

REMOTE Work RESOURCES

Is remote work *right* for my company?

Remote work (also known as telework and/or telecommuting) is an effective workplace strategy to address challenges faced by employers in Marin County. [The Marin Economic Forum recently reported that almost 60% of Marin County employers surveyed cited hiring and retention of talented employees as their biggest business challenge, and that housing costs and commute times pose significant barriers to recruitment and retention efforts](#)¹. Offering a remote work program is a viable way to address this challenge. They have been shown to improve employee recruitment, retention, and overall job satisfaction, while also providing employers with significant cost savings.

Remote work is also a great a strategy to reduce work-related vehicle trips and carbon emissions in our community. [If the U.S. work-at-home workforce expanded to include those who can and want to work remotely half of the time the GHG saving would equate to taking 10 million cars off of the road](#)². Remote work programs are an effective and tangible environmental strategy, and should be included as part of your company's green programs and initiatives. This document provides you with the business case for implementing a remote work program and the templates and resources to help you develop an effective program for your company.

¹Marin County Business Retention & Expansion Project, Phase 1 Report, 2020, Marin Economic Forum

² 2017 State of Telecommuting in the U.S. Employee Workforce, 2018, Global Workplace Analytics + Flexjobs

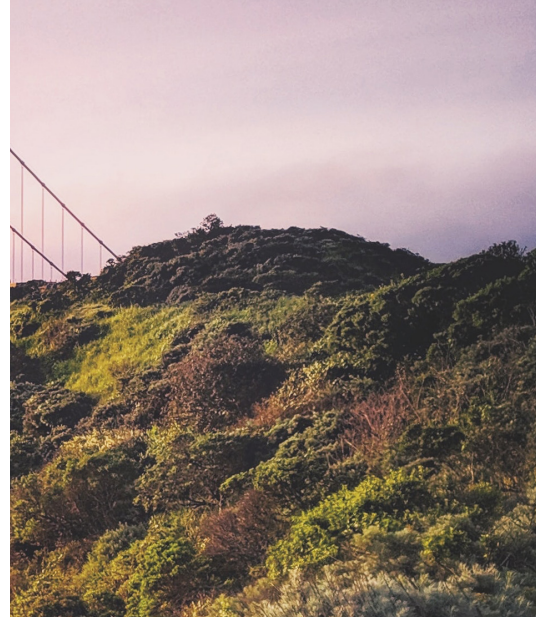


Table of Contents

Benefits of a Remote Workforce	2
Remote Work Statistics	4
Case Studies	6
Frequently Asked Questions (FAQ)	7
Remote Work Employer Program Implementation Process	10
Tools & Templates	11
Section A: Remote Work Program Policy	A-i
Section B: Safety Checklist	B-i
Section C: Employee Assessment Form	C-i
Section D: Supervisor Assessment Form	D-i
Section E: Remote Work Agreement	E-i



Did you Know?

INCREASED PRODUCTIVITY

Over two-thirds of employers report increased productivity among their telecommuters.

Best Buy, British Telecom, Dow Chemical and many others show that remote workers are 35-40% more productive.

Sun Microsystems' experience suggests that employees spend 60% of the commuting time they save performing work for the company.

AT&T employees work **5 more hours** at home than their office workers.

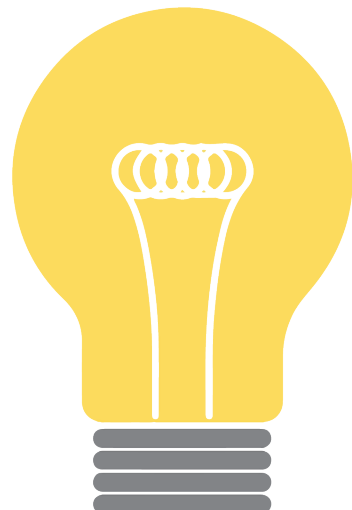
JDEdwards remote workers are **20-25% more productive** than their office counterparts.

American Express remote workers **produced 43% more** than their office-based counterparts.

Source: Global Workplace Analysis



REMOTE WORK RESOURCES



Benefits of a Remote Workforce



EMPLOYER BENEFITS

Increase Productivity: When implemented correctly, allowing employees to work remotely can result in a 10-20% increase in productivity. Employees work without distractions and often work longer hours.

Recruit and Retain the Best Talent: In WorldatWork's 2017 survey on Workplace Flexibility, 51% of hiring managers say that their organizations flexible work options have a positive impact on a candidate's likelihood to accept or reject an employment offer.

Continuity of Operations: Remote work programs prepare employees and employers to remain productive in the event of earthquakes, flu pandemics, transit disruptions, road or bridge construction, and other emergencies that may affect transportation options.

Reduce Absenteeism: Surveys conducted nationally also demonstrate that remote work programs reduce absenteeism by 2-4 days per year per remote worker.

Reduce Real Estate and Office Costs: Many employers are able to cut back on their office and parking costs through a work-from-home program. Employees can use drop-in workstations as needed.

EMPLOYEE BENEFITS

Improve Work-Life Balance: Remote workers save 1-3 hours of commuting time per day and use that time to better balance their work requirements with personal needs.

Increase Savings: Remote workers save money on commuting costs, expensive lunches at work, and wear and tear on their vehicle.

Improve Morale: Most remote workers state that their morale improves as a result of working from home and they prefer working for a "best workplace" that offers alternatives.



[illegible]

Remote Work Statistics



Nearly 4 million U.S. employees worked from home at least half of the time in 2015, representing about 3% of the workforce and a 115% increase since 2005. Though technology has assisted in this transition, the biggest push forward has been generated by the increasing demands across every age group for more job flexibility².

