CITY OF PHOENIX
HUMAN RESOURCES DEPARTMENT

Guidelines for Successful Teleworking
May – July 2020

The Human Resources Department (HR) has created this resource to provide teleworking employees and their supervisors with recommendations to ensure that work is accomplished with the same degree of quality, service, and integrity our city leaders and customers have come to expect.

Teleworking has become an important part of our efforts to slow the spread of COVID-19 (Coronavirus), protect the health and safety of our employees and customers, and continue to provide essential services to the community. As of May 2020, we have successfully transitioned to allow approximately 30 percent of our workforce to work from home. Teleworking is a privilege offered to employees and is available at the discretion of department heads based on operational needs. As we continue working to develop reopening processes, most employees who are currently teleworking will have the opportunity to continue doing so through July when additional direction will be provided. Some employees will be required to return to the workplace one or more days per week based on limitations to conducting their job duties remotely or because their department has an operational need for them to return to their work site. Employees in this category will receive direct communication from their department regarding a plan to return to onsite work one or more days per week and will be provided reasonable notice to prepare for this change.

Eligibility for Telework

Eligibility to telework is at the discretion of the department head, not the employee.
Department management (ultimately the department head) will have discretion regarding approval of telework options based on operational needs. When we began the current temporary teleworking program because of the health emergency, we relaxed telework thresholds so that an employee who could perform at least 50% of their work from home would be eligible to telework, recognizing that supervisor and department input was needed to make final decisions. While we still want as many employees to telework as possible to help minimize the potential spread of the Coronavirus, we do expect employees to be able to conduct the majority of their job duties remotely. If this is not possible, employees may be required to work in the office for one or more days per week to accomplish tasks that cannot be done remotely.

Schedules and Timekeeping

- Establish defined working hours that meet the needs of your internal and external customers. This is particularly important for non-exempt (hourly) teleworkers. All overtime must be approved by the supervisor in advance.
- Lunch periods and breaks should be observed in accordance with city policies.
- For any time spent not working during the established work schedule, employees must request and receive advance approval for paid leave in accordance with city policies. Supervisors may approve flexing of schedules in accordance with city policies and labor agreements.
- Any change to a telework schedule must be approved in advance by your supervisor.

- Based on operational needs, employees scheduled to telework may instead be asked to come into an onsite location. Supervisors should provide reasonable notice when possible to employees so arrangements can be made for other needs such as childcare or other similar needs.

Workspaces and Safety

- Designate an area within your home where essential work equipment is accessible, and distractions are minimized. This may be at a table, desk, or kitchen counter that allows you to sit or stand comfortably while performing your assigned tasks and duties throughout the workday. Consider appropriate lighting, noise and temperature levels that allow you to work for extended periods of time.
- Practice good ergonomics at your remote work location by positioning your chair and monitors so they don't cause unnecessary muscle strain or fatigue.
    - This link provides helpful tips to achieve ergonomic comfort when teleworking.
    - If you have any concerns about ergonomics or workplace safety, you should discuss with your supervisor or HR liaison.
- If you are injured in the course of your work duties, report it immediately to your supervisor in accordance with City policies.
- It is not recommended that employees take City equipment, other than computer equipment required to accomplish their work duties, home. Employees will be required to use their own furniture for telework. Where necessary, departments should consult with their HR liaison regarding requests to take other equipment (such as chairs or other ergonomic equipment) home. In general, this should not occur except in situations with a documented need, such as an ADA-required accommodation or other documented medical condition. In those cases, an assessment will need to be made regarding whether it is safer for the employee to work at home or in the office.
- You must have a City issued computer/tablet to telework. It is not acceptable to telework on a personal computer.
- Teleworking should be conducted from your home; any other locations must be approved by your department head. If approved, all other telework criteria must be met, such as secure internet access, ability to maintain confidentiality of documents and information, and accessibility to the office for work issues or technical difficulties. If you are unable to work due to any technical or other issues, you may be required to submit appropriate leave for time not worked.

Communication

Since face-to-face interaction is limited, clear communication is essential for successful collaboration and coordination of work processes and results.
- Supervisors should establish effective methods to connect regularly with their teams and individual employees alike. This may include weekly virtual team discussions and one-on-one meetings.
- Teleworkers must remain accessible and responsive to their supervisor and departmental chain of command as well as internal and external customers during their scheduled work hours.

- Electronic communication tools like email, web-based communication applications (Skype, Microsoft Teams, Cisco Jabber), and various teleconferencing platforms should be used to ensure good communication. For more information, please visit the ITS Telework Resources webpage.
- At a minimum, communication should include:

  o Communication between employees and their supervisor at the beginning of the day regarding the expectation of what will be accomplished that day (or week).
  o Communication between employees and their supervisor regarding what was accomplished at the end of the day (or week). This daily telework worksheet may be used to track tasks and assignments.
  o Check voice mail and email throughout the day - at least once per work hour.
  o Be available by cell phone and/or Jabber app.

