



CITY OF HOUSTON

PILOT HYBRID-TELEWORK PROGRAM GUIDE





ADMINISTRATIVE POLICY 3-36

MAYOR'S MESSAGE

We are thrilled to announce the City of Houston has formalized a pilot hybrid-telework program for its employees that have suitable jobs, are in good standing in terms of productivity, and have their manager's approval to participate in the program. Presently, the pilot program will be limited to seven (7) departments and will run for a 90-day period. Afterwards, the program will be assessed for long-term solution. We believe that employee retention and recruitment of new talent will need a certain level of flexibility in where work is completed. The pandemic has shown us that teleworking can result in improved productivity and improved morale when implemented correctly. Employees also want a better balance between their work and life activities. Although teleworking does not replace dependent care, it certainly does reduce the need to commute to and from work every day of the week, especially with the increase in fuel prices. Based on national surveys, 70 percent of employees report a positive work/life balance because of teleworking and 80 percent cite the lack of commuting a reason for a better life and enjoy the lack of commuting costs.



We recognize that for teleworking to be effective, both managers and employees must operate in a relationship of trust. We all have other certain responsibilities, too, to ensure our success. Managers must set the standards for performance and work with employees on an ongoing basis to make sure that deliverables, services, and timelines are transparent. Managers also need to establish the parameters for ongoing communication based on organizational needs and employee needs. Teamwork and collaboration should not suffer because of teleworking. Managers will assess jobs for teleworking and determine the frequency of working at home for employees. When needed employees must forgo a telework day because their presence is needed in the office, as deemed by the manager. Employees need to be accountable for their work product, communication, and teamwork. The quality of work should not suffer because of teleworking. Your participation in training is an acknowledgment and acceptance to comply with the telework policy and agreement you signed with your manager.

We are committed to reducing congestion and improving air quality by allowing employees to work at home as determined by job responsibilities and manager approval. The time and financial savings from teleworking can greatly enhance our workforce's morale and productivity.

Training has been developed to set you up for success on your work from home days. Enjoy the training and let trust be a pillar in your relationships with your managers and teams alike.

Mayor Sylvester Turner



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HYBRID-TELEWORK PROGRAM

1. POLICY STATEMENT

The City of Houston (COH) recognizes the opportunities that a flexible work arrangement such as a hybrid-telework program can present. In keeping with our goal of being a workplace of choice, this policy will assist in meeting both business and sustainable development objectives while satisfying the growing needs of our employees.

2. POLICY PURPOSE

- 2.1. This policy shall establish a uniform hybrid-telework program for the City departments chosen for the pilot program to implement hybrid-telework arrangements where it is economically and operationally feasible to do so in a fair, equitable and transparent manner.
- 2.2. Telework is a cooperative arrangement between employees, supervisors, and employing departments which allows City employees to work in a telework site instead of their official worksite.
- 2.3. Telework offers benefits to employees, departments, and the community. Benefits include but are not limited to:
 - 2.3.1. A more satisfying work environment;
 - 2.3.2. Reduced levels of employee stress and conflict;
 - 2.3.3. Continuity of operations, especially during weather related emergencies and/or a medical epidemic or pandemic, when the official worksite is inaccessible or not available for use;
 - 2.3.4. Efficient use of City resources, including office space;
 - 2.3.5. Competitive edge for attracting and retaining highly skilled and qualified individuals;
 - 2.3.6. Higher levels of employee satisfaction and motivation;
 - 2.3.7. Reduced employee absenteeism;
 - 2.3.8. Opportunities for reducing traffic congestion and air pollution; and
 - 2.3.9. Reduced employee commute time and costs.

3. SCOPE

- 3.1. This policy applies to the following departments participating in the pilot telework program:
 - 3.1.1. Administration & Regulatory Affairs;
 - 3.1.2. Finance;
 - 3.1.3. Houston Information Technology Services, which shall include the Houston Airport System Information Technology Division;



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- 3.1.4. Human Resources;
 - 3.1.5. Legal;
 - 3.1.6. Office of Business Opportunity; and
 - 3.1.7. Planning & Development.
- 3.2. The scope of this policy also applies to city owned devices.

