



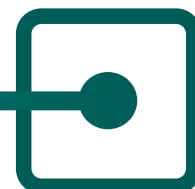
Australian Government
Department of Communications

The Telework Kit

*Making telework a success: a guide
for leaders, managers and employees*



Join the anywhere
working world





Contents

About this guide and tools	iv
Why use this guide?	iv
Who should use this guide?	iv
What's in this guide?	iv
What's not covered in this guide?	iv
Part A: Overview	1
1. Putting telework on the agenda of your organisation	3
1.1 Role of telework in the transition to the digital economy	3
1.2 What is telework?	5
1.3 Types of telework and telework organisations	6
1.4 Benefits of telework	7
1.5 Telework risks to manage	8
2. Infrastructure	10
2.1 Physical infrastructure	10
2.2 Technology infrastructure and telework technologies	12
3. Process and policies	22
3.1 Strategic leadership in the digital era	22
3.2 Making the business case	24
3.3 Legislative requirements	24
3.4 Telework and job design	25
3.5 Information management and risk assessment	27
4. People management	28
4.1 Mindsets	28
4.2 Capacity building	29
4.3 Telework policy and telework employment agreement	30

Part B: The Telework Implementation Toolkit	31
Selection chart for use of telework tools	33
Tool 1: Assessing organisation cultural readiness to telework	34
Tool 2: Making the business case for telework in your organisation	37
Tool 3: Assessing types of telework arrangements	38
Tool 4: Assessing technology and ICT to support telework	41
Tool 5: Establishing a performance system based on tasks and outcomes	43
Tool 6: Manager self-assessment for managing teleworkers	44
Tool 7: Employee self-assessment for suitability for telework	46
Teleworker self-assessment worksheet	48
Tool 8: Making a proposal to telework	51
Tool 9: Assessing a telework request	53
Tool 10: Assessing a remote telework environment	54
Home workstation checklist	55
Tool 11: Communication protocols for telework	59
Tool 12: Creating a telework agreement	60
Telework from home office agreement example	61
Framework for a Model Telework Agreement in the Australian Public Service	64
Tool 13: Managing work-life balance and social interaction	65
Tool 14: Establishing a telework training program for managers and employees	67
Tool 15: Reviewing the telework arrangement	68

About this guide and tools

Why use this guide?

Telework, as part of flexible workplace practices, has many proven benefits including attracting and retaining valued staff and capturing productivity benefits. Understanding how telework might add value to your organisation, the right course of action when dealing with requests for telework arrangements—including consideration of compliance with workplace agreements and legislation—as well as how to balance the needs of all parties involved, will help you to realise these benefits.

With this guide you can:

- understand how telework fits into the strategic intent or value proposition of your organisation
- understand the organisation-wide implications of including telework in your flexible workplace practices
- learn more about the process for implementing telework arrangements
- identify the success factors for implementation of telework
- make or assess a request to telework and review a telework agreement.

Who should use this guide?

- managers implementing telework as part of your organisation's flexible workplace practices
- employees who wish to telework
- human resources and Information Technology (IT) staff working with managers to implement telework arrangements for employees.

What's in this guide?

- an overview of telework and its benefits
- an understanding of the skills and capabilities required of managers and employees when including telework in their flexible workplace arrangements
- tools to help managers, employees and teams plan, assess, implement and review telework arrangements.

What's not covered in this guide?

- specific organisational policies or industrial agreements that vary across organisations and the States of Australia, including Work Health and Safety (WHS) rights and responsibilities
- specific advice on IT infrastructure and collaborative tools, which require you to consult with your IT professionals, vendors and staff.

Part A Overview



Part A provides an overview of the issues involved in successfully implementing telework in your organisation

Section 1: Putting telework on the agenda of your organisation provides an overview of the nature and purpose of telework:

- role of telework in the transition to the digital economy
- definitions of telework
- types of telework and telework organisations
- benefits of telework.

Section 2: Infrastructure covers questions of physical infrastructure and technology infrastructure:

- physical set up in your main office and teleworker home office or other arrangements to save on real estate when only a certain percentage of your employees will be working in the office on any one day
- technological set up using a range of technological infrastructure and technology tools that support telework as part of your flexible workplace practices.

