

University of Central Florida Human Resources Telecommuting Program Manual

Forward

The Florida Legislature recently authorized state agencies to conduct "work at home concept" programs. Human Resources has developed a unique telecommuting program for selected classifications. The program is voluntary for employees in selected telecommuting positions, and was developed to provide management with options to more effectively utilize their employees.

UCF TELECOMMUTING PROGRAM MANUAL

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PART I
PROGRAM DESCRIPTION

A. INTRODUCTION

1. Purpose

The purpose of this manual is to provide information on the University of Central Florida Telecommuting Program. It provides general information about telecommuting, how employees are selected to participate, and information to participating employees and supervisors. Part I of the manual provides a description and guidelines of the program at UCF. Part II provides information to be used in Telecommute Training and Part III is the Manual's Addendum.

2. Background

Telecommuting is a workplace initiative to increase employee productivity and job satisfaction. At face value, telecommuting is a rather simple and straightforward program that allows employees to work from an alternate work site (i.e., at home) other than the normal office/work station. However, like many seemingly simple programs there are many considerations that go into making telecommuting a success. Many of these factors have been identified by those who have established a business operated from their home. The success of those professionals who work from home caught the attention of several large corporations. After evaluating the success of working at home, they implemented some limited programs within their organization.

Modern electronic technology has made the work at home concept a more attractive alternative by increasing the ability to communicate and share information with the office. The telecommuter, today's variation of working at home, has a vastly increased capability to maintain contact with the office and conduct business from an alternate work site. Many of the technological advantages to make this possible were not available three or four years ago (i.e., the introduction of the personal computer for use at home).

The State of California and City of Los Angeles have pioneered telecommuting in the public sector. The lessons they have learned and the experience of many private sector organizations which have implemented telecommuting are incorporated in this manual. This allows employees and supervisors to benefit from the experience of others and to be aware of the considerations which lead to successful telecommuting.

The State of California, City of Los Angeles, federal government, and many private employers have found that allowing employees to work from their home (or alternate work site) is an advantage to both the employee and employer. The right combination of position, employee, and supervisor results in a telecommuting program that benefits everyone. As the State of Florida looks for successful work place initiatives, the concept of telecommuting has become one of the work place innovations being evaluated by the Department of Management Services. Special thanks are extended to the Florida Department of Administration for the valuable information they provided to assist us in developing the University of Central Florida Telecommuting Program.

3. Benefits of Telecommuting

Successful telecommuting benefits the employee, employer, and the community. Telecommuting employees find their stress level decreased, job satisfaction and productivity increased, cost of clothing, food, and transportation lowered significantly, and commuting time and frustration decreased. Employers benefit from telecommuting by having decreased absenteeism, sick leave usage, turnover, a more dedicated and productive employee, and a more continuous use of work time (less distractions in the home office and better time usage in the official office). Through decreased peak-hour congestion, air pollution, and fuel consumption, communities also benefit when organizations telecommute. There

are many other advantages to telecommuting as an alternative to the traditional office setting.

4. Shortcomings of Telecommuting

Like most good programs, telecommuting also faces some shortcomings or disadvantages. Start-up and operating costs may be too high for some organizations to be able to implement a telecommuting program. Some employees and supervisors find it difficult to change their work style to be able to have a successful telecommuting program. Isolation from co-workers, less visibility, and lack of support services may be of concern to the employee. All telecommuting programs have their shortcomings; however, over the long run everyone involved benefits when an organization operates a well-managed program.

B. WHAT IS THE UCF TELECOMMUTING PROGRAM?

1. The objective of the UCF Telecommuting Program is to increase employee productivity and job satisfaction by:
 - a. Allowing telecommuters (UCF employees who volunteer and receive management approval to telecommute) to work away from the distractions that may be present at their normal office or work station, and have more control of their work environment and flexible hours.
 - b. Generating significant savings in time and money for the employee as well as for UCF. Telecommuters may benefit (as previously described) from cost savings for travel, clothing, dry cleaning, food, and other costs that are related to commuting to and from the normal office or workstation. Telecommuting may also result in savings for UCF by reducing the costs for utilities and the need for additional office/parking space, etc. Telecommuters can share office/work station space with other telecommuter colleagues at UCF.
2. The program allows telecommuters to work at home (the home office/work station) for up to four days in a workweek without having to report to their normal work office or workstation (the official UCF office/work station) where the supervisor is present and attendance records are maintained. However, telecommuters will be required to make themselves available to handle calls from the office and to come into the office for meetings, if required while telecommuting. Telecommuting is NOT a substitute for childcare. Childcare arrangements must be the same as if you are working in the official office.
3. Supervisors and employees who are selected by the appropriate management to telecommute must complete a UCF Telecommuting Agreement (see Addenda A and B in Part III of this manual). This document indicates the responsibilities of the telecommuters and their supervisors, establishes work hours, and contains a home office evaluation checklist.

C. LIABILITIES UNDER PROGRAM

1. UCF will not be liable for damages to an employee's property that result from participation in the telecommuting program or any costs, such as utilities and home maintenance, associated with the use of the employee's residence as a telecommuting location.
2. UCF will not be a party to, or incur any expenditure in order to assist telecommuting employees who are subject to an inquiry, investigation, or claim by the Internal Revenue Service or other Federal, State or local governmental entity.
3. An employee is covered under Workers' Compensation Law while performing official UCF duties (telecommuting).

D. TERMS AND CONDITIONS OF THE PROGRAM

1. Employee participation in the program is strictly voluntary. Employees may terminate participation in the program at any time. Management reserves the right to remove an employee/supervisor from the program if continued participation in the program fails to benefit university needs.
2. Salary, benefits, sick leave, and overtime pay will apply while participating in the program. University rules and procedures (e.g., discipline, annual leave, sick leave, working overtime and others) will continue to be enforced. Specific provisions on the terms and conditions of the program are detailed in Addendum A of this manual.
3. Employee performance appraisals will continue to apply while participating under the program.

E. TELECOMMUTING COSTS

1. The UCF Telecommuting Program is intended to be a workable arrangement that should be beneficial to the telecommuters and the university as well. Telecommuters are encouraged to use their own personal property items (furniture, personal computers, printers, etc., if available and needed to telecommute) in order to help keep UCF's operating costs for the program at a minimum. (This may be a significant factor in the selection of telecommuters, given the budgetary restrictions of a department at any given time.)
2. UCF may cover the expenses of certain items for the establishment of a telecommuter's home office/work station, if such items are deemed essential for the effective performance of the telecommuter's responsibilities. However, the approval or no approval for the funding of these items may vary from case-to-case and rests with each vice president and department head. Depending on the circumstances, an expense of an item may be covered if the department deems that the expense to be incurred is in the best interest of UCF. Specifically, UCF will consider covering the expense of an item if the primary beneficiary in the use of said item is the university and not the telecommuter. Likewise, the department may opt not to cover the expense of an item, if the expense to be incurred is deemed not in the best interest of UCF. (The primary beneficiary in the use of the item in this case is the telecommuter and not UCF.) The department may also opt to cover only a portion of the expense for items (that may be helpful or required for telecommuting) provided the telecommuter has agreed to cover all other remaining costs that will not be covered by the department for such items. Thus, departments and employees who are interested in participating in the telecommuting program are encouraged to discuss all possible costs that may be associated with telecommuting and reach a mutual understanding of how these cost will be funded (i.e., which costs for items will be fully, or partially, covered by the department and which costs, or portion of the costs for each item, must be covered by the employee).
3. Items for which expense may be covered by a department for the establishment of a home office/work station, may include but are not limited to the following:
 - * personal computers, computer printers, and fax machines
 - * basic office supplies (staplers, paper, pencils, etc.)
 - * A telephone and/or pagers (for UCF business use only)
 - * Work telephone and SUNCOM connection
 - * Monthly telephone service for UCF phone (including cost of long distance UCF business calls)
 - * Surge protection devices
 - * Voice mail and electronic mail
4. Items for which expenses are absolutely not covered by UCF for the establishment of a home

office/work station include but are not limited to:

- * Lamps and other room lighting devices
 - * Fans and other room cooling devices
 - * Electrical outlets/conversions
 - * Telephone jacks/additional telephone lines
 - * The cost for the added use of utilities that result from telecommuting
 - * Door/cabinet locks
 - * Desk/work tables and chairs
 - * Answering machines
5. Detailed information on cost considerations and the required and/or proper use of the various items listed in the above sections F-3 and F-4 is addressed in Sections D, E, and F in Part II of this manual.

F. PROCEDURE FOR THE SELECTION OF TELECOMMUTING PARTICIPANTS

1. The vice presidents shall approve the participation of personnel in the UCF Telecommuting Program.
2. The appropriate dean/director shall recommend, for the approval of the vice president, those supervisors and employees who are most suitable for participation in the program based on the selection criteria established in this manual. (Participation in the program is strictly voluntary.)
3. Supervisors who are considered for possible participation in the program shall complete the Supervisor's Survey (see Addendum D).
4. The appropriate dean/director shall review the Supervisor's Survey results and select the supervisors (of those employees who have been identified to be in positions that are suitable for telecommuting) for participation in the program.
5. Employees who are considered by the vice president for possible participation in the program shall complete the Employee's Survey (see Addendum E). The appropriate dean/director shall review the results of the survey and notify those employees who have been selected to participate.
6. Supervisors and employees who are selected to participate in the program shall complete the UCF Telecommuting Agreement (See Addendum A). It is advisable that related department personnel receive an explanation of how the telecommuting program will work prior to implementing the program within the department.

Note: The steps in implementing the Telecommuting Program are detailed in Addendum I.

