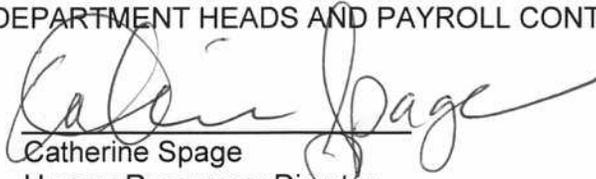


**PERSONNEL/PAYROLL ADMINISTRATION
POLICIES AND PROCEDURES**

**MEMORANDUM NO. 62
(Revised)**

TO: DEPARTMENT HEADS AND PAYROLL CONTACTS

FROM:


Catherine Spage
Human Resources Director

December 15, 2020
Date

SUBJECT: Telework

EFFECTIVE DATE: Immediately

EXPIRATION DATE: Indefinite

1. PURPOSE

The County supports and encourages telework arrangements for its eligible employees. This Procedural Memorandum describes the organizational responsibilities and policies that facilitate telework. It replaces the memorandum dated March 16, 2020.

2. BACKGROUND

In 1995, Fairfax County government implemented a one-year telework pilot program in response to the Board of Supervisors' initiative to study the feasibility of telework in the organization. In 1996, the Board of Supervisors approved telework as a work option for eligible employees based on the benefits to the region, the County, to employees, and managers. Telework benefits include reduced commuting time and miles, reduced traffic congestion, improved air quality, increased employee productivity and job satisfaction.

3. DEFINITIONS

Telework: Telework arrangements in the County involve regular work performed at an alternate location during the employee's normal work hours. Telework is performed on an approved basis. Telework arrangements are voluntary. Telework is not an employee right or entitlement.

Teleworkers work at home or another location such as a field site, library, or telework center. Telework schedules may be on a fixed (regular, recurring) or on an occasional (situational, ad hoc) basis.

Less frequent schedules or variable schedules are included under the telework definition, including allowing the employee to telework during a period of recuperation from illness or injury or during an emergency situation such as a pandemic.

Telework Program: The program provides the procedures, guidelines, training and technical assistance for successful telework arrangements.

Telework Program Forms and Approvals: Standard telework program forms are available to all departments by clicking this link:

https://fairfaxcounty.sharepoint.com/sites/DHR/SitePages/ODT_Telework.aspx

The program forms consist of: a Work Agreement covering the terms, conditions and schedule for telework arrangements; an Information Sheet covering data for reporting purposes such as commuting miles saved; a Safety Checklist covering basic safety and ergonomics in the home office. Telework arrangements are approved at the department level.

Telework Technology Forms and Approvals: Standard technology forms are available to all departments from the Department of Information Technology (DIT). Technology forms are approved at the department level then submitted to DIT for implementation.

4. RESPONSIBILITIES

A. The Department of Information Technology

1. Manages the County's technology, telecommunications, and security infrastructure.
2. Provides technology support for teleworkers including technical support through its Help Desk or other technical staff.
3. Provides technical training for department IT staff to facilitate department level support for remote access users including teleworkers.
4. Provides options for remote access users, including teleworkers, for accessing the County's data and telecommunications network. DIT selects the remote access option best suited to the available technology and the needs of the requesting department.

5. Provides expertise and consultation to the telework program such as preparing technical user documentation and reviewing technology-related program material.

B. The Department of Human Resources

1. Provides staff support for telework to include:
 - i. Prepares, maintains and disseminates telework program information such as training material, web pages, reports, announcements, and notices.
 - ii. Conducts training and briefings for managers, teleworkers and maintain this procedural memorandum and FAQ's.
2. Coordinates with the Department of Information Technology on issues affecting Telework.

C. Department Heads and Managers

Department heads and other managers are responsible for implementing telework arrangements as practicable in their departments and in accordance with the County's policies, procedures, and guidelines.

Managers are responsible for providing department level support for teleworkers including:

1. Consider and approve or disapprove employee requests for telework based on the suitability of the work, the employee, and the work unit for telework. Use the selection criteria and practices described in the telework Program Guide and Web pages.
2. Review and authorize the electronic telework application for approved telework arrangements and technology requests.
3. Provide technical support for telework such as: setting up VIP, VPN, Z-Scaler, and Citrix access.

D. Teleworkers

Employees who telework are responsible for following the County's policies, procedures, and guidelines including:

1. Keep informed of the County's telework practices and procedures. Use the selection criteria and practices described in the telework Program Guide and Webpages.