Section: 3 Process and Policies examines the process and policies involved in implementing telework:

- strategic leadership and the skills and capabilities required
- making the business case for telework
- legislative requirements
- telework and job design
- information management and risk assessment.

Section 4: People Management covers issues associated with people management and culture:

- mindsets
- capacity building
- telework policy and telework employment agreement.

1. Putting telework on the agenda of your organisation

This section provides an introduction to telework as part of flexible workplace arrangements. It includes:

- the role of telework in the transition to a digital economy
- a definition of telework
- types of telework
- the benefits of telework.

Before you can tailor and develop your telework implementation framework to meet the needs of your organisation, you will need to consider the following:

- Have you aligned your decision to include telework as part of your flexible workplace practices with your organisation's strategic purpose? This is particularly important as your plan should seek to meet the challenges and opportunities of the transition to the digital economy and a more digitally enabled society.
- Can you identify the skills and cultural changes that will be required within your organisation in order to successfully implement your framework? Have you developed a program to make these changes?

Tool 1: Assessing your organisation's cultural readiness to telework, includes a diagram outlining the relationships impacted by making telework part of flexible workplace arrangements in a large organisation and gives some idea of the range of telework leadership and management issues that you will need to address. Obviously the larger your organisation, the more complex the task of managing these linkages and required behavioural change in the organisation may be.

1.1 Role of telework in the transition to the digital economy

A core aim of the digital economy function within government is to unlock the productivity benefits offered by new digital technologies in realising new opportunities for Australian businesses, consumers and employees..

The digital economy is the global network of economic and social activities that are enabled by information and communications technologies, such as the internet, mobile and sensor networks.

Both the private and the public sector are making significant investments in high speed broadband and other digital infrastructure that will enable Australia to take advantage of the new information and communications services and tools that are transforming the global economy. Leading digital economies show a readiness to use digital technologies, provide a supportive environment for the transition to the digital economy and encourage the adoption of emerging digital opportunities.¹ Organisations that expect to thrive in this economy need to understand how the workplace of the future, which includes telework opportunities, fits into their strategic business direction.

1. Advancing Australia as a Digital Economy, an update to the National Digital Economy Strategy, June 2013, Department of Communications (Department of Broadband, Communications and the Digital Economy), page 8

In *Advancing Australia as a Digital Economy, an update to the National Digital Economy Strategy*, the following trends are outlined:²

Government

- It is expected that by 2020 all government agencies will be using digital platforms as their major channel of service delivery.

Business

- The majority of Australian businesses will be using digital platforms for most of their marketing, business administration, service provision, recruitment and training.
- They will make extensive use of video and access a combination of both private and public clouds.

Health

- Increasingly, the home will be an integral part of health and aged-care service delivery, particularly for those with chronic disease. Care coordinators will use digital platforms to monitor key health indicators and assist with health education, medication management and for rehabilitation of patients who are at home.

Telework

- With the spread of telework and the use of digital platforms for business transactions and service access, more people will be able to seek employment in industries located in areas other than where they live.
- Telework will enable more people, including those with disabilities or carer responsibilities, to enter the workforce.
- The availability of telework will also allow more people to stay in the workforce longer.³

IBM recently surveyed 675 Chief Information Officers (CIOs) and IT managers of large enterprises across multiple industries in Australia, China, India, Japan, the United Kingdom and the United States to gain perspective on the flexible workplace and develop insight into what the most successful implementers of this workplace are doing which sets them apart. Overwhelmingly, survey respondents reported that the flexible workplace is a new reality.

Seventy-four per cent of CIOs and IT managers are placing greater priority on the flexible workplace compared to other investments over the next 12 months. As more and more businesses, government organisations and not-for-profit organisations transition to the extensive use of digital platforms, and as more services are delivered online, so those doing the work will be able to work in new ways and take advantage of telework options. As more and more jobs become teleworkable, recruitment

Eventually, communications will become the surrogate transport. By 2050, we will work in virtual corporations, with at least a quarter of the workforce doing so from home – spending more on communications than transport.⁴

job sites and processes will need to identify jobs that include telework as part of flexible work practices.