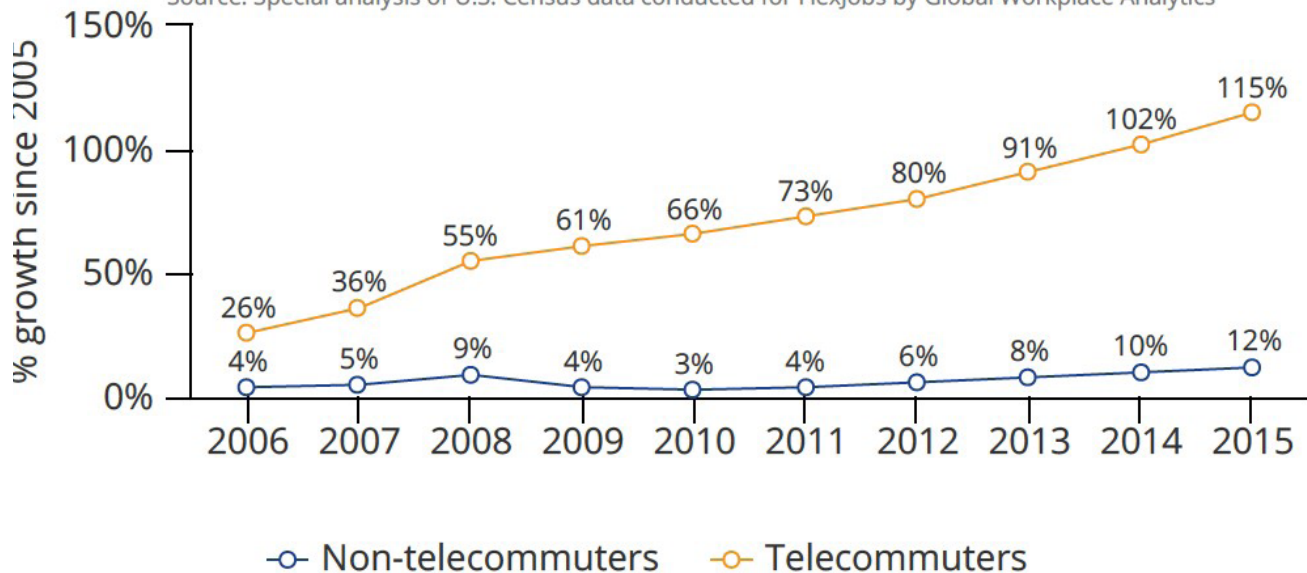
STUDIES HAVE SHOWN

A 2014 article from the Harvard Business Review reported on studies showing that work from home programs increase employee productivity and satisfaction.

One example is Ctrip a mainland China-focused travel agency, which runs the Ctrip.com travel website. For nine months half the staff at Ctrip's call center was given the option to work from home, the other half remained in the office. The study revealed that the at-home workers were not only happier, but were less likely to quit, and more productive. Those working remotely completed 13.5% more calls than the workers at the office. (Source: To Raise Productivity Let More Employees Work From Home, Harvard Business Review, 2014).

Telecommuting growth since 2005

Source: Special analysis of U.S. Census data conducted for FlexJobs by Global Workplace Analytics



²2017 State of Telecommuting in the U.S. Employee Workforce, 2018, Global Workplace Analytics & FlexJobs

Remote Work Statistics



BOTTOM LINE SAVINGS

There are reasons why remote work is growing. It makes sense to the company bottom line!

One of the best examples of the advantage of remote work policies can be seen at the high-tech company, Cisco. A 2009 Cisco study found that remote workers are more effective at communicating and collaborating. The study also revealed that Cisco has improved employee retention and saved \$277 million by allowing employees to work remotely.

Global Workplace Analytics reports that their Telework Saving Calculator estimates that employers can save over \$11,000 per half-time telecommuter per year. Across the existing work-at-home population, that potentially adds up to \$44 billion in savings. If the telecommuting workforce expanded to include those who could and wanted to work from home, the potential employer savings could approach \$690 million a year³.

Savings factor (based on half-time telecommuting)	Assumed decrease with half-time telecommuting	Savings estimate for 3.9 million existing half-time telecommuters	Savings estimates for 62 million potential telecommuters
Productivity	15%	\$27.5 billion	\$436 billion
Real Estate	25%	\$7.6 billion	\$121 billion
Absenteeism	31%	\$5.1 billion	\$81 billion
Voluntary turnover	10%	\$1.5 billion	\$24 billion
Continuity of operations	1 day/year	\$1.7 billion	\$27 billion
Total Employer Savings		\$43.6 billion	\$689 billion

³2017 State of Telecommuting in the U.S. Employee Workforce, 2018, Global Workplace Analytics & Flexjobs

Case Studies



Case studies can help you envision how a remote work program might work at your company. These case studies highlight a variety of employers from different sectors that have been able to successfully implement programs with a high rate of satisfaction at all levels of the organizations.