2. Remain accessible to customers, coworkers, and supervisors.
3. Structure telework to be as transparent as possible to customers, coworkers and supervisors.
4. Plan and organize tasks for telework for efficiency and productivity.
5. Track the work performed and communicate results to the supervisor.
6. Become proficient using the technology needed for telework.
7. **Unscheduled Leave: If unscheduled leave has been granted, emergency services personnel who are approved to telework (fixed or occasional) are expected to do so or take personal leave with supervisory approval. Procedural Memorandum No. 31:**
<https://fairfaxcounty.sharepoint.com/sites/DHR/Admin/Forms/AllItems.aspx?id=%2Fsites%2FDHR%2FAdmin%2FPROMEMS%2F31%2Epdf&parent=%2Fsites%2FDHR%2FAdmin%2FPROMEMS>
8. **Emergency Administrative Leave:** Employees who are approved to telework (fixed or occasional) when the County is closed are expected to work or take personal leave with supervisory approval. They are not eligible to receive extra compensation while working at home.

5. PROCEDURES

A. Selection and Enrollment in Telework

1. Selection involves determining the suitability of the work, the employee and the work unit for telework.
 - i. Work suited to telework involves some form of information processing such as reading, writing, calculating, analyzing, designing, programming, and managing data. Some of the work products can be measured. Tasks that require face-to-face communication are predictable or can be scheduled.
 - ii. Work units suited to telework have structure, clear work assignments, cross training, back-up plans, and can operate smoothly when one or more employees is working off site. These work units have supervisors who manage by results, have experience managing remote workers or are, at a minimum, receptive to the idea.

2. Telework arrangements can be initiated by the employee or supervisor.
3. Approval for telework rests with department management.
4. Telework can begin as soon as the Work Agreement is approved in ESMP by the supervisor and the department head or designee.
5. Technology support for telework begins when the necessary equipment and services are coordinated and approved. For employees who use their personal computers, they are responsible for ensuring that their personal computers are compatible with h and have all necessary applications and software loaded onto those computers.

B. County Regulations Affecting Telework

1. Compensation and benefits including hours of work, leave and overtime remain the same for teleworkers as for all other employees. Teleworkers are not eligible for additional compensation unless their regularly schedules hours for the shift are exceeded. Employees who are approved to telework (fixed or occasional) on a day that emergency administrative leave has been granted (full day or partial day) are expected to work their regular hours unless they choose to take personal leave with supervisory approval. They are not entitled to receive emergency administrative leave.
2. All personnel regulations and other applicable County, State, and Federal regulations, policies, and procedures apply to teleworkers. This includes policies and procedures that address employee standards of conduct, the privacy and protection of information, electronic and email use policies, responsibility for proper use and care of County-owned equipment, and County liability for on-the-job injuries. The telework Work Agreement covers specific employer and employee responsibilities.
3. Employees are not permitted to telework outside of Virginia, Maryland, the District of Columbia or West Virginia. The County does not have a presence in any state other than Virginia but as a courtesy to employees who live outside Virginia, the County withholds taxes from the above-mentioned states. Allowing employees to work in any location means that the County is establishing an office location outside of these approved states and would obligate the County for state withholding and unemployment tax withholding in states for which there is no agreement.

C. Telework Schedule Changes: Ending Telework Arrangements

1. Exceptions to an employee's regular telework schedule, such as adding or

shifting telework days, should be approved by the supervisor or other appropriate manager in advance of the exception whenever possible.

2. Telework arrangements are not automatically transferred from one department, position or supervisor to another. When an employee transfers or is assigned a different supervisor, the employee shall inquire and discuss the option of approval for telework with the new supervisor.
3. The employee or the department manager can end the telework arrangement at any time.

D. Allocation of Resources for Telework

1. The teleworker may be required to provide the following resources at his or her cost.
 - i. Telephone, Internet service, and telephone service either land line or cellular.
 - ii. A suitable, safe workspace.
 - iii. The employee's own personal computer, whether desktop or laptop.
 - iv. Optional telecommunications equipment or services such as a second phone line, voice mail, caller ID, Internet Service Provider (ISP), cable modem, or digital subscriber line (DSL). While these services may enhance telework, they are not required.

E. Accountability and Communication During Telework

1. Clear and consistent performance expectations should guide managers as they work with teleworking staff. The focus should be on the final product, not on the process used to develop it. Managers must hold staff accountable for performance, not their presence.
2. Managers and employees should establish a plan which details the required frequency and types of communication.
3. Managers and employees should discuss the methods for assigning, completing, and reviewing job tasks and should discuss at a level consistent with employees working in the office or in a manner and frequency appropriate for the job and individuals involved.

F. Telework and Distance Learning

1. During an emergency situation such as a pandemic, managers should keep in mind that performance may look different right now. Assigned work may need to be performed during non-typical work schedules.
2. Flexibility in scheduling should be considered in dealing with the impacts of teleworking and distance learning. Flexibility in scheduling could include shifting scheduled work hours earlier and/or later in the day or on the weekend, or allowing split shifts.