

Agency-wide Procedures for Telework Procedures Number DOR-1080-010C

Telework Policy

Effective Date: 09/08/2015

Purpose

Revenue’s Agency-wide Procedures for Telework are designed to provide guidance to Revenue teleworkers and employees who would like to become teleworkers. Teleworkers are employees who conduct all or some of their work away from the official worksites during 50 percent or more of their contracted work hours on a regular basis.

In addition, these procedures are designed to provide guidance to supervisors of teleworking employees. The Agency-wide Procedures for Telework outline the steps necessary for Revenue employees to telework, as well as how Revenue will administer its Telework Policy.

Procedures for Beginning Telework

Procedures for Participation	Responsible Party
A. At a minimum, maintain satisfactory standards on annual performance evaluations and currently not be on a corrective action plan.	Employee
B. Complete all agency required training and policy acknowledgments related to information security, confidentiality and security awareness, and the Standards of Conduct. This training includes: 1. Department Standards of Conduct. 2. Information Security Policy. 3. The Delicate Balance Between Open Government and Confidential Information. 4. Safeguarding Confidential Information. 5. Protecting Information Resources. 6. Protecting Against Threats to Information Resources.	All Revenue Employees
C. An employee interested in telework should complete the Employee Individual Self-Assessment for telework.	Employee
D. An employee interested in telework meets with his or her supervisor to discuss whether participation in Revenue’s Telework Program is possible. This step may occur as a series of conversations between the employee and	Employee Supervisor

Procedures for Participation	Responsible Party
<p>supervisor.</p> <p>This conversation may include:</p> <ul style="list-style-type: none"> • whether the employee’s position is eligible. • how job duties can be arranged so that the employee can telework without interrupting the work unit’s workflow. • how the employee can communicate with the supervisor, customers and co-workers. • how performance objectives for the position and the work unit can be met. <p>If the supervisor determines that participation in Revenue’s Telework Program isn’t possible, he or she should inform the employee immediately and take no further action in these procedures.</p> <p>If the supervisor isn’t sure whether participation is possible, or if the supervisor needs more information to make an informed decision, he or she should proceed to step E.</p>	<p>Supervisor</p> <p>Supervisor</p>
<p>E. Complete telework training.</p> <ol style="list-style-type: none"> 1. Complete Telework Training for Employees. 2. Complete Telework Training for Supervisors. 	<p>Employee Supervisor</p>
<p>F. Verify in Revenue’s Learning Management System that the employee has completed all training required in steps B and E.</p>	<p>Supervisor</p>
<p>G. If participation is possible, the supervisor will evaluate whether the individual has the knowledge, skills, abilities, work habits, and performance record suitable for telework.</p> <p>Considerations can include:</p> <ul style="list-style-type: none"> • Ability to work independently. • Comfort level with required technology. • Past performance levels. • Ability to successfully communicate with customers, supervisors, and coworkers. • Dependability and trustworthiness. 	<p>Supervisor</p>
<p>H. If the supervisor determines that the employee has the appropriate knowledge, skills, abilities, and work habits suitable for telework, the supervisor should proceed to step I.</p> <p>If the supervisor determines that the employee does not have</p>	<p>Supervisor</p> <p>Supervisor</p>

Procedures for Participation	Responsible Party
<p>the appropriate knowledge, skills, abilities, and work habits suitable for telework, the supervisor should skip to step K.</p> <p>If the employee lacks some of the characteristics for telework, the supervisor may offer suggested efforts or improvements that would help enable the employee to successfully work at an alternative worksite.</p>	<p>Employee</p> <p>Supervisor</p>
<p>I. The supervisor will follow normal program procedures to ensure the availability of necessary equipment and resources for the employee to telework. If equipment and resources are not available, the supervisor should skip to step K.</p>	<p>Supervisor</p>
<p>J. The employee will complete the Alternative Worksite Safety Checklist and send it to his or her supervisor. At a minimum, the participating employee will be expected to provide:</p> <ol style="list-style-type: none"> 1. A work environment free of hazards and suitable for their job duties. 2. A designated work area designed to maintain productivity by reducing operator discomfort and fatigue (ergonomics). 3. Broadband internet access. 	<p>Employee</p>
<p>K. Using the suitability assessments for the individual and the alternative worksite, the supervisor determines whether the individual's participation would have an adverse agency impact. An adverse agency impact is a negative impact to the Department of Revenue that would result from a participating employee's physical absence from the official worksite. This includes:</p> <ol style="list-style-type: none"> 1. A reduction of the work unit's productivity. Examples include: <ul style="list-style-type: none"> • An individual or work unit's inability or reduced ability to perform required tasks. • An individual or work unit's failure to meet performance goals. • An individual or work unit's unsuitability for alternative work. • A reduced level of work unit teamwork and communication. • Physical or technological barriers to productivity at an alternative worksite. 2. A reduced level of services provided to Revenue's customers. Examples include: <ul style="list-style-type: none"> • Not enough worksite staffing. • An individual or work unit's inability or reduced ability 	<p>Supervisor</p>