G. IDENTIFICATION OF SUS CLASSES THAT MAY OR MAY NOT BE APPROPRIATE FOR TELECOMMUTING

1. University Personnel Services has identified numerous classifications (not individuals), which include work that can be done at a home office/work station. The identification of the classes that are typically appropriate for telecommuting should include, among other considerations that the telecommuters in such classes be able to:
 - a. Successfully meet job requirements while working away from the office/work station for one to four days per week.
 - b. Have predictable contact with other employees and "clients." (The telecommuter's job requirement

for face-to-face contact with clients/personnel can be planned and scheduled.)

- c. Identify and account for work that is done outside the office, with beginning and ending points and/or time frames.
 - d. Successfully accomplish work inside or outside the office. (The telecommuter's job is portable and not tied to any portable equipment or resources.)
2. The identification of classes that typically may not be appropriate for telecommuting should include, among other considerations, that employees who are in such classes are unable to telecommute because:
- a. All the typical work performed in the class requires the constant presence of the employee at the UCF official office/work station.
 - b. All the typical work performed in the class requires the facilities, tools, and equipment, etc. that can only be made available to the employee at the UCF official office/work station.
 - c. The employees do not meet the criteria indicated in the above section G-1 of this manual.
3. University Personnel Services' selection and/or no selection of SUS classes based on the above criteria are listed in Addendum F under the following categories (this categorization is not exclusive, but is merely to provide some general direction in determining whether or not classes/positions are either appropriate or inappropriate for telecommuting):
- a. **SUS classes that typically may be appropriate for telecommuting.** Includes classes, or positions within a class, or duties specific to a particular position that typically are project oriented and may have limited or no required day-to-day direct supervisory responsibilities.
 - b. **SUS classes that typically may not be appropriate for telecommuting.** Includes classes, or positions within a class, or duties specific to a particular position that provide significant direct day-to-day supervision or support to an administrator.

H. CRITERIA FOR THE SELECTION OF TELECOMMUTING PARTICIPANTS

4. **Supervisor Selection Criteria** - The first step in the selection of UCF Telecommuting Participants is the selection of the suitable supervisors. Suitable supervisors for telecommuting will be personnel who will be able and willing to:
 - a. Support the program (i.e., these are supervisors who believe that the program can work and will take an active role in procuring for its success).
 - b. Adopt management styles where appropriate and develops realistic performance goals and work arrangements with the telecommuters.
5. **Employee Selection Criteria** - Telecommuting does not suit every employee regardless of the appropriateness of the employee's class and supervisor for participation in the program. An employee will be selected based on the following criteria:
 - a. Has successfully passed the probationary period in his/her current class and latest performance appraisal indicates an overall rating that is equal to or greater than the rating of "achieves performance standards" (for A&P personnel) and "effective" (for USPS personnel).

- b. Has proven good work habits and time management skills.
- c. Is well organized, self motivated, and can function independently of direct supervision.
- d. Can deal with isolation and prefers the home environment.
- e. Has an appropriate homework site that includes privacy and lack of distraction.
- f. Volunteers for the program.

PART II

TELECOMMUTE TRAINING INFORMATION

A. Guide for Telecommuters

To be a successful telecommuter, it's necessary to work with less structure and more freedom in completing your responsibilities. Telecommuting isn't as simple as staying at home and working. It requires careful planning and discipline.

1. Get Organized. Develop good work habits from the moment you begin telecommuting and you'll realize how easy it is to complete your work away from the office.
2. The Location. Identify a safe location in your home as your workspace. You don't need to devote an entire room for your office at home. Some telecommuters have successfully developed a part of an existing room, a garage, an attic, or even a closet for their workstation. Locate your workstation away from distractions. Don't try working on the couch in front of the TV. It doesn't work!
3. Set a Routine. Set a work schedule for the days you telecommute and stick to it. The Telecommuting Agreement has an attachment for defining work hours. Begin and finish work at the same time on telecommuting days. This will help you set a routine.
4. Replace the Ritual of Getting Ready for Work. As a telecommuter, you will no longer have the traditional office rituals of morning conversations or coffee. Even the drive to work that symbolizes the beginning of the work day is missing. Set up new rituals for telecommuting days. Some telecommuters actually leave their house, go around the block, return, and begin the work day. Others play specific music or begin working after a morning exercise session or bike ride. Find a ritual, which will work for you.
5. Make a Daily "Things-to-Do" List. Develop a list of goals and assignments for the days you telecommute. At the end of the day, go over the list and see how much you've been able to accomplish. It's helpful to start the list a couple of days before you're telecommuting. This helps to plan for all the resources you'll need to support your activities at home. Schedule your work so you don't need help from others while at home. Remember you may not have access to a fax machine, a photocopy machine, or even a computer at home. Plan your work accordingly.
6. Have an End of Day Ritual. It's a good practice to have a ritual in place to mark the end of the workday. Be creative in deciding what to do. Some signals that can show the end of the workday are:
 - Turn off the computer and the lights
 - Close the door
 - Turn on the TV
 - Walk around the block
 - Pick up the children from school or day care
 - Change your clothes
7. Managing the Work. As a telecommuter, it's necessary to manage work efficiently. It's up to you to make sure you keep yourself well informed and continue your high level of productivity.
8. Maintain Contact with the Office. Be sure to stay in touch with the office during telecommuting days. Try establishing a buddy system with a trusted colleague or a secretary in the office who you can call once a day while you're telecommuting. Occasionally call the office for messages and return phone calls if possible. Don't fall out of touch just because you're telecommuting. Decide early in the day how accessible you want to be. You may have the luxury of working for three or four hours without any interruptions.

9. Answering Machine. If you don't have access to voice mail in your office, it's recommended you use an answering machine while working at home. It will enable you to store your messages while you're in the middle of a program, or unavailable. You will need to decide if your office will tell your telephone callers to contact you directly at home.
10. Stick to Deadlines. While telecommuting, follow the same rules for deadlines as if you were in the office. Don't miss deadlines. If you're mailing reports to the office send them so they arrive the day they're due or earlier. If you're sending your work electronically via a computer, it should also arrive on time.
11. Keep the Supervisor Informed. As a telecommuter, you'll need to keep your supervisor informed about the status of the programs you are working on, your progress, and any difficulty encountered. Think of your supervisor as a client that needs information on a timely basis.
12. Attend Departmental Gatherings. Always attend departmental gatherings and group meetings. Don't become invisible just because you're telecommuting.
13. Train Family Members, Friend, and Neighbors. As a serious telecommuter, you need to consider telecommuting seriously yourself. Be careful not to create a bad image for the telecommuter. Train the people at home so you don't have too many interruptions.
14. What Interruptions are OK? Determine what questions, favors, and needs you may be interrupted for. Develop ground rules for your family to follow about interruptions while you're at home telecommuting. Some telecommuters have their family determine the rules to ensure participation in the process. A family meeting is a prime opportunity to raise some of the issues. You'll also need to set up rules with neighbors and friends. Remain flexible.
15. Office Supplies. Develop an understanding with family members of how office materials are used. Inform them that all office supplies that are provided by UCF are for your business work only. You may want your workspace to be off limits to other members in your household.
16. Don't Telecommute if There are Problems at Home. Avoid telecommuting on days when there may be friction at home, such as family quarrels or problems. If you have an elderly family member, an infant, or a toddler needing care, it will be difficult to telecommute and complete any work.
17. Telecommuting is not a Replacement for Child Care. Don't assume that because you're at home working you can also take care of children. Telecommuting can allow you more flexibility in accommodating childcare needs; however, it's not a replacement for childcare. If you take care of children and do your work as well, you will have two jobs instead of one! As previously stated, childcare arrangements must be the same as if you are working in the official office.

B. Guide for Supervisors

1. Management Skills. The same management skills used to manage employees working in the office apply to the telecommuter.
2. Help Telecommuters Organize Their Work. Understand the time frame involved in completing tasks and the resources required to see projects through to completion. By using your planning skills as a supervisor, you'll be successful in effectively distributing work among your employees. You will feel confident that they'll be capable of completing the tasks you assign.

3. Work Assignments. Set up a means of communicating the expected end product as well as the due date. Discuss the expected quality and other criteria which might affect the successful completion of tasks the employees will be working on. Communicate to your employees what must be done, when it must be done, and who is to do it. The communication may take the form of a phone call, a weekly meeting, or memo. Use whatever means of communication is most comfortable for you. As a manager of off-site employees, the time you spend communicating with the remote workers will dictate the caliber of work they produce. Spend time communicating clearly and concisely the expectations you have of those employees.
4. Timetables. Work with your employees to develop reasonable and timely goals. The employees will clearly understand their workload and will be more focused in their work if they are following a timetable. The timetable lists tasks for completion. It also notes the time by which those tasks should be completed.
5. Review Work Status. Set up intermediate periods to determine the progress of the tasks the employees are performing. The assessment may be a designated point during the program, upon completion of certain tasks, or on a recurring basis, such as once a week on Monday.
6. Coach and Develop Employees' Capabilities. There is limited time to spend with your remote employees to reinforce behavior. Make the most of that time. Always reinforce positive behavior. Bring unsatisfactory performance to the employee's attention immediately. Develop employee capabilities to correct deficiencies. Use the communications tools available to you to provide your employees with timely feedback. The feedback may be via voice mail, electronic mail, a phone call, or a face-to-face conversation.

You should already be familiar with these skills and be using them while supervising your employees located in the office. You'll find that refining these management skills will not only benefit your off-site workers, but you as well. You will experience a greater degree of organization and the capability of being able to accomplish more tasks by using these skills. Organization leads to increased job satisfaction.

