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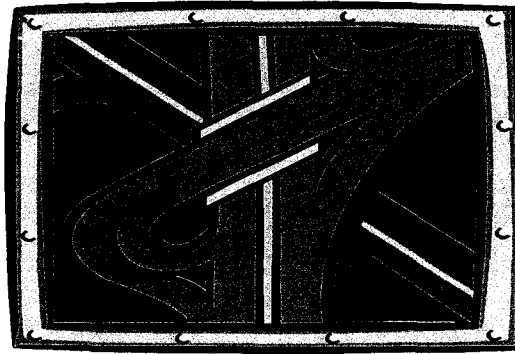
Telecommuting : an alternative route to work

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TELECOMMUTING

AN ALTERNATE ROUTE TO WORK



South Carolina Department
Of
Health and Human Services

Telecommuting a management option

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March 29, 2004

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OVERVIEW

Technology is changing our world and workplace. The introduction of smaller and faster computers, the Internet and electronic mail have made it possible for employees to work away from the traditional office setting. Today's changing values are motivating employees to seek employment with flexibility in choosing hours and work places. Those values also include environmental concerns about air pollution, fuel costs, and congested roads. To answer the needs of the workforce, over the last three decades, many private and public organizations have implemented telecommuting or telework as a management option.

In January 2002, the South Carolina Department of Health and Human Services (SCDHHS) Telecommuting Program was implemented to better meet the needs of its' customers through maximized workspace, increased employee productivity, and focus on management by results. Based on the successful pilot, a three-year implementation plan phased in telecommuting for approximately 900 potentially eligible employees in 13 locations throughout the state.

This paper is a description of the SCDHHS telecommuting program and includes an analysis of the program's first eighteen months of implementation. Although the program is still evolving, there have been some direct and indirect measurable indications of success for the telecommuting program. Some of these success indicators are delineated in this paper.

INTRODUCTION

In the state fiscal year (FY') 2000-2001, the South Carolina legislature passed Proviso 72.73 which states, " It is the intent of the General Assembly to allow state agencies to use alternative work locations, including telecommuting, that result in greater efficiency and cost savings."¹ Telecommuting, telework, or flexiwork are

terms that are used interchangeably and is defined as an alternative work arrangement for employees to conduct all or some of their work away from the primary workplace. The work location might be a residence, office, hotel (described later in this document), an office closer to the employee's residence, or another acceptable location. The telecommuting schedule may be fixed or episodic.² Only employees whose job performance is excellent and job tasks can be performed away from the main workplace can telecommute. The following is a list of jobs, although not exclusive, suitable for telecommuting:

- Jobs that involve thinking, writing, and reading
- Data analysis
- Telephone intensive tasks
- Computer-oriented tasks (data entry, web page design, word processing, programming)
- Payroll transaction processing
- Analysis-type work (investigators, program and financial analysts, auditors)
- Direct-care (customer service) related jobs
- Research

With the broad parameters set forth by the Budget and Control Boards Office of Human Resources, the agency's director decided to investigate and research the feasibility of implementing an agency-wide telecommuting program. The Deputy for Administration was appointed to investigate the feasibility of implementing a telecommuting program. A committee was formed that included employees from the agency's human resources, legal, training, information technology, and program areas. The committee performed an extensive review of telecommuting resources and consulted experts in the field to provide guidance and recommendations for implementation. These resources included the State of South Carolina's Department

of Human Resources model telecommuting policy, federal guidelines, telecommuting experts, and numerous policy and procedures from other states.

The committee also conducted a pre-telecommuting survey with its (at that time) 600 employees. Of the 600, seventy-five percent responded that they would be interested in a telecommuting program. Sixty percent of the seventy-five percent responded that they already had home computer systems with Internet. The survey determined that the agency had support from its' employees, and funding would be at a minimal for start-up cost to outfit potential telecommuters.

Once the research was completed, two telecommuting pilots were implemented in August and November 2001, with Community Long Term Care (CLTC) employees in the Charleston and Spartanburg offices. In September 2001, a Telecommuting Coordinator was appointed to lead the day-to-day implementation and on-going development of the project, provide orientation and training, and to seek outside funding sources for the program. After successful implementation of the pilots, the agency's director decided to go forward with offering the telecommuting option to some employees, and mandated others to telecommute (CLTC and Internal Audits.) Although the SCDHHS has limited funding resources, the agency implemented a telecommuting program to generate cost savings, enhance employee morale, increase employee retention, and improve air quality. In December 2001, the agency implemented a formal Telecommuting Program. To date, there are presently 286 full-time telecommuters, and 112 part-time telecommuters.

HISTORY

The first telecommuter on record was a Boston bank president who arranged to have a telephone line strung from his office to his home in Somerville, Massachusetts in 1877. No one called it telecommuting back then, but it was smart business. In the

early 1960s, Jack Nilles began telecommuting from Los Angeles to Washington, DC while working as a consulting rocket scientist to the United States Air Force Space Program.

In 1972, Jack Nilles, a rocket scientist working on NASA satellite communications projects in Los Angeles, invented the term "telecommuting." Experiencing gridlock one time too many, Nilles decided to concentrate on moving work, not workers. He has since become known as the "Father of telecommuting/telework."³

Although Jack Nilles became an advocate for telecommuting in 1972, the earliest recognized formal telecommuting federal policy relating to telecommuting was as early as 1934. The National Credit Union Administration (NCUA) allowed their examiners to conduct their examinations at credit union sites and then complete their reports at home.⁴ In 1957, the Comptroller General approved payment of salaries, on a case-by-case basis, to federal employees for work done at home.⁵

In 1973, Jack Nilles began promoting the value of telecommuting and thereafter gave birth to the telework movement. Although he was unable to generate widespread general interest in telecommuting on the federal level, he was able to secure a research grant funded by the National Science Foundation. After his research, and he had proven the benefits of telework or telecommuting, Nilles was still unable to convince another government entity on the value of telecommuting until 1999 with the state government of California.

In the mid 1980s, a flurry of interest for telecommuting research began among many private and other public organizations. For example, the Department of Army, conducted an 18-month pilot at an Army facility in St. Louis to overcome work-scheduling difficulties.⁶ In July 1989, the Environmental Protection Agency (EPA) implemented a six-month Flexiplace Pilot at its Research Triangle Park facility in North Carolina. Although the pilot indicated some significant problems, it was determined

that the experience was positive. This set the groundwork for further federal investigation. One of the first persons to generate strong advocacy for telecommuting/telework in the federal government was Frank Schiff. Frank Schiff was Vice President and Chief Economist for the Committee for Economic Development. Schiff coined the term "flexiplace" to include not only work-at-home arrangements but also other flexible locations like satellite work centers. His efforts led to a study conducted by the OPM in 1980, "Flexiplace: An Emerging Issue in Federal Employment."

FEDERAL RESEARCH AND GUIDANCE

The United States Office of Personnel Management (OPM) study "Flexiplace: An Emerging Issue in Federal Employment," described the basic rationale for flexiplace. Although the paper did not make any recommendations, it was clearly favorable to the flexiplace concept. Furthermore, it cited a 1973 legal opinion by the Civil Service Commission, which stated that there were no laws that required federal employees to perform their work at a particular site.⁷ The report came out just a few days before the 1980 Presidential election, and the entire effort to promote telework on a formal level was discontinued until the new administration took over. Therefore, in the 1980s, most federal agencies were on their own to pilot and implement telecommuting activities for their employees.

In January 1990, the President's Council on Management Improvement approved guidelines for one Federal Flexible Workplace Pilot Project. On October 1, 1990, the OPM implemented the pilot to determine whether flexible workplace arrangements could assist OPM in recruiting, motivating and retaining workers while reducing costs associated with sick leave, space usage, and transportation.⁸ Telecommuting worked well with employees in that pilot. During the 1990s, many

states such as Arizona, California, Oregon, Texas, Utah, Virginia, and Washington, began piloting telework/tecommuting programs statewide.

As a result, in 1994, the President issued a directive to each executive department and agency to "establish a program to encourage and support the expansion of flexible family-friendly work arrangements including telecommuting and satellite work locations."⁹ In 1996, the President's Management Council endorsed a National Telecommuting Initiative led by the United States Department of Transportation (DOT) and the United States General Services Administration (GSA). Their mission is to increase the use of telework in both the public and private arenas. Ongoing executive support emphasized to federal agencies that they should develop and utilize telework and flexi-place work-arrangements as a cost savings initiative. In June 1996, a Presidential Memorandum directed executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees.... opportunities to telecommute.¹⁰ September 1996, Public Law 104-52, § 620 (31 USC 1348) made provisions for federal agencies to appropriate funds to install telephone lines, any necessary equipment, and to pay monthly charges in any private residence or private apartment for an employee who has been authorized to work at home in accordance with guidelines issued by the OPM.¹¹

In federal fiscal year 1999, Congress passed Public Law 105-277, Omnibus Appropriation Act, Title IV, § 630. The law allowed funds to be made available for salaries, and expenses at a minimum \$50,000 to each agency for the telecommuting program. And, finally in October 2000, Public Law 106-346, § 359 directed federal agencies to establish policies for implementing telework opportunities and dramatically increase employee participation.¹²

WHAT THE EXPERTS SAY....

Many private and public organizations such as American Telephone & Telegraph (AT&T), Colonial Life, Blue Cross Blue Shield, Hewitt-Packard, the State of Arizona, California, Virginia, Washington, Oregon, and Utah are just a few to have implemented successful telecommuting policies based on federally and privately funded research on telecommuting/telework. Some private and public organizations have documented the benefits of telecommuting through research. (See AT&T, Department of Labor, and Telework America Study Results below) Those include improved employment opportunities, recruiting and retention, reduced expenditures for office and parking space, and productivity improvements.¹³

The United States Department of Labor Telecommuting Statistics March 1, 2002 report stated that as of May 2001, 19.8 million persons usually did some work at home as part of their primary job. These workers who reported working at home at least once per week, this accounted for 15% of total employment. Of 19.8 million, 13.9 million have been identified as wage and salary workers. Of the 13.9 million, 3.4 million had a formal arrangement with their employer to be paid for the time they put in at home.¹⁴

Highlights from the survey also includes:

- ◇ Half of those who usually worked at home were wage and salary workers who took work home from the job on an unpaid basis. Another 17% had a formal arrangement with their employer to be paid for the work they did at home.
- ◇ Wage and salary workers who were expressly paid to work at home worked at home 18 hours per week on average; those who were just taking work home from the job usually worked about seven hours per week at home.

- ◇ About eight people in ten used a computer for the work at home, and about six in ten made use of Internet or e-mail access.

Although many employers do not have formal work-at-home arrangements with their employees, telecommuting continues to be on the increase with private and public organizations all over the world. "The impetus provided by fiscal expediency, environmental stresses, and urgent demands by the heads of today's families should reassure us that teleworking is not going away."¹⁵ In fact, the OPM director Kay Cole James reports in her January 30, 2003, "Message from the Director," that, "for the second year in a row, federal agencies report an increase in the number of employees who telework. There is a gain of 21 percent in the number of federal employees who telework and a 20 percent increase in those eligible. As of 2002, 68.5 percent of the total eligible federal workforce has been offered the opportunity to telework. This is an increase of 18.5 percent over the targeted number of 50 percent mandated by Public Law 106-346 for 2002."¹⁶

ABSENTEEISM

According to a joint study released in October 1999 by AT&T and the International TeleWork Association and Council,¹⁷ employees who telecommute can save their employers \$10,691 per year in reduced absenteeism, job retention costs, and productivity gains. The study determined:

AT&T employees saved 63% for the cost of absenteeism per telecommuting employee, or \$2,086 per employee per year, based on the average salary reported by telecommuters, combined with the average number of days absent which telecommuters were still able to work from home.

The United States Department of Labor's (DOL) September 2002 Evaluation of the it's Telework Program (Report #2E-50-598-0005) revealed that data complied

from a 1995 and 2000 Survey of Employees noted that the number of employees who telecommuted reduced the amount of leave taken.¹⁸ (See Table 1)

TABLE 1		
Length of Longest Leave: 1995 and 2000 Surveys		
Length of Longest Leave	Percent of Leave-Takers	
	1995 Survey	2000 Survey
1 - 3 days	10%	12.3%
4 -5 days	24.4%	21.5%
6 - 10 days	20.2%	20.3%
11 - 20 days	12.7%	12.1%
21 - 30 days	8.0%	6.8%
31 - 40 days	7.4%	7.9%
41 - 60 days	8.0%	9.2%
More than 60 days	9.3%	9.9%
Number of Leave-Takers	20,359,640	23,830,305

Source: Evaluation of the Department of Labor's Telework Program, Office of the Assistant Secretary for Administration and Management, Report No. 2E-50-598-0005, September 26, 2002.

Telework America conducted a research telephone survey in 1999 on the cost/benefits of teleworking. Based on the study, workers are generally absent from work in three main categories: personal, child-related, and for a few adult support. The study found that workers are absent on an average of twenty occasions a year. The total breaks down into 13.7 personal incidences, 4.5 child-related occasions, and 1.4 adult-related occasions an employee would be absent from work per year.

The cost of absenteeism for teleworkers is less than if the same employees took a full day's leave for each occurrence. Each absentee occurrence takes two-four hours on average, which only leaves one-half day free to work. Secondly, most appointments, doctor's offices, school-related events, are geographically closer to the employee's home than to the employer's work site. For example, if a teleworker took a day's leave for each occurrence, the cost, based on an average salary of \$44,000 and an average of 20 absentee events per year, would be \$3,313.¹⁹

Another survey compiled by CCH, Incorporated, the 2002 survey covers why employees are missing work at the last-minute. Findings include:

- the average per-employee cost of absenteeism climbed to an all-time high of \$789 per year in 2002, up from \$755 in 2001 for medical and family related reasons.²⁰

Of course, experts vary on the amount of cost savings that can be derived from employee absenteeism. However, it is safe to say that telecommuting can reduce absenteeism and save an organization anywhere from \$789 per year to \$2,086 per year. There was insufficient data to conclusively justify SCDHHS cost savings with decreased absenteeism among telecommuters. The agency will analyze the impact absenteeism has for the agency with telecommuters in the next study.

RETENTION

Employee retention also has a significant impact on an organization's bottom line. Employers avoid the cost of replacing employees when they allow telecommuting. According to the DOL, it cost 1/3 of the employee's salary to replace an employee.

The AT&T survey showed that companies could realize replacement cost avoidance of \$7,920 per telecommuter. Organizations spend, on average, one-third of an employee's salary to recruit and train a new employee. More than half of telecommuters surveyed at AT&T, reported that the ability to work at home was important to them in considering a new job.

In addition, many employers have found that telecommuting allowed them to retain employees who would otherwise leave for personal reasons, such as moving out of the area or the birth of a child. Companies have come to view telecommuting options as important component of competitive strategies for attracting and retaining valuable talent. For example, a Connecticut-based insurance company arranged for one of its software programmers to telecommute from Canada. The company

calculated it was less costly to pay for the employee's regular office visits and for installation of needed technology in the worker's home than to lose the employee's knowledge.²¹

The South Carolina Budget and Control Board (BCB) performed a review of the SCDHHS Telecommuting Program in November 2003. Although the review was not published, there were several notable items in the draft document. They research data was generated from the Human Resources Information System (HRIS) to analyze the agency's turnover rate. To analyze retention, the BCB compared the agency's data against the states turnover rate for a three year period. The turnover rates for participating telecommuters decreased by 5.55% form FY'2000-01 to FY'2001-02, and increased by 1.56% in FY' 2002-03.²²

It is this writers assumption that the increase in FY'2002-03 was due to several factors, (1) when the Eligibility Division was transferred from DSS, there was turnover in employees who choose not to come to the agency, (2) there were several employees who retired or expired during that year also causing the turnover rate to increase.

PRODUCTIVITY GAINS

The DOL measures productivity by comparing the amount of goods and services produced with the inputs, which were used in production. Labor productivity is the ratio of the output of goods and services to the labor hours devoted to the production of that output."²³

The AT&T survey found that telecommuters report productivity gains equating to approximately \$685 per telecommuter annually based on work input increases of 22%. In their 2002-2003 telework research, AT&T reported their teleworkers gain about one extra hour of job-based productive time each day when working at home.

They redirect the majority of their commuting time (around 80 minutes) to work activities.²⁴

Telecommuting can work to increase productivity. In August 2002, a small study was conducted by the area's management, on productivity gains made by telecommuting auditors in the SCDHHS Division of Internal Audits. There were two full-time auditors, who became full-time telecommuters in February 2002. Prior to telecommuting, (10/1/02 thru 2/28/02) staff completed 11 reports. However, between 3/02 and 8/02, the telecommuters completed 55 reports. Productivity gains demonstrated by this area proves telecommuting can work with the right management, job task, and employee. However, there are some instances where productivity gains are not as clearly obvious. Employers should be aware that all work tasks need not only be measured quantitatively.

Wendell Joice noted in his presentation at the October 16, 2000, Telework and the New Workplace of the 21st Century Conference, "we are informed that there is a movement toward consideration in the federal workplace of the quality of work accomplished as more substantive than the quantity of work accomplished, and that this tendency is moving us away from quantitative measures and towards a qualitative approach to assessing costs and impacts."²⁵ Management by results is a paradigm shift for most of today's managers. However, telecommuting reinforces the manager's ability to monitor and measure work tasks by the timeliness and quality of the deliverable.

Another productivity analysis for SCDHHS telecommuting employees was based on performance evaluations prior to and after the employee began telecommuting. Employees and managers rated performance based on the following categories – productivity, interpersonal skills, dependability, communication skills, works independently, and overall performance. Charts 1 and 2 display data results compiled

from the SCDHHS Telecommuting Survey on employee productivity for overall performance.