4. DEFINITIONS

Chief Information Officer (CIO): The department director of the Houston Information Technology Services Department or their designee.

Ad Hoc Telework: Occasional approval to telework.

Designated Work Area: A readily identifiable and separate area within the telework site whose primary purpose is to efficiently facilitate City business while teleworking (e.g., home office, home study).

KRONOS: The City's electronic timekeeping system.

Official Worksite: The worksite the employee would normally report to if they were not approved for the hybrid- telework program.

Telework: A flexible work arrangement whereby employees have approval to carry out their assigned job duties, roles and responsibilities at a Telework Site.

Telework Employee: Employee approved to participate in the hybrid-telework program.

Telework Site: An alternate location where the employee is permitted to carry out the work otherwise performed at or from their official worksite. Generally speaking, this is typically the employee's residence. The telework site should not be a public location (i.e., coffee shop, public library, etc.)

5. POLICY DETAILS

5.1. General

- 5.1.1. Employees may voluntarily participate in the hybrid-telework program; however, department director's approval is required.
- 5.1.2. Telework is not suitable for all jobs or every employee.
- 5.1.3. In most cases, telework shall be limited to no more than three (3) scheduled working days per workweek.
- 5.1.4. The telework agreement may be temporarily suspended or terminated at any time, with reasonable written notice by the Department Director or the Director's designee to the telework employee.
 - 5.1.4.1. Notice should be in writing with at least twenty-four (24) hours' notice, when possible.
- 5.1.5. Telework employees shall reside in a geographical area, as referenced in section 5.5. of this policy, conducive to meeting the requirements of their job duties and responsibilities.
- 5.1.6. While teleworking, telework employees may not engage in activities that would not be permitted



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at their official worksite.

- 5.1.7. Telework does not change the telework employee's job duties, roles and responsibilities, or terms and conditions of City employment.
- 5.1.8. Telework employees shall be in proper work attire when attending meetings while teleworking.
- 5.1.9. Telework is not a replacement for childcare, dependent care, and other household personal tasks; therefore, telework employees are expected to arrange childcare and dependent care away from the designated work area, as well as take care of personal business during unpaid lunch periods, as they would at their official worksite, or use their available accrued leave.
- 5.1.10. Telework employees shall comply with all applicable City rules, policies and procedures, including policies and procedures regarding the use of computers, security standards and network access.
- 5.1.11. The City will not reimburse telework employees for the costs of using personal equipment (e.g., printers, fax machines, copier, cell phone, internet service, monitors, etc.)
- 5.1.12. The hybrid-telework program is intended to be cost neutral.
- 5.1.13. Any new job vacancies advertised shall include whether or not the roles and responsibilities of the vacant position is eligible to participate in the hybrid-telework program.
- 5.1.14. Employees approved to participate in the hybrid-telework program may be required to bring city-owned equipment to the official worksite for inspection, technology updates, or any other business-related reason.
- 5.1.15. The City is not responsible for determining or validating a telework site for income tax purposes.
- 5.1.16. All approved hybrid-telework applications and agreements shall be maintained in the employee's official personnel file maintained by the HR Records' Division.
- 5.1.17. Telework employees are required to complete any required training deemed by the HR Director prior to beginning telework.
- 5.1.18. Telework employees who fail any phishing attempts to gain access to the City networks shall have their telework agreement rescinded until the Telework Employee has again completed Cybersecurity Awareness Training as determined by the CIO.
- 5.1.19. The use of personal computing devices (which means a desktop computer, laptop, iPad or tablet) for the purposes of telework is not allowed.
- 5.1.20. Any employee who fails to comply with the rules and procedures established by this policy may result in the immediate termination of the telework agreement and/or corrective action up to an including an indefinite suspension or termination.