7. Management Methods. Management of employees from a remote location isn't new. To ensure the success of your telecommuting program, be aware of the following tips and traps:
 - a. Close supervision is not always good supervision. Good supervision may be achieved without being close in proximity.
 - b. In order for the telecommuters to succeed at telecommuting, you need to succeed at supervising. This is a win-win situation for you and your employees.
 - c. Be patient. Some managers initially resist managing employees from a remote location.
 - d. Manage by objectives and results instead of managing by observation.
 - e. It's all right to drop out of the program. The telecommuting arrangement must be mutually supportive.
 - f. This program brings great flexibility for your work environment. Take advantage of that flexibility.
8. Some Organizational Tools/Techniques in Managing Telecommuters:
When managing telecommuting, the focus should not be on how the employee accomplishes the task,

but whether the task is accomplished in a timely and complete manner. The following may be of help to you in managing the products that your employees produce instead of the process that they employ to reach the goal:

- a. Prepare an itemized list of what you expect from the employee. This list can be on a weekly, monthly, or quarterly basis. You have the flexibility of establishing objectives in a format which will be easy for you to administer.
- b. Include the telecommuter in the process of establishing objectives. This enables the employee to make a valuable contribution concerning the accomplishment of the expectations.
- c. Establish a matrix or a graph and clearly define what the telecommuter must accomplish for satisfactory and excellent performance evaluations. Be very explicit about what you expect from the employee.
- d. Complete the required contract to support your agreement. This document is a contract between you and the telecommuter, agreeing upon expectations. The agreement should be signed by both the employee and supervisor.
- e. Track the time spent and results of projects. If you set up weekly goals, schedule a meeting each week to review the telecommuter's accomplishments. Use this as a dynamic document, capable of changing when necessary. This will enable you and the telecommuter to determine success. Employees feel they have more control over their destiny when they can track their success. (The Time Accountability Worksheet illustrated on pages 18 and 19 is a recommended tool in tracking telecommuter's work.)

C. Telecommute Management/Supervisory Issues

1. Technology and How to Use It. Communication technology provides efficient means to communicate with the telecommuter. Some of the current technologies are:

- Telephone
- Voice Mail
- Electronic Mail
- Pocket Pagers
- Facsimile Machines

UCF's ability to provide equipment will determine what technologies are available to support telecommuting. When the need and technology have been identified, UCF can determine what equipment can be provided. Establish a system with telecommuters so they understand the need to check their electronic mail and voice mail frequently for messages. Remember you are only a phone call away. The telephone, fax machine, electronic mail, voice mail, or pager provide an electronic link between the telecommuter and supervisor.

2. The Nontelecommuter in a Telecommuting Environment.

Issues for consideration are:

- a. Managing the employees who are not telecommuting. Use your management skills to formulate the implementation plan for your group's program. As you identify the participants in the telecommuting program, it's necessary to work carefully with the nontelecommuters to avoid any feelings of resentment. Resentment can form about "why was that person chosen instead of me?" Prepare in advance the necessary documentation you'll need to support the decision of why an employee was

chosen to participate instead of another employee. There may be nontelecommuting employees who have been excluded from participating in the program due to job performance. Consider a plan to help these employees raise their job performance rating to a level that allows them to participate in the program. It's up to you, the supervisor, to communicate this information to the employees.

- b. Team effort. The nontelecommuters are as critical to the program's effectiveness as the telecommuters. Your work group is successful due to the efforts of all members of the team. Understanding the individual parts of what make your team successful will guarantee continued success.
- c. Support strategies. The nontelecommuters should not be expected to do extra work in the office because the telecommuters are working from their home office. However, there may be different work distribution options that will need to be employed. Establish mutual strategies to support the nontelecommuters and the telecommuters.

3. Communication Links.

- a. Provide guidelines for contacting the telecommuters when an issue arises in the office which requires immediate action. Don't expect the nontelecommuters to work on their own assignments and also handle problems for the telecommuters who are working at home.
- b. Establish guidelines for answering the telecommuters' phones while they are telecommuting. Include the secretaries and receptionists in the process of deciding what they will say in answering the phone. Refrain from advising incoming callers, "Ms. Jones is at home today." Instead, use the phrase, "Ms. Jones is unavailable. I'll be happy to have her return your call as soon as she is available."
- c. Establish guidelines for the telecommuters to call the office at regular intervals. Determine whether it will be the telecommuter's responsibility to call the secretary for messages, or if it will be the secretary's responsibility to call the telecommuter. Provide the support staff with the home phone numbers of telecommuters. You may find that forwarding the telecommuters' lines to voice mail is a satisfactory method of ensuring that their calls are answered without adding extra work for the support staff. Calls may be forwarded to a UCF phone in the home office.
- d. Keep a log of the incoming calls answered by the support staff for the telecommuter. This will assist in determining work loads generated as a result of the telecommuting program. The log will also provide documentation showing when the call came into the office, and when it was given to the telecommuter.
- e. Social network. It helps when nontelecommuters understand that the social interaction within the office will change with the start of telecommuting. Co-workers with whom they share breaks and lunch hours may no longer be available to spend that time with them. The nontelecommuters will experience a quieter environment when the program begins.
- f. Contingency plans. Set up a "Murphy's Law" strategy (i.e., anything that can go wrong will go wrong) to guide the work group through "what if" events that may affect the group as a result of telecommuting. Encourage the telecommuters and nontelecommuters to participate in this process.
- g. What happens if it's NOT working? Not everyone who tries telecommuting is successful. While the

screening survey process tries to qualify successful telecommuters, it's not a guarantee that all selected telecommuters will be happy or successful telecommuting. Some reasons why the telecommuter may need to end participation in the program are:

- Uncontrollable distractions.
- The neighbors and the family just don't understand that an employee at home is unavailable for other activities.
- "Cabin fever"
- Being at home 24 hours a day becomes unacceptable.
- The employee's productivity or the quality of the employee's work has declined since participating in the telecommuting program.
- Desire or need to be around people.
- The employee discovers the need for social interaction is a critical factor in work life.

Each supervisor should remain aware that there are many good reasons why employees may have to end their participation in telecommuting. Help employees understand their value to the organization. Bring the employee back into the office as quickly as possible. Use this as a developmental opportunity to coach the employee in an area of weakness and create an area of strength from that weakness.

4. A Bright Future for Telecommuters. A key concern for telecommuters is that they will have less visibility in the office. This may impact upward mobility in the organization. Here are some points to help the supervisor in maintaining high visibility for any employee:
 - a. Monitor employee performance. Look for above average performance among the employees.
 - b. Encourage your employees to set higher goals. Assign more complex projects which will aid in developing your employee's skills.
 - c. Communicate. Advise the upper management in your organization of the employee's achievements.
 - d. Ensure visibility. Take advantage of "opportunity assignments" and have the employees participate in those assignments. When the opportunity arises for presentations, be sure to include the employees.

Remember to think about telecommuters even if they are not in the office. **Out of sight should not be out of mind!**

5. Supervisor's Summary. Always keep in mind that good communications skills are the backbone of a successful telecommuting program.
 - a. Talk to the telecommuter.
 - b. Use effective listening skills when exchanging information with off-site workers.
 - c. Include the telecommuter in office activities even when they are not there. For example, include telecommuters on a speaker phone when you sing happy birthday to someone in the office. This will make your telecommuters feel like they're a part of the day-to-day world of your organization.
 - d. Frequent communication with your telecommuters enables you, as the manager, to maintain the

appropriate guidance and direction your employees need and expect.

- e. Keep the avenue open for reciprocal communications from telecommuters. This will help the telecommuters to avoid feelings of isolation.
- f. Bring telecommuters back into the office frequently. As a manager, you can assign core days for telecommuters to be in the office. The core days are opportunities for staff meetings.

A telecommuting program is extremely flexible. Take advantage of that flexibility, and it can aid you in achieving success in your telecommuting efforts.

D. **Information on the Home Office**

Most employees can create an adequate temporary work area in their home. However, for telecommuting to work there is a need to provide an "office" space with control over noise, interruptions, work equipment, and materials.

1. Consider These Basic Criteria in Organizing the Home Office:

- An environment that promotes good work
- Adequate work space
- Access to telephone or electrical outlets
- Security and safety of work materials
- Separation from on-going domestic activities
- Temperature, sound, and light control

Many professionals whose work is task-oriented can work at home for the duration of a specific project. Those workers may continue informal practices such as taking a portable terminal home and preparing the work on the dining table. They are not telecommuters. *The practice of occasionally working at home should not be discouraged. It requires a less formal work setting in the home, and is already an established informal work practice.*

The "occasional telecommuter" is someone who infrequently may find it beneficial to work from home for a few days during a specific project. This can be worked out informally with the supervisor.

A "telecommuter" works from a home office on a regular basis of one to four days per week. The telecommuter enters into a formal arrangement by qualifying for the program and signing the "Telecommuting Agreement." When telecommuting is an established ongoing program, the home office needs to be more formal.

- ##### 2. Space Considerations - Setting Up a Territory. A major requirement for the home telecommuter is the availability of enough dedicated space in the home to support work-related activities. There should be similar personal space as exists in the official office. In some cases, this will involve dedicating a room or part of one to the job related activity.

A spare room can be closed off from the rest of the house, or part of a room can be reserved for job-related activity. The work setting should be large enough to accommodate files, shelves, and, if needed, lockable cupboards in addition to any computer equipment. Those workers living alone could work almost anyplace that is equipped with the necessary electrical and telephone outlets. Those who are sharing a household must reach some accommodation with the rest of the family. Face-to-face business contacts are reserved for the official office.

