MID-OHIO REGIONAL
MORPC
PLANNING COMMISSION

CENTRAL OHIO

EMPLOYER TELEWORK POLICY GUIDE//

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//EXECUTIVE SUMMARY

The State of Ohio's stay-at-home orders prompted many businesses to implement teleworking policies. Teleworking can be viewed as working anywhere but the business' designated office space. Once the stay-at-home orders had been lifted, both employers and employees have recognized that teleworking will likely continue to be utilized by businesses. Given the prevalence of teleworking, the Mid-Ohio Regional Planning Commission (MORPC), central Ohio's designated metropolitan planning organization (MPO), as well as Smart Columbus, conducted a Central Ohio Telework Survey. The Survey, which was primarily taken by MORPC's 70+ member municipalities, demonstrated that teleworking is likely here to stay. With that in mind, MORPC crafted the ensuing telework policy guide to help businesses transition into an effective teleworking environment.

MORPC has identified three potential teleworking schedules: full-time, part-time, and flexible time. Employees teleworking on a full-time schedule would remain remote and only visit the office on an emergency basis. Individuals on a part-time basis would develop a schedule that has them in the office some days and working remote others. Lastly, a flexible time schedule would allow employees to work from the office or remotely depending on the nature of the task. Each type of schedule has its benefits and challenges, which are demonstrated in Table 1.

Despite the type of schedule businesses chose to adopt, employers, employees, and communities will experience benefits from teleworking. Employers can expect to benefit in the areas of productivity, overhead savings, talent recruitment, employee retention, and internal morale. Similarly, employees will recognize benefits pertaining to work-life balance, stress reduction, work productivity, and personal expenses of commuting. Lastly, the community will observe increases in community health, air quality, infrastructure lifespan, and conservation of natural resources.

In the early stages of implementing teleworking policies, it is inevitable that challenging issues will arise. These issues will likely surround communication. MORPC suggests that the easiest way to mitigate these issues will be to designate a telework lead for day-to-day questions, as well as encourage frequent employer-to-employee and employee-to-employee communication. A strong communication will not only help eliminate business errors but will also ease the social disconnectedness of working remotely.

Given that teleworking employees will not be in the office, a well-planned at-home workspace is of high importance for teleworking. When considering an at-home office space, individuals need to consider both the physical and technological environment needed to complete their job. For example, a physical area away from distractions, such as a television, is ideal for a productive at-home workspace. Similarly, it is critical for an employer to ensure that each employee has access to a secure connection network connection. Each employee's office will have differences; therefore, maintaining a strong communication network will be essential in the early stages of establishing an at-home office.

Lastly, MORPC suggests that telework transitioning takes place in a three-step process. First, an employer should think through all the different tasks and goals they would like to achieve through teleworking. If these tasks and goals are capable of being met through telework, then the employer should begin to plan for a transition and prepare for technological infrastructure changes. Finally, once a plan has been implemented, the employer should continuously review the company's policy and adapt to any inefficiencies recognized.

The concept of teleworking is new to many businesses in the region. With that in mind, it is important to weigh both the benefits and challenges presented in this teleworking guide prior to committing to a specific policy. Teleworking will look different for each employee and each role; therefore, a frequent line of communication should be used when adjusting to this new work environment. Finally, once employers have implemented a plan, frequent evaluation and analysis of its effectiveness should ensue to ensure an efficient work environment.

TABLE 1-3. BENEFITS AND CHALLENGES OF FULL-TIME, PART-TIME, AND FLEXIBLE TELEWORKING SCHEDULES

FULL-TIME // EMPLOYEES SPEND THE MAJORITY OR ALL THEIR WORK HOURS AT HOME	
BENEFITS	**CHALLENGES**
• Employer savings on variable costs (i.e. electricity) • Eliminates both the time and monetary cost of commuting each day • Ability to perform work "on call" or at unusual hours • Elimination of pollution and congestion from commuting	• Not all positions allow for a full-time telework schedule • Technology complications may make it difficult to communicate with employees • Lack of face-to-face social interactions

