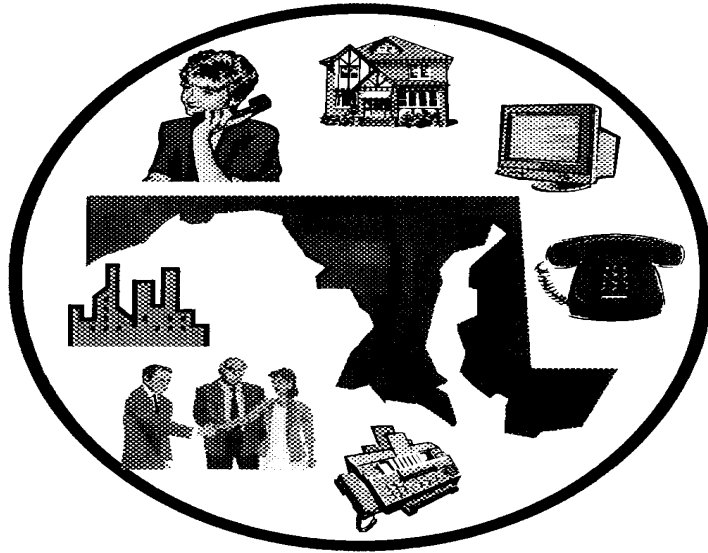


STATE OF MARYLAND

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AGENCY TELEWORKING MANUAL

DEPARTMENT OF BUDGET AND MANAGEMENT

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PART I - OVERVIEW

A. BACKGROUND

Teleworking is an arrangement between an employee and the employee's supervisor which allows the employee to work at home, a satellite office, or at a Telework Center on select work days. The State of Maryland recognizes the benefits of teleworking.

In accordance with the Annotated Code of Maryland, State Personnel and Pensions Article Section 2-308, the Department of Budget & Management is charged with promulgating a policy and guidelines to implement a State Telework Program. This manual contains the State's teleworking guidelines and should be used in conjunction with the Teleworking Policy as a resource for establishing telework arrangements within your agency.

If you have specific questions about the Teleworking Policy, please contact the Statewide Teleworking Coordinator, Sheryl Hagood, at 410-767-4976. The Department of Budget and Management's website also has a [Teleworking Information Center](#) that includes frequently asked questions about teleworking.

B. AGENCY PARTICIPATION REQUIREMENTS

State law requires each agency in the Executive Branch of State government to meet a participation goal of allowing 15% of all "eligible employees" to telework. Eligible employees are those hold positions that have been deemed by the employee's supervisor as suitable for teleworking and who meet other eligibility criteria.

C. TELEWORKING BENEFITS

The State recognizes the changing nature of its workforce and is committed to finding ways to increase productivity while improving the quality of employee work-life and morale. Teleworking is a powerful tool for recruiting and retaining employees.

Most teleworkers report that they get more done and are more satisfied with their jobs as a result of teleworking. Commuting fewer days decreases employee travel expenses and commuting stress while also reducing traffic congestion and automobile-related emissions.

Teleworkers enjoy a greater degree of work-related autonomy and responsibility. Properly handled, teleworking also has the potential for enhancing opportunities for individuals with disabilities.

PART II - IMPLEMENTING TELEWORK

The following information is intended to assist agencies in getting the most out of the Teleworking Program. Agencies already permitting telework need not redesign their framework, but

should ensure that the essential elements described below are part of the agency's telework structure.

A. DESIGNATE AN AGENCY TELEWORKING COORDINATOR

An Agency Teleworking Coordinator should be appointed within each agency. The Coordinator is responsible for:

- ◆ Utilizing the State's Teleworking Policy to implement the agency's program;
- ◆ Promoting the Program to agency supervisors;
- ◆ Answering questions related to teleworking;
- ◆ Meeting reporting requirements; and
- ◆ Ensuring that the agency meets its telework participation goal.

The name of the Agency Teleworking Coordinator should be provided to Sheryl Hagood, Statewide Teleworking Coordinator via email at: Sheryl.Hagood@maryland.gov.

B. IDENTIFY POSITIONS SUITABLE FOR TELEWORKING

The Agency Telework Coordinator will play an integral role in assisting supervisors to identify positions that are **suitable** for teleworking. Typically, these are positions that are independent in nature, require minimal supervision, and have little dependence on others for the completion of duties. Positions that are suitable for teleworking typically have the following traits:

- ◆ Face-to-face interactions that are necessary can be scheduled to occur on specified days;
- ◆ There are clear work objectives for the position;
- ◆ Immediate feedback is not necessary;
- ◆ Dependence on coworkers to complete tasks is minimal;
- ◆ Customer service interactions are limited or do not require in-person interaction; and
- ◆ The work performed by the position is enhanced by uninterrupted time to complete tasks.

Positions **not suitable** for teleworking often require the employee to have extensive face-to-face contact with the supervisor, other employees, clients, or the general public; require access to material which cannot be moved from the Main Work Site; require special facilities/equipment; or have significant security considerations.

Not all employees in positions identified as suitable for teleworking will be allowed to telework. The supervisor will make the final decision regarding an employee's ability to telework. Teleworking is a privilege that is not suitable for new employees, for employees who require on-the-job training, employees who need close supervision, or for those who thrive on interaction with co-workers. Employees who telework should be organized, highly disciplined, and conscientious; a successful teleworker is an employee who is a self-starter requiring minimal supervision.

C. EDUCATE EMPLOYEES ABOUT TELEWORKING

The Agency Telework Coordinator should ensure that all employees are aware of the existence of the Telework Program. Employees who participate in it must be familiar with the Teleworking Policy and these guidelines. The Department of Budget and Management maintains a web-based [Teleworking Information Center](#) that contains these documents, various forms that are required for participation in the Program, and frequently asked questions.

Supervisors should be made aware of the special supervisory characteristics that facilitate the success of the Teleworking Program. Supervisors are half of the teleworking team. Beyond assisting the teleworker with their Telework Work Plans, supervisors play a vital role in facilitating discussions with co-workers and in solving problems.

D. DETERMINE AVAILABILITY OF COMPUTER AND RELATED EQUIPMENT

The Agency Teleworking Coordinator should work with the agency executive management to determine what, if any, computer equipment is available to teleworkers. Options include:

- ◆ Allowing each work unit to loan extra equipment to teleworkers on teleworking days;
- ◆ Loaning teleworkers equipment for the duration of the telework period;
- ◆ Providing incentives for teleworkers to purchase their own equipment;
- ◆ Subsidizing the purchase of equipment by teleworkers; or
- ◆ Purchasing equipment for teleworkers.

If the agency is unable to provide computers and related equipment to teleworkers, it may have a negative impact on the agency's telework participation rate.

E. TRACK AGENCY PARTICIPATION

The Agency Telework Coordinator must keep track of the number of Program participants and ensure that participants are properly completing Program forms and documenting telework hours on timesheets.

The Agency Telework Coordinator should work with the agency's executive management team to ensure that telework participation goals are met and that the appropriate Program-related materials are submitted to the Office of the Statewide Telework Coordinator as required.