The space chosen for an office may be in use for another purpose. This includes a "spare" bedroom awaiting guests, or a desk that is filled with personal business papers. Being open about the space needed to work at home is the first step in gaining household cooperation.

Employees who have conflicting needs for residential space should probably not be accepted as home telecommuters. Without dedicated space for the telecommuter there may be significant problems in integrating work activities with other family activities. This does not prevent the use of the work area for other family purposes during nonworking hours. The telecommuter may have a piece of furniture that encloses the computer, monitor and printer, opening up for work and folding away into a compact, out-of-the-way module at other times.

3. Telephone and Electrical Outlets. Expenses to prepare a home for telecommuting may include installation of grounded outlets, a telephone jack, or an additional telephone line. (As previously mentioned, these expenses are not covered by UCF and are the telecommuters responsibility.) For those jobs requiring a computer, a grounded outlet is essential. Newer residential construction will likely have three-prong outlets. Older homes may need these types of outlets added.

Telecommuters should have a surge protection device between the electrical outlet and computer to protect their equipment from faulty electrical fluctuations. No UCF owned computer equipment may be used in the home office without a surge protection device, which may be provided by UCF.

A "work" telephone line may be necessary if the employee uses the phone to connect to another computer. This is even more important when the home phone is needed by other household members. Installation of a separate line may be required for jobs involving a high volume of telephone calls to or from the home office.

4. Telephones. As previously mentioned on page 5 of this manual, a UCF telephone may or may not be provided by UCF to be installed in the telecommuter's home for telecommuting. Specifically, UCF will consider covering the expense of the telephone and/or telephone connection (as well as other items) if the primary beneficiary in the use of these items is the University and not the telecommuter. The need for the phone should be determined by the UCF supervisor in discussions with the telecommuter before signing the UCF Telecommuting Agreement. Examples of the criteria used in determining if UCF should provide a telephone for the telecommuter's home office are:

- The use of the telecommuter's personal phone is not possible due to personal needs (other family members, etc.).
- It is necessary to make regular local and/or long distance business calls, therefore making an additional home telephone, telephone connection, and SUNCOM access necessary.
- An on-line computer connection is necessary that requires constant access to the phone.

The UCF provided telephone is primarily for official use only and is normally restricted from the commercial long distance network. However, SUNCOM access may be provided if necessary for long distance access. **The employee must safeguard the telephone from unauthorized use.** Costs resulting from unauthorized use will be repaid by the employee, and may result in ending the employee's telecommuting privilege and disciplinary action. This information should be noted on the Communications Service Agreement.

5. Telephone Connection Costs. (The following applies only if UCF has agreed to pay for this item.) A one-time telephone connection in the Orlando area currently costs approximately \$150 and monthly fees

range from \$15 to \$20 for each line. Following UCF's normal procedures for telephone service, the request goes directly to the local telephone company. When making the request, determine if SUNCOM access is needed. Also, call forwarding, voice mail, a telephone answering machine, or electronic mail may be required for efficient job performance.

6. Security and Safety. In homes where a "spare" room can be converted for home work, a lock on the door or even a well-trained family may be adequate protection for files, materials left out on a desk, and equipment. If the work is performed in a shared space, the employee must habitually store all work items in a protected place. This might be a closet, cupboard, or table located in such a way that UCF property is not misplaced, lost, thrown away, or harmed.
7. Records. Work done at the telecommuting location is official UCF business. All records, papers and correspondence must be safeguarded for their return to the official location. Release or destruction of any records should only be done at the official location according to statute and regulation. Computerized files are official records and shall be similarly protected.
8. Sound Control. Protection of the telecommuter from household noise and the household from the telecommuter is important for a harmonious work environment.

The noise of a printer should be anticipated before setting up an office in the bedroom or anywhere that its noise will disturb other family members. Unlike the situation in many official office environments, telecommuters can insulate themselves by closing doors. Background music or other solutions can achieve the level of sound at which work is most productive.

A completely noise free environment can be stressful. Background noise, like music, can be beneficial in maintaining productivity and reducing boredom. Noises such as a barking dog, crying children, the television, lawn mower, or vacuum cleaner can affect your professional image when heard by others as you talk on the phone. These noises also disrupt concentration. Closing a door or using a privacy screen or room divider may help.

E. Maintaining the Work Environment

Working in offices has evolved for a reason. Going to work separates us from all but the most urgent nonwork responsibilities. Establishing an office environment in the home poses a problem of adjusting the physical environment and adopting an alternative work style. The employee, household members, and neighbors must believe the telecommuter is at work. A three year old's demands for attention are difficult to ignore. Limited double duty is a benefit of being at home. Accepting a delivery at the door is a more efficient use of time than driving to the pick-up office. The employee is substituting a new set of interruptions at the home office for those they have become accustomed to at the office.

Interruptions require imaginative solutions. It may be necessary to hire supplemental childcare and insist that the employee is not to be disturbed while "at work." The neighbors should be reminded not to drop in. There are no hard and fast rules. It is the employee's responsibility to make whatever adjustments are necessary to do the job on time and up to standard.

1. The Message: At Home, But Working. It's important to advise family members and neighbors that the employee is working while at home and continues to have responsibilities and tasks which need to be completed. The worker has the same objectives, goals, and deadlines. The difference is that part of the work assignments are done at home.
2. Lighting. A computer user should be aware of the light levels in the work area. Too much light or light striking the screen at the wrong angle can glare, causing eye strain and fatigue. Non-glare filters over

the monitor screen may diminish fatigue.

3. Local Zoning. The home office should conform with local zoning ordinances. Many municipalities have ordinances that regulate home business. In general, these ordinances are intended to lessen the impact that work done in the home has on the environment and the surrounding neighborhood. The ordinances regulate the kind of work allowed, the amount of residential space that can be used, and the use of utilities. Employees solely are responsible for complying with such regulations.
4. Selecting the home office. Before signing the "UCF Telecommuting Agreement," the supervisor should discuss home office needs with the employee to reduce misunderstandings. Together they should review work functions, the availability of other environmental amenities such as acoustical and visual privacy, and adequate lighting and utility connections.

F. Equipping the Home Office

The office at home should be equipped with furniture and lighting appropriate to the tasks performed. High productivity cannot be expected from a worker stressed by aching arms and back, strained eyes and ears, or other discomforts. Special attention must be given to employees working in home offices at computer monitors. Poor positioning of the keyboard and screen relative to the worker's body can cause extreme fatigue.

To effectively perform assigned tasks, employees may use UCF equipment at their telecommuting location with the approval of their supervisor. The equipment must be protected against damage and unauthorized use. UCF owned equipment will be serviced and maintained by UCF. Equipment provided by the employee will be at no cost to UCF, and will be maintained by the employee.

1. Furniture. Specially designed furniture or modules are available to create a workstation. The furniture depends on the permanence and size of the telecommuting space. In a home with a dedicated room, the furniture can duplicate the conventional office, with a permanent desk, printer stand, telephone table, side chairs, etc. In a temporary installation or in a small apartment, all the telecommuting equipment may be portable, storable, and movable to a corner or closet during nonworking hours.
2. Desk. It is recommended that the desk, table, or stand on which a computer will be placed have the following characteristics:
 - A surface (typically 26 1/2" from the floor) that places the keyboard at a comfortable height for keying (such that the telecommuter's forearms are horizontal).
 - A depth (usually 24" minimum) sufficient for the computer and monitor.
 - A stand, the top of the microcomputer, or shelf, etc., that positions the monitor at a comfortable angle with the eyes (usually the center of the screen should be 20 degrees down from eye level).
 - Surface space for working materials. Depending on the space available, this can be a full-sized desk or a storable unit that has a "footprint" of 2 feet by 2 feet. The unit may have arms that unfold to form a working space that meets telecommuters' space requirements. Full-size and storable computer desks are now widely available through commercial sources.
3. Printer Stand. The printer can be placed on the computer desk, on a stand designed for that purpose, or on a surface with the following characteristics:
 - Sturdy construction to support the weight of the printer without vibration.

- Height that allows the telecommuter to adjust the paper and controls while seated at the computer.

Printout paper can be fed from its original carton placed on the floor or on a shelf designed for that purpose.

4. Computers. If it is necessary for the employee to have access to a personal computer and no alternatives are available, appropriate equipment can be provided at the discretion of UCF for the telecommuting location. Care must be taken to be sure the computer and the data it contains are kept in a safe environment that limits access to authorized users for official business. If an employee's personal computer is used, access to UCF information must be safeguarded and preferably stored on a medium (such as a 3.5" or 5.25" disk). The information should be periodically transferred to the official work location. Computer disks must be placed where they will not be exposed to heat or magnetic fields. UCF is not responsible for the use of the employee's personal computing equipment.

In order to participate in the program, some potential telecommuters may require the use of data terminal equipment (DTE) or personal computers to communicate with state host computers. Extended connect times should be discouraged because they may affect (increase) the state's overall SUNCOM rate structure. Insofar as possible, uploading and downloading data and minimizing on-line time should be practiced.

5. Work Space. Space must be provided for working materials, a telephone, external modem or whatever peripheral equipment and supplies are required for the tasks to be performed. Manuals and other computer supplies may be stored on or near the desk.

When space increases from a storable unit to a full-size desk, the freedom to have a permanent storage space for these items increases. For example, some telecommuters might need to have a table to support a computer plotter or other specialized equipment for their jobs. Each home situation presents a unique case in which can be visualized by drawing a scale floor plan of the work space. Scaled cutouts of the furniture/storage modules, etc., can be placed on the plan. Various configurations can be tested by the telecommuter to see which meets the overall comfort and use requirements. (We have provided information on computer support, but not all employees need a computer to telecommute.)