PART-TIME // EMPLOYEES WORK ONE OR MORE DAYS AT HOME & THE REMAINDER AT THE OFFICE	
BENEFITS	**CHALLENGES**
• Ability to maintain social and professional connections in the workplace • Improvement in air quality and congestion • Adaptability to different schedules	• Teleworking schedules may not always be set in stone • In office workspaces may go unused while the employee is teleworking

FLEXIBLE SCHEDULE // EMPLOYEES SPEND PART OF THE WORKDAY AT THE OFFICE & PART AT HOME	
BENEFITS	**CHALLENGES**
• Ability to maintain a strong office presence in the case that urgent business presents itself • Compatible with positions that require in-office resources for some tasks	• Limited impact on air quality and congestion • The variable costs of maintaining a full-time office space would likely remain the same

TABLE 4. TELEWORKING BENEFITS FOR EMPLOYERS, EMPLOYEES, AND THE COMMUNITY

EMPLOYERS	EMPLOYEES	COMMUNITY
• Productivity • Overhead Savings • Talent Recruitment • Employee Retention • Internal Morale	• Stress Reduction • Work-Life Balance • Maintain Work Productivity • Lower Personal Expenses	• Air Quality Improvement • Conservation of Natural Resources • Maintain Infrastructure • Community Health

//MORPC & GOHIO COMMUTE

The Mid-Ohio Regional Planning Commission (MORPC) is the public agency that conducts the transportation planning process as the U.S. Department of Transportation's designated metropolitan planning organization (MPO) for the Columbus urban area.

In this capacity for many years, MORPC has supported traffic mitigation strategies—including rideshare, transit, and active transportation—to reduce costly spending on transportation infrastructure repair and maintenance, as well as to improve air quality.

Gohio Commute, a program of MORPC, is here to help your workplace develop an internal telework policy and a commuter benefits plan. Our mission is to develop innovative commuting programs and policies that guide people towards healthy, sustainable travel options—including telecommuting.

CONNECT WITH MORPC GOHIO COMMUTE:
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//INTRODUCTION

Following the State of Ohio's stay-at-home orders as a result of COVID-19, people began returning to offices and other places of employment. However, roughly 50% of respondents to the Central Ohio Telework Survey reported that they would like to continue having telework options available during the work week—whether because of the benefits experienced from telework or because of lingering concerns regarding health and safety.

Telework is currently in development for many businesses as a cost-savings measure and as a public health interest. This guide is designed to help Central Ohio employers explore, develop, and enact telework (work from home) options that could benefit their businesses. The document focuses on the needs and expectations of telework for a changing business landscape. This resource is designed to help employers make the right telework policy decisions for their business.

This guide will prepare you to:

- Maintain trust and morale for teleworking employees
- Make thoughtful decisions for your business regarding telework
- Implement a teleworking policy within your organization

//TELEWORK

Teleworking is an arrangement made between employees and employers that allows staff to work remotely as an alternative to being at the office. Teleworking does not solely mean working from home, rather, working anywhere but the office. For example, teleworking could take the form of working remotely in a local coffee shop or shared workspace.

Inclination to telework is likely to vary person-by-person. Not all individuals will desire to work remotely on a consistent basis. Some employees prefer to divide their work schedule between the office and at home based on their preferences, needs, and job type. Additionally, telework might not be the best option for all employees within a company.

Employers have the right to determine if remote work options should be available based on job type and needs. Additionally, this guide will encourage employers to communicate with employees considered for telework to determine how to best use a potential telework policy to meet output goals, encourage a person's positive internal energy, and benefit employee work-life balance. **The first step to determining how telework can fit into your company is understanding the benefits, challenges, and ways to overcome those challenges.**

TYPES OF TELEWORK

Every workplace has its own unique approach toward creating an environment for employees to work productively. Below are options to be considered, each with its own benefits and challenges. An employer could choose one or a combination of each based on the needs and desires of employees.

FULL-TIME //
Employees spend the majority or all their work hours at home

BENEFITS
Maximum cost benefits for employers and employees
The cost benefits for employers are maximized when employees have a lesser need to be at the office, saving on electricity and other resources. Similarly, the employee spends less on travel costs and other expenses related to commuting.

Ability to perform work 'as needed' or at unusual hours
While not necessarily desirable by every employer or employee, the ability to be 'on call' can have a positive impact on productivity. In emergencies or other situations that demand immediate attention, the employee that is set up to work completely from home likely already has everything necessary to perform off-hours work.

