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FSM 6100 - PERSONNEL MANAGEMENT

CHAPTER 6160 - ATTENDANCE AND LEAVE

Amendment No.: 6100-2004-1

Effective Date: November 9, 2004

Duration: This amendment is effective until superseded or removed.

Approved: IRVING W. THOMAS
Associate Deputy Chief

Date Approved: 10/27/2004

Posting Instructions: Amendments are numbered consecutively by title and calendar year. Post by document; remove the entire document and replace it with this amendment. Retain this transmittal as the first page(s) of this document. The last amendment to this title was 6100-99-2 to 6180.

New Document	6160	36 Pages
Superseded Document(s) by Issuance Number and Effective Date	6160 Contents (Amendment 6100-93-1, 07/21/1993)	2 Pages
	6160 (Amendment 6100-93-2, 07/21/1993)	3 Pages
	6161 Exhibit01 (Amendment 6100-90-1, 06/01/1990)	2 Pages
	6161 Exhibits02-03 (Amendment 6100-90-1, 06/01/1990)	3 Pages

Digest:

6162 - This amendment to FSM 6162, Alternate Workplace, provides Service-wide direction regarding telecommuting (also referred to as flexible workplace, alternative workplace, work-at-home, flexiplace, and telecommuting). The direction applies primarily to long-term or recurring telecommuting arrangements; short-term and one-time telecommuting arrangements may be approved by managers and supervisors without the need for the formal agreements and documentation set out in this amendment (FSM 6162.03 and 6162.04g). This direction is

Digest--Continued:

consistent with current legal authority (FSM 6162.01); various Presidential initiatives supporting telecommuting and family-friendly workplaces; guidance from the U.S. Office of Personnel Management in the memorandum, “Establishing Telecommuting Policies” (dated February 9, 2001); Departmental Regulation (DR) 3300-1, Section 3, Telecommunications and Internet Services and Use; and the Memorandum of Understanding (MOU) signed April 25, 2002, between the Forest Service and the Forest Service Council of the National Federation of Federal Employees (NFFE). The text of this MOU may be found on the Washington Office, Human Resources Management Staff, FS Web/Intranet website at http://fsweb.wo.fs.fed.us/hrm/labor_relations/index.html.

Table of Contents

6160.3 - Policy

It is Forest Service policy to require line officers and unit managers to:

1. Schedule or adjust hours of duty, including alternative work schedules, to ensure efficiency of operation and to meet the needs of employees.
2. Not require employees to work overtime once an employee has reached the maximum limitation on premium pay, unless it is not possible to avoid the overtime work because of strong necessity or emergency.
3. Schedule travel during regular work hours unless it is impossible to do so.
4. Limit hours of duty to not more than 12 hours per day except in emergencies.
5. Approve all annual leave and leave-without-pay requests if the work program of the unit permits such absence.
6. Not require involuntary use of annual leave, sick leave, or leave without pay unless the employee is physically or mentally unfit for duty. See FSH 6109.11, section 27.8.
7. Grant leave to employees with temporary disabling conditions, including for maternity reasons, to the extent the work program of the unit permits.
8. Provide pregnant employees with the opportunity to work as long as they are not incapacitated and to make a reasonable effort to adjust working conditions when necessary.
9. Carry out a temporary annual leave transfer program to provide income protection to employees through the transfer of annual leave for a personal emergency or family hardship.

6160.4 - Responsibility

6160.41 - Regional Foresters, Station Directors, and Area Director

Regional Foresters, Station Directors, and the Area Director have the authority to:

1. Modify current alternative work schedules (AWS).
2. Approve changes from an existing alternative work schedule to Flexitour, Gliding, Variable Day, Variable Week, 5-4/9 and 4-10 schedules.
3. Approve the use of any of the schedules listed above on units where no experimentation with AWS occurred.
4. Determine the amount of annual leave that Forest Supervisors, District Rangers, Research Project Leaders, and comparable unit managers may take without prior approval.

Additional delegations of authority for attendance and leave are found in FSM 6104.1, exhibit 01.

6160.42 - Line Officers and Unit Managers

Line officers and unit managers shall:

1. Order and approve overtime work in writing.
2. Prevent the abuse of annual and sick leave privileges.

6161 - ADMINISTERING WORK SCHEDULES

Exhibits 01, 02, and 03 give a synopsis of alternative work schedules, annual and sick leave provisions, and other leave. The exhibits are summaries only. See FSH 6109.11 for detailed guidance about work schedules and leave provisions.

6161 – Exhibit 01

ALTERNATIVE WORK SCHEDULES (AWS)*

	Gliding	Variable Day	Variable Week	Maxiflex	5-4/9	4-10
Scheduled Tour ity - (document &A)	FT-8 hrs/day 5 days/week PT-as scheduled	Full time-8 hrs per day, 5 days/week** Part time-as scheduled _____		FT-9 hr/day	FT-9 hrs for 8 days + 8 hrs 1 day	per day for 4 days/week per pay period
Scheduled Work Requirement		*Unless approved to use credit hours during FT-at least 5 days/week		FT-at least 4 days a week	PT-at least one 9-hr day	PT-at least one 10-hr day. May change to five 8-hr days
Core Time	Arrival may vary. Normal work hours shall be between 6:00 a.m. and 6:00 p.m. Regions, Stations, and Area may determine flex bands.					
Time Bands	Regions, Stations, and Area may determine Core Time. Charge time off during Core Time to leave unless deviation approved.					
Time Deviation	Regions, Stations, and Area may permit deviation - Does Not Apply-					
Core Hours (worked in s of regular requirement y length of day or week)	Do Not Apply	Establish Core Hours for 5 days per week. May not carry to next week May carry hrs to next week, but not to pay period.		Establish Core Hours 4 or 5 days per week. May not carry credit hrs to next pay period.	- Do Not Apply-	
Time Hours	Officially ordered and approved work hours in excess of: 8 hours per day or 40 hours per week			8 or 9 scheduled per day	10 per day or 40 per week or 80/pay period.	
Compensatory ability	All employees, including FLSA nonexempt, and Wage System. Limited to 10 hours except for religious purposes.					
Day Pay	Only for regularly scheduled tours of duty between 6:00 p.m. and 6:00 a.m. Do not pay for Credit Hours.					
Day Pay	Only for full-time employees whose regularly scheduled tour includes Sunday.					
Day Pay	Full time - 8 hours per day; part time - as scheduled				Hours as scheduled for that day or in lieu of day.***	
Leave; Annual, Sick, and Unexcused Absence	8 hrs/day maximum	8 hrs per day maximum unless unit policy permits leave based on pattern of work.		FT & PT = hrs scheduled	Max 10 hrs/day	
Assignments	Begin 1st - 8 hrs at 0001 of second day and end glide			Convert to 1st – 9 until end of fire or duty	Convert to 1st – 10	
Unexcused Credit		At end of Admin. week charge to AL, SL, LWOP, or AWOL	At pay period end	-Does Not Apply-		
Use of Compressed Schedules	Not Permitted			Gliding does not apply		

Unit participation is optional. See local policy and appropriate negotiated agreements.
For additional guidance see FSH 6109.41, FPM Supplement 990-2, Books 610 and 620.
See FSH 6109.11, section 22.2.