Employees were asked, "prior to telecommuting, how were you rated for job performance and productivity, and since telecommuting, how do rate your job performance and productivity?" Managers were asked, "prior to telecommuting, how did you rate this employee's job performance and productivity, and since telecommuting, how do rate this employee's job performance and productivity?" The data varies slightly between what managers and the employees thought about job performance. (See Charts 1 & 2) Thirty-four percent of responding employees stated prior to telecommuting, their performance as rated by their supervisors was excellent; since telecommuting, 38% were rated as excellent for job performance – a slight increase.

There was little variance in how managers responded. Managers rated 34% of their employee's job performance as excellent prior to telecommuting, and 31% of their employees rated excellent since telecommuting. Managers also reported that there was a decrease (20%) in the "very good" job performance category after their employee's telecommuted. The variance in responses between managers and their staff may be attributed to when the employee begins telecommuting. During the adjustment period, both employee and manager had some difficulties adapting to the program's guidelines. It is this writer's opinion that the adjustment period may have prevailed in the performance level of the new telecommuters.

SCDHHS TELECOMMUTING PROGRAM DESCRIPTION

Telecommuting is a management option that the SCDHHS has chosen to allow its' employees the opportunity to work at an alternative work site other than the traditional workplace.²⁶ Employees have the option to request a telecommuting

arrangement if he/she may think that they or their job tasks are suitable for telecommuting. The supervisor and employee utilize assessment tools to determine the feasibility of employee's program participation. (See Appendix A & B for Manager's and Employee's Telecommuting Assessment Surveys) Executive staff recognized that all job assignments and/or employees may not be suitable for the telecommuting program. It is the agency's option to give an employee the opportunity to telecommute. For eligible employees, supervisors establish a work arrangement with the employee whose job assignments may be appropriate for telecommuting. (See Appendix C for SCDHHS Telecommuting Policy)

TYPES OF TELECOMMUTING

All SCDHHS employees are eligible to apply to telecommute for at least one day per month. When telecommuting, employees must report to supervisors at an agreed upon time via electronic mail, telephone, weekly or monthly meetings. The majority of telecommuters make some form of contact daily.²⁷ (See Chart 3) Telecommuting employees must be available and accessible during general core work hours 8:30 a.m. – 5:00 p.m., or if under a flextime schedule (e.g., 8:00 a.m. – 4:30 p.m., or 9:00 a.m. – 5:30 p.m.), or an agreed upon time. Telecommuting days and times may vary from employee to employee based on assigned job tasks. Employees who telecommute cannot have alternate work schedules that would require an off flex day. The OMP and the GSA defines telecommuters as:

- ◆ **Full-Time Telecommuting:** The employee completes all or almost all duties outside of a traditional office setting, at least three – four days per week. This may include some work done at home, in clients' offices or homes, or at a "hotel". Telecommuters must report to the designated headquarters at a minimum of once per week for a meetings or planning sessions.

- ◇ **Part-Time Telecommuting:** The employee telecommutes on a regularly scheduled basis. This may be one - three days a week, every two weeks or several days in a month.
- ◇ **Episodic or Situational Telecommuting:** The employee telecommutes on an as needed basis. The telecommuting opportunity may be a result of a medical problem, reasonable accommodation, or the need to be focused on a special project. Other situations may develop that makes it beneficial for the employee and supervisor to agree on an episodic telework opportunity.²⁸

The SCDHHS has adopted the definitions with revisions of telework/telecommuting developed by OPM and the GSA for the agency's telecommuting program.

TELECOMMUTING AGREEMENT

After the supervisor and employee attend telecommuting orientation, the supervisor and employee must develop an agreement. The Telecommuting Agreement delineates policies and procedures to include job task(s) that are clearly defined with measurable results, and delivered as agreed. This method of management focuses on results rather than process. The agreement is then submitted to the appropriate department head, division director, and/or bureau chief for final approval. Both the employee and the appropriate management staff must sign the Telecommuting Agreement. (See Appendix D)

Employees are also asked to complete a Work Place Checklist. (See Appendix E) The Work Place Checklist delineates recommended "alternate work place" equipment and furniture requirements and layout. This list was developed based on the Occupational Safety and Health Administrations (OSHA) recommended telework

home-base safety and equipment requirements. There are no specific federal and state regulations regarding home-base workplace safety. Although there was considerable controversy in November 1999, and a policy letter was rescinded. The new OSHA Instruction (Directive No. CPL 20.125, February 25, 2000) was issued. The new directive stated that, "OSHA will not inspect employee's home offices unless a complaint or referral that indicates a hazard exists. OSHA will not hold employers liable for employees' home offices, nor are employers required to inspect home offices. Employers, however, are responsible for hazards caused by materials, equipment or work process that the employer provides or requires to be used in an employee's home." ²⁹ The agency's liability covers only the alternate workspace area described in the Agreement and the Work Place Checklist.

The telecommuter's work status does not change while working from home therefore workmen's compensation policies as well as all other work and personnel policies and procedures are in force at the alternate workplace. The Agreement and Checklist act as a tool to reduce and address potential liability issues the employee may have with the agency.

Once the telecommuting coordinator reviews both completed documents, an approval notice is sent to the supervisor and employee alerting them that the employee may begin telecommuting. As of January 2004, only one work related injury has been reported by a telecommuter.

OTHER ALTERNATE WORK SITES

Most SCDHHS full-time telecommuters work from home. However, there are also "hotels," available in all thirteen regional SCDHHS offices to accommodate the out-stationed worker, part-time, or episodic telecommuters. A "hotel" is defined as a work-space equipped with a telephone, and desktop computer or access to network portals. The employee also has access to mail services, printer, copier, and fax

machine. Many full and part-time telecommuters have been able to utilize these sites and save the agency money in travel. For example, since the implementation of telecommuting, auditors, and appeals hearing officers are able to work in any region of the state and reduce travel cost. Also, by holding Medicaid Appeals Hearings in regional offices, customers do not have to travel as far. Thus, telecommuting provides convenience and cost reduction to the agency and its' customers.

PROGRAM IMPLEMENTATION

PROGRAM MISSION

The mission of the SCDHHS's telecommuting program is to reduce cost in real estate leases, equipment, and other operating expenses; to have a positive impact on the communities we serve through better service and stewardship; and to offer flexibility to agency staff in accomplishing the agency's mission and goals.

PROGRAM VISION

The SCDHHS vision is to develop a telecommuting program that reduces cost, increase employee productivity, and has a positive environmental impact.

PROGRAM GOALS

The goal of SCDHHS is to over a three-year period is to phase-in a telecommuting program which impacts the agency, its employees, and the community it serves. In this regard, the goals include reduced real estate expenditures and associated operational costs, reduction in employee turnover and sick leave, increased employee productivity through management by results, an increased ability to attract and retain quality employees, and an enhanced public image. Some of the goals for employees include reduced commuting expense, savings in other expenses (parking, lunch, dry cleaning), increased work schedule flexibility, increased effectiveness,

increased job satisfaction, and improved morale. The agency's goal is also for the program to benefit the community through reduced traffic, reduced pollution, savings in fuel consumption, and increased employment opportunities for those with limited mobility.

ORIENTATION AND TRAINING

Executive staff recognized that orientation and training is an integral component of a successful telecommuting effort. The scope of the orientation was developed with a telecommuting consultant from the five-state TeleWork Collaborative,³⁰ the SCDHHS Telecommuting Committee, and the Telecommuting Coordinator. Telecommuting orientation addresses but is not limited to the following topics: overview of telecommuting, reasons for implementation, SCDHHS Telecommuting Policy, benefits of telecommuting, applying and completing telecommuting forms, personnel policies, effective assessment of an employee and job task for telecommuting, assigned tasks and deliverables, management by results, available technology equipment, telecommuting and the family, confidentiality/security, and frequently asked questions.

In order to ensure a satisfactory implementation of the program, orientation and training is provided to all employees prior to telecommuting. A telecommuting program Implementation Schedule was developed by bureau chiefs and supported by executive staff. Telecommuting orientation sessions began in January 2002, for eligible employees.

The initial program areas selected were those who tasks required the employee to be out of the office three-four days per week, (e.g., direct patient care or audits.) Orientation sessions are held with the SCDHHS management team prior to eligible line-staff orientation sessions. Before an employee can telecommute, they and their

supervisor **must** attend a telecommuting orientation session. To date, 75% of all SCDHHS managers and 60% of eligible employees have attended telecommuting orientation. Telecommuting orientation sessions are now provided upon request.

During the three-year implementation period, the agency provided to full-time telecommuters information technology (IT) equipment (laptops and cellular telephones), and in some cases furniture, Internet, and modems. Part-time telecommuters who need IT equipment may borrow laptops from the agency's IT center or utilize their own. It is generally the responsibility of the telecommuter to pay for their Internet services.

CHALLENGES

Managers in the public sector are no different from managers in the private sector with concerns about telecommuting. While implementing the telecommuting program, the agency encountered attitudinal challenges with middle-level managers. These challenges are rooted in individual and organization resistance to change, especially when it comes to ingrained attitudes and behaviors. Telecommuting asks managers to toss aside all they have learned about control, monitoring and other techniques of industrial age management and embrace "management by results." Although management by results is a style of management that can be used for non-telecommuting and telecommuting employees, it has not been readily embraced by supervisors. Managers will need to learn to manage progress for workers who are ready for change while continuing traditional management with those who are not. This must be done fairly and equitably.

It can also be noted that not just managers have challenges in dealing with telecommuting and management by results, but line staff also show reluctance. Most workers endorse the use of telecommuting, but others are reluctant to make changes

such as giving up flex schedules, workstations, and offices. Top-level support often has been recommended by the experts as a solution to overcoming management resistance to telecommuting. In the past, executive support at SCDHHS has made a difference in the number of SCDHHS managers and staff willing to participate in the program and work through the challenges.

METHODOLOGY

This paper focuses on the impact the SCDHHS telecommuters have on: cost savings for real estate expenditures, whether employee productivity has increased, if air quality has improved due to reduced employee commuting, and whether employee morale and job satisfaction has improved since the inception of the program.

To measure the program's cost effectiveness, expenditure data was gathered to include operational expenditures, real estate lease reductions and associated costs (e.g., telephone and fax lines, custodial services, supplies) for the period December 2001 thru August 2003. Pre-telecommuting real estate and operational expenditures costs was used for baseline data.

To measure employee productivity, a survey had been conducted. Surveys were conducted with both employee and supervisors. The data was compiled and analyzed to see if productivity increased when employees telecommuted. The survey was conducted for employees who had telecommuted at least six months to a year. Pre and post-telecommuting employee evaluations were used as baseline data to analyze productivity. In addition, employees gave anecdotal comments on the survey. Those comments are included as a determinate of overall job satisfaction and improve morale.

FINANCIAL IMPACT

The cost to implement a telecommuting program will vary dramatically depending on the type of equipment currently owned by the employer and employee. In fact, start up IT cost for the SCDHHS Telecommuting Program was included in the agency's overall information technology infrastructure budget. The agency's IT five-year strategic plan was to overhaul and upgrade its overall infrastructure.

EMPLOYEE START-UP COSTS

As noted earlier, the agency's research committee determined from a pre-telecommuting employee survey, 75% responded that they already had home computer systems and 60% of those with Internet. Employee support for telecommuting was evident by their willingness to make sacrifices for the opportunity to telecommute. The survey determined that the agency had support from its' employees, and funding would be at a minimal for start-up cost to outfit potential telecommuters. (See Telecommuter Start-up Costs – Table 2) The average start-up cost for a part-time telecommuter could be as little as \$730.00, but could increase based on the needs of the telecommuter. The average start-up cost for full-time telecommuters could be as high as \$4,340, but due to the expense of Internet services, the agency will provide and/or pay for services on a case-by-case basis. Presently, the agency only pays Internet services for 12 full-time telecommuters.

In most cases, employees who telecommute part-time utilize their own IT equipment. The agency has laptop computers available on loan for telecommuters or non-telecommuters. Therefore, it is cost-effective for the agency to allow these employees to telecommute – they require little to no extra resources from the agency. Subsequently, the respondents indicate reduced stress, and improve job morale and job satisfaction.

Employee start-up costs for telecommuting was minimal to out-fit each full-time telecommuter. **The agency does not pay for printers and Internet services for most telecommuters. This amount usually is reduced by \$940. The average start-up cost per telecommuter is \$3,400.** Start-up costs were absorbed by the agency's existing budget for FY02' and FY03'.

Table 2

TELECOMMUTING EMPLOYEE START-UP COSTS

ITEM	ONE-TIME COSTS PART-TIME	RECURRING MONTHLY COSTS PART-TIME	ONE-TIME COST FULL-TIME	RECURRING MONTHLY COSTS FULL-TIME	COMMENTS
Participation selection, preparation and orientation	\$ 150	\$ 00	\$ 150	\$ 00	Includes orientation and manuals for telecommuters
*Network connections (data & voice)	\$ 300	\$ 00	\$ 300	\$ 60	Includes one-time installation fee and router/modem for Internet or DSL services.
Laptop computer, software **printer	\$ 00	\$ 00	\$ 1700 \$ 200	\$ 00 00	Cost represent Laptop set-up for full-time telecommuter.
Technical Support	\$ 100	\$ 15	\$ 100	\$ 30	Costs represent IT staff time for preparation and support (HELPDESK)
†Cellular telephone		\$ 00	\$ 150	\$ 55	Issued to only full-time telecommuters (mostly direct care staff)
TOTAL	\$ 550	\$ 15	\$ 2900	\$ 145	
‡ANNUALIZED RECURRING TOTAL		\$ 180		\$ 1,740	
GRAND TOTAL - PT ONE-TIME & RECURRING COSTS		\$ 730			
GRAND TOTAL- FT ONE-TIME & RECURRING COSTS				\$ 4,340	

* Internet services are only paid by the agency for full-time telecommuters under special circumstances

**Printers are only furnished if in surplus or purchased under special circumstances

† Cellular telephones are provided to full-time telecommuters only

‡ Annualized Recurring Total calculated as monthly recurring cost multiplied by 12

Δ The agency does not pay for printers and Internet services for most telecommuters. This amount usually is reduced by \$940. The average start-up cost per telecommuter is \$3,400.

FUNDING REQUIREMENTS

Below, Table 3 – Three Year Funding Requirements represents funding priorities for Year I, II, and III implementation phases for the program. The estimates represent a summary of recurring and non-recurring costs for integrating telecommuting in the SCDHHS Downtown Central Headquarters and the regional offices. Costs were related to upgrading and securing the most advanced IT equipment and overall IT infrastructure for the agency.

The initial budget projections for the agency's information technology infrastructure included one time cost. Information technology equipment costs are initially non-recurring, but based on utilization replacement equipment will eventually be needed. The cost for technological equipment (e.g., personal computers, Internet access, printing, copier and fax capabilities, beepers and cellular telephones) that may be provided to telecommuters in need are also non-reoccurring costs.

TABLE 3			
SCDHHS TELECOMMUTING PROGRAM THREE YEAR FUNDING REQUIREMENTS			
	Information Technology	*Administrative Costs	TOTAL
<i>Year 1</i>			
One Time Costs	\$ 683,587	\$ 7,855	\$ 691,442
Recurring/Maintenance Costs	\$ 291,760	\$ 54,400	\$ 346,160
<i>Year 2</i>			
One Time Costs	\$ 395,725	\$ 9,739	\$ 405,464
Recurring/Maintenance Costs	\$ 502,200	\$ 54,400	\$ 556,600
<i>Year 3</i>			
One Time Costs	\$ 128,975	\$ 500	\$ 129,475
Recurring/Maintenance Costs	\$ 308,616	\$ 54,400	\$ 363,016
TOTAL	\$ 2,310,863	\$ 181,294	\$ 2,492,157

FISCAL COST AVOIDANCE AND SAVINGS

Fiscal savings and/or cost avoidance benefits are based on the reduction of real estate leases and associated operational cost, reduced sick leave, employee retention, increase productivity gains, and cost avoidance. Benefit projections were measured in two categories, tangible cost and intangible benefits. Tangible cost savings projections are based on actual line item operational expenditures (e.g., real estate leases.) Intangible benefits (discussed later in the paper) are those related to the qualitative or quantitative elements of the Telecommuting Program (e.g., employee sick leave, and employee retention. productivity gains, employee job satisfaction and job morale.)

REAL ESTATE COST SAVINGS – Tangible Benefits

One of the primary goals for the SCDHHS's Telecommuting Program was to reduce cost for real estate requirements. Real estate square footage reductions for the some of the regional offices have derived immediate cost savings for the agency. (See Table 4 – SCDHHS Real Property Lease Options) There were 14 regional offices, two offices (Charleston and Spartanburg) square footage was reduced, and one office, Bennettsville was eliminated. The other 11 regional offices' square footage were not reduced.

Square footage reduction was calculated based on a reassigned work area of approximately 125 square feet for each employee. The average rate per square foot is \$15.00 (see Table 4 for actual square footage and rates at each site). For example, the real estate requirements for the Charleston CLTC staff were reduced from 2,763 square feet to 1,148 square feet. As a result, of the square footage reduction in FY'01 at the Charleston location, the agency saved \$18,919 the first year, and \$83,372 the second year (two-yr.total-\$102,291). The Spartanburg office reduced square footage in FY'01, resulting in a cost savings of \$43,384 the first year, and \$66,920 the second

year (two-yr.total-\$110,304); the elimination of the Bennettsville office lease in FY'02, saved the agency \$12,265 the first year, and \$61,405 the second year (two-yr.total-\$73,670.) Over the first two years of the telecommuting program, the agency saved **\$286,265** for real property leasing options.