Elimination of pollution and congestion from commuting
When the need to commute is removed, the air pollution and traffic congestion created goes with it. While the impact of a single person refraining from commuting is obviously minimal, as teleworking becomes more common, that impact grows. Many urban areas have peak travel times during the morning and evening – a situation that results in increased emissions from vehicles remaining on roads for longer periods. A reduction in congestion would permit traffic to flow more quickly during these times, further reducing the amount of air pollution created from idling vehicles.

CHALLENGES

Positions are unlikely to function completely from home
Regardless of the desires of the employer and employee, most positions will likely require some degree of presence at an on-site office at some point, whether to attend meetings or provide hard-copy paperwork.

Difficulty in maintaining contact with employees
Although electronic communication is near ubiquitous in modern society, interruption in these services are not uncommon. Email servers go down, cell phone reception can be spotty, and even internet functionality can fail at times. A workplace that engages in remote working must be prepared to have alternative solutions for communication with employees when normal avenues fail.

Lack of the social aspect of office work
One aspect of working from home that employees can find severely lacking is the face-to-face social interactions with their coworkers. Some people thrive on social communication and can find their mental state affected by its absence. The social isolation aspect of teleworking may not be suitable for every employee.

PART-TIME //
Employees work one or more days at home and the remainder at the office

BENEFITS
Effective balance between home and office work
Employees who work in the office for a few days of the week can more easily maintain social and professional connections in the workplace, while still enjoying the benefits of working from home on the days they do so.

Air quality improvement and congestion reduction
While not as effective as working from home full-time, those days spent telecommuting eliminate the emissions and congestion that would have otherwise been present. Though minor, every bit helps when trying to mitigate these conditions.

Adaptability to different schedules
The ability to maintain a flexible schedule can prove beneficial for personal and business reasons. Employees that suffer a minor illness, for example, can maintain productivity without traveling to the office.

CHALLENGES
Schedules might be necessary
Typically, an employee will know in advance which days they will be needed in the office. However, sometimes it may be necessary to travel to the office unexpectedly. Emergency staff meetings, accelerated deadlines, and production goal setbacks may all require an unanticipated office visit.

Need for in-office workspace
An employee who spends some days at home will likely still need a dedicated workstation at the office to perform work there. Regardless of actual productivity, unused office resources during the workday can be unattractive to some companies.

FLEXIBLE SCHEDULE //
Employees spend part of the workday at the office and part at home

BENEFITS
Able to maintain a strong office presence
Being in the office for part of the day enables employees to maintain strong connections in the workplace and attend to urgent business as it comes up.

Works well for positions that require in-office resources
Some positions require resources that are difficult or impossible to procure while off site. These positions can benefit by performing part of their daily tasks in the office setting.

CHALLENGES
Limited positive impact on air quality and congestion
While some minor reductions can be expected, particularly during peak travel times, these benefits are mitigated by the fact that the employee must still commute daily.

Less cost benefits
Most of the resources needed to keep a full-time office employee productive would still remain for one who is away for part of the day. This would effectively minimize any benefits the employer could expect from a telework policy.

//BENEFITS OF TELEWORK

Benefits for employees can also be benefits for employers. **Creating a strong telework policy can help your business in several ways, including streamlining business, attracting new employees, and preparing for another pandemic or similar situation.** The following section below outlines some of the ways that telework could benefit your business, employees, and the community – and what should be considered to support a successful telework policy.

EMPLOYER TELEWORK BENEFITS

PRODUCTIVITY
Telework encourages productivity and efficiency by creating an opportunity to restructure business functionality, remove commute time out of the workday, and reduce the likelihood of employee tardiness. Employees are also less likely to be distracted by a colleague coming over to chat with them while in the middle of a productive afternoon of work.

EMPLOYER BENEFITS OF TELEWORK:

- Productivity
- Overhead Savings
- Talent Recruitment
- Employee Retention
- Internal Morale

OVERHEAD SAVINGS
Business functions can improve due to savings in costs associated with typical office work patterns. Overhead costs such as office supplies, workspace, and building maintenance can be lowered when telework options are pursued.