6. Chair. A chair upon which the worker sits for long periods at a desk or computer must be of the correct height and give complete lumbar support. An adjustable secretarial or so-called ergonomic chair is desirable. This may be the most important piece of furniture in the home office. The seat should be adjustable, and 15-18 inches from the floor. The backrest should be adjustable for height and angle and should provide support at the waist. Armrests should provide support but not be in the way.

PART III
ADDENDUM

unauthorized use. UCF owned equipment will be serviced and maintained by UCF. Equipment provided by the employee will be at no cost to UCF, and will be maintained by the employee.

Liability

UCF will not be liable for damages to the employee's property that result from participation in the telecommuting program.

Reimbursement

UCF will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g. utilities) whatsoever, associated with the use of the employee's residence. The employee does not relinquish any entitlement to reimbursement for authorized expenses incurred while conducting business for UCF, as provided for by statute and implementing regulations.

Workers Compensation

The employee is covered under the Worker's Compensation Law if injured in the course of performing official duties at the telecommuting location.

Work Assignments

The employee will meet with the supervisor to receive assignments and to review completed work as necessary or appropriate.

The employee will complete all assigned work according to work procedures mutually agreed upon by the employee and the supervisor according to UCF guidelines and performance standards.

Evaluation

The evaluation of the employee's job performance will be based on norms or other criteria derived from past performance/occupational standards consistent with UCF guidelines. For those assignments without precedent or without standards, regular and required progress reporting by the employee will be used by the supervisor to rate job performance and establish standards.

The employee's performance appraisal, immediately prior to starting to telecommute and during the entire telecommuting period, must indicate an overall rating that is equal to or greater than the rating of "achieves performance standards" (for A&P personnel) and "effective" (for USPS personnel).

Records

The employee will apply approved safeguards to protect UCF records from unauthorized disclosure or damage and will comply with the public record requirements set forth in Chapter 119, F.S. Work done at the telecommuting location is considered official UCF business. All records, papers and correspondence must be safeguarded for their return to the official location. Release or destruction of any records should only be done at the official location according to statute and regulation. Computerized files are considered official records and shall be similarly protected. See Chapter 119, F.S.

Evaluation Participation

The employee and supervisor agree to promptly complete and submit telecommuting evaluation materials and to attend periodic group meetings as required by the university.

Curtailement of the Agreement

The employee may terminate participation in this program at any time. Management has the right to remove the employee from the program at any time if continued participation fails to benefit organizational needs.

The employee agrees to limit performance of officially assigned duties to the official work location or to the UCF approved home location. Failure to comply with this provision may result in termination of the Telecommuting Agreement and/or other appropriate disciplinary action.

_____ Employee	_____ Date
_____ Supervisor	_____ Date
_____ Appropriate Management Officer	_____ Date
_____ Vice President	_____ Date

ADDENDUM B
Attachment 1 to the
TELECOMMUTING AGREEMENT

Working Hours and Location

The following working hours and locations are agreed to in support of the Telecommuting Agreement.

Official Work Location: _____

Telecommuting Location: _____

General Work Hours:

Day	Hours	Location O = Official T = Telecommuting
Monday:	_____ - _____	_____
Tuesday:	_____ - _____	_____
Wednesday:	_____ - _____	_____
Thursday:	_____ - _____	_____
Friday:	_____ - _____	_____
Saturday:	_____ - _____	_____
Sunday:	_____ - _____	_____
Daily Lunch Period:	_____ - _____	

Comments (schedule flexibility, etc.):

Employee: _____

Date: _____

Supervisor: _____

Date: _____

ADDENDUM C

Information Sheet

Note: The following information is provided as a reference for the Department Head as they inform personnel (potential telecommuters and their supervisors) in their department who are interested in participating in the program.

What is Telecommuting?

Telecommuting is working at a location other than the conventional office. This place may be the home, or an office close to home. Telecommuting involves moving work to the workers instead of moving the workers to work. Telecommuting is an alternative to the traditional office setting.

What Are the Community Benefits of Telecommuting?

- Decreased peak-hour congestion, air pollution, and fuel consumption
- Decreased transportation (highway and transit) capital and operative costs due to substitution of telecommunications for transportation
- Employment for the mobility-limited
- Ability to shape and use patterns in a positive way (e.g., moving employment to outlying areas where housing is more affordable, moving job opportunities to areas of high unemployment).

What Are the Advantages of Telecommuting for UCF?

- Increased Productivity. Employee productivity normally increases with telecommuting because employees experience:
 - * Fewer distractions/interruptions
 - * More continuous work time (meetings and other duties are scheduled together)
 - * Decreased stress - (i.e., less employee commuting time/fatigue.)
 - * The ability to work at personal "peak" time, more attuned to personal "biological clocks"
 - * Increased motivation and productivity because with increased flexibility comes greater employee responsibility
 - * Decreased absenteeism/sick leave usage
- Decreased turnover
- Competitive advantage in recruitment
- Increased labor pool
- Improved managerial techniques
- Improved employee morale

- Decreased overhead, space savings

What Are the Advantages of Telecommuting for the Employee

- Decreased stress
- Decreased or eliminated commuting time, cost, and frustration
- Increased flexibility to handle work/family schedules
- Increased job satisfaction
- Improved work environment
- Decreased cost of clothing, food and transportation
- Increased employment opportunities
- Increased safety in the home and the community
- Closer bonds with the family and the community

Employee Concerns

- Isolation from co-workers
- Less visibility
- Lack of support services
- Loss of living space
- Increased at-home costs
- Distraction in the home environment
- Increased security responsibility

Characteristics of Successful Telecommuters

- Requires minimal supervision
- Moderately people oriented
- High level of skill and knowledge of job
- Works well with family members
- Prefers home environment
- Self-motivated
- Exhibits positive attitude towards telecommuting
- Well organized
- High level of productivity
- Strong time management skills

Types of Jobs

Any job or part of job where the individual works alone handling information. Examples of functions/tasks:

- Audit reports
- Conducting business by phone
- Contract preparation/monitoring
- Data analysis
- Data entry
- Data processing
- Data programming
- Project oriented work

- Thinking, reading, and writing
- Word processing

Issues for Supervisors

- Increased security responsibility
- Changes in management philosophy
- Monitoring of actual work hours
- Regulatory and legal issues
- Start-up and operating costs

Management Style

- Managing by objectives not by observation
- Managing projects not individual tasks
- Managing the nontelecommuter

The following will be provided as a handout to employees who are interested in telecommuting:

TELECOMMUTING FROM A HOME OFFICE IS NOT FOR YOU:

1. If you will be exposed to unavoidable/recurring noises or other distractions (television viewing, family activities or problems, children crying or needing constant attention, noisy pets, noisy neighborhood activities, etc.).
2. If you are not a self-motivator or cannot deal with isolation.
3. If you do not have a safe and suitable location at the home for work space. (Residential space with conflicting needs is not suitable for home telecommuters.)
4. If most or all of your work duties must be performed at UCF.
5. If your job requires you to have daily direct-telephone contact with the public but you are unwilling to have telephone callers contact you directly at home.
6. If you are unable/unwilling to install in your home certain security or safety features per job requirements which may or may not be payable by the state; e.g., unable to install a grounded outlet which installation cost is paid by you.
7. If your home office cannot conform with local zoning ordinances.
8. If you are unwilling to sign a telecommuting agreement with UCF.
9. If you are unable/unwilling to lose living space or have your home costs increased.

ADDENDUM D

SUPERVISOR SCREENING SURVEY
UCF TELECOMMUTING PROGRAM

NAME _____ DATE _____
POSITION (JOB TITLE) _____ DIVISION _____
DEPARTMENT _____ APPROPRIATE MGMT OFFICER _____

1. Based on the information presented and your own knowledge, how would you rate your predisposition toward telecommuting as an alternative work option at UCF?
 - a. Very skeptical of success
 - b. Moderately skeptical of success
 - c. No opinion about success
 - d. Moderately confident of success
 - e. Very confident of success

2. Based on the job characteristics (i.e., a job must be portable) and on your own judgement, is the work done by any of your staff suitable for telecommuting at least part of the time?
 - a. Yes
 - b. No (If no, this completes the survey for you. Please return it with the top section complete.)

3. Do you want to participate in this program as a supervisor of telecommuters?
 - a. Yes (If yes, go to question #5)
 - b. No

4. If not, why not? (Please circle any items that apply.)
 - a. I am not willing to meet the conditions for participation.
 - b. I am opposed to making telecommuting available to anyone.
 - c. I believe the incentive to "goof off" while telecommuting would be too strong.
 - d. I don't want to have to defend the decision that some of my staff are allowed to telecommute, while others are not.
 - e. I don't believe there is any way to assess productivity changes due to telecommuting.
 - f. It is not fair to the employees who are not selected to telecommute.
 - g. Other (please specify)

If you answered question #4, this completes the survey for you.

5. Assume you are a supervisor of a telecommuter. With that in mind, please rate the following telecommuter and supervisor characteristics. Please carefully consider each item and rate each one as either High (H), Medium (M), or Low (L).

