

NIH POLICY MANUAL

2300-600-1 NIH Telework Policy

Issuing Office: OD/OHR/DWD/BPLB 301-496-2404

Release Date: 10/30/2003; Partial Revision 5/18/04*

1. Explanation of Material Transmitted:

This chapter provides guidance on and requirements for implementing the NIH Telework Policy, formerly called the NIH Flexible Workplace Program Procedures.

2. Filing Instructions:

Remove: NIH Manual Chapter 2300-600-1 dated 01/28/98

Insert: NIH Manual Chapter 2300-600-1 dated 10/30/2003

****Note: Section C1 (first bullet under paragraph 2) and Section C10 were revised***

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A. Purpose

This policy provides implementing guidelines for carrying out the requirements of Section 359 of Public Law 106-346 cited below. These guidelines apply to the establishment of telecommuting programs at NIH consistent with DHHS policy. The intent is to actively promote telecommuting as a legitimate work alternative for supervisors and their employees, optimizing the benefits of telecommuting while assuring continued productivity.

In addition, the purpose of this policy is to promote NIH as an employer of choice; enhance NIH's efforts to employ and accommodate people with disabilities, including employees who have temporary or continuing health problems, or who might otherwise have to retire on disability; reduce office space, parking facilities, and transportation costs, including costs associated with payment of the transit subsidy; enable organizations to remain functional during emergency shutdown; and improve the recruitment and retention of high-quality employees through enhancements to the employees' quality of life.

B. Background

Advances in telecommunications, the rising costs of office space, growing air pollution, traffic congestion and changing social needs have increased the need for telecommuting arrangements. Telecommuting is a practical solution to these and other business needs, quality of life issues, and work life challenges.

Public Law No. 106-346, Section 359, dated October 23, 2000, as interpreted by the Office of Personnel Management (OPM) in a memorandum dated February 9, 2001, instructs Federal agencies (1) to review existing telecommuting policies to reduce and eliminate barriers that inhibit the use of telecommuting and to increase program participation; (2) to establish eligibility criteria; and (3) that, subject to any applicable agency policies or bargaining obligations and without diminished employee performance, employees who meet the criteria and want to participate must be allowed that opportunity if they are satisfactory performers. The law provides that its requirements must be applied, by 2004, to 100% of the eligible Federal workforce.

C. Policy

This policy applies only to NIH employees, and is not intended to address telework arrangements for contractors. Contractors may telework if permitted by the terms of their contract, but those arrangements must be negotiated separately with the contractors' employer and official (non-Federal) supervisor, in agreement with the NIH supervisor, as applicable.

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1. Determining Eligibility to Apply

The supervisor and the employee must both agree to participation in a telework program. Participation is not an entitlement. Approving officials will consider both eligibility guidelines and the needs of the organization in deciding whether to grant a request. Any employee, however, who meets the list of criteria established by this policy, and whose job is suitable for working remotely, is eligible to apply for telework.

Employees who participate in other flexible work arrangements (e.g., Alternative Work Schedules) are eligible to apply for telework, as are supervisors. To be eligible to apply for telework, the employee must:

- Be an NIH employee, either full or part-time (PHS Commissioned Officers are covered under their own policy, http://dcp.psc.gov/PDF_docs/23510.pdf);
- Have a satisfactory performance record or, for a new employee, the applicable equivalent;
- Not be on Special Leave Procedures or a Performance Improvement Plan (PIP); and
- Have no documented misconduct personnel action on permanent record within the last three years.

The tasks that will be performed while teleworking must:

- Be portable, i.e., it must be work that the employee can reasonably complete at an alternate site;
- Generate work products that can be measured and/or evaluated for quality;
- Not require close supervision or frequent guidance from a supervisor;
- Not require constant face-to-face interaction with coworkers and/or customers; and
- Rely on information technology and connectivity that is available (or can reasonably be made available) at the alternate site, as applicable, or require no particular technology or connectivity.

If these criteria are met, the employee can apply for a telework arrangement. See Section G Procedures for guidelines on the telework application.

2. Determining Eligibility to Participate

Once the employee has applied to telework, the employee's supervisor and then the approving official (if different) are responsible for reviewing the application to determine whether or not an arrangement would be feasible for the individual and the organization. Factors to be considered by the supervisor and/or approving official include the:

- Portability of work;
- Employee's status (or not) as emergency personnel;
- Employee's past performance;

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- Impact of telework on the operations of the office, taking into account the needs of the office, the nature of the work, as well as other employees' telework requests and work schedule arrangements; and
- Costs of implementing a telework program. This may affect the organization's ability to offer telework to a large number of employees simultaneously, but should not be used as the only factor for determining approval.

Different types of telework arrangements (see Medical Telework, Episodic, Ad Hoc/Situational - Section E, Definitions below) will have different thresholds for feasibility, and the full range of options should be considered.

See Section G, Procedures, for guidelines on completing the telework agreement once a telework application has been approved.

3. Denial of Participation

A denial of a telework request by an approving official must be based on business-related reasons, documented in writing on the application and agreement form (see Appendix 1), and made available to the teleworker. The explanation should outline the reasons for the denial and any steps the employee can take to be eligible for reconsideration.

Participation may be terminated or the terms of participation may be changed at any time by either the teleworker or by management. Reasons for terminating or changing an agreement may include the following:

- Change in circumstances of the organization;
- Change in teleworker's position description;
- Negative impact of telework on employee performance;
- Negative impact of telework on work group performance; or
- Change in personal circumstances of teleworker.

Notification of terminating or changing a telework arrangement must be made in writing by the employee or his/her supervisor, signed by both to show that they have read and received the notification, and submitted to the approving official (if different). A copy should be kept on file by the supervisor and the NIH Institute or Center (IC) Telework Coordinator (Appendix 6).

4. Determining Employee's Work Schedule

The work schedule at the telework site must be documented on the agreement signed by both the approving official and employee. In general, supervisors have the authority (within timekeeping policy) to allow work schedules that meet their office needs. This schedule may be modified or amended as needed with advance notice from the employee or supervisor. Any changes by the employee will require supervisory approval. A work schedule may include alternative work schedules (flexible and compressed).

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The employee must be accessible during duty hours to the supervisor and other management officials, co-workers, and customers via telephone, e-mail, facsimile, or other method of communication specified in the agreement. Unplanned periods of unavailability must be reported to the supervisor or his/her designee within a reasonable period of time. "Reasonable" should be defined in advance (i.e., within one hour or within two hours) so that all parties know the exact expectations. The employee must agree to report to the official duty station, even when scheduled to telework, if the need arises. To the best of their ability, supervisors should give reasonable advance notice for these kinds of schedule changes.

All pertinent time and attendance, leave, and pay regulations (including overtime, credit hours, and compensatory time, if applicable) must be observed by the employee and supervisor. All salary (including tax issues), leave, and travel entitlements will be based on the employee's official duty station.

5. Managing Work and Family Issues

Dependent care arrangements should not change substantially due to telework, although a decrease in commute time may help employees spend more time with family members. Children or dependent adults who are in care situations should remain in those situations, regardless of whether the employee is teleworking. However, an older child (for example, after school) or relatively independent elderly adult may be in the home during telework hours, as long as he/she is capable of pursuing his/her own activities.

If a situation arises where the employee must attend to a dependent at the telework site during scheduled duty hours, the employee shall immediately notify the supervisor and arrange to take leave or reschedule the work hour(s).

6. Determining Official Duty Station

The OPM Telework Personnel Policies and Procedures document (<http://www.opm.gov/wrkfam/telecomm/policies.htm>) recommends that agencies designate the teleworker's main office as the official duty station for such purposes as special salary rates, locality pay adjustments, and travel. For most employees, the main office is the place the employee "works, or at which the employee's activities are based, as determined by the employing agency"; i.e., "the location of the employee's desk or place where the employee normally performs his/her duties."