6161 - Exhibit 02

ANNUAL AND SICK LEAVE PROVISIONS

Elements	Annual Leave	Sick Leave
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Use/	Rest and relaxation Personal activities Personal emergencies	Physical incapacitation and related reasons such as medical or dental examination or treatment.
Requirements and Conditions	Must have prescheduled tour of duty to earn leave. (Intermittent employees don't earn leave.)	
	Appointment of 90 days or more required	
	Employees must request approval except for certain line officers. See FSM 6160.	Prompt notification, application, and evidence of need.
Amounts earned:		
less than 3 years	4 hours/pay period; 13 days per year	
3-15 years	6 hrs/pay period; 20 days/yr	4 hrs/pay period; 13 days/yr
15 or more years	8 hrs/pay period, 26 days/yr	4 hrs/pay period; 13 days/yr
less than 3 years	1 hour/10 hours worked	
3-15 years	1 hour/13 hours worked	1 hour/20 hours worked
15 or more years	1 hour/10 hours worked	1 hour/20 hours worked
Intermittent	Per percent full-time and part-time hours scheduled	
	None	None
Maximum Accumulation	30 days (240 hours)	Unlimited
Earned Advance Leave Used	Up to amount accruable in remainder of leave year or appointment.	For serious illness only, up to 240 hours or amount earned during appointment. Not appropriate if it is known or expected that the employee will not return to duty.
Unearned Refund	FSH 6109.11, section 26.11e & f	
Forfeiture of Annual Leave		FSH 6109.11, section 26.18

6161 - Exhibit 03

OTHER THAN ANNUAL OR SICK LEAVE

6161 - Exhibit 03--Continued

ral	To arrange or attend the funeral or memorial service of an immediate relative who died as a result of wound, disease, or injury incurred while the armed forces in a combat zone.		Not to exceed 3 work-days including travel time.	FSH 6109.11, section 27.3
ernity	Care during pregnancy, childbirth, recovery, and infant care.	See annual and sick leave and LWOP.		FSH 6109.11 section 27.6
ernity	To care for infant or mother of one's child.	See annual leave and LWOP.		FSH 6109.11, section 27.7

6162 - ALTERNATIVE WORKPLACE (TELECOMMUTING)

This section provides Service-wide direction for arrangements that authorize employees to work at locations other than their normal worksite on a recurrent or long-term basis. Refer to such arrangements as telecommuting (a term that encompasses all the various work arrangements described by the following terms: telecommuting, flexible workplace, alternative workplace, work-at-home, and flexiplace).

The Service-wide direction in FSM 6162 through 6162.9 applies primarily to long-term or recurring telecommuting arrangements; short-term and one-time telecommuting arrangements may be approved by a Staff Director or equivalent position in a field unit without the need for the formal agreements and documentation set out in FSM 6162.03 and 6162.04g, para. 4.

6162.01 - Authority

1. Title 31, United States Code, section 1348 (31 U.S.C. 1348). This law allows agencies to use funds to install telephone lines and necessary equipment, and to pay monthly charges, in any private residence or private apartment of an employee who has been authorized to work at home.

2. Public Law 105-277, Title IV, Section 630. This law allows the General Services Administration (GSA) Administrator to charge a user fee for flexiplace telecommuting centers.

3. Public Law 106-346, Section 359. This law requires each agency to establish a policy on telecommuting for eligible employees to the maximum extent possible without diminishing employee performance. Once each agency has established eligibility criteria, employees who meet the criteria and want to participate must be allowed that opportunity if they are satisfactory performers.

4. U.S. Office of Personnel Management (OPM) Memorandum, "Establishing Telecommuting Policies" (dated February 9, 2001). This OPM memorandum provides guidance on implementing section 359 of Public Law 106-346, in which each agency is required to look at any barriers that currently inhibit the use of telecommuting and act to remove them and increase actual participation.

5. Memorandum of Understanding Between the Forest Service and the Forest Service Council of the National Federation of Federal Employees (NFFE). This memorandum of understanding (MOU), signed by the Deputy Chief for Business Operations on April 25, 2002, sets out the policy regarding telecommuting applicable to bargaining unit employees. The text of this MOU may be found on the Washington Office, Human Resources Management Staff, FS Web/Intranet website at http://fsweb.wo.fs.fed.us/hrm/labor_relations/index.html.

6. Department Regulation (DR) 3300-1, Section 3, Telecommunications and Internet Services and Use. This DR sets the standards for all USDA employees, including telecommuters, regarding personal use of telecommunications equipment and services.

6162.02 - Objective

To maintain or improve operational efficiency and productivity in achieving the Forest Service mission and unit/staff program goals by enriching the quality of work life.

6162.03 - Policy

1. The Forest Service shall implement telecommuting, also referred to as alternative workplace, work-at-home, flexiplace, and telecommuting, in order to maintain and improve the efficiency of the agency, improve employee morale, improve the quality of life of its employees, and reduce traffic congestion.

2. Telecommuting is not an employee right.

3. Authorization of employee participation shall be conducted in an equitable, fair, and consistent manner. All proposed telecommuting arrangements must be carefully evaluated based on the goals stated in the preceding paragraph 1. Managers and supervisors retain the right to expand or limit an employee's participation in the telecommuting program based on the direction in FSM 6162 through 6162.9.