REAL ESTATE COST AVOIDANCE

Subsequently, in December 2001, the agency's employee count increased by 600, due to the merger of the Eligibility Determination staff from the Department of Social Services (DSS) with the SCDHHS. The agency's initial plan was to downsize all of the regional offices. With the advent of additional employees, executive staff decided to maintain status quo with the real property leasing until future workspace requirements could be determined. The agency was able to cost-avoid expenditures (e.g., office space, desktop computers) for many of the transferred employees.

The agency continues to develop strategies to maximize its' present resources to accommodate the new employees. An example of this strategy resulted in a cost avoidance in real property leasing options to house eight transferred Regional Eligibility Administrators. As a result, of the CLTC office staff telecommuting, the agency utilized existing office space for the additional employees. These administrators were immediately housed around the state in eight of existing 13 SCDHHS regional offices.

The agency cost avoided expenditures for housing the administrators by not leasing additional real estate due to having available space vacated by telecommuters. Utilizing the same methodology to calculate savings, for the first year of implementation, the agency cost avoided **\$12,668** for the required workspace needed to house the eight new administrators.

The agency also provided immediate housing for 55 other transferred employees. Some of these employees were housed at the regional offices, and others

were housed in the central downtown Columbia office in program areas where employees telecommuted. During the first year, the agency cost avoided \$103,125 by not leasing additional workspace for the newly acquired employees. By the end of the second year, the agency cost avoided **\$206,250**. Additional cost savings was realized within the central Columbia downtown office, staff in the Child Care Monitoring and Internal Audits Divisions who telecommute full-time share office space rather than occupying their own separate spaces.

Through the implementation of the telecommuting program, the SCDHHS has reduced and/or cost avoided expenditures **(\$505,183)** for real estate leasing. However, cost savings gained or avoided through the telecommuting program was decreased by the increase in the cost for SCDHHS overall real property leasing requirements. Real property leasing rates at the downtown central office have increased for the past two years. As real property leasing remains one of the agency's highest expenditures, programs like telecommuting benefits not only the agency, but its' personnel, customers, and taxpayers.

OPERATIONAL EXPENDITURES – Tangible Benefits

The agency anticipated reductions in operational expenditures associated with regionalizing offices and allowing employees to telecommute (e.g., telephone lines, fax and copier leases, travel reimbursement.) (See Chart 4 – Operational Expenditures Summary) As represented in Table 5, the agency decreased expenditures yearly on an average of 7%.

The most noted reductions in line item expenditures are as follows:

Supplies and Materials

Expenditures for postage decreased yearly after the implementation of telecommuting. This was due to the installation of equipment that

enables telecommuters to fax pertinent forms to providers and clients instead of mailing. Since telecommuting, 181,050 faxes were sent. Cost savings resulted in **\$63,368** for decreased mailing funding requirements for a two-year period.

Fix Charges

Rental for fax machines was eliminated. Each office's average monthly fax rental cost was \$625.00. Cost savings resulted in \$7,500 for each year of the programs operation (**\$15,000** for the two-year period.)

Travel - Car Leases

The CLTC offices turned in five state cars. When the cars were available, the CLTC staff would drive them to client appointments. Other staff utilized their own vehicles and was reimbursed for mileage. The annual leasing cost for a state car differed based on the type of car, maintenance, and on mileage used at each office. The average leasing cost including mileage for CLTC state cars was \$8,500. The agency saved **\$42,500** the first year, and **\$85,000** for the two-year period for cars no longer leased. Employees now utilize their own vehicles, but employee reimbursement for travel has decreased because trips to client homes' are shorter distances by traveling directly from the employee's homes.

Once out-stationed staff began telecommuting, operational costs for those offices decreased. Over the two-year implementation period, the agency reduced previous operational expenses by **\$163,368** for SCDHHS regional offices. See Chart 5 - Operational Expenditures that represents the yearly decreases in operational expenditures for the regional offices.

INFORMATION TECHNOLOGY COST AVOIDANCE

The agency was able to redistribute desktop computers and printers taken from the telecommuters and given to the transferred eligibility staff. The average cost for a desktop computer set-up was \$2,500. At least 250 desktop workstations were redistributed avoiding costs of **\$625,000**. Additional costs were realized by the redistribution of printers to new staff as well.

ENVIRONMENTAL IMPACT BY SCDHHS TELECOMMUTERS

An increase in telecommuting arrangements can decrease costs for road construction, and lessen traffic congestion. A significant savings can also be obtained from the decreased use in fuel, heating and air conditioning for office space.³¹

One of the program's goals is to positively impact the environment by reducing traffic congestion through the reduction of required daily travel to and from work. Thereby, resulting in reduced automobile emissions, and fuel consumption. The program's goal to impact the environment is in keeping with the intent and purpose of standards established by United States Environmental Protection Agency's (EPA) Clean Air Act.³²

A survey was conducted to determine whether SCDHHS telecommuting program had an impact on:

- the reduction of auto emissions;
- the reduction in gasoline consumption; and
- saved time and mileage in travel.

The survey sample included 366 part-time and full-time employees who participated in the SCDHHS Telecommuting Program for at least six months. Information was collected from the telecommuter's application, a survey, and

interview questions taken before and after the employee began telecommuting. The results are solely based on feedback from employee program participants.

The following analysis is based on the average miles traveled to and from work by the SCDHHS telecommuter. The survey determined that the average type of vehicle owned by a SCDHHS telecommuter was a six cylinder mid-sized vehicle that rates 18 city and 23 highway miles per gallon of gasoline. A SCDHHS telecommuting employee drives an average of 75% highway miles and 25% city miles. Emissions calculations are based on the United States Environmental Protection Agency (EPA) 1999 Annual Emission Factors for Light Duty Gas Vehicles. The survey reporting period is January 30, 2002 through June 30, 2002.

By telecommuting, the SCDHHS employees impact on the environment resulted in following: the reduction of 618 lbs. of carbon monoxide emissions, the reduction of 16,355 lbs. of nitrogen oxides and 24,364 lbs. of hydrocarbon emissions (chemicals that form ground level ozone.) This type of pollutant is at its worst during the months of May through September. In addition, the employees reduced 906 lbs. of sulfur oxide emissions (chemicals that contribute to acid rain and regional haze), and reduced 354 lbs. of particulate matter and 1,161 lbs. of ammonia emissions (chemicals that contribute to regional haze.)³³

Based on emission factors developed by the EPA, the DHEC Bureau of Air Quality Control determined that the SCDHHS telecommuting employees' reduction of auto emissions during the six months survey period is approximately equal to emissions from a typical large, gas fired boiler for one month. Of course, there are several other types of pollutants emitted from automobiles, but this analysis has only noted a few.

In addition to the environmental benefits reported:

- SCDHHS telecommuters saved 11,634 miles and 541 gallons of gasoline as a result of not commuting to and from work daily, and

- SCDHHS telecommuters saved approximately \$746 in gasoline purchases (@ \$1.37 per gallon), and saved approximately 129 hours in travel time.

Employee participation in the SCDHHS Telecommuting Program has clearly impacted the environment in a positive manner through the reduction of auto emissions. The program has also positively impacted employee commuting time, gasoline consumption and cost.

SCDHHS TELECOMMUTER'S SURVEY RESULTS

In an effort to measure the effectiveness, job satisfaction/morale, and productivity of the participants, a survey was conducted in November 2002, with the DHHS telecommuting employees. The survey was conducted to determine if the agency's telecommuting initiative resulted in increased effectiveness and productivity of telecommuters. The survey also captured employee participation, job morale and satisfaction indicators, and overall opinions of the telecommuters.

This analysis discusses the results of survey questions describing various characteristics of telecommuting. Questions were asked based on the employee's performance evaluation prior to and since telecommuting. Both management and staff who have been telecommuting at least six months were canvassed. ***(The survey revealed the average employee had telecommuted 8.5 months.)*** Managers were asked to complete the survey on all telecommuters they supervised. Staff employees were asked to complete the survey based on their own experiences. Although the survey for managers was not anonymous, the survey for employees was anonymous.

The participants of the survey were full-time and part-time SCDHHS telecommuting employees. When the deadline for the survey was completed, of the 398 telecommuters participating in the program, 123 managers and 112 staff

(69%) employees responded to the survey. Charts 6-9 represent the compiled responses from the surveys.

Chart 5

Question: Indicate who's equipment and resources do you use at your alternate work site?

- Survey results indicated that agency sponsored laptop computers, cellular and land line telephones are utilized by seventy-five to eighty-eight percent of telecommuters canvassed.
- Data also indicated that most telecommuters use their own Internet service, or have access to Internet services other than the agency's.
- Land-line telephones are utilized significantly when employees report to their designated headquarters at a minimum of once per week.

Charts 6

Question: How often do you or your employee telecommute?

- One-third (32%) of managers stated their employees telecommuted three-four times per week, which is the norm for full-time telecommuters. However, the other two-thirds of telecommuting times reported indicated sharp variations between what managers and employees thought. The sharp variations can be attributed to when telecommuting was initiated in an office. Employees returned to their designated headquarters more often when beginning to telecommute. Telecommuters returned to the office for a couple of reasons (1) to use printers, and (2) to meet with supervisors. Procedures for printing requirements has since changed to accommodate printing needs.

Chart 7

Question: Indicate how often do you communicate with your employee?

- The most frequent contact are those who communicate with their employees in informal meetings two-four times per week (41%). At the onset of the program, managers and employees felt they needed frequent guidance and contact while working away from their designated headquarters. There is now indication that informal meetings are less frequent.

Chart 8

Question: Should telecommuting be continued?

- 91% of staff and 76% of managers said yes; 21% of managers and, 1% of staff said no; 8% of staff and 3% of managers did not respond. Comments by managers who responded no, recommended terminating the program due to lack of the ability to print and have access to computer program sub-systems (CLTC case management system) from alternate work locations.

INTANGIBLE BENEFITS

There were a number of anecdotal comments made by the respondents that provide insight on their feelings of personal benefits, job satisfaction and morale, efficiency, and productivity. Most comments were positive, although the few that were critical, mostly describing displeasure with technology access and availability. Appendices F and G represents a few comments made by staff and managers. These comments demonstrate the positive impact telecommuting has made and can continue to have on the agency. Employees who feel less stress and have flexibility in

completing their job tasks in a relaxed atmosphere are more likely to have successful outcomes.

Although intangible benefits cannot always be weighted by costs. Intangible benefits assists an organization's image as a "family-friendly workplace." It is a marketable tool that helps with recruitment and retention of valued employees. It is important to recognize that the true benefits of telecommuting will not be always be immediately evident. There is a up-front funding investment that has initially shown up as an increase in the overall agency's budget. However, this increase will more than be recovered in the future.

SUMMARY

The SCDHHS is one of the first agencies in the State of South Carolina with a formal telecommuting program. With a successful pilot program that began in August 2001, the agency decided to implement on December 1, 2001, the Telecommuting Program initiative with existing funds. The success of the program required top-management support, employees, and managers to be flexible in addressing the many issues that arose. Telecommuting employees report morale and job satisfaction, increased family time, and less stress. For the SCDHHS, telecommuting has positively impacted the environment, slightly enhanced productivity, allowed some retention of trained staff, advanced the information technology infrastructure, and derived savings or cost avoidance in operating and real estate leasing expenditures. See Table 6 for a summary of fiscal benefits (savings and cost avoidance) for the first 18-month period.

These savings or cost avoidance measures can be attributed to the implementation of the telecommuting program. Most savings are derived from the reduction of real estate leases due to employees telecommuting full-time. However,

with emphasis on encouraging more workers to telecommute consistently on a part-time basis, real estate requirements can continue to be reduced.

It is this writer's opinion that telecommuting has made a positive impact for SCDHHS, its' employees, and their customers. Although the study only includes data for the first 18-months of the program, it is an excellent snapshot picture of what benefits and cost savings can occur and has already occurred. Through this analysis, the SCDHHS is now aware that the benefits of telecommuting are not guaranteed, but are at least partially within the agency's power to forecast potential outcomes.

TABLE 6		
SUMMARY OF COST AVOIDANCE & SAVINGS FOR THE TELECOMMUTING PROGRAM		
ITEM	AMOUNT	COMMENTS
Real estate leasing (<i>savings</i>)	\$ 286,265	Elimination of square footage in regional offices
Real estate leasing (<i>cost avoidance</i>)	\$ 12,668	Housing for 8 regional administrators
Real estate leasing (<i>cost avoidance</i>)	\$ 206,250	Housing for 55 transferred Eligibility employees
<i>TOTAL FOR REAL ESTATE LEASING</i>	\$ 505,183	
Operational expenditures (<i>savings</i>)	\$ 63,368	Supplies and materials
	\$ 15,000	Fixed charges (leases for fax machines)
	\$ 85,000	Lease for state vehicles
<i>TOTAL FOR OPERATIONAL EXPENDITURES</i>	\$ 163,368	
Information technology (<i>Cost avoidance</i>)	\$ 625,000	Redistribution of 225 workstations to transferred Eligibility staff
<i>TOTAL FOR INFORMATION TECHNOLOGY</i>	\$ 625,000	
<i>GRAND TOTAL FOR COST AVOIDANCE AND SAVINGS</i>	<i>\$1,293,551</i>	

As might be expected with any organizational change, there are numerous challenges to overcome. A significant portion of these challenges is ingrained in individual resistance to change behavior. Good managers must learn to manage the process rather than the person whether the employee telecommutes or not. Telecommuting at SCDHHS can be successful if the program is tied into other agency objectives such as efficient utilization of resources (human, equipment, and facilities.) The objectives must include ongoing IT development and support. Employees who participate in the Telecommuting Program will have greater success at completing their job functions once they have access to the appropriate technological equipment. Enhanced technology will enable the agency to increase employee participation for job functions needing more than a lap top computer and telephone. Enhanced technology would continue to increase the agency's ability to **"move the work to the workers, instead of workers to the work."**

It is the agency's goal to continue ensuring quality healthcare while providing employees a flexible work environment. In the advent of workforce planning, flexible work schedules such as the telecommuting program enhances the agency's recruitment efforts to attract and retain skilled and experienced workers. The SCDHHS Telecommuting Program is in keeping with the agency's mission, **"to provide statewide leadership; to most effectively utilize resources to promote the health and well-being of South Carolinians."** The agency's progressive management style is a family-friendly work/life initiative that will eventually benefit all of the citizens in South Carolina.

Future studies of the program will hopefully provide further incite on the impact the program has on retention, the environmental impact, absenteeism, productivity, and cost savings for employees who telecommute.

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- ⁴ Joice, (3, p.11)
- ⁵ Joice, (3, p. 9)
- ⁶ Joice, (3, p. 9).
- ⁷ Schiff, F.W., Comments on the origins of Flexiplac4e. MATAAC. Washington, DC. Unpublished Presentation to the Mid-Atlantic Telecommuting Advisory Council. 1993
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- ⁹ Joice, (3, p. 14)
- ¹⁰ Joice, (3, p. 18)
- ¹¹ Treasury, Postal Service, and General Appropriations Act, 1966, Public Law 104-52 §620, p 109.
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- ¹⁴ Telecommuting Statistics, Bureau of Labor Statistics, United States Department of Labor, May 2001 Current Population Survey.
- ¹⁵ Vega, Gina, Building the Case for Telework, Merrimack College, 2000, p. 172
- ¹⁶ OPM, (8, Appendix i)
- ¹⁷ The International Telework Association and Council (ITAC) identifies itself as “ a non-profit organization dedicated to promoting the economic, social and environmental benefits of telework” (International Telework Association and Council website, <http://www.telecommute.org>., accessed November 5, 2003.)

¹⁸ Evaluation of the Department of Labor's Telework Program, Report Number 2E-50-598-0005, Office of the Inspector General (OIG), September 2002. The study requested by (OIG) focused on DOL's compliance with the requirements of Public Law 106-346, Section 359; the Office of Assistant Secretary for Administration and Management (OASAM's) oversight of DOL's telework program, and identifies areas where improvements can be made.

¹⁹ Pratt, Joanne H., "Cost/benefits of Teleworking to Manage Work/life Responsibilities," Teelwork America, 1999.

²⁰ CCH, Incorporated is the leading provider of information services software and workflow tools, to address the evolving requirements of business and legal professionals. CCH sets the standard for research, compliance, and management tools for attorneys, human resources professionals, health care providers, and government agencies. The group tracks, reports, explains and analyzes a wide range of federal and state laws annually.

²¹ Fitzer, Mary Molina, "Managing from afar: Performance and Rewards in Telecommuting Environment." Compensation and Benefits Review, v29, pp65-73, January/February 1997.

²² South Carolina Budget and Control Board, Draft Review of the S.C. Department of Health and Human Services Telecommuting Program, November 2003.

²³ U.S. Department of Labor, Bureau of Labor Statistics (Productivity and Costs) Website, last update October 2001.

²⁴ 2002-2003 results are based on a representative survey of 1200 AT&T managers. Telephone interviews were conducted by a leading independent market research company, using stratified random sampling techniques. See "Measurement of Environmental Impacts of Telework Adoption amidst Change in Complex Organizations: AT&T Methodology and Results," Resources, Conservation and Recycling, Elsevier Science B.V. 2002.

²⁵ Joice, Wendell, "Federal Telework Topics," presented October 16, 2000 at "Telework and the New Workplace of the 21st Century," Department of Labor, Xavier University, New Orleans, Louisiana.

²⁶ In some program areas such as CLTC, telecommuting was mandatory to reduce real estate costs.

²⁷ Employees communicated with their supervisors at least 2-4 times per week informally (48%). SCDHHS Telecommuting Survey Results, November 2002.

