

**CHAPTER: 500**  
**Personnel/Human Resources**

**DEPARTMENT ORDER:**  
**520 – Employee Travel Reduction**

**OFFICE OF PRIMARY**  
**RESPONSIBILITY:**

**DD**  
**OPS**

**Effective Date:**

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**ACCESS**

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# Arizona Department of Corrections Rehabilitation and Reentry



**Department Order Manual**

A handwritten signature in black ink, appearing to read "David Shinn", is written over a horizontal line.

**David Shinn, Director**

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## **PURPOSE**

This Department Order establishes a comprehensive employee travel reduction program to comply with air quality regulations, administrative rules, other state and federal laws and any special air quality programs implemented by the Governor's office or other governmental agency.

## **APPLICABILITY**

This Department Order is applicable to all Department employees. Contract Beds employees may be eligible, at the discretion of the Assistant Director for Prison Operations and within the terms of the contract, to participate in travel reduction activities such as rideshare, telecommuting and special programs. Participation terms are subject to corporate policy and the terms of the contract.

## **RESPONSIBILITY**

The Deputy Director or designee is responsible for administering the Department travel reduction program. The Department Vanpool Program is administered by the Assistant Director for Prison Operations.

## **PROCEDURES**

### **1.0 TRAVEL REDUCTION - GENERAL INFORMATION**

- 1.1 "Travel reduction" programs are comprised of adjusted and flexible work hours scheduling, use of alternative transportation modes, telecommuting in compliance with adjusted work hours statutes and special seasonal programs implemented by the Governor's office or other governmental agency.
- 1.2 The Department may terminate employee participant travel reduction agreements at any time without cause.
- 1.3 The Travel Reduction Coordinator shall:
  - 1.3.1 Coordinate and promote the Department's "travel reduction" programs.
  - 1.3.2 Serve as the liaison with the Arizona Department of Administration (ADOA) for statewide "travel reduction" programs, rideshare parking permits and other related projects.
  - 1.3.3 Coordinate and implement special programs initiated by the Governor's office or any other governmental agency, including promoting, coordinating and reporting on the Annual Travel Reduction Survey.
  - 1.3.4 Report the results of the required Annual Travel Reduction Survey, in compliance with applicable statutes or rules.
    - 1.3.4.1 Issues identified through the Annual Travel Reduction Survey may require adjustments in compliance activities to include additional participation in adjusted or flexible work hours, incentives for participation in carpools, vanpools, or other ride sharing or alternative transportation modes.
- 1.4 The Deputy Directors, Assistant Directors, Regional Operations Directors, Wardens, Bureau Administrators, and Administrators shall encourage participation in "Travel Reduction" programs.

## 2.0 ADJUSTED OR FLEXIBLE WORK SCHEDULES

- 2.1 In compliance with appropriate statutes and rules, 85% of the Department's employees who work within the city limit of Phoenix and Tucson shall work schedules with adjusted and/or flexible hours.
- 2.1.1 An adjusted work schedule includes starting and ending times for the workday outside of the peak commuting hours of 7:30 a.m. to 8:30 a.m. and 4:30 p.m. to 5:30 p.m. (e.g., correctional shifts, etc.).
- 2.1.2 Flexible work schedule includes a combination of times and days that results in a 40 hour work week (e.g., 4/10 work week).
- 2.1.3 Meal breaks shall not count as part of the employee's scheduled workday.
- 2.2 Work Schedule Assignments – The Deputy Directors and Assistant Directors shall make adjusted or flexible work schedule assignments in coordination with information received from the Travel Reduction Coordinator or other approved source. No assignments shall be made or modified that would reduce the percentage of workers in a metropolitan area on adjusted or flexible work schedules to below 85%.
- 2.2.1 The proposed work schedule shall not:
- 2.2.1.1 Impact the efficiency or effectiveness of the Departments operations.
- 2.2.1.2 Jeopardize an institution's security or a unit's quality of service.
- 2.2.1.3 Interfere with the unit's or line staff's 24 hours, 7 day a week accessibility to the public, or other Department employees.
- 2.2.1.4 Impose an unnecessary burden on other employees.
- 2.3 Employee Requests to Work Adjusted or Flexible Schedules - Employees may request to participate in either an adjusted or a flexible work schedule.
- 2.3.1 For adjusted work schedules, employees shall submit a written request to their supervisor for approval. The request shall include a justification for the proposed work schedule as outlined in 2.4 of this section.
- 2.3.2 For flexible work schedules, employees shall submit an Employee Flexible Schedule Application, Form 520-9, through their chain of command, to the Deputy Director or appropriate Assistant Director.
- 2.3.2.1 Restrictions – Flexible work schedules are not appropriate for all positions or work locations due to safety issues or designated job duties and responsibilities. Employees in following positions are not eligible for flexible work schedules:
- 2.3.2.1.1 Part-time, provisional, clerical pool, temporary, and original probation employees
- 2.3.2.1.1.1 Promotional probation employees may request flexible work schedules if hired into positions with existing flexible schedules.