Characteristics of a Telecommuter:

- a. Need for supervision
H M L
- b. Need for frequent feedback from others
H M L
- c. Self-starting
H M L
- d. Importance of office direction to work function
H M L
- e. Initiative in requesting advice or clarification when needed
H M L
- f. Motivation derived from prospect of promotion
H M L
- g. Self-discipline regarding work
H M L
- h. Reliability concerning work hours
H M L
- i. Self-discipline with respect to personal issues (eating habits, etc.)
H M L
- j. Computer literacy level
H M L
- k. Desire or need to be around people
H M L
- l. Need for scheduling flexibility due to family responsibilities
H M L
- m. Potential for interruptions at home if telecommuting
H M L

Supervisor Characteristics:

- a. Positive attitude toward telecommuting
H M L
- b. Trust in employees' abilities to telecommute
H M L
- c. Organization and planning skills
H M L
- d. Ability to establish clear objectives
H M L
- e. Provide formal feedback to employees on a regular basis
H M L
- f. Flexibility
H M L
- g. Ability to communicate with employees
H M L
- h. Product oriented rather than activity or process oriented
H M L

6. Considering the types of work your staff perform, what is the maximum amount you would expect them to telecommute? (number of days per week)

7. What types of work would you expect your staff to do while telecommuting?

8. Considering the types of work you will expect your staff to perform while telecommuting, what equipment will they need?

9. Would you prefer that your staff telecommute?

- a. All day
- b. Only part of the day
- c. Other (please specify) _____

10. Are any of your staff currently involved in some form of telecommuting?

- a. Yes
- b. No

11. If you have any staff currently telecommuting, what is the frequency?

12. What is the length (duration) of their telecommute?

- a. All day
- b. Part of a day
- c. Some of both

13. In your opinion, what problems will telecommuting help solve? (Circle all that apply)

- a. Recruiting/retention of employees
- b. Productivity
- c. Reduction in full costs for employees
- d. Reduce office space needs/costs
- e. Reduce absenteeism
- f. Reduce urban traffic congestion
- g. Other (please specify) _____

ADDENDUM E
EMPLOYEE SCREENING SURVEY
UCF TELECOMMUTING PROGRAM

NAME _____ DATE _____
 POSITION (JOB TITLE) _____ DIVISION _____
 DEPARTMENT _____ APPROPRIATE MGMT OFFICER _____

NOTE: The purpose of this survey is two-fold; one is to help your supervisor decide whether or not your position is conducive to telecommuting, and secondly to provide statistical information for UCF'S Telecommuting Pilot Program.

1. Do you believe that your job will permit you to telecommute at least part of the time (please circle one)?
 - a. Yes
 - b. No

2. The following two groups of characteristics relate to your job and to you. Please carefully consider each characteristic and rate as either High (H), Medium (M), or Low (L). Please circle only one for each characteristic.

Characteristics that are typical of your job:

- a. Amount of face-to-face communications required H M L
- b. Ability to "group" required face-to-face communications into predetermined time periods..... H M L
- c. Degree of telephone communication required..... H M L
- d. Amount of interface with data bases not on the PC H M L
- e. Amount of time spent working at a terminal or PC..... H M L
- f. Availability of quantitative measures for assessing performance (how many reports, forms, cases completed, etc.)..... H M L
- g. Clarity of objectives for a given work effort H M L
- h. Autonomy (degree of independence/self-determination)..... H M L
- i. Ability to control and schedule work flow H M L
- j. Amount of in-office reference material required H M L
- k. Amount of physical access to special resources required H M L
- l. Ability to "group" in-office reference/resource requirements into predetermined time periods H M L
- m. Amount of concentration required H M L
- n. Need for physical security of data..... H M L

Characteristics that describe you:

- a. Need for supervision H M L
- b. Need for frequent feedback from others H M L
- c. Self-starting H M L
- d. Importance of office direction to work function H M L
- e. Initiative in requesting advice or clarification when needed H M L
- f. Motivation derived from work itself H M L
- g. Motivation derived from prospect of promotion H M L
- h. Self-discipline regarding work H M L
- i. Reliability concerning work hours H M L
- j. Self-discipline with respect to personal issues (eating habits, etc.) H M L
- k. Computer literacy level H M L
- l. Desire/need to be around people H M L
- m. Need for scheduling flexibility due to family responsibilities H M L
- n. Potential for interruptions at home if telecommuting H M L

3. Taking into consideration the nature of your job, how much time would you like to spend telecommuting?

- a. Less than 1 day per month
- b. 1 day per month
- c. 1 day every 2 weeks
- d. 1 day per week
- e. 2 days per week
- f. 3 to 4 days per week
- g. every day, with weekly office visits

4. What types of work would you expect to do while telecommuting? (Circle all that apply)

- a. Writing/typing
- b. Word processing
- c. Data management/computer programming
- d. Administrative (e.g., progress reports)
- e. Graphics/layout
- f. Reading
- g. Research
- h. Working on the phone
- i. Sending/reading electronic mail
- j. Meeting people
- k. Thinking/planning
- l. Other (please specify): _____

11. Does the major portion of your job have a set number (quota) of specific work products that you are routinely expected to complete (e.g., cases, forms) in a set period of time?

Yes No

Definition: In this questionnaire, "official office" refers to the worksite where you regularly perform your job.

12. Indicate the type of workstation you utilize at your official office:

- a. Private cubicle
- b. Private office
- c. Semi-private office or cubicle (containing two or more workers)
- d. Open space
- e. Other

13. Availability of parking at your official office

- a. Abundant
- b. Some
- c. Very little
- d. None

14. Convenience of public transportation from your residence to your official office:

- a. No public transportation
- b. Very inconvenient
- c. Somewhat inconvenient
- d. Somewhat convenient
- e. Very convenient

15. Nature of traffic flow from your residence to your official office at times you are traveling to work:

- a. High traffic with frequent gridlock
- b. High traffic, but flows smoothly
- c. Moderate traffic
- d. Minimal traffic

16. Indicate your primary means of travel from your residence to your official office:

- a. Automobile (car pool)
- b. Automobile (driving alone)
- c. Van (van pool)
- d. Van (driving alone)
- e. Motorcycle
- f. Public transportation (bus)
- g. Walking
- h. Other _____

17. Indicate the amount of time typically required for travel from your residence to your official office:

18. Indicate the amount of time typically required for travel from your official office to your home:

19. Indicate the approximate distance in miles from your residence to your official office:

20. Can you work at home undistracted?

Yes No

21. If you have a disability, please indicate any request for accommodation related to the proposal for telecommuting.

BASED ON YOUR PERSONAL OPINION AND EXPERIENCE DURING THE LAST SIX MONTHS PRIOR TO THIS PROGRAM, RATE THE FACTORS IN ITEMS 30 THROUGH 59.

Use the following scale for your responses:

A Excellent B Good C Fair D Poor

22. Quality of your work..... A B C D
23. Quantity of your work..... A B C D
24. Timeliness of your completion of work assignments..... A B C D
25. Your efficiency (relative time required to accomplish a given amount of work)
..... A B C D
26. Your interest in your work..... A B C D
27. Level of creativity or initiative regarding your work..... A B C D
28. Your overall motivation toward work..... A B C D
29. Your chances for a fulfilling career..... A B C D

- 30. The fairness of distribution of work assignments in your organizational unit A B C D
- 31. Assigned time frames for completing work assignments..... A B C D
- 32. The challenge of your current work assignments..... A B C D
- 33. Convenience of access to job-related material/equipment..... A B C D
- 34. Quality of your relationship with co-workers..... A B C D
- 35. Effectiveness of your communication with fellow employees in your organizational unit..... A B C D
- 36. Effectiveness of work-related communication with individuals from other organizations..... A B C D
- 37. Convenience of your schedule of work hours relative to meeting work-related requirements and interests..... A B C D
- 38. Convenience of your schedule of work hours relative to meeting your personal life requirements and interests..... A B C D
- 39. Your sense of belonging to your organization..... A B C D
- 40. Your self-esteem as a worker..... A B C D

YOUR PERSONAL LIFE PRIOR TO THE PROGRAM

- 41. Quantity of time available for family/personal life..... A B C D
- 42. Quantity of time available for social/recreational activity..... A B C D
- 43. Flexibility of dependent care options..... A B C D
- 44. Your physical health..... A B C D
- 45. Your mental health..... A B C D

YOUR WORK ENVIRONMENT (OFFICIAL OFFICE)

- 46. Adequacy of work-related equipment including telecommunications and computer equipment..... A B C D
- 47. Adequacy of work-related furnishings..... A B C D
- 48. Adequacy of work-related space..... A B C D
- 49. Comfort of your work station..... A B C D
- 50. Freedom from distraction at your work station..... A B C D

51. Health-related quality of your work environment..... A B C D

YOUR INDIVIDUAL COSTS PRIOR TO THE PROGRAM

Use the following scale for your responses to items 60 to 63

A Very high B High C Moderate D Low

52. Job-related transportation costs (day-to-day)..... A B C D

53. Job-related miscellaneous costs (day-to-day)..... A B C D

54. Dependent care costs..... A B C D

55. Home maintenance/utility costs..... A B C D

FOR ITEMS 64- 68, SELECT THE RESPONSE CLOSEST TO YOUR INTENDED ANSWER REGARDING YOUR EXPERIENCE PRIOR TO THIS PROGRAM

56. Which one of the following applies to your current schedule of work hours?

- a. Permanent or rotating shifts occurring primarily between 6 p. m. and 7 a. m. on weekdays or weekends
- b. Primarily normal business hours (between 7 a. m. and 6 p. m. , no weekends)
- c. Primarily normal business hours (including both weekdays and weekends on a regular basis)
- d. Mixed and/or rotating shifts with approximately 1/3 to 1/2 of work hours between 7 a. m. and 6 p. m.
- e. Work hours are highly variable and frequently do not occur in continuous shifts
- f. Other (specify) _____

57. Is your typical schedule of work hours variable (flexible) in such a way that you can frequently (once a week or more) change your schedule by an hour or more?