4. Long-term or recurring telecommuting arrangements shall be approved and documented on FS-6100-40, Forest Service Telecommuting Work Proposal Agreement (6162.2, ex. 01); FS-6100-41, Forest Service Safety Self-Certification (6162.2, ex. 02); and FS-6100-42, Forest Service Computer Security Self-Certification (6162.2, ex. 03), according to the direction in FSM 6162-6162.9. These forms may be found on the FS Web/Intranet on the Records/Forms web page.

5. Managers and first-line supervisors may grant approval for short-term, nonrecurring, telecommuting requests for such special and occasional circumstances as accommodation of medical appointments, inclement weather, special work projects, or other special needs, without the need for formal agreements and documentation (FSM 6162.04g, para. 4).

6. Telecommuting should be mutually agreeable to both management and the employee. Management shall not require an employee to work at home or at a telework center without the employee's consent. However, the unit manager may require an alternative work arrangement, but not at an employee's residence, in unusual circumstances, such as natural disasters or working conditions that compromise employee safety.

7. A minimum of 30 calendar days of participation should be allowed to provide the employee and supervisor a reasonable period of time to determine the impact of the

new telecommuting arrangement. However, any time after the 30-day trial period, if the supervisor believes the telecommuting arrangement is not working, the supervisor has the right to end an employee's participation with 2 weeks notice.

8. The supervisor has the right to meet with employees to give assignments and to review work as necessary at either the official duty station or a mutually agreed upon site.

9. Management shall provide the electronic equipment needed by the telecommuter as specified on the employee's FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement Form (6162.2, ex. 01), which may include (based on cost and productivity implications) separate telephone lines, computer equipment, and so on (FSM 6162.41).

10. Union officials may request telecommuting arrangements for the conduct of union work that is otherwise appropriate to conduct on official time.

6162.04 - Responsibility

6162.04a - Deputy Chief for Business Operations, Washington Office

The Deputy Chief for Business Operations has overall responsibility for implementation, management, and evaluation of the Forest Service telecommuting program.

6162.04b - Regional Foresters, Station Directors, Area Director, and Institute Director

Regional Foresters, Station Directors, the Area Director, and the Institute Director have overall responsibility for implementation, management, and evaluation of the Forest Service telecommuting program in their units.

6162.04c - Directors of Human Resources Management

The Directors of Human Resources Management in the Washington Office and field units are responsible for providing general guidance and advice to managers, supervisors, and employees concerning policy and procedures for participation and implementation of the Forest Service telecommuting direction, including liaison with General Services Administration (GSA) regarding telework centers.

6162.04d - Directors of Acquisition Management

The Directors of Acquisition Management in the Washington Office and field units are responsible for providing general guidance concerning office space management and utilization of Government property.

6162.04e - Directors of Information Resources Management

The Directors of Information Resources Management in the Washington Office and field units are responsible for determining technical hardware, software, and network requirements to support telecommuting employees, and for providing support for setup and maintenance of requisite hardware, software, and telecommunications. Provision of these technical support requirements alone shall not be a barrier to approval of telecommuting agreements.

6162.04f - Managers

Where a management level exists above the first-line supervisor in the units described at FSM 1223.1 (ex. 01), the responsible official at that level has the authority to approve, approve with modification, or disapprove proposed or revised telecommuting agreements.

6162.04g - First-Line Supervisor

It is the responsibility of the first-line supervisor to:

1. Receive and recommend approval, approval with modification, or disapproval of a proposed or revised telecommuting agreement submitted by the employee.
2. Assign appropriate work to be performed at the alternate worksite and verify that the telecommuter has the information and equipment necessary to perform the work.
3. Ensure that the employee has been informed that work-related documents in both paper copy and electronic form must be secured within the remote worksite in accordance with Forest Service policy regarding document security
4. Approve or disapprove short-term, nonrecurring telecommuting requests. Such short-term telecommuting requests may be granted without the need for a formal agreement or documentation.

6162.04h - Employee

The employee has the responsibility to:

1. Complete FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01); FS-6100-41, Forest Service Safety Self-Certification Form (6162.2, ex. 02); and FS-6100-42, Forest Service Computer Security Self-Certification (6162.2, ex. 03), when a home telework location is being proposed.
2. Observe the agreed-upon hours in accordance with the approved Telecommuting Work Proposal/Agreement.

3. Maintain a successful level of performance and observe policies for requesting leave.

4. Promptly notify the supervisor of any work-related accident or injury that occurs at the worksite during the course of the scheduled work period.

5. Use Government equipment in conformance with the Department's direction on Telecommunications and Internet Services and Use in Departmental Regulation (DR) 3300-1, section 3.

6. Ensure that work-related documents in both paper copy and electronic form are adequately secured, for example, Forest Service networks and systems must be protected from unauthorized access.

7. Ensure that someone other than the employee provides dependent care during the telecommuting schedule. A telecommuting arrangement can provide valuable assistance in the management of work/family schedules, but it is not a substitute for dependent care support.

8. Notify the supervisor when the employee wishes to withdraw from the telecommuting program.

6162.1 - Selection Criteria for Telecommuting Program

6162.11 - Identifying Positions

6162.11a - Criteria for Positions Suitable for Telecommuting

In the process of identifying positions for telecommuting, managers should begin with the presumption that all positions may be appropriate for telecommuting. This positive analytical approach focuses managers' attention on the nature of the work and job characteristics when determining whether a position is suitable for telecommuting. In many cases, 100 percent of a position may not lend itself to telecommuting. The focus should be on discrete job tasks that can be performed away from the main office. Consider the following criteria in identifying positions suitable for telecommuting arrangements:

1. Specific work activities are portable, and discrete tasks can be performed effectively at an alternate worksite.

2. Performance can be judged either through quality and timeliness of assignments or quantity of tasks completed or through a combination of these factors.

3. An essential component of job responsibility consists of reading/processing tasks; for example, writing reports, formulating written advice or opinion, and so on.

4. Face-to-face contact with other employees and clients is predictable or contact can be managed through telephone or e-mail communication.

5. Fluctuations in workload can be accommodated in a telecommuting work arrangement.

6. Security and confidentiality of data, including sensitive, non-classified, Privacy Act information, can be fully assured.

7. Travel requirements for the position have been identified and anticipated.

6162.11b - Characteristics of Positions Not Suitable for Telecommuting

Following are characteristics of positions and tasks that are not suitable for telecommuting arrangements:

1. Face-to-face interaction required.
2. Frequent access to material that cannot be moved from the office.
3. Involvement with Top Secret documents.
4. Involvement with classified material.
5. Trainee and entry-level positions.