5.2. Eligibility

- 5.2.1. An employee is eligible to participate in the hybrid-telework program only if he or she:
 - 5.2.1.1. is a full-time employee;
 - 5.2.1.2. works in a position for which telework is suitable and appropriate;
 - 5.2.1.3. has an activated HEAR Plan for the current HEAR cycle and if applicable, an employee



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performance overall rating of at least meets expectation or 3.0 from the previous HEAR cycle;

- 5.2.1.4. does not have any active formal positive corrective action;
- 5.2.1.5. has not received a temporary suspension within in the last 12 months;
- 5.2.1.6. is not in violation of the sick leave regulations for the current benefit year;
- 5.2.1.7. has an acceptable Designated Work Area with sufficient high-speed internet service;
- 5.2.1.8. has completed the new employee, as applicable, and subsequent annual Cybersecurity Awareness training;
- 5.2.1.9. has successfully completed any required and/or available telework trainings;
- 5.2.1.10. has agreed to the VPN Security Agreement, if applicable; and
- 5.2.1.11. has written approval from their department director or designee.

5.2.2. Notwithstanding Section 5.2.1.1. or 5.2.1.3, new hires, probationary, part-time, temporary, contract or interns may be allowed to participate in the hybrid-telework program at the department director's or designee discretion.

5.3. Technology and Equipment

- 5.3.1. Telework employees shall use City-owned equipment to access the City's network.
- 5.3.2. Telework employees shall have broadband internet service of at least 100 Mbps for uploads and downloads available for use at the telework site.
 - 5.3.2.1. Telework employees may be required to show proof of broadband internet service's Mbps.
- 5.3.3. If a telework employee uses their personal equipment (such as printer, scanners, fax machines, telephone, internet and/or wi-fi router, etc.), the telework employee shall be solely responsible for maintenance and repair of equipment even though it is being used for work-related purposes.

5.4. Telework Schedule

- 5.4.1. Telework employees are expected to be available for work during the times on their approved telework agreement.
 - 5.4.1.1. Telework employees are required to submit leave requests, in compliance with City/department policy, when they are not available for work during their scheduled work hours.
 - 5.4.1.2. Telework employees may be required to work an alternate schedule or an Ad Hoc Schedule for operational needs.
- 5.4.2. Telework employees who are not exempted from the overtime requirements of the Fair Labor Standards Act, shall be required to accurately record all hours worked using KRONOS or other process approved by the Administration and Regulatory Affairs Department Director or designee.
- 5.4.3. Hours worked in excess of those scheduled per day and per workweek require advance approval



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of the employee's supervisor for non-exempt telework employees.

5.4.3.1. Failure to comply with this requirement may result in the immediate termination of the telework agreement and/or corrective action up to and including an indefinite suspension or termination.

5.4.4. Telework employees who wish to rescind their telework agreement may do so with at least two weeks' notice to their department director or designee.

5.5. Telework Site

5.5.1. The telework site shall be in the Houston-The Woodlands-Sugar Land metropolitan statistical area unless written approval is obtained by the Human Resources Department (HR) Director or their designee.

5.5.2. The City is not required to provide telework employees with materials or supplies needed to establish a telework site (i.e., desk, chair, monitors, internet service, hotspot, telephone, cell phone, fax machine, copier, etc.) and assumes no responsibility for set-up or operating costs associated with telework.

5.6. Designated Work Area

5.6.1. Telework employees must have a designated work area that is separate and distinct in the telework site and conducive to efficiently performing all roles and responsibility of their job duties.

5.6.1.1. Requirements for the designated work area will vary depending on the nature of the work and the equipment needed and shall be determined by the department director or designee.

5.6.2. The area must be free of all potential occupational hazards and must allow the employee to perform their work to mitigate risk to their health and safety.

5.6.3. The department director or designee may request photographs of the telework employee's designated work area.

5.6.4. The designated work area must comply with the Telework Site Safety Standard as identified in Appendix A of this policy.

5.7. Health and Safety

5.7.1. Telework employees shall adhere to all applicable City Health and Safety requirements while teleworking and perform all telework in a manner that eliminates occupational risks.

5.7.2. Telework employees shall allow City safety personnel or the department director's designee to visit the telework site, if necessary, to inspect the designate work area during normal work hours to ensure that it is safe from hazards and sufficient to conduct City business in compliance with this policy.