NIH ICs should follow this general guidance when determining the official duty station for a teleworker. If, however, an employee works primarily from his/her "home" office, telecenter, or other remote location, and this remote location is outside of the normal commuting area, then it may be appropriate to temporarily or permanently change the official duty station to reflect the remote location as the employee's main office. OPM currently recommends that if the teleworker does not return at least once per week to the main office that his/her duty station be

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reassigned to the remote office.

However, prior to formally requesting a permanent change in official duty station, Office of Human Resources (OHR) staff must consult with the employee, as well as the supervisor, regarding the implications of such a change. Examples of such implications include, but are not limited to special salary rates, locality pay adjustments, hours of work, travel, and reduction-in-force issues that are affected by duty station determinations. For example, if an employee relocates out of state and the duty station is changed to that home office location, then travel back to the NIH campus would have to be reimbursed.

7. Using Employer Property/Technology

NIH-owned equipment may be loaned by an IC to the employee for telework use if: (1) it is necessary for participation; (2) equipment is available or if the IC determines that funds can be made available to purchase new equipment; and (3) the security of the equipment at the employee's residence can be reasonably assured. Such equipment will be properly documented as loaned equipment, serviced and maintained by the NIH, and is for authorized use by the employee only. For more information on "authorized use," please see the NIH policy on "Limited Authorized Personal Use of NIH Information Technology (IT) Resources" at <http://www3.od.nih.gov/oma/manualchapters/management/2806/> (see attached summary at Appendix 4).

ICs may also provide the employee with appropriate work supplies. These supplies are to be used as authorized by the IC and for official business only. They may not be used by other persons, such as household members.

The employee may provide his/her own equipment. He/she is responsible for its service and maintenance unless otherwise determined by the IC. The IC will require that the employee install, regularly use, and update compliant anti-virus software and adhere to NIH IT security policies, guidelines, and procedures as detailed on the NIH IT Security web page (http://irm.cit.nih.gov/security/sec_policy.html).

As required by the employee's position, computer equipment and software at the telework office must be compatible with those at the official duty station to allow the exchange of electronic files, communication, and other data between sites. Because many of the documents that employees work on or create during work hours are official government records, users should utilize, maintain, and store this information – particularly sensitive information – on NIHnet servers when feasible. All official government records are subject to both Privacy Act and Freedom of Information Act requests even if housed on a personally-owned computer. This includes any electronic media that is used for transferring or storing files. Further, NIH-owned software that is provided for use to the employee to perform necessary work assignments or other authorized use is subject to copyright laws and shall not be copied onto other systems that are not authorized.

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All teleworkers are required to install and update NIH anti-virus software located at <http://www.antivirus.nih.gov> regularly on all end user equipment, whether owned by the government or the user.

All electronic media used for transferring or storing information used for telecommuting (e.g., disk drives, diskettes, internal and external hard drives, and laptop computers), including backup media, removable media, and media containing sensitive information, must be scanned for viruses before use and on a regular basis, as appropriate.

Teleworkers must ensure that data stored on electronic media is permanently deleted and unrecoverable before media is disposed or reused.

All equipment that will be used for telework, whether NIH or employee owned, should be documented. See Appendix 2 for a recommended format.

It is the joint responsibility of the employee and his/her supervisor to maintain communication with each other, as well as with their customers. As required by the position and the frequency of telework, the employee agrees to maintain a telephone line into his/her alternate workstation, as well as furnish the number to the employer so the employee is accessible during duty hours. Installation of a data and/or telephone line in the employee's residence may be funded by the IC if required by the employee's at-home assignment. Such equipment, if installed, will be used solely for the purpose of conducting authorized business [see legal authority for obtaining government funded telephone (data) lines at <http://www3.od.nih.gov/oma/manualchapters/acquisitions/26101-26-08>]. Employees are entitled to reimbursement for long-distance calls placed during the execution of their duties.

Reimbursement for calls should be processed through the employee's administrative office using Standard Form 1034. As an alternative, ICs may choose to issue a government long-distance calling card to the employee.

Prior to setting up on-line connections between the employee's telework worksite and NIH systems or services, the employee should be familiar with and agree to comply with the provisions of NIH Policy on Remote Access <http://www3.od.nih.gov/oma/manualchapters/acquisitions/26101-26-08> to the NIHnet (Appendix 5 provides a summary of this policy) by completing and signing the agreement in the policy. The remote access agreement is located at http://irm.cit.nih.gov/security/RA_User_Cert_Agreemt.doc

The employee must immediately inform his/her supervisor of any equipment failure or malfunction. In the event of a malfunction, the employee may be required to report to the official duty station. The NIH will not be responsible for any other operating costs, home maintenance, or any other incidental costs (e.g., utilities) whatsoever, associated with the use of the employee's residence. Policies and procedures applicable to business-related expenses, such as work-related long distance telephone calls, if applicable, will be discussed and documented

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in advance (as part of the agreement or as a separate attachment).

The NIH will not be liable for damages to an employee's real or personal property during the course of performance of official duties or while using NIH-owned equipment in the employee's residence, except to the extent the NIH is held liable by administrative claims under the Federal Tort Claims Act, http://www.access.gpo.gov/nara/cfr/waisidx_02/5cfr177_02.html, or claims arising under the Military Personnel and Civilian Employees Claims Act, <http://www4.law.cornell.edu/uscode/31/3721.html>. However, in accordance with Federal property regulations, government-owned equipment that is stolen, damaged, or destroyed due to carelessness or negligence on the part of the user is subject to financial liability on the part of the user. For more information on this topic, please see <http://www1.od.nih.gov/oma/manualchapters/acquisitions/26101-25-2-16/>.

Upon termination of the telework arrangement or termination of employment, the employee agrees to promptly deliver all NIH property, files, and supplies to the IC. If the employee's personal computer was used, NIH-provided software shall be deleted.

8. Ensuring Safety at the Telework Site

The employee is required to maintain and use a designated work area at the remote site. For home telework offices, the employee shall maintain the home office work area free of safety hazards and other dangers, and shall use and maintain NIH property, including files and remote access resources, in a safe and appropriate manner (see Telework Office Evaluation, Appendix 3).

Civil Service employees are covered under the Federal Employee's Compensation Act (http://nt5.scbbs.com/cgi-bin/om_isapi.dll?clientID=428965&infobase=feca-act.nfo&softpage=PL_frame) if injured in the course of actually performing official duties at the official duty station or the telework site. It should be noted that attending to personal comfort needs is not considered to be performing official duties. In addition, the employee shall be wholly liable for injuries to other persons on the employee's premises.

The employee shall immediately report any work-related accident that occurs at the telework site and provide the supervisor with all medical documentation related to the accident. The employee agrees that it may be necessary for management to access the telework site to investigate an injury report.

Use of the telework site for work-related meetings should be prohibited by the supervisor. As an alternative, the use of teleconferencing or videoconferencing with on-site staff to conduct meetings should be explored.

If requested, the employee must permit periodic inspections of the telework site before or after startup by the supervisor during the employee's normal working hours, to ensure proper maintenance of NIH-owned property and telework duty station conformance with safety

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standards and other specifications in this policy. The employee will be given at least 24 hours advance notice of such inspection.

9. Maintaining Confidential Information and Security

The requirements of the Privacy Act (<http://www.usdoj.gov/foia/privstat.htm>) and Standards of Conduct (<http://ethics.od.nih.gov/principi.htm>) must be adhered to. The employee will not take confidential information to the telework site without the express approval of the supervisor. The employee agrees to take special precautions as designated by the supervisor to ensure that NIH records and information are secure. For example, sensitive documents may be carried in NIH-identified, locked briefcases.