6162.12 - Identifying Participants

Consider the following criteria in identifying and approving employees for telecommuting arrangements. Field units may issue supplements to establish additional criteria. For units covered by a collective bargaining agreement, the selection criteria for telecommuters may be negotiated by the local parties. Nothing in this section shall be construed to restrict the use of approved telecommuting arrangements by union officials for representational duties.

1. The employee has demonstrated self-motivation, independence, and dependability in accomplishing work assignments.

2. The employee has good time management skills.

3. The employee's overall performance evaluation is successful for the last annual rating period.

4. The employee has a clear understanding of the work to be performed.

5. The employee has satisfied alternate worksite requirements, including availability of necessary equipment; privacy and lack of personal interruptions; security of sensitive, non-classified data; and confidentiality of Privacy Act information.

6. The employee has received no disciplinary or adverse action within the preceding 12-month period.

7. The employee does not require close supervision or constant, face-to-face interaction with co-workers to complete assignments.

6162.2 - Establishing Telecommuting Agreements and Resolving Disputes

1. Establishing Telecommuting Agreements. Following are the steps required to establish these agreements for recurring or long-term telecommuting arrangements:

a. An employee must submit an initial request to the first-line supervisor for review and concurrence for a telecommuting arrangement using FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01), FS-6100-41, Forest Service Safety Self-Certification (6162.2, ex. 02), and FS-6100-42, Forest Service Computer Security Self-Certification (6162.2, ex. 03), must accompany the FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement, submission, when a home telecommuting location is being proposed.

b. Management shall review the telecommuting proposal and approve, approve with modification, or disapprove the proposal, in writing, within 10 working days.

2. Resolving Disputes. For units where collective bargaining agreements exist, the established grievance procedures shall be employed to resolve disputes resulting from the interpretation or implementation of requirements related to the telecommuting program.

For employees not covered by the negotiated grievance procedure, the administrative grievance procedure applies.

6162.2 - Exhibit 01

USDA Forest Service

FS 6100-40 (9/04)

Forest Service Telecommuting Program
FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement

Employee must read the ***Alternative Workplace (Telecommuting) (FSM 6162)*** before completing this form

Employee Section

Employee Name: **Ken Moose**
Job Title, Series and Grade: **Management Analyst, GS-343-9**
Official Duty Station: **Washington, D.C.**

Work Schedule	Check Current Work Schedule	Check Proposed Telework Schedule
Basic (five 8-hour days per week)	X	X
Compressed 10 (four 10-hour days per week)		
Compressed 5/4 9 (three 9-hour days one week with one 8-hour day and five 9-hour days the second week)		
Maxiflex (must meet core time and days and 80 hours must be accounted for in a pay period. Can earn credit hours)		
Variable Week (must meet core time and days and 80 hours must be accounted for in a pay period. Can earn credit hours)		
Variable Day (must meet core time and days and must account for 40 hours per week. Can earn credit hours)		

Current Work Schedule and Proposed Telework Schedule					
Current Hours			Proposed Hours (use "H" for home, "T" for Telework location, or "DS" for duty station beside the hours to indicate where work will be performed)		
Days	Week 1	Week 2	Days	Week 1	Week 2
Sunday			Sunday		
Monday	8:30-5:00	8:30-5:00	Monday	8:30-5:00 DS	8:30-5:00 DS
Tuesday	8:30-5:00	8:30-5:00	Tuesday	8:30-5:00 H	8:30-5:00 H
Wednesday	8:30-5:00	8:30-5:00	Wednesday	8:30-5:00 H	8:30-5:00 H
Thursday	8:30-5:00	8:30-5:00	Thursday	8:30-5:00 DS	8:30-5:00 H
Friday	8:30-5:00	8:30-5:00	Friday	8:30-5:00 DS	8:30-5:00 DS
Saturday			Saturday		

1. Alternative Workplace (Telecommuting) Requested:

- ☒ Work at home;
☐ GSA Telework Center;
☐ Non-GSA Telework Center

2. Address and telephone number of proposed Telework location:

1216 U Street, S.W., Washington, D.C. 20250, (202) 660-9234

6162.2 - Exhibit 01--Continued

USDA Forest Service

FS 6100-40 (9/04)

3. Why are you proposing to work at a telework location?

My duties are primarily computer aided research and preparation of reports, which are amenable to an alternative workplace, and my office normally has meetings I would need to attend on Mondays and Fridays.

4. What office equipment will you require to perform your assigned duties at the proposed telework location (phone, file cabinet, computer, printer, modem, etc.)? Please note, telecommuting centers provide computers, telephones, office equipment, etc.
I will need a computer and a printer.

5. What personal equipment do you propose to use to perform work at the proposed telework location?

(The Forest Service will provide computer equipment)

I will use my telephone, filing cabinet, office desk and chair

6. Will you require a government long distance calling card when working at the proposed telework location? *NO*

7. What specific work will you accomplish at the proposed telework location?

I will perform research and prepare reports related to strategic planning and analysis in the Forest Service.

8. Will working at a telework location create any obstacles to performing your assigned duties? If so, how do you propose to overcome or mitigate these obstacles? *NO*

9. Will your proposed telecommute schedule create additional work or hardships for your co-workers?

If yes, in what way? *NO*

6162.2 - Exhibit 01--Continued

USDA Forest Service

FS 6100-40 (9/04)

General information about telecommuting:

Voluntary Participation: Participation in the telecommuting program is voluntary except under specific emergency situations.

Salary and Benefits: Salary and benefits will not change if they are approved for participation in the telecommuting program.

Time and Attendance: The employee will transmit their Time and Attendance Report to their supervisor at the end of the pay period, not later than the Tuesday following the end of the pay period. The supervisor will certify the time and attendance hours worked at the official duty station and the alternate workplace and forward to PAYCHECK no later than the Tuesday following the close of the pay period.

Leave: The supervisor or appropriate authorizing official, except in emergency situations, must approve leave taken during the scheduled telecommuting work hours, in advance.

Overtime: Overtime will be worked only when ordered or approved by the supervisor, in advance. Working overtime without such approval may result in termination of this telecommuting privilege and/or other appropriate action.