²⁸ Ibid., p.2

²⁹ Mustard, Timmothy S., Telecommuting Safely, Occupational Hazards, April 2001.

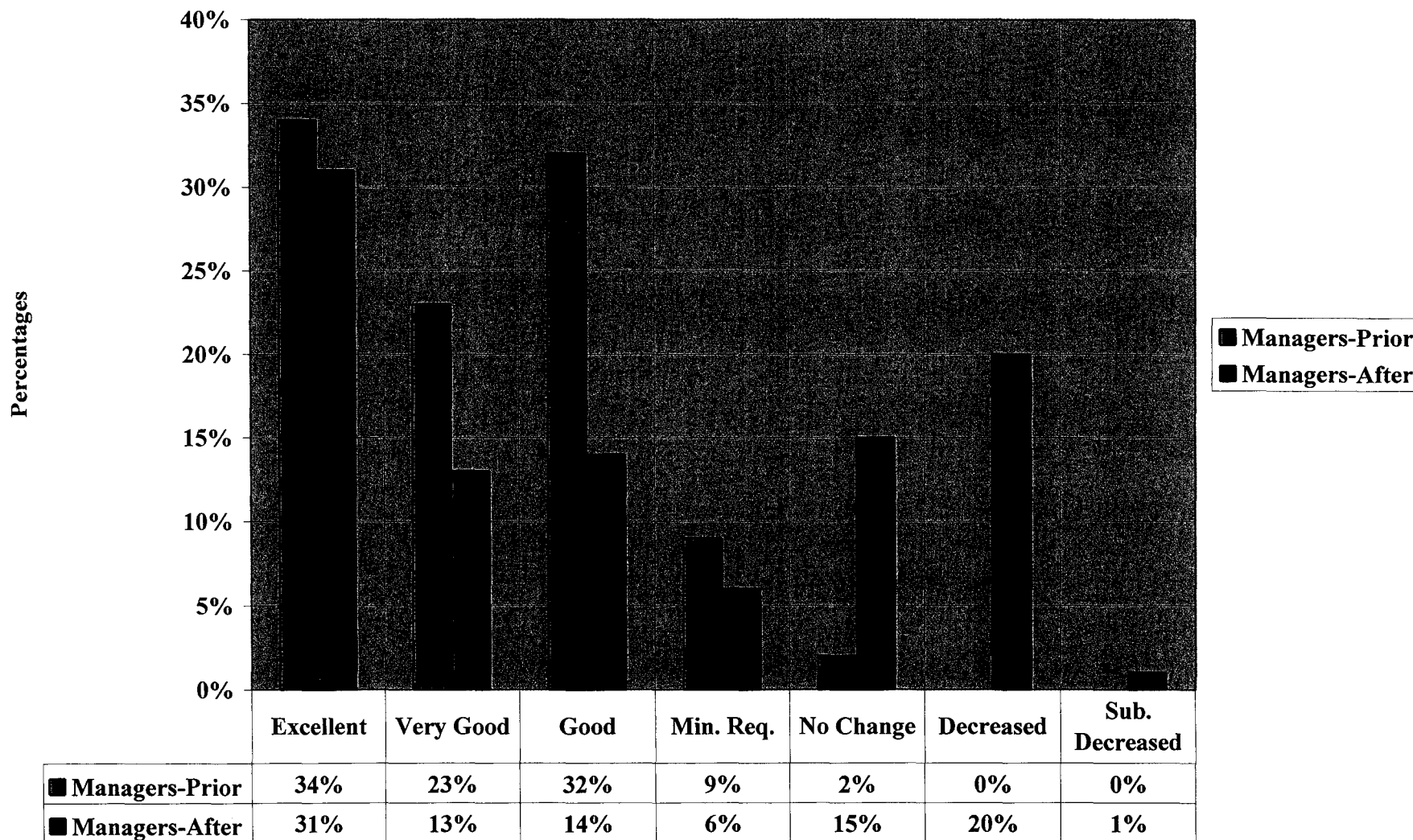
³⁰ Telework Collaborative is a nationally recognized expert group in the field of telecommuting. The members include five western states (Arizona, California, Oregon, Texas, and Washington) that also administer their own telecommuting programs.

³¹ United States Office of Personnel Management and General Services Administration, (2, p. 5)

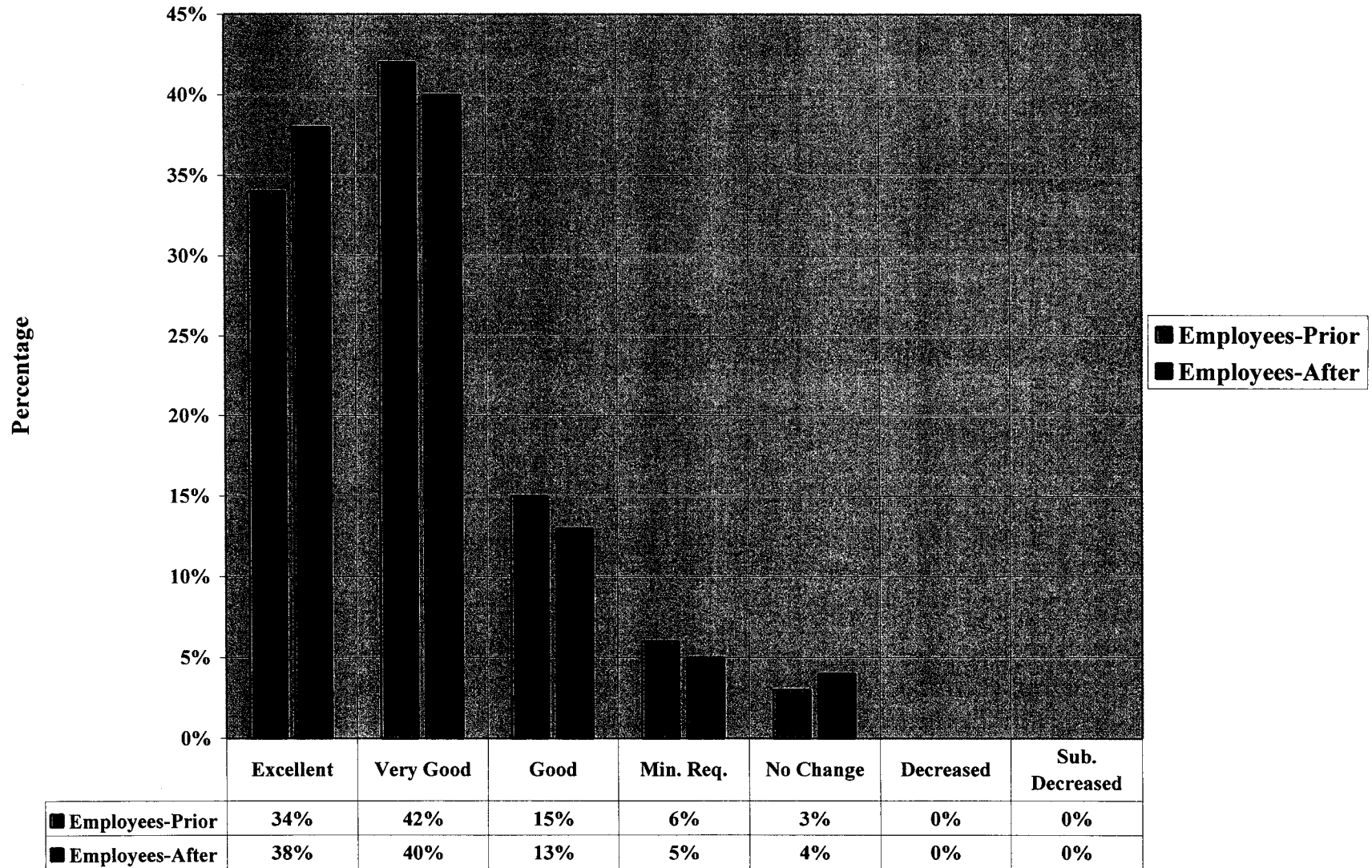
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Manager's Survey Results-Employee Performance Productivity



Employee's Survey Results-Employee Performance Productivity



**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
MANAGER'S TELECOMMUTING ASSESSMENT SURVEY**

Employee Name: _____ Manager: _____

Bureau/Department: _____ Date: _____

Please read the questions that follow and circle the corresponding number by the response that most accurately describes this employee's situation:

1. The information this employee must receive or communicate to successfully perform his/her job is:
 - (a) Very complex and always requires detailed face-to-face explanation;
 - (b) A wide range of communications both complex and simple/concrete;
 - (c) A very simple and concrete, easily understood needing brief communications.

2. How much of this employee's work is done over the telephone?
 - (a) Very little;
 - (b) A moderate amount;
 - (c) Most or all of it.

3. Does the employee set goals and clear objectives?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always.

4. If the employee set goals, does he/she meet them timely?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always

5. In your most recent evaluation, how did this employee rate in productivity and job performance?
 - (a) Did not meet expectations;
 - (b) Meets expectations, but just barely;
 - (c) Employee did meet expectations;
 - (d) Employee exceeded expectations.

6. Does this employee's job require close, constant supervision, or does he/she control the pace of work?
 - (a) Close supervision is required;
 - (b) Some supervision, some independence;
 - (c) The employee sets the pace.

7. Is the employee customer focused?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always.

8. Does this employee work well in independently?
 - (a) No. This employee needs to be around people to maintain energy.
 - (b) Sometimes, but he/she also needs to be around others.
 - (c) Yes. This employee does not need constant interaction.

9. *When this employee works alone and uninterrupted, does he or she(rephrase)*
 - (a) Often become so involved in what is happening that he/she has no idea how much time has passed;
 - (b) *Not have any experience to this base on.*
 - (c) Schedule his/her time for each task and follows the schedule.

CHART B

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMPLOYEE TELECOMMUTING ASSESSMENT SURVEY**

Employee Name: _____ Manager: _____

Bureau/Department: _____ Date: _____

Please mark (X) in the appropriate box

1. How often does your job currently require physical access to resources that are available only at the Central Office?

	Task	At least once a day	2-4 times a week	About once a week	Less than once a month	Not applicable
A.	Central paper files					
B.	Computer Program Subsystems					
C.	Computer/printer					
D.	Software					
E.	Other Office Equipment (copier, fax)					
F.	Support Staff					
G.	Professional Staff					

2. Indicate the importance of each item listed below in performing your job effectively.

	Equipment	Very Important	Somewhat Important	Not Important	Not applicable
A.	Personal computer/printer				
B.	Mainframe Computer				
C.	Computer Program Subsystems				
D.	Telephone line for Internet				
E.	Fax Machine				
F.	Photocopier				
G.	Answering Machine/Voice Mail				

3. Indicate the equipment to be used at home or your alternate work site on telecommuting days.

	Equipment	Need to have	Would like to have	Already have	Not applicable
A.	Personal computer/printer				
B.	Computer Program Subsystems				
C.	Telephone line for Internet				
D.	Fax Machine				
E.	Photocopier				
F.	Answering Machine/Voice Mail				
G.	Other (please specify)				

CHART B

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMPLOYEE TELECOMMUTING ASSESSMENT SURVEY**

Employee Name: _____ Manager: _____

Bureau/Department: _____ Date: _____

Please mark (X) in the appropriate box

1. How often does your job currently require physical access to resources that are available only at the Central Office?

	Task	At least once a day	2-4 times a week	About once a week	Less than once a month	Not applicable
A.	Central paper files					
B.	Computer Program Subsystems					
C.	Computer/printer					
D.	Software					
E.	Other Office Equipment (copier, fax)					
F.	Support Staff					
G.	Professional Staff					

2. Indicate the importance of each item listed below in performing your job effectively.

	Equipment	Very Important	Somewhat Important	Not Important	Not applicable
A.	Personal computer/printer				
B.	Mainframe Computer				
C.	Computer Program Subsystems				
D.	Telephone line for Internet				
E.	Fax Machine				
F.	Photocopier				
G.	Answering Machine/Voice Mail				

3. Indicate the equipment to be used at home or your alternate work site on telecommuting days.

	Equipment	Need to have	Would like to have	Already have	Not applicable
A.	Personal computer/printer				
B.	Computer Program Subsystems				
C.	Telephone line for Internet				
D.	Fax Machine				
E.	Photocopier				
F.	Answering Machine/Voice Mail				
G.	Other (please specify)				

CHART B

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMPLOYEE TELECOMMUTING ASSESSMENT SURVEY**

4. Do you supervise anyone? _____ No _____ Yes - If yes, how many people? _____

5. How often do you communicate with your supervisor?

	Communications	At least once a day	2-4 times a week	About once a week	Less than once a month	Not applicable
A.	In person-scheduled meetings					
B.	In person-Informal meetings					
C.	Formal memos					
D.	Telephone Calls					
E.	Faxes or E-mails					
F.	Notes					

6. Indicate how often the following statements are true.

		Always	Frequently	Sometimes	Never	Not applicable
A.	Distractions in the office make it hard to get my work done.					
B.	When working on projects with co-workers, it is difficult to coordinate delivery of timely work products or information.					

7. On the average, how many hours per week do you work at this job? _____ Hours

8. How long have you been in your current job? _____ Years _____ Months

9. How stressful is your job in the following respects?

		Very Stressful	Somewhat Stressful	Not at all Stressful	Not Applicable
A.	Volume of work				
B.	Scheduling work				
C.	Office politics				
D.	Job security				
E.	Managing multiple projects				

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES MANAGER'S TELECOMMUTING ASSESSMENT SURVEY

Employee Name: _____ Manager: _____

Bureau/Department: _____ Date: _____

Please read the questions that follow and circle the corresponding number by the response that most accurately describes this employee's situation:

1. The information this employee must receive or communicate to successfully perform his/her job is:
 - (a) Very complex and always requires detailed face-to-face explanation;
 - (b) A wide range of communications both complex and simple/concrete;
 - (c) A very simple and concrete, easily understood needing brief communications.

2. How much of this employee's work is done over the telephone?
 - (a) Very little;
 - (b) A moderate amount;
 - (c) Most or all of it.

3. Does the employee set goals and clear objectives?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always.

4. If the employee set goals, does he/she meet them timely?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always.

5. In your most recent evaluation, how did this employee rate in productivity and job performance?
 - (a) Did not meet expectations;
 - (b) Meets expectations, but just barely;
 - (c) Employee did meet expectations;
 - (d) Employee exceeded expectations.

6. Does this employee's job require close, constant supervision, or does he/she control the pace of work?
 - (a) Close supervision is required;
 - (b) Some supervision, some independence;
 - (c) The employee sets the pace.

7. Is the employee customer focused?
 - (a) Rarely;
 - (b) Sometimes;
 - (c) Always.

8. Does this employee work well in independently?
 - (a) No. This employee needs to be around people to maintain energy.
 - (b) Sometimes, but he/she also needs to be around others.
 - (c) Yes. This employee does not need constant interaction.

9. *When this employee works alone and uninterrupted, does he or she (rephrase)*
 - (a) Often become so involved in what is happening that he/she has no idea how much time has passed;
 - (b) *Not have any experience to this base on.*
 - (c) Schedule his/her time for each task and follows the schedule.

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
MANAGER'S TELECOMMUTING ASSESSMENT SURVEY**

10. Do you believe this employee views the *rituals (find another word)* associated with a traditional work environment (business attire, 8-5 core work hours, meetings) as:
- (a) Part of a professional image and important to his/her creativity and productivity;
 - (b) Have no real positive or negative impact on his/her self-image or productivity;
 - (c) Not important to this employee's overall productivity or self-image.
11. For this employee, a colleague stopping by unexpectedly to chat or discuss work related issues is:
- (a) A welcome or pleasant break that he/she enjoys and/or looks forward to;
 - (b) A fact of life that is neither annoying or pleasant;
 - (c) An interruption that he/she must recover from.
12. On an average day, this employee uses office support services (copying, delegating to support staff):
- (a) More than 6 times;
 - (b) 4-6 times;
 - (c) 0-3 times.
13. If this employee is allowed to work at home, describe what child or dependent care arrangements he/she would make:
- (a) He/she assumes full responsibility for child or dependent care;
 - (b) Small children or older adults will be under someone else's care some of the time;
 - (c) Small children or older adults will be under someone else's care during agreed upon works hours;
 - (d) Not applicable.
14. How long has this employee been in his/her present job?
- (a) less than 1 year;
 - (b) 1 to 3 years;
 - (c) more than 3 years.
15. Describe this employee's home office environment
- (a) No workspace area available;
 - (b) Common Area
 - (c) Dedicated area
 - (d) Dedicated room

Scoring: (a) 1 point; (b) 2 points; (c) 3 points; (d) 4 points

- 14 - 27 This employee should not give up his/her job at the office.
- 28 - 34 This employee is a potential candidate, but they may need to make some changes to be successful.
- 35 - 42 This employee is ideally suited! What are you waiting for?

CHART B

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMPLOYEE TELECOMMUTING ASSESSMENT SURVEY**

10. Indicate whether you agree with the following statements.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
A.	Professional interactions with my colleagues are very important to my job performance.						
B.	Telecommuting can improve my organization's ability to retain competent staff.						
C.	Upper management is supportive of telecommuting.						
D.	My immediate supervisor is supportive of telecommuting.						
E.	I dislike the idea of someone else using my workspace while I am working at a different location.						
F.	I enjoy social interaction with my colleagues.						
G.	It is difficult for telecommuters to supervise other people.						
H.	I get adequate feedback on my job performance from my supervisor.						

11. Indicate whether you agree with the following statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
A.	Most of the meetings I attend are scheduled at least a day or two in advance.						
B.	I am productive when working away from the Central Office.						
C.	My work group is highly productive.						
D.	I usually decide how to complete the projects assigned to me.						
E.	Telecommuting allows me the flexibility to work during my most productive hours.						
F.	My family is support of my telecommuting.						