TALENT RECRUITMENT
Many job seekers look for telework options to reduce the stress and costs of commuting, and to support their work-life balance. Telework can expand your range of highly qualified applicants by including those who are interested in teleworking opportunities, who live far from your office, or who do not have the option to commute at all. Telework increases the number of eligible employees and attracts talented, experienced workers.

EMPLOYEE RETENTION
Employees tend to be happier when they commute less and have the flexibility that telework provides. Some employees will be much happier doing telework even part-time. Allowing telework and developing reasonable methods to monitor and measure employee success will keep employees happy and engaged. This will lower turnover, training costs, and maintain employees in whom your business has invested.

EMPLOYEE MORAL
Teleworking can improve employees' internal morale by giving them a strong sense of control over their workday and productivity. Goals for employees that focus on results can motivate and empower them, while maintaining their sense of flexibility and control over how they meet their accomplishments from home. Additionally, remote meetings give executives more flexibility to connect with staff and boost morale through communication opportunities that were not previously possible.

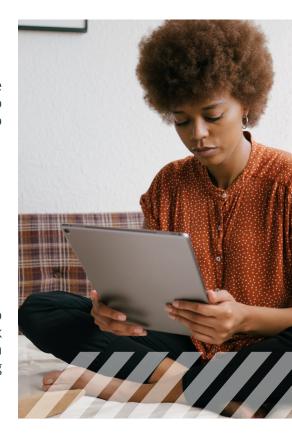# EMPLOYEE BENEFITS OF TELEWORK

STRESS REDUCTION
Change in work environment can reduce stress and help an employee be more productive. Telework reduces commute time, allows employees to work more independently from work conflicts, and allows employees to have more flexibility in meeting personal obligations.

EMPLOYEE BENEFITS OF TELEWORK:

- Stress Reduction
- Work-Life Balance
- Maintain Work Productivity
- Lower Personal Expenses

WORK-LIFE BALANCE
Telework provides more time for personal matters. It can be difficult to manage personal life obligations when working at an office. Telework allows for more opportunity to take care of any family issues, health concerns, and other important personal business while maintaining work productivity.

MAINTAIN WORK PRODUCTIVITY

Employees have less opportunity to delay their work. With the right organizational support, employees can work wherever, whenever. Employees can be more productive and focused with their work.

LOWER PERSONAL EXPENSES

Removing or reducing commuting time per week saves employees money that they would spend eating out for lunch, paying for fuel and maintenance costs on their personal vehicles, and paying fees for parking. Additionally, employees save money that they would spend on relocation to live closer to the office.

COMMUNITY TELEWORK BENEFITS

AIR QUALITY IMPROVEMENT

In 2017, the US EPA found that 29% of all greenhouse gas emissions were a result of transportation – over half of which were from passenger cars and light-duty trucks, including sport utility vehicles, pickup trucks, and minivans. Removing the need to commute to a place of employment would have a noticeable impact on the amount of carbon pollutants produced every day.

COMMUNITY BENEFITS OF TELEWORK:

- Air Quality Improvement
- Conservation of Natural Resources
- Maintain Infrastructure
- Community Health

CONSERVATION OF NATURAL RESOURCES

As mentioned in the Franklin County Energy Study Recommendations, reducing single-occupancy vehicle commutes is essential to minimizing our use of limited natural resources. Austin, Denver and other areas with similar population sizes and economies to Central Ohio all have a strong telework component when it comes to work commutes. The COVID-19 pandemic of 2020 showed us that the Mid-Ohio region can reach these higher telework percentages too, thus reducing our consumption of gasoline, saving us money on transportation costs, and improving our ability to conserve natural resources.

MAINTAIN INFRASTRUCTURE

More people working from home means fewer cars on the roads, particularly during mornings and afternoons. With less traffic during peak hours, the need to create infrastructure solutions in order to cut down on traffic congestion decreases. Additionally, the need for investment is also reduced, as a reduction in traffic causes less wear and tear on our roads. Reduced infrastructure strain would lead to more investment opportunities for existing infrastructure and innovative mobility options.