Insurance Company

Non-Profit Agency

State Government

Call Center

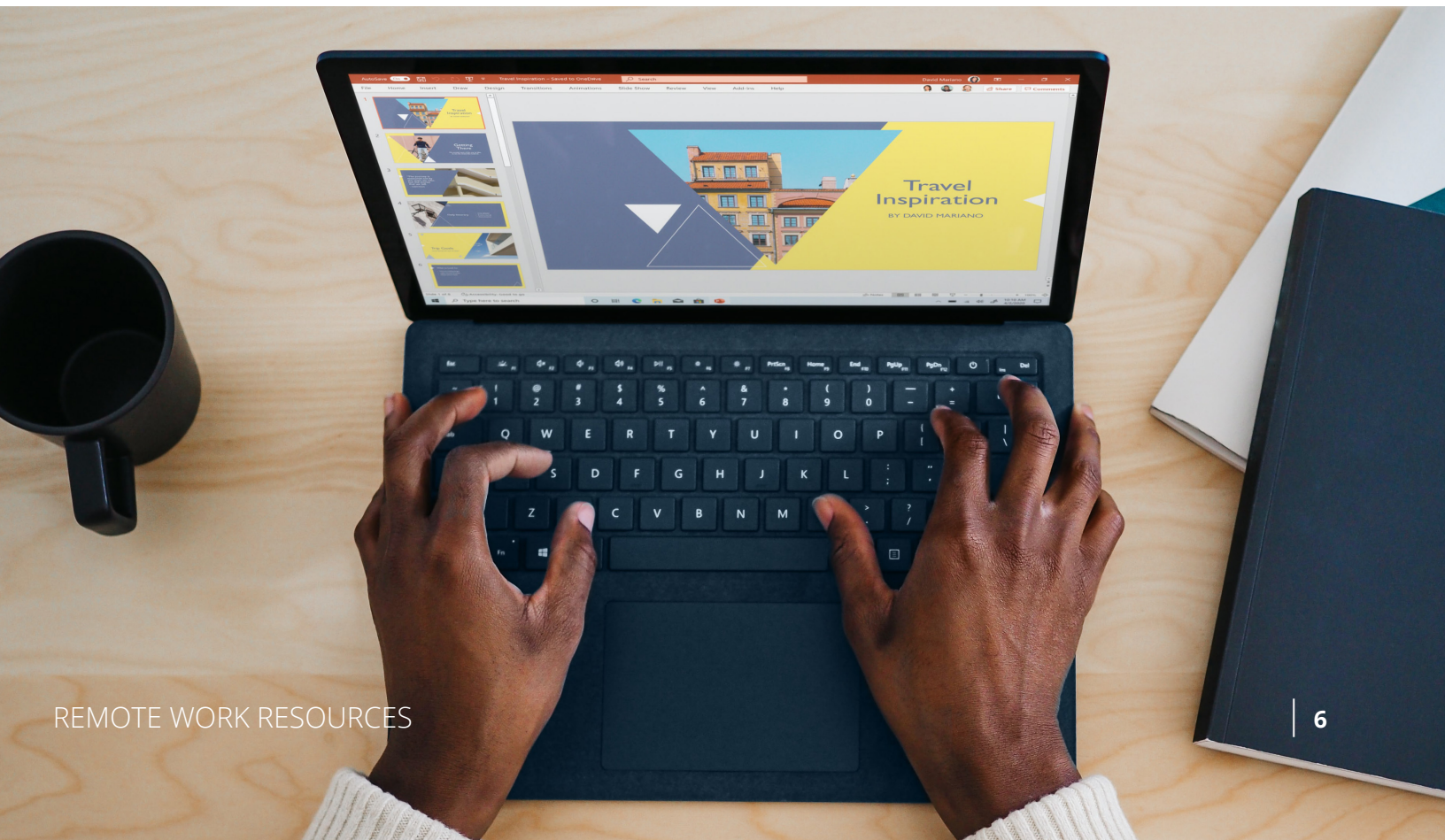
For more case studies visit [eWorkPlace](#).

ADDITIONAL RESOURCES

The Results Only Work Environment (ROWE)

Results Only Work Environment (ROWE), similar to managing by objectives, uses methods that can be very helpful in fostering better remote work arrangements between employees and management. The ROWE business case provides a great overview of what it is and why it's works.

Telework Savings Calculator This is a free tool developed by Global Workplace Analytics and has been vetted by the U.S. General Accountability Office and used by many government and private sector employers to develop a business case for implementing remote work policies.



Frequently Asked Questions



FREQUENTLY ASKED QUESTIONS ABOUT REMOTE WORK

Q: What is remote work?

A: Remote work replaces work-related travel with telecommunications technologies. It refers to working at home or another location on a full- or part-time basis. Many employees work remotely only once or twice per week, while others do so full-time and only occasionally go to the office.

Q: What type of equipment is needed for remote work?

A: While working remotely can be done with as little technology as a phone, most often it involves internet access, computer hardware and software, email capability, and other technologies.

Q: What types of jobs are appropriate for remote work?

A: Most “information-based” jobs are appropriate for remote work. Working remotely is ideal for jobs that require reading, writing, research, working with data, and talking on the phone. Many jobs that may not seem appropriate at first may be modified so that the employees can remote work, at least on a part-time basis. One of the secrets to designing a good remote work program lies in the ability to organize specific jobs so they can be done without constant interaction or need for feedback.

Q: Which employees are ideal for working remotely?

A: The ideal remote worker is well organized, able to work independently, and requires minimal supervision. Successful remote workers have a high degree of job skill and knowledge, and strong time-management skills. Remote workers don’t mind working alone, at least on a part-time basis. Working remotely is not ideal or desirable for every employee.

Q: What are some of the issues that supervisors confront with remote workers?

A: Some supervisors of remote workers are wary of the concept of employees working from home. They fear that their employees may be distracted with household duties and/or dependent care, preventing them from accomplishing their work. Based on a review of several case studies nationwide (including remote.worksocal.com, remote.worktampabay.com, commuterconnections.org, cleanaircampaign.org), research has shown that the opposite occurs. Supervisors can expect more productivity and higher quality work from remote workers because they are less stressed and distracted in their flexible work environment.

Q: How do I know if the remote workers are really working?

A: The employee’s completed work product is the indicator. Supervisors must focus on quanti-

Frequently Asked Questions



ty, quality, and timeliness. They must manage by objectives or results, rather than by direct observation.

