbursed, unless approved by the telemanager in advance.

    Additional conditions agreed upon by the County (telemanager or supervisor) and the employee are as follows:

TELEWORK STANDARDS

When a Telework assignment is agreed upon, the following standards apply:

20. Telework is entirely voluntary and may be terminated by the employee or the County at any time.

21. The duties, obligations, responsibilities and conditions of a teleworker's employment with the County are unchanged. Employee's salary, retirement, benefits and County-sponsored insurance coverage are unchanged.

22. Teleworkers and their managers are required to be certified at a County Telework Program (CTP) orientation and training, and a department-specific training before Telework begins. Every two years thereafter, teleworkers and telemangers must attend a departmental refresher training course to ensure compliance with CTP requirements and

standards.

23. All records, including training, must be kept for a minimum of three years. The certified Employee Transportation Coordinator (ETC) within each department will be responsible for all record keeping associated with Telework.

24. Work hours, overtime compensation and vacation schedule must conform to the County Code, to MOU provisions and to terms otherwise agreed upon by employee and the supervisor.

25. The use of equipment, software, data supplies and furniture, when provided by the County for use at the offsite work location, is limited to authorized persons and for purposes relating to County business only.

26. Employees should designate a work space for installation of equipment to be used in the project. This work space should be maintained in a safe condition, free from hazards and other dangers to employee and equipment.

27. Since the offsite work location shall be considered an extension of the County work space, the County's workers compensation liability for job related accidents will continue to exist during the employee's telework hours.

28. In the event of delay in repair or replacement of equipment or any other circumstances under which it would be impossible for the employee to telework, the employee's department may assign other work or request that they employee move to another location.

29. When County equipment is provided to the employee, the employee is responsible for seeing that the equipment is properly used. The County will provide for repairs to County equipment.

30. When the employee uses their own equipment, the employee is responsible for maintenance and repair of equipment.

31. The employee remains liable for injuries to third persons or members of employee's family on employee's premises.

32. Requests to work overtime, use sick leave, vacation or other leave must first be approved by the employee's supervisor in the same manner as when working in the regular office.

33. If a teleworker is sick while working at home, the teleworker is required to report the hours worked, and must use sick leave or other accrued time to cover the hours not worked.

34. Employees who telework are required to participate in all studies, inquiries, reports or analysis relating to the CTP. The data collected may be made available to the general public without identification of employees.

35. Employees remain obligated to comply with all County rules, policies, practices and instructions. Violations of these rules, policies, etc. may result in preclusion from Telework or disciplinary action, up to and including termination of employment.

36. Individual tax implications related to the home work space shall be the responsibility of the teleworker. Employees are advised to consult a tax expert.

37. With reasonable notice, the County may make onsite visits to the employee's offsite work location to determine if the place is safe, to ensure there are no hazards, and to maintain, inspect, repair or retrieve County-owned equipment, software, data or supplies.

38. As a Telework employee, I have reviewed the conditions of this Teleworker Agreement, Telework Procedures, and the Telework Standards with my telemanager (supervisor) and agree to the conditions.

Employee	Department Date
County Office Address	Telework (Home) Address
County Telephone Number	Telework (Home) Telephone Number
Telemanager or Supervisor	Department Date

County of Los Angeles
SUPPLEMENTAL TELEWORKER'S AGREEMENT

Both the supervisor (Telemanager) and the Teleworker understand that home based telework is a bilateral voluntary option and can be discontinued at either's request with no adverse repercussions.

The County Department will pay for the following expenses (please check those which appy):

- o Charges for business related telephone calls
- o Maintenance and repairs to County owned equipment

Claims will be submitted on a Travel Expense Claim along with receipt, bill or other verification of the expense.

The County Department will not pay for the following expenses (please check all that apply):

- o Maintenance or repairs of privately owned equipment
- o Utility costs associated with the use of the computer or occupation of the home
- o Equipment supplies (these should be requisitioned through the main office).
- o Travel expenses (other than authorized transit subsidies) associated with commuting to the central office.