5.7.3. A telework injury that occurs in an employee's designated work area, during and employee's scheduled telework hours may be considered an occupational injury, subject to applicable Texas Workers' Compensation laws.

5.8. Workers' Compensation

5.8.1. Workers' compensation claims will not apply to non-telework related injuries that occur for telework employees.



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5.8.2. To the extent allowed by law, the City assumes no liability for and shall not be liable for injuries occurring:

5.8.2.1. Outside of the telework employee's designated work area;

5.8.2.2. Outside of scheduled working hours on the day the employee is scheduled to telework;
or

5.8.2.3. To third parties and/or members of an employee's family located at their telework site.

5.9. Security and Confidential Information

5.9.1. All files, records, papers, and/or other materials created while teleworking is City property.

5.9.2. Teleworking employees and their immediate supervisor shall identify any confidential, private, personal information, and/or records to be accessed and ensure appropriate safeguards are used to protect them.

5.9.3. Teleworking employees are required to work in private locations within their designated work area when handling confidential and/or sensitive information.

5.9.4. Teleworking employees may not disclose confidential files, records, materials, or information and may not allow access to any City equipment, network, or databases to anyone who is not authorized to have access.

5.9.5. Any confidentiality and/or cybersecurity breaches caused by or attributed to the telework employee may result in corrective action up to and including indefinite suspension or termination.

5.9.6. Telework employees who fail any phishing attacks may be subjected to corrective action up to an including indefinite suspension or termination.

5.10. Emergency Telework

5.10.1. If AP 2-3: Severe Weather and Other Emergency Conditions is activated, the Mayor may suspend the requirements of this policy and allow employees to telework during the activation of AP 2-3.

5.10.2. When AP 2-3 is deactivated or the severe weather or other emergency condition has subsided, all provisions of this policy shall be enforced.

6. ROLES AND RESPONSIBILITIES

6.1. The department director shall be responsible for:

6.1.1. Approving, disapproving, or modifying telework agreements submitted by their respective department employees.

6.1.2. Periodically evaluating the implementation of telework within their respective department to ensure it contributes to the overall mission of their department and the City.

6.1.3. Submitting a proposed plan for implementation of this policy, along with a list of telework eligible positions within their respective department to the HR Director or designee, no later than five (5) days from the effective date this policy and then the list of telework eligible employees shall be submitted bi-annually during the months of June and December of each year.

6.1.3.1. The list shall contain at least the department name, division, job classification, any



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other identifiable information to distinguish one position from another position (e.g., position number) and frequency of telework (e.g., 3 or more days per workweek, 2 days per workweek, 1 day per workweek or Ad Hoc.)

- 6.1.4. Maintaining a list of at least the name, employee number, job classification, start and end date of teleworking by telework employees, which shall be submitted to the HR Director no later than thirty (30) days after the effective date of this policy and then bi-annually during the month of June and December of each year.
- 6.1.5. Approving request to relocate non-portable technology equipment such as desktop computers, monitors, laptops, printers, scanners, etc. to the telework site.
 - 6.1.5.1. Department directors shall notify the CIO, in writing, of the change of any City technology asset location.
 - 6.1.5.1.1. Notification shall include at least the City asset tag number, asset description (make, model, quantity), employee name, the contact number of the employee who will have possession of the equipment, and the physical location of the equipment.
- 6.1.6. Ensuring that operational needs of the department are met and that neither productivity nor costs are negatively impacted by the application of this policy.
- 6.1.7. Developing employee engagement sessions to be inclusive of both onsite employees and telework employees (e.g., department recognition and awards ceremonies, townhall meetings, etc.).
- 6.1.8. Administering corrective action, up to and including an indefinite suspension or termination for non-compliance with this policy.
- 6.1.9. Prior to approving any telework applications or agreements, complete any required trainings on telework as deemed by the HR Director.
- 6.2. Managers and supervisors shall be responsible for:
 - 6.2.1. Ensuring that operational needs of the department are met and that neither productivity nor costs are negatively impacted by the application of this policy.
 - 6.2.2. Ensuring that employees have an activated HEAR Plan for the current HEAR cycle and if applicable, an employee performance overall rating of at least meets expectation or 3.0 from the previous HEAR cycle;
 - 6.2.3. Delineating and documenting expectations, including productivity standards, for Telework Employees.
 - 6.2.4. Determining if the nature of the work to be performed at the telework site is operationally feasible.
 - 6.2.5. Communicating with the employee as consistently as employees who are continuing to work at their official worksite in both content and frequency.
 - 6.2.6. Ensuring employees who will be teleworking, and their colleagues, understand the impacts and practical considerations of the telework situation.
 - 6.2.7. Hosting group huddles, video meetings, and other work-related gatherings that facilitate employee interaction amongst onsite and telework employees.
 - 6.2.8. Promptly documenting scheduled changes that deviate from a telework employee's approved



