

# **DLA Telework Training For Supervisors**

## **Participant Guide**

**September 2002**

DLA Training Center  
Columbus, Ohio

# Table of Contents

## Overview

Introduction.....	1
Objective.....	1
DLA policy.....	1

## Orientation Review

DLA Telework Program.....	2
Types of telework.....	2
Employees' characteristics.....	2
Eligibility.....	2
Eligibility criteria.....	3
Checklist.....	3
Official duty station.....	3

## Home Office Considerations

Designated area.....	4
Workspace list.....	4
Home utilities.....	5
Safety.....	5
Home inspection.....	5

## Equipment Considerations

DLA may purchase.....	6
Software required.....	6
Who is responsible?.....	6
Equipment failures.....	6
Telephones.....	7
Fax machine.....	7

## Work Requirements and Standards

Work requirements.....	8
Guidelines and standards.....	8

## Liability

Covered.....	9
Property damages or other costs.....	9

**Time and Attendance/Pay Issues**

Duty hours.....10  
Leave.....10  
Call back .....10  
Emergency closings/dismissals.....10

**Security**

Security issues.....11  
Important.....11

**Requesting Telework**

Process .....12

**Terminating Telework**

Management’s right to terminate .....13  
Employees’ right to terminate.....13  
Overall interest.....13

**Qualities of Good Supervisors of Teleworkers**

List .....14

**Supervisor Responsibilities**

Description .....15

**Suggestions**

Major players .....16  
Behaviors to avoid .....16

**Books About Telework**

List .....17

**Telework Web Sites**

List.....18

# Telework Training for Supervisors

## Overview

### Introduction

Welcome to the Telework Training for DLA Supervisors. By virtue of your presence in this session, you have or will have employees you are responsible for who are eligible to take part in this program, and you need to understand your role as their supervisor.



If you attended the Telework Orientation, you know just the basics about this program. You are no doubt wondering how you will be able to perform your supervisory duties when you and/or your employees are not present in the office!

During this training session we will explain DLA's telework policy more in depth, thereby providing you with the information you will need to successfully accomplish your supervisory roles.

### Objective

The objective of this training session—

To provide DLA supervisors with specific policy information regarding their role in the DLA Telework Program, enabling them to make informed decisions about their employees' participation in this program.

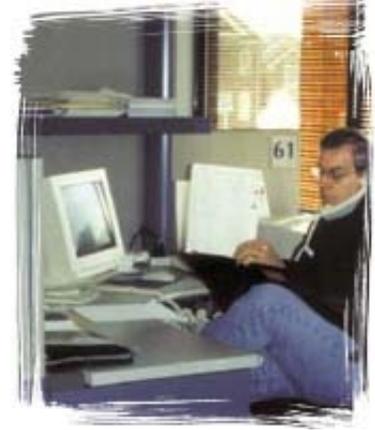
### DLA policy

The DLA policy and instructions for implementing the Telework Program can be found on the DLA Human Resources Web site: <http://www.hr.dla.mil/>.

## Orientation Review

### DLA Telework Program

This is a program in which eligible employees have the opportunity to perform their official duties away from their customary offices, at alternative work sites—in their homes or in telecenters. To qualify to participate in this program, employees must be eligible and their job duties must be suited for teleworking.



### Two types of telework

The DLA Telework program will offer two types of telework for eligible employees:

- Regular and recurring arrangement—working at an alternative work site one day per week.
  - Periodic or intermittent arrangement—working at an alternative work site at infrequent periods of time. Examples include the following:
    - Short-term work assignment
    - During office renovation
    - During dangerous travel conditions

### Employees' characteristics

DLA employees' characteristics are significant factors for the success of the teleworking experience. These characteristics include the following:

- Organized and self-starters
- Conscientious and highly disciplined
- Reliable and responsible
- Able to prioritize and manage time

### Eligibility

To be eligible to telework, an employee's work performance must be at the fully successful level. In addition, an employee's job or individual work activities must be ones the employee can perform on a regular and recurring basis, or on a periodic or intermittent basis, at home or another work site geographically different from the employee's official duty station.