Additional Information Technology systems security guidelines may be viewed at <http://irm.cit.nih.gov/security/nihitrob.html>

10. Handling Emergency Closings

NIH follows the OPM guidelines for emergency closings (<http://www.opm.gov/oca/compmemo/dismissal.asp>). Specifically, in the event of an emergency dismissal or shutdown, teleworking employees may be required to continue to work at their alternative worksites. This expectation must be spelled out in the telework agreement, so that all parties know their responsibilities in advance.

The employee must contact his/her supervisor or other decision-making manager immediately if work at the telework site cannot continue, whether or not the main office is under emergency dismissal, so that the supervisor can decide if alternative work procedures might be in order. If work at the telework site is impaired or impossible, depending on the circumstances, the employee may be granted administrative leave (excused absence), asked to perform work that can be accomplished under prevailing conditions, or told to report to the official workplace if it is open and functioning.

Supervisors should also take into account personal hardships that may adversely affect telework during an emergency shutdown. For example, if the employee has school-aged children or other dependents who would be released in case of inclement weather, and the main worksite closes as well, the supervisor may choose not to require that work must proceed at the telework location and may grant administrative leave.

11. Compensation for Travel

If the official duty station and the telework site are different, and the two are within reasonable commuting distance, then travel between the official duty station and the telework site is by nature local. There is no reimbursement for this local travel. If an employee must return to the official duty station on a telework day, mileage is not reimbursed.

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However, the time spent traveling does count as work time. If a teleworker is directed to travel to the main office (as defined previously under section C6, Official Duty Station) during his or her regularly scheduled basic tour of duty – for instance, for an unplanned meeting, or an emergency at the duty station - the teleworker's travel hours must be credited as hours of work. If the teleworker is directed to travel back to the main office before or after his or her regularly scheduled basic tour of duty for irregular or occasional overtime work, the employee is entitled to at least two hours of overtime pay under the "call back" rules. (See 5 CFR 550.112(h) and 551.401(e), available at http://www.access.gpo.gov/nara/cfr/cfrhtml_00/Title_5/5cfr550_main_00.html)

Other circumstances that bring an employee to the main duty station may arise – for instance, if an important document is left behind and must be retrieved in order for work to proceed. A teleworker must receive approval from his or her supervisor for any trips to the main office on his or her telecommuting day. If the trip is approved and occurs during the teleworker's regularly scheduled basic tour of duty, the employee's travel time is considered hours of work. For this reason, the supervisor must evaluate whether such a trip is necessary before granting approval. The supervisor may want to require the employee to work at the main office for the remainder of the workday. If a teleworker repeatedly fails to plan properly and does not have the necessary resources to work at home, the IC should re-evaluate the employee's continued participation in the telecommuting program.

As stated in section C6, a change of duty station may influence the determination of whether or not travel is reimbursable and must be discussed in advance with the employee, supervisor, and the Human Resources office.

12. Using Telework Centers

Teleworkers may work from telework centers in their local community, rather than from home or another remote work site. The benefit of these centers is that they provide a fully-equipped office setting and often allow employees to significantly reduce their commuting times.

In order to sign up to use a telework center, prospective users will need to fill out a Telework Facility Reimbursement Sheet (TFRS). Information on this form and how it should be processed can be found on <http://www.telework.gov> under "telework centers." Payment for telework center use must go through the IC administrative office, not through the NIH Telework Coordinator, since these costs must be offset by the individual ICs.

13. Using Office Hoteling

Most teleworkers will split their time between the remote location and an NIH-based office. However, some may telecommute often and predictably enough that they do not require permanent offices at the worksite. In these cases, ICs should consider hoteling as a means of taking advantage of potential space savings.

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Teleworkers who split their time relatively evenly between the remote location and an NIH-based office may share an office and even a computer workstation, phone, etc., as long as their telework schedules are sufficiently regular. This is office-sharing, rather than hoteling. However, with teleworkers who are full-time or close to full-time at the remote location, more radical solutions may be possible. Shared space can be set aside so that they have access to necessary resources (computers, phones, etc.) when they are on-site, but they may not require a permanent office or even desk assignment. A large number of these hoteling teleworkers can share a space, as long as this space is managed effectively.

In making hoteling arrangements, ICs must plan for the following:

- Ensuring that teleworkers in the hoteling arrangements have access to necessary equipment and information, including files (paper and electronic, as needed), phones, voice mail, e-mail, shared and individual calendars. Laptop computers with docking stations at the hoteling site and the telework site may be the easiest solution.
- Ensuring that teleworkers in the hoteling space have adequate privacy to accomplish their duties.
- Coordinating the schedules of hotelers to 1) manage the shared space efficiently, and 2) ensure that supervisors and co-workers are aware of where they are and how they can be contacted.

14. Training

In order for telework to be successful, there must be a clear understanding on the part of the manager, teleworker, and work group of the expectations and requirements pertaining to the arrangement. Additionally, teleworkers must receive the support they need in order to make successful remote access arrangements.

Training responsibilities:

- 1) The NIH Telework Coordinator will provide IC telework coordinators with the tools and training that they need in order to effectively assist employees in their ICs.
- 2) Teleworkers and their supervisors/approving officials must meet to discuss the telework agreement, whether it is accepted or denied.
- 3) Teleworkers should meet with their supervisor(s) and work group to coordinate the details of the telework arrangement; Appendix 7 provides guidelines for the conversations and issues that should be covered.
- 4) Teleworkers and their supervisors must meet with their IC telework coordinator (listed in Appendix 6) discuss the telework agreement (Appendix 1) and all related documentation, including the office evaluation (Appendix 3) and equipment inventory (Appendix 2).
- 5) The information technology professionals in each IC and, as applicable, in CIT, are responsible for providing the information and training necessary for teleworkers to achieve the level of remote access needed to ensure their continuing productivity.
- 6) As necessary, ICs may contact OHR for additional policy/program training. ICs may also

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contract with the HHS University (<http://learning.hhs.gov>) for this same training.

15. Reporting

All teleworkers and their supervisors agree, by entering into a telework agreement, to the following reporting and evaluation requirements:

- A completed and signed telework agreement, to be renewed at least annually as part of the calendar year performance review cycle. Initial “pilot” periods of several months may be designated at the request of the manager. A copy of this agreement must be given to the IC Telework Coordinator and also kept by the supervisor, whether the agreement is approved or denied by the approving official.
- An annual NIH-wide web-based evaluation to be coordinated by IC telework coordinators and completed by all teleworkers and their supervisors.

D. References

- Public Law No. 106-346, Section 359, dated October 23, 2000
- HHS Telecommuting Program Policy (<http://www.hhs.gov/ohr/telework/policy.html>)

E. Definitions

1. Alternate Workstation is the established and documented site from which the employee will work remotely. It is also called the “telework site.”
2. Approving Official refers to an official within an IC who has delegated authority to approve (or deny) telework requests (may be someone other than the employee’s supervisor).
3. Ad Hoc/Situational Telework refers to non-routine, non-regular arrangements. These telework periods have limited durations and occur on an as-needed basis when an assignment is appropriate for telework. They may involve projects or infrequent, sporadic tasks. Special reports or analyses, one-time research projects, etc., are common examples.
4. Episodic Telework occurs less frequently than regular telework, but is still relatively regular and routine. These arrangements will involve recurring tasks, but those that do not occur on a weekly basis, often to accommodate on a business cycle. For example, compiling monthly financial statements, semi-annual performance reviews, quarterly progress reports, grants reviews, and other periodic tasks could be accomplished while teleworking. These schedules can generally be planned in advance, e.g. the first two days of the month, two days during the last week of the quarter, etc.

