A Guide to Telework in the Federal Government

Introduction

Late 20th-century technology revolutionized the workplace, and the 21st-century workplace is evolving even further. Computers, remote connectivity, voice and electronic communications, paperless work processes, and other innovations make information and work increasingly mobile.

Such innovations help the Federal Government, as the Nation's largest employer, serve the needs of the American public more efficiently and effectively. Federal employees have used mobile work technology for a long time. In recent years, telework has become increasingly widespread and formalized, with legislative mandates as well as new programmatic and policy supports and structures.

The Office of Personnel Management defines telework as "work arrangements in which an employee regularly performs officially assigned duties at home or other worksites geographically convenient to the residence of the employee." Telework is simply a way of getting work done from a different location. It can serve multiple purposes – and have multiple benefits – when it is implemented effectively in an organization.

For Federal agencies, telework is of particular interest for its benefits in the following areas:

- Recruiting and retaining the best possible workforce - particularly newer workers who have high expectations of a technologically forward-thinking workplace and any worker who values work/life balance
- Helping employees manage long commutes and other work/life issues that, if not addressed, can have a negative impact on their effectiveness or lead to employees leaving Federal employment
- Reducing traffic congestion, emissions, and infrastructure impact in urban areas, thereby improving the environment
- Saving taxpayer dollars by decreasing Government real estate costs
- Ensuring continuity of essential Government functions in the event of national or local emergencies

This guide is intended to help Federal managers and employees understand how to make telework a routine part of doing business, as well as how to integrate telework into emergency planning.

Legislative Background

For over a decade, laws addressing telework (under various names – "work at home," "flexible work," "telecommuting," etc.) have been in effect for Federal employees. The main legislative mandate for telework was established in 2000 (§ 359 of Public Law 106-346). This law states that "[e]ach executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance." Associated language in the conference report for this legislation expanded on that requirement:

Each agency participating in the program shall develop criteria to be used in implementing such a policy and ensure that managerial, logistical, organizational, or other barriers to full implementation and successful functioning of the policy are removed. Each agency should also provide for adequate administrative, human resources, technical, and logistical support for carrying out the policy.

Further legislation (Public Law 108-199, Division B, § 627 of January 23, 2004, and Public Law 108-447, Division B, § 622 of December 8, 2004) followed this mandate with directives to certain agencies to increase telework participation in the workforce by specified amounts.

As part of this congressional mandate, OPM began to survey Federal agencies about telework in 2000. This Call for Telework Data collects information about agency programs and participation rates.

Joint OPM/GSA Support

OPM and the General Services Administration (GSA) work together to support telework in Federal agencies. The joint OPM/GSA Website www.telework.gov provides information to agencies, managers, and employees about how to effectively implement telework programs and arrangements. OPM and GSA also work directly with telework coordinators in each agency to provide guidance and assistance.

Definitions/Types of Telework

The terms "telework," "telecommuting," "flexible workplace," "remote work," "virtual work," and "mobile work" are all used to refer to work done outside of the traditional on-site work environment. These terms are defined in different ways and used in different contexts to refer to anything from jobs that are completely "virtual" or "mobile," to arrangements that enable employees to work from home a few days per week or per month.

OPM uses the term "telework" for reporting purposes and for all other activities related to policy and legislation. OPM defines telework as "work arrangements in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee."

Telework arrangements in the Federal Government are most often part-time rather than full-time, although full-time telework does exist. Agencies may, at their own discretion, define and use the types of telework that best fit their business needs. However, for purposes of reporting and judging progress towards meeting the legislative mandate, OPM will count employees whose telework frequency is in one of the following categories only:
- Regular/recurring at least 3 days per week
- 1 or 2 days per week
- Less often than once a week, but at least once a month

As defined by OPM, telework is not—

- Work extension: Many employees take work home with them. This is remote work, but it is not considered telework within the scope of the legislation.

- Mobile work: Some agencies have employees who, by the nature of their jobs, are generally off-site, and may even use their home as their "home base." Because their

work requires this setup and they travel much of the time, they are not considered teleworkers. This is different from "hoteling" arrangements, in which frequent teleworkers use shared space when they are on-site.

Telework is not an employee right. Federal law requires agencies to have telework programs, but does not give individual employees a legal right to telework.