### Eligibility criteria

Below is the list of eligibility criteria for DLA employees:

- Work performance must be at the fully successful level.
- No current leave restriction letter or written reprimand due to poor performance or misconduct.
- No suspension/demotion due to misconduct or poor performance within the 2 years prior to the start of teleworking.

## Orientation Review, Continued

### Eligibility criteria, continued

- Ability to perform official duties at an alternative worksite without impairing DLA's mission.
- Assigned to a field activity for at least 90 days.
- Assigned to a new position at the same field activity for at least 30 days.

### Checklist

This checklist challenges prospective teleworkers to look at themselves and their circumstances as they decide whether they will take part in the DLA Telework Program.

Is Teleworking for me?	<input checked="" type="checkbox"/>
I am happy working by myself.	<input type="checkbox"/>
I won't miss regular contact with other people at work.	<input type="checkbox"/>
I am self-motivated.	<input type="checkbox"/>
I have good time management skills.	<input type="checkbox"/>
I worry about working at home.	<input type="checkbox"/>
The members of my family are happy with the idea that I may be working at home.	<input type="checkbox"/>
I can keep the appropriate degree of separation between my professional work and private life.	<input type="checkbox"/>
I would be able to switch off and leave my work behind at the end of the day.	<input type="checkbox"/>
I think spending the day working at home will satisfy me.	<input type="checkbox"/>
I won't miss the direct feedback on my work from my supervisor or colleagues, which office-based workers take for granted.	<input type="checkbox"/>
I am technically competent, e.g., in the use of a PC.	<input type="checkbox"/>
I am happy communicating by telephone.	<input type="checkbox"/>

### Official duty station

Whether employees work in their homes or at telecenters, their official duty station will continue to be their conventional DLA offices. All pay, leave, and travel entitlements are based on the employees' official duty stations.

## Home Office Considerations

### Designated area

Employees who telework in their homes will be required to designate one area in their homes as the official work site or home office. Once the area has been designated, it is up to teleworkers to maintain a work site atmosphere in which

- childcare and elder-care arrangements will be made in advance, and
- personal business will be kept to a minimum.



Before

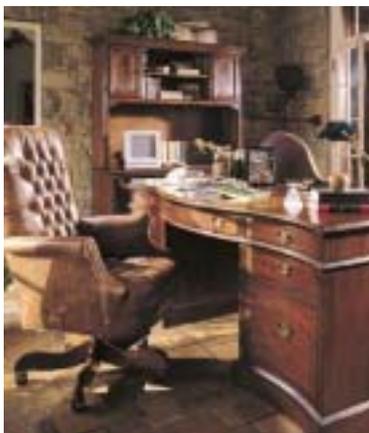


After

### Workspace list

This workspace list asks prospective teleworkers to examine their workspace at home to determine if it is sufficient for teleworking.

<b>Workspace in My Home</b>	<input checked="" type="checkbox"/>
There is a separate room available to work in.	<input type="checkbox"/>
There is enough working space and storage space available.	<input type="checkbox"/>
This room is a pleasant place to be working (e.g., lighting, room temperature).	<input type="checkbox"/>
Work information can be kept confidential.	<input type="checkbox"/>
The door on my work area can be shut at the end of the working day.	<input type="checkbox"/>



## Home Office Considerations, Continued

### Home utilities

Home utilities may be increased as a result of telework, but DLA is not responsible for any expenses related to

- electricity
- heating
- space usage, or
- water.



Balanced against these increases there may be potential savings on

- gasoline
- parking
- meals, and
- clothing expenses.

### Safety

Employees who telework in their homes are responsible for ensuring that their homes comply with safety requirements. They must complete and sign a self-certification Safety Checklist that their homes are safe.



### Home inspection

When there is sufficient cause to question whether a hazardous work environment exists, supervisors will inspect the home work site, by appointment only, to determine if

- Government-owned property is being properly maintained, and
- safety standards are in place.



## Equipment Considerations

### DLA may purchase

Government-furnished mobile equipment (laptops) may be purchased by DLA for employees to use in their homes for regular and recurring telework arrangements. This decision will be determined after considering the following criteria:

- Nature of the work involved
- Availability of existing and/or excess equipment
- Funding constraints or flexibilities

The determination to purchase may be made on a case-by-case basis.