Q: Who is the ideal supervisor for a remote worker?

A: The ideal supervisor of remote workers has a positive attitude towards remote work and is willing to allow employees to remote work. A remote worker supervisor manages by results and not by monitoring work hours. Remote work supervisors delegate work easily, are well organized and trust their employees. Not every supervisor is comfortable with a style of management that is conducive to successfully working from home.

Q: How will managers know how to supervise remote workers?

A: Remote work presents an opportunity for remote worker supervisors to become better managers. By focusing on the employee's work product, supervisors will improve their organizational abilities and their own skill in managing by objectives.

Q: Will employees work less if they are at home working unsupervised?

A: No, survey results show marked improvements in productivity. Remote worker productivity increases because employees have fewer distractions and interruptions, work during the



Frequently Asked Questions



time otherwise spent commuting, work at their peak times, and experience less stress due to the absence of the commute to and from work.

Q: Will loyalty to the employer be diminished?

A: No, loyalty is likely to improve as employees are happier with their flexible working conditions. Employee morale also improves as a result of working from home.

Q: How can social interaction be maintained to keep remote workers from feeling isolated from their colleagues?

A: Many techniques are available to overcome the feeling of isolation. These include part-time days in a home office, core days in the office, and frequent communication via telephone and voicemail. In addition, remote workers should be included in all scheduled meetings and events.

Q: Is remote work a substitute for child or elder care?

A: No, a remote worker must focus on his/her job, not on handling demanding dependent care situations. However, due to their flexibility, remote workers are better able to manage their work/family schedules.

Q: Can remote work result in reduced use of sick leave?

A: Yes. An employee working in a traditional office

may require half a day away from the office for a doctor or dentist appointment. A remote worker can take one or two hours and then return to work. In addition, an employee who does not feel well enough to commute to work, or whose child is sick, may be able to work limited hours at home by working remotely.

Q: Will the need for overtime decrease as a result of remote work?

A: For non-exempt employees, the rules for overtime are the same as they are in the office. Please refer to your organization's Human Resources staff or handbook for guidance.

Q: What are some of the issues that remote workers should consider?

A: Remote workers should designate a work area for working in their homes. A separate room provides greater privacy but is not necessarily required. Remote workers must gain the trust and support of their families, coworkers, clients, and managers. Remote workers need to be aware of the tendency to work long hours and the need to take breaks.

Remote Work Program Employer Implementation Process



The following 12 steps outline the typical remote work process of creating a Remote Work Program:

1. **Gain management commitment** to pilot, implement, or expand a remote work program. Middle managers also can be trained to increase their comfort level and effectiveness with supervising remote workers.
2. **Select one or more remote work coordinators** with decision making ability to convene an internal steering committee and to serve as the main contact(s) for the remote work pilot or process.
3. **Form a steering committee** to develop the program (generally consists of Human Resources, IT, and Management). The steering committee serves as a vehicle for developing the policies and parameters that will ensure a successful remote work program.
4. **Develop remote work policies and a remote worker agreement.** The policies/agreement will clarify employee/employer roles and responsibilities; establish the parameters for selecting remote work jobs and employees; determine the frequency of remote work; and identify/resolve any other issues regarding the remote work arrangement.
5. **Conduct a job assessment** to determine which jobs are most conducive to remote work.
6. **Assess costs and savings** to determine any added savings or expenses as a result of remote work implementation.
7. **Ensure that adequate technology is in place** to support remote workers, whether through remote access, availability of equipment, and/or phone communication.
8. **Select remote workers** whose jobs are conducive to remote work based on criteria such as performance, tenure, grade, and work style.
9. **Educate supervisors and remote workers** to ensure a complete understanding of company policies and the elements necessary for a successful remote work program.
10. **Implement the pilot remote work program** to assess impacts on communication, technology, teamwork, productivity, and morale.
11. **Evaluate the pilot program** by conducting remote worker surveys and focus groups.
12. **Expand the remote work program** as warranted, based upon the results of the pilot.



Tools & Templates



In this section, you will find several templates that you may find useful for remote work program management.

Remote Work Policy This document states the terms of remote work at the company/business.

Safety Checklist This is a list of items to insure the safety and comfort of a home office.

Selection Assessments These are questionnaires to assist in assessing the capability of specific employees to work remotely and in determining which managers are capable of supervising them.

Selection Assessment for Employees

Selection Assessment for Supervisors

***Marin Commutes** is not engaged in rendering legal advice, and provides these sample forms free of charge solely to assist businesses exploring remote work arrangements with their employees. By using these materials, the recipient (1) acknowledges and agrees that The Marin Commutes makes no representations regarding the sufficiency (legal or otherwise) of these materials in any particular jurisdiction or for any particular business purpose, and (2) voluntarily and knowingly assumes all risks associated with their use.*

Remote Work Agreement This agreement governs the arrangement between the supervisor and the employee, and also lists the conditions and frequency of remote work.

Remote Work Program Policy

(hereafter **EMPLOYER**) has established a program to examine how remote work can contribute to organizational objectives and employee well-being. These guidelines offer direction for remote workers, employees not working remotely, and management.

Purpose

Working remotely, the practice of working at home or remotely instead of in the **EMPLOYER** office(s), is a work alternative that **EMPLOYER** offers to some employees when it is advantageous to both the **EMPLOYER** and the employee. Working remotely is a workplace strategy that helps employees balance the demands of their work and personal lives. Working remotely is a workplace strategy and not an employee right.

An employee's compensation, benefits, work status, and work responsibilities will not change due to participation in the remote work program. Remotely working employees must comply with all organizational rules, policies, and procedures.