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5. Hoteling refers to office space that has been designed to support multiple, transient workers who are not present in the office enough to require dedicated individual or shared office space.
6. Medical Telework is regular, episodic, or ad hoc/situational telework done on a temporary basis while an employee is recovering from an injury or illness.
7. Official Duty Station is the employee's desk or the place where the employee normally performs his or her duties.
8. Portable Work is defined as official duties that may be done in more than one location without diminishing the quality or quantity of work completed. Characteristics of portable work may include, but are not limited to:
 - Limited face-to-face communication requirements;
 - Limited need for in-office reference materials or specialized equipment;
 - Computer hardware and connectivity that is available and reliable; and
 - Communications that can be handled by use of voice, fax, voicemail, or email.
9. Reasonable Accommodation Telework may be regular, episodic, or ad hoc/situational telework, as appropriate. Employees who wish to ask for telework to accommodate a disability must comply with NIH policy and procedures, found at <http://www1.od.nih.gov/oma/manualchapters/management/2204> and with their IC's procedures. For further information, employees should contact their IC EEO Officer (<http://diversity.nih.gov/eeodirectory.htm>).
10. Regular Telework is the traditional arrangement where a regular, consistent number of days (for example, two days per week) are set for performing work at a location other than the employee's official duty station (or, if the duty station is reassigned, at a site other than the original official duty station). Routine tasks are accomplished at the alternate worksite and an established schedule of telework days allows for predictability.
11. Supervisor is the immediate supervisor of record for the employee.
12. Telecenter is a GSA-operated or approved facility that provides the necessary office space, technology, and support services for teleworkers.
13. Telework is a voluntary program that enables employees to perform their duties at a telework office during an agreed-upon portion of the week, according to an agreed-upon schedule.
14. Telework Coordinators at the IC level are individuals responsible in each IC for keeping telework records and reports and gathering data to report back as requested

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by the IC and as required to the NIH Telework Coordinator. At the NIH level, the individual responsible for gathering information from the IC coordinators for reporting to DHHS, OPM, and other entities as necessary; coordinating NIH-wide communications and outreach efforts, and acting as a consultant to the IC coordinators.

15. Work Schedule is the actual days of the week and hours of the day that the employee will be performing his/her official duties at the alternate worksite.
16. Work Supplies are defined as property the IC provides to an employee to enable him/her to perform his/her official duties. These supplies may include, but are not limited to, computer and related items, printers, pens, pencils, paper, printer cartridges, diskettes, etc.

F. Responsibilities

1. IC Directors

IC Directors are delegated the authority to approve telework arrangements and may redelegate without restriction. Redlegation to first-line supervisors is encouraged, as they are usually in the best position to determine eligibility and assess results.

2. Employees

In requesting telework, the employee agrees to:

- 1) Describe the specific tasks he/she will perform while teleworking and will only telework when approved to do so;
- 2) Follow all Federal, DHHS, OPM, GSA, NIH, and IC policies and procedures, including the Standards of Conduct, while teleworking;
- 3) Meet with IC Telework Coordinator and supervisor to complete necessary documentation and receive basic telework training;
- 4) Participate in an annual telework survey;
- 5) Use economical and cost-effective means of communicating remotely;
- 6) Establish an alternate worksite that is free of disruptions and distractions and conducive to work, as well as meets the physical requirements for office space (see Appendix 3);
- 7) Not engage in any unauthorized activities while on duty status, and will use government-owned equipment for authorized purposes only;
- 8) Ensure that all necessary and appropriate measures are taken to safeguard sensitive information;
- 9) Use government-owned equipment for official government purposes only;
- 10) Remain aware of all telework policies, procedures, and regulations, and be responsible for keeping abreast of new and related policies from DHHS, OPM, GSA, NIH, individual ICs and other organizations;

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- 11) Be flexible if telework days are cancelled or changed due to work needs at the official duty station;
- 12) Consider a variety of telework arrangements (e.g., work at home, telecenters), and remain accommodating to new office space arrangements at the official duty station (e.g., hoteling, office sharing);
- 13) Maintain a satisfactory overall performance rating at all times; and
- 14) Sign the NIH Remote Access User Certification Agreement, http://irm.cit.nih.gov/security/RA_User_Cert_Agreemt.doc.

3. Approving Officials

- 1) Review applications for telework, including any additional supervisor (if different than approving official) comments provided for or against teleworking, and approve/disapprove application in writing;
- 2) Notify supervisor of decision (if different than approving official);
- 3) Forward approved and disapproved Teleworker Application and Agreement forms to assigned IC Telework Coordinator; and
- 4) Evaluate employee telework agreement yearly.

4. Supervisors

- 1) Ensure that all telework conditions are met and closely monitor productivity and work quality of teleworkers to ensure that only those whose performance is satisfactory are permitted to continue their telework arrangements;
- 2) Work with their employees to structure assignments that facilitate teleworking;
- 3) Interpret the eligibility guidelines as broadly and fairly as possible when evaluating the appropriateness of telework in performing certain tasks;
- 4) Strive to remove all barriers to telework;
- 5) Meet with teleworker and IC Telework Coordinator to complete necessary documentation and basic telework training;
- 6) Participate in an annual telework survey;
- 7) Promote training and information sharing related to telework techniques;
- 8) Encourage all staff to be flexible and accommodating during telework transition periods;
- 9) Use all available technology for communication and information sharing as an alternative to meeting in person;
- 10) Maintain an overall awareness of office operations to avoid or address any potential disruptions resulting from the new telework arrangement;
- 11) Ensure that information security procedures are being followed at all times; and
- 12) Review the safety checklist, determine whether on-site inspection is needed, and approve the alternate worksite.

5. ICs

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- 1) Strive to remove all barriers to telework and ensure that eligibility criteria are implemented fairly and equitably;
- 2) Ensure that all labor relations obligations are met when implementing a telework program;
- 3) Designate a telework coordinator who will be responsible for tracking teleworkers in that IC.

6. IC Telework Coordinator

- 1) Work with the NIH Telework Coordinator to provide managers and employees with the tools and techniques they will need for successful telework arrangements (i.e., basic telework training);
- 2) Meet with teleworkers and their supervisors to discuss the telework agreement (Appendix 1) and all related documentation, including the safety checklist (Appendix 3), equipment inventory (Appendix 2), and optional sample pre-work worksheet (Appendix 7);
- 3) Maintain files of current telework agreements (accepted or denied), as well as the data on each person participating in the program as requested by the NIH Telework Coordinator; and
- 4) Maintain data regarding the total permanent full-time equivalent employee population in their IC, total number of people eligible to telework, total number of employees who have applied to the program, and the total number of employees who have been accepted. IC Telework Coordinators will also be responsible for distributing an annual telework survey within their IC's.

7. NIH Telework Coordinator

An NIH Telework Coordinator will be designated by OHR to:

- 1) Provide IC Telework Coordinators with tools and training they will need to train employees and managers in the ICs;
- 2) Provide a data collection template to IC Telework Coordinators and compile data from these monthly IC reports as well as provide reports to the NIH community and other relevant parties, as requested;
- 3) Act as a resource for NIH employees and IC Telework Coordinators; and
- 4) Manage the content of the NIH telework web site (<http://telework.od.nih.gov>).

G. Procedures

The employee must complete the Telework Application and Agreement form (Appendix 1) in order to be considered for participation. Upon receipt, the approving official (or supervisor, as appropriate) will review the application and the employee's position to determine eligibility to participate in the NIH Telework Program. Once approved, the application form is also used as

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the agreement, with all relevant appendices completed. The full form, including appendices, details the entire telework arrangement, including the proposed telework schedule, the home office check sheet, and the equipment inventory. The application should be reviewed by the supervisor and teleworker at least annually. This may be incorporated into the annual performance review cycle for ease of use.