A survey of 1,527 Melbourne organisations in late 2012 and early 2013 found that 44 per cent of respondents were already teleworking or working from home for some part of the week. Of these respondents, professional, scientific and technical services (58%), information, media and telecommunications (50%), public administration (67%) and wholesale (51%) organisations are the leaders in this area.⁵

If your organisation does not currently or has not recently reviewed its formal / documented arrangements that provide guidance for telework and other remote working, the **Telework Implementation Toolkit** provided in this guide will help you work through the issues that you will need to address when considering telework

2. Ibid page ix

3. Ibid, page 8

4. IBIS, 'A Snapshot of Australia's Digital Future to 2050', report prepared for IBM, 2012

5. Digital Business Insights, 'Melbourne e-Business Report: How Melbourne organisations use information and communications technology', 2013: a report on business ICT capability-building, produced Insights with funding from Regional Development Australia

If you are planning on moving to a formal arrangement to make telework available as part of your flexible workplace arrangements, it is advisable to begin by conducting a trial. If you are a small or medium organisation, this trial might involve a small number of employees, including the manager as it is important for anyone leading and managing telework to have the direct experience of teleworking. If you are a large organisation, then you might consider undertaking a trial that involves one or more areas of your organisation, evaluate the trial and make any necessary changes to your arrangements before implementing telework across the organisation.

Consultation undertaken by Innovation and Business Skills Australia with organisations in high speed broadband connected sites has revealed concerns about occupational health and safety, running virtual teams or ‘communities’ of workers, and how to transition their business models.⁶

The **Telework Implementation Toolkit** in this guide will help you address these concerns, drawing on the experience of telework partner organisations featured on [Our Partners | Telework](#)

1.2 What is telework?

Telework is part of a range of flexible work practices. These include part-time work, job sharing, flexible start and finish times, compressed working weeks, term-time work, annualised hours schemes and arrangements to work from home or other remote locations.

Telework is the practice of working remotely on a scheduled or regular basis while using ICT to stay connected to the office. As well as teleworking from a home office, there is growing international interest in enabling employees to connect to their office from multi-purpose ‘smart work centres’ that include workstations in telework hubs, along with other co-located activities, to bring work locations closer to where people live.⁷ With the increased use of mobile devices such as tablets and smartphones, combined with cloud services, telework is also now being extended to all forms of mobile work – while travelling and being out and about with clients and stakeholders.⁸

Telework, also referred to as ‘anywhere working’ to take account of these developments, forms an important part of the flexible work practices that are reshaping organisational cultures. These work practices are being demanded by employees and offered by employers to bring about a better work-life balance for employees, while at the same time increasing productivity and engagement. Driving this demand are issues around social inclusion, including the increasing incidence of two-income working families, single parent participation in the workforce, employees transitioning to retirement, and the importance of meeting the needs of people disadvantaged by disability, location and/or carer responsibilities.

6. Innovation and Business Skills Australia, Post-NBN Impact on Enterprises and E-skills, December 2012, page 31

7. ‘Smart Work Centres’ is a generic term for a new form of urban infrastructure that combines telework hubs with other activities such as co-working hubs for freelancers, telepresence video facilities, small business services, online learning hubs, innovation accelerators for start-ups, etc. Pioneered in the Netherlands, they have since spread to many countries and are currently being explored by Regional Development Australia, State Governments and local government councils to meet the needs of workers living in outer-urban and peri-urban areas of Australia’s major cities.

8. For example the US Telework Exchange has re-badged itself as the Mobile Work Exchange (www.mobileexchange.com)

1.3 Types of telework and telework organisations

Telework is being used in a range of digitally-enabled organisations, including large corporations, government agencies, small and medium enterprises and not-for-profit organisations including:

- global organisations that work with virtual teams across different time zones to provide a 24/7 service to their customers and to access global markets, skills and knowledge
- activity-based work organisations, where office fit-out and design is organised around activities, rather than roles and offices, and that provide accommodation in the office for between 70 and 80 per cent of staff on the basis that the rest of the staff are either teleworking from home or out and about with clients
- flexible organisations that allow employees to work remotely a number of days per week and, on other days, require staff to be in the office for face-to-face collaboration
- virtual organisations that operate as a digital network without any main office, and hire office space for face-to-face meetings on an as-needs basis, driving the development of distributed office services for mobile employees, for example, Liquid Space.⁹

Depending on the differing needs of these types of organisations, telework may take different forms:

- *Hybrid telework* involves employees combining teleworking for some days a week with office based work for the remainder of the week for an agreed time.
- *Fulltime telework* enables your employees to work permanently from a location remote from your office, including overseas.
- *Telework from a locally-based 'smart work centre'* where your organisation has secured dedicated telework-station office space, from where your employees can telework to the office.
- *Telework within a virtual organisations* whereby all staff, including the CEO, work from diverse locations and collaborate virtually, and face-to-face (F2F) on an as-needs basis.