### Software required

DLA will provide software for teleworkers to use on the Government-furnished mobile equipment, that provides

- secure, encrypted connections, and
- Public Key Information (PKI) certification.

### Who is responsible?

Teleworkers are responsible for the installation fees (if required) and the monthly service fees of the communication lines between their homes and the DLA network.

<b>IF teleworkers use . . .</b>	<b>THEN teleworkers will . . .</b>
their own personal equipment	<ul style="list-style-type: none"><li>• purchase and install any software, and</li><li>• maintain and service the equipment.</li></ul>
Government-owned equipment	<ul style="list-style-type: none"><li>• use and protect the equipment in accordance with DLA policy and procedures, and</li><li>• bring the equipment back to be serviced and maintained by the Government.</li></ul>

### Equipment failures

Teleworkers must immediately report equipment failures to their technical support offices and their supervisors. Supervisors will then determine, based on individual circumstances,

- the teleworkers' appropriate duty or leave status, and
- whether the teleworkers should report to their official duty stations.

## **Equipment Considerations, Continued**

### **Telephones**

DLA may pay for telephone installation and service, if the following criteria are met:

- The service is considered to be essential.
- Adequate safeguards exist to prevent abuse.



DLA will provide employees with telephone credit cards, cell phones, dial in or other capability to use when business-related, long distance phone calls are required.

### **Fax machine**

The Government is prohibited from purchasing fax machines for installation in private residences. However, if existing Government-owned fax machines are not being used, teleworkers could use them in their homes periodically.

## **Work Requirements and Standards**

### **Work requirements**

Supervisors are responsible for assigning work requirements to their employees whether they are working in the office or teleworking.

Teleworkers will meet with their supervisors as necessary or appropriate to

- obtain work assignments, and/or
- have completed work reviewed.



### **Guidelines and standards**

Work guidelines and standards stated in the employees' current performance plans apply to work completed at both the

- official duty stations, and
- alternate work sites.

## **Liability**

### **Covered**

Employees are covered under the Federal Employee's Compensation Act (FECA) if they are injured while performing their official duties at

- the official duty station
- their official home work site, or
- a nearby telecenter.



If there are accidents/injuries while teleworking, teleworkers must notify their supervisors immediately so that the supervisors can investigate as soon as possible.

### **Property damages or other costs**

DLA is not responsible for

- damages to employees' personal or real property while teleworking, nor
- any costs (e.g., utilities) associated with teleworking in the employees' homes.

## Time and Attendance/Pay Issues

### Duty hours

The existing rules regarding duty hours and scheduling work apply for telework arrangements, also. This provides a structure to account for time and leave requests. Unstructured telework arrangements violate legal requirements and public policy.

DRMS Teleworkers will use the LX code in TEAMS to record teleworking hours.



### Leave

Supervisors must approve all

- leave requests
- overtime
- compensatory time
- religious time, and
- credit time.

### Call back

Teleworkers may be called back to their official duty stations, by their supervisors, on an emergency basis. The following are examples of an emergency basis:

- Special projects
- Shortage of office staff

<b>IF teleworkers are called back to their official duty station . . .</b>	<b>THEN . . .</b>
during their regularly scheduled tour of duty	their travel hours must be credited as worked.
before or after their regularly scheduled tour of duty for irregular or overtime work	they may be entitled to at least 2 hours of overtime pay.

### Emergency closings/dismissals

The following arrangements are to be followed when official duty stations close:

- Teleworkers located inside the Washington Capital Beltway will follow the same closedown arrangements as their official duty stations.
- Teleworkers located outside the Washington Capital Beltway would normally be expected to continue working at their alternative work sites, even though their official duty stations are experiencing emergency dismissals or closings.



## Security

### Security issues

Teleworkers and their supervisors need to be familiar with the following security issues:



- No classified information and/or processing will be permitted at alternative work sites.
- Use of established technical standards for Government-furnished equipment, network, and security issues is required. The standards are outlined in the DLA Information Technology Solutions and Standards documents, version 1.0, dated April 2000 (reference: Information Technology (IT) Architecture Web site, <http://www.dla.mil/j-6/awg/default.htm>).
- Sensitive information (e.g., For Official Use Only or Privacy Act) cannot be processed away from official duty stations unless Public Key Information (PKI) encryption is available for electronic mail.
  - When employees telework intermittently, personal computers can be used for work on limited amounts of sensitive unclassified material, with the stipulation that the files be deleted as soon as they are no longer required.
  - All sensitive information must be stored in approved, lockable containers.