Eligibility

Candidates for remote work must be full-time employees with a history of satisfactory or better job performance ratings. The opportunity to remote work must be approved by an employee's supervisor, who is ultimately responsible for decisions to continue or discontinue remote work by the employee, following appropriate notification to the remote worker.

Selection of employees to participate in the **EMPLOYER** remote work program shall be based on specific, written, work-related criteria including:

- Employee responsibilities
- Need for, and nature of, interaction with other staff and external clients
- Need for use of specialized equipment
- Availability of other qualified employees on site
- Employee job performance

An employee who is considered for remote work must be able to work independently and demonstrate productivity and time management. An employee must have a satisfactory or better performance level

with no record of performance or conduct issues. The resources that an employee needs to do his/her job must be easily transportable or available electronically.

The decision to allow an employee to remote work will be made by the employee's supervisor in consultation with Human Resources.

Eligibility and suitability of employees to participate in remote work will vary among departments and business units, depending on the function and responsibilities of the employee. Each department must maintain some minimum complement of employees who work on site at the **EMPLOYER** office in order to function effectively.

Remote work is not an alternative to child or elder care and, when applicable, the remote worker must make appropriate arrangements for dependent care.

Schedules and Hours

Remote work hours may be different from office work hours, however, remote workers and their supervisors must agree on designated work hours. A regular remote work schedule, including specific days and hours, must be established by the remote worker and approved by his/her supervisor. Generally, a remote worker will spend one to two days working from home with the remainder of the scheduled hours working in his/her office on **EMPLOYER's** premises. The amount of time the remote worker is expected to work per day or per pay period will not change due to participation in the remote work program.

Overtime hours must be pre-approved in writing by the supervisor. Deviations from the agreed upon schedule must be approved in advance by the supervisor. **EMPLOYER** policy will be followed for all absences. Remote workers are responsible for keeping and submitting accurate records of their work hours.

Supervisors retain the right to require a remote worker to return to **EMPLOYER's** office on a regularly scheduled remote work day should work situations warrant such an action. This situation is expected to be only an occasional occurrence. If a remote worker is frequently required to return to **EMPLOYER's** office during regularly scheduled remote work days, the supervisor may re-evaluate the compatibility of the remote worker's position and job responsibilities with respect to remote work or the specific remote work schedule. Remote workers are required to account for all time worked in accordance with **EMPLOYER's** current timekeeping policies. It is the remote worker's responsibility to submit an accurate accounting of hours worked in a timely manner. If a remote worker is sick while working at home or uses other time off, the remote worker must report hours actually worked on his/her timesheet and use composite leave for the remainder of the hours. Non-exempt remote workers may perform overtime work only after receiving approval from their supervisors.

Workspace

Remote workers must have an appropriate work area in their homes/remote work locations that considers ergonomics, equipment, workspace, noise, and interruption factors. The remote worker's off-site workspace should provide an adequate work area, lighting, telephone service, power, and temperature control. Additional requirements may vary, depending on the nature of the work and the equipment needed to perform the work.

EMPLOYER's liability for job-related accidents will continue to exist during the approved work schedule and in the remote worker's designated work location since the remote worker's remote work space is an extension of **EMPLOYER** workspace. The designated work location must meet Occupational Safety and Health Administration (OSHA) safety rules for the workplace, including: smoke detector; working fire extinguisher; clear, unobstructed exits; removal of hazards that could cause falls; adequate electrical circuitry; and appropriate furniture.

Homeowner's insurance and any changes in rates or coverage are the responsibility of the employee. Any increase in the remote worker's home utility costs, excluding increased telephone costs, is the responsibility of the employee.

Federal and state statutory abstracts will be posted at the remote worker's **EMPLOYER** office location in lieu of posting them in the employee's home/remote office. Remote workers should review these notices while on **EMPLOYER's** premises.

Remote workers should consult their attorneys, tax advisors, or accountants regarding any legal or tax implications attendant to working at their home or alternative site.

Equipment and Supplies

In most cases, remote workers will provide their own equipment. Remote workers may use **EMPLOYER-owned** equipment at their off-site workspace with the prior approval of their supervisors provided that the equipment will be used for **EMPLOYER** work only and its use by a remote worker at his/her off-site workspace will not impede the work of employees working at the **EMPLOYER** office.

Office supplies will be provided by **EMPLOYER** and should be obtained during the remote worker's in-office work period. Out-of-pocket expenses for supplies normally available in the office will not be reimbursed. Remote workers are responsible for all supplies, equipment, and/or materials provided by **EMPLOYER**. All items remain property of **EMPLOYER** and may not be used for personal or other than **EMPLOYER** use.

EMPLOYER will reimburse remote workers for other business-related expenses, such as long-distance phone calls, shipping costs, etc. that are reasonably incurred in accordance with job responsibilities and approved by the supervisor in accordance with **EMPLOYER's** regular policies. Appropriate documentation is required if such expenses are submitted for reimbursement. Human Resources will work with remote workers to ensure that appropriate arrangements have been made for discounted long-distance telephone services.

EMPLOYER does not assume liability for loss, damage, or wear of employee-owned equipment unless otherwise agreed to in writing prior to the occurrence. Maintenance, repair and replacement of **EMPLOYER-owned** equipment issued to remote workers is the responsibility of **EMPLOYER**. In the event of equipment damage or malfunction, the remote worker must notify his/her supervisor immediately. **EMPLOYER** reserves the right to enter the home work area for inspection of the equipment if necessary. Repairs to employee-owned equipment is the responsibility of the remote worker. In either situation, the remote worker may be asked to report to the office until the equipment is usable.