The Department co-ordinates a Telework Partner network which includes member organisations from across Australia representative of a broad cross-section of industry types and sectors. They have all implemented telework arrangements that are unique to their own business needs, including these types of telework organisations.

[Our Partners | Telework](#) lists the current members of the network.

9. The GPT group has recently acquired a stake in Liquid Space so that, in the future, instead of selling/leasing floor space in premium offices, they will add a use of Liquid Space facilities anywhere in the world as part of the package. Serv Corp is another Telework Partner that provides meeting rooms, short term serviced offices and virtual offices which include a dedicated receptionist and local business address to meet the needs of this growing segment of the market.

1.4 Benefits of telework

Telework has proven to have the following benefits for employers and employees:

- **Employers:** greater employee engagement, job satisfaction and output leading to increased productivity; greater retention of valued staff; more ability to recruit staff with desirable skills and experience independent of where they live; reduced office costs; and business continuity in the face of major weather events and other disruptions.
- **Employees:** better work-life balance, savings in the time, stress and cost of daily long commutes to work; greater ability to combine two-income working parents with family and carer responsibilities; improved health and productivity; and greater ability to contribute to local community voluntary and cultural activities.¹⁰

Research has shown that if 10 per cent of Australian employees were to telework 50 per cent of the time, the total annual gains to the Australian economy would be around of \$1.4- \$1.9 billion. Medibank has adopted telework across its business, employing over 1,600 health professionals who deliver services from their home and another 1,000 regular teleworkers.¹¹

Social and environmental benefits of telework include helping to reduce urban congestion and pressure on transport infrastructure in our major cities, as well as increasing access to employment for people presently disadvantaged by location, disability, age and/or carer responsibilities.

To achieve the benefits of telework as part of flexible workplace practices, telework should not be treated simply as an add-on to existing work practice and management systems. In order to understand how to make telework a success in your organisation, there are three areas to consider. Each has implications for the development of new skills and capacities for leaders, managers and employees:

- **Infrastructure:** physical and technological
- **processes and policies:** organisation culture; information management; time and productivity management
- **people:** mindsets, leadership and management; relationships and collaboration; and social inclusion through workforce participation.

10. Deloitte Access Economics, 'Next Generation Telework, A Literature Review', 2011

11. Department of Communications [Department of Broadband, Communications and the Digital Economy], *Advancing Australia as a Digital Economy: Update to the National Digital Economy Strategy*, June 2013, p.73

1.5 Telework risks to manage

Enabling employees to work from locations remote from the office, such as teleworking from home, requires managers and employees to manage a number of risks associated with information, ICT security, performance management and team cohesion:

- technology infrastructure such as devices, tools and internet connectivity and technical back-up and support
- middle management resistance to supporting telework for their employees
- employee performance management and assessment
- transparent approach to assessing employee suitability to telework
- communication and collaboration amongst workplace teams when some members are teleworking
- employee management of time and task commitments to ensure teleworking employee's work-life balance is in accordance with their telework agreement and any relevant enterprise agreements
- ensuring teleworking employees have equal access to learning and development opportunities and career advancement.
- managing work health and safety issues in remote work environments.¹²

The Telework Implementation Toolkit will help you manage these risks, through the following Tools:

Tool 1: Assessing organisation cultural readiness for telework

Tool 2: Making the business case for telework in your organisation

Tool 3: Assessing types of telework arrangements

Tool 4: Assessing technology and ICT to support telework

Tool 5: Establishing a performance system based on tasks and outcomes

Tool 6: Manager self-assessment for managing teleworkers

Tool 9: Assessing a telework request

Tool 10: Assessing a remote telework environment

Tool 11: Communication protocols for telework

Tool 12: Creating a telework agreement

Tool 13: Managing work-life balance and social interaction

Tool 14: Establishing a telework training program for managers and employees

Tool 15: Reviewing the telework agreement

Managing telework risks is best done through a structured approach to implementing telework in the organisation. If you are a large or medium organisation with no experience of telework you may find trialling telework in one part of your organisation, and evaluating the trial before you implement it across the organisation, to be most useful. Detailed advice on how to design and implement a telework trial is provided in the RTA Teleworking Manual, 2009.¹³