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- 6.2.9. Administering and/or recommending corrective action, up to and including an indefinite suspension or termination for non-compliance with this policy.
- 6.2.10. Prior to supporting any telework applications or agreements, complete any required trainings on telework as deemed by the HR Director.
- 6.3. Telework Employees shall be responsible for:
 - 6.3.1. Reviewing this policy, prior to submitting the hybrid-telework agreement and safety check list through the approval process.
 - 6.3.2. Completing and submitting a safety checklist at the time the hybrid-telework agreement is submitted for approval, and on or about June 30th, and December 31st of each year of the approved telework agreement.
 - 6.3.3. Ensuring that operational needs of the department are met and that neither productivity nor costs are negatively impacted by approval to telework.
 - 6.3.4. Maintaining their telework location in a safe manner, free from safety hazards.
 - 6.3.4.1. Employees shall consent to periodic safety inspections of their telework site, which may be scheduled or unscheduled, by the department's designated HR safety representative or designee.
 - 6.3.5. Bearing the sole costs associated with establishing and operating their telework site.
 - 6.3.6. Ensuring the hybrid-telework arrangement is in accordance with any applicable legal or contractual regulations pertaining to the telework site (e.g., zoning, deed restrictions, the employee's residential lease or insurance, etc.).
 - 6.3.7. Before beginning to telework, completing any required trainings on telework as deemed by the HR Director.
- 6.4. The CIO shall be responsible for exploring and, if feasible, leveraging technology (e.g., softphone, etc.) for telework employees.
- 6.5. The HR Director or designee shall be responsible for developing training for all department directors, managers, and supervisors, and telework employees on this policy.
 - 6.5.1. Developing training for all department directors, managers, and supervisors, and telework employees on this policy; and
 - 6.5.2. Establish forms, processes, and procedures for the administration of this executive order.

7. PROCEDURES

- 7.1. Employees who would like to participate in the hybrid-telework program shall use the following process for approval:
 - 7.1.1. Employees shall first notify their supervisor of their intent to request approval to participate in the hybrid-telework program.
 - 7.1.2. Once an employee has notified their immediate supervisor of their intent to request to participate in the hybrid-telework program, the employee shall complete the hybrid-telework agreement and hybrid-telework safety checklist and submit their completed hybrid-telework application and agreement and the hybrid-telework safety checklist to their supervisor for review and possible



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agreement and the hybrid-telework safety checklist to their supervisor for review and possible concurrence.

7.1.3. Provided the employee has obtained concurrence from their supervisor to participate in the hybrid-telework program, the hybrid-telework application and agreement shall be forwarded to the department director for their approval, denial, or modification.

7.1.4. Each approved or modified hybrid-telework application and agreement must be submitted to the HR Department's Records Division electronically.

7.2. An employee who believes their eligibility or hybrid-telework application and agreement has been denied for arbitrary or capricious reasons may submit a written request to their department director or designee for reconsideration.

7.2.1. The decision by the department director or designee on such a written request shall be final.

7.3. Telework employees who change jobs or their job duties, responsibilities, or role change shall complete a new hybrid-telework application and agreement the hybrid-telework safety checklist as described in 7.1. of this policy.