Remote workers must take appropriate action to protect company-provided equipment from damage or theft. **EMPLOYER** equipment must be returned to **EMPLOYER** when an employee terminates or discontinues the remote work arrangement.

Remote workers may use their own equipment (e.g., fax machine, printer, photocopier) provided that no cost is incurred by **EMPLOYER**. Repair and maintenance of employee-owned equipment is the responsibility of the remote worker.

Employee Access and Availability

Remote workers must be available by telephone or email during scheduled hours, with the exception of their scheduled lunch period. Remote workers are required to have voice mail services to ensure availability.

Remote workers are required to modify their **EMPLOYER** voicemail announcement to indicate that they may be reached at an alternate number or that the employee will be regularly checking messages. Supervisors may establish that employees are required to check for messages within a certain period (e.g., at least once every two hours). Remote workers must keep their supervisors notified of any changes to their home/remote contact information.

Security

It is the responsibility of the remote worker to take all precautions necessary to secure proprietary information and to prevent unauthorized access. The remote worker is required to observe all office security

practices when working outside **EMPLOYER's** office to ensure the integrity and confidentiality of proprietary information. Steps to ensure the protection of proprietary information include, but are not limited to, use of locked file cabinets and desks; regular password maintenance; and any other steps appropriate for the job and the environment.

Remote workers agree to allow an authorized **EMPLOYER** representative access to the home/remote work area during prearranged times for business purposes as deemed necessary by the supervisor, including safety inspections, equipment installations and repairs, security assurance, retrieval of **EMPLOYER** property, and performance evaluations. To ensure hardware and software security, all software used for remote work must be approved by the supervisor prior to installation, and only approved bulletin board systems may be contacted. All software used for remote work must be virus inspected and each PC must have virus protection software installed. **EMPLOYER**-owned software may not be duplicated unless authorized through the license agreement. Restricted access materials shall not be taken out of the office or accessed through the computer unless approved in advance by the supervisor.

Liability

It is the responsibility of the remote worker to maintain a safe, professional remote work site that is free from potential safety problems. Remote workers must certify that their homes/remote work spaces are free from workplace hazards by completing a safety checklist.

In the case of an injury while working remotely, remote workers must immediately (or as soon as circumstances permit) report the injury to his/her supervisor or the Human Resources Department and request instructions for obtaining medical treatment.

Application Process

Employees who would like to remote work are required to submit a written request. The employee will complete a Remote worker Selection Survey and provide information concerning job responsibilities, proposed remote work schedule, types of work tasks to be performed at the off-site work space, and description of the off-site work space/equipment required.

Remote workers will be required to sign a Remote work Agreement and complete associated documentation.

Remote work arrangements will be on a trial basis for the first three months and may be discontinued at any time at the request of either the remote worker or **EMPLOYER**. If a remote work arrangement is discontinued by **EMPLOYER**, every effort will be made to provide notice to the employee. However, there may be instances where no notice is possible. Likewise, if an employee elects to discontinue a remote work

arrangement, the employee should provide notice to his/her supervisor.

Employees that are working remotely at the time this policy is adopted will be permitted to continue working remotely. Existing remote workers will need to sign the Remote work Agreement and complete the associated documentation that is required of all remote workers.

Income Tax

It will be the remote worker's responsibility to determine any income tax implications of maintaining a home office area. The company will not provide tax guidance nor will the company assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Evaluation

Remote workers will be required to participate in all studies, surveys, training, inquiries, reports, and analyses relating to this program.

Safety Checklist

THIS FORM SHOULD BE COMPLETED BY REMOTE WORKERS TO ASSESS THE SAFETY OF THEIR HOME

Home Office Safety Checklist

Employee

Date

Manager

Remote work site address

Description of work area

This checklist is designed to assess the safety of the remote work site. Remote work applicants should inspect their desired work site and complete this form.

Is the work space free from excessive noise?	Yes	No
Is adequate lighting (side or rear) provided at the work station?	Yes	No
Is all electrical equipment free of recognized hazards that could cause physical harm (frayed wires running through walls, exposed wires fixed to the ceiling)?	Yes	No
Is electrical system adequate for office equipment?	Yes	No
Is electrical equipment grounded?	Yes	No
Are surge protectors properly installed?	Yes	No
Are aisles, doorways and floors free of obstructions to permit visibility and movement?	Yes	No
Is there an exit that allows prompt exiting?	Yes	No
Are phone lines, electrical cords and extension wires secured under a desk or along a baseboard?	Yes	No
Is the office space neat and clean?	Yes	No

Is a working fire extinguisher located nearby?	Yes	No
Are working smoke detectors installed at the work site?	Yes	No
Is the work area private and free of intrusion?	Yes	No
Are files and data secure?	Yes	No
Are first aid supplies readily accessible and adequate?	Yes	No
Are office furniture and equipment ergonomically correct?	Yes	No
Desk: 29" high?	Yes	No
Chairs: Sturdy and adjustable (90° at knees, feet flat on floor, 15° back tilt) with backrest and casters appropriate for floor surface?	Yes	No
Keyboard: In line with wrist and forearm position?	Yes	No
Monitor: 20-14" from eyes: Top of screen slightly below eye level?	Yes	No
Are work materials and equipment in a secure place that can be protected from damage or misuse?	Yes	No
Are there security requirements in place to protect confidentiality and security of company information and computer systems?	Yes	No

Source: Remote work Collaborative, "The Manager's Quick & Easy Guide to Remote work", 1997

Remote Work Program Employee Assessment Form

Selection Assessment Form for Employees

Remote work is a workplace strategy that can involve working from home or another location on a full- or part-time basis. Working remotely can be a productive scheduling practice for many employees, although it will not be feasible for all employees. Remote work arrangements are successful when an employee's work responsibilities and personal work style are well matched with working away from the office.