Copies of all Telework Application and Agreement forms, whether or not the application is accepted, should be given to the IC Telework Coordinator and to the supervisor.

Any changes to an existing telework agreement must be documented as well and copies given to the IC Telework Coordinator and the supervisor.

H. Records Retention and Disposal

All records (e-mail and non-e-mail) pertaining to this chapter must be retained and disposed of under the authority of NIH Manual 1743, "Keeping and Destroying Records, Appendix 1, "NIH Records Control Schedule," Item 1100-M-1, General Administration Files at IC and Lower Levels. Refer to the NIH Chapter for specific disposition instructions.

NIH e-mail messages (messages, including attachments, that are created on NIH computer systems or transmitted over NIH networks) that are evidence of the activities of the agency or have informational value are considered Federal records. These records must be maintained in accordance with current NIH Records Management guidelines. Contact your IC Records Officer for additional information.

All e-mail messages are considered Government property, and, if requested for a legitimate Government purpose, must be provided to the requester. Employees' supervisors, NIH staff conducting official reviews or investigations, and the Office of Inspector General may request access to or copies of the e-mail messages. E-mail messages must also be provided to Congressional oversight committees if requested and are subject to Freedom of Information Act requests. Since most e-mail systems have back-up files that are retained for significant periods of time, e-mail messages and attachments are likely to be retrievable from a back-up file after they have been deleted from an individual's computer. The back-up files are subject to the same requests as the original messages.

I. Management Controls

1. The office(s) responsible for coordinating reviews of management controls related to the chapter: Employee Benefits/Payroll Liaison Services Team, Workforce Relations Division, OHR.
2. Frequency of review: Every three to five years.
3. Method of review: The HR Center will monitor changes in DHHS and OPM policy

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related to telework, as well as the feedback provided by the annual surveys, and review the chapter on an as-needed basis based on these factors. In addition, based on the reports provided to the NIH Telework Coordinator from the IC Telework Coordinators and on the annual surveys, the HR Center will monitor whether reasonable progress is being made to expand the program and will take appropriate action as necessary.

4. The official to whom reports of each review will be sent: Director of OHR, and Deputy Director for Management, NIH.

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**Appendix 1
Telework Application and Agreement**

This application is to be completed by anyone interested in participating in the NIH Telework Program. It includes information that must be completed by both the employee and the supervisor after reading participation guidelines and policies. Manager and employee will then discuss the application as well as the telework terms and conditions, after which the application will be endorsed, modified, or denied. The manager should document the supporting rationale for this decision (see pg. 4).

To Be Completed By the Employee

Date _____

Name _____

Job Title and Grade _____

IC _____

Division _____

Building/Room Number _____

Work Phone _____

Work E-mail _____

Work Fax _____

Home Fax (if applicable) _____

Home Address _____

Home Phone _____

What job tasks will you perform when you are telecommuting? _____

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Appendix 1
Telework Application and Agreement

How will you continue to provide optimal customer service while telecommuting (please identify your customers in answering this question)?

Three horizontal lines for handwritten response.

Considering the nature of your job, what kind of telework arrangement are you seeking?

- regular
ad hoc/situational
episodic

If you are seeking a regular or intermittent telework arrangement, how often do you plan to telecommute?

- days/year specify:
days/month specify:
days/week
other

If you are seeking a weekly arrangement, what days do you propose to work?

- Monday Thursday
Tuesday Friday
Wednesday

What will be your tour of duty on telework days? From to (include meal break and/or any break duty hours, if applicable)

Are you listed as an Essential Employee for emergency situations? Yes No

Are you on any other flexible work schedule that will continue? Yes No

If yes, what kind of schedule is it?

- AWS - compressed work schedule
AWS - flexible work schedule
Other (please describe)

Where will your telework site be located? Home GSA Telework Center (specify which)

Note: If telework is to be done from home, Appendix 3 must be completed.

How far in advance would you need to be notified to come in to the office on a telecommute day?

Horizontal line for handwritten response.

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**Appendix 1
Telework Application and Agreement**

What methods of communication will you use when you are telecommuting (check ALL that apply)?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> Phone | <input type="checkbox"/> Fax |
| <input type="checkbox"/> E-mail | <input type="checkbox"/> Pager/Blackberry |
| <input type="checkbox"/> Voice mail | <input type="checkbox"/> Other _____ |

Which computer applications (e.g., email, ITAS, IMPAC II, etc.) would you need to access on your telework days?

Will you be taking documents out of the office in order to telework? yes no

If "yes", what types of documents (give examples)? _____

What steps will you take to safeguard these documents? _____

Do these documents contain sensitive information (please specify)? _____

Will you require remote access to sensitive information? yes no

If "yes", how will you safeguard this information? _____

Telework Terms and Conditions

- I agree to perform services for the NIH as a teleworker and understand that teleworking is a work alternative that must be requested and approved by my manager prior to beginning to telework. The telework arrangement may be modified or terminated by my manager at any time when, in his/her judgment, it adversely affects service to customers or the operation of the Agency.
- I agree that my duties, obligations, responsibilities, and conditions of employment with the NIH remain unchanged, and that my salary and benefits remain unchanged and are not affected by telework.
- I agree that my work schedule, overtime compensation (if any), leave, and other terms and conditions of employment will conform to the current collective bargaining agreement or personnel policy as applicable, and meet the terms agreed upon with my manager.

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**Appendix 1
Telework Application and Agreement**

- I agree to develop an effective communications strategy with my supervisor and work group including required meetings held at the NIH and will follow that approved strategy throughout my telework schedule.
- I agree that if applicable, I will establish dependent care arrangements during agreed upon work hours.
- I agree to designate a remote workspace, subject to manager approval, that is free from safety hazards and meets Agency ergonomic standards as defined on the NIH ergonomics website (see Appendix 3 and <http://www.nih.gov/od/ors/ds/ergonomics/index.html>).
- I will protect the remote worksite from hazards and danger that could affect the equipment and me.
- I understand that participation in this pilot is not an entitlement and that it may be terminated by me or my manager at any time.
- I agree to restrict use of any NIH provided equipment, software, data, and supplies which are located at my remote worksite to the sole use of conducting NIH business.
- I agree to return to the NIH any telework equipment, software, data, and supplies which were supplied by the NIH (see Appendix 2) upon my termination of telework or termination of employment.
- In the event of equipment malfunctions, I agree to notify my supervisor immediately. I understand that if a malfunction precludes me from working from my remote location, then I may be assigned other work or be asked to report to the primary office worksite.
- I understand that my remote worksite is considered an extension of the NIH primary worksite, and if I am injured in the course of actually performing official duties at the telework office during the agreed upon work hours, I am governed by the provisions of the Federal Employees' Compensation Act. I understand that attending to personal comfort needs is not considered official duties. If I have a job related accident during my telecommuting hours I will report it to my supervisor immediately.
- Provided I am given 24 hours notice, I agree that the NIH may make on-site visits to my remote worksite during normally scheduled work hours, to investigate the condition and area related to any workers' compensation claim that occurred at the telework site.
- I agree to be liable for injuries to third parties and/or household members that occur at my remote worksite, and to indemnify and hold the NIH harmless regarding any such injuries.
- I agree to be responsible for the maintenance and repair of all my personal property, and I understand I should have appropriate insurance coverage.
- I agree that all products, documents, reports, and data created as a result of my work related activities are owned by the NIH, and will be properly secured and returned to the NIH as requested.
- I acknowledge that I have been supplied with and have read the NIH telework policy and will adhere to all other applicable policies and laws.
- I agree that I have read and will comply with the NIH technology guidelines on use of agency and employee equipment for the telework arrangements.
- I understand that the information supplied by me and contained in this Telework Agreement and additional information, inquiries, or surveys may be used for data collection and evaluation of the NIH Telework Program.