2.3.2.1.2 Shift correctional security staff and supervisors, unless otherwise specified

2.3.2.1.3 Other positions as designated by the Deputy Directors

2.4 Justification for the Proposed Work Schedule - The justification for the proposed work schedule shall not negatively impact the Department's security needs or operation. Justification for the proposed work schedule may include, but is not limited to:

2.4.1 Completing required job tasks more efficiently

2.4.2 Improving air quality by reducing vehicular emissions through busing, ridesharing, bicycling or walking

2.4.3 Reducing parking problems

2.4.4 Using work space and equipment more efficiently

2.4.5 Controlling costs

2.4.6 Extending staff coverage

2.5 Changing Approved Work Schedules – If an employee's adjusted/flexible schedule is modified or revoked, the revoking individual shall notify the affected employee and the employee's supervisor, in writing, of the schedule change and its effective date.

### 3.0 TELECOMMUTING PROGRAM

3.1 As mandated by the Governor's Office, the goal for telecommuting is for at least 20% of the Department's eligible employees to participate. This section is in accordance with the Arizona State Personnel Statewide Policies and Procedures (ASPS/HRD-PA5.01).

#### 3.2 Telecommuting Guidelines

3.2.1 Telecommuting is a management option and shall not be considered a universal employee benefit.

3.2.2 Employee participation is voluntary.

3.2.3 Employees shall:

3.2.3.1 Demonstrate a history of Meets or Exceed Expectations, as reflected in the Managing Accounting and Performance (MAP) system.

3.2.3.2 Be conscientiousness about work time and productivity, be self-motivated and work independently. Factors that make a good telecommuter are included in "Who Makes a Good Telecommuter", Attachment A.

3.2.3.3 Have sufficient tasks that may be combined or restructured to be accomplished away from the office on a telecommuting day.

3.2.3.3.1 Tasks appropriate for telecommuting shall not require either face-to-face interaction or equipment and information that are only available at the office.

3.2.3.4 Have completed approved Telework Training, computer-based training (CBT) courses, and Agreement.

3.2.3.5 Provide a suitable work environment at home or an alternate work location.

3.2.3.5.1 The employee's home work space shall be considered an extension of the Department's work space. The Department's liability for job-related accidents shall continue to exist during employee's telecommuting workdays.

3.2.3.5.2 Remote work completed outside of Arizona requires approval of the appropriate Deputy Director and consultation with ADOA.

3.2.4 Part-time telecommuters shall apply for the program, attend training, and meet all other terms and conditions of the program.

### 3.3 Application/Training

3.3.1 Prior to telecommuting, the employee shall apply for the program by submitting a Remote Work Agreement found on the Human Resources Information Solution (HRIS)/Your Employee Services (YES) portal, to his/her supervisor and receive approval from the chain of command.

3.3.1.1 Approved employees shall attend training as outlined in this section prior to starting to telecommute. Supervisors who have employees who telecommute shall complete Telework Training, CBT courses, accessible via the HRIS/YES portal external link, as follows:

3.3.1.1.1 Employees - TRP 1001, 1002, 1003, and 1004

3.3.1.1.2 For Supervisors - TRP 2001, 2002, 2003, and 2004

3.3.2 The supervisor shall:

3.3.2.1 Determine if sufficient tasks exist to warrant telecommuting.

3.3.2.2 Recommend approval or denial of the Remote Work Agreement in HRIS/YES and forward the agreement to the Bureau Administrator, Deputy Warden, Warden, Regional Operations Director, Assistant Director or Deputy Director for final review.