Yes No

58. Which one of the following statements applies to your current schedule of work hours?

- a. Work hours are primarily set by me but, once established, may not vary
- b. Work hours are primarily set by me and may vary according to my determination
- c. Work hours are primarily set by my supervisor and/or agency management
- d. Work hours are primarily established through negotiated and/or mutual

- agreement between me and my supervisor and, once established, may not vary
- e. Same as d except work hours may vary
 - f. Other (specify) _____

59. Regardless of your current schedule of work hours, during which one of the following time periods are you likely to be more productive than during normal business hours (7 a.m. to 6 p.m.)?
- a. None, I am likely to be most productive during normal business hours
 - b. Late evening, weekdays (after 6 p.m.)
 - c. Early morning, weekdays (before 7 a.m.)
 - d. Weekends
 - e. Combination of b and c
 - f. Combination of b and d
 - g. Combination of c and d

60. Indicate the overall rating you received in your most recent official performance appraisal
- a. Exceeds Performance Standards
 - b. Achieves Performance Standards
 - c. Below Performance Standards
 - d. Other

ADDENDUM F

SELECTION OF SUS CLASSES FOR TELECOMMUTING

UCF Classes That Typically May Be Appropriate For Telecommuting

ACCOUNTANT (1427)
ADMISSIONS/REGISTRAR OFFICER (4274)
ARCHITECT (9216)
ASSISTANT DEAN, STUDENTS AFFAIRS (9426)
ASSISTANT DIRECTOR, ACADEMIC SUPPORT SERVICES (9327)
ASSISTANT DIRECTOR, BUSINESS & FINANCIAL/AUXILIARY SERVICES (9311)
ASSISTANT DIRECTOR, ENVIRONMENTAL HEALTH AND SAFETY (9397)
ASSISTANT DIRECTOR, HUMAN RESOURCES/PERSONNEL RELATIONS (9312)
ASSISTANT DIRECTOR, INTERCOLLEGIATE ATHLETICS (9472)
ASSISTANT DIRECTOR, PHYSICAL PLANT (9387)
ASSISTANT DIRECTOR, PURCHASING (9319)
ASSISTANT DIRECTOR, RESEARCH PROGRAMS/SERVICES (9438)
ASSISTANT DIRECTOR, STUDENT FINANCIAL AID (9429)
ASSISTANT DIRECTOR, UNIVERSITY COMPUTER SYSTEMS (9252)
ASSISTANT DIRECTOR, UNIVERSITY FACILITIES PLANNING (9359)
ASSISTANT UNIVERSITY CONTROLLER (9295)
ASSISTANT UNIVERSITY REGISTRAR (9414)
ASSISTANT VICE PRESIDENT, ADMINISTRATIVE AFFAIRS (9271)
ASSISTANT VICE PRESIDENT, STUDENT AFFAIRS (9270)
ASSISTANT VICE PRESIDENT, UNIVERSITY RELATIONS/PUBLIC AFFAIRS
ASSOCIATE DEAN, STUDENT AFFAIRS (9425)
ASSOCIATE DIRECTOR, ADMISSIONS (9357)
ASSOCIATE DIRECTOR, BUSINESS & FINANCIAL/AUXILIARY SERVICES (9322)
ASSOCIATE DIRECTOR, CAREER DEVELOPMENT SERVICES (9449)
ASSOCIATE DIRECTOR, CONTINUING EDUCATION (9374)
ASSOCIATE DIRECTOR, HUMAN RESOURCES/PERSONNEL RELATIONS (9337)
ASSOCIATE DIRECTOR, INFORMATION & PUBLICATION SERVICES (9455)
ASSOCIATE DIRECTOR, INTERCOLLEGIATE ATHLETICS (9471)
ASSOCIATE DIRECTOR, INTERNAL MANAGEMENT AUDITING (9208)
ASSOCIATE DIRECTOR, MULTIPURPOSE FACILITY (9292)
ASSOCIATE DIRECTOR, RESEARCH PROGRAMS/SERVICES (9250)
ASSOCIATE DIRECTOR, STUDENT FINANCIAL AID (9493)
ASSOCIATE DIRECTOR, UNIVERSITY BUDGETS (9482)
ASSOCIATE DIRECTOR, UNIVERSITY COMPUTER SYSTEMS (9465)
ASSOCIATE DIRECTOR, UNIVERSITY COUNSELING CENTER (9431)
ASSOCIATE DIRECTOR, UNIVERSITY HOUSING (9351)
ASSOCIATE GENERAL COUNSEL (9306)
ASSOCIATE UNIVERSITY CONTROLLER (9298)
ASSOCIATE UNIVERSITY REGISTRAR (9324)
ASSOCIATE VICE PRESIDENT, ADMINISTRATIVE AFFAIRS (9318)
ASSOCIATE VICE PRESIDENT, STUDENT AFFAIRS (9269)
ATHLETIC TRAINER (9483)
BIOLOGICAL SCIENTIST (5033)
BROADCAST SPECIALIST (3781)
BUSINESS MANAGER (9459)
CHEMIST (5043)
CLERICAL AIDE (0001)
CLERICAL SUPERVISOR (0007)
CLERK (0003)
CLERK TYPIST (0078)
COLLECTION/LOAN MANAGER (1601)
COMPUTER OPERATIONS MANAGER (2130)
COMPUTER OPERATOR (2020)
COMPUTER PROGRAMMER (2101)
COMPUTER PROGRAMMER ANALYST (2102)
COMPUTER PROGRAMMER ANALYST MANAGER (2106)
COMPUTER SUPPORT ANALYST (2056)
COORDINATOR, ACADEMIC SUPPORT SERVICES (9396)
COORDINATOR, ACCOUNTING (9218)
COORDINATOR, ADMINISTRATIVE SERVICES (9225)
COORDINATOR, ADMISSIONS/REGISTRATION (9232)
COORDINATOR, ADVANCEMENT/ALUMNI AFFAIRS (9314)
COORDINATOR, BROADCASTING (9410)
COORDINATOR, BUDGETING (9258)
COORDINATOR, CAREER DEVELOPMENT SERVICES (9451)
COORDINATOR, COMPUTER APPLICATIONS (9335)
COORDINATOR, COMPUTER SYSTEMS CONTROL (9475)
COORDINATOR, CONTINUING EDUCATION (9370)
COORDINATOR, EDUCATIONAL MEDIA/COMMUNICATIONS (9243)
COORDINATOR, HIGH SCHOOL AND/OR COMMUNITY COLLEGE RELATIONS (9361)
COORDINATOR, HUMAN RESOURCES/PERSONNEL RELATIONS (9215)
COORDINATOR, INFORMATION/PUBLICATIONS SERVICES (9388)
COORDINATOR, INTERNAL AUDITING (9395)
COORDINATOR, MANAGEMENT ANALYSIS (9226)
COORDINATOR, PUBLIC FUNCTIONS (9402)
COORDINATOR, SPORTS INFORMATION (9473)
COORDINATOR, STUDENT AFFAIRS (9427)
COORDINATOR, STUDENT FINANCIAL AID (9282)
COORDINATOR, TELECOMMUNICATIONS (9481)
DATA PROCESSING OPERATOR (2001)
DIRECTOR, ACADEMIC SUPPORT SERVICES (9308)
DIRECTOR, ADMISSIONS (9358)
DIRECTOR, ADVANCEMENT/ALUMNI AFFAIRS (9310)
DIRECTOR, BUSINESS & FINANCIAL/AUXILIARY SERVICES (9321)
DIRECTOR, CAREER DEVELOPMENT SERVICES (9300)
DIRECTOR, ENVIRONMENTAL HEALTH & SAFETY (9341)
DIRECTOR, HIGH SCHOOL AND/OR COMMUNITY COLLEGE RELATIONS (9360)
DIRECTOR, HUMAN RESOURCES/PERSONNEL RELATIONS (9336)
DIRECTOR, INSTRUCTIONAL SERVICES (9399)
DIRECTOR, INTERCOLLEGIATE ATHLETICS (9470)
DIRECTOR, INTERNAL MANAGEMENT AUDITING (9205)
DIRECTOR, MULTIPURPOSE FACILITY (9286)
DIRECTOR, OPERATIONS ANALYSIS (9299)
DIRECTOR, PHYSICAL PLANT (9353)
DIRECTOR, RESEARCH PROGRAMS/SERVICES (9329)
DIRECTOR, STUDENT AFFAIRS (9421)
DIRECTOR, STUDENT FINANCIAL AID (9428)
DIRECTOR, STUDENT HEALTH SERVICES (9440)
DIRECTOR, UNIVERSITY BUDGETS (9303)
DIRECTOR, UNIVERSITY COMPUTER SYSTEMS (9332)
DIRECTOR, UNIVERSITY COUNSELING CENTER (9432)
DIRECTOR, UNIVERSITY EQUAL OPPORTUNITY PROGRAMS (9477)
DIRECTOR, UNIVERSITY FACILITIES PLANNING (9344)
DIRECTOR, UNIVERSITY HOUSING (9350)
DIRECTOR, UNIVERSITY PURCHASING (9325)
DIRECTOR, UNIVERSITY SAFETY & SECURITY (9340)
EDITOR (3757)
SENIOR COMPUTER PROGRAMMER ANALYST (2103)
SENIOR COMPUTER SUPPORT SPECIALIST (2052)
SENIOR ENGINEER (4633)