Employee Signature _____

Date _____

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**Appendix 1
Telework Application and Agreement**

To Be Completed By Approving Official:

The request to telework is:

____ *Approved, for the period of _____

____ Denied, because _____

Eligible for reconsideration: yes, when conditions above are addressed no

Approving Official Signature _____

Date_____

Supervisor Signature (if different than above): _____

Date_____

Please sign this application whether you endorse the telework arrangement or not. You should discuss your decision with the applicant.

*Telework agreements are only valid for a maximum of one year (or less, if the manager determines this to be necessary) and must be reviewed and re-signed at that time.

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Appendix 2
Telework Equipment Inventory

Personal Property Provided by Employee:

Listed below are some examples of property that may be furnished by the employee. These are only examples; please add as many other items as fit the particular circumstance (note: file cabinets must be able to be locked). The employee is responsible for the maintenance and repair of all employee-owned property.

- Telephone, cell phone, computer, second telephone line, DSL line, Cable Modem, chair, locked filing cabinet, desk, voice mail system, answering machine

Other (list):

Property Provided by Employer:

Listed below are similar samples of employer property that may be provided to employee as part of the telework arrangement. As set forth in the accompanying Agreement, the employee is required to promptly return all employer property to employer upon the termination of the telework arrangement.

- Telephone, cell phone, computer, second telephone line, DSL line, Cable Modem, chair, locked filing cabinet, desk, voice mail system, answering machine

Other (list):

Employee Signature Date:

Approving Official Signature Date:

Supervisor Signature (if different than above): Date:

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Appendix 3
Telework Office Evaluation

This form is to be completed if telework is to be done from home. If a telecenter or other location will be used instead, you do not need to complete this form.

Employee has designated the following location as employee's home work area:

(Please specify room or area of residence)

A. Work Station Setup

- 1. If in basement, will there be a problem with moisture? Yes No N/A
- 2. Separate from major family activity area? Yes No N/A
- 3. Secure from pets and family members? Yes No N/A
- 4. Background or distracting noise is minimal?
(television, other persons, outside traffic) Yes No
- 5. Equipment not easily viewed from outside/external areas? Yes No
- 6. Office furniture and equipment ergonomically correct as
specified at www.nih.gov/od/ors/ds/ergonomics? Yes No
- 7. Lighting: Directed behind or to the side of line of vision,
not in front or above it? Yes No
- 8. Storage: 2 or 4 drawer file drawers needed? Yes No
- 9. Supplies/resources close to desk? Yes No
- 10. Does home office comply with lease/association agreement? Yes No N/A

B. Safety

- 1. Safe exit path from work area? (recommended width = 36") Yes No
- 2. Evacuation plans established? Yes No
- 3. Smoke detector/alarm present and functional? Yes No
- 4. Fire extinguisher near work area? Yes No
- 5. First aid supplies adequate? Yes No

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Appendix 3
Telework Office Evaluation

- 6. Extension/power cords secured and in safe condition?
7. Electrical outlets not overloaded?
8. No tripping hazards with electrical cords, loose rugs or carpet?
9. Equipment out of direct sunlight and away from heaters?
10. Air quality/ventilation adequate?
11. Uncluttered work environment (amount of paper at reasonable levels)?
12. Overhead shelves or cabinets not in hazardous locations?
13. Property Insurance?
14. To the best of your knowledge, is the space free of material containing asbestos?
15. A drinkable water supply available?
16. Lavatory available with hot and cold running water?
17. All stairs with four or more steps equipped with hand rails?

C. Security

- 1. Locks on office door or file cabinet drawers?
2. Power surge protection in use?
3. Protective or secure storage for floppy disks?
4. Privacy for confidential phone conversations?

Additional Comments/Suggestions:

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**Appendix 3
Telework Office Evaluation**

By signing below, the employee certifies that this information is correct and the manager certifies receipt of this document.

Date: _____

Employee Signature _____

Date: _____

Manager Signature _____

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Appendix 4 Limited Authorized Use of NIH IT Resources

In general:

- Policy is consistent with the DHHS policy, HHS-IRM-2000-0003, "Personal Use of IT Resources."
- Policy was reviewed and approved by the OGC, NIH Ethics Office, OMA, OHR and HR community, NIH Labor Relations, NIH EOs and the ITMC.
- Policy is intended to allow the maximum flexibility possible for using NIH IT resources without compromising the integrity of NIH and/or its IT resources. A summary of the significant elements of the new policy is provided below.

Specifically, this new policy:

- Permits NIH staff limited personal use of authorized IT resources if the use: (1) is incidental and involves minimal additional expense to the government, (2) does not interfere with staff productivity, the NIH mission or operations, (3) is not used to misrepresent oneself or NIH, (4) does not have the potential to cause public embarrassment to NIH, (5) does not compromise the integrity of any NIH system or system security safeguards, and (6) does not violate federal laws or policies or any provisions of this policy or other NIH policies.
- Allows ICs to extend personal use privilege to contract employees, trainees and other non-employees working for NIH if specifically authorized by the IC.
- Permits the use of most IT equipment/resources, although policy prohibits modifying equipment, loading software or making configuration changes without pre-approval.
- Supports IC's use of this policy to develop their own internal policies and to apply additional or more stringent controls, as appropriate.
- Includes specific responsibilities and procedures for handling incidents of inappropriate use.
 - The IC EO will have the key role in making the initial assessment of the reported action and determining the appropriate course of action--in consultation with other IC or NIH officials (e.g., IC Chief Information Officer, Human Resources, Information Response Team, etc.), as needed.
 - Disciplinary action will be pursued via the HR adverse action/progressive disciplinary process.

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Appendix 5

Summary of NIH Policy On Remote Access to the NIHnet

Purpose: Establishes the necessary policy and procedures for NIH remote access approval and use, and establishes good management controls that can be used by managers NIH-wide in managing their remote access accounts/users. Remote Access is defined as: Electronic access to the NIHnet by authorized users not located at their normal worksite, e.g., traveling with a laptop computer or working at home.

Below is a summary of some of the major issues covered in the complete policy at <http://www3.od.nih.gov/oma/manualchapters/acquisitions/26101-26-08>.

CIT Role – CIT is responsible for managing the NIHnet and overseeing the NIH remote access program.

IC Role – The IC EOs or designee(s), in conjunction with their IC CIOs, are responsible for approving the use of and managing remote access resources in accordance with the NIH Remote Access policy; this includes taking disciplinary action, as appropriate, when resources are used inappropriately.

IC shall use more rigorous remote access procedures for systems with highly sensitive information such as patient records. See NIH Sensitivity Level Designations at http://irm.cit.nih.gov/policy/DHHS_SecLev.html. For example, stronger authentication through technologies such as biometrics or smart cards may be warranted in some instances (NIH Password Policy, http://irm.cit.nih.gov/security/pwd_guidelines.html).

Remote Access User and Role - Individuals who have been approved by their respective IC management to use the NIHnet and resources through remote access are responsible for ensuring that adequate safeguards are implemented to protect the integrity of the NIHnet and associated resources. All Remote Access Users must adhere to the NIH Remote Access Security Standards and Procedures which detail the appropriate operation and use of remote systems and the NIHnet by all parties involved in the remote access process http://irm.cit.nih.gov/security/sec_policy.html.

Individuals who have been approved by their respective IC management to use the NIHnet and resources through remote access are responsible for ensuring that adequate safeguards are implemented to protect the integrity of the NIHnet and associated resources. Users must exercise good judgment and use NIH-owned resources in accordance with the Limited Authorized Personal Use of NIH Information Technology Resources Policy at <http://www3.od.nih.gov/oma/manualchapters/management/2806/>.