Performance: The supervisor establishes work output requirements, as appropriate, and may require regular status reports. A performance rating of Unsatisfactory will be grounds for canceling the Telecommuting Work Proposal/Agreement.

Programmatic Changes: If participation in the telecommuting program interferes with organizational and/or programmatic needs, the telecommuting agreement may be cancelled with proper notification.

Equipment and Supplies: The employee will protect any Government-owned equipment and will use the equipment consistent with the USDA Limited Personal Use of Telecommunications Resources and Office Equipment Policy (Department Regulations (DR) 3300-1, Section 3). As appropriate, the Forest Service will install, service, and maintain Government-owned equipment. The Forest Service will provide and/or reimburse the employee for necessary office supplies and also reimburse the employee for official long distance telephone calls, if a Government long distance calling card has not been authorized for official use.

Safety and Computer Security Certifications: For approved home-based telecommuting arrangements, the employee must complete FS-6100-41, Forest Service Safety Self Certification, and FS-6100-42, Forest Service Computer Security Self-Certification, to ensure that proper safety issues are addressed; the employee will protect Government data from

unauthorized access in accordance with Privacy Act regulations; and protect data and the network from unauthorized access.

Telecommuting Area: The work area should be adequate for the performance of official duties.

Alternative Workplace Costs: The Forest Service will not be responsible for any operating costs that are associated with the employee using his or her home as an alternative work site, for example, home maintenance, insurance, or utilities. The employee is entitled to reimbursement for authorized expenses incurred while conducting business for the Government, as provided by statute and regulations. Telecenter use will be billed and paid by the Forest Service.

Injury Compensation: Federal Employee's Compensation Act provisions apply to persons performing official duties at the official duty station or the alternate worksite. The supervisor must be notified immediately of any accident or injury that occurs at the alternate worksite. The supervisor will investigate such a report immediately.

Disclosure: Government/Forest Service records should be protected from unauthorized disclosure or damage and should comply with requirements of the Privacy Act of 1974.

Standards of Conduct: Federal standards of conduct apply to employees working at an alternative work site.

Cancellation: After appropriate notice to the supervisor, the employee may resume working his or her regular schedule at the official duty station. After appropriate notice to the employee (generally 30-day advanced written notice; however, shorter notice may be given as the result of work-related changes or circumstances), the supervisor may instruct the employee to resume working a regular schedule at the official duty station.

Other Action: Nothing in this agreement precludes the Forest Service from taking any appropriate disciplinary or adverse action against an employee who fails to comply with the provisions of this agreement.

6162.2 - Exhibit 01--Continued

USDA Forest Service

(9/04)

FS 6100-40

Employee's Signature: <i>Ken Moose</i>	Date
I have read the Alternative Workplace (Telecommuting) (FSM 6162) and the General Information section of this form. For home telecommuting proposals the employee must also submit a completed Forest Service Safety Self-Certification (FS 6100-41) and Forest Service Computer Security Self-Certification (FS-6100-42).	10/28/04

First Line Supervisor must read the *Alternative Workplace (Telecommuting) (FSM 6162)* before completing this form

First Line Supervisor (See section 6162.04g)	
Proposal for Forest Service alternative workplace is: <input checked="" type="checkbox"/> Recommended as proposed. <input type="checkbox"/> Recommended under the following conditions (Also see <i>Authorized Equipment</i> section): <input type="checkbox"/> Recommend Disapproval for the following reasons:	
Signature and Title: <i>Sonny Lyles</i> Branch Chief, Analysis and Systems Branch	Date 11/2/04

Authorized Home Telework Equipment
The following equipment is authorized for home telecommuting locations: <i>Dell Laptop computer and Canon Bubble Jet printer</i>

Management Official (See section 6162.04f)	
Proposal for Forest Service alternative workplace is: <input checked="" type="checkbox"/> Approved as proposed. <input type="checkbox"/> Approved under the following conditions (Also see <i>Authorized Equipment</i> section): <input type="checkbox"/> Disapproved for the following reasons:	
Signature and Title: <i>Larry Knotts</i> Staff Director, Research	Date 11/4/04

6162.2 - Exhibit 02

USDA Forest Service

(9/04)

FS 6100-41

Forest Service Telecommuting Program
FS-6100-41, Forest Service Safety Self-Certification
(Required for home telecommuting sites only)

The following certification is designed to assess the general safety of a home office alternative workplace. Please read and complete the following (to the best of your knowledge). If you do not know how to answer the question or do not understand the question, respond with "unknown." Upon completion, sign and date the certification in the space provided and attach to your FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement.

1. Are temperature, noise, ventilation, and lighting levels adequate for maintaining your normal performance.	Yes <input checked="" type="checkbox"/> No
2. Is all electrical equipment free of recognized hazards that would cause physical harm (frayed wires, bare conductors, loose wires or fixtures, exposed wiring on the ceiling or walls)?	Yes <input checked="" type="checkbox"/> No
3. Will the building's electrical system permit the grounding of electrical equipment (a three-prong receptacle)?	Yes <input checked="" type="checkbox"/> No
4. Are aisles, doorways, and corners free of obstructions to permit visibility and movement?	Yes <input checked="" type="checkbox"/> No
5. Are file cabinets and storage closets arranged so drawers and doors do not enter into walkways?	Yes <input checked="" type="checkbox"/> No
6. Are phone lines, electrical cords, and surge protectors secured under a desk or alongside a baseboard?	Yes <input checked="" type="checkbox"/> No

Employee's Signature: <i>Ken Moore</i> Must be submitted with the completed Telecommuting Work Proposal/Agreement (FS 6100-40)	Date 10/28/04
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6162.2 - Exhibit 03

USDA Forest Service

(9/04)

FS 6100-42

**Forest Service Telecommuting Program
FS-6100-42, Forest Service Computer Security Self-Certification
(Required for home telecommuting sites only)**

The following certification is designed to assess the level of computer/data/network security that will be provided at your home office alternative workplace. Upon completion, sign and date the certification in the space provided and attach it to your FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement.