Procedures for Participation	Responsible Party
<p>to provide essential services, products, and support to Revenue’s customers.</p> <p>3. An increase in the cost of agency operations. Examples include:</p> <ul style="list-style-type: none"> • The cost of authorized overtime to carry out unit operations. • Not enough resources to provide ongoing communication, data security, or other agency equipment and resources needed to perform tasks at the alternative worksite. 	
<p>L. If the supervisor determines that the employee’s participation would not have an adverse agency impact, proceed to step M.</p> <p>If the supervisor determines that the employee’s participation would constitute an adverse agency impact:</p> <ol style="list-style-type: none"> 1. The supervisor will complete the “Denial” section of the telework agreement, recommending denial of participation. The supervisor will forward the form, ensuring the denial section identifies the reason for denial, to the Next-Level Approver, as designated by his or her program. 2. The Next-Level Approver will recommend approval or denial of participation, and forward the form with an explanation to the Program Director or single designee. 3. The Program Director or single designee will make the final determination. <p>The Administrative Coordinator in the Program Director’s Office will:</p> <ol style="list-style-type: none"> 1. Monitor the approval process to ensure each decision takes no longer than 15 business days. 2. Ensure that electronic records have been maintained. 	<p>Supervisor</p> <p>Supervisor</p> <p>Next Level Approver</p> <p>Program Director or Designee</p> <p>Administrative Coordinator in Program Director’s Office</p>
<p>M. The employee and the supervisor reach an agreement on the equipment needed to perform the proposed job duties at an alternative worksite.</p> <p>Equipment necessary to perform job duties at an alternative worksite may be provided by Revenue or the participating employee, depending on the business need. Considerations include:</p> <ul style="list-style-type: none"> • Access to federal tax information, Federal Parent Locate Services information, state tax information, or other 	<p>Employee Supervisor</p> <p>Employee</p>

Procedures for Participation	Responsible Party
<p>confidential information.</p> <ul style="list-style-type: none"> • Contact with external customers or business partners. • Availability of Revenue equipment and resources. • The frequency and nature of the job duties being performed at the alternative worksite. <ol style="list-style-type: none"> 1. Equipment commonly used at alternative worksites includes: <ul style="list-style-type: none"> • Telephone, cellular phone, or voice/data communication device and charger. • Telephone headset. • Surge protector. • Personal computer or laptop computer. • Modem/router. • Secure storage area, such as a locking file cabinet. • Printer. • Office furniture and supplies. 2. Revenue will provide computer equipment and mobile devices for job duties that involve accessing, storing, and processing federal tax information. Revenue will provide computer equipment for job duties that involve Federal Parent Locator Services information (FPLS), which must meet minimum security requirements in the Federal Office of Child Support Security Agreement. No Revenue employee may access, store or process FPLS information on mobile devices or from a public wireless connection. 3. Revenue may provide computer equipment for job duties that involve accessing, storing and processing state tax information and confidential information. Only Revenue-owned or Revenue-managed mobile storage devices are authorized to store confidential data. 4. Employees may use personally-owned telephones for voice communications with internal Revenue colleagues. They should; however, use Revenue telephones to discuss confidential information, whenever possible. Employees must obtain supervisory approval to use personally-owned telephones for voice communications with external business partners. 5. Revenue-owned equipment will be serviced and maintained only by Revenue. The supervisor and the employee agree to reasonable terms to make sure Revenue equipment is installed and maintained correctly. 6. Employees are responsible for the safe return of state equipment to the official worksite for state maintenance and repair. 	

