

Flexwork & Telecommuting

The New IT Office

UC Information Technology

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What prompted our change?



Pilot began

- August 2007
- Five months duration
- Evaluate success

Retention

- Decrease turnover
- Decrease wear-n-tear on car
- Reduce cost of daily commute
- Reduce green-house gas

Retention

- Increase morale
- Increase productivity
- Enhance work/life balance
- Reduced stress

Recruitment

- Benefit of telecommuting



Telecommuting

- Telecommuting is defined as working at a location other than University provided work space.
- This may also include wireless “hot” spots on campus
 - Example: Starbucks
 - Example: Campus Green

Campus Green



Flexible Schedule

Traditional compressed work week
4/10

Four, ten hour work days
Hours flex between 6:30 am and 7 pm
Both non-exempt and exempt eligible

Flexible Schedule

Newer concept of 9/80

First week in rotation:

Monday through Thursday work nine hour days

Friday work regular eight hour day

Second week in rotation:

Monday through Thursday work nine hour days

Friday is day off

Participation

Program is voluntary.

Employee initiates the process via a formal written request, which must be approved by the employee's manager and department director.

UCit Human Resources manager and IT Security act as oversight resources.

Benefit Option ?

- Flexwork and telecommuting is a management option, not an employee benefit or entitlement.
- The employee remains obligated to comply with all rules, policies, practices and instructions that would apply if the employee was working at his/her regular worksite.

Property Rights

- Work products developed or produced by the employee while flexworking or telecommuting are the property of UCit and University of Cincinnati.

I have an ill child



I have an ill child

- Flexworking and telecommuting are not a substitute for home-care arrangements (childcare, eldercare, etc.). The employee must arrange with a manager to take approved time off under UCit and University leave of absence policies if the employee must act as a primary caregiver during scheduled work time.

Security

The employee is responsible for maintaining security practices while working off-site. This may include installing firewalls, virus protection software, etc. IT Security and the manager approving the request will address necessary requirements.

Pilot Outcomes

Hourly employees on 4/10 working as field technicians

- Self select to opt out
- Did not like longer work days
- Physically too difficult

Pilot Outcomes

Hourly employees on 4/10 working as office administrative support

- Two out of five have opted in
- More difficult for running of office but is manageable

Pilot Outcomes

- Increased morale
- Increased productivity
- Increased job satisfaction
- Increased monetary savings

FAQ(s)

How will managers monitor an employee working at home?

- We will maintain the same standards for yearly evaluations currently in place. The request to telecommute includes the employee's plan to maintain performance standards. (e.g. keystrokes, lines of program, etc.)

FAQ(s)

Are managers eligible for flexwork or telecommuting?

- Managers may be eligible for flexwork on a limited basis. However, due to the necessity and nature of their jobs, this may be granted on a very limited, as-needed basis (e.g. working at home one day on a special project or report with definable outcomes and deadlines.)

FAQ(s)

I'm a night owl, can I work my eight hours of telecommuting at home any time during the day (e.g. 10 p.m. to 6 a.m.)?

- Telecommuting hours must occur during standard office hours. Your manager may require you to maintain instant messaging (IM) during your telecommuting hours to keep channels of access/communication open.

FAQ(s)

If I'm telecommuting, how will my co-workers and clients reach me?

- You should maintain contact via e-mail or IM, and phone. Your office phone should be forwarded to your home or cell phone during working hours. Your manager will determine if e-mail or IM is appropriate and meets the needs of the department.

FAQ(s)

Will UCit pay for my Internet access from home so I can telecommute?

- No, this is a privilege and not a benefit. Only the employee can determine if working from home is a cost benefit to him/her since the employee will be saving on gas, automobile wear and tear, and parking.

FAQ(s)

Will UCit pay for my parking for one day per week if I telecommute the other working days? How will parking work if I give up my garage pass?

- No. Employees must pay for their parking. Only the employee can determine if keeping the parking pass or paying as needed is cost effective.

FAQ(s)

During the winter months, I'd like to telecommute instead of driving in bad road conditions. Is it possible to telecommute just on those days?