12. <http://workpro.com.au/public/ebook-remote-isolated-work/thankyou.php>

13. NSW RTA Teleworking Manual, May 2009/Pub 09.129

'We have facilitated telework among our employees for many years. Four key lessons are evident from the IBM experience in the telework environment:

- providing the right level of technology and support to enable telework to occur productively
- managing people for outcomes - focusing on what is done and the outcome it produces rather than where work is done
- staying connected with employees engaged in teleworking
- recognising not all jobs and not all people lend themselves to telework.¹⁴



Westpac introduced telework from home, as part of its flexibility arrangements for its BT Financial Group's Customer relations consultants. Their @home agents are proactively supported by their Team Manager who maintains day to day support and guidance and ensures @Home Agents maintain connection and support and dial into team meetings. They maintain all aspects of support of the role as a people leader in the business. They also provide coaches who can provide 'side by side' coaching and SMEs to provide technical support on a regular basis. Their ROI metrics report a 94% engagement score for home based agents.¹⁵

IBM's survey of CIOs and IT managers of large enterprises reported that seventy-four per cent of CIOs and IT managers are placing greater priority on the flexible workplace compared to other investments over the next 12 months. The vast majority of forward thinkers have moved to virtualized desktop solutions to address service and support. In addition, even more are exploring how to exploit cloud-based virtualization.¹⁶

14. Kaaren Kooman, Director Government Relations, IBM

15. BT Financial Group, Westpac, 'Getting Flexible at Westpac', 2011

16. IBM Centre for Applied Insights Executive Report, Achieving success with a flexible workplace, 2013

2. Infrastructure

Allowing your employees to work from home or other remote locations requires you to develop policies and procedures to manage issues of physical and technology infrastructure. Physical refers to the design of offices and workspaces, while technology is information and communication tools and devices.

'A comprehensive flexible working strategy generates the best results when it encompasses three main components: technology (the infrastructure that support secure enterprise mobility and collaboration); policies and processes that mitigate risk; and the physical workspace that makes it easy for employees to collaborate.'¹⁷

This section covers:

- physical infrastructure: activity based work organisation; telework home office; other telework arrangements
- technology infrastructure: integrating ICT systems; the cloud; videoconferencing.

2.1 Physical infrastructure

In terms of physical infrastructure you will need to consider:

- the potential to redesign your main office, such as moving to an activity-based organisation, to capture savings on real estate and utilities
- the requirements you will have for the home-office set up of your employees who telework from home
- the potential advantage of combining decentralisation strategies with the establishment of telework hubs in regionally-based 'smart work centres'.

Activity-based organisations

Many organisations are taking advantage of the increasing use of digital technology to reduce their physical requirements by becoming an activity-based workplace (ABW), whereby office design is organised around activities rather than hierarchical roles. This usually combines a shift to an electronic office system with all employees, including executives, docking into different types of work areas according to their needs—whether that be individual work, team-collaboration work, working with external clients, etc. Such systems assume that on any one day only 70%- 80% of staff will be at the office, and the function of the main office shifting from individual work to collaborative work.¹⁸

Such new office design systems may also include high definition telepresence videoconferencing environments, and have a strong focus on creative collaborative spaces to stimulate collaboration and innovation in order to capture competitive advantage and organisational effectiveness.

This shift to an activity-based organisational design has allowed employers such as Microsoft, GPT and Macquarie Bank to save up to 25% on their downtown office costs.¹⁹

17. Logicalis, Enabling Flexible Working, 2013

18. For a detailed analysis of ABW and the new workplace, see Roger van Koetsveld and Luc Kamperman, 'How flexible workplace strategies can be made successful at the operational level', Corporate Real Estate Journal, Vol, 1, No.4, 2011

19. Interviews with Telework Partner organisations on the benefits of telework to their businesses in 2012

Home office set-up for teleworkers

The home office set-up for the teleworker needs to ensure a productive working environment that is ergonomically safe and provides security for electronic and paper documents.