Procedures

Procedures and requirements for acquiring the various NIH-provided remote access services are described at http://irm.cit.nih.gov/nihsecurity/NIH_RAS_Pol.pdf. Also, IC IT computer support responsible for establishing remote access connections for an IC user should be familiar with the NIH Remote Access Security Standards and Procedures at http://irm.cit.nih.gov/nihsecurity/NIH_RAS_Sec_Stand_Proc.pdf and/or contact their IC Information System Security Officer to ensure that access is appropriately established and secure in accordance with the aforementioned policy documents.

Use of Appropriated Funds for Data Lines - ICs may use appropriated funds for the installation of data lines in private residences. Current legislation restricts the use of appropriated funds for telephone (voice) line installation in private residences unless the individual is approved to work under an approved Telework or Flexible Workplace program.

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Appendix 5

Summary of NIH Policy On Remote Access to the NIHnet

Management Controls - In an effort to establish or strengthen the existing management control aspects of the remote access program, the following mechanisms have been implemented:

- **Remote Access User Agreement** – to protect NIH remote access resources and the NIHnet. Users MUST read, sign and renew ANNUALLY a Remote Access user agreement form (http://irm.cit.nih.gov/security/RA_User_Cert_Agreemt.doc) which summarizes the remote access policy and user responsibilities. The approving official (EO) must also sign this form before remote access can be established or continued. Users should abide by all NIH (and other fed) policies/regulations that apply, e.g., IT—security, appropriate use, personal property, etc.
- **Approved method(s) for accessing the NIHnet** - remote access to the NIHnet must be routed through secure, approved services provided by CIT (NIH VPN or PARACHUTE) or an IC-provided service that has been approved as an exception by the NIH CIO and complies with DHHS security requirements and the NIH Remote Access Security Standards and Procedures. The policy requires all remote access users, including NIH employees, contractors, and other authorized users, to sign the NIH Remote Access User Certification Agreement (http://irm.cit.nih.gov/security/RA_User_Cert_Agreemt.doc).
- **Web Sponsor - Accounts** - Users must apply for CIT-provided or supported remote access service accounts covered in this chapter (Parachute, cable modem, etc.) via their Account Sponsor (Web Sponsor). Before application is made, the individual must have supervisor approval.

Reports – IC Account Sponsors will now be able to review user data on all CIT-provided or supported services through the Web Sponsor database as needed. Hardcopy reports are e-mailed to the IC Eos for verification/validation.

ICs are responsible for reviewing (and documenting their review of these reports) and completing a more comprehensive review of the accounts on an at least annual basis.

General Information and Technical Assistance on Remote Access Services - For additional information on remote access connectivity options, costs, and other services, see the NIH Remote Access web site at <http://remoteaccess.nih.gov> or call **GO-CIT** (301-594-6248).

IC Telework Coordinators

IC	Coordinator	Phone	Email	Address
NIH	Shirley LaBella	301-496-2288	labellas@od.nih.gov	2/5W11
OD	Joyce Little	301-594-1270	littlejm@od.nih.gov	2/1W15J
NCI	Susan Huntley	301-402-7079	huntleys@mail.nih.gov	6116 Exec Blvd/502
NEI	Trevor Peterson	301-496-4334	petersot@nei.nih.gov	31/6A19
NHLBI	Rosalin Clipper	301-594-4277	clipperr@mail.nih.gov	Rockledge 1/Ste 6070
NHGRI	Gloria Butler	301-594-1061	gloriab@mail.nih.gov	31/B1B55B
NIA	Taryn Ayoub Melissa Fraczkowski	301-451-8423	ayoubt@mail.nih.gov	31/2C02
NIAAA	Amy Matush	301-443-0469	amatush@mail.nih.gov	5635 Fishers Ln/3005
NIAID	Renee Coneway Anna Humphrey	301-435-6536 301-435-8567	conewayr@niaid.nih.gov humphreya@mail.nih.gov	Fernwood/2NE73 Fernwood/2NE77
NIAMS	Sharon Glass Lillian Cosme	301-496-8296	glasss@mail.nih.gov cosmel@mail.nih.gov	31/4C23
NIBIB	Casey Stewart	301-496-8610	stewartca@mail.nih.gov	6707 Democracy/200
NICHHD	Pedro Morales-Ilanos	301-443-3219	moralesllanosp@mail.nih.gov	31/2A11
NIDCD	Gayle Mundell	301-496-9800	mundellg@nidcd.nih.gov	31/3C08
NIDCR	Carol Beasley	301-435-2320	beasleyc@mail.nih.gov	31/2C39
NIDDK	Heather Tatum Jane Schriver	301-594-7772 301-402-7122	tatumh@mail.nih.gov schriverj@mail.nih.gov	31/9A-16 31/9A47
NIDA	Chanvadey Nhim Dave Daubert	301-443-4577	cnhim@nida.nih.gov ddaubert@nida.nih.gov	NSC 5128 NSC 5128
NIEHS	Richard Sloane Dona McNeill	919-541-2947	sloane@mail.nih.gov mcneill4@mail.nih.gov	102/S150B (RTP)
NIGMS	Kimberly Allen Elizabeth Elliott	301-594-2755	allenki@nigms.nih.gov elliotte@nigms.nih.gov	45/2AN18B 45/2AN18H
NIMH	Sophia Glezos Voit	301-443-4533	sglezos@mail.nih.gov	6101 Exec Blvd/369
NINDS	Lisa Reyes	301- 496-0287	reyesl@ninds.nih.gov	31/8A33
NINR	Sussana Morales Ana Ferreira	301-451-4219 301-402-7096	moralessu@mail.nih.gov ferreirm@mail.nih.gov	31/5B13 31/5B13
NLM	Nadgy Roey Linda Lord	301-496-6491 301-496-4945	roeyn@mail.nlm.nih.gov lordl@nlm.nih.gov	38/2N-15 38/2N-17
CIT	Sharon Abdullah	301-435-6395	willis@mail.nih.gov	Fernwood/3NW08A
CSR	Kerry Murphy	301-435-1856	murphyke@mail.nih.gov	RKL2/3030
FIC	Lauren Sikes	301-496-4625	sikesl@mail.nih.gov	31/B2C08
NCCAM	Felicia Royster	301-594-1452	roysterf@mail.nih.gov	31/2B11
NCMHD	Donna Brooks	301-435-2135	brooksd@mail.nih.gov	2 Democracy/800
NCRR	Michelle Bacon Bonnie Richards	301-435-0691	baconm@mail.nih.gov brichard@mail.nih.gov	6701 Democracy/1004
CC	Hillary Fitolis Mary Birckbichler	301-496-8315 301-435-4781	hfitolis@mail.nih.gov mbirckbich@mail.nih.gov	10/6-3525 10-CRC/6-5560
ORS	Joanne Aarons Leslie Herbert	301-496-0481 301-496-9477	aaronsj@mail.nih.gov herbertl@mail.nih.gov	NSA/100C 31/4B30

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**Appendix 7
Sample Pre-Telework Worksheet**

Tasks A, B and C are intended for the entire workgroup – teleworkers, manager, and co-workers. They are best handled with everyone sitting down together to discuss the issues. Tasks D through G are for each individual teleworker to work out with the manager.

A. TELEWORKER SCHEDULE AND HOURS (Teleworkers, Manager & Workgroup)

1. Number of teleworkers in work group _____
2. What are the telework days and hours for each teleworker?
 Teleworker _____
 Teleworker _____
 Teleworker _____
3. What are specific days that teleworkers need to be in the office (for meetings, status updates, training)?

4. Determine who needs to know the weekly teleworker schedule. Manager, support staff, team members, project leader, receptionist, other departments:

5. How will this weekly schedule be disseminated? Who will be responsible for keeping it updated?

6. What impact, if any, will the selected telework days and hours have on other work group members' schedules? Will it affect back-up duties or customer coverage?