COMMUNITY HEALTH

Teleworking can benefit surrounding communities by encouraging a more sustainable region. In addition to the physical impact of vehicle emissions on our bodies, the emotional toll of commuting can be a great source of stress on some workers. Telework can not only eliminate these problems on a personal level, but also on a community level, by reducing the pollution in the air and creating a less stressed and mentally healthy region.

//CONFRONTING THE CHALLENGES OF TELEWORK

Adjusting to telework varies based on internal conversations, employee tasks, and organizational responsibilities. To make a smooth transition, these obstacles must be addressed. It is typical for businesses to fine tune their processes over time, and they will continue to do so. Employees and employers must be aware of the challenges of telework in order to develop the best policy for their business.

CHALLENGES FOR EMPLOYERS

The benefits of teleworking are great if your business prepares for it. In the short term, there will be changes that need to be made internally to prepare for a successful program. Helping employees be aware of the expectations, supporting them through technology preparedness, and providing opportunities to connect will all contribute to the long-term success of your telework program.

IDENTIFY TELEWORK CHAMPIONS
Rolling out a telework policy is a process for everyone involved. Identify which people will have the responsibility of answering day-to-day questions and make it easy for people to contact them. Chat rooms and video conferencing can maintain office communication, while instant messaging can be effective for daily updates.

SUPPORT EMPLOYEE MORALE
Encouraging employees' internal morale is typically done informally through routine contact in the office. But if communication is a priority, this can still be done virtually through employee connection opportunities. Recognizing an employee's contribution can be harder for people you rarely see. Telework can provide great results but leave the people responsible unnoticed. Therefore, face time with employees must be maintained to keep them focused and working on their own advancement. Extra effort should be made to acknowledge employees, motivate, and empower them. Keeping the business culture alive is important and can be maintained through group events, much like traditional team building.

CREATE EMPLOYEE CONNECTION OPPORTUNITIES
Working from home helps employees balance personal and professional productivity, but it also has its challenges. Depending on the amount of time spent working at home, isolation can become a real issue for some employees. Developing opportunities for employees to engage one another in a virtually social environment can help keep and maintain productivity and happiness while teleworking.

MORPC ORGANIZES VIRTUAL WALKS, A MONTHLY ONLINE BOOK CLUB, AND VIRTUAL ENGAGEMENT OPPORTUNITIES. MICROSOFT TEAMS TO CREATE CONNECTION OPPORTUNITIES FOR STAFF. MAINTAIN COMMUNICATION.

Communication is an important tool for employers to consider for telework productivity. Scheduling a quick one-on-one call to check in with staff can help maintain and increase productivity while staff telework. However, teleworking can also lead to over communication through calls and virtual meetings. The implementation of a telework policy for your organization can help you confront and support the productivity of your business through communication guidelines.

SUCCESS AT HOME

Employees do not need the full office environment at home, but it is important that they are supported with any technology tools necessary for their job function and collaboration with partners. This may include a desktop computer or portable laptops, virtual communication tools, and remote network access to internal server resources. Investment in employee telework preparedness will support the productivity of your team and maintain savings in overhead costs.

SUPPORT COLLABORATION AND PRODUCTIVITY

Working remotely requires a high level of cooperation that must be maintained through virtual connections. The best way to help facilitate collaboration is with high quality communication tools. In time, better software will make this issue much less of a problem. Until then, people need to maintain a proper communication network that includes everyone involved with a project. Additionally, clearly defined expectations will help address issues of productivity while supporting employees to fulfill their responsibilities. Communication and check-in opportunities will support both collaboration and productivity while employees work remotely.

BUSINESS SECURITY

When people work from home, there is liability for them to protect sensitive data. Ensure that the networks used by teleworking employees are as secure as they need to be. This may require in-home visits from IT to make sure a home office is as secure as a traditional office.

CHALLENGES FOR EMPLOYEES

DESIGNATE WORKSPACE

Setting up a personal workspace at home is critical to long-lasting, successful teleworking. A workspace that can be used specifically for professional work is recommended. One helpful suggestion is to have a work cart that includes everything needed for the day and that can be used while working in a compact and portable set-up. Employees should resist the urge to work in front of a television or anything else that may be distracting, and they should strive to keep the area pleasant. Working in a comfortable area with quality lighting that is free from distractions will make telework more enjoyable.

