

## OBJECTIVE

Teleworking is the preferred work option for Team ND. Teleworking allows team members to work at home, on the road or in a satellite location for all or part of their workweek. Teleworking does not change the terms and conditions of employment with the state of North Dakota.

## GUIDANCE

This document provides agencies with a guide to help determine which positions and Team ND members have the ability to telework full-time or part-time. Along with guidance to help discuss and decide what resources and support will be needed for successful outcomes.

Any teleworking arrangement may be changed or discontinued at any time by the team member's manager. Every effort will be made to discuss potential changes with the team member and provide 30 days' notice of such change to accommodate commuting, childcare and other issues that may arise from the termination of a teleworking arrangement. There may be instances, however, when no notice is possible.

## THE NEW WORKPLACE

With the goals of maximizing team member flexibility and the use of off-site work locations, agency directors will work with their managers and individual team members to determine which positions require full-time or part-time work in a state facility.

When evaluating The New Workplace arrangements for team members consider the following:

- Does the position currently provide direct service to citizens?
  - Can the work be modified for remote delivery and provide greater access by all citizens of North Dakota?
  - Do you have a plan to ensure the team member will return to a safe environment in a state facility?
  - Does the team member understand their responsibilities to be safe while working in a state facility?
- If the position does not provide direct service to citizens, telework is recommended.
  - Does the team member have the necessary resources in their home/remote office to carry out the duties and responsibilities for their position and to meet their goals and objectives?
    - If not, what additional resources are necessary?
  - Does the position require face-to-face communication with citizens or customers?
    - If yes, could the implementation of new technology change this requirement?
    - What percentage of their time is face-to-face? Can the team member telework part-time?

- Does the position require face-to-face communication with other team members?
  - If yes: how often? Could the implementation of new technology or additional resources change this requirement?
- What level of direct supervision is required to enable the team member to meet their goals and objectives? Can this occur when the team member is working off-site? What changes in supervision needs to occur to make the arrangement successful?
- What additional staff development does the manager and team member need to make the new arrangement successful?
- Can we successfully measure the Team members performance outcomes?

The New Workplace includes a variety of ways that Team ND can telework, and may include:

- **Home:** Work is done exclusively from home. The team member does not have a designated physical location at a state of North Dakota facility.
- **Hoteling:** Work is done partly at a state facility and partly from home. The team member does not have a designated physical location within a state of North Dakota facility but may share or reserve workspace as needed. This situation is often split one or two days a week at a state facility, with the remaining time from home. This is often used for collaboration and project work.
- **On the Go:** Work is carried out on mobile devices and on the move. The workplace changes frequently. This type of remote work is often used by field staff but can be part of the work model for home-based or hoteling.

Managers and team members should have the following discussion to ensure a successful teleworking:

- Does the team member have clear expectations? As the manager, have I developed a trusting relationship with my team member that enables them to ask difficult questions to clarify the expectations?
- Will the team member be able to get their work done without distractions in The New Workplace?
- Can I give my staff members the flexibility of when they do their work? How much flexibility can I provide? This includes the days of the week they work and the specific hours they work.
- Is it easy for staff members to interact with me? With their co-workers? With their customers?
- Can I effectively coach and develop my team members in The New Workplace arrangements?
- Do I have clear metrics to insure accountability? How will I do this? How has this changed with the new office arrangement?
- Are there elements of this team member's responsibilities that must be done on-site?
- What personal matters must I consider with each staff member as we are making these arrangements? (This could include current living arrangements, need for daily face-to-face interactions, etc.)

## **EQUIPMENT**

On a case-by-case basis, the agency will determine, with information supplied by the team member and the supervisor, the appropriate equipment needs for each new office. The human resource and information technology staff will serve as resources in this matter. Equipment and software must meet agency standards and must support both the onsite and teleworking environment.

## **TELEWORKING AS AN ACCOMMODATION**

When requested by a team member, teleworking may be considered as a reasonable accommodation under the Americans with Disabilities Act. "Reasonable accommodation" is any change in the work environment or in the way things are customarily done that enables an individual with a disability to apply for a job, perform a job, or gain equal access to the benefits and privileges of a job as long as the accommodation does not cause undue hardship to the agency. The agency director or designated team member shall initiate an interactive process with the team member to determine the type of accommodation needed. To determine if any or all of a job can be performed at home, the manager must ensure that essential functions of the position have been identified and consideration given to the feasibility of teleworking on a full-time, part-time, or intermittent basis. The division director may waive certain teleworking eligibility requirements, modify the teleworking policy, or waive or modify other workplace policies to allow a team member with a disability to work from home as a means of reasonable accommodation. Team members will not be able to telework, as an accommodation, if it prevents the team member from performing the essential functions of the job or causes undue hardship to the agency.

The agency director has the right to select the most effective accommodation even if it is not the one preferred by the team member. For additional information, see [Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act](#) or refer to OMB's reasonable accommodation process outlined in Chapter 3 of this manual.