**Remote Work**

**Employer Tool Kit**



The impact of coronavirus is leading employers to explore remote work alternatives as part of their business continuity plan. Working Remote is new territory for employers and employees who have not experienced telecommuting.

According to the Labor Statistics, in 2018, only 24 percent of U.S. employees did some or all of their work at home. Managing remote work and workers will be a new learning experience for all. It is about rethinking the way we communicate, engage, and remain focused.

The Remote Work Employer Tool Kit provides you with best practices for preparing your business and employees for remote work. Additionally, you will have access to checklists, agreements, communication tools, and a sample policy to help you as you determine if remote work is a feasible and necessary alternative during this crisis.

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**Coronavirus & Teleworking: Tips for Preparing Your Workforce**

SHRM (Society for Human Resources Management) collected tips for employers to properly prepare their business and employees to telework.

* **Have the infrastructure in place**. The CDC advises employers to have the information technology and infrastructure needed to support multiple employees who may be able to telework. Make sure employees have Internet access at home. Fisher Phillips law firm also notes the importance of having security and privacy protocols.
* [**Take an inventory of the types of equipment your workers would need to work remotely**](https://www.fisherphillips.com/resources-alerts-comprehensive-faqs-for-employers-on-the-covid#L4) and ensure they have access to equipment such as laptops, desktop computers, monitors, phones, printers, chargers and office supplies, Fisher Phillips said.
* **Digitize any relevant physical materials** to make remote working easier, the law firm suggests.
* [**Have the right cloud-based tools in place**](https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/technology-to-support-remote-workers-evolves.aspx) so workers can easily access applications over the Internet, said Sara Blengeri, partner at [TetraVX](https://urldefense.proofpoint.com/v2/url?u=https-3A__walkersands-2Ddot-2Dyamm-2Dtrack.appspot.com_Redirect-3Fukey-3D1g68q1QkB2eK7hkcb-2DNMJyRyCVW9WdX9gzb9aXdYY22I-2D0-26key-3DYAMMID-2D52461131-26link-3Dhttps-253A-252F-252Fwww.tetravx.com-252F&d=DwMFaQ&c=nQOnw6HHAeKBNxj23OXhOw&r=gvj5KjCPOOPLjJmVh70qn1EovLmvMSHSio7GSGPNDn4&m=zbN9l2Rk0lfI9W9G4xiexQze9JFV75Y0mCjw2KdzC4Y&s=VkDGj0MEdA32dD59B_IL4bGYzMSjJSNvLKMyTF-ihhI&e=). The Chicago telecommunications company specializes in cloud-based solutions: access to e-mail, file-sharing capabilities, unified communications such as telephony via a soft phone, mobile applications, voicemail to e-mail, chat or instant messaging, desktop sharing, and video.
* [**Limit security risks**](https://www.shrm.org/ResourcesAndTools/hr-topics/technology/Pages/Technology-Eases-Transition-New-Remote-Workers.aspx). One option is to create cloud-based "application gateways" that limit corporate network access to the select needs of employees. This creates a secure, behind-the-firewall access to on-premise applications.
* **Consider what telework means for your organization**. May employees work from somewhere other than home? May they use their own electronic devices? What form will meetings take—online, by video or phone? If using video, make sure your Internet speed is fast enough to accommodate such a call.
* [**Establish guidelines for working remotely**](https://www.shrm.org/hr-today/news/hr-news/pages/ronavirus-and-teleworking-employees-set-guidelines-priorities.aspx), such as how often and in what way employees check in with their manager or team.
* **Be mindful of time zone differences**. If time differences are too extreme for virtual meeting attendance, for example, encourage employees to "buddy up" to share information from the meeting, suggests YSC Consulting, a leadership-strategy firm headquartered in London.
* **Overcommunicate** using e-mail, Slack or a similar tool and document everything. "When people are remote it's easier for messages to get lost," said Rachel Ernst, vice president of employee success at Reflektive, a San Francisco-based performance-management platform. Documenting everything helps make work shareable so colleagues can more easily be informed of co-workers' projects.

**Coronavirus & Teleworking: Tips for Preparing Your Workforce – continued**

* **Manage conflict**. When most communication is handled digitally, it's important for all employees to be careful of the language they use, the Colorado Small Business Development Center (SBDC) pointed out. "It is too easy to misinterpret digital communications. If you ever feel like you are heating up over digital communication, this is the time to talk to the person on the phone or by video chat to clarify" the written word.
* **Regularly check in with employees** to ensure they're on target to hit their goals and schedule more conversations with your team. "Without conversations that happen organically in the office," Ernst said, "consider adding more frequent, shorter meetings with your team.
* **Be flexible**. "Things come up at home that might not come up in an office," the SBDC advises. "Make sure your team has some wiggle room to be flexible with their schedules. As long as everyone knows what they are accountable for, then having some flexibility will not matter."
* **Support wellness.** While it's important to be aware of what's happening in the world, Reflektive noted, "you don't need to check your phone or turn on the news every few minutes."

**Checklist for Emergency Telecommuting Preparation**

* Determine under which circumstances telecommuting will be permitted.
  + Employee requests to work from home.
    - To care for a family member.
    - As a social-distancing precaution.
    - As a reasonable accommodation due to a disability.
  + Required by the employer.
    - To promote social distancing.
    - For employees showing signs of illness.
    - For employees returning from travel to an affected area or exposed to a contagious individual.
* Identify which positions are/are not conducive to working from home.
  + Positions that can be regularly performed remotely.
  + Positions that include some job duties that can be performed remotely.
  + Positions that do not allow for remote work.
* Identify the equipment necessary for employees to work from home.
  + Determine if employees will be permitted to use personal devices/home computers for business purposes.
  + Determine if additional hardware must be purchased and identify the budget and timeline necessary for these items.
* Identify the software needed for employees to work from home.
  + Coordinate with the IT department to install software as required.
  + Designate a point of contact within the IT department to troubleshoot and assist teleworkers.
* Develop and implement a telecommuting policy.
  + Address timekeeping procedures for nonexempt employees if these will differ for teleworkers and address expectations for preapproved overtime work.
* Develop an information security policy for remote workers.
* Determine what level(s) of access will be permitted to the organization’s networks and how access will occur.
  + Determine if a virtual private network (VPN), remote desktop or portal exists and if not, determine if this technology is necessary for secure remote access to the organization’s network.
* Communicate the telecommuting policy and procedures to employees.
* Develop a telecommuting agreement to be completed by the employee and his or her supervisor.