This assessment form provides an opportunity to consider whether remote work will be an effective tool for meeting organizational and personal objectives. Responses to this form will help you and your supervisor assess if remote work can work for you.

This form must be completed by each employee interested in participating in the remote work program.

Remote work Screening Survey for Employees

Name:

Supervisor:

Title:

Department:

Please describe your current job tasks below:

The following four groups of characteristics relate respectively to your existing work, to your future work as it can be adapted to remote work, to you as an employee, and to your supervisor.

Please rate each characteristic as high (H), medium (M), or low (L).

Existing Work Characteristics

Please rate the following according to your existing job requirements and characteristics.

Amount of face to face contact required

Degree of telephone communications required

Independence of operation

Ability to control and schedule work flow

Amount of in office reference material required

Future Work as a Remote worker

Please rate the following job characteristics in terms of their adaptability to remote work.

Amount of face to face contact required

Degree of telephone communications required

Independence of operation

Ability to control and schedule work flow

Amount of in-office reference material required

Employee Characteristics

Please rate the following according to your own characteristics as an employee.

Need for supervision, frequent feedback

Importance of coworkers' input to work function

Discipline regarding work

Desire/need to be around other employees

Potential friction at home (e.g., interruptions)

Level of job knowledge

Considering the nature of your job, how much would you want to remote work? (Choose one)

(a) About once every two weeks

(d) Three days a week

(b) About once a week

(e) Occasionally for a special project

(c) Two days a week

(f) Other:

What kinds of work would you expect to do while working remotely? (Choose as many as apply)

(a) Writing/typing

(f) Research

(b) Planning

(g) Sales calls

(c) Data management

(h) Preparing reports

(d) Administrative

(i) Field visits

(e) Reading

(j) Other (please specify)

(k) Computer programming

Given the frequency of working remotely you want, and the kinds of work you would expect to do while working remotely, what equipment/services would you need, and which of those do you currently have? (Check appropriate box)

Need

Have

Computer/terminal

Printer

High-speed Internet

Desk, filing space, other furniture

More than one phone line

Fax machine

Voicemail

Do you have adequate space in your home/at a remote location to dedicate to work remotely?

Are there any distractions/obligations that will make working remotely difficult or impossible?

Please explain:

Thank you for completing this Remote worker Selection Assessment!

Remote Work Program Supervisor Assessment Form

Selection Assessment Form for Supervisors

Remote work is a workplace strategy that can involve working from home or another location on a full- or part-time basis. Working remotely can be a productive scheduling practice for many employees, although it will not be feasible for all employees. Remote work arrangements are successful when an employee's work responsibilities and personal work style is well matched with working away from the office.

This assessment form provides an opportunity to consider whether remote work will be an effective tool for meeting organizational and personal objectives. Responses to this questionnaire will help you as a supervisor/manager to assess if remote work can work for you and your employee(s).

This assessment form must be completed for each employee interested in participating in the remote work program.

Supervisor

Name:

Names of employees under your direct supervision who are considered candidates for working remotely:

Please describe the kind of work your employees do.

Is the work of your staff suitable for working remotely (as it currently exists or with modifications), at least part of the time?

(a) Yes

(b) No Please explain why

If your answer was “no,” this completes the survey for you. Thank you!

The rest of this form should be completed for each employee who is interested in participating in the remote work program. Some questions, such as those dealing with your management style, will probably have the same answers for each employee. **Please rate each characteristic as high (H), medium (M), or low (L).** Some questions, however, will inevitably have different answers for different employees.

Please duplicate this form for each employee.

Employee Name:

Existing Work Characteristics

Please rate the following according to your employee's existing job requirements and characteristics.

Amount of face to face contact required

Degree of telephone communications required

Independence of operation

Ability to control and schedule work flow

Amount of in-office reference material required

Future Work as a Remote Worker

Please rate the following job characteristics of your employee in terms of his/her adaptability to working remotely.

Amount of face to face contact required

Degree of telephone communications required

Independence of operation

Ability to control and schedule work flow

Amount of inoffice reference material required

Employee Characteristics

Please rate the following according to your employee's characteristics.

Need for supervision, frequent feedback

Importance of coworkers' input to work function

Discipline regarding work

Desire/need to be around coworkers

Potential friction at home (e.g., interruptions due to caring for dependents)

Level of job knowledge

Quality of work

Supervisor Characteristics

Based on your attitude towards remote work and work style, please rate the following.

Positive attitude toward remote work

Trust employee's ability to remote work effectively

Your ability to establish clear objectives

Your ability to communicate with employees

What criteria do you use to evaluate your employee's work? (For example: quality of work, quantity of work, timeliness, etc. Please be specific.)

Considering the nature of your employee's jobs, how much would you want him/her to remote work? (Choose one only)

(a) About once every two weeks

(b) About once a week

(c) Two days a week

(d) Three days a week

(e) Occasionally for a special project

(f) Other

What kinds of work would you expect him/her to do while working remotely? (Choose all that apply)

- | | |
|--------------------------|----------------------------|
| (a) Writing/typing | (f) Research |
| (b) Planning | (g) Sales calls |
| (c) Data management | (h) Preparing reports |
| (d) Administrative | (i) Field visits |
| (e) Reading | (j) Other (please specify) |
| (k) Computer programming | |

Thank you for completing this Remote worker Selection Assessment!

A safety checklist should be completed for each employee and kept with this form in company records.

Remote Work Agreement

Remote Work Agreement with

Employee agrees to perform services for _____ (hereafter EMPLOYER) as a remote worker. This agreement spells out the basic terms and conditions under which _____ (hereafter "Remote worker") will remote work for EMPLOYER.