1. I agree to protect government owned computers and related computer equipment from unauthorized and inappropriate use.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2. I will ensure that personal identifiers, access codes, passwords, etc that facilitate access to government computer files and government networks be kept confidential.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3. I will ensure that access to electronic government files and data is protected from unauthorized access by agreeing to shut down computers or otherwise secure the computers from unauthorized access when working at home under a telecommuting agreement.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
4. I agree to contact my supervisor when computer and computer related equipment requires servicing to discuss the safeguarding of sensitive information.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Employee's Signature: <i>Ken Moore</i>	Date 10/28/04
Must be submitted with the completed Telecommuting Work Proposal/Agreement (FS 6100-40)	

6162.21 - Work Schedules

1. Telecommuters' work schedules must identify the days and times the employees will work off-site and in the office or worksite.
2. Telecommuters' work schedules can parallel those in the office or worksite or be structured to meet the needs of participating employees and their supervisors.
3. Telecommuters shall be considered equally with non-telecommuters in selection for assignments, performance reviews, or other employment-related matters.

4. Supervisors shall ensure that efforts are made to include telecommuters as part of the work team; for example, through personal telephone and electronic communications, participation in unit activities, and so on.

5. Telecommuters must coordinate with the supervisor when absent from the alternative worksite (for example, visits on official business to attend meetings).

6. Telecommuters may not be excused from work at the alternative worksite if the duty station is closed due to an emergency dismissal after the start of the workday; see FSM 6162.23 for direction regarding when closures apply to telecommuters.

6162.22 - Position Description and Performance Management

1. Changes to position descriptions normally should not be required for telecommuting, unless the telecommuting arrangement changes the actual position duties or the position description is not up to date. Supervisors should ensure that outdated or nonessential functions are removed from the position descriptions and should include any minor modifications to supervisory controls or work environment factors.

2. Critical elements and performance standards must have clearly defined performance requirements that are measurable and results oriented. The standards must provide a reasonable basis for measuring performance. Explicit and objective norms for work output should be based on experience with those required and sustained in the office or worksite and monitored through scheduled progress reports. If this is not possible, establish measures in terms of quantity and quality norms developed jointly by the supervisor and the employee and monitored through scheduled progress reporting.

6162.23 - Time and Attendance

1. Telecommuters may work standard, flexible, or compressed work schedules, depending upon the agreement between the employee and the supervisor.

a. The supervisor and the employee select the telecommuting day(s).

b. Normally, it is recommended that no more than three work-at-home days per week be allowed. Management has the discretion to allow more than three days per week of telecommuting to meet operational requirements or employee needs.

c. Those employees authorized to work a flexible schedule may earn and use credit hours when working under an approved telecommuting agreement.

2. The policies for requesting annual leave, sick leave, or leave without pay remain unchanged. The telecommuter is responsible for requesting leave in advance from the supervisor.

3. Although a variety of circumstances may affect individual situations, Government and Forest Service requirements governing excused absence, dismissals, and closings apply to telecommuting arrangements.

a. The ability to conduct work (and the nature of any impediments), whether at home or at the office or worksite, determines when an employee may be excused from duty. For example, if the employee is working at home and the main unit opens for the workday but then closes later in the day, normally the telecommuter would continue working at home. If, however, the telecommuter's duty station of record does not open on any given day due to inclement weather, fire, or other emergency or circumstance, telecommuters are not required to work, regardless of whether the closure affects their ability to perform their assigned work.

b. If the telecommuter's electricity fails while working at home, the supervisor may grant excused absence.

c. When an employee knows in advance of a situation that would preclude working at an alternative worksite, either extra hours in the office or appropriate leave shall be scheduled.

6162.24 - Overtime Requirements

1. The requirements in the Fair Labor Standards Act (FLSA) and in Title 5 of the United States Code (5 U.S.C.) governing overtime apply to telecommuting arrangements. Overtime work means work in excess of 8 hours in a day or in excess of 40 hours in an administrative workweek that is ordered and approved in advance by the supervisor. It is the responsibility of the supervisor to regulate and control the use of overtime. Employees are responsible for requesting, in advance, approval to work in excess of their normal hours of duty.

2. The supervisor shall ensure that only the work for which the agency intends to make payment is performed. Since the supervisor is not at the same location as the telecommuter, FLSA overtime (or potential liability for FLSA overtime) could be hard to monitor and control if clear direction is not provided to and followed by the participating telecommuter.

3. Supervisors must communicate work rules and monitor work activity. Non-exempt telecommuters who work in excess of the hours approved by managers to receive compensation may be removed from the program. Furthermore, FS-6100-40, Telecommuting Work Proposal/Agreement (6162.2, ex. 01), also prohibits the telecommuter from working overtime that has not been approved in advance by management.

6162.25 - Workers' Compensation

1. Telecommuters are covered by the Federal Tort Claims Act or the Federal Employees Compensation Act (FECA) and qualify for continuation of pay or workers' compensation for on-the-job injury or occupational illness. The supervisor's signature on the request for compensation attests only to what the supervisor can reasonably know, whether the event occurs at a conventional worksite or at an alternative worksite during official duty.

2. The supervisor shall require the employee to designate one area in the home as the official workstation. The Government's potential exposure to liability shall be restricted to that one area.

3. Telecommuting arrangements can help to put injured employees back to work and off the compensation rolls. Units may wish to determine which employees currently on the compensation rolls might be able to perform some portion of their work at home. Accommodations of special equipment or restructuring assignments may enable an employee to resume work and terminate worker's compensation.

6162.26 - Pay and Travel

1. For pay and travel purposes, the "official duty station" is the employee's official office or worksite of record.

2. The employee's official duty station serves as the basis for determining special salary rates and locality pay.

3. The same rules apply for night differentials and for Sunday and holiday pay whether work is accomplished at the conventional or alternate worksite. Official work schedules determine the entitlement to premium pay.

6162.3 - Incident (Fire) Availability

Authorization to telecommute does not relieve the employee of the responsibility to respond to emergency situations nor does it relieve supervisors from their responsibility to contact telecommuters for emergency assignments for which they are qualified. An agreed upon contact procedure should be included in FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement Form (6162.2, ex. 01), when applicable.

6162.4 - Work Facilities

1. Home Office Space. Telecommuters shall have a designated workspace to perform their official duties. Requirements may vary depending on the nature of the work and the equipment needed to perform the work. At a minimum, the telecommuter shall have ready access to communicate by telephone with the supervisor while working at home.