3.3.2.3 Ensure the employee completes the Telework Training.

3.3.2.4 In coordination with the employee, develop the Remote Work Agreement, which shall include at a minimum:

3.3.2.4.1 The specific days of the week to telecommute

3.3.2.4.2 The specific hours of the day to be worked

3.3.2.4.3 A schedule for contact during the telecommuting period

3.3.2.4.4 The start date for telecommuting

### 3.4 Terms and Conditions of Telecommuting

- 3.4.1 Employees may participate in telecommuting four days per week.
- 3.4.2 The employee's conditions of employment will remain the same as non-telecommuting employees. Salary, benefits and insurance coverage shall not change as a result of telecommuting.
- 3.4.3 Employees shall not be permitted to telecommute while on a flexible work schedule as outlined in section 2.3.2.
- 3.4.4 Employees shall:
  - 3.4.4.1 Maintain standard levels of professionalism and productivity to continue to telecommute.
    - 3.4.4.1.1 Employees shall not allow family or guests at the work location to inhibit/reduce work production during work hours.
  - 3.4.4.2 Submit any changes to the work schedule to their supervisor for review and approval in advance of the telecommuting day.
  - 3.4.4.3 Have enough work planned to ensure a full day of work.
  - 3.4.4.4 Advise their supervisors prior to each telecommuting day of the work they plan to accomplish.
  - 3.4.4.5 Remain in contact with the office while telecommuting.
    - 3.4.4.5.1 Management shall be able to reach the employee by telephone during the telecommuting workday.
    - 3.4.4.5.2 The employee shall telephone the office at the agreed upon times.
    - 3.4.4.5.3 The employee shall notify the supervisor if a need to leave the work location arises.
  - 3.4.4.6 Provide their supervisors with a report of their accomplishments for the day in which they telecommuted.
  - 3.4.4.7 Enter the Telecommuting hours in the Electronic Time Entry (ETE) into the HRIS time record using the pay code 110.
- 3.4.5 Supervisors shall:
  - 3.4.5.1 Ensure the Remote Work Agreement is updated annually and when changes are necessary. Updates are required if remote work location changes or there is a change in position or employment status.
  - 3.4.5.2 Revoke the employee's telecommuting privileges if the employee fails to be productive while telecommuting.

- 3.5 Equipment and Supplies - The employee may use personal and/or state equipment and work supplies for telecommuting.
- 3.5.1 Department-owned equipment assigned to the employee may be used for personal purposes in accordance with applicable written instructions and Personnel rules.
- 3.5.2 The Department shall provide office supplies, which the telecommuter shall obtain during the in-office work period. The employee shall not be reimbursed for supplies purchased by the employee.
- 3.5.3 The Department shall not provide office furniture for use while telecommuting.
- 3.5.4 The employee shall comply with all Department and software manufacturer requirements and licensing agreements for software.
- 3.5.5 An employee shall not take restricted access materials out of the office or access it by computer without prior authorization from his/her supervisor.
- 3.6 Studies and Reports – Employees who telecommute and their supervisors shall participate in studies necessary to evaluate the Department's and the State's telecommuting program. This includes random telephone surveys conducted by the ADOA, Travel Reduction Office and requests for information from the Department Travel Reduction Coordinator.

**4.0 DEPARTMENT VANPOOL PROGRAM** – The Department may allow all employees that are assigned to a designated institution to participate in the program.

- 4.1 The Assistant Director overseeing Fleet Services in consultation with the Assistant Director for Prison Operations shall assign a Vanpool Manager, and determine which institutions are eligible to establish a Vanpool Program. The affected Wardens shall assign a Vanpool Coordinator to oversee and monitor the Vanpool Program at each unit.
- 4.1.1 The Vanpool Coordinator shall ensure that all vanpool drivers are in possession of a valid state driver's license and shall develop a system of verification for validity annually.
- 4.2 Maricopa County Leased Vans
- 4.2.1 Leased vans are operated under Interagency Service Agreement (ISA), between the Department and the ADOA, and may be eligible for the ADOA vanpool subsidy.
- 4.2.1.1 Participants must complete and submit the Capitol Rideshare and ADOA Subsidy Applications to the Vanpool Coordinator prior to participation.
- 4.2.1.2 Authorized participants must reside in Maricopa County to be eligible for the ADOA subsidy.
- 4.2.2 The Contracted Vendor will provide insurance coverage, maintenance, and replacement vehicles, if required.
- 4.2.3 Drivers must be at least 25 years of age, with a favorable driving history for a minimum of five-years, and must undergo driving record checks by the Contracted Vendor who shall approve all drivers.
- 4.2.3.1 The driver shall comply with the Contracted Vendor requirements.