### Important

When DLA employees telework, they will continue to acknowledge, and work accordingly, to

- protect Government/DLA records from unauthorized disclosure or damage
- comply with the Privacy Act of 1974, and
- manage all files, records, papers, and other documentary materials received or made while teleworking in accordance with DLAI 5015.1, DLA Record Management Procedures and Records Schedule.

## Requesting Telework

### Process

The following table identifies the various stages in the request and approval process.

<b>Stage</b>	<b>Who Does It</b>	<b>What Happens</b>
1	The employee	completes and signs the <b>Telework Request and Approval</b> form and submits it to his or her supervisor.
2	The supervisor	signs, recommends approval or disapproval, and then submits the form to the Approving Official for final approval/disapproval.
3	The Approving Official	signs, approves/disapproves the request, and then returns the form to the supervisor.
4	The employee	completes and signs the <b>Telework Agreement</b> form and submits it to his or her supervisor.
5	The supervisor	signs and submits the form to the Telework Coordinator at the employee's official duty station.
6	The employee	completes and signs the <b>Home Safety Checklist</b> (if applicable), and submits it to his or her supervisor.
7	The employee and supervisor	complete and sign the <b>Supervisory-Employee Checklist</b> .

## **Terminating Telework**

### **Management's right to terminate**

Management has the right to terminate telework if

- participation no longer benefits the DLA organization
- an employee no longer satisfies the criteria, or
- an employee's performance is declining.

### **Employees' right to terminate**

Employees can request termination of their Telework Agreement at any time without cause. When this occurs, supervisors and employees need to work together to plan any resulting changes in the work assignments.

### **Overall interest**

The overall interest of DLA takes precedence over participation in the DLA Telework Program, especially during times of

- war
- national emergency, or
- other crisis.

## **Qualities of Good Supervisors of Teleworkers**

### **List**

The best supervisors of teleworkers are those who have a positive attitude towards teleworking, and have some or all of the qualities listed below:

- They are comfortable supervising employees who are teleworking.
- They manage by results.
- They are knowledgeable about what is required of the supervisory role.
- They are comfortable communicating via e-mails and phone calls with teleworkers.
- They respond accordingly when problem situations occur.
- They have strong communication skills.
- They trust and support the employees who are teleworking.
- They respond positively to new ideas.
- They communicate clear goals and expectations to teleworkers.
- They are approachable in the office, as well as by e-mail and phone.

## **Supervisor Responsibilities**

### **Description**

The role of the supervisor is being redefined as a result of telework. While it may take more work initially, telework will become a regular part of the office routine when you and your teleworkers become accustomed to it. And, when this happens, supervising your teleworkers may require no more management time or effort than for your non-teleworkers.

There are responsibilities that supervisors should build on that will promote a successful telework experience for both themselves and their employees. These responsibilities are described below:

- Create a system for managing your teleworkers.
- Develop work and schedule plans for your teleworkers.
- Make sure your teleworkers understand DLA's telework policy.
- Assign the same amount of work to your teleworkers as you did when they worked in the office.
- Remember that teleworkers do not want to be overlooked when assignments, awards, or promotions are given out.
- Make sure that you clarify your expectations.
- Utilize management and communication techniques to maintain good manager/employee relationships.
- Schedule regular meetings with your teleworkers and their work teams.
- Clarify responsibilities and procedures for handling inquiries.
- Ask for periodic updates to review progress, if necessary.
- Assign tasks to your teleworkers, specifying what elements can be done at home and which aspects need on-site involvement.
- Manage by results to prevent micromanagement.
- Avoid assigning teleworker duties to a non-teleworker.