MAINTAIN A SCHEDULE

Employees should consider personal mental boundaries when teleworking. Working from home can make it difficult to take breaks out of the workday, creating risks for more stress. With at-home distractions like the television, house chores, and family, employees must take extra care to be present during the workday. Maintaining a schedule can help employees maintain productivity while allowing more time for personal flexibility.

Creating a routine is essential to long-term telework. Showering and getting dressed is a great way to mentally prepare for the workday. Creating and sticking with a schedule that works well with the employer but also provides the freedom to make the most out of one's time is beneficial. It can be difficult to keep up with everything that can happen daily, but an employee should make every effort to be available while on the clock and keep personal time separate.

//CREATING A SUCCESSFUL TELEWORK PROGRAM

THREE STEP PROCESS

1. THINK

TELEWORK POLICY DEVELOPMENT

Before implementing an internal telework policy, employers must first identify champions of the policy, provide an internal telework guide, and think through tasks that might need to be adjusted to be performed at home. Identifying individuals to serve as policy coordinators will provide an authority figure for employees to turn to for answers and support as they make the transition to working remotely. Additionally, a document providing telework guidelines will encourage new and existing employees to make the transition confidently. Lastly, internal functions and policies need to be reviewed and practiced at home, ensuring a smooth transition from in-office work to working at home.

NEEDS OF DEPARTMENTS AND POSITIONS

Employers should determine which departments and positions are good candidates for telework based on their specific tasks and responsibilities. **Understanding the needs of each department and employee will help employers identify a successful telework program.** Working with employees and departments to develop flexible guidelines can lead to a more successful telework policy.

ASSESS GOALS

Telework can be beneficial to employees and employers alike when expectations and goals are aligned. They should decide what goals are important and how they can be measured to ensure that work can still get done without adding unnecessary roadblocks.

2. PLAN

CLARIFY RESPONSIBILITIES

Create internal systems that can function with minimal need for face-to-face interactions. Ideally this system can work independently, even when new employees are hired. **Clarify employee responsibilities to maintain an efficient work process.** Create a framework for basic policies that can be referenced remotely. Establish standards for conduct and how results will be tracked and measured.

TECHNOLOGY PREPAREDNESS

Determine what technology improvements will be necessary. Choose software and a remote access infrastructure that will be needed to telework. This includes servers and cloud storage that may be required for individuals to work on their own and connect virtually with internal and external partners. Decide what will be provided by the business, including things like Wi-Fi access and remote access permissions.

3. IMPROVE
EVALUATE AND REFINE
Implementation can and will change over time. **Take data to evaluate the systems you have established and find areas for improvement. Plan based on what works and what needs to be reconsidered.** Know that transitioning to telework can take more than one iteration. Finally, implement a system to get feedback from employees to help maintain their trust and support in internal leadership.

//APPENDIX

SAMPLE TELEWORK POLICY

SAMPLE TELEWORK POLICY EMPLOYEE AGREEMENT

ENVIRONMENTAL SUPPORT FOR TELEWORK

ENVIRONMENTAL SUPPORT METHODOLOGY

//SAMPLE TELEWORK POLICY

DEFINITION
Telework is a work arrangement that allows employees to work at home or at some other off☐site location for all or some of their regularly scheduled work hours. Although not all positions can be performed satisfactorily from other locations, the organization recognizes that, in some cases, telecommuting arrangements can provide a mutually beneficial option for both mangers and staff members.

ELIGIBILITY
Staff candidates for teleworking arrangements must:

- Exemplify time-management and organizational skills
- Be self-motivated and self-disciplined
- Prove to be a productive team member of the organization

Not all positions will be deemed eligible for any or full-time telework. Approval from a manager is required for determining telework eligibility.

There may not be one specific telework schedule applicable to every team member in the organization. **Despite need for flexibility of arrangements, the following requirements must be met universally:**

- Staff must carry out the same responsibilities and work obligations outside of the office as they do in the office.
- Staff must meet their agreed hours worked per week with the same flexibility to use paid time off and flexibility hours as needed.
- Staff must continue to meet internal and external communication as needed to perform their work duties. This may come in the form of coming to the office or meeting virtually, depending on organizational guidelines.