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
EMPLOYEE TELECOMMUTING ASSESSMENT SURVEY**

12. Do you feel that your productivity has changed in the last year?
 No _____ Yes _____ If yes, how has it changed?
 _____ Increased
 _____ Decreased
 _____ Decreased substantially

13. Rate your current job performance in the following areas.

		Excellent	Very Good	Good	Meets Minimum Requirements	Needs Improvement
A.	Productivity					
B.	Interpersonal skills					
C.	Dependability					
D.	Communication skills					
E.	Ability to work independently					
F.	Overall performance					

14. How many miles is your commute from home to work, with no added trips? _____ Miles

15. For travel to and from work, indicate the number of days per week you use the following method of transportation.

		Daily	2-4 days a week	About 1 day a week	Rarely/Never
A.	Drive Alone				
B.	Walk to bus				
C.	Drive to bus				
D.	Drive to vanpool (How many in pool? _____)				
E.	Carpool (How many in pool? _____)				
F.	Motorcycle/moped				
G.	Walk or run				
H.	Bicycle				
I.	Other (please specify)				

16. How many minutes is our usual commute from home to work? _____ Minutes

17. How many minutes is our usual commute from work to home? _____ Minutes

18. How stressful is your commute? _____ Very stressful _____ Somewhat stressful
 _____ Slightly stressful _____ Not at all stressful

19. If you drive your own vehicle to work, what is the estimated fuel efficiency?
 _____ mpg city _____ mpg highway

HUMAN RESOURCES POLICIES AND PROCEDURES

THE LANGUAGE USED IN THIS POLICY DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENTS OF THIS POLICY, IN WHOLE OR IN PART.

23.01 POLICY

Telecommuting is a workplace option that allows job tasks to be done at an alternative work location. As defined by this policy, there are varying levels of telecommuting, including, but not limited to the following examples:

Full Time Telecommuting: The employee completes all or almost all duties outside of a traditional office setting at least three to four days per week. This may include some work done at home, in clients' homes, or at a "hotel." The employee must report to the office for a meeting or planning session at least once per week.

Part Time Telecommuting: The employee telecommutes on a regularly scheduled basis. This may be one or more days a week, every two weeks or several days in a month.

Episodic or Situational Telecommuting: The employee telecommutes on an as needed basis. The employee may need to work from home when he/she is temporarily or

HUMAN RESOURCES POLICIES AND PROCEDURES

permanently homebound due to a medically documented illness or disability, or the employee needs to focus on a special project. Other situations may develop that makes it beneficial for the employee and supervisor to agree on an episodic telecommuting opportunity (e.g., information technology staff - providing remote technical support services during a weekend to fix the network versus having to drive in from home.)

Telecommuting provides employees with the opportunity to increase productivity, especially for those employees whose jobs include frequent travel or jobs that have defined tasks with clear measurable results. Telecommuting is not considered an alternative for dependent care (e.g., childcare or eldercare.)

23.02

PROVISO BACKGROUND

The agency director has the authority to establish a telecommuting program based on Proviso 72.73 of the 2000-2001 Appropriation Act and the South Carolina State Employee Telecommuting Guidelines established by the South Carolina Budget and Control Board. The agency director or his designee has the ability to set the work schedule and work location for agency employees. The SCDHHS Telecommuting Policy follows the South Carolina State Employee Telecommuting Guidelines and all other appropriate federal, state, and agency laws, regulations, and policies.

HUMAN RESOURCES POLICIES AND PROCEDURES

Telecommuting is a management option and not a universal employee benefit. It is the agency's option to allow an employee to telecommute.

23.03 TRAINING

All prospective telecommuters and supervisors must attend a telecommuting orientation session. Supervisors only need to participate in the orientation once, and are not required to provide orientation with each telecommuter under their supervision. However, the supervisor will meet with each telecommuter individually to discuss objectives, and prepare and complete the Telecommuting Agreement.

23.04 EMPLOYEE IN-ELIGIBILITY

An employee in a warning period, or of substandard performance is not eligible to telecommute.

23.05 EMPLOYEE SELECTION

Participation in the Telecommuting Program should be based on the ability of the employee to perform tasks that can be completed from an alternate work location, and management's assessment of the employee's ability to complete these tasks satisfactorily. It is the responsibility of the supervisor and employee, to develop a list of tasks that can be conducted from the alternate work location. **Work assignments must be clearly defined with measurable results.** The employee's position description may be used as a guide to begin defining tasks.

HUMAN RESOURCES POLICIES AND PROCEDURES

Selection of employees shall be neither arbitrary nor based on seniority, but shall be based on specific, work related criteria. Examples of duties that may be accomplished via telecommuting are:

Activity	Examples
Analysis	Financial statements, proposals, field data.
Auditing	Review and prepare work papers and reports.
Case-Management	Home-visits, documentation, case monitoring, case consultation, data entry, reporting, and paperwork completion.
Computer-related work	Entering or compiling data, developing databases, programming, monitoring production systems.
Documentation	Trip report, monitoring reports and procurement logs.
Field Work and Monitoring	Site visits, inspections, training, and consultations with providers, clients, and other agencies.
Phone-related work	Arranging or organizing meetings, coordinating studies, consulting with experts, providers, clients and other agencies
Pre-admission screening	Assessment visits, documentation, data entry, scheduling, telephone consultation, and paperwork completion.
Reading and Reviewing	Plans and specifications, policies and procedures, legal documents and reports, RFP development and evaluation.
Researching/Planning	Bureau planning documents, policies and procedures.
Verification	Reports, records, provider documentation
Writing, Editing	Memos, reports, letters, articles, policies, procedures, minutes, orders, performance plans, evaluations.

HUMAN RESOURCES POLICIES AND PROCEDURES

Potential telecommuters must be carefully screened and have the characteristics necessary to be a successful telecommuter. These characteristics include, but are not limited to, high motivation, self-discipline, ability to work without close supervision, and excellent organizational and communication skills. Supervisors should avoid considering for the telecommuting program, an employee who has chronic attendance or tardiness problems, the inability to stay organized or focused, poor performance, or the failure to keep others informed of his/her whereabouts.

23.06 Telecommuting Agreement

The appropriate management staff, (e.g., supervisor, department head, division director) or employee may submit a Telecommuting Agreement. The Telecommuting Agreement delineates policies and procedures to include: an agreement to participate in the program, agency and employee liability, data and client confidentiality and security, established telecommuting days/times, alternate worksite location, employee rights, and equipment and technological needs. The agreement also requires the employee to describe the alternate workplace area (see 23.12 Designing the Alternate Work Space.)

A meeting with the employee and supervisor must take place to establish technological needs and agreed upon objectives and goals for work task(s) deliverables. The agreement should also include job task assignments and

HUMAN RESOURCES POLICIES AND PROCEDURES

due dates. Job assignment(s) must be clearly defined with measurable results. This method of management focuses on results rather than process.

Employees are also asked to complete a Work Place Checklist as a part of the agreement. This list was developed based on the Occupational Safety and Health Administrations (OSHA) recommended telework home-base safety and equipment requirements. The employee must complete the Workplace Checklist indicating the equipment/furniture, safety devices, and general environment (floor plan) to be used while working at the alternate workplace area. If the employee does not have the recommended items, they are to indicate what will be used at the alternate workplace area (e.g., desk 27" not 29".)

The agreement must be submitted to the appropriate department head, division director, and/or bureau chief for final approval. Both the employee and the appropriate management staff must sign the Telecommuting Agreement.

The completed agreement should then be submitted to the telecommuting coordinator for review of recommended telecommuting job task(s) and deliverables, the availability of resources, and to schedule a telecommuting orientation session. After the employee and/or supervisor attends orientation, the agreement is reviewed, and resources verified, the telecommuting coordinator will contact the supervisor

HUMAN RESOURCES POLICIES AND PROCEDURES

and employee alerting them that the employee may begin telecommuting as delineated in the agreement.

The completed original Telecommuting Agreement Form and Work Place Checklist should be submitted to the telecommuting coordinator, a copy should remain in the telecommuting coordinator, a copy should remain in the employee's department personnel file, and the telecommuting coordinator shall place a copy in the employee's file in the Division of Human Resources.

Denial or termination of an employee's participation in the telecommuting program is not, by itself, grounds for a complaint or appeal. The department head, division director, and bureau chief must approve the request prior to the employee beginning to telecommute. *It is the responsibility of the bureau chief to have full knowledge of employees who telecommute, and their needed resources. The bureau chief shall also be responsible for advising their deputy of telecommuters in their bureau.*

23.07

EMPLOYEE STATUS

The employee's duties, responsibilities, and conditions of employment remain the same as if the employee were working at the employee's official designated work location. The employee will continue to comply with all federal, state, and agency laws, policies, and regulations while working at the alternate work location. An employee will be compensated for all pay, leave, ~~overtime~~, and travel

HUMAN RESOURCES POLICIES AND PROCEDURES

entitlement as if all duties were being performed at the employee's official designated work headquarters.

23.08 HOURS OF WORK/TRIAL PERIOD

A. Hours of Work

The supervisor must approve an established schedule for an employee's work hours. Any deviation from this established schedule must be documented and approved by the supervisor in advance. The supervisor must be able to contact the employee at all times during scheduled core-work hours. Core-work hours are defined a normal business hours from 8:30 a.m. through 5:00 p.m., Mondays - Fridays; or if under a flextime schedule (e.g., 8:00 a.m. - 4:30 p.m., or 9:00 a.m. - 5:30 p.m.), or an agreed upon time. Telecommuting days and times may vary from employee to employee based on assigned job tasks. Employees requesting to participate in the telecommuting program must have either a land-line or cellular telephone.

Work away from the office will vary depending upon the individual arrangements between employees and their supervisors. However, each telecommuting agreement should provide for a minimum number of day(s) in the office. Telecommuters' work schedules must identify the days and times the employee will work at the alternate work location. Work schedules can parallel those in the designated headquarters or be structured to meet the needs of participating employees and their supervisor(s). **Employees who telecommute full-time**

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cannot have alternate work schedules that would require an off flex day.

1. Dismissals and Emergency Closings

Although a variety of circumstances may affect individual situations, the principles governing dismissals and closings remain unchanged. The ability to conduct work whether at home or at the office determines when an employee may be excused from duty. For example, if the employee is working at home, and the official designated headquarters is closed (due to Executive Order or natural disaster), the employee is not required to continue working at home.

2. Certification and Control of Time and Attendance

Employees working at an alternate work location must provide reasonable assurance that they are working when scheduled. Time spent in a telecommuting status must be accounted for and reported in the same manner as if the employee reported for duty at the employee's designated headquarters.

Supervisors can verify an employee's time spent working at an alternative worksite by determining the reasonableness of the work output for the time spent, or by making occasional telephone calls during the

HUMAN RESOURCES POLICIES AND PROCEDURES

employee's scheduled work hours at the alternate worksite to monitor progress on assigned job tasks. The technique for determining reasonableness of work output for the time spent is consistent with managing by results.

23.09 Performance/Productivity Measures

There should be no discernable difference between managing the performance of a telecommuter and managing the employee, who works at the main office. The processes for managing the performance of all employees should include:

- plan work and set expectations,
- monitor performance
- monitor the quality of work
- monitor the employee's ability to meet deadlines
- monitor the quantity of work completed
- be observant of customer satisfaction
- appraise employee performance
- use weekly meetings as a way to track the productivity of all employees, and
- establish objective benchmarks of job tasks expectancies prior to finalizing the telecommuting agreement.

HUMAN RESOURCES POLICIES AND PROCEDURES

Monitoring performance includes measuring performance and providing feedback. In a telecommuting situation (as in any work situation), measuring the results of employee efforts rather than their activities is more efficient and effective. Once the supervisor and employee establish performance measures, communicating performance on those measures should be frequent. Employees need feedback on their performance in order to maintain good performance and to improve overall.

Supervisors must maintain tools to measure and substantiate the performance and productivity of the telecommuting employee. There are several recommended methods used to measure productivity and performance of employees. Managers who supervise telecommuters should select at least two of the methods below to measure productivity and performance of their employees, whether the employee telecommutes or not.

- Production - resulting outputs per unit of time (for labor); a supervisor would monitor the job task for quantity and quality for the resulting product. This method is excellent for production job tasks (i.e., verification of client information or key-punching a specific amount of an item(s) within a time-period.) A realistic minimum standard (benchmark) should be developed by the supervisor and discussed with the employee.
- Cycle-time - Can be expressed as a percent of work units completed within an acceptable interval of time. It is the interval from

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beginning to finish of a project. This method is excellent for measuring all other times of job tasks not considered as production. (e.g., reading, writing, auditing, computer programming.) A realistic minimum standard (benchmark) should be developed by the supervisor and discussed with the employee.

- Annual Performance Review - All employees must be appraised, generally annually. Supervisors should appraise all employees' performance against the elements and standards established in employee performance plan. If the elements and standards are measurable, observable, or verifiable, and if they focus on accomplishments rather than activities, the supervisor will find it easier to appraise employee performance and productivity. If needed, supervisors may contact the telecommuting coordinator for assistance with developing other types of performance tools for their telecommuters.

Documentation of performance outcomes may vary from employee to employee. Supervisors must retain documentation of work performed by telecommuters (e.g., assignment logs, deliverables.) **See example assignment log on SCDHHS Intranet under Telecommuting.**

B. Trial Period

Employees must be on the job for at least three months prior to telecommuting. They should be knowledgeable about the agency's policies and

HUMAN RESOURCES POLICIES AND PROCEDURES

procedures, have a working knowledge and ability to complete assigned jobs off-site. New employees cannot telecommute until they have been on the job for at least three months. After the three-month in-agency orientation period, the supervisor can make recommendations to the department head, division director, and/or bureau chief to allow the employee to telecommute. In some cases, employees hired specifically for certain telecommuting job tasks may be exempted from the in-house orientation period (e.g., computer programmers.)

The employee's participation as a telecommuter can be terminated at any time by the agency, with or without cause, and this termination is final in terms of administrative review.

23.10 OVERTIME HOURS

Overtime compensation (for non-exempt employees), or compensatory time and leave benefits will not change as a result of telecommuting. Requests to work overtime or use sick, annual, or other leave must be approved by the supervisor in the same manner as when the employee works at their designated headquarters. An employee shall not work overtime unless authorized in advance.

23.11 WORK ENVIRONMENT

Telecommuters need regular contact with supervisors and co-workers and access to specialized files or property. In addition, the supervisor must take

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actions to prevent the telecommuter from becoming isolated from office staff. Therefore, management should ensure regular communication through weekly or monthly meetings, teleconferencing, and in-office days. Office needs take precedence over telecommute days. An employee must forgo telecommuting if needed in the official work location on a regularly scheduled telecommuting day. The agency may require that the employee attend certain "called" meetings throughout the work-week. Whenever possible, the manager or supervisor should provide reasonable notice when alternating the employee's telecommuting schedule. However, an employee may be required to report to the official work location without advance notice.

23.12 DESIGNING THE ALTERNATE WORK SPACE

The employee agrees to designate a separate workspace at the alternate worksite for the purposes of telecommuting. The alternate worksite must be in compliance with all building codes, safe and free from hazards and other dangerous conditions to the employee and agency's property. To ensure the safety of the alternate workspace, the employee agrees to complete and return to the agency a Telecommuting Agreement and Work Place Checklist that outlines the floor plan and/or photograph of the workspace area, identify electrical outlets, doors, desk, chair height, lighting and locks.

The supervisor may also inspect the home office for compliance with safety requirements when deemed

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appropriate. Inspections will be made by appointment only. The employee agrees that the agency shall have reasonable access to the designated alternate workspace for the purposes of inspection of the space and retrieval of agency-owned property.

Telecommuters must have a land-line or cellular telephone access at the alternate work location to communicate with their supervisors, check messages and be accessible to clients and/or providers.

A. Hotels

The hotels are work areas located at the employee's designated official worksite and other locations that will be utilized in common with other employees. An employee will have available technological resources to facilitate job task(s). The employee will have access to: the agency's computer network to upload/download files and/or print, use the fax, copier, and telephone. All employees that are telecommuting will have access to these areas designated throughout the agency. In some locations, if there are no hotels available for use, a wireless connection may be available to allow an employee to log onto the agency's network to perform their job task(s). Management staff will ensure that telecommuters have access to a hotel or wireless connection as needed.

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23.13 WORKERS' COMPENSATION

The approved alternate workspace is considered an extension of the employee's official work location. Therefore, workers' compensation will continue to exist for the employee while performing official work duties in the defined alternate workspace during approved telecommuting hours. Any work-related injuries must be reported to the employee's supervisor and Human Resources immediately. The employee must complete all necessary and/or management requested documents regarding the injury in accordance with Section 3.13 of the SCDHHS Human Resource Policies and Procedures.

23.14 SECURITY

Employees must follow established security controls and conditions for use of the agency property. All official agency records, files, and documents must be protected from unauthorized disclosure or damage and returned safely to the official work location. The employee will be held responsible for official documents and will be subject to disciplinary action for loss or distribution of these documents. The employee will return all agency property (hardware and software), files, documents, and supplies to the agency on the last workday of employment or termination of the telecommuting agreement.

The employee shall ensure that the designated work area has adequate physical or environmental security measures in place to protect the equipment from being

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accessed by unauthorized individuals. This can be accomplished by having the employee specifically identify the proposed work area and certify in writing the security measures that will be used. (Examples of security measures that may be acceptable, depending upon the information, include denying children access to the work area during work hours, or securing the work area by locking it when it is not in use.) Employees will ensure that personal ID's, passwords, and access codes that are assigned are accounted for and maintained properly.