8. RELATED DOCUMENTS AND INFORMATION

- Code of Ordinance, Chapter 14-227, Sick Leave Regulations
- Administrative Procedure 3-20: Houston Employee Assessment and Review (HEAR)Process
- Hybrid-Telework Application and Agreement
- Hybrid-Telework Safety Checklist

9. APPENDICES

- Appendix A – Telework Site and Designated Work Area Safety Standards

10. POLICY SPONSOR

Department: Human Resources Department and Houston Information Technology Services



TELEWORK SITE AND DESIGNATE AREA SAFETY STANDARD

APPENDIX A



Regardless of your work location, occupational hazards and their accompanying risks exist in every work environment. As your employer, the City of Houston has an ethical, legal, and moral obligation to ensure your safety while performing work for the City. Telework is not an exception to these obligations and thus we have provided the following standard to follow and implement in your Telework Site. These rules are no different than when working in your official worksite and shall be adhered to at all times.

All Telework Employees must abide by this safety standard when teleworking in their Designated Work Area:

Equipment

1. Keep desk drawers, file drawers, and cabinet doors closed when not in use.
2. Keep materials stored on shelves in a manner which will prevent them from falling. Heavy objects should be placed on lower shelves.
3. Any electrical equipment used for teleworking that presents a hazardous condition in any form should be safely isolated and reported to your supervisor.
4. Do not attempt to clean, oil, or adjust any equipment that is powered. If the equipment is not equipped with an on/off switch that can be locked in the "off" position, it should be disconnected from the power source prior to inspection.
5. Common or sharp-pointed pins should not be used for fastening paper together. Use only approved fasteners such as regular staples, paper clips, etc.
6. Use extreme care in opening file cabinet drawers. Opening of over loaded upper drawers may tip over the cabinet. Upper file drawers should be opened one at a time, with one closed before opening another.

Ergonomics

7. Avoid sitting on the edge of chairs. Do not tilt back when sitting in a straight chair.
8. Work only in well-lit areas. Do not work in the dark or dimly lit areas.
9. Use proper lifting techniques (back straight, lift with legs) when moving or carrying items.
10. Use a step stool or step ladder to reach high places. Never stand on boxes, chairs, tables, or desks.
11. Avoid overreaching or reaching into areas with an obstructed view.

Housekeeping

12. Broken glass and other sharp objects should not be placed loosely in wastepaper containers. Items should be wrapped in heavy paper or a rigid container prior to prevent injury.
13. Keep floors free of spills, paper clips, pencils, and other slipping hazards.
14. Keep floors free of tripping hazards such as extension cords, boxes, wires, and household items.
15. Repair carpeting with holes, rips, or tears. Secure carpeting, rugs, mats, and floor coverings against slipping or tripping.
16. Keep outside walkways, parking areas, entrances and exits free of obstructions, slip and tripping hazards.



TELEWORK SITE AND DESIGNATE AREA SAFETY STANDARD

APPENDIX A



Behaviors

17. Employees must always maintain situational awareness and avoid running in the designated work area.
18. Doors should be opened slowly to avoid striking anyone on the other side.
19. Pointed objects, such as pencils, knives or scissors should not be carried with the point exposed in the pockets, attached to the clothing or through congested aisles or working areas.
20. Gummed strips of envelopes should be moistened with a suitable device, not with the tongue. Avoid opening envelopes with fingers and sliding hands along edge of paper.



TELEWORKER DOS AND DONT'S



TELEWORKER DOS

COMMUNICATION

- Do confer with your supervisor on organizing work for the telework days
- Make sure that team members and supervisors have a clear idea of the day(s) you will be teleworking
- Forward office phone to your home phone, if possible
- Keep your boss informed of the progress you are making as needed
- Attend onsite or virtual essential department and group meetings
- Respond to communications such as calls, emails and texts
- Inform family members and neighbors about when you may be interrupted

PRODUCTIVITY

- Do select assignments and deliverables that can be performed remotely
- Develop tasks and deliverables
- Make sure you develop a routine for your telework days
- Stick to all deadlines and keep your work organized
- Do treat your telework day as you would a regular day in the office

ERGONOMICS AND SAFETY

- Have a dedicated work space at home
- Set-up the workspace in an area that is safe and free from hazards
- Do pay attention to the ergonomics of your dedicated workspace at home
- Items to consider are desk height, chair, lighting, safety, electrical support, noise
- Take breaks throughout the day
- Have lunch away from your desk