- You must have an approved Flexwork or Telecommute agreement in place. This would allow you to switch telecommuting days due to weather conditions. This is similar to changing your telecommute day due to a schedule change when you attend meetings. The schedule change must be approved by your manager.

FAQ(s)

What about a flu outbreak? Can I telecommute those days?

- Only when an emergency pandemic is officially called by the University will you be allowed to telecommute if you have a prior approved agreement. This would allow well employees to stay home, be productive, and not be exposed to an illness outbreak. If you are an ill employee, then the appropriate TOFW form must be completed and charged to your sick bank.

Employee Flexwork Comments

- Longer weekends to enjoy family
- An extra day to spend with young child
- Better able to schedule doctor appointments during off days
- Able to get more errands done during off day to free up weekend time
- More refreshed when at work due to extra day off

Employee Telecommute Comments

- Less stressed since I don't have to fight traffic
- Saves on gas
- Not sitting in traffic waiting to cross bridge
- Able to focus attention on project work with fewer distractions
- Not being interrupted with people stopping by to "chat"
- More productive because am working longer hours since there is no commute

Management Comment(s)

One concerned comment from management: “Planning is more challenging and has caused a little more work on my part. It takes a little longer to plan meetings because you have to look at several different schedules. . . we’re trying to accommodate the employee so they don’t have to come in.”

A Manager's Perspective

- Observations
 - Manager's guideline
 - Employee's guideline
- Supporting technologies

Observations

- Increase in productivity
- Increase in moral
- Increase in loyalty
- Cost savings to employees
- Willing to go above and beyond
 - Working more hours
 - Willing to work off-peak hours



Department Information

Two Groups (ten employees)

– Enterprise Application Integration

- Manage Web Servers, Service Oriented Architecture, Middleware, Identity Management, Collaboration Servers, SAP Portal, BizTalk
- 4 out of 5 telecommute, one ineligible

– Data Services

- Manage Enterprise Databases
- Manage Data Warehouse
- 2 out of 5 telecommute



Manager's Guidelines



Who is eligible to telecommute?

- Good work performance
- Strong personal work ethic and ability to work independently
- Benefits the organization and the employee
- Tasks can be performed as well or better at home as in the office

Manager and Employee Guideline

- Employee and manager sign agreement



Manager's Guidelines

- Manager is ultimately responsible in administering so that level of service is not negatively impacted.
- Manager can require an employee to come into work on a scheduled telecommute day.
- Can cancel or suspend telecommuting at any time, with or without reason.
- The entire group should be in the office at least one day a week and should include when the group meets for their weekly staff meeting and “All Hands Meetings”
- New employees should not be eligible until they complete a probation period.

Employee's Guidelines

- Meetings should be face to face when necessary and should not be expected to schedule meetings around telecommute days.
- Phones forwarded to home or cell
- A daily report must be sent to manager
- Using Instant Messenger is a must, and response required within 15 minutes
- Telecommute days are cancelled if an employee is out of the office for any reasons (sick, vacation)
- Children at home during work day must have caregiver



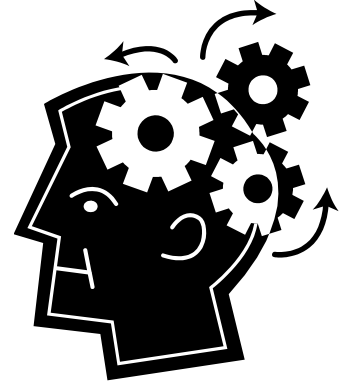
Supporting Technologies

- Home office with high speed Internet
- Laptop
- Instant Messenger (IM)
- Bridge/conference call line
- Additional phone line or mobile phone
- Voice Over IP (VoIP) - coming soon
- Virtual Private Network (VPN) Tunnel
 - Separate VPN group than rest of institution
 - Special Access Rights, Access Control Lists
 - Longer Timeout (9 hours)



Final Thoughts

- Set clear expectations
- Consider how this will affect others
- Communicate with group and customers
- Outline costs and who is responsible
- Special considerations (snow, ice)



Sample Documents



UC Program
Description



UC Employee
Agreement



Manager
Addendum



Check List for
Managers



Generic
proposal Sampl

Where do we go from here?

- Continue pilot to present



- Look in to “hoteling”

Questions?