23.15 PROPERTY: AGENCY-OWNED OR PERSONAL

A. Agency Property

1. Hardware and Software

Support, maintenance, repair, and replacement of state-owned property issued to telecommuters are the responsibility of the agency. Only hardware/software configuration procured and authorized by the SCDHHS may be installed on agency equipment. Under no circumstances are employees allowed to install non-government owned or unauthorized hardware or software, such as games, screen savers, bulletin board software, to agency owned computers. In the event of equipment malfunction, the telecommuter must notify his/her supervisor immediately. Technological support services are available during the hours of 8:00 am and 5:00 pm. If repairs will take some time, the telecommuter may be asked

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to report to the official work location until the equipment is usable.

2. Business Telephone

If appropriate and necessary for the employee's job duties, the agency will arrange for the employee to have access to an agency telephone card, a cellular telephone, or install a telephone line or a dedicated data circuit at the alternate worksite. These lines are to be used solely for conducting agency business. For further clarification, see Section 19.00 through 19.02 of the DHHS Human Resource Policies and Procedures for Telephones and Wireless Communication.

B. Personal Property:

1. Hardware and Software

If appropriate, it may be necessary for an employee to use their personal computer with the understanding that no on-site technical support will be provided from the agency staff. Additionally, the purchase, installation, and configuration of agency standard software are the responsibility of the employee.

The agency will provide standardized software specifications and firewall specifications for agency-owned property. Technical support through the agency's "Helpdesk" will be provided to those who need dial-in support. Configuration, maintenance, and repairs to

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personally owned property is the responsibility of the employee.

C. Computer Responsibilities

The employee agrees to abide by any rules promulgated by the agency concerning the use of computer equipment and understands that these rules may be changed at any time. The employee agrees to follow the agency's procedures for network access and to take all necessary steps to protect the integrity of system(s). These steps include but are not limited to: (1) not making their password(s) available to anyone else; (2) not allowing others to see their password(s) when working; (3) not posting their password(s) where others can see them, and (4) ensure that software added to their remote worksite is agency standard. Agency owned software may not be duplicated.

D. Work Related Expenses

1. Home-Related Expenses

The agency will not reimburse the employee for the cost of home-related expenses, including, but not limited to heat, water, electricity, and insurance.

2. Travel Reimbursement for Telecommuters

a. Mileage between the employee's home and business office is not subject to reimbursement (e.g., reporting to the office

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as required for the once a week meeting with the supervisor.)

b. Travel reimbursement request should be based on the most direct route taken for handling agency business. The supervisor will monitor substantial deviations from travel routes.

c. Telecommuting employees may request actual mileage travel reimbursement from the beginning of the alternate work location to the designated work assignment.

d. Unless otherwise determined by the supervisor, DHHS telecommuting employees must adhere to DHHS policies and procedures for use of an agency vehicle (see DHHS Support Services Guidebook.)

23.16 TERMINATION OF PARTICIPATION

The agency may terminate the telecommuting arrangement at any time with or without cause, and termination is final in terms of administrative review.

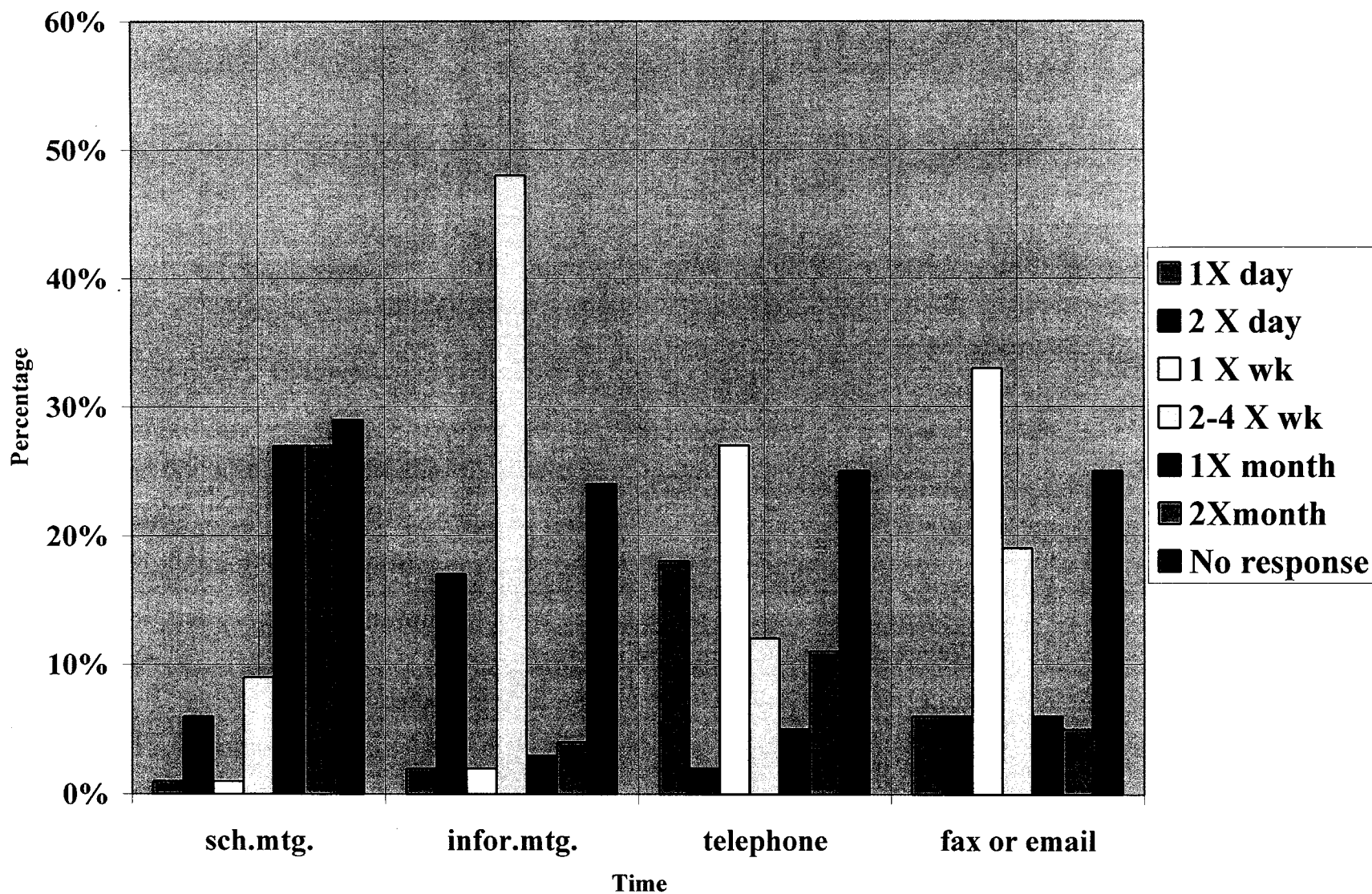
23.17 LIABILITY

The agency does not assume liability for loss, damage, or wear of employee-owned property. The employee is responsible for proper operation of Agency property and shall be liable for any damage or loss caused by the employee's intentional wrongful or negligent act. The employee is not required to insure agency-owned property, however, any loss of agency property that is

HUMAN RESOURCES POLICIES AND PROCEDURES

paid by employee's homeowner's insurance policy will be reimbursed to the agency.

How often do you communicate with your supervisor?



SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES TELECOMMUTING AGREEMENT

This Agreement, effective _____, is between the South Carolina Department of Health and Human Services (hereinafter referred to as the "Agency") and _____, an employee of the Agency (hereinafter referred to as the "Employee"). This Agreement shall become effective as of the date above, and remain in force as long as the Employee telecommutes, unless this Agreement is revised. Telecommuting is a management option and not a universal benefit. It is the Agency's option to allow the Employee to telecommute.

1. The Agency and the Employee agree that, at the Agency's discretion, the Employee may perform assigned work for the Agency at a location other than the Agency's onsite office as "telecommuter."

The Official Designated Work Location is:

Address: _____

Division/Department: _____

Telephone: _____

Scheduled Days and Times at Primary Work Location: Mon. Tues. Wed. Thurs. Fri.

The Alternate Work Location (Office) is:

Address: _____

Division/Department: _____

Telephone: _____

2. How often do you plan to telecommute? (Please mark X at the appropriate space)

<input type="checkbox"/>	About once every two weeks
<input type="checkbox"/>	Three or four days a week
<input type="checkbox"/>	Five days a week
<input type="checkbox"/>	Two days a week
<input type="checkbox"/>	A specific number of hours per week (); specify hours () to ()
<input type="checkbox"/>	() days per month
<input type="checkbox"/>	Other

Scheduled Days and Times at Alternate Work Location: Mon. Tues. Wed. Thurs. Fri.

If applicable, the Employee's flex days/hours are: _____

The alternate worksite location as delineated in this Agreement may not be changed except upon approval by the Agency. Employees must complete the Telecommuting Agreement Alternate Work Location Set-up and the Workspace Checklist (see DHHS Telecommuting Policy 23.11 for further explanation).

3. The Employee understands that the duties, responsibilities, and conditions of employment remain the same as if the Employee were working at the Agency's official designated work location. The Employee will continue to comply with Federal, State, and Agency laws, regulations, policies, and procedures while working at the alternate work location.
- The Employee's salary and benefits remain the same as if the Employee were working at the Agency's official designated work location. If the Employee works less than the Employee's normal workweek, salary and benefits must be adjusted accordingly.
 - The Employee will be required to adhere to those performance standards agreed upon with his/her manager for telecommuting purposes.
4. Work hours, overtime compensation (for non-exempt Employees), and leave benefits will not change because of telecommuting. Requests to work overtime use sick, annual or any other leave must be approved by the Agency in the same manner as when working at the Agency's official work location. An Employee shall not work overtime unless authorized in advance by the Agency.

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES TELECOMMUTING AGREEMENT

5. What type of work do you expect to perform while telecommuting at your alternate and official work location? *(Total percentages should equal 100%) Please provide an approximate percent of time for each task.*

	Alternate Work Site	Official Work Site
Writing	%	%
Word Processing	%	%
Data Management/Computer Programming	%	%
Reading	%	%
Talking on the Phone	%	%
Sending/Receiving Electronic Mail	%	%
Meetings/Scheduling	%	%
Field Visits (Technical Assistance, Monitoring, Provider Workshops, Direct Care)	%	%
Audits (Compliance Reviews, Investigations)	%	%
Planning/Organizing	%	%
Administrative Support work	%	%
Batch Work	%	%
Evaluation/Research/Analysis	%	%
Other	%	%

6. Since the alternate work location is considered an extension of the Agency's official work location, workers' compensation from job related accidents will continue to exist within the defined alternate work location during telecommuting work hours. For the purposes of this agreement, telecommuting work hours shall be deemed as current normal working hours. Telecommuting hours shall not include any time that the Employee is on any approved leave. The Employee may request an alternate work schedule. Any injury occurring outside the defined alternate work location and outside telecommuting hours shall not be considered work-related. Any work-related injuries will be reported immediately to the Employee's supervisor and to Human Resources. If the alternate work location is at the Employee's home, the Employee understands that he/she remain liable for injuries or damage to the person or property of third parties and/or members of his/her family on the premises, and agrees to indemnify and hold the Agency harmless from any and all claims for losses, costs or expenses asserted against the Agency by such third parties or members of the Employee's family.
7. The Employee agrees to designate a workspace area in the alternate work location for the purposes of telecommuting, and the Employee will maintain this area in a safe condition, free from hazards and other dangers to the Employee and Agency equipment. The Employee agrees that the Agency shall have reasonable access to the remote alternate work location for business related purposes such as inspection of the space and retrieval of state-owned property.
8. The Employee agrees that no face-to-face Agency-related business (e.g., clients and providers) may occur in the alternate work location that is in a home environment. Employees are encouraged to facilitate meetings in the office.
9. The Employee agrees to work on job assignments at the alternate work location as delineated in the daily, weekly, or monthly Telecommuting Work Plan and submit the expected deliverables by the agreed upon date(s).
10. The Employee agrees to call the office to obtain his/her messages and/or retrieve E-mails at as determined by management.

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES TELECOMMUTING AGREEMENT

11. Will the Employee use their equipment? ____ Yes ____ No

12. Will the Employee need equipment/furniture resources be purchased or taken from surplus? (Indicate all that applies.) If yes, please explain the type of equipment/furniture to be purchased and the cost.

	<u>Cost</u>
Hardware: _____	_____
Software: _____	_____
Furniture: _____	_____
Telephone: _____	_____
Other (e.g., supplies, equipment) _____	_____

13. The Employee has been or will be provided with the following equipment to perform job tasks at the alternate work location:

Hardware: _____
Software: _____
Furniture: _____
Telephone: _____
Other (e.g., supplies, equipment) _____

14. The use of equipment and supplies provided by the Agency for use at the alternate work location is limited to the Employee and for the purposes relating to performing Agency business. The Agency retains ownership of all materials created on software and E-mail programs provided by the Agency. The decision to remove or discontinue use of the equipment listed above shall rest entirely with the Agency.

In the event that the Employee ceases employment with the Agency, or this telecommuting arrangement is discontinued for any reason, the Employee agrees to return all Agency equipment, files, documents and supplies to the Agency's official designated work location, on the last workday. If the Employee fails to do so, he/she will reimburse the Agency for all unreturned property. All work documents will be returned immediately to the Agency.

15. If appropriate and necessary for the Employee's job duties, the Agency may arrange for the installation of a telephone line or a dedicated data circuit at the alternate work location. These lines are to be used solely for conducting Agency business.

16. The Agency will provide or arrange for maintenance of state-owned equipment; however, the Employee will remain personally responsible for the cost of any repairs caused by the misuse or abuse of the equipment or by the Employee's own negligence. Repairs and maintenance are to be performed by the Agency. Technical support services are available during the hours of 8:00 a.m.-5:00 p.m. Monday through Friday. The Employee agrees to notify management promptly of any problems experienced with state-owned equipment or of any damage to the equipment. Employees must deliver state-owned equipment in need of repair to the Agency's official designated work location. Maintenance or repairs for Employee owned equipment would not be performed or reimbursed by the Agency.

17. Personal Property – Computer Hardware and Software

If appropriate, it may be necessary for an Employee to use their personal computer with the understanding that no on-site technical support will be provided from the Agency. Additionally, the purchase, installation, and configuration of Agency standard software are the responsibility of the Employee. The Agency has standardized software specifications and firewall specifications. Technical support through the Agency's Helpdesk will be provided to those who need dial-in support. Configuration, maintenance, and repairs to personally owned property is the responsibility of the Employee. The Agency does not assume liability for loss, damage, or wear of Employee-owned property. The Employee is responsible for proper operation of Agency property and shall be liable for any damage or loss caused by the Employee's intentional wrongful or

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES TELECOMMUTING AGREEMENT

negligent act. The Employee is not required to insure Agency-owned property, however, any loss of Agency property that is paid by Employee's homeowner's insurance policy will be reimbursed to the Agency.

18. The Employee understands that the Agency will not reimburse the cost of home-related expenses, including but not limited to heat, water, electricity, insurance, local telephone service, and personal computers.
19. The Employee agrees to obtain, from the designated central headquarters, all supplies needed for job tasks at the alternate work location; out-of-pocket expenses for supplies will not be reimbursed.
20. The Employee accepts responsibility for maintaining the security, condition, and confidentiality of Agency materials (including but not limited to files, applications, manuals, forms) that are at the alternate work location.
21. The Employee agrees to abide by any rules promulgated by the Agency concerning the use of computer equipment. In addition to **SCDHHS Human Resources Policies and Procedures 17.00 through 17.09**, the Employee agrees to follow Agency procedures for network access and to take all necessary steps to protect the integrity of systems including but not limited to:
 - Do not make passwords available to anyone else
 - Do not allow others to see passwords when the Employee is working at alternate site
 - Do not post passwords where others can see them
 - Software to be utilized at the alternate work location must be approved by the Agency before installation. Agency-owned software may not be duplicated
22. The Employee agrees that telecommuting is not to be viewed as a substitute for dependent care. Employees with dependent care issues should have someone else provide adult/child dependent care services during the agreed upon work hours.
23. The Employee agrees to come into the Agency's official designated work location as requested by the manager for meetings, project reviews, or other business purposes. In turn, the Agency agrees to establish agreed-upon expectations relative to the time the Employee would need to spend in the office and to give adequate notice when these expectations are subject to change. However, the Employee may be required to report to the official designated central headquarters without advance notice upon request by the Agency.
24. The Employee understands that telecommuting is a workplace option that allows work to be done at an alternate work location. The Employee's participation as a telecommuter can be terminated at any time by the Agency, with or without cause, and this termination is final in terms of administrative review. In addition, this agreement shall automatically terminate when the Employee ceases to be employed by the Agency.

The Employee's signature on this agreement constitutes acceptance of the terms outlined above.

Employee

Date

Supervisor

Date

Department Head

Date

Bureau Chief/Division Director

Date

THE LANGUAGE USED IN THIS POLICY DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENTS OF THIS POLICY, IN WHOLE OR IN PART.

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
TELECOMMUTING AGREEMENT

Cell=1'

A large grid of graph paper, approximately 30 columns wide and 40 rows high, intended for recording data. The grid is composed of small squares, each representing a cell. The text 'Cell=1'' is located in the top-left corner of the grid.

South Carolina Department
Of
Health and Human Services
Workspace Checklist

Success of a telecommuting arrangement depends on a realistic assessment of the alternate workspace and the ability of the employee to successfully complete his work in this environment. The telecommuter must assess the alternate workspace to ensure that the space is adequate, safe, and hazard free. Please indicate whether your alternate workspace meet the Occupational Safety and Health Administration's (OSHA) recommended criteria. If your area does not meet the recommended criteria, please delineate the item being substituted.