## Suggestions

### Major players

Supervisors' will be major players in the success of the teleworking experience for their employees! The table below contains a list of suggested behaviors for supervisors who manage teleworkers:

<b>Behaviors to Demonstrate</b>	
Have confidence in your teleworkers.	Delegate assignments fairly among teleworkers.
Promote goal setting.	Plan meetings when teleworkers can participate.
Provide appropriate and timely feedback.	Include your teleworkers in day-to-day activities.
Plan your time.	Schedule regular status reports.
Encourage good organizational skills.	Be prepared to let employees terminate their telework program.
Supervise teleworkers by the results of their efforts.	Plan to telework yourself.
Inform coworkers of the teleworkers' schedules.	Strengthen your management skills with both your teleworkers and your non-teleworkers.
Take teleworking very seriously.	Use the same management tools for both teleworkers and non-teleworkers.
Use your initiative to make teleworking a success for you and your employees.	Be flexible and expect changes.

### Behaviors to avoid

Below is a suggested list of behaviors to avoid for supervisors who manage teleworkers:

- Supervising your teleworkers too closely.
- Calling your teleworkers constantly to check on them.
- Ignoring your teleworkers.
- Asking for constant status reports.
- Setting unrealistic milestones for projects.
- Neglecting problems.
- Expecting perfection.
- Expecting all of your employees to be equally successful in their teleworking attempts.
- Not supporting the teleworking option for all eligible employees.

## Books About Telework

### List

Below is a list of books about telework. This is just a sampling of the many books available on this subject:



- [Home Office Solutions: How to Balance Your Professional and Personal Lives While Working at Home](#) by Alice Bredin and Kirsten M. Lagatree (John Wiley & Sons, 1998). Learn how to conquer the psychological and work-management problems associated with having a home office. The authors discuss the many challenges home office workers face including isolation, stress, burnout, time management problems, family and relationship conflicts, depression, and procrastination.
- [The Distance Manager: A Hands On Guide to Managing Off-Site Employees and Virtual Teams](#) by Kimball & Mareen Fisher (McGraw-Hill, 2000). A practical handbook for managing teleworkers and offsite teams.
- [An Organizational Guide to Telecommuting: Setting Up and Running a Successful Telecommuting Program](#) by George M. Piskurich (American Society for Training and Development, 1998).
- [The Business Traveler's Survival Guide: How to Get Work Done While on the Road](#) by June Langhoff (Aegis, 1997). Handle any communications challenge that might arise while you're on the road. This book shows the skills that every business traveler should master, from setting up a temporary work site to saving money on hotel phone bills. Packed with useful advice, insider tips, and real-life stories and anecdotes, this book is an indispensable travel companion.
- [Managing Virtual Teams: Practical Techniques for High-Technology Project Managers](#) by Martha Haywood (Artech House, 1998). Lots of good advice on developing distributed teams including building team identity, developing practical performance metrics, mentoring and training remote workers, an in-depth discussion of remote access technologies, and more.
- [The Joy of Work: Dilbert's Guide to Finding Happiness at the Expense of Your Co-Workers](#) by Scott Adams (Harpercollins Interactive, 1999). A tongue-in-cheek guide to surviving the corporate life including office pranks, surviving meetings, and managing your boss. Be sure to check out Adams' observations on "reverse telecommuting," the practice of bringing personal work to the office (paying bills, playing games, and checking stock investments on company time.) Hilarious!
- [Global Software Teams: Collaborating Across Borders and Time Zones](#) by Erran Carmel (Prentice Hall, 1999). Includes case studies from IBM's five-site project to develop JavaBeans and Holiday Inn's insourcing and outsourcing to India.

## Telework Web Sites

### List

Below is a list of telework Web sites. This is just a sampling of the many Web sites that are available on this subject:



- General Services Association (GSA) and Office of Personnel Management (OPM)—  
Interagency Telework/Telecommuting Site, <http://www.telework.gov>
- 100 Top Telecommuting Sites,  
<http://www.100toptelecommuting.com/Telec...osition/100/75k>
- Telework Links, <http://www.ectf.org.uk/links.htm>
- International Telework Association and Council, <http://www.telecommute.org/>
- About Telecommuting, <http://telecommuting.about.com/>
- Canada Telework Association—InnoVisions Canada, <http://www.ivc.ca/>
- Telecommuting and Telework Resources, <http://www.telework.com>