- a. Each participating employee who works at home under a telecommuting agreement shall complete and sign FS-6100-41, Forest Service Safety Self-Certification (6162.2, ex. 02), and FS-6100-42, Forest Service Computer Security Self-Certification (6162.2, ex. 03), and submit them with the completed FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01), to certify that the home workspace meets the safety and computer security standards specified. Employees are responsible for ensuring their homes comply with these standards.
- b. The Forest Service shall not pay home utility costs associated with an employee working at home. Exceptions apply only where the personal expense directly benefits the Government; for example, business-related long-distance calls on the employee's personal phone.

2. GSA-Sponsored Telecenter Workstations. In this telecommuting arrangement the Forest Service leases a workstation directly from the GSA telecenter for the employee's use. The employee should visit the telecenter, obtain the necessary forms for leasing a workstation and information on the associated costs, and submit the request to the unit telecommuting coordinator. Information on the telecenters is available at GSA's Interagency Telework/Telecommuting Web Site on the World Wide Web/Internet (www.telework.gov).

3. Other Workspace. The supervisor may establish an agreement with the telecommuting applicant to use other available office space and equipment in a location away from the employee's assigned office. For employees represented by a union, such proposals shall be subject to negotiations.

6162.41 - Telecommunications and Other Equipment

1. Telephones

- a. For official Government business only and specific to telecommuting, the Forest Service may use appropriated funds to pay for telephone installation and basic service in private residences (31 U.S.C. 1348).
- b. Whenever possible, employees must use government calling cards or other direct billing options for long-distance official calls. The Forest Service may also reimburse telecommuters who use their personal phones for business-related long-distance calls (41 CFR 101-7i). Telecommuters shall complete Form SF-1164 to request reimbursement for expenses incurred as a result of official duties, including telephone calls.

2. Computers and Other Government-owned Equipment. The following direction applies to telecommuters who use computers to fulfill telework requirements:

- a. Only Forest Service owned or leased hardware and software shall be used to fulfill telework requirements when those requirements require connection

to the FS Web/Intranet. Appropriate work not requiring connection to the Forest Service web may be performed on personally owned computers.

b. Telecommuters shall not add non-government-owned or-licensed hardware or software to the Government-owned or-leased computer unless approved in writing by the unit Information Resources Management Staff Director or official in the position with equivalent responsibilities on the unit.

c. Government-owned property, including computers and other telecommunications equipment, may be removed from Forest Service property and used by employees in their private residences, provided the equipment is used in conformance with FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01), and the Department's policy on limited personal use of telecommunications and computer equipment set out in DR 3300-1, section 3. The government retains ownership and control of hardware, software, and data. In these situations, the government is responsible for maintenance, repair, and replacement of such equipment.

d. The employee must notify the supervisor immediately following a malfunction of government-owned equipment. The employee may be requested to bring the equipment to the office or worksite for servicing; if repairs are extensive, the employee may be asked to report to the main office or worksite until equipment is repaired or replaced.

e. If government-loaned equipment is unsecured and consequently damaged by non-employees (for example, dependents of the employee) employees may be held liable for the repair or replacement of the equipment, software, and so on.

6162.42 - Computer Security

The telecommuters shall certify, using FS-6100-42, Forest Service Computer Security Self-Certification (6162.2, ex. 03), that they will adhere to the following guidelines to protect against the unauthorized use of the telework computer equipment and electronic files:

1. Remote telecommunication access to government computers presents special security concerns. A combination of physical controls, unique user identifiers, passwords, terminal identifiers, access control software, and strict adherence to security procedures is required to protect the information from unauthorized access.

a. Do not leave a computer unattended while logged on.

b. Ensure that personal ID's, passwords, access codes, and so on, that are assigned are kept confidential.

- c. Do not save passwords as part of log-on procedures.
2. Telecommuters shall ensure that only Forest Service authorized employees repair or service government-owned equipment.
3. Telecommuters shall ensure that adequate property management procedures are adhered to when transferring government-owned or -leased equipment to alternate worksites, to agency facilities, or other approved locations

6162.43 - Workspace at Official Duty Location

Employees working under an approved FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01), may be required to give up their individually assigned workspace in their official duty station. For bargaining unit employees, this change in working conditions is subject to local negotiations.

6162.44 - Records Management

The telecommuting employee is responsible for ensuring electronic Federal records are permanently maintained in the appropriate agency electronic files.

6162.45 - Privacy Act, Sensitive, or Classified Data

Telecommuters shall not be permitted to remove classified records from the official duty station.

Employees who have the need to work on materials contained in a Privacy Act system of records must be aware that they have the same obligation to protect the information (as set out in the Privacy Act, 5 U.S.C. 552a(b)) in an alternative worksite as they do in the normal worksite.

6162.46 - Dependent Care Costs

Telecommuting is not intended to serve as a substitute for dependent care. The opportunity to participate in the telecommuting program is offered only with the understanding that it is the responsibility of the telecommuter to ensure that a proper work environment is maintained. Non-family members should understand that the home office is just that, a space set aside for the telecommuter to work. Family responsibilities shall not interfere with work time at home.

6162.47 - Tax Benefits

Generally, a telecommuter who uses a portion of the home as a designated “office” for telecommuting does not qualify for any federal tax deductions. However, telecommuters

should consult their tax advisors or the Internal Revenue Service for information on tax laws and interpretations that address their specific circumstances.

6162.5 - Labor-Management Relations

Changes in work schedule, tours of duty, and working conditions have implications relative to existing collective bargaining agreements of which managers and employees need to be aware as they discuss and finalize telecommuting agreements. These negotiated agreements must be followed when bargaining unit employees are involved. For units represented by a union, the establishment of a local telecommuting/telecommute program must include union notification and should be addressed in locally negotiated agreements. Similarly, any future changes to this directive are changes in conditions of employment that give rise to the obligation to provide reasonable notice to the labor organization.

6162.6 - Reports and Records

No later than November 1 of each year, Regional Foresters, Station Directors, the Area Director, the Institute Director, and the Assistant Director of the Customer Service Branch, Human Resources Management Staff, Washington Office, must provide information regarding telecommuting and alternative work schedules for the unit in the previous fiscal year to the Director, Human Resources Management Staff, Washington Office.

6162.7 - Training

Training in telecommuting policies and guidelines, as well as personal and occupational aspects of telecommuting arrangements, is recommended but not required.

