

Telework / Hybrid Work Toolkit

GENERAL SECTION

Purpose of the toolkit

This toolkit is designed to help employers understand the many benefits of hybrid work and to implement successful, sustainable remote work programs.

Hybrid terminology definitions

Telework: The official definition of "telework" can be found in the Telework Enhancement Act of 2010: "[t]he term 'telework' or 'teleworking' refers to a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work." In practice, "telework" is a work arrangement that allows an employee to perform work, during any part of regular, paid hours, at an approved alternative worksite (e.g., home, telework center).

Historically, telecommuting/teleworking was used as remote access to replace the commute, but now it applies to working anywhere besides the traditional worksite. Simply put, telework is an arrangement for employees and managers to work remotely from the office. Telework employees can work from a home office, telework center, a hotel, airport, or satellite office located closer to their home. Telework can be on a permanent basis, temporary, or with a formal or informal arrangement.

Also called: telecommute, work from home (WFH), remote work.

Other terms, abbreviations, and anagrams related to telework:

Alternate Work Location: approved worksites that include the employee's home or telework centers where official business is performed.

Alternate Work Schedules (AWS): an umbrella term that refers to compressed work schedules and/or flexible work schedules. Compressed work schedule means a work schedule in which an employee can complete the biweekly work requirement in less than 10 working days.

Asynchronous Communications: communication that does not rely on immediate responses leveraging technology tools to share information, collect feedback, and brainstorm with colleagues.

Bandwidth: refers to the speed of transmission of information over a communications pathway. It is the maximum rate of data transferred across a given path.

Blended Work Team: when a project team includes remote and in-office employees.

Central Worksite: an employee's work headquarters or official duty station where they would normally report to work if not teleworking.

Cohort Scheduling: when people are assigned an A or B schedule alternating days or weeks in the office.

Collaboration Days: encourage a frequency of days per week or days per month to have everyone or teams in the office to encourage large-scale collaboration.

Compressed Work Week (CWW): a non-traditional work schedule that decreases the total number of days an employee works, such as a schedule of four 10-hour shifts.

Continuity of Operations Plan (COOP): a collection of policies and procedures put in place for cases of emergency, inclement weather, major traffic interruptions (such as road construction or a large-scale sporting event), and/or unexpected events that ensures the continuation of critical services and functions of an organization.

Core Hours: when hours are set for collaboration and meetings, allowing employees to schedule the remainder of their workday to accommodate focus time for individual tasks.

Coworking: a work arrangement where people from different companies work in a location sharing office space, resources, and amenities.

Distributed Team: a group of employees working on the same project and/or in the same organizational unit who are based at two or more locations.

Ergonomics: the placement and design of the workspace for comfort, efficiency, and safety.

Flexible Work Schedule: an alternative to the traditional 9 to 5, 40-hour work week. It allows employees to vary their arrival and/or departure times.

Focus Fridays: when companies encourage no virtual meetings to encourage focus time for employees.

Hoteling/Office Hoteling: dynamic scheduling of shared workspaces such as desks, cubicles, and offices (as opposed to permanently assigned seating and offices).

Hot-desking: employees use any designated employee work area available to them on a first-come, first-served basis.

Hot Spot: a geographic location supported by a Wi-Fi wireless access point.

Hybrid Work Model: a work arrangement where employees spend some time working in the office and some from their remote office.

Non-Linear Workday: remote work employees create their own schedules allowing them to take breaks and work nontraditional hours.

Remote Worker: typically, an employee that works from home in a full-time capacity.

Remote First: when companies encourage employees to work from home or in an office but work to ensure the employee experience is the same for the fully remote employees.

Return to Office: a common phrase used for returning to the worksite after the COVID-19 pandemic

Satellite Office: secondary offices where employees can work, dividing their time between home, office, or satellite offices.

Shared Space: the use of an office at different times by more than one employee.

Staggered Schedules: when employees arrive at a set time to avoid congestion in elevator lobbies or at security checkpoints.

Video Conference Fatigue: feeling worn out after an excessive amount of time spent on video conference meetings or calls.

Virtual Private Network (VPN): a virtual private network allows employees to establish a safe connection that is encrypted from their home network.

Voice over Internet Protocol (VoIP): phone system hosted online that allows calls to be made and received from connected devices.

Work/Life Balance: offering flexibility in when, where, and how work is completed allows employees to effectively manage their responsibilities at work and at home.

Hybrid policy and agreement checklist

To make a successful transition to a hybrid work environment, business leaders should have a written policy and agreement that covers the following:

- **Eligibility requirements** – Clearly define what the requirements are for hybrid work and who is responsible for determining eligibility.
- **Application approval process** – Have employees submit a written application that includes instructions on who to submit the request to and what the approval process is.
- **Scheduling and availability** – Determine how often employees will work remotely and if they will be working a fixed schedule (the same days each week) or if their schedule will vary from week-to-week.
- **Location** – The application should clearly indicate the address where the employee will be working from.
- **Home office safety guidelines/checklist** – Have the employee complete a home office safety checklist as part of the application process.
- **Performance measurement** – Determine how the employee's performance will be measured and evaluated in the hybrid work environment. Ideally this should mirror the current performance measurement process when employees are in the office. Make sure expectations are clearly communicated to employees in advance.
- **Equipment and service provisions** – The hybrid policy should clearly state what equipment and services the employer will provide and what the employee will provide.
- **Supplies** – Determine how employees will obtain necessary supplies and if they will be reimbursed for out-of-pocket expenses.
- **Training** – Require training for managers and hybrid workers; ideally, this should be conducted at the outset of the hybrid work arrangement.
- **Workers' Compensation** – Employers are responsible for providing the same safe work environment for both their on-site workers and remote workers; hence, workers' compensation provisions apply if the injury or illness occurs while an employee is completing a work task during work hours.
- **Dependent care arrangements** – Hybrid work is not a substitute for childcare or elder care; make sure employees understand that they are responsible for making suitable arrangements.
- **Security of confidential and proprietary information and equipment** – Work with Information Technology staff/contractors to include security-related information in the policy and training.
- **Income taxes** – Make sure human resources staff and employees are aware of income tax requirements if the employee moves to another state.

- **Terminating the agreement** – Include provisions outlining how the employer or employee can terminate the agreement.

See the [Employee Section](#) for sample policies, agreements, forms, and training.