Equipment

- PC Stand – Recommended height for computing surface is 26" high.
- Desk – Recommended height for conventional desk surface is 29" high.
- Desk – Sturdy enough to handle the weight of peripheral equipment (e.g. computers, printers, fax machines).
- Chair – Recommended height of the top surface of the seat to floor should be 15" – 21".
- Chair – Recommended to provide support to the back and waist.
- Chair – Preferably an adjustable one for height and angle of the backrest.

General Environment

- Space should be adequately ventilated.
- Space should be reasonably quiet and free of distractions.
- Aisle, doorways, and corners should be free from obstructions to permit movement.
- Lighting should be adequate.

Electricity/Equipment

- There should be enough electrical outlets in the alternate workspace to support the required equipment. If necessary, consult with an electrician or power utility company on capacity questions.
- Electrical outlets should be three-pronged (grounded).
- Computer equipment must be connected to a surge protector.
- Sufficient air space should be around electrical components.
- All electrical equipment is free of recognized hazards that would cause physical harm (e.g., frayed wires, bare conductors, loose wires, flexible wires through walls, exposed wires fixed to the ceiling).

Safety

_____ There is a fire extinguisher in the alternate workspace.

_____ There is a working smoke detector detectable to the alternate workspace.

_____ Phone lines, electrical cords, and extension wires are secured underneath desk or along baseboards.

I, _____, understand it is my responsibility to maintain the safety and appropriate arrangement of my alternate workspace.

Alternate Workspace Location

Address: _____

Telephone: _____

Employee's Signature

Date

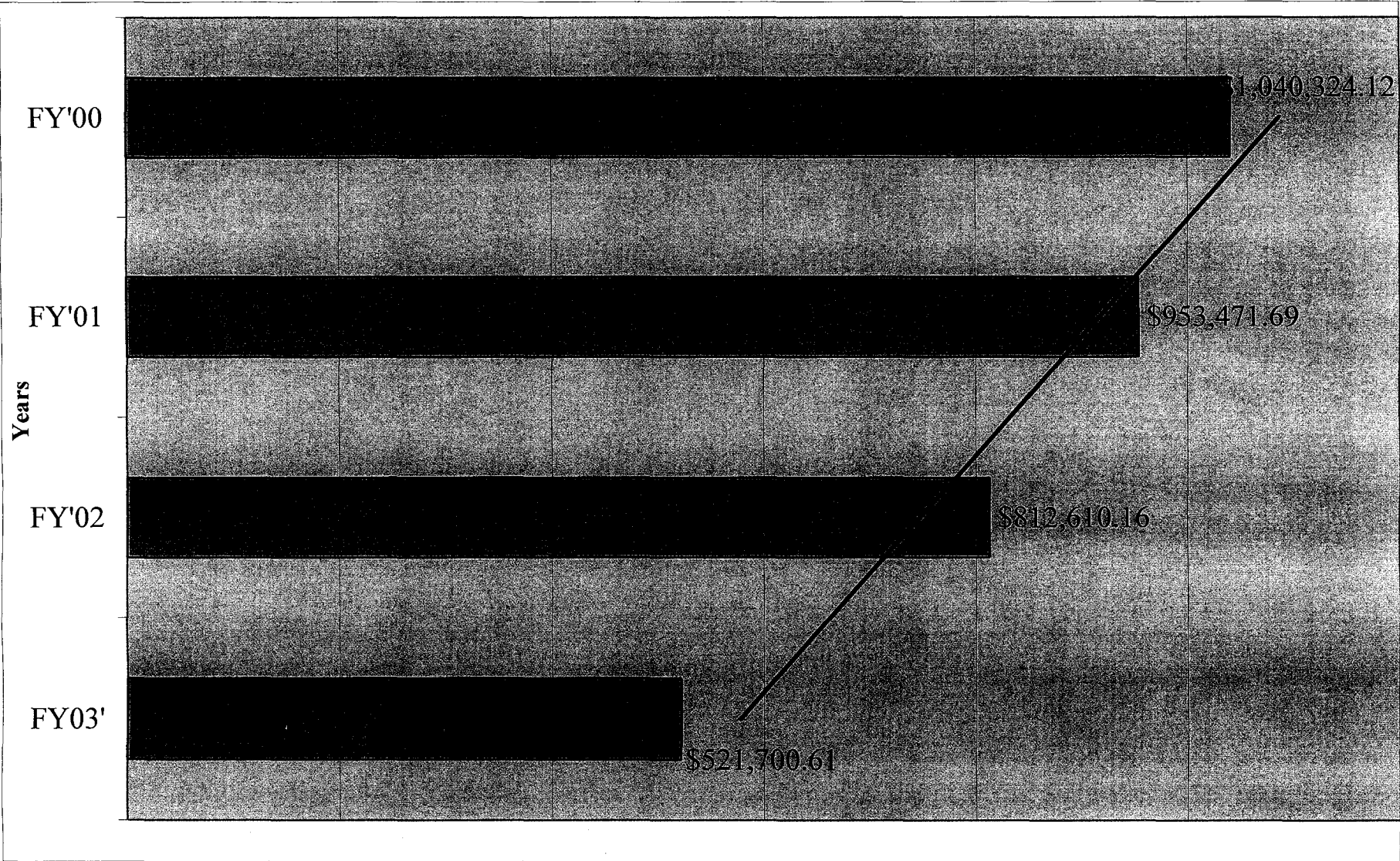
SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
REAL PROPERTY LEASE OPTIONS

AREA OFFICE	2000			2001			2002			2003		
	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE
CLTC-AIKEN	3,090	\$31,827.00	\$10.30	3,090	\$31,827.00	\$10.30	3,090	\$31,827.00	\$10.30	3,090	\$31,827.00	\$10.30
CLTC-ANDERSON	3,900	\$35,910.00	\$9.00	3,900	\$35,910.00	\$9.00	3,900	\$35,910.00	\$9.00	3,900	\$35,910.00	\$9.00
CLTC-BENNETTSVILLE	3,780	\$49,140.00	\$13.00	3,780	\$49,140.00	\$13.00	3,780	\$36,855.00	\$13.00			
KLONDIKE BLDG.	12,711	\$177,954.00	\$14.00	12,711	\$177,954.00	\$14.00	12,711	\$177,954.00	\$14.00	12,711	\$177,954.00	\$14.00
KLONDIKE BLDG.	12,711	same as above		12,711	same as above		12,711	same as above		12,711	same as above	
KLONDIKE BLDG.	12,711	same as above		12,711	same as above		12,711	same as above		12,711	same as above	
KLONDIKE BLDG.	8,400	\$117,600.00	\$14.00	8,400	\$117,600.00	\$14.00	8,400	\$117,600.00	\$14.00	8,400	\$117,600.00	\$14.00
KLONDIKE BLDG.	8,400	same as above		8,400	same as above		8,400	same as above		8,400	same as above	
KLONDIKE BLDG.	4,158	\$63,513.45	\$15.28	4,158	\$63,513.45	\$15.28	4,158	\$63,513.45	\$15.28	4,158	\$63,513.45	\$15.28
KLONDIKE BLDG.	1,621	\$22,694.45	\$14.00	1,621	\$22,694.45	\$14.00	1,621	\$22,694.45	\$14.00	1,621	\$22,694.45	\$14.00
CLTC-RICHLAND	7,296	\$98,496.00	\$13.50	7,296	\$98,496.00	\$13.50	7,296	\$98,496.00	\$13.50	7,296	\$105,792.00	\$14.50
CLTC-FLORENCE	7,200	\$111,600.00	\$15.50	7,200	\$111,600.00	\$15.50	7,200	\$111,600.00	\$15.50	7,200	\$111,600.00	\$15.50
CLTC-GREENVILLE	4,596	\$51,291.96	\$11.16	4,596	\$51,291.96	\$11.16	4,596	\$51,291.96	\$11.16	4,596	\$51,291.96	\$11.16

SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
REAL PROPERTY LEASE OPTIONS

AREA OFFICE	2000			2001			2002			2003		
	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE	SQUARE FOOTAGE	ANNUAL RENT	RATE
CLTC-GREENWOOD	7,400	\$35,002.00	\$4.73	7,400	\$35,002.00	\$4.73	7,400	\$35,002.00	\$4.73	7,400	\$35,002.00	\$4.73
CLTC-ORANGEBURG	4,270	\$42,059.59	\$9.85	4,270	\$42,059.59	\$9.85	4,270	\$42,059.59	\$9.85	4,270	\$42,059.59	\$9.85
CLTC-RIDGELAND	3,502	\$43,739.98	\$12.49	3,502	\$43,739.98	\$12.49	3,502	\$43,739.98	\$12.49	3,502	\$43,739.98	\$12.49
CLTC-SPARTANBURG	5,600	\$53,536.00	\$9.56	5,600	\$53,536.00	\$9.56	4,200	\$10,152.00	\$9.56	4,200	\$40,152.00	\$9.56
CLTC-SUMTER	7,500	\$97,500.00	\$13.00	7,500	\$97,500.00	\$13.00	7,500	\$101,250.00	\$10.25	7,500	\$101,250.00	\$13.50
CLTC-CONWAY	4,577	\$48,058.50	\$10.50	5,385	\$56,542.50	\$10.50	5,385	\$56,542.50	\$10.50	5,385	\$56,542.50	\$10.50
CLTC-ROCK HILL	5,000	\$67,500.00	\$13.50	5,000	\$67,500.00	\$13.50	5,000	\$67,500.00	\$13.50	5,000	\$67,500.00	\$13.50
CLTC-CHARLESTON	3,911	\$64,453.28	\$16.48	2,763	\$45,534.24	\$16.48	2,763	\$45,534.24	\$16.48	2,763	\$45,534.24	\$16.48
CENTRAL OFFICE	143,630	\$1,179,537.50	\$15.00	143,630	\$1,179,537.50	\$15.00	143,630	\$185,522.08	\$15.50	143,630	\$2,298,080.00	\$16.00

**SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES
REGIONAL OFFICES - TELECOMMUTING EMPLOYEES
OPERATIONAL EXPENDITURES**



**THE DEPARTMENT OF HEALTH AND HUMAN SERVICES
REGIONAL OFFICES - TELECOMMUTING EMPLOYEES
SUMMARY OF OPERATIONAL EXPENDITURES
FOR**

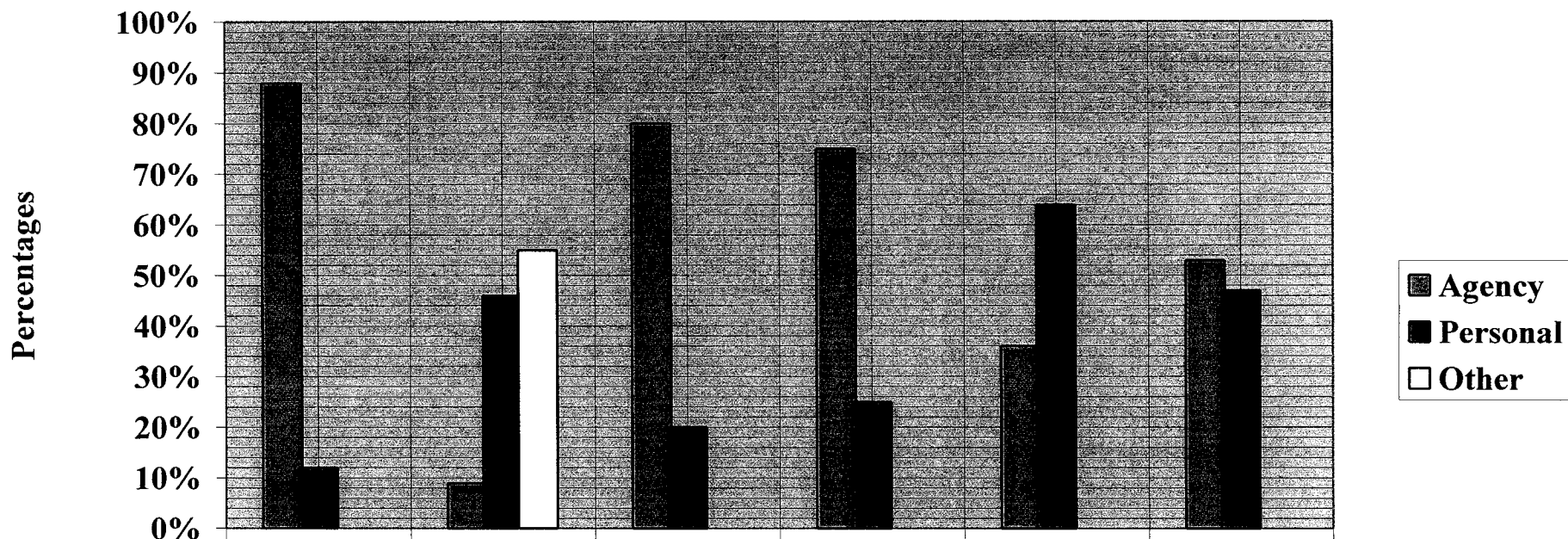
FY'00 THRU FY'03

		FY'00	FY'01	FY'02	FY'03'
ANDERSON	ANNUAL TOTAL	\$103,787.07	\$91,219.00	\$73,128.71	\$37,218.35
Dollar Difference*			\$12,568.07	\$18,090.29	\$35,910.36
% of Change**			1%	6%	2%
CHARLESTON	ANNUAL TOTAL	\$194,381.91	\$190,836.19	\$170,875.51	\$101,876.68
Dollar Difference			\$3,545.72	\$19,960.68	\$68,998.83
% of Change			1%	10%	4%
COLUMBIA	ANNUAL TOTAL	\$176,044.37	\$171,703.36	\$141,329.63	\$85,807.94
Dollar Difference			\$4,341.01	\$30,373.73	\$55,521.69
% of Change			1%	6%	2%
CONWAY	ANNUAL TOTAL	\$155,588.44	\$122,056.96	\$107,248.12	\$89,258.19
Dollar Difference			\$33,531.48	\$14,808.84	\$17,989.93
% of Change			5%	3%	6%
FLORENCE	ANNUAL TOTAL	\$240,959.03	\$220,132.62	\$206,473.35	\$94,758.64
Dollar Difference			\$20,826.41	\$13,659.27	\$111,714.71
% of Change			2%	1%	7%
GREENVILLE	ANNUAL TOTAL	\$166,385.75	\$100,609.17	\$84,779.04	\$68,679.84
Dollar Difference			\$65,776.58	\$15,830.13	\$16,099.20
% of Change			2%	6%	5%
GREENWOOD	ANNUAL TOTAL	\$82,415.64	\$86,767.08	\$65,493.15	\$52,727.82
Dollar Difference			-\$4,351.44	\$21,273.93	\$12,765.33
% of Change			-5%	4%	5%
ORANGEBURG	ANNUAL TOTAL	\$136,142.21	\$128,590.18	\$102,926.11	\$67,830.24
Dollar Difference			\$7,552.03	\$25,664.07	\$35,095.87
% of Change			6%	5%	3%
ROCK HILL	ANNUAL TOTAL	\$106,243.95	\$101,177.70	\$87,347.81	\$74,741.19
Dollar Difference			\$5,066.25	\$13,829.89	\$12,606.62
% of Change			5%	7%	7%
SPARTANBURG	ANNUAL TOTAL	\$125,785.17	\$101,654.23	\$87,886.59	\$44,956.41
Dollar Difference			\$24,130.94	\$13,767.64	\$42,930.18
% of Change			5%	8%	4%
SUMTER	ANNUAL TOTAL	\$178,493.21	\$174,824.25	\$144,793.79	\$87,841.85
Dollar Difference			\$3,668.96	\$30,030.46	\$56,951.94
% of Change			2%	6%	3%

**THE DEPARTMENT OF HEALTH AND HUMAN SERVICES
 REGIONAL OFFICES - TELECOMMUTING EMPLOYEES
 SUMMARY OF OPERATIONAL EXPENDITURES
 FOR
 FY'00 THRU FY'03**