- 4.2.3.2 The driver shall sign the Contracted Vendor's driver application.
- 4.2.3.3 Driver approval is subject to periodic driving record checks by the Contracted Vendor and the Department.
- 4.2.3.4 Only authorized drivers are allowed to drive the leased vans.

#### 4.3 Department-Owned Vans

- 4.3.1 Any participant approved by the Department may operate the van.
  - 4.3.1.1 The driver shall not have any of the following within the last three years:
    - 4.3.1.1.1 Any contributory accidents
    - 4.3.1.1.2 No more than three moving violations
    - 4.3.1.1.3 Any record of reckless driving
    - 4.3.1.1.4 A citation for Driving While Intoxicated (DWI) or Driving Under Influence (DUI)
  - 4.3.1.2 The driver shall not have more than three points on his/her driving record in the last 12 months.
- 4.3.2 The Department-owned vans operating within Maricopa County are eligible for the ADOA subsidy, as outlined in section 4.2.1 through 4.2.1.2.

#### 4.4 Guidelines for Participation

- 4.4.1 Participation is voluntary.
- 4.4.2 Time spent commuting to and from work in a vanpool will not be considered work hours.
- 4.4.3 Participation shall be based on the geographical residence.
- 4.4.4 Participants shall commute a distance of at least 20 miles, one way, from residence to assigned Prison Complex.

#### 4.5 Vans are for official use only, and are not to be driven for personal or business use by any person for purposes other than commuting. Unauthorized use of a vanpool van may result in disciplinary sanctions in accordance with Department Order #601, Administrative Investigations and Employee Discipline.

- 4.5.1 For leased vans unauthorized use constitutes breach of the contract terms, for which Contracted Vendor's liability insurance does not apply.
- 4.5.2 If the Department is billed for excess mileage arising from unauthorized van use, the responsible party shall reimburse the Department.

#### 4.6 Vanpool Rules – Vanpool participants shall comply with the Department's Code of Conduct and all applicable Department Orders. Individual vanpool rules may address such topics as:

- 4.6.1 Pick-up/drop-off points

- 4.6.2 Radio or other music issues
  - 4.6.3 Heating/air conditioning
  - 4.6.4 The amount of time that the van is expected to wait for participants at pick-up locations before leaving
  - 4.6.5 Any other issue important to the vanpool participants
- 4.7 Program Responsibilities
- 4.7.1 The Warden where a Vanpool Program is operating shall:
    - 4.7.1.1 Ensure that vanpool vans can obtain fuel at the institution.
    - 4.7.1.2 Ensure that maintenance services, not covered under warranty, for Department-owned vans are provided by the institution.
    - 4.7.1.3 Provide for regular washing of the vanpool vans at the institution.
    - 4.7.1.4 Oversee the budget for the institution's Vanpool Program.
    - 4.7.1.5 Ensure that records are maintained on the vanpool vehicle's mileage, the maintenance performed on the vans, the amount of fuel provided to vanpool vans, and the other costs to operate the Vanpool Program.
    - 4.7.1.6 Ensure that alternate transportation for vanpool participants is arranged by the institution when a participant misses the van to complete unscheduled work, if a supervisor mandated such work.
  - 4.7.2 The Vanpool Coordinators shall:
    - 4.7.2.1 Provide program information to interested parties, and respond to inquiries from employees about the Vanpool Program.
    - 4.7.2.2 Ensure participants complete and submit the following documents prior to participation:
      - 4.7.2.2.1 Department Participant Application, located at <http://vanpool/vanpoolapplication>
      - 4.7.2.2.2 Acknowledgment/Agreement of Vanpool Procedures, Form 520-7
      - 4.7.2.2.3 ADOA Subsidy and Capitol Rideshare Application form
      - 4.7.2.2.4 Vanpool Payroll Deduction Agreement, Form 520-10
    - 4.7.2.3 Submit the completed ADOA Subsidy and Capitol Rideshare Application form to the Vanpool Manager.
    - 4.7.2.4 Maintain copies of all completed vanpool documents.
    - 4.7.2.5 Add participants to the Vanpool Program.