Sustaining a Successful Telework Program – A Manager's Perspective

What's in it for me?

Compliance with the Mandate

As described in **Legislative Background**, telework should be implemented to the maximum extent possible.

Human Capital Management Tool

Telework, like other flexibilities, can assist managers in attracting, recruiting, and retaining the best possible workforce. In addition, by decreasing employee commute times and other work/life stressors, telework can help make employees more effective in their jobs. Telework may also be used as a reasonable accommodation for disability.

Emergency Response

Integrating work fully into an organization's operations and culture can help maintain critical functionality in the event of an emergency.

The Basics

Know Your Telework Coordinator

Each agency should designate a telework coordinator who acts as the key contact for policy and program questions. Managers should maintain frequent contact with their telework coordinator to ensure the agency's policy and procedures are properly applied and to ensure they are aware of the full range of support and resources available to them.

Know Your Policy and Procedures

As detailed in §359 of Public Law 106-346, all agencies must have a telework policy. Managers should familiarize themselves and their employees with their agency's policy to ensure they are in compliance with its requirements. Most agency policies will include additional procedures for establishing telework agreements, obtaining equipment, etc.

In addition, all agencies should have policies on information systems and technology security (see **Security**), and managers must ensure their equipment choices and telework agreements comply with this policy. Information security includes protection of sensitive "hard-copy" files and documents.

Participate in Training

OPM offers online telework training for employees and managers, which can be accessed via the joint OPM/GSA Website http://telework.gov/tools_and_resources/training/index.aspx. In addition, many agencies offer telework training, and telework coordinators are available to consult with managers.

Information technology security training, administered at the agency level, is mandatory (see **Security**), and managers must ensure teleworkers complete this training and understand their responsibilities in safeguarding work-related information.

How To Be an Effective Telework Manager

To comply with the legislation, managers must be committed to using telework to the fullest extent possible. Beyond the basic requirements outlined above, managerial skill, participation, and support can make telework a real asset to an organization. To effectively implement a telework program, managers should accomplish the following:

Determine Employee Eligibility

Generally, agencies have discretion to determine telework eligibility criteria for their employees. These criteria should be detailed in agency policy. Individual managers should assess who is and who is not eligible in their workgroup based on these eligibility guidelines and any applicable collective bargaining agreements. Some agencies may provide managers additional discretion in deciding whether to grant or deny a request to telework from an eligible employee, based on additional factors such as staffing or budget.

All employees are considered eligible for telework except the following:

- Employees whose positions require, on a daily basis (i.e., every work day), **direct handling of secure materials** or **on-site activity** that cannot be handled remotely or at an alternative worksite, such as face-to-face personal contact in some medical, counseling, or similar services; hands-on contact with machinery, equipment, vehicles, etc.; or other physical presence/site dependent activity, such as forest ranger or guard duty tasks; and

- Employees whose last performance rating of record (or its equivalent) is below *fully successful* (or the agency's equivalent) or whose conduct has resulted in disciplinary action within the last year. (NOTE: Agencies may require a rating of record higher than *fully successful* for eligibility, but must still report as eligible all employees rated *fully successful* or higher.)

Understand and Assess the Needs of the Workgroup

Telework is often implemented piecemeal, rather than strategically, as individuals request arrangements. This reactive approach carries the risk of raising fairness issues, with decisions about telework arrangements being made on a first-come, first-served basis. Telework should be implemented strategically, taking into account the needs and work of the group, rather than granting or denying telework requests one by one. Employees should participate in the process and may be asked to help formulate possible solutions to issues that may arise.

Create Signed Agreements

The teleworker and his or her manager should enter into a written agreement for every type of telework, whether the employee teleworks regularly or not. The parameters of this agreement are most often laid out by the agency policy and/or collective bargaining agreement, but should include certain key elements (see **How To Be an Effective Teleworker**). Most importantly, the agreement should be signed and dated by the manager. Managers should keep copies of all telework agreements on file.

Telework agreements are living documents and should be revisited by the manager and teleworker and re-signed regularly, preferably at least once a year. At a minimum, new telework agreements should be executed when a new employee/manager relationship is established.