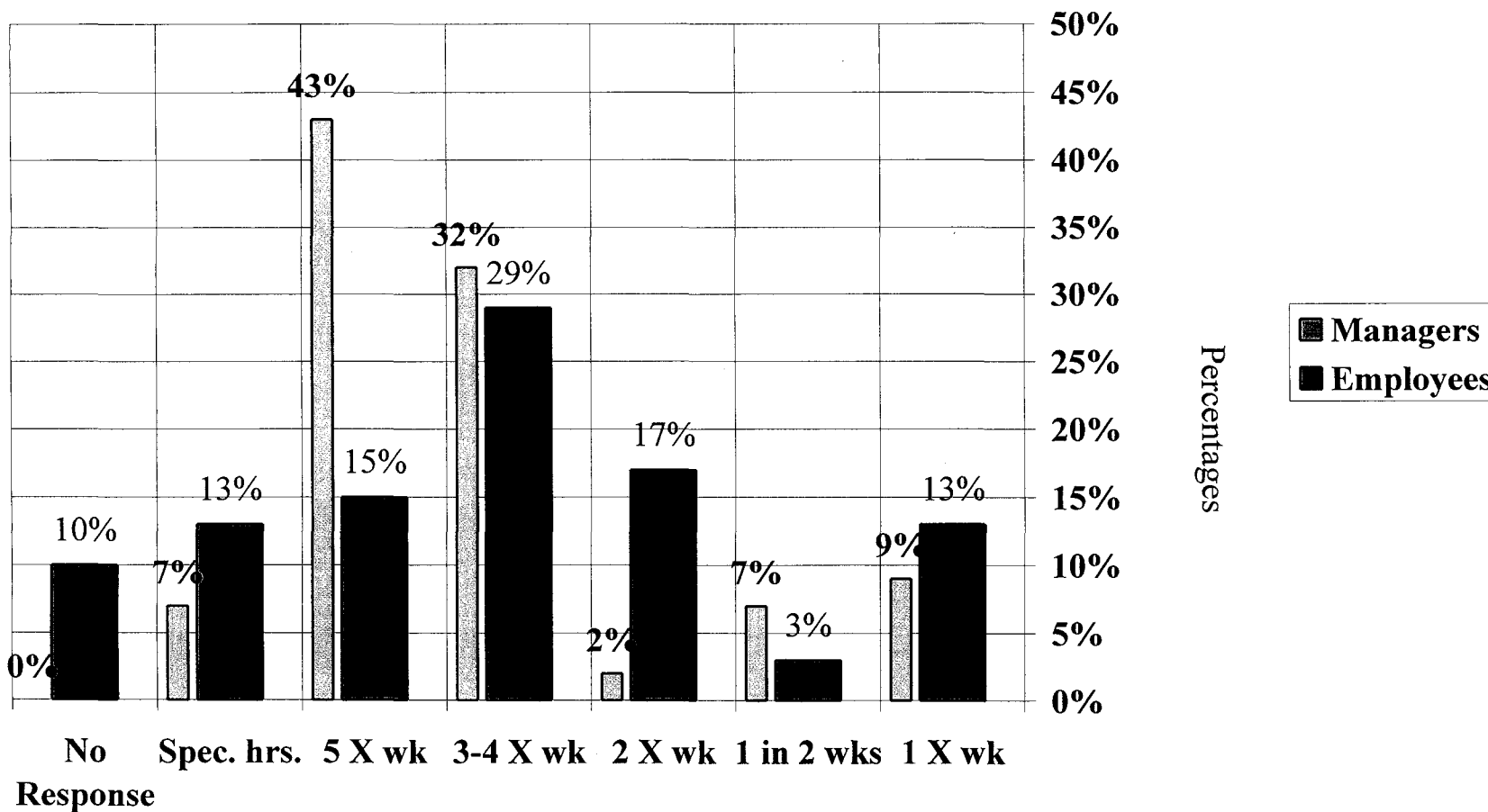
GRAND TOTAL		\$1,040,324.12	\$953,471.69	\$812,610.16	\$521,700.61
Dollar Difference			\$86,852.43	\$140,861.53	\$290,909.55
% of Change		0%	12%	7%	3%
*Displays the difference between expenditures for the previous year and the next year		**Demonstrates the percentage difference for expenditures between the previous year and the next year			

Equipment Useage

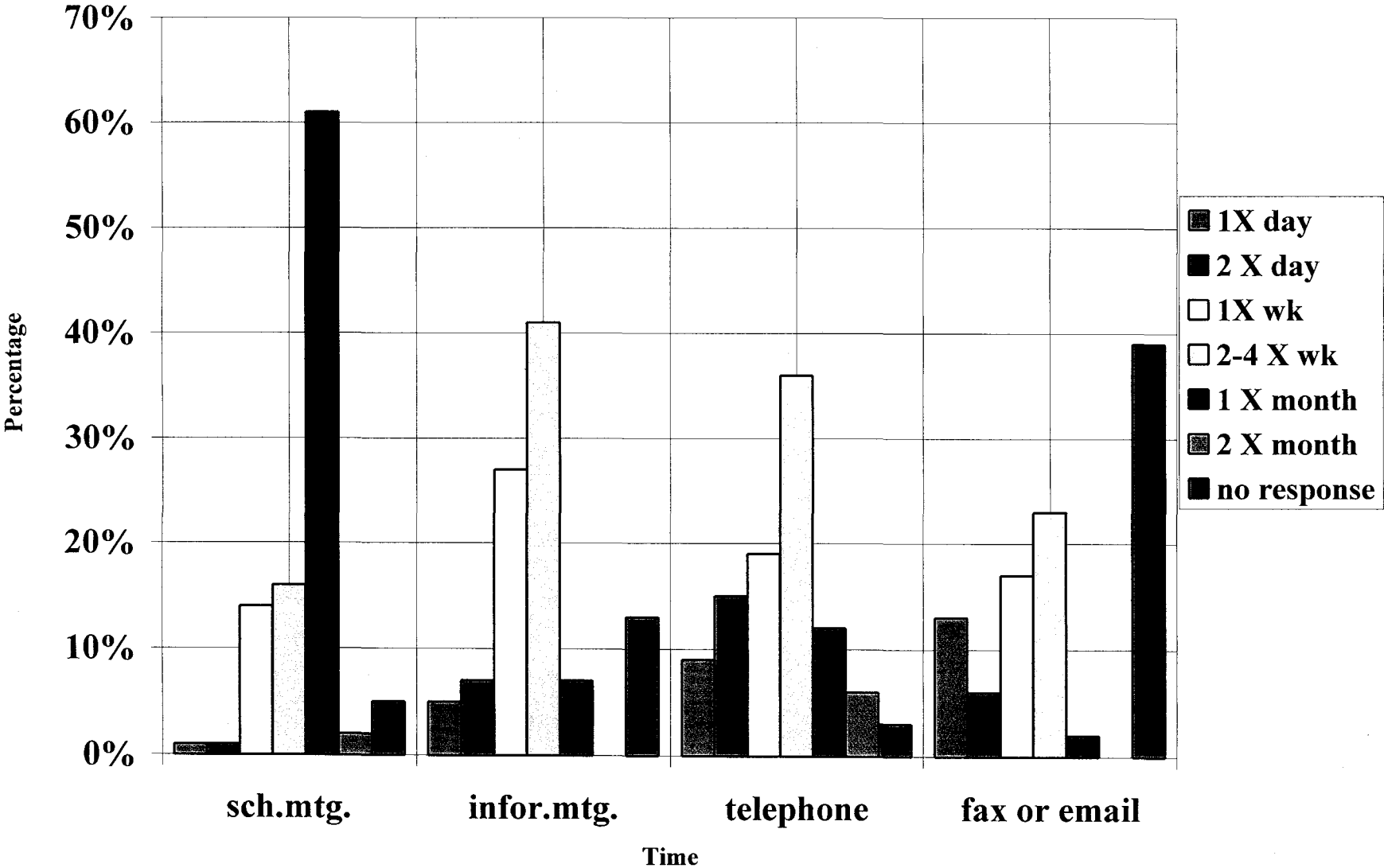


	Computer & Printer	Internet	Cellular Telephone	Land Line Telephone	Furniture	Voice Mail
■ Agency	88%	9%	80%	75%	36%	53%
■ Personal	12%	46%	20%	25%	64%	47%
□ Other		55%				

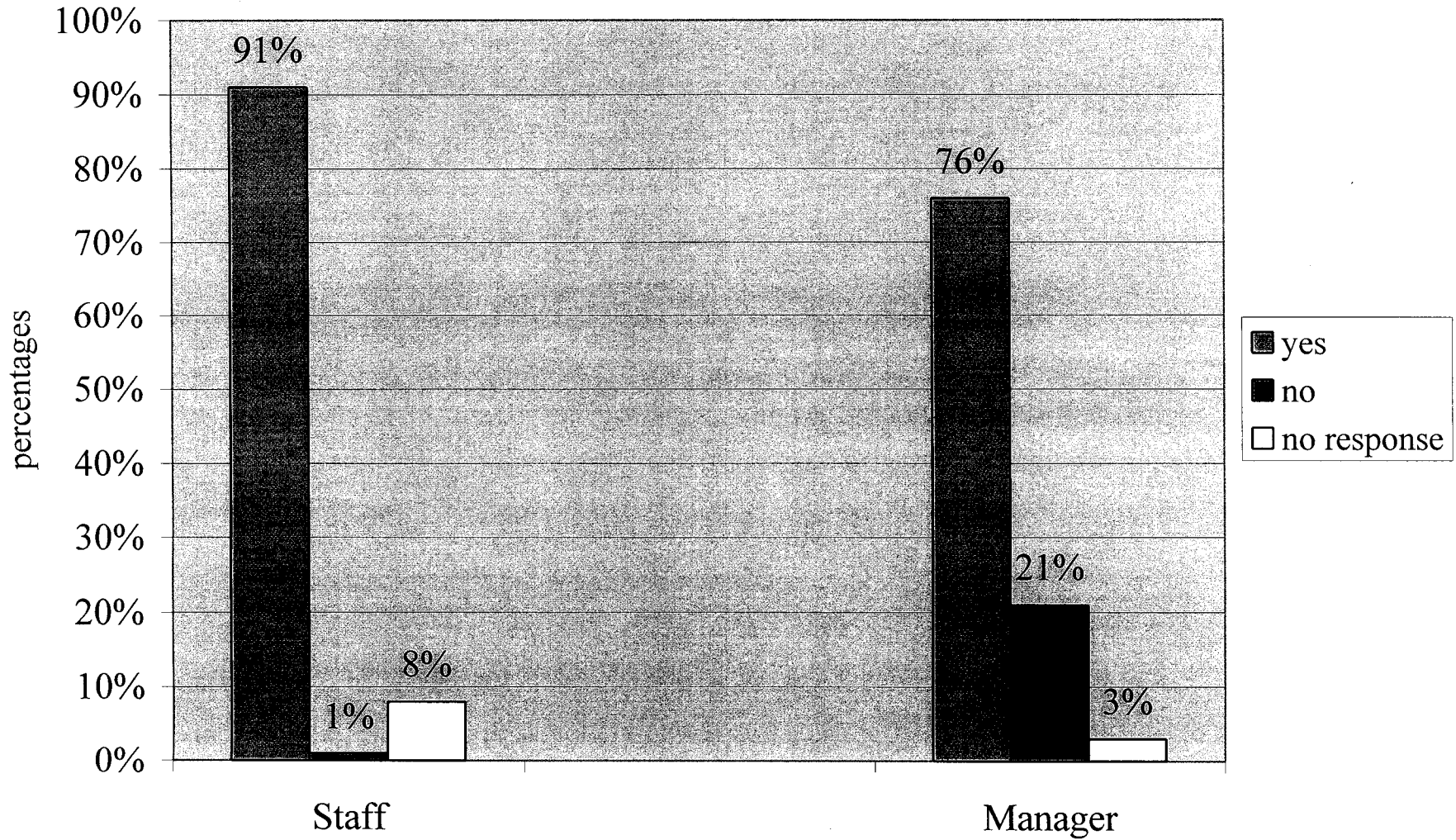
How often do you telecommute?



How often do you communicate with your employee?



Should the telecommuting program be continued?



Telecommuting Survey – Anecdotal Comments Managers

Personal Benefits:

- Beneficial for personal reasons and job satisfaction.
- Has relieved stress for employees. It reduces travel expense and is cost effective. Job satisfaction has improved.
- Office space has been reduced. It allows workers with family responsibilities flexibility. Some workers are better suited for non-traditional work hours.

Efficiency

- Our jobs require home visits by workers. Telecommuting has allowed for documentation at visits and case management activities to be completed in more timely fashion. Access to computer program subsystems will improve timeliness in the future.
- We no longer have enough space for all employees all the time. It allows workers with family responsibilities flexibility. Cuts down on travel time.
- Cost effective, increases morale, better time management.

Job Satisfaction/Morale

- Enhances job satisfaction.
- A small perk for job satisfaction for a year with no merit raises.
- Cost effectiveness, employee satisfaction.
- Need room for DHHS Medicaid eligibility in Greenville which is a regional office. I see employee satisfaction.
- Significantly increased staff morale
- For field workers to have the freedom to schedule appointments and beef morale up!

Productivity

- It has obviously made a good employee a very good employee.
- It improves morale, productivity, and it shifts focus away physical presence in the office and toward work productivity.

- It is cost effective and increases productivity. Job satisfaction for most employees has increased.
- Would need a little more time to check productivity. Plan on creating a form that will show me how many hours actually are worked per day.

Overall Opinions

- Telecommuting is a durable program concept. It can work if given a chance
- In our jobs the workers were frequently out of the office making home visits prior to telecommuting. Telecommuting has allowed them more flexibility in completing their job duties. When they are able to access CMS and the network from alternate sites, it will allow them to complete their tasks in a more timely manner - like faxing authorizations and service plans to providers.
- It allows flexible time for employee. Helps become self-sufficient.

Critical Comments

- I do not think is cost effective and has created problems with non-telecommuters.
- It depends on the employee's management of time
- For field staff only. Support staff only once a month.

Telecommuting Survey – Anecdotal Comments Staff

Personal Benefits:

- I like planning my schedule - also while working at home I have no interruptions and it is quiet.
- 60% OF MY JOB IS TRAVEL! When I telecommute, it relieves a lot of stress by being able to organize my work and being able to get all my paperwork done without having to get back in the car and go somewhere else.
- For me personally, I miss the interoffice interaction and support of fellow case managers. However, for my family and me it works well and has relieved stress in juggling work and family (with small children).

Efficiency:

- The flexibility allows case managers to plan schedules so that we are able to be as productive as possible.
- No time constraints - work can be done anywhere anytime. Clients feel better connected with case managers when they can call us on our cell phones and get us and not having to go through 2 or 3 other people to find us.
- It allows for work with fewer interruptions.
- It has allowed me to work at times when I can be most productive and allows me to be available to clients and their families when it is better for them due to work, day care, etc.
- Increased flexibility. Ability to complete tasks (narratives, etc.) when contact is made. Ability to contact clients/RPs outside of business hours and chart timely on these contacts. Enables NCs to maintain current files on "hard to connect with" clients/RP. especially effective in CPCA cases where clients and RP's are working business hours. Job is very well suited for this telecommuter's lifestyle. Positive experience.

Job Satisfaction/Morale:

- Boosts morale; Bonus since budget is short; work is completed; better overall attitudes when at designated worksite.
- I think telecommuting promotes independence and allows me to perform my job according to my own organizational skills and abilities. It promotes a sense of freedom, trust and independence that I really enjoy.
- 1)Flexibility of work schedule during productive hours; 2) Less travel time to and from work; 3)More quiet time at home makes for a better work environment; 4)Productivity and dependability; 5) Personally, working at alternate work site requires

buying less work clothes and saves on gas for car and having to buy lunch each day. 6)Need e-mail and internet at home.

- In light of no increase in Medicaid reimbursement in 4 years, telecommuting is a valuable benefit for staff not receiving or is eligible for benefits. (contract employee)
- It encourages professional growth, independent thinking and productivity

Productivity:

- The flexibility and ability to get more work completed when out in field doing client visits.
- Allows use and more productive time management. Could save money by reducing office space and cost of physical offices. I work more different hours now than I did before we officially began telecommuting and can be reached at any time by cell phone by clients which helps make all time productive. CLTC has the benefit of having case managers available 5x week and there is no delay in services. I feel one aspect is **needed! We need access to "dial up" network from home. If we had this access, we could directly input all case related work instantly and process changes to authorizations instantly without delay.**
- Productivity has increased. Saves on time, wear and tear on vehicle, and clothing. Allows better flexibility with job schedule and home visits, etc. Has increased morale.
- Productivity has increased. Interruptions has decreased while working on cases. Clients feel they have a personal telephone line directly to their case manager. The flexibility in working during my most productive time of day.
- Much of my time is spent working in the community. Not having to travel to the office every day has greatly reduced travel time and cost. I am able to complete my job duties in less time than when in the office. The flexibility in work hours allows me to better manage my case load while working around the client's/family's schedules.
- Telecommuting has made a great improvement in my overall job performance as reflected in my recent EPMS. I am less stressed, more satisfied, and less likely to consider employment elsewhere. I am better, professionally and personally because of the Telecommuting Program.

Overall Opinions:

- Increased productivity work and attitudinal in promoting a healthy work environment. Provokes higher quality of service delivery, trust and commitment to individuals served as well as accountability to each other. Decreased sick/annual leave absenteeism.
- Cost efficient. CLTC is tailor made for telecommuting.
- Improved morale, reduced fixed over-head costs for agency. Client has more direct contact with service manager.

- Though there are some kinks to work on such as coordinating with several staff and getting computer-related support, it allows me (and others) to be productive during my best hours without the challenge of co-workers' socialization; do a job I'm very proud of; and allows me to meet family demands as well. I must say that my experience thus far with the Bureau of Senior Services staff from top to bottom regardless of my office location has been the most supportive, challenging and rewarding of my career thus far.
- Telecommuting has significantly improved the morale in our department. When telecommuting, I am better able to concentrate and feel I have accomplished more work in less time. However, I feel a need to work in the office most of the time in order to better supervise my employee. She tends to be more productive when I work in the office.

Critical Comments:

- If needed equipment was available (i.e., printers) while telecommuting it will help telecommuting Nurse Con. But, currently having to come into the office to print all work done while telecommuting is confusing and bogs employees down. Also, the nature of NC's work (needing to print assessments, transfer cases etc.) does not appear to lend itself to telecommuting as easily as the case manager's position.
- With needed equipment and limit to 2 days per week for visits to the office.
- Since telecommuting, I feel as if more time is required completing some tasks.
- What we have implemented as "telecommuting:" is "not" what I perceive as telecommuting. There are too many restrictions and limitations many of which are annoying and a definite hindrance to my job performance. I come into the office daily in order to avoid the endless tasks of checking voice mail in the office 2X day; checking voice mail on cell; checking e-mail from home, writing notes of contracts to auth/fax/copy and put in chart. In the office I can complete requests for services/changes from start to finish. This is far more time saving and increases risk of errors. Telecommuting as it stands now is not appealing to me as a case manager. I see no benefit to myself or my clients.'