Telework days are scheduled and will not be substituted without advance approval of the manager. In office days will be _____. Home office days will be _____.

Teleworkers must be available by phone during the core business hours of ____ to ____.

Use of sick leave, vacation, time off, or other leave credits must be approved in advance by the supervisor. Overtime to be worked must be approved in advance by the supervisor.

Telework is not a substitute for dependent care, and teleworkers must make regular dependent care arrangements.

The teleworker has read and understands the County's Telework Policies, Standards and Procedures and agrees to abide by those policies.
The teleworker to carry out the steps needed for good information security in the home-office setting, and has a copy of the agency's security requirements and procedures. The teleworker agrees to check with her/his supervisor when security matters are at issue.

_____ _____

(Supervisor/Telemanager) (Date) (Teleworker) (Date)

County of Los Angeles

Telework Program

Training Certificate of Completion

_____

Name

_____

Department

This is to certify that Los Angeles County Telework Program training on teleworking objectives, policies and teleworker performance expectations have been completed in partnership with the Chief Executive Office, Office of Workplace Programs

Eddie Washington

Eddie Washington, Acting Director Office of Workplace Programs Chief Executive Office	Telework Program Trainer	Date

County of Los Angeles Telework Glossary of Terms

Telework:	An alternate method of work where the employee, also known as the Teleworker, works from home or a location closer to their home like a branch office.
Telecommute:	Term formerly used to describe Telework as defined above.
Teleworker:	An employee participating in Telework.
Telemanager:	The Teleworker's immediate supervisor or manager managing their Telework activities.
Dependent Care:	Care given to a dependent of the Teleworker or employee.
Fraud:	When a person knowingly or intentionally conceals, misrepresents, and makes a false statement to either deny or obtain some monetary benefit, or otherwise profit from the victim.
Main Office:	The office in which the Teleworker would call headquarters.
Home Office:	The office in which the Teleworker would typically report to on a non-Telework day.
Remote Access:	Access to one's files on the office computer from a "remote" location or location away from the office.
Rule 2202:	Regulated by the South Coast Air Quality Management District, Rule 2202 is designed to give employers ways to reduce mobile emissions by reducing the number of trips employees take to get to work driving alone.
Average Vehicle Ridership (AVR):	The Average Vehicle Ridership is a number that represents the number of people that arrive at the worksite per car.
Virtual Private Network (VPN):	This is a remote access method that allows the use of the Internet to access the company network through an access point. The Teleworker will have access credentials to access the network. The connection is then "Virtual" and mimics the way an employee accesses information on the network when they are physically at the Home Office.

Internet Service Provider (ISP):	A company that provides Internet access through a paid service and provides the equipment and installation of the appropriate software and hardware to provide that access.
Telework Task Schedule:	A schedule used in the Managing by Objectives method to ensure that the Teleworker accomplishes their assigned tasks. The same method can be used to manage “in office” employees.
Job Performance Survey:	This survey is used by the Telemanager to rate the Teleworker’s success at Teleworking. The rating will let the Telemanager know whether the employee and the company is benefitting from the Telework arrangement.
Supplemental Telework Agreement	This agreement can be incorporated into the Telework Agreement and Telework Checklist to provide for the payment of and maintenance of equipment to ensure Teleworkers have all the necessary equipment.
Telework Checklist:	Before the Telemanager begins the Telework arrangement with the new Teleworker, the Telemanager must use the checklist to ensure all aspects of the training, documentation and policy and procedures are followed. The checklist ensures that all requirements are completed prior to program participation.
Telework Agreement:	An agreement between the Teleworker and the Telemanager or site management that outlines what is expected and sets a structure for appropriate conduct while teleworking.
Training Certificate:	The required certification a Teleworker and Telemanager must receive prior to participation in the Telework program.

Acronyms:

- CTP – County Telework Program
- SCAQMD – South Coast Air Quality Management District
- ECRP – Employee Commute Reduction Program
- VPN – Virtual Private Network
- ISP – Internet Service Provider
- AVR – Average Vehicle Ridership