OPM strongly recommends any individuals asked to telework in the case of a Continuity of Operations (COOP) event or a pandemic health crisis have a telework agreement in place that provides for such an occurrence. Such individuals also should practice teleworking on a regular basis as much as possible.

Base Denials on Business Reasons

Telework requests may be denied and telework agreements may be terminated. Telework is not an employee right, even if the employee is considered "eligible" by OPM standards and/or the individual agency standards.

Denial and termination decisions must be based on business needs or performance, not personal reasons. For example, a manager may deny a telework agreement if, due to staffing issues, an employee who otherwise has portable duties must provide on-site office coverage. In this case, and whenever applicable, the denial or termination should include information about when the employee might reapply, and also if applicable, what actions the employee should take to improve his or her chance of approval. Denials should be provided in a timely manner. Managers should also review the agency's negotiated agreement(s) and telework policy to ensure they meet any applicable requirements.

Managers should provide affected employees (and keep copies of) signed written denials or terminations of telework agreements. These should include information about why the arrangement was denied or terminated. OPM tracks the numbers of agreements denied and/or terminated, as well as the reasons for such an action; therefore, copies should be given to the agency telework coordinator as well.

Bargaining unit employees may file a grievance about the denial or cancellation of a telework agreement through the negotiated grievance procedure.

Use Good Performance Management Practices

Managers often ask, "How do I know what my employees are doing when I can't see them?" Performance standards for off-site employees are the same as performance standards for on-site employees. Management expectations of a teleworker's performance should be clearly addressed in the telework agreement. As with on-site employees, teleworkers must, and can, be held accountable for the results they produce. Good performance management techniques practiced by a manager will mean a smooth, easy transition to a telework environment. Resources for performance management are available from OPM at www.opm.gov/perform.

Communicate Expectations

The telework agreement (see **How To Be an Effective Teleworker** for key elements) provides a framework for the discussion that needs to take place between the manager and the employee about expectations. For both routine and emergency telework, this discussion is important to ensure the manager and the employee understand each other's expectations around basic issues such as the following:

- How will the manager know the employee is present? (Signing in, signing off procedures may be needed.)
- How will the manager know the work is being accomplished?
- What technologies will be used to maintain contact?
- What equipment is the agency providing? What equipment is the teleworker providing?
- Who provides technical assistance in the event of equipment disruption?
- What will the weekly/monthly telework schedule be? How will the manager and co-workers be kept updated about the schedule? Do changes need to be pre-approved?
- What will the daily telework schedule be? Will the hours be the same as in the main office, or will they be different?
- What are the physical attributes of the telework office, and do they conform to basic safety standards? (Use a safety checklist.)
- What are the expectations for availability (phone, e-mail, etc.)?
- What is the expectation regarding the amount of notice (if any) given for reporting to the official worksite, and how will such notice be provided?
- How is a telework agreement terminated by management or an employee?

Facilitate Communication With All Members of the Workgroup

Teleworking and non-teleworking employees must understand expectations regarding telework arrangements, including coverage, communication, and responsibilities. Although individual teleworkers must take responsibility for their own availability and information sharing, managers should ensure methods are in place to maintain open communication across the members of a workgroup.

Remain Equitable in Assigning Work and Rewarding Performance

Managers should avoid distributing work based on "availability" as measured by physical presence, and avoid the pitfall of assuming someone who is present and looks busy is actually accomplishing more work than someone who is not on-site. Good performance management practices are essential for telework to work effectively and equitably.

Make Good Decisions About Equipment

In Federal Management Regulation (FMR) Bulletin 2006-B3, Guidelines for Alternative Workplace Arrangements (a link is available at www.telework.gov), GSA provides guidelines for the equipment and support an agency may provide teleworkers. Generally, decisions are made by the agency or by individual managers regarding the ways in which teleworkers should be equipped. Managers should familiarize themselves with these guidelines and also with their agency's policy on equipment. Within those constraints, the challenge for managers is finding the right balance of budget, security, and effectiveness. Factors to consider include technology needs based on the work of the employee, agency security requirements, and budget constraints.

Practice, Practice, Practice

The success of an organization's telework program depends on regular, routine use. Experience is the only way to enable managers, employees, IT support, and other stakeholders to work through any technology, equipment, communications, workflow, and associated issues that may inhibit the transparency of remote work. Individuals expected to telework in an emergency situation should, with some frequency, telework under non-emergency circumstances as well.