- 4.7.2.6 Match participants to vanpools by shift, institution and zip code, and maximize ridership in the vanpools. All vanpools shall have a ridership of not less than 80% of vehicle capacity.
  - 4.7.2.6.1 Priority shall be given to all employees who commute the longest distances. Geographical location of residence, shift assignment, and unit location shall be considered.
- 4.7.2.7 Identify Park-and-Ride Locations. (Park and Ride locations for leased vans shall be approved in writing by the Contracted Vendor.)
- 4.7.2.8 Establish routes to ensure a sufficient amount of participants to fund the vanpool. Should ridership fall below the sustainable point a warning will be given to the vanpool participants to increase ridership.
  - 4.7.2.8.1 The warning will give 60 calendar days to recruit new participants and increase the ridership numbers.
  - 4.7.2.8.2 Should the vanpool fail to recruit a sufficient number of participants a 30 day memo will be issued advising that this vanpool route will be closed in 30 calendar days. During this time the Vanpool Payroll Deduction Agreement form should be completed to stop vanpool payroll deductions.
  - 4.7.2.8.3 During the 60 calendar day recruitment process or 30 calendar day closure process; should ridership increase the process to close the route will stop.
- 4.7.2.9 Arrange van maintenance.
- 4.7.2.10 Prepare and submit appropriate reports to the Vanpool Manager including:
  - 4.7.2.10.1 A weekly report, which specifies the names and positions of vanpool participants.
  - 4.7.2.10.2 A monthly summary report of the number of participants and the mileage for each van and the entire vanpool fleet for the Warden.
  - 4.7.2.10.3 The Monthly Vanpool Report, Form 520-5.
- 4.7.3 Vanpool Manager shall:
  - 4.7.3.1 Submit the ADOA Subsidy and Capitol Rideshare Application forms to the ADOA Travel Reduction Office.
  - 4.7.3.2 Complete aggregate reports as required and submit them to the Assistant Director for Prison Operations or designee, which shall include the following:
    - 4.7.3.2.1 Participants
    - 4.7.3.2.2 Commuter miles
    - 4.7.3.2.3 Trip-reduction savings

4.7.3.2.4 Any other information about the Vanpool Program, when requested

4.7.4 The Vanpool Manager, at the Travel Reduction Coordinator's request, may survey the institution and individual participants regarding Travel Reduction issues of the Vanpool Program.

4.8 Participant Requirements - Participants shall:

4.8.1 Have a monthly fee of \$50 deducted from their paycheck to participate in the Vanpool Program. All employees shall pay the same fee regardless of the distance, the number of days in which the employee participates in the vanpool, the number of days in the month, or shift assignment changes during the month. Under no circumstances shall employees receive refunds or be permitted to make partial monthly payments.

4.8.1.1 The \$50 will be deducted from the second paycheck of each month for all employees participating in a vanpool. All participating employees shall submit the Vanpool Payroll Deduction Agreement form to the Vanpool Coordinator. The Coordinator shall forward the form to Payroll when the employee is eligible to participate in the program.

4.8.1.2 The deduction shall start in the month the employee joins the program and shall be stopped the month after the employee or Department terminates the program agreement.

4.8.1.3 Employees who violate vanpool agreements and procedures may be suspended or terminated from the program and shall not be eligible for a refund of any portion of the fee, for the current month.

4.8.1.4 Employees may terminate their vanpool agreement at any time, and shall provide a 30 day written notice of termination.

4.8.1.5 Vanpool membership is not transferable.

4.8.2 Comply with Department Order #405, Vehicles/Vehicle Maintenance, including the requirement that there shall be no smoking or use of tobacco products in vanpool vans.

4.8.3 Meet all requirements identified in this Department Order, and for those participants using leased vans, any additional requirements or instructions of the leasing company.

4.8.4 Immediately notify the Vanpool Coordinator of any change of status (i.e., promotion, transfer to a job in another classification, change of address, etc.) which may result in their ineligibility for the program or require reassignment to a different vanpool.

4.8.5 Advise the driver and other participants of days the employee will not be riding with the vanpool for any reason.

4.8.6 Respond to requests for information, assistance, or participation in training when requested by the Vanpool Coordinator.

