

Telework Guidance Supplemental to [University Policy 101.22, Flexible Work Arrangements for SHRA and EHRA Nonfaculty Employees](#)

This document includes guidance to supervisors for evaluating:

- when Telework arrangements meet reasonable business purposes,
- which types of positions are appropriate for Teleworking arrangements,
- which types of positions are not suited for Teleworking arrangements, and
- additional factors to consider before approving Teleworking arrangements.

This document also provides information on training and resources for supervisors and employees to support Teleworking success once a Teleworking arrangement has been approved.

Business Purpose for Telework Arrangements

Telework arrangements are appropriate when the abilities of the employee and the nature of the work to be performed meet the criteria outlined below. Supervisors have the authority to apply additional reasonable criteria that are relevant to their unit.

When is Teleworking appropriate for an employee?

- When the employee has the ability to organize their work, manage their time, work independently, and has satisfactory performance.
- When the employee has a thorough understanding and knowledge of their job functions.
- When the employee has the appropriate equipment to perform their work from an alternate location.
- When the alternate work site is safe and reasonably free from interruptions.
- When the employee is able to provide the necessary physical and IT security to protect university information and equipment.

What are the benefits to the University to allow employees to Telework?

- Increased employee morale and loyalty.
- Potential cost savings.
- Space considerations.
- Business continuity.
- Enhance efficiency of employees.
- Less interruptions at the alternate work site.
- Ability to expand customer service availability.
- Marketing value for applicants.

Employee considerations:

- To be available and responsive during scheduled work hours.
- Duties, obligations, and responsibilities are the same as those of onsite workers, including the obligation to respond to voicemail, e-mail and other messages in a timely manner.
- That the work will be performed at the location listed on the agreement during the Teleworking work schedule, unless prior approval to temporarily work elsewhere has been received.
- That any time off or overtime must be pre-arranged and approved according to department guidelines and consistent with the rules applicable to my employment.
- To maintain an appropriate level of communication with clients/students/stakeholders, team members, and management.
- When deemed necessary by the supervisor, to attend events or activities that require in-person attendance.
- Review arrangement on an ongoing basis, annually at a minimum.
- Work-related injuries at the alternate location during agreed-upon working hours may be covered by Workers' Compensation. Employees are required to report any work-related illness or injury to their manager immediately and are required to fill out an accident report as an internal record of the incident within 24 hours of the event or claim.
- Maintain the confidentiality of all University information and documents and prevent unauthorized access to any University system or information.
- Agree to follow secure computing practices:
 1. [Standard for Teleworking and Remote Work](#)
 2. [Security of Endpoints](#)
 3. [Security of Applications](#)
 4. [Security of Systems](#)
 5. [Standard for Encryption Controls](#)

Criteria for Positions/Position Types to Telework

What types of positions are appropriate for Teleworking:

- The job functions can be performed at an alternate site without diminishing the quality of service provided by the unit or the employee.
- The employee's presence is not required for in-person meetings or greeting customers.
- The job requires minimal need for specialized materials or equipment which are available only at the work site.
- The work can be supervised as effectively from an alternate site as it could be at the assigned place of employment.
- The Teleworking should not result in a significant additional cost to the employer.

What types of positions are not suited for Teleworking?

- Positions which require regular face-to-face contact with supervisor, other employees, visitors, or students.
- Positions in units which are limited in staffing and unable to rotate sufficient office coverage.

- Positions which require equipment and materials that are only available at the regular assignment place of employment.
- Positions with duties which can only be performed onsite.

Additional factors for supervisors and unit leaders to consider:

- Does the position lend itself only to a limited Telework assignment because many of the responsibilities must be performed at the campus work location? These positions could be considered for a Teleworking assignment.
- Does the position require onsite presence for face-to-face meetings with supervisors, other employees, students, or customers? Can this contact be performed virtually, in whole or part?
- Does the employee have University-authorized technology resources (e.g. hardware, software, peripherals, technician support) to ensure information and data transmission and storage security while completing their work from an off-campus location?
- Does the employee have access to a reliable internet connection with sufficient bandwidth and data capabilities to be able to complete their tasks and communicate with their supervisor and team, either synchronously or asynchronously?
- Are there desk and office sharing options for positions where a long-term Teleworking assignment is used?
- What routine job duties can/cannot be fulfilled while working remotely and how will it impact operations or customers/clients, coworkers, or collaborators?
- What routine job duties require regular communication and collaboration with others?
- Oftentimes employees experience fewer interruptions while Teleworking. Are there any special projects or tasks that can be prioritized while working remotely?
- Is there flexibility for particular employees that can support Telework?
- Can supervisors and unit heads ensure Telework suitability decisions are made equitably? Unit heads should consult with their supervisor or designated human resources specialist as needed.

Supervisors are encouraged to think creatively about how facets of position responsibilities lend themselves to Teleworking/Flexible Work practices in their departments/units in order to support employee flexibility while continuing to meet service expectations and business needs.

Supervisor and Employee Training for Supporting Teleworking Success

Once the supervisor has determined that the work unit, the position, the employee, and the supervisor are all well suited for Teleworking/Flexible Work practices, the next step is for the supervisor and employee to complete the required training. The required courses provide helpful information to promote successful Teleworking/Flexible Work schedule agreements. They should be completed through online training tools (e.g. Percipio, The Learning and Development Portal). There is also a list of additional resources available for supervisors and employees.

Required Supervisor Training:

[Establishing Effective Virtual Teams](#) (30 min)

Required Employee Training:

[Contributing as a Virtual Team Member](#) (18 min)

Additional Recommended Supervisor Resources:

Courses:

- [Facing Virtual Team Challenges](#) (27 min)
- [Managing Virtual Teams](#) (77 min)

Videos:

- [Managing Virtual Teams](#) (3 min)
- [How to Increase Productivity in Virtual Teams](#) (2 min)
- [Setting Communication Guidelines for Virtual Teams](#) (3 min)
- [Building Trust in a Team](#) (3 min)

Book:

- [Leadership Through a Screen: A Definitive Guide to Leading a Remote, Virtual Team](#) (12 pages)

Blog:

- [Top Tips to Motivate your Virtual Team](#) (2 pages)

Articles:

- [5 tips for Managing Change in the Workplace](#)
- [How to Prepare Your Virtual Teams for the Long Haul](#)
- [Making Virtual Teams Work: Ten Basic Principles](#)
- [How to Run Effective Virtual Meetings Functioning Effectively in Virtual Teams](#)

Additional Employee Resources:

Courses:

- [Encouraging Team Communication and Collaboration](#) (30 min)
- [Handling Team Conflict](#) (30 min)

Videos:

- [Working in Virtual Teams](#) (5 min)
- [Supporting Remote Team Members](#) (3 min)
- [Building Trust in a Team](#) (3 min)

Articles:

- [5 tips for Managing Change in the Workplace](#)
- [Working in a Virtual Team](#)
- [Can Technology Help Remote Workers to be Happier?](#)
- [How to Overcome Your Reluctance to Ask for Help at Work](#)
- [4 Reasons Why Zoom Can be Exhausting](#)