The Bottom Line

Managers MUST—
- Implement routine telework in their organization to the fullest extent possible
- Treat employees equitably and fairly in implementing telework in their organization
- Identify eligible and ineligible employees using established agency criteria
- Include telework in COOP and other emergency response planning

Managers MAY NOT—
- Under normal circumstances, require that an employee work from home
- Terminate a telework agreement for reasons other than business or performance reasons

Managers MAY—
- Require an employee to work at an alternative worksite (e.g., a telework center) within the employee's commuting area
- Terminate a telework agreement for business reasons, e.g., an employee's poor performance or a change in the nature of the work

Sustaining a Successful Telework Arrangement – An Employee's Perspective

What's in it for me?

Work/life Balance

Telework gives employees more flexibility in meeting personal and professional responsibilities.

Stress Reduction

Telework can help make life less stressful overall by reducing commuting time and adding to discretionary time, thus reducing commuting stress.

Freedom From Office Distractions

Offices can be busy places, especially in environments where employees work in cubicles. Distractions are plentiful. Many employees find they are able to focus and be more productive when they telework.

Engagement

When employees feel they have greater control over their work, they tend to feel more committed to their organizations.

The Basics

Know Your Telework Coordinator

All agencies must designate a telework coordinator who acts as the key contact for policy and program questions. Employees should maintain contact with their telework coordinator for support and assistance as well as to ensure they follow the agency's policy and procedures.

Know Your Agency's Policy and Procedures

As required by Public Law 106-346, § 359, all agencies must have a telework policy. Employees should familiarize themselves with this policy to ensure they are in compliance with its requirements. Most agency policies will include procedures to be followed for establishing telework arrangements, obtaining equipment, etc.

In addition, employees need to work with their managers and information technology (IT) support to ensure their equipment choices and telework agreements comply with their agency's policy on information systems and technology security (see **Security**). This includes the protection of sensitive files and documents needed for work.

Participate in Training

OPM offers online teleworker training, which can be accessed via the joint OPM/GSA Website at http://telework.gov/tools_and_resources/training/index.aspx. In addition, many agencies offer various types of training. Some training may be required for participation in a telework program.

Information technology security training, administered at the agency level, is mandatory (see **Security**). Teleworkers must complete this training and understand their responsibilities in safeguarding work-related information.

How To Be an Effective Teleworker

Conduct an Honest Self-Assessment

A successful telework arrangement starts with a good self-assessment. Employees should consider the following factors in making an honest determination about their telework capabilities:

- Sufficient portable work for the amount of telework being proposed
- Ability to work independently, without close supervision
- Comfort with the technologies, if any, needed to telework
- Good communication with manager, co-workers, and customers that will enable a relatively seamless transition from on-site to off-site
- Telework office space conducive to getting the work done
- Dependent care (i.e., child care, elder care, or care of any other dependent adults) arrangements in place

- Ability to be flexible about the telework arrangement to respond to the needs of the manager, the workgroup, and the workload

Create a Good Telework Agreement

A successful telework arrangement also requires a strong foundation. No matter how frequently or infrequently an employee intends to telework, a written agreement should be executed between the employee and manager. Elements of this agreement should include the following:

- Location of the telework office (e.g., home, telework center, other)
- Equipment inventory – what the employee is supplying, what the agency is providing, and if applicable, what the telework center is providing
- In general, the job tasks to be performed while teleworking
- Telework schedule
- Telework contact information (e.g., the phone number to use on the telework day)
- Safety checklist – certifying the home office meets certain standards (see **Safety**)
- Expectations for emergency telework (specify whether the employee is expected to telework in the case of a COOP event, pandemic health crisis, shutdown of agency operations, etc.)

Telework agreements need to be updated as circumstances change (e.g., if the telework schedule changes). The manager and teleworker should work together to evaluate the arrangement periodically, make changes in the agreement as necessary, and re-sign the document. In the first year this may happen within a few months; thereafter, perhaps annually.