Procedures for Participation	Responsible Party
7. Employee-provided equipment will be at no cost to Revenue and will be serviced and maintained by the employee.	
N. The supervisor and the employee complete the telework agreement.	Supervisor Employee
<p>O. The supervisor forwards the completed forms and approval recommendation to the Next-Level Approver, as designated by his or her program.</p> <ol style="list-style-type: none"> 1. The Next-Level Approver will recommend approval or denial of the agreement and forward it to the Program Director. 2. The Program Director or single designee approves or denies the agreement. <p>The Administrative Coordinator in the Program Director's Office will:</p> <ol style="list-style-type: none"> a. Monitor the approval process to ensure each decision takes no longer than 15 business days. b. Ensure electronic records have been maintained. <p>If approved, the Office of Workforce Management will assign a Telework Indicator for the employee in PeopleFirst.</p>	Supervisor Next-Level Approver Program Director or Designee Administrative Coordinator in the Program Director's Office Office of Workforce Management
P. If the agreement is approved and equipment or service is needed, the supervisor will complete the correct request for equipment, according to program procedures. The employee will follow Revenue's Telework Training for Employees to set up his or her home office site.	Supervisor Employee
<p>Q. The employee works with technical support staff to install approved security protocols.</p> <ol style="list-style-type: none"> 1. Employees using personal computers must: <ul style="list-style-type: none"> • Activate the personal firewall. • Make sure anti-virus and anti-spyware software are installed and continually updated. 2. Employees using Citrix as a secure connection will follow Revenue's Citrix Remote Access Guide. Employees can contact Revenue's Service Desk for support. 3. Any wireless connection must be secured to make sure data transmissions cannot be intercepted. Employees using a wireless router must follow Revenue's Wireless Home Guidelines. 	Employee Employee Employee Employee

Procedures for Participation	Responsible Party
<ul style="list-style-type: none"> • Technical support staff can provide guidance about router security. However, the employee is ultimately responsible for technical support of personally-owned routers. 	Technical Support Staff

Procedures for Ongoing Telework Participation

Procedures for Participation	Responsible Party
<p>R. The supervisor and the employee will maintain ongoing, consistent communication with each other, coworkers, and customers.</p> <ul style="list-style-type: none"> • The employee is responsible for providing coworkers with work schedule and contact information when working at an alternative worksite. The employee must be available by phone and email during scheduled work hours. • If appropriate, the employee is responsible for forwarding their office phone to the alternative worksite phone. Employees using personal telephones will record and use appropriate voicemail greetings when working at the alternative worksite. Voicemail greetings on a personal telephone used for work purposes should not contain language or audio that would be considered inappropriate for a voicemail greeting on a Revenue telephone. • If the employee needs to leave his or her alternative worksite, or otherwise stop working during scheduled work hours, he or she must first request and obtain supervisory approval for leave as they would if the employee were working at the official worksite. 	Employee Supervisor Employee
<p>S. Employees needing technical support should contact technical support staff at their official worksite or Revenue's Service Desk, as they would if the employee were working at the official worksite. Requests for password resets should be directed to Revenue's Service Desk.</p> <ul style="list-style-type: none"> • If Revenue equipment used at the alternative worksite needs repair, the employee must return the equipment to the technical support staff at their official worksite. • Some software applications need updates available only at the official worksite. In these cases, employees must return equipment to the technical support staff at their official worksite. • Employees are solely responsible for maintenance and repair of personally-owned equipment. Employees may 	Employee Employee Employee Employee