## 4.9 Drivers' Requirements

- 4.9.1 Any participant or applicant for participation may apply to be a driver. The Vanpool Coordinator shall select primary and alternate drivers from the qualified applicants. Drivers shall take driving safety classes mandated by the Department, Contracted Vendor and ADOA Risk Management.
- 4.9.1.1 Primary and alternate drivers shall be approved by the Department and/or the Contracted Vendor. A driver shall obtain required approval prior to driving a van.
- 4.9.1.2 There shall be at least two alternate drivers for each van.
- 4.9.1.3 The driver shall report any accident or other loss or damage to or involving the assigned van to the Vanpool Coordinator, and if applicable to the Contracted Vendor, as soon as practical.
- 4.9.1.3.1 If a leased van is involved in an accident, the Vanpool Coordinator shall make a follow up report to the Contracted Vendor to ensure that the driver properly notified them.
- 4.9.1.3.2 As applicable, the authorized driver and all occupants shall complete all reports required by law, by the Department and by the Contracted Vendor. Copies of all reports shall be forwarded to the Vanpool Coordinator within two workdays after the incident.
- 4.9.2 The driver shall be responsible for resolving any traffic citations, such as speeding or other vehicle related violations, received when driving the van. The van driver shall immediately notify the Vanpool Coordinator and, if applicable, the Contracted Vendor if they receive a traffic citation.
- 4.9.2.1 When the citation has been lawfully resolved the driver shall provide a copy of the citation and the proof of resolution to the Vanpool Coordinator and the Contracted Vendor.
- 4.9.2.2 If the matter results in a suspension of the driver's license, an alternate driver shall drive the van until such time as the suspension is lifted. Written proof of resolution shall be provided to the Department and, if applicable, to the Contracted Vendor.
- 4.9.3 Primary drivers shall:
- 4.9.3.1 Be responsible for the van, to include keeping it clean and regularly washed at the institution or otherwise authorized locations.
- 4.9.3.2 Ensure that only passengers assigned by the Vanpool Coordinator ride in the vanpool.
- 4.9.3.3 Arrange for fueling of the van. Fuel may be obtained at the institution assigned to each van in the vanpool.
- 4.9.3.3.1 Institutional fuel must be used at all times. Outside fuel purchases are to be done in an emergency only by using the Voyager Card.

- 4.9.3.4 Coordinate with the Vanpool Coordinator to ensure that van maintenance is completed according to the van's maintenance schedule/warranty.
- 4.9.3.5 Report any safety defects immediately to the Vanpool Coordinator and to the assigned motor pool for Department-owned vans or the Contracted Vendor for leased vans.

## **ATTACHMENTS**

Attachment A, "Who Makes a Good Telecommuter?"

## **FORMS LIST**

520-5, Monthly Van Report  
520-7, Acknowledgment/Agreement of Vanpool Procedures  
520-9, Employee Flexible Schedule Application  
520-10, Vanpool Payroll Deduction Agreement

## **AUTHORITY**

A.R.S. §41-796.01, Adjusted Work Hours.  
A.R.S. §41-803, Operation of State Motor Vehicle Fleet; Energy Conservation; Alternative and Clean Burning Fuels; Definitions  
A.A.C. R2-1-805, Adjusted Work Hours  
A.A.C. R2-5A-502.C, Hours of Work  
Governor's Executive Order 2003-11, The State of Arizona Telework Program  
Arizona State Personnel Statewide Policies and Procedures (ASPS/HRD-PA5.01)

## **ATTACHMENT A**

### **WHO MAKES A GOOD TELECOMMUTER?**

To succeed telecommuting requires...

#### **THE RIGHT KIND OF JOB**

- Low face-to-face communication requirements - can handle by phone, e-mail or voice mail at least one day per week
- Job duties include blocks of time handling information (writing, editing, analysis, computer work, planning, telephoning)
- Minimal requirements for special equipment that isn't available at home
- Clearly defined tasks and work products with measurable work objectives and activities

#### **THE RIGHT KIND OF WORKER**

- ✓ Self-motivated and self-disciplined...Completes projects without constant supervision and when no one is checking
- ✓ Strong organizational skills... Results oriented
- ✓ Comfortable working alone and disciplined to leave work at quitting time
- ✓ Works independently...has a good track record... knows the job
- ✓ Knowledgeable of the Department's "System of Written Instructions"
- ✓ Sensitive to impact of telecommuting on co-workers
- ✓ Flexible and adaptable to changing routines and environments

#### **THE RIGHT KIND OF HOME ENVIRONMENT**

- ✓ Safe, comfortable work space where it's easy to concentrate on work
- ✓ Required level of security for the work
- ✓ A telephone, answering machine or voice mail
- ✓ Understanding household members who won't disturb the telecommuter when working

**TELECOMMUTING BENEFITS EMPLOYEES AND AIR QUALITY, BUT IT ISN'T RIGHT FOR EVERYONE OR EVERY JOB.**

**SUPERVISORY APPROVAL IS REQUIRED FOR AN EMPLOYEE TO TELECOMMUTE.**