EQUIPMENT AND TECHNOLOGY
The organization may provide equipment and technology resources for work to be performed outside of the office. The use of this equipment provided by the organization is permitted for remote work only related to a staff member's job function. The organization will repair and perform IT help as needed. Personal equipment, such as personal laptops and phones, are not acceptable work technology and will not be available for IT assistance, even if used for work-related tasks.

HOME WORKSPACE
Staff must designate workspace at home for placement and use of technology equipment and resources provided by the organization. The employee must maintain the quality of this equipment by placing it in a clean location free from hazards or home activity that might damage it in any way.
Any work-related materials and office supplies taken out of the office must be kept in the designated workspace and not made accessible to other individuals. The organization has the right to determine staff members not eligible for telework and/or responsible for out-of-pocket payment for damaged equipment and materials if staff does not show responsibility in this area.

REQUEST PROCESS AND EVALUATION
Telework does not work for every employee or department in the organization. Staff members interested in teleworking must discuss the arrangement with their manager before adjusting their work location.

//SAMPLE TELEWORK GUIDE

Telework is a work arrangement that allows employees to work at home or at some other off□site location for all or some of their regularly scheduled work hours. This telework agreement begins on _____ for employee _____ . The employee will begin teleworking on _____ and will work remotely _____ days a week and _____ days in the office. If the employee wishes to change their telework schedule, they will communicate this with their manager _____ 1 (one) week prior to doing so.

1. The employee agrees to be available for communication on virtual meeting software, phone, and email during the days/hours that they are teleworking.
2. The employee's work duties and obligations will remain the same.
3. The employee's pay, vacation, sick leave, insurance coverage, and all other benefits will remain the same.
4. Work time, overtime, vacation time, and use of sick leave will continue to align with the organization's policies.
5. The employee agrees to remote work in a safe location and agrees to hold the organization and employer blameless for any injuries that occur while working at the designated remote work location _____ (home).
6. The employee agrees to maintain all organization-provided technology and office supply materials in a safe location and to prevent others from using this equipment.
7. The employee agrees to secure all work-related materials and documents outside of the office.
8. The employee will implement information security strategies when working at or outside of the office and will communicate with IT and their manager when they suspect a security concern.
9. All organization-provided equipment, materials, and documents will return to the office within ___ business days after the telework agreement is terminated.
10. The organization/employer will assist in IT and maintenance of organization provided equipment used during telework for work-related tasks.
11. The organization/employer will not pay for maintenance of privately-owned technology equipment or other materials, utility costs for the employee's home, or personal travel expenses associated with commuting to and from the office (unless otherwise specified with the finance department and the employee's manager).
12. The organization's leadership retains the right to modify this agreement as needed for business continuity. The employee may have certain days throughout the year that they must come into the office.

I have read and agree with the terms of this agreement

_____   _____
Employee Signature   **Date**

_____   _____
Manager Signature   **Date**

_____   _____
Department Head Signature   **Date**

_____   _____
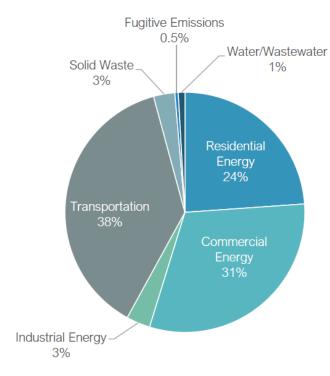**HR Director Signature**   **Date**

//ENVIRONMENTAL SUPPORT FOR TELEWORK

In 2018, transportation accounted for 38% of greenhouse gas emissions in the City of Columbus, Ohio. The amount of greenhouse gases from transportation per person has increased every year since 2013 with the increase outpacing population growth in the City. Because 77% of the emissions from transportation are due to passenger vehicles rather than freight, there is a significant opportunity to reduce greenhouse gases by decreasing employees' need to commute through teleworking.

For instance, due to stay-at-home orders, the majority of MORPC employees telecommuted starting on March 13th and continued to do so through the end of August. The average commute distance of MORPC employees is 22 miles. By replacing their usual commute (by bus, carpooling, or alone in a personal vehicle) with teleworking, MORPC employees reduced greenhouse gas emissions in Central Ohio by 32,000 kilograms of carbon dioxide during this time period. This is equivalent to the carbon stored in 42 acres of forest for one year.

