

LOUISIANA DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

SECRETARY'S POLICY AND PROCEDURE MEMORANDUM (PPM) NO. 56

SUBJECT: Telework Policy

EFFECTIVE DATE: July 1, 1999

INSTRUCTIONS: This memorandum supersedes all other memoranda and manuals.

1. POLICY STATEMENT

In accordance with Civil Service Rule 11.4.1, the Department of Transportation and Development (DOTD) offers telework as a flexible work option when both the employee and the duties of the employee's position are suitable for such an arrangement. Business-related, operational needs drive all decisions regarding the suitability of positions for telework, approval of employees to telework, and the work days on which eligible employees may be authorized to telework. Consideration will be given to the characteristics of the position, including the suitability of customary job duties to be performed from an alternative worksite, and the demonstrated performance, productivity, accountability and dependability of the individual employee.

Telework is not a right or entitlement, and is not available to all employees nor applicable to all positions. Approved Telework Agreements are not permanent, do not create an employment contract, and do not change the terms or conditions of employment. Furthermore, authorized telework will not change an employee's compensation or benefits.

Approval to telework may be modified or rescinded at any time at the discretion of DOTD. For continuity of operations or other business necessity, the telework privilege also may be restricted or suspended for certain employees, project teams or full organizational units for a period of time (e.g., employees may be required to work at their primary worksite full-time throughout the legislative session, during budget development, during fiscal year-end close, due to a backlog of work, or to meet a project deadline).

DOTD recognizes that many employees prefer to work in an office setting. As such, telework is voluntary. However, to meet business needs, DOTD may impose mandatory telework or suspend telework requirements during times of emergency, disaster or crisis, due to an office closure, office space constraints, or as an accommodation.

2. DEFINITIONS

- A. Alternative Worksite: An approved worksite in Louisiana other than the employee's primary worksite in which an employee is authorized to conduct telework. The alternative worksite will be in the employee's place of residence in most cases. No out-of-state alternative worksites will be allowed.
- B. Telework: A flexible work arrangement that permits an employee to perform the duties and responsibilities of their position from an approved alternative worksite. Unless otherwise specified, telework herein refers to both telework-formal and telework-situational.

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- C. Telework Agreement: A document authorizing the employee to perform work at an alternative worksite on a fixed schedule.
- D. Telework-Formal: Telework that occurs as part of an approved, regular schedule or within established limits.
- E. Telework-Situational: Telework that is approved on a case-by-case basis, where hours worked are not part of a previously approved, regular schedule (e.g., telework approved due to inclement weather, declared emergency, reasonable accommodations, or office closures).
- F. Teleworker: The term used to describe the employee working from their approved alternative worksite.
- G. Primary Worksite: The employee's primary worksite is the employee's usual and customary worksite, where their position is officially domiciled.

3. INELIGIBILITY FOR TELEWORK

Not all employees are eligible for telework consideration. Specifically, employees ineligible for telework are as follows:

- A. Employees serving on a part-time basis
- B. Employees serving on a WAE appointment
- C. Employees serving as student workers
- D. Employees serving in the initial six months of employment with DOTD
- E. Employees serving as an Office Head
- F. Employees whose presence at the primary worksite is deemed essential by executive management
- G. Employees whose most recent PES rating is "Needs Improvement/Unsuccessful"
- H. Employees whose job performance, productivity, attendance or behavior over the past twelve months have resulted in an action authorized by Chapter 12 of the Civil Service Rules
- I. Employees who have demonstrated an inability to effectively and efficiently perform and be productive in accordance with acceptable standards
- J. Employees who are unable or unwilling to acquire and maintain required technology services at their alternative worksite and at their own expense

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4. ELIGIBILITY CRITERIA

Successful telework arrangements include a careful analysis of position characteristics, employee characteristics and supervisor characteristics. Approval of requests to telework will be made on a case-by-case basis by analyzing the following criteria:

A. Position characteristics best suited to telework are as follows:

- (1) Functions independently, such as writing, reading, telephoning, emailing, planning, computer programming, data processing and system maintenance
- (2) Requires little face-to-face interaction or team collaboration
- (3) Requires concentration
- (4) Tasks and work products are clearly defined and can be performed at an alternative worksite
- (5) Work activities are measurable
- (6) Objectives have identifiable time frames and benchmarks
- (7) Output, not time spent doing the worktask, can be measured
- (8) Need for special equipment is minimal