TELEWORKER DON'TS

HABITS

- Don't develop bad habits at home
- Don't start sleeping late on telework days
- Don't stay in your pajamas all day
- Don't let pets or other noise impair your professional image, especially when you are talking on the phone

PRODUCTIVITY

- Don't forget that your employer is paying you to do you work during the agreed upon hours
- 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 answer personal calls during telework day
- Don't do household chores during telework day
- Don't visit distracting personal social media websites such as Facebook and Instagram
- Don't telework, if it is not working for you



MANAGING TELEWORKERS DOS AND DON'T'S



MANAGER DOS FOR TELEWORKING

COMMUNICATION

- Develop good communication and access procedures for your employees so they are clear about meeting times and availability when teleworking
- Integrate teleworkers in innovation exchange, such as brainstorming, with the use of technology
- Communicate with the teleworker like you would in the office
- Plan meetings when your teleworkers can participate
- Consider hosting short team huddles, or online meetings
- Encourage good communication skills, such as responding to emails and voicemails in a timely manner

PRODUCTIVITY

- Manage by measuring results
- Build trust through troubleshooting with the teleworkers
- Encourage goal setting - use the Telework Task Schedule
- Delegate assignments equitably among your teleworkers and non-teleworkers. Think creatively of how work can be re-organized for the purposes of teleworking
- Provide feedback in a timely manner
- Ensure that you have a performance evaluation process in place for both teleworkers and non-teleworkers

MANAGING

- Be prepared if telework doesn't work and allow the employee to terminate participation
- Do consider expanding the telework program when appropriate
- Use telework as an opportunity to strengthen your management skills
- Make sure teleworker has IT contact information
- Ask for feedback on the telework program
- Trust your teleworkers

MANAGER DON'TS FOR TELEWORKING

COMMUNICATION

- Don't call teleworkers every hour to check on their progress

PRODUCTIVITY

- Don't set unattainable goals
- Don't expect perfection; there will be adjustments needed
- Don't set unrealistic deadlines for projects
- Don't select employees that are not productive in the office to telework

MANAGING

- Don't neglect problems
- Don't expect everyone to be a successful teleworker
- Don't begin new projects during the telework period, if possible
- Don't require face-to-face or team meetings during emergencies unless necessary - some alternatives include video conference calls
- Don't feel obligated to continue the arrangement if it's not working



CHECKLIST



This checklist is designed for employees to assess the safety of the teleworking site. Check the appropriate response to all questions.

1. There is no glare from lights or windows on the screen that might cause the employee to assume an awkward posture to read the screen:
 (a) Yes (b) No
2. All electrical equipment (cords, monitors, phones, computers, charging accessories etc.) in proper working conditions without defects present:
 (a) Yes (b) No
3. Proper use of surge protectors (no overloading, no surge protector plugged into another surge protector, all outlets functional):
 (a) Yes (b) No
4. Designated workspace and pathways to and from workspace are clear of all obstructions and slip/trip/fall hazards:
 (a) Yes (b) No
5. Emergency exit(s) and egress route(s) identified:
 (a) Yes (b) No
6. Desk allows wrists, forearms, and hands to be straight and parallel with the floor; thighs to be parallel to the floor; lower legs perpendicular to the floor; and feet to rest flat on the floor or be supported by a stable footrest.
 (a) Yes (b) No
7. Chair is ergonomic and provides backrest support for the lower back; seat width and depth accommodate employee; seat front does not press against the back of the knees and lower legs; seat has cushioning and is rounded with no sharp edges; armrests support both forearms and does not interfere with movement.
 (a) Yes (b) No



APPLICATION



EMPLOYEE SECTION

Employee Name	Employee ID	Department	Date

Job Classification	Immediate Supervisor/Manager Name

Telework Site Address	City	State	Zip	Phone

PROPOSED HYBRID-TELEWORK SCHEDULE

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Ad Hoc
Check off no more than three telework days								
Indicate scheduled hours, including lunch break								

Reasons for requesting to participate in the hybrid-telework program:

Description of work to be conducted while teleworking:

Is there any work you would not be able to conduct while teleworking?