Safeguard Information and Data

Employees must take responsibility for the security of the data and other information they handle while teleworking, as described in **Security.** Employees should—

- Be familiar with, understand, and comply with their agency's information security policies;
- Participate in agency information security training; and
- Maintain security of any relevant materials, including files, correspondence, and equipment, in addition to following security protocols for remote connectivity. Depending on the sensitivity of the information being handled, the home office may need to include security measures such as locked file cabinets, similar to what may be used in the worksite

Plan the Work

Employees who telework should assess the portability of their work and the level of technology available at the remote site as they prepare to telework. Employees will need to plan their telework days to be as productive as possible by considering the following questions:

- What files or other documents will I need to take with me when I leave my regular workplace the day before teleworking?
- What equipment will I need to take?
- Who needs to be notified that I will be teleworking?
- What other steps should I take before I leave my office? (e.g., forwarding the phone)
- In the case of emergency telework, what should I have available at all times at my home office or, if applicable, a telework center, to enable me to be functional without coming on-site to retrieve materials?

Manage Expectations and Communication

Managers are ultimately responsible for the effective functioning of the workgroup. Nevertheless, teleworkers should help manage the group's expectations and their own communication in order to avoid any negative impact from their arrangement. Issues that should be addressed include the following:

- Backup: Even with very portable work there are inevitably instances where physical presence is required and a co-worker may need to step in. Co-worker backup should be planned, it should not be onerous, and it should be reciprocal. Cross-training of staff has broad organizational benefits and should be a management priority.
- On-the-spot assistance: Teleworkers may occasionally need someone who is physically in the main office to assist them (e.g., to fax a document or look up information). Again, these arrangements should not be unduly burdensome; a "buddy system" between teleworkers may be the least disruptive solution.
- Communication with manager: The manager must be kept apprised of the teleworker's schedule, how to make contact with the teleworker, and the status of all pending work.
- Communication with co-workers: Co-workers must be informed about the appropriate handling of telephone calls or other communications that are the teleworker's responsibility.

The Bottom Line

Teleworkers MUST—

- Comply with the security and telework policies of their agency
- Take responsibility for ensuring the success of their arrangement
- Notify the manager of any changes in their situation that may affect the arrangement

Teleworkers MAY NOT—

- Assume a telework arrangement is permanent
- Use telework as a substitute for child or other dependent care

Teleworkers MAY—

- Use appropriate grievance procedures if they believe their telework request or agreement was wrongfully denied or terminated. Telework requests or agreements may be denied or terminated only for business reasons, and managers must provide written justification to the affected employee.

Safety

Teleworkers must address issues of their own personal safety to be effective while teleworking from a home office. This is not an issue in telework centers, where appropriate workstations are provided.

Government employees causing or suffering work-related injuries and/or damages at the alternative worksite (home, telework center, or other location) are covered by the Military Personnel and Civilian Employees Claims Act, the Federal Tort Claims Act, or the Federal Employees' Compensation Act (workers' compensation), as appropriate.

Manager Safety Responsibilities

- Review safety checklist with teleworker.
- Depending on agency policy, managers may have the authority to visit home offices, with advance notice to the teleworker.

Teleworker Safety Responsibilities (for home-based telework)

- Provide appropriate telework space, with ergonomically correct chair, desk, and computer equipment.
- Complete safety checklist certifying the space is free from hazards. This checklist is not legally binding, but details management expectations and, if signed, assumes compliance.
- Immediately report any work-related accident occurring at the telework site and provide the supervisor with all medical documentation related to the accident. It may be necessary for an agency representative to access the home office to investigate the report.

Security

(Note: This guidance is subject to change to incorporate pertinent information from the June 23, 2006, Office of Management and Budget (OMB) memo, "Protection of Sensitive Agency Information" http://www.whitehouse.gov/omb/memoranda/fy2006/m06-16.pdf.)

Federal employees and their managers are responsible for the security of Federal Government property and information, regardless of their work location. Agency security policies do not change and should be enforced at the same rigorous level when employees telework as when they are in the office.

The Federal Information Security Management Act of 2002 (FISMA) defines information security as protecting information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide—

(A) integrity, which means guarding against improper information modification or destruction and includes ensuring information nonrepudiation and authenticity;
(B) confidentiality, which means preserving authorized restrictions on access and disclosure, including means for protecting personal privacy and proprietary information; and
(C) availability, which means ensuring timely and reliable access to and use of information.