B. Employee characteristics best suited to telework are as follows:

- (1) Serves a minimum of one year at DOTD in their career field, and has obtained permanent status
- (2) Demonstrates the ability to work productively on their own
- (3) Self-motivated and adapts easily
- (4) Knows their position duties/responsibilities and performs them well
- (5) Requires little in-person interaction
- (6) Dependable and trustworthy
- (7) Demonstrates above-average job performance
- (8) Provides a clean, safe, dedicated workspace
- (9) Exhibits good communication and organizational skills
- (10) Reports to primary worksite on any day as deemed necessary by the supervisor

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- (11) Complies with all mandatory training requirements

C. Supervisory characteristics best suited for telework are as follows:

- (1) Empowers and trusts their employees
- (2) Measure results and output
- (3) Encourages feedback and communication
- (4) Solves problems and facilitates effectively
- (5) Supports telework and works to make arrangements successful
- (6) Effectively plans and organizes their work and the work of subordinates to ensure desired outcomes
- (7) Clearly communicates expectations and documents employee's performance

5. TELEWORK-FORMAL

A. To ensure accountability and maximize supervisor-subordinate interactions, employees who are eligible to telework are required to be present at their primary worksite at least three full workdays each week. Telework is generally available Monday through Thursday; however, the availability of telework may be limited by the employee's work schedule.

- (1) Employees working five 8-hour workdays shall not telework on Friday nor consecutively on Monday and Tuesday.
- (2) Employees working four 10-hour workdays shall not telework on the workday immediately before or after their designated day off.
 - a. Employees designated to be off on Friday may telework on Tuesday or Wednesday.
 - b. Employees designated to be off on Monday may telework on Wednesday or Thursday.
- (3) Employees working four 9-hour workdays and one 4-hour workday shall not telework consecutively on Monday and Tuesday nor on Thursday and Friday. Employees may telework on the 4-hour workday as one of their telework days.
 - a. Employees designated to work a 4-hour workday on Monday may telework on Monday afternoon and on Wednesday or Thursday.
 - b. Employees designated to work a 4-hour workday on Friday may telework on Friday morning and on Tuesday or Wednesday.

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- c. Employees designated to work at their primary worksite on their 4-hour workday may only telework one day that workweek on either Tuesday, Wednesday, or Thursday.
- (4) Employees working four 9-hour workdays in one week (36-hour week), and four 9-hour workdays and one 8-hour workday in the other week of the same pay period (44-hour week) shall not telework on Friday of either week. Additionally, employees shall not telework consecutively on Monday and Tuesday of their 44-hour workweek nor shall they telework on the workday immediately before or after their designated day off on their 36-hour workweek.
 - a. On the 36-hour workweek:
 - Employees designated to be off on Monday may telework on Wednesday or Thursday.
 - Employees designated to be off on Friday may telework on Tuesday or Wednesday.
 - b. On the 44-hour workweek:
 - Employees may telework two days; however, they shall not telework on Friday nor consecutively on Monday and Tuesday.
- B. Employee must complete and submit a request to Telework via the Telework Agreement Form (Refer to the intranet Human Resources, Forms and Job Aids) for approval through their chain of command up to the Office Head and then to the Human Resources Section in advance of the effective date. If an Appointing Authority and the Human Resources Section are not in agreement regarding a telework request, the request will be reviewed by the Undersecretary. The Undersecretary will make the final decision. Any change in the agreed upon work schedule must be reviewed and approved in advance of the change. The effective date, if approved, will be the first day of the payroll period following final approval.
- C. Once approved, the designated telework schedule is fixed and not subject to flexibility. The designated telework schedule will not be modified due to a holiday, office closure, or required attendance at a business meeting. Limiting flexibility in this regard will ensure coverage and permit supervisors to better manage the telework arrangement.
- D. Employee's work schedule must comply with the Fair Labor Standards Act, and overtime accrued without prior written consent may result in disciplinary action.
- E. The Human Resources Section will notify the appointing authority and employee once a decision has been reached on the Telework Agreement.
- F. Telework hours must be entered using the "ZTEL" time code.
- G. A new Telework Agreement Form must be submitted for approval and received by the

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Human Resources Section by December 1 each year to continue with the agreement.