7. How will this schedule or schedule changes be communicated to others? (i.e., "I am teleworking" sign on desk or computer monitor, stated on teleworker voice mail, email, not mentioned, other)

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8. If teleworker is sick on the telework day, what should they do? _____

Who is responsible for letting other office staff know? (teleworker, manager, other)

9. Will there be any desk sharing or space changes in the primary office when telework begins? If so, what will be done to smooth this transition?

B. TELEWORKER WORK TASKS AND PROCESSES (Teleworker, Manager & Workgroup)

1. What tasks will be performed by teleworker(s) on telework days?

2. What tasks are best done at the primary office? _____

3. Do teleworkers work cooperatively with work group members on specific tasks that will be accomplished on telework days? If so, how will information be shared or exchanged?

4. What teleworker work tasks will need to be assumed by other in-house staff when teleworker(s) are offsite?

Examples of tasks that may need coverage:

- | | |
|-----------------------------|--|
| Meeting with walk-ins | Forwarding or sending information |
| Printing jobs in the office | Taking and forwarding messages for teleworker |
| Taking customer calls | Serving as emergency back-up in primary office |

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Who will take on these extra duties? _____

5. If the teleworker does need some occasional support from in-house staff, is the teleworker able to reciprocate or assist in-house staff in any other way?

6. With the teleworker offsite, what changes in work processes may be needed? For example, how materials are distributed, need for face-to-face encounters with staff other than work group, etc.

C. COMMUNICATIONS AND MESSAGING PLAN (Teleworker, Manager & Workgroup)

1. What regular communications are needed with coworkers on telework days?

2. What are the most effective communication modes to stay in touch with the workgroup members?

- Second phone line ___ Yes ___ No
Voice mail at main office ___ Yes ___ No
Separate voice mail at home ___ Yes ___ No
E-mail ___ Yes ___ No
Conference calling feature ___ Yes ___ No
Cellular phone ___ Yes ___ No
Beeper or pager ___ Yes ___ No
Caller ID ___ Yes ___ No
Call waiting ___ Yes ___ No
Blackberry ___ Yes ___ No

Other (specify): _____

4. If applicable, what kinds of calls should the receptionist forward immediately?

5. Will the teleworker's home telephone number be given out, to whom and under what circumstances?

6. What is the policy for giving teleworker's home number to customer or other department staff outside of the work group?

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7. How will telephone and other communications with customers remain seamless on telework days?

 8. How often will the teleworker and work group check voice-mail messages?

 9. How often will the teleworker and work group check email per day? _____
 10. What times will the teleworker be available to accept calls from the office?

 11. How is teleworker reached in an emergency? _____
 12. Are there any changes in routing and mail procedures? _____
 13. Teleworker Buddy - A teleworker buddy is a coworker who acts as a primary office liaison when a teleworker is at the remote work site. Two teleworkers can become partners; each helps the other with telework needs. Will the teleworker set up a buddy system? If so, with whom?

 14. When and how often is attendance required at regular staff meetings?

 15. What are alternatives for decreased 1-1 coworker interactions due to less spontaneous, informal meetings?

 16. In what situations will there be a need for the teleworker to attend unscheduled face-to-face meetings?

 17. How much notice will the teleworker have ahead of time? _____
 18. What are the best strategies for the teleworker to reach the manager? (email, voice mail, other)

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19. Please specify how the teleworker will maintain a professional demeanor on the home and office phone lines. What message will be left on office voice mail on telework days?

20. How will the teleworker answer the home office phone (business response) if they intend to receive business calls on that line?

22. What message will be used on the home answering machine or voice mail, if that line is being used for business calls?

23. Does this message need to be changed on telework days if family members use this phone after business hours?

24. How often will teleworker and supervisor meet to discuss and evaluate telework arrangement (monthly 1-1; meeting with coworkers; with other teleworkers)?

Telephone Courtesy Tips:

- Develop a system of contacting the teleworker that is courteous. Be sure there is a way to leave a message when the teleworker cannot answer the phone.
- When teleworkers do answer the phone, be aware that, just as when one calls someone at any other office, your call could be coming at an inconvenient time. Ask if they have time for your call. If they do not, let them know how long you think the conversation will be and suggest another time to talk.
- Have an agreement that work group members will leave messages when they call. The teleworker will then know that the hang-up on the answering machine or voice mail is not an annoyed manager or coworker.

D. PERFORMANCE GOALS AND OBJECTIVES (Manager & Teleworker)

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As a regular office setting, in order to assess performance, it is important to understand:

1) What are the quantifiable products (how much gets done) that will be produced on telework days?

2. How will the quality of work be assessed (how well it gets done)?

3. Will deadlines be established for completion of work? If so, how will these be determined?

4. What telework tasks will take priority?

E. WORK AND FAMILY GUIDELINES (Teleworker & Manager)

1. If household members are home during the workday what kind of phone use by household members occurs between 8 a.m. and 5 p.m.?

2. What are the guidelines for phone line use by household members during the telework day? Will it be restricted during work hours?

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3. What are the guidelines regarding privacy, interruptions, and use of work area?

4. When is it not okay for a household member to interrupt the employee? _____

5. Is it clear that household member use of employer equipment and work area is not permitted?

6. Dependent Care – Telework is not a substitute for dependent care, although if the teleworker’s position and circumstances permit, work schedules may flex around dependent care needs. Dependents may include children, babies, elders or other family members who are in the home during work hours.

If another caregiver in the home cares for the dependent, then the home office should be a removed enough from the dependent’s location that there is not distraction for the teleworker.

a) Can the employee’s schedule be flexible in order to accommodate some dependent care needs? If so, please describe the schedule:

b) If a dependent (child or adult) is sick or home without care on a telework day (for instance, on snow days), what should the teleworker do? Is she/he able to perform some work duties? (Sometimes the teleworker could work a portion of the day. The manager may require the employee to use leave or partial leave. This may also depend upon the age of the dependent and the type of work tasks.)

F. SECURITY AND CONFIDENTIALITY (Teleworker & Manager)

1. What documents or data are allowed in the home office? _____

Which are not? _____

2. How will confidential materials be safeguarded in transit? _____

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3. What disks or documents need to be available at primary office for other work group members?

4. How should documents be destroyed? _____

5. What is the return policy for documents? _____

6. If employee owned equipment is used, how will the security of NIH information or data be maintained? (password, etc.)

G. TECHNOLOGY, WORK SUPPLIES AND RESOURCES (Teleworker & Manager)

Equipment should be documented in the telework agreement, designating whether it is employee or NIH provided property.

1. Will the IC provide any maintenance or assistance with employee-owned equipment (particularly computer software and hardware)? If so, what is this assistance?

If not, does the teleworker have maintenance agreements in place for employee-owned equipment?

2. Are there any standards set by your IC IT group for employee-owned equipment? Does the equipment meet these standards?

3. Who is the contact for assistance with NIH-owned equipment? List names/contact information below, alongside the type of equipment they are responsible for:

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4. If a key piece of equipment (for example, the computer) ceases to function on a telework day and cannot be fixed immediately, what should the employee do?

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5. What types of computer applications will teleworker(s) need access to? Are there any issues associated with accessing these applications from a remote location?

___ Windows

___ Internet browser

___ Word Processing, (Word, WordPerfect)

___ Database – specify:

___ E-mail

___ Other(s): _____

Issues:

6. Will teleworker need to have any applications open simultaneously? If so, which?

7. What restrictions, if any, does NIH, the IC, or workgroup place on remote use of applications?

8. What supplies and resources will be given by the IC (paper, pens, printer cartridges, reference books, etc.)?

9. How will teleworker obtain these supplies? _____

10. What additional expenses might the teleworker incur? Will these expenses be covered? If so, how?