Information Security

Many city employees handle information that is considered sensitive or confidential, and teleworkers must make reasonable efforts to protect sensitive or confidential information related to city business so that others in the household cannot access or view the information.

- Teleworkers should use passwords, screen locks, anti-virus protection and other city-implemented security measures to safeguard all information related to city business.
- Teleworkers should use caution when printing documents in a telework setting. Ensure all information is secured and disposed of in a confidential manner.
- Supervisors should clearly identify what tasks and handling of documents are appropriate for remote work locations and communicate any exceptions to their employees.
- For more information, please visit the ITS Telework Resources webpage.

Internet Access Requirements

The home office must meet the following requirements to ensure proper performance based on the intended use:

Teleworker Role	Examples of Applications & Usage	*Minimum Download Speeds	*Minimum Upload Speeds
Office Worker	Office 365, Teams, WebEx, Shared Drives	6 Mbps	1 Mbps
Power User	Same as Office Worker plus AutoCAD, GIS, Database Admin	10 Mbps	3 Mbps
Specialized User i.e. Contact Center Agent	Combination of the above plus use of VOIP Telephone, Video Conferencing	10 Mbps	10 Mbps

*This speed is a minimum for the Teleworker. Consideration needs to be taken if there is more than one Internet user in the household as this will degrade the capacity, responsiveness and performance. In such

cases higher speed packages are necessary.

Sample Broadband Services available as of 5/27/2020

Cox Internet Service	Download Speeds	Upload Speeds
Internet Starter 10Mbps	10Mbps	1Mbps
Internet Essential 50Mbps	50Mbps	3Mbps
Internet Preferred 150Mbps	150Mbps	10Mbps

CenturyLink Internet Service	Download Speeds	Upload Speeds
Price for Life $49*	From 6 Mbps to 100 Mbps	From 6 Mbps to 100 Mbps

Speeds vary due to distance from your home location and their servicing Central Office as well as technical infrastructure capability.

Virtual Meeting Etiquette

Meeting in a virtual setting can be challenging, especially if many employees are participating at once.

- Test new meeting tools ahead of time to avoid delays or technical issues at meeting time.
- Provide clear instructions to participants in advance if you are the meeting organizer.
- Dress appropriately when video conferencing.
- Check your video and audio settings when you initially join a meeting. If you are attending a meeting by phone and/or with audio/video capabilities, mute the microphone on your computer or telephone unless you are speaking as part of the meeting. If you are leading a meeting, learn how to apply the mute setting to the entire group.
- Employees are expected to be on time for virtual meetings. Even if your attendance isn't recorded, it is important to be prompt. If you are delayed joining a meeting, communicate the delay to the meeting host whenever possible.
- If you have the capability to participate in virtual meetings by video, you should use video capability rather than using the phone function only as this enhances engagement.
- Avoid working on other tasks during meetings. Give your full attention to the information being delivered throughout the meeting. Writing emails or doing household chores during a virtual meeting causes distractions.
- For virtual meeting options and instructions, please visit the ITS Telework Resources webpage.

Appearance Standards

Many teleworkers enjoy the more relaxed dress code that remote work offers. However, if you are participating in video conferences or other meetings, your appearance should reflect the same standards as the office environment.

- Dress appropriately for your planned activities and for unexpected video calls that may arise.
    o For some meetings, professional business attire may be necessary.
    o Baseball caps, pajamas, and athletic wear are generally not appropriate for the workplace.
- If you visit the work site during your teleworking period to pick up documents or equipment, you should be dressed appropriately as well.

Health and Wellness

Self-care is important, especially during a period of crisis.

- Take regular breaks just as you would at the office.
- The City's Wellness and Learning websites also have a wealth of information and resources for managing stress and staying healthy, including the Employee Assistance Program (EAP).

General Work Habits

Working from home is a new experience for many employees. To be more productive and engaged while teleworking, here are some tips.

- Establish routines to define the beginning and end of your workday. This could be having breakfast or a cup of coffee before your start time, getting dressed, or moving to a location that you have designated as your "office". Go for a walk or play with kids or pets during breaks, lunch or at quitting time.
- Set daily or weekly goals for what you plan to work on or accomplish. Share these goals with your supervisor for discussion, input, and in support of accomplishing your duties and goals as listed on your PMG.
- Avoid as many distractions and interruptions as possible. Set boundaries for others in your household so they know when you are working and should not to be interrupted.
- Stay connected with your co-workers and supervisor using email, instant messaging and phone calls. Ensure you are available during all work hours as established with your supervisor.
- Do not ask other staff members to carry out tasks on your behalf, no matter how small the task may seem. If you cannot accomplish a task remotely, you should discuss this with your supervisor. Tasks such as printing documents, obtaining signatures, mailing items, or other tasks that cannot be accomplished remotely may require you to come into the office for completion.