As in the main office, security measures should cover not only information systems and technology, but all aspects of the information systems used by the employee, including paper files, other media, storage devices, and telecommunications equipment (e.g., laptops, PDAs, and cell phones). Employees who telework from home need to keep Government property and information safe, secure, and separated from their personal property and information.

Agencies managing or operating records systems are required by the Privacy Act of 1974 and other relevant laws and regulations to issue rules for maintaining the security of information contained in those records, whether the information is maintained in electronic or paper form. Managers and employees must follow these rules whenever they are accessing this information,

whether they are working from home, at another remote location, or at their regular duty station. For example, OPM regulates access and use of Government personnel records as follows:

> Section 293.106(a) of title 5, Code of Federal Regulations, mandates that "[a]ll persons whose official duties require access to and use of personnel records be responsible and accountable for safeguarding those records and for ensuring that the records are secured whenever they are not in use or under the direct control of authorized persons. Generally, personnel records should be held, processed, or stored only where facilities and conditions are adequate to prevent unauthorized access."

> Under 5 CFR 293.108, "Office and agency employees whose official duties involve personnel records shall be sensitive to individual rights to personal privacy and shall not disclose information from any personnel record unless disclosure is part of their official duties or required by executive order, regulation, or statute (e.g., required by the Freedom of Information Act, 5 U.S.C. 552)." Also, "[a]ny Office or agency employee who makes a disclosure of personnel records knowing that such disclosure is unauthorized, or otherwise knowingly violates these regulations, shall be subject to disciplinary action and may also be subject to criminal penalties where the records are subject to the Privacy Act (5 U.S.C. 552a)."

Each Executive agency must develop a Federal information systems security awareness and training plan and provide role-specific security training to employees as required by 5 CFR 930.301. The regulations advise agencies to follow the guidance published by the National Institute of Standards and Technology (NIST).

NIST publications include Special Publication 800-50, "Building an Information Technology Security Awareness and Training Program," which provides a blueprint for developing agency-specific security awareness and training materials. NIST advises agencies that users of information systems must—

- Understand and comply with agency security policies and procedures;
- Be appropriately trained in the rules of behavior for the systems and applications to which they have access;
- Work with management to meet training needs;
- Keep software/applications updated with security patches; and
- Be aware of actions they can take to better protect their agency's information. These actions include, but are not limited to, proper password usage, data backup, proper antivirus protection, reporting any suspected incidents or violations of security policy, and following rules established to avoid social engineering attacks and rules to deter the spread of spam or viruses and worms.

Special Publication 800-50 recommends addressing these topics in agency security awareness campaigns. Other topics may include accessing unknown email and attachments, dealing with spam, protecting against "shoulder surfing (i.e., someone reading a document or a computer screen from behind the user)," physical protection of data (e.g., from water, fire, dust or dirt, physical access), inventory and property transfer, personal use of systems at work and home, use of encryption, transmission of sensitive/confidential information, laptop security, and personally-owned systems and software.

In Special Publication 800-46, "Security for Telecommuting and Broadband Communications," NIST helps Federal agencies address security issues by providing recommendations on

securing a variety of applications, protocols, and networking architectures to be used by teleworkers. NIST recommendations encompass the following five security principles:

- All home networks connected to the Internet via a broadband connection should have some firewall device installed.
- Web browsers should be configured to limit vulnerability to intrusion.
- Operating system configuration options should be selected to increase security.
- Selection of wireless and other home networking technologies should be in accordance with security goals.
- Federal agencies should provide teleworking users with guidance on selecting appropriate technologies, software, and tools consistent with the agency network and with agency security policies.

Complete texts of these and other NIST publications are available at http://csrc.nist.gov/publications/nistpubs/.

Manager Security Responsibilities

- Thoroughly review all telework agreements to ensure they are in compliance with agency information security policies.
- Ensure employees receive agency information systems security training.
- Work with employees to ensure they fully understand and have the technical expertise to comply with agency requirements.
- Invest in technology and equipment that can support success.
- Work with employees to develop secure systems for potentially sensitive documents and other materials.
- Track removal and return of potentially sensitive materials, such as personnel records.
- Enforce personal privacy requirements for records.