6. TELEWORK-SITUATIONAL

- A. Employee must complete and submit a request to telework via the Telework Agreement Form (Refer to the intranet, Human Resources, Forms and Job Aids) for approval through their chain of command up to the Office Head and then to the Human Resources Section in advance of the effective date. The Human Resources Section will then review and submit a recommendation to the Undersecretary for final approval. The effective date, if approved, will be the day after the Undersecretary's final approval. Any change in the agreed-upon work schedule must be reviewed and approved in advance of the change.
- B. For telework-situational, the circumstances requiring telework will dictate the number of authorized days of telework per week. Telework may be limited to one day or extend through the entirety of the workweek.
- C. Employee and supervisor must agree on a fixed work schedule, including the number of days/hours of telework and the manner and frequency of communication.
- D. Employee's work schedule must comply with the Fair Labor Standards Act, and overtime accrued without prior written consent may result in disciplinary action.
- E. The Human Resources Section will notify the Appointing Authority and employee once a decision has been reached.
- F. Telework hours must be entered using the "ZTEL" time code.
- G. Employees will be required to submit a new Teleworking Agreement Form if the need to continue to telework extends beyond 90 days and at any time a change occurs.
- H. In accordance with Chapter 21 of the State Civil Service Rules, when the Governor or Commissioner of Administration officially closes certain or all offices of the State, an employee deemed essential may request by email through their chain of command up to the Office Head to telework without a formal Telework Agreement. The Human Resources Section will provide guidance on the coding of time during an office closure.

7. RESPONSIBILITIES

- A. Teleworkers will be responsible for the following:
 - (1) Completing the required one-time training before requesting to telework.
 - a. SCS CPTP Teleworking for Employees (Web-based)
 - b. SCS CPTP Virtual Meet Etiquette (Web-based)
 - c. SCS CPTP Time Management for Telework (Web-based)
 - (2) Completing a Telework Agreement Form. (Refer to the intranet Human Resources Forms and Job Aid)

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- (3) Complying with all DOTD Policies and Procedures, State Civil Service Rules, and applicable Federal and State Laws while working from an alternative worksite. This includes but is not limited to the use of leave, prior approval for overtime, timely entry and certification of time statements, appropriate use of equipment, and refraining from prohibited behavior of a sexual, harassing, or discriminatory nature.
- (4) Complying with the standards specified in the Telework Agreement, including, but not limited to, approved alternative worksite, hours of work, requests for leave, work productivity, frequency of communication with supervisor, meeting with supervisor to receive/review assignments, etc. Keeping a daily log of hours worked and submitting it to the supervisor on a bi-weekly basis. Additionally, keeping a Task Assignment Log to record productivity. (Refer to the intranet Human Resources Form and Job Aids.)
- (5) Adhering to performance standards as established by their Performance Planning in the Performance Evaluation System (PES) including maintaining quality work products and customer service.
- (6) Establishing an appropriate work environment for work purposes, free from distractions. Phone and internet service at the alternative worksite must be reliable and sufficient to conduct all work tasks. DOTD is not responsible for any costs associated with the initial setup and maintenance of the employee's alternative workspace (remodeling, furniture, lighting, separate phone line installation (if applicable, etc.) nor for operating costs, or any other incidental costs (e.g. utilities, phone service, internet service, etc.) associated with the use of the alternative worksite.
- (7) Taking all precautions necessary to secure sensitive information and prevent unauthorized access to DOTD systems, including accepting responsibility for properly maintaining physical records.
- (8) Employee may be required to demonstrate a clean and safe alternative worksite.
- (9) Transferring work phone to alternative worksite phone. Responding promptly by phone and e-mail during the agreed upon work schedule, and reporting to the primary worksite when needed or as scheduled for routine meetings. Refusal to report to the primary worksite as directed is subject to disciplinary action.
- (10) Notifying their supervisor immediately of any equipment failures, needed repairs, or other issues that prevent them from teleworking and reporting to their primary worksite instead.

B. Supervisors will be responsible for the following:

- (1) Completing the required one-time training before recommending approval of a Telework Agreement.