**Memo: Temporary Telecommuting Arrangements**

To: All Staff

From: Management

RE: COVID-19 Temporary Telecommuting Arrangements

Due to the current COVID-19 (coronavirus) outbreak, many employees are inquiring about the ability to work from home. [Company name] is implementing voluntary temporary telecommuting arrangements for employees whose job duties are conducive to working from home but who do not regularly telecommute. However, there are some positions at [Company name] that require the employee to be physically present in the workplace. These employees are defined as essential personnel.

Essential personnel include the following positions:

[Insert position titles]

Essential personnel are expected to report to work as scheduled unless otherwise notified. Regular leave policies and procedures should be followed for employees who are unable to report to work.

Positions approved to work from home temporarily include the following:

[Insert position titles]

Additional positions may be considered on a case-by-case basis.

These arrangements are expected to be short term, and [Company name] will continue to monitor guidance from health officials and the need for remote work arrangements. Employees should not assume any specified period of time for telework, and [Company name] may require employees to return to regular, in-office work at any time.

Should the current health crisis warrant, [Company name] may require all employees, with the exception of essential personnel, to work from home. Employees should be proactive with department managers in preparing for these circumstances to ensure employees have the resources necessary to work remotely.

**Temporary Telecommuting Policy**

In the event of an emergency such as a weather disaster or pandemic, [Company name] may allow or require employees to temporarily work from home to ensure business continuity.

**Procedures:**

In the event of an emergency, [Company name] may require certain employees to work remotely. These employees will be advised of such requirements by the department manager. Preparations should be made by employees and managers well in advance to allow remote work in emergency circumstances. This includes appropriate equipment needs, such as hardware, software, phone and data lines. The IT department is available to review these equipment needs with employees and to provide support to employees in advance of emergency telework situations.

For voluntary telework arrangements, either the employee or department manager can initiate a temporary telecommuting agreement during emergency circumstances. The employee and manager will discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement, including equipment needs, workspace design considerations and scheduling issues.

A telecommuting agreement will be prepared by human resources and signed by the employee and his or her manager.

The employee will establish an appropriate work environment within his or her home for work purposes. [Company name] will not be responsible for costs associated with the setup of the employee's home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.

[Company name] will determine the equipment needs for each employee on a case-by-case basis. Equipment supplied by the organization is to be used for business purposes only.

Consistent with the organization's expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection of proprietary company and customer information accessible from their home office.

Employees should not assume any specified period of time for emergency telework arrangements, and [Company name] may require employees to return to regular, in-office work at any time.

**Short-Term Telecommuting Agreement**

**Employee Information**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Hire date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Job title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Department: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

FLSA status: Exempt Nonexempt

This temporary telecommuting agreement will begin and end on the following dates:

|  |  |  |  |
| --- | --- | --- | --- |
| Start date: |  | Temporary work location: |  |
|  |  |  |  |
| End date: |  | Employee Schedule: |  |

**The employee agrees to the following conditions:**

* The employee will remain accessible and productive during scheduled work hours.
* Nonexempt employees will record all hours worked and meal periods taken in accordance with regular timekeeping practices.
* Nonexempt employees will obtain supervisor approval prior to working unscheduled overtime hours.
* The employee will report to the employer’s work location as necessary upon directive from his or her supervisor.
* The employee will communicate regularly with his or her supervisor and co-workers, which includes a weekly written report of activities.
* The employee will comply with all [Company name] rules, policies, practices and instructions that would apply if the employee were working at the employer’s work location.
* The employee will maintain satisfactory performance standards.
* The employee will make arrangements for regular dependent care and understands that telecommuting is not a substitute for dependent care. In pandemic circumstances, exceptions may be made for employees with caregiving responsibilities. Not applicable during Coronavirus Crisis
* The employee will maintain a safe and secure work environment at all times.
* The employee will allow the employer to have access to the telecommuting location for purposes of assessing safety and security, upon reasonable notice by the company.
* The employee will report work-related injuries to his or her manager as soon as practicable.

[Company name] will provide the following equipment: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The employee will provide the following equipment: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The employee agrees that [Company name] equipment will not be used by anyone other than the employee and only for business-related work. The employee will not make any changes to security or administrative settings on [Company name] equipment. The employee understands that all tools and resources provided by the company shall remain the property of the company at all times.

The employee agrees to protect company tools and resources from theft or damage and to report theft or damage to his or her manager immediately.

The employee agrees to comply with [Company name]’s policies and expectations regarding information security. The employee will be expected to ensure the protection of proprietary company and customer information accessible from their home offices.

[Company name] will reimburse employee for the following expenses: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee will submit expense reports with attached receipts in accordance with [Company name]’s expense reimbursement policy.

The employee understands that all terms and conditions of employment with the company remain unchanged, except those specifically addressed in this agreement.

The employee understands that management retains the right to modify this agreement on a temporary or permanent basis for any reason at any time.

The employee agrees to return company equipment and documents within five days of termination of employment.

Employee signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manager signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Human resources signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_