Teleworker Security Responsibilities

- Participate in agency information systems security training.
- Achieve sufficient technical proficiency to implement the required measures.
- Provide a high level of security to any personal or private information accessed at the telework site or transported between locations.
- Remain sensitive to individual rights to personal privacy.
- Comply with agency policies and with any additional requirements spelled out in the telework agreement.

Emergency Response Telework: Continuity of Operations (COOP)

Telework should be part of all agency emergency planning. Management must be committed to implementing remote work arrangements as broadly as possible to take full advantage of the potential of telework for this purpose and ensure that—

- Equipment, technology, and technical support have been tested
- Employees are comfortable with technology and communications methods
- Managers are comfortable managing a distributed workgroup

In addition, agencies and management should consider investing in and using—

- Teleconferencing, videoconferencing, and other technologies that enable multi-channel communication
- Paperless systems

Continuity of Operations (COOP)

The Federal Emergency Management Agency's Federal Continuity Directive (FDC) 1 defines COOP planning as "an effort within individual agencies to ensure they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Telework can play a vital role in helping agencies preserve their essential functionality in this environment.

Manager COOP Responsibilities

- Understand the agency COOP plan and management roles in executing the plan.
- Notify employees designated as essential personnel for COOP.
- Communicate expectations both to COOP and non-COOP employees regarding what steps they need to take in case of an emergency.
- Establish communication processes to notify COOP and non-COOP employees of COOP status in the event of an emergency.
- Integrate COOP expectations into telework agreements as appropriate.
- Allow essential personnel who might telework in case of an emergency to telework regularly to ensure functionality.

Teleworker COOP Responsibilities

- Maintain a current telework agreement detailing any COOP responsibilities, as appropriate.
- Practice telework regularly to ensure effectiveness.
- Be familiar with agency and workgroup COOP plans and individual expectations during COOP events.

Pandemic

The National Strategy for Pandemic Influenza Implementation Plan references the benefits of using telework to slow the spread of disease by keeping face-to-face contact to a minimum (often referred to as "social distancing") while maintaining operations as close to normal as possible. Telework can also help agencies retain functionality as infrastructure issues and other challenges make the main worksite difficult to access.

The key to successful use of telework in the event of a pandemic health crisis is an effective routine telework program. As many employees as possible should have telework capability (i.e., current telework arrangements, connectivity, and equipment commensurate with their work needs and frequent enough opportunities to telework to ensure all systems have been tested and are known to be functional). This may entail creative thinking beyond current implementation of telework, drawing in employees who otherwise might not engage in remote access and ensuring their effectiveness as a distributed workforce.

Manager Pandemic Responsibilities

- Implement telework to the greatest extent possible in the workgroup so systems are in place to support successful remote work in an emergency.
- Communicate expectations to all employees regarding their roles and responsibilities in relation to remote work in the event of a pandemic health crisis.
- Establish communication processes to notify employees of activation of this plan.
- Integrate pandemic health crisis response expectations into telework agreements.
- With the employee, assess requirements for working at home (supplies and equipment needed for an extended telework period).
- Determine how all employees who may telework will communicate with one another and with management to accomplish work.
- Identify how time and attendance will be maintained.

Teleworker Pandemic Responsibilities

- Maintain current telework agreement specifying pandemic health crisis telework responsibilities, as appropriate.
- Perform all duties assigned by management, even if they are outside usual or customary duties.
- Practice telework regularly to ensure effectiveness.
- Be familiar with agency and workgroup pandemic health crisis plans and individual expectations for telework during a pandemic health crisis.

References

Federal Employee's Emergency Guide
Office of Personnel Management
http://www.opm.gov/emergency/PDF/EmployeesGuide.pdf

Federal Information Security Management Act (FISMA)
http://csrc.nist.gov/groups/SMA/fisma/index.html

Federal Management Regulation (FMR) Bulletin 2006-B3
Guidelines for Alternative Workplace Arrangements
Link to FMR Bulletin No. 2006-B3

Federal Manager's/Decision Maker's Emergency Guide
Office of Personnel Management
http://www.opm.gov/emergency/PDF/ManagersGuide.pdf

Federal Continuity Directive (FDC) 1
http://www.fema.gov/pdf/about/offices/fcd1.pdf

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