Procedures for Participation	Responsible Party
not contact any other Revenue employee to request maintenance or repair of personally-owned equipment.	
T. Supervisors will make sure the employee follows the terms of the telework agreement, all performance standards, work requirements, and Revenue policies and procedures.	Supervisor
U. Revenue-owned equipment, records, confidential information, software, and other state property must be protected against damage and unauthorized use. Failure to comply with this procedure may result in immediate termination of the telework agreement and/or corrective action.	Employee
V. The employee must notify the supervisor immediately of any change to the alternative worksite, and complete a new Alternative Worksite Safety Checklist.	Employee Supervisor
W. The employee and supervisor must complete a new telework agreement if there is a change to the employee's work schedule, job duties, or supervisor. The supervisor and managers or office directors will repeat the procedures in step O .	Employee Supervisor
<p>X. If at any time the employee's continued participation causes an adverse agency impact as outlined in step K, the supervisor will recommend termination of the telework agreement.</p> <p>If the employee violates Revenue's Standards of Conduct, Information Security Policy, Telework Policy, or other agency policies, the supervisor may recommend immediate termination of the telework agreement to the Program Director or designee and require the employee to return to the official worksite immediately.</p> <ol style="list-style-type: none"> 1. The supervisor will complete a Telework Termination Form, recommending termination of participation. The supervisor will forward the form, together with an explanation and/or supporting documentation, to the Administrative Coordinator and the Next-Level Approver. 2. The Next-Level Approver will recommend termination of participation or continued participation. He or she will forward the form, together with an explanation and/or documentation to the Program Director or single designee. 3. The Program Director or single designee will make a final 	<p>Supervisor</p> <p>Supervisor</p> <p>Supervisor</p> <p>Next-Level Approver</p> <p>Program Director or</p>

Procedures for Participation	Responsible Party
<p>decision.</p> <p>a. If the Program Director or designee terminates participation, the Administrative Coordinator in the Program Director's office will:</p> <ul style="list-style-type: none"> i. Forward electronic copies of the original document to AskHR@dor.state.fl.us. ii. Notify the supervisor and the employee of the termination of the agreement. The supervisor will require the employee to return to work at the official worksite in writing. The employee will be permitted 15 days after receiving notice of termination of the telework agreement to adjust personal arrangements. iii. Contact program staff responsible for agency secure access, telecommunications, computer equipment, or other agency resources used to perform work at alternative worksites. <p>b. If participation is terminated, the employee will be responsible for the prompt return of all Revenue equipment, records, and any other state property to the official worksite. The supervisor will be responsible for making sure the employee follows this procedure.</p> <p>c. Upon receipt of the Telework Termination Form, the Office of Workforce Management will deactivate the Telework Indicator for the employee in PeopleFirst.</p> <p>d. If participation is terminated as a result of the employee separating from Revenue, the supervisor will complete all tasks and forms required with Revenue's Separation Checklist for Supervisors Form.</p>	<p>Designee</p> <p>Administrative Coordinator in Program Director's Office</p> <p>Employee</p> <p>Office of Workforce Management</p> <p>Supervisor</p>
<p>Y. The supervisor and employee should periodically meet to talk about the continuation, change, or termination of the original telework agreement. As necessary, supervisors and employees will update the employee's work schedule and equipment used to perform duties at the alternative worksite.</p>	<p>Employee</p> <p>Supervisor</p>

Procedures for Administration

A. Identification and Designation of Positions Appropriate for Telework

Section 110.171, Florida Statutes (F.S.), requires agencies with a telework program to review all established positions and designate those positions the agency deems appropriate for telework. Agencies must ensure that this information is current and available to employees and managers.

Program directors are responsible for an annual identification and update of positions that are appropriate for telework. The Office of Workforce Management will provide direction and help programs with the identification of such positions. A list of telework-eligible positions will be sent to program directors each year. Programs will be required to provide updates no later than June 30 of each year.

Position telework eligibility should be updated with:

- Positions in which employees have been approved for telework and have completed a telework agreement in the current fiscal year.
- Positions that have been determined to be appropriate after their ineligibility has been successfully appealed (See section B).

The Telework Policy administrator and the Workforce Management Director will work with appropriate agency resources to make the list of positions appropriate for telework available to employees and managers, as required by section 110.171, F.S.