EDITORIAL ASSISTANT (3751)
ENGINEER (4630) FINANCIAL AID OFFICER (4262)
FINE ARTS PRODUCTION SPECIALIST (2814)
FISCAL ASSISTANT (1415)
GENERAL COUNSEL (9274)
GRANTS ASSISTANT (2401)
GRANTS SPECIALIST (2403)
GRAPHICS ARTIST (3703)
INFORMATION SPECIALIST (3732)
INSTRUCTIONAL FACILITIES SCHEDULER (0321)
MARKETING SPECIALIST (3805)
PERSONNEL REPRESENTATIVE (1006)
PHOTOGRAPHER (3615)
PHYSICIAN (9462)
PHYSICIAN ASSISTANT (9464)
PSYCHOLOGICAL SPECIALIST (5230)
PSYCHOLOGIST (9434)
SENIOR ACCOUNTANT (1434)
SENIOR ART/PUBLICATIONS PRODUCTION SPECIALIST (3721)
SENIOR CLERK (0004)
SENIOR COMPUTER OPERATOR (2023)

SENIOR ENVIRONMENTAL HEALTH & SAFETY SPECIALIST (8724)
SENIOR FINANCIAL AID OFFICER (4264)
SENIOR FISCAL ASSISTANT (1418)
SENIOR HEALTH EDUCATOR (6033)
SENIOR MEDICAL TECHNOLOGIST (5603)
SENIOR PERSONNEL REPRESENTATIVE (1012)
SENIOR PROPERTY MANAGER (0942)
SENIOR PURCHASING AGENT (0815)
SENIOR STATISTICIAN (3120)
SENIOR SYSTEMS PROGRAMMER (2113)
SENIOR UNIVERSITY UNION PROGRAM SPECIALIST (4245)
SENIOR WORD PROCESSING OPERATOR (0093)
SPECIALIST, COMPUTER APPLICATIONS (9485)
SYSTEMS PROGRAM MANAGER (2117)
SYSTEMS PROGRAMMER (2111)
TEACHING LABORATORY SPECIALIST (4282)
UNIVERSITY CONTROLLER (9297)
UNIVERSITY REGISTRAR (9355)
VICE PRESIDENT, STUDENT AFFAIRS (9259)
VICE PRESIDENT, UNIVERSITY RELATIONS/PUBLIC AFFAIRS
(9264)
WORD PROCESSING OPERATOR (0090)

UCF Classes That Typically May Not Be Appropriate For Telecommuting

ADMINISTRATIVE ASSISTANT (0710)
ADVANCED REGISTERED NURSE PRACTITIONER (5297)
ANIMAL TECHNICIAN AIDE (7404)
ASSISTANT ATHLETIC COACH (9467)
ASSISTANT AUTOMOTIVE EQUIPMENT MECHANIC (6539)
ASSISTANT CUSTODIAL SERVICES SUPERINTENDENT (6532)
ASSISTANT LANDSCAPE/GROUNDSKEEPING SUPERINTENDENT (6397)
ASSISTANT PRINT SHOP MANAGER (6321)
AUDIO-VISUAL EQUIPMENT OPERATOR (3723)
AUDIO-VISUAL SPECIALIST (3726)
AUTOMOTIVE EQUIPMENT MECHANIC (6540)
AUTOMOTIVE/MARINE EQUIPMENT MECHANIC SUPERVISOR (6541)
BOOKSTORE/RETAIL MANAGER (4252)
BROADCAST ENGINEERING TECHNICIAN (4600)
BROADCAST ENGINEERING TECHNOLOGIST (4601)
BUILDING CONSTRUCTION INSPECTOR (6484)
CASHIER (0186)
COMPUTER OPERATOR SUPERVISOR (2017)
COMPUTER REPAIR TECHNICIAN (2060)
COMPUTER SUPPORT SPECIALIST (2050)
CUSTODIAL SERVICES SUPERINTENDENT (6533)
CUSTODIAL SUPERVISOR (6528)
CUSTODIAL WORKER (6526)
DATA PROCESSING CONTROL SPECIALIST (2013)
DATA PROCESSING OPERATOR SUPERVISOR (2002)
ELECTRICIAN (6444)
ELECTRONIC TECHNICIAN (7233)
ENGINEERING ASSISTANT (4605)
ENGINEERING TECHNICIAN/DESIGNER (4609)
EXECUTIVE ASSISTANT (9217)
EXECUTIVE SECRETARY (0114)
FISCAL OPERATIONS SUPERVISOR (1424)
GROUNDSKEEPER (6394)
HEAD ATHLETIC COACH (9469)
HEAVY EQUIPMENT OPERATOR (6368)
INSTRUMENT MAKER-DESIGNER (6468)
LABORATORY MANAGER (5082)
LABORATORY TECHNICIAN (5017)
LANDSCAPE/GROUNDSKEEPING SUPERINTENDENT (6398)
LAW ENFORCEMENT CORPORAL (8517)
LAW ENFORCEMENT INVESTIGATOR (8541)
LAW ENFORCEMENT LIEUTENANT (8522)
LAW ENFORCEMENT OFFICER (8515)
LAW ENFORCEMENT SERGEANT (8519)
LIBRARY TECHNICAL ASSISTANT (4303)
LIBRARY TECHNICAL ASSISTANT SUPERVISOR (4306)
LOCKSMITH (6423)
MACHINIST (6516)
MAINTENANCE MECHANIC (6466)
MAINTENANCE SUPERVISOR (6376)
MAINTENANCE SUPPORT WORKER (6374)
MEDICAL RECORDS SPECIALIST (5666)
MEDICAL RECORDS SPECIALIST SUPERVISOR (5672)
MOTOR VEHICLE OPERATOR (6366)
OFFICE ASSISTANT (0705)
OFFICE MANAGER (0716)
PHARMACIST (9279)
PLUMBER (6441)
POLICE SERVICE SUPERVISOR (8411)
POLICE SERVICE TECHNICIAN (8410)
PRINT PRODUCTION SUPERVISOR (6312)
PRINT SHOP MANAGER (3718)
PROGRAM ASSISTANT (4206)
REFRIGERATION MECHANIC (6451)
REGISTERED NURSE (5290)
REGISTERED NURSE SUPERVISOR (5306)
SECRETARY (0102)
SENIOR ADMINISTRATIVE ASSISTANT (0715)
SENIOR AUDIO-VISUAL EQUIPMENT OPERATOR (3725)
SENIOR BROADCAST ENGINEERING TECHNOLOGIST (4604)
SENIOR CAMPUS PARKING PATROLLER (8402)
SENIOR COMPUTER REPAIR TECHNICIAN (2064)
SENIOR CUSTODIAL SUPERVISOR (6529)
SENIOR CUSTODIAL WORKER (6527)
SENIOR ELECTRONIC TECHNICIAN (7234)
SENIOR ENGINEERING TECHNICIAN/DESIGNER (4627)
SENIOR EXECUTIVE SECRETARY (0117)
SENIOR GROUNDSKEEPER (6395)
SENIOR HVAC OPERATOR (6331)
SENIOR LABORATORY TECHNICIAN (5027)
SENIOR LIBRARY TECHNICAL ASSISTANT (4304)
SENIOR MOTOR VEHICLE OPERATOR (6367)
SENIOR PRINT EQUIPMENT OPERATOR (6311)
SENIOR REGISTERED NURSE (5292)
SENIOR SECRETARY (0108)
SENIOR STOREKEEPER/RECEIVING CLERK (0921)
SENIOR TELECOMMUNICATIONS SPECIALIST (2035)
SENIOR TREATMENT PLANT OPERATOR (6339)
SENIOR UTILITIES SUPERVISOR (6351)
SHEET METAL WORKER (6453)
SPEECH-LANGUAGE PATHOLOGIST/AUDIOLOGIST (5406)
STERILE EQUIPMENT AIDE (5625)
STOREKEEPER/RECEIVING CLERK (0918)
STORES/RECEIVING MANAGER (0928)
STORES/RECEIVING SUPERVISOR (0927)
TEACHER'S AIDE (4142)
TELECOMMUNICATIONS SPECIALIST (2031)
TELEPHONE SYSTEM OPERATOR (0261)
TELEPHONE SYSTEM OPERATOR SUPERVISOR (0264)
UNIVERSITY POSTAL MANAGER (0297)
UTILITIES SUPERINTENDENT (6357)
UTILITIES SUPERVISOR (6345)
WORD PROCESSING OPERATOR SUPERVISOR (0096)

ADDENDUM G

STEPS IN IMPLEMENTING THE TELECOMMUTING PROGRAM

Step 1 Request information and forms from University Personnel Services.

A copy of the UCF Telecommuting manual (hard copy and disk are available) and a Question and Answer brochure will be sent to the dean/director at his/her request.

Step 2 Deans/Directors review information with the prospective telecommuter(s) and supervisor(s).

Information contained in the above referenced documents should be discussed with the telecommuting candidate and the supervisor responsible. Once the program has been discussed, the dean/director should have the employee and supervisor complete the respective screening surveys found in **ADDENDUM D** and **E**.

Step 3 Deans/Directors review the Supervisor and Employee Screening Surveys.

After reviewing the survey results the dean/director determines whether the telecommuting candidate (employee and/or supervisor) should or should not participate in the program.

Step 4 Selected personnel sign a telecommuting agreement.

Both the employee and the supervisor sign the Telecommuting Agreement found in **ADDENDUM A**. The Dean/Director will sign as the Appropriate Management Officer.

Step 5 Vice President reviews telecommuting agreements.

The appropriate vice president reviews the telecommuting agreement package, which will include the Telecommuting Agreement, the Supervisor Screening Survey, and the Employee Screening Survey. By signature of the agreement the vice president authorizes the department to implement the program for the affected employee(s) and supervisor(s).

Step 6 Completed telecommuting agreement package forwarded to Personnel Services.

Once the vice president has authorized implementation to the department the completed package should be forwarded to University Personnel Services.

Step 7 The Telecommuting program begins.

Employees and their supervisors begin the telecommuting program. Any issues and/or changes arising should be brought to the attention of the dean/director and University Personnel Services.