City of Columbus
Community-wide CO2e Emissions
Sector Pecentage of Total 2018

If one third (1/3) of the approximately 500,000 employees in Columbus, Ohio telecommuted two days per week for a year instead of driving a 20 mile commute to and from work in their personal cars, emissions in Central Ohio would be reduced by almost 120 million kilograms of carbon dioxide. This is equivalent to the carbon stored by 155,300 acres of forest for one year.

Transportation also produces air pollutants that directly impact human health by causing and exacerbating lung and heart diseases. Two examples of these health-impacting air pollutants are particle pollution and nitrogen oxides. The reduction in the amount of particle pollution and nitrogen oxides emitted to the air due to the above teleworking scenario would reduce healthcare costs by $12,865,632.

ENVIRONMENTAL SUPPORT METHODOLOGY

VALUES USED
Number of employees in Columbus, Ohio: 476,000 (2018) rounded up to 500,000
- Assumption of 1/3 of employees able to telework
- Assumption of 2 days/week of teleworking
- Assumption of 20 mile round trip commute from home to work for each employee
- Teleworking occurs for one year
- 0.343 kg CO_2 / mile driven

CALCULATION
500000/3 employees*(2 days/employee)/week*52 weeks/year*20 miles/day*0.343 kgCO2/mile=118,906,666 kgCO2/year

EQUIVALENCIES
An equivalencies calculator was used to find that 118,906,666 kgCO2 is equivalent to the carbon sequestered by 1,966,147 tree seedlings grown for 10 years or 155,287 acres of U.S. forest in one year.

PARTICULATE MATTER IMPACT CALCULATION

Values Used
Number of employees in Columbus, Ohio: 476,000 (2018) rounded up to 500,000
- Assumption of 1/3 of employees able to telework
- Assumption of 2 days/week of teleworking
- Assumption of 20 mile round trip commute from home to work for each employee
- Teleworking occurs for one year
- Air pollution factors
    - 2018 Total particulate matter = exhaust (0.008 g/mile) + brakewear (0.003 g/mile) + tirewear (0.001 g/mile) = 0.012 g/mile
    - 2018 NOx = exhaust (0.289 g/mile)

CALCULATION
500000/3 employees*(2 days/employee)/week*52 weeks/year*20 miles/day*0.012gPM2.5/mile=4,160,000 gPM2.5/year

500000/3 employees*(2 days/employee)/week*52 weeks/year*20 miles/day*0.289gNOx/mile=100,186,666 gNOx/year
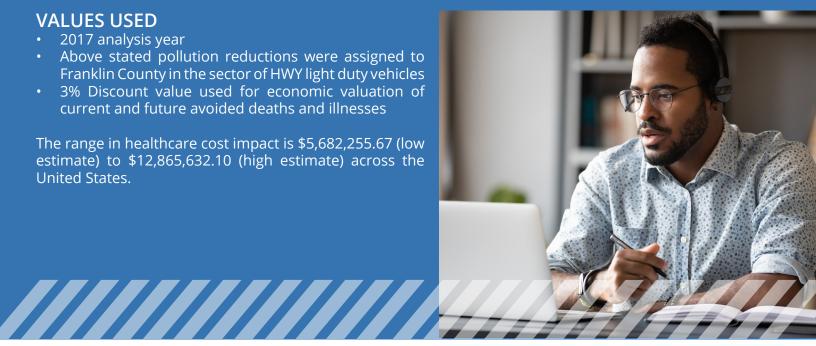
100,186,666 gNOx/year=110.44 tonsNOx/year

HEALTHCARE COSTS IMPACT CALCULATION

A reduction of 4.59 tons PM2.5 and 110.44 tons NOx was input to the US EPA COBRA model. (SOURCE)

VALUES USED
- 2017 analysis year
- Above stated pollution reductions were assigned to Franklin County in the sector of HWY light duty vehicles
- 3% Discount value used for economic valuation of current and future avoided deaths and illnesses

The range in healthcare cost impact is $5,682,255.67 (low estimate) to $12,865,632.10 (high estimate) across the United States.

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