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- a. SCS CPTP Teleworking for Employees (Web-based)
 - b. SCS CPTP Virtual Meet Etiquette (Web-based)
 - c. SCS CPTP Time Management for Telework (Web-based)
 - d. SCS CPTP Developing Others (Web-based)
 - e. SCS CPTP Managing Teleworkers (Web-based)
 - (2) Ensuring the position, employee, and supervisory characteristics comply with those outlined in the policy.
 - (3) Assigning and reviewing work assignments/projects to be performed and developing and/or amending performance plans.
 - (4) Establishing productivity measurements for work assignments and ensuring documented progress on the Task Assignment Log, as well as producing such upon request (Refer to the intranet Human Resources Forms and Job Aids).
 - (5) Maintaining regular communication with the employee, to include face-to-face meetings as necessary.
 - (6) Verifying hours of work through review of employee's time statement and productivity measures.
 - (7) Restricts the use of telework when business needs are not being met.
 - (8) **Ensures a physical presence for the work unit is maintained at the primary worksite and fully functional each work day during core business hours (i.e., 7:45 a.m. – 4:15 p.m., Monday through Friday).**
- C. Appointing Authority will be responsible for the following:
- (1) Completing the required one-time training before recommending approval of a Telework Agreement.
 - a. SCS CPTP Teleworking for Employees (Web-based)
 - b. SCS CPTP Virtual Meet Etiquette (Web-based)
 - c. SCS CPTP Time Management for Telework (Web-based)
 - d. SCS CPTP Developing Others (Web-based)
 - e. SCS CPTP Managing Teleworkers (Web-based)
 - (2) Evaluating each request for telework considering the needs of the District/Section, benefits to the Department, the employee's position, assignments, performance, interaction with others, as well as effects on customer service and work processes.
 - (3) Ensuring the alternative worksite is appropriate for the teleworker.
 - (4) Determining, with information supplied by the employee and the supervisor, the appropriate equipment needs (including hardware, software, modems, data lines,

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facsimile equipment or software, etc.) for each telework arrangement. Equipment supplied by the Department will be maintained by the Department. Equipment supplied by the employee, if deemed appropriate by the Department, will be maintained by the employee.

- (5) Ensuring that environment or technical issues (if applicable) have been resolved before recommending approval of a Telework Agreement (For example, required software and hardware).
- (6) Supplying the employee with appropriate office supplies (pens, paper, etc.) for successful completion of position responsibilities. With prior approval, the Department may reimburse the employee for other business-related expenses such as shipping costs, etc., that are incurred as a direct result of work responsibilities.
- (7) Ensuring productivity measurements are established, goals and objectives are met, and proper documentation of such is maintained and produced upon request.

8. MISCELLANEOUS PROVISIONS

- A. Employee's primary worksite parish will determine the effects of office closures.
- B. Telework is not designed as a replacement for appropriate dependent care. Prospective teleworkers are encouraged to discuss expectations of telework with family members prior to entering into an agreement.
- C. DOTD accepts no responsibility for damage or repairs to employee-owned equipment. By signing the Telework Agreement, the employee agrees to hold the State harmless against any and all claims, excluding worker's compensation. Equipment supplied by DOTD is to be used for business purposes only. Upon termination of the Telework Agreement or employment, all DOTD property must be returned to the Department.
- D. The availability of telework as a flexible work arrangement for employees of DOTD may be discontinued at any time at the discretion of the Department. Teleworkers are not permitted to engage in personal business during working hours for any purpose that would otherwise require the use of leave and must adhere to their scheduled hours of work (Refer to PPM 10, Hours of Work).
- E. The teleworker's salary, position responsibilities, advancement opportunities, and benefits (retirement and insurance) do not change as a result of telework unless the hours of work are reduced.
- F. Employees engaged in telework will not be allowed to conduct in-person business at the alternative worksite.
- G. Injuries sustained by the employee while at their alternative worksite must be reported to the appropriate supervisor immediately and any required worker's compensation forms

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must be completed. Since in-person customer contact or interaction with people on official business at the alternative worksite is prohibited, injuries to a third party are not covered by the Department.

9. TERMINATION OF TELEWORK AGREEMENTS

If it is determined that the Telework Agreement needs to be terminated, the appointing authority must provide written notice to the employee. This notice must first be reviewed by the Office Head and the Human Resources Section before it is issued. The decision to terminate the agreement will be final.

10. VIOLATIONS

Employees found to be in violation of this policy are subject to disciplinary action, up to and including termination.

11. SECRETARY'S AUTHORITY

The Secretary, or his/her designee, of the Department may waive any one or more of the provisions of this policy whenever such action is in the best interest of the Department, provided exceptions do not violate any Civil Service Rules and Regulations.



Eric Kalivoda
Secretary