B. Position Ineligibility Appeals

If an employee's position has not been identified as one that may be eligible for participation, the employee may appeal position ineligibility to his or her manager or Executive Direction and Support Services (EXE) office director. The appeal should specify critical job tasks that could be met in a telework environment. The appeal should also include how the employee could address any other management concerns about the position's eligibility for telework. The appeal may cite similar positions within Revenue that have been identified as appropriate for inclusion. *Employees interested in appealing position ineligibility should read the Telework Policy. They also may want to take Telework Training for Employees.*

- If a position's ineligibility is appealed, the manager or office director will review the appeal and must consider workload and workflow issues and possibilities that would allow the position to be eligible. The manager or EXE office director will forward the appeal to the program director, along with his or her recommendation of approval or denial.
- The program director will make the final eligibility determination.
- If the position is determined to be eligible, it does not mean that the incumbent employee will be eligible for telework, but only that the position is eligible. The manager will contact the Office of Workforce Management to update the position eligibility list. The Office of Workforce Management will be responsible for updating

the telework program information on the agency's internet site and on the list of eligible telework positions available to employees and managers.

C. Designation of Approval Authorities in Each Program

All telework agreements will be initiated by the employee and his or her immediate supervisor. Each program will publish internal procedures to identify approval authorities for telework agreements in that program. This includes a next-level approval authority above the immediate supervisor. Program directors are the final approval authority for telework agreements, but have the discretion to delegate a single designee to serve in that role.

Approval or denial decisions should take no more than 15 business days at each level. The Administrative Coordinator in each program director's office will be responsible for monitoring approval workflow and ensuring timely decisions.

D. Identification and Designation of Teleworkers in External Reports and in PeopleFirst

Program directors will assign staff and resources to:

- Alert program supervisors and employees when a new telework agreement is needed (i.e., employee changes jobs, employee's supervisor changes).
- Process telework agreements and telework agreement terminations and send them to the Office of Workforce Management, which will remove change indicators as appropriate in PeopleFirst.
- Report changes in teleworker status immediately to the Office of Workforce Management.
- Assist the Office of Workforce Management and the Office of Financial Management in preparation of telework reports to external agencies.

E. Publishing Revenue's Telework Plan and List of Positions Appropriate for Telework

The Telework Policy administrator and the Workforce Management Director will work with appropriate agency resources to publish the agency telework plan and any supporting documents on Revenue's internet site to allow access by employees and the public, as required by [section 110.171, F.S.](#) Revenue's Telework Plan consists of the Telework Policy, Agency-wide Procedures for Telework, the Telework Policy Frequently Asked Questions and other information management deems appropriate for inclusion.

F. Designation of Work at Home Headquarters Positions

Employees in some positions for which telework is required may have their home office sites designated as their official headquarters. Program directors will be responsible for reporting to the Chief of Staff and the Office of Workforce Management by June 30 of each year which positions should receive this designation. The designation must be for the benefit of the Department and not for the convenience of the employee, per [section 112.061\(4\), F.S.](#) The Executive Director must approve the work at home headquarters designation for any position not previously designated.

Definitions

Adverse Agency Impact – A negative impact to the Department of Revenue due to an employee’s physical absence from the official worksite. This would include:

- A reduction of the work unit’s productivity.
- A reduced level of services provided to Revenue’s customers.
- An increase in the cost of agency operations.

([Step K](#) has detailed examples of adverse agency impacts.)

Alternative Worksite – The participating employee’s approved work location.

Confidential Information – Information that is prohibited from disclosure under the provisions of applicable state or federal law, rules, or regulations.

Home Office Site – An alternative worksite located in an employee’s home.

Official Worksite – The Revenue office location where the employee is assigned. Exceptions may be granted for employees located in the field where there is no established office, per [section 112.061\(4\)\(a\)](#), F. S. In these cases, the official work headquarters will be the location where the majority of the employee’s work is performed, or such a location that may be designated by the Executive Director that is in the best interest of the agency and not for the convenience of the employee. An employee may have only one official work headquarters.

Regular Basis – Scheduled telework away from the official worksite that is planned, recurring, and predictable. Examples include:

- Employees who telework one or more days a week, every week.
- Employees who telework during recurring projects, reports or events, such as legislative budget requests or bill analyses, the Capital Improvements Plan, strategic planning, fiscal year end close-out, etc.
- Telework for a defined period of time, such as legislative session.