1. Topics for employee training include:
 - a. Expectations of personal responsibility, accountability, time management, and self-discipline.
 - b. Communication with supervisors, progress reports, time management, deadlines, contacts and meetings with co-workers, and support personnel.
 - c. Ways to avoid isolation; family issues; establishment of the best home and office work schedule; and image and self-esteem.
2. Topics for supervisory training include:
 - a. Managing for results, establishing quality and quantity norms, planning, scheduling, and tracking assignments and milestones.
 - b. Administering work schedules, time and attendance, and leave.

- c. Setting supervisory expectations on communicating with the telecommuter.

6162.8 - Guidelines for Establishing a Telecommuting Program

When establishing a telecommuting program, managers should keep in mind the basic guidelines listed in exhibit 01.

6162.8 - Exhibit 01

Guidelines for Establishing a Telecommuting Program

Telecommuting is a management option rather than an employee benefit and does not change the terms and conditions of appointment.

Generally, employee participation is voluntary and subject to management approval. Management may require an alternative work arrangement in unusual circumstances, such as natural disasters or working conditions that compromise employee safety.

An employee who works a telecommuting schedule (other than for short periods) will be required to obtain prior written approval from management.

Canceling the work arrangement is up to either the employee or management, with notice and in accordance with the procedures herein described.

Telecommuting should not adversely affect the performance of the employee who is telecommuting or his or her coworkers.

Management must properly certify time and attendance.

The employee must have a safe and adequate place to work off-site that is free from undue interruptions and that provides the necessary level of security and protection for government property.

Although telecommuting will give some employees more time for their family responsibilities, they may not use duty time for providing dependent care or any purpose other than official duties.

The government may place government-owned computers and telecommunications equipment in employee homes or at other alternative worksites, but the Government retains ownership and control of hardware, software, and data. Such equipment is to be used consistent with the USDA limited personal use of telecommunications resources and office equipment policy (DR 3300-1, section 3), and its repair and maintenance are the responsibility of the agency.

Agencies may provide employees with telephone credit cards. To the extent permitted by law, agencies may pay for the installation of telephone lines in private residences. Public Law 104-52 allows agencies to use funds to install telephone lines and necessary equipment, and to pay monthly charges in any private residence or private apartment of an employee who has been authorized to work at home.

6162.8 - Exhibit 01--Continued

Telecommuting Agreements and Disputes.

Managers must ensure that only the work for which the Forest Service intends to make payment is performed. Since management is not on the scene, FLSA overtime (or potential liability for FLSA overtime) could be hard to control if clear directions are not provided to participating employees.

Management must communicate work rules and monitor work activity. Non-exempt telecommuters who work in excess of the hours approved by managers to receive compensation may be removed from the program. Furthermore, FS-6100-40, Forest Service Telecommuting Work Proposal/Agreement (6162.2, ex. 01), will prohibit working overtime that has not been approved in advance by management.

Cost factors.

For some employees the up-front costs for telecommuting will be minimal or non-existent. More commonly, the employee will need access to specific equipment and/or will use the telephone extensively on telecommuting days.

Agency Expenses.

The following types of up-front and on-going expenses may be incurred by the agency:

Long-distance telephone charges.

Telephone usage charges (other than long distance).

Computer or typewriter assigned to the employee's home.

Computer software.

Modem and possible additional computer usage charges.

Modifications to the central computer to allow employees to dial in.

Modifications to office phone system to allow automatic rollover of calls to telecommuting location.

Equipment maintenance and repair charges.

Remote technical assistance.

Replacement of damaged or lost equipment.

6162.8 - Exhibit 0 1--Continued

Employee Expenses.

Example of non-reimbursable expenses incurred by the employee may include:

Office furniture (for example, desk, chair).

Answering machine.

Additional electrical outlets.

Satellite Facility.

Costs to establish and maintain a satellite facility are similar to those for any field office and may include: for any field office and may include:

Rent.

Telecommunications lines and equipment.

Utilities.

Photocopier and other office machines, furniture, and so on.

6162.9 - Pitfalls to Avoid in Telecommuting

Some of the common pitfalls and problems for employees and managers to avoid in telecommuting arrangements are identified in exhibit 01.

6162.9 - Exhibit 01

Pitfalls to Avoid in Telecommuting

Managers plan important meetings during scheduled work at home days.

Alternative: Schedule the meeting on appropriate days or set up a conference call.
Co-workers don't know when the employee will be in the office. There is a general sense that the employee is "never around."

Alternative: Post a schedule when each employee is in the office and when they are out, either at home or on approved leave.
Managers and employees do not have a clear understanding of work expectations.

Alternative: Define work expectations in advance to avoid misunderstanding.
Co-workers are not able or are unclear as to how and when to contact the employee and are sometimes actively discouraged from doing so. There is a reluctance to call employees at home on their telecommuting days.

Alternative: Provide staff with the telecommuter's remote office phone number.
Encourage staff to call the employee on telecommuting days. Management should set an example by calling employees on their home work days and insisting that others continue to transact business with employees at home.
Employees are reluctant to leave the phone on their telecommuting days, even to use the restroom or take a break, because someone who calls might think they are not working.

Alternative: Use an answering machine to take messages during your absences. Return calls immediately upon your return.

6162.9 - Exhibit 02--Continued

Employees run into technical problems with their computers and no one is available to assist them.

Alternative: Establish procedures for call-in troubleshooting.
Telecommuting is joked about as "goofing off." Telecommuting days are referred to by co-workers as "days off."

Alternative: Explain or distribute information on the benefits of telecommuting to other staff members. Make visible the work products that the telecommuter produces while working at home.
Employee feels a sense of isolation and loss of interaction with co-workers.

Alternative: Establish arrangements where the employee reports to the office a minimum of two days a week. Encourage active communication via e-mail, voice mail, and telephone between telecommuters and in-office staff.
Home/work boundaries are blurred.

Alternative: Keep your office space separate from your living area by placing it in a

separate room as far removed from the living areas as possible. Keep a definite schedule of work time and personal time and adhere to it.

The unit incurs additional expenses associated with the provision of equipment and services, such as telephone charges for computer connections and long-distance calls.

Alternative: Weigh additional costs of telecommuting against current and projected organizational needs. Factor in office space savings, potential recruitment savings, savings in training funds, and other “bottom line” savings to the organization. Also consider such factors as increased employee satisfaction and productivity; environmental considerations; and the opportunity to assign injured, recuperating, or physically limited employees to productive work.