This agreement is effective _____ and remains in effect until _____ while Remote worker is employed by EMPLOYER, unless the agreement is terminated earlier.

Working remotely is available only to eligible employees and is offered at EMPLOYER's sole discretion. Working remotely is not available to the entire organization. As such, no employee is entitled or guaranteed the opportunity to remote work.

Termination of Agreement Either party may terminate Remote worker's participation in the program, with or without cause, upon reasonable notice in writing to the other party. EMPLOYER will not be held responsible for costs, damages, or losses resulting from terminating this remote work program. This Agreement is not a contract of employment and shall not be construed as such.

Salary, Job Responsibilities, Benefits Remote worker agrees to comply with all existing job requirements as are in effect in the office. Salary and benefits will not change because of involvement in this remote work program. Specific job responsibilities may only be modified with the agreement of Remote worker's supervisor.

Work Hours, Overtime, Vacation Work hours are not expected to change during the program. In the event that overtime is anticipated, it must be discussed and approved in advance with the Remote worker's supervisor, as any overtime scheduling would normally be approved.

Work Schedule The daily work schedule for remote work days when working remotely or at home) is subject to approval by Remote worker's supervisor. The supervisor may require that Remote worker work certain "core hours" and be accessible by telephone or otherwise during those hours.

Equipment Remote worker must have all necessary equipment in a suitable home or remote office location to do their job. EMPLOYER may elect to provide computer, software, and other equipment needed for working remotely. If the EMPLOYER provides such property or equipment, these items remain the prop-

erty of the EMPLOYER and must be returned to the company upon request. Any computer, software, or other equipment or supplies provided by EMPLOYER are provided for the sole use of the remote worker to perform their job-related responsibilities.

Software EMPLOYER-owned software may not be duplicated except as formally authorized. EMPLOYER will be responsible for maintenance and insurance of all company-provided equipment. Remote worker may use personal equipment for remote work purposes. In such cases, Remote worker will be responsible for the maintenance and insurance required for such equipment.

Workspace Remote worker agrees to designate a workspace within their remote work location that is quiet and free from interruption, and for placement and installation of equipment to be used while working remotely. Remote worker agrees to maintain this workspace in a safe condition, free from hazards and other dangers to Remote worker and equipment. EMPLOYER may approve the site chosen as Remote worker's remote workspace. If requested, Remote worker shall submit photos of the remote workspace to his/her supervisor prior to commencing remote work.

Site Visits Remote worker agrees that EMPLOYER can make on-site visits (with advance notice) to the remote work location for the purpose of determining that the site is suitable for remote work, safe and free from hazards, and to maintain, repair, inspect, or retrieve EMPLOYER-owned equipment, software, data, or supplies. In the event Remote worker fails to return EMPLOYER-owned property or equipment upon demand, and legal action is required to regain possession of this property or equipment, Remote worker agrees to pay all costs incurred by EMPLOYER, including attorney's fees, should EMPLOYER prevail.

EMPLOYER-owned or provided materials taken home or to the remote work location by the Remote worker should be kept in the designated work area and not made accessible to others.

Office Supplies Office supplies will be provided by EMPLOYER as needed. Remote worker's out-of-pocket expenses for other supplies will not be reimbursed except with prior approval of Remote worker's supervisor.

Liability for Injuries Remote worker understands that he/she remains liable for injuries to third persons and/or members of his/her family on Remote worker's premises. Remote worker agrees to defend, indemnify and hold harmless EMPLOYER, its affiliates, employees, contractors, and agents, from and against any and all claims, demands, or liability (including any related losses, costs, expenses, and attorney fees) resulting from, or arising in connection with, any injury to persons (including death) or damage to property caused, directly or indirectly, by the services provided herein by Remote worker or by Remote worker's willful misconduct, negligent acts or omissions in the performance of the Employee's duties and obligations under this Agreement, except where such claims, demands, or liability arise solely from the gross negligence or willful misconduct of the EMPLOYER.

Dependent Care Remote work is not a substitute for dependent care. Remote worker will not be available during company core hours to provide dependent care or supervision.

Income Tax It will be the Remote worker's responsibility to determine any income tax implications of maintaining a home office area. EMPLOYER will not provide tax guidance nor will EMPLOYER assume any additional tax liabilities. Remote workers are encouraged to consult with a qualified tax professional to discuss any income tax implications.

Evaluation Remote workers are required to participate in any EMPLOYER studies, surveys, training, inquiries, reports, and analyses related to this remote work program.

Remote worker remains obligated to comply with all of EMPLOYER's rules, practices, instructions and this Agreement. Remote worker understands that violation of any of the above may result in termination of this arrangement.

Name of Remote Worker:

Conditions for working remotely agreed upon by Remote worker and his/her supervisor:

The Remote worker agrees to remote work at the following location:

The Remote worker will remote work day(s) per week.

The Remote worker's hours will be from a.m. to p.m.

The following are the assignments to be worked on by the Remote worker at the remote location, with expected delivery dates:

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

The Remote worker agrees to call the central office to get his/her messages at least times per day and agrees to check and respond to email messages at least times per day.

The Remote worker agrees to obtain all supplies needed for working remotely from the company office. Reimbursement for out-of-pocket expenses for supplies will need prior supervisory approval.

Additional conditions agreed upon by the supervisor and Remote worker are as follows:

Signatures

We have read and understand this agreement and accept its conditions. We have reviewed the Remote Work Agreement prior to the employee's participation in the EMPLOYER's remote work program.

Supervisor Name

Signature

Date

Employee Name ("Remote Worker")

Signature

Date