Single Designee – One individual within a program designated by the program director to act as final approval authority for telework agreements within the program.

Telework – A work arrangement allowing employees to conduct all or some of their work away from the official worksite during all or a portion of their contracted work hours on a regular basis. Telework is also known as “telecommuting.” The terms “telework” and “telecommuting” are often used interchangeably.

Telework Agreement – The agreement between an employee approved to work at an alternative worksite and the Department of Revenue that spells out the terms and conditions of the employee’s participation in the Telework Policy.

Telework Policy – Revenue’s telework policies and procedures.

Teleworker – Employees who conduct all or some of their work away from the official worksites during 50 percent or more of their contracted work hours on a regular basis.

Work-at-Home Headquarters – A work arrangement for employees whose job duties require work at an alternative worksite and whose home office sites have been designated as their official headquarters for the benefit of the Department, per [section 112.061\(4\)\(a\), F.S.](#)

Authority/References

[Sections 20.05](#) and [20.21](#), Florida Statutes

[Rule 12-3.007, Florida Administrative Code](#)

[Section 110.171, Florida Statutes](#), also known as the *State of Florida Telework Act*

[Section 112.061\(4\)\(a\), Florida Statutes](#)

[Department of Management Services' \(DMS\) Publication "Identifying Positions Appropriate for Telework and Determining Employee Eligibility"](#) was created to help managers and employees considering telework.

[Employee Individual Self-Assessment](#) is a tool that helps employees determine if they have the right characteristics for telework.

Guidelines for Developing Alternative Work Strategies show how to plan for alternative work strategies at the site level. They are primarily for regional, service center and process managers.

Department of Revenue Information Security Policy defines Revenue's security framework to assist personnel in the implementation of policies, procedures and standards for Revenue's Information Security Program.

[Revenue's Citrix Remote Access Guide](#) provides instructions on how to run Revenue applications remotely and securely using an internet connection and a browser.

Revenue's Wireless Home Guidelines must be followed for any home wireless network that will be used to access Department resources.

Communication and Training

Audience	Actions To Be Taken	Expected Implementation Date
All Employees	Key Communication on changes to State of Florida Telework Act, Revenue's definition of teleworker, where employees and managers may access information about Revenue's telework program.	December 2015
All Employees and Managers	Office of Workforce Management will provide a list of positions appropriate for telework and a telework plan	December 2015

	to post on the agency's internet site, in conformance with section 110.171, Florida Statutes.	
All Teleworkers and their Supervisors	Complete Telework Agreement	December 2015
TRAINING: All teleworking employees and their supervisors or prospective teleworking employees who have not previously completed telework training.	<ul style="list-style-type: none"> • Telework Training for Employees • Telework Training for Supervisors 	Ongoing

Key Agency Contact

Employee Wellbeing Manager
Office of Workforce Management
(850) 617-8370

WorkforceManagement@dor.state.fl.us

Revision History Table

Origination Date	Explanation
August 1991	State Employee Telecommuting Pilot Program
Last Reviewed Date	Explanation
May 1995	Revenue Telecommuting Program Operating Procedures
October 1997	Revised Telecommuting Program Internal Operating Procedures
November 2003	Revenue Telecommuting Policy and Operating Procedures
	<ul style="list-style-type: none"> • Information Security Program's Telecommunications Section responsible for: <ul style="list-style-type: none"> ○ Serving as initial point of contact for telework equipment and service questions. ○ Development and maintenance of agency-wide job classification/position eligibility list, the Telecommuter Information Database and the Telecommuting Model Office Template. • Established Telecommuting representatives in each program. • Revised telecommuting approval authorities to include service center managers and regional managers. • Updated and revised forms.
September 2010	Revenue's Telework Policy Agency-wide Procedures for Participation
	<ul style="list-style-type: none"> • Provides step-by-step procedural guidance for eligible employees who participate in the Telework Policy and their supervisors, managers, program directors and others.
October 2011	Administrative changes: Updated contact information, reformatted to portrait.
August 2015	Biennial review. Changed title, strategic direction and classifications. Removed those who telework occasionally and those who work remotely after scheduled work hours.