What equipment do you currently have at home that will be voluntarily used for your telework?



ADMINISTRATIVE POLICY 3-36

APPLICATION



Is the proposed telework location in the geographical area outlined in the policy?
Do you have a designated work area as outlined in the policy?
Does your proposed telework location have broadband Internet of at least 100 Mbps?

- Yes/No checkboxes for each question

Please rate the following characteristics as they relate to your job duties you have listed. Rate each one as either high (H), medium (M), or low (L).

- Amount of face-to-face contact required with the public/clients/employees.
Degree of telephone communications required.
Amount of in-office reference material required.
Ability to perform job duties independently.
Ability to control and schedule workflow.
Clear understanding of job expectations.

I certify that I have read and understand AP 3-36 Hybrid-Telework Program and the Hybrid-Telework Program Guide and will comply with all requirements if approved by the Department to telework. I understand that teleworking is a voluntary arrangement between the Supervisor/Manager, the Department, and the employee, and is not an entitlement or employee benefit. I understand that teleworking may be terminated for any reason, at any time, by any party.

Employee Signature

Date

SUPERVISOR/MANAGER SECTION

Supervisor/Manager Name: Supervisor/Manager Employee ID Number:

Supervisor/Manager Phone Number:

I have verified the following with regard to the above-named employee:

- Checkboxes for: employee works in suitable position, current performance rating of 3.0, ability to work independently, and current job duties do not necessitate a full-time presence.

Recommendation for Approval/Denial:

- Checkboxes for: Recommend approval of application as requested by employee, Recommend approval of application with modifications, Recommend denial of application.

Supervisor/Manager's Comments:

Large empty rectangular box for supervisor comments

Supervisor/Manager Signature

Date



TELEWORK AGREEMENT



Name of TELEWORKER: _____ Name of SUPERVISOR: _____

Conditions for teleworking agreed upon by TELEWORKER and his/her SUPERVISOR:

The TELEWORKER agrees to telework at the following location: _____

The TELEWORKER agrees to the following schedule:

HYBRID-TELEWORK SCHEDULE								
Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Ad Hoc
Check off no more than three telework days								
Indicate scheduled hours, including lunch break								

The following are the types of assignments to be worked on by the TELEWORKER at the remote location:

The following equipment will be used by the TELEWORKER at the remote location:

The TELEWORKER agrees to check voicemail at least _____ times per day.

The TELEWORKER agrees to check and respond to email messages no later than _____ hour(s) after receipt of the email during regular sheduled work hours.

Additional conditions agreed upon by the SUPERVISOR and TELEWORKER are as follows:

We have read and understand this agreement and accept its conditions. We have reviewed the Telework Agreement prior to the employee's participation in the EMPLOYER's teleworking program.

_____ Supervisor Name (SUPERVISOR)	_____ Signature	_____ Date
_____ Employee Name (TELEWORKER)	_____ Signature	_____ Date



AUTHORIZATIONS



I certify that I have read the City of Houston AP 3-36 Hybrid-Telework Program Guide, that I understand the contents, and that I will abide by the terms. I understand that telecommuting is a voluntary arrangement between the Supervisor/Manager, the Department, and the employee, and is not an entitlement or employee benefit. I understand that telework may be terminated/revoked for any reason, at any time, by any party, with or without cause.

All of the below listed documents have been completed and will be retained by the Department and employee.

- Telework Application
- Telework Ergonomics & Safety Checklist
- Telework Program Agreement
- Telework Training completed by employee on _____ Employee Initials _____
- Telework Training for managing remote employees completed by Supervisor/Manager on _____
Supervisor/Manager Initials _____

By signing below, you are indicating that the above listed documents have been fully reviewed, executed and will be retained. All parties agree to abide by the terms.

Employee Signature

Date

Supervisor/Manager Signature

Date

Department Director Signature

Date



CITY OF HOUSTON ADMINISTRATIVE POLICY 3-36

PILOT HYBRID-TELEWORK PROGRAM