Tool 10: Assessing a remote telework environment has been developed to assist you to assess your requirements to meet Work, Health and Safety legislation and other considerations in your employee's remote office.

Virtual organisations

A virtual organisation is one where a networked group of people operate from their homes or other locations to form an organisation without a central headquarters. Meetings and teamwork mostly occur virtually using videoconferencing or telephony, but such organisations also arrange face-to-face meetings to support collegial teamwork, using airport facilities or by use of book-on-demand office space in any location they want to call a meeting.

Smart Work Centres

Another arrangement, pioneered in the Netherlands through collaboration between the City of Amsterdam, Cisco and H40 Investments (Real Estate)¹⁹ is the establishment of 'Smart Work Centres' where telework station hubs are co-located with other activities such as small business services, co-working centres for freelancers, telepresence videoconferencing facilities, and short-term office rentals for start-ups. Also referred to as digital work hubs, there is growing interest in these centres in Australia as a new form of urban infrastructure, particularly in peri-urban and outer-urban areas of large cities, such as South East Queensland,²⁰ NSW Central Coast, Greater Western Sydney, the Illawarra and Joondalup in the northern growth corridor of Perth.

Regionally located 'Smart Work Centres' allow organisations, including State and Commonwealth government departments to provide a secure work environment and bring work closer to the home of their employees, while at the same time establishing a regional 'presence' in many areas. This provides an alternative cost-effective solution to political arguments for the decentralisation of government agencies and large businesses without all the attendant disruption to employees. These centres also provide employees who do not have suitable conditions at home for a telework office to still be able to connect to the office via telework from a location close to where they live. At the same time, these centres overcome issues of social isolation that are of concern to some employees.

19. Cisco, SWC Fact Sheet 051209

20. Bronwyn Buksh, 'Supporting cowork through telework and building regional innovation: The South-East Queensland Digital Work Hub Project, Regional Development Australia Sunshine Coast, 2013

2.2 Technology infrastructure and telework technologies

Telework is a feature of tomorrow's workplace. Enabling any organisation for flexible working using an agile IT infrastructure to allow staff to work collaboratively, independent of location and device, requires a structured approach to your technology infrastructure.²¹ One of the most important developments for small and medium businesses is the ability to access Cloud-based services of the sophistication previously only available to large organisations.

'Like widespread access and use of electricity, cloud computing is a potentially disruptive and transformative innovation. The term 'cloud' refers to the fact that a user of a service no longer needs to buy, build, install and operate expensive computer hardware. Users simply access computing resources as a utility via a ubiquitously available wired or wireless network – from the 'cloud'.²²

The Strategy notes that new digital technologies such as cloud services are the critical internal drivers for efficiency and innovation in small businesses. A failure to adopt new technologies will leave small business at a severe disadvantage against competitors both domestic and abroad.

From a technology perspective there is no singularly correct approach or solution for teleworkers. Multiple influencers exist, be they business size, teleworker role, how collaborative the organisation, and the anticipated frequency and volume of teleworking. Irrespective, the introduction of technologies in support of teleworking can be disruptive and businesses should be mindful that technology is only part of the flexible working / telework puzzle. It is advisable that the expertise of an ICT solutions provider be utilised to help navigate the range of technology options that are both available and relevant, and provide guidance on how to manage the people and cultural elements of technology change.

Establishing the Remote Workspace

Telework should not be confused with Remote Access (the simple ability for staff to access company networks externally). Teleworkers have a more consistent and prolonged need to remain connected and engaged with their co-workers and company systems; they need *Remote Workspaces*.

Remote Workspaces manifest themselves in two broad ways:

- **Telework home offices** – a safe and productive working environment within an employee's home, capable of being closed off from household distractions. This is ordinarily a desk in a private space or a study.
- **Smart Work Centres** – Also known as *Digital Work Hubs* or *Telework Hubs within multi-purpose Smart Work Centres* as outlined above. They will meet the needs of teleworkers who don't have a suitable home workspace, and provide social interaction that may be missed if working remotely much of the time.²³

The key technologies required for establishing an effective Remote Workspace, whether it's at home or leveraging a Smart Work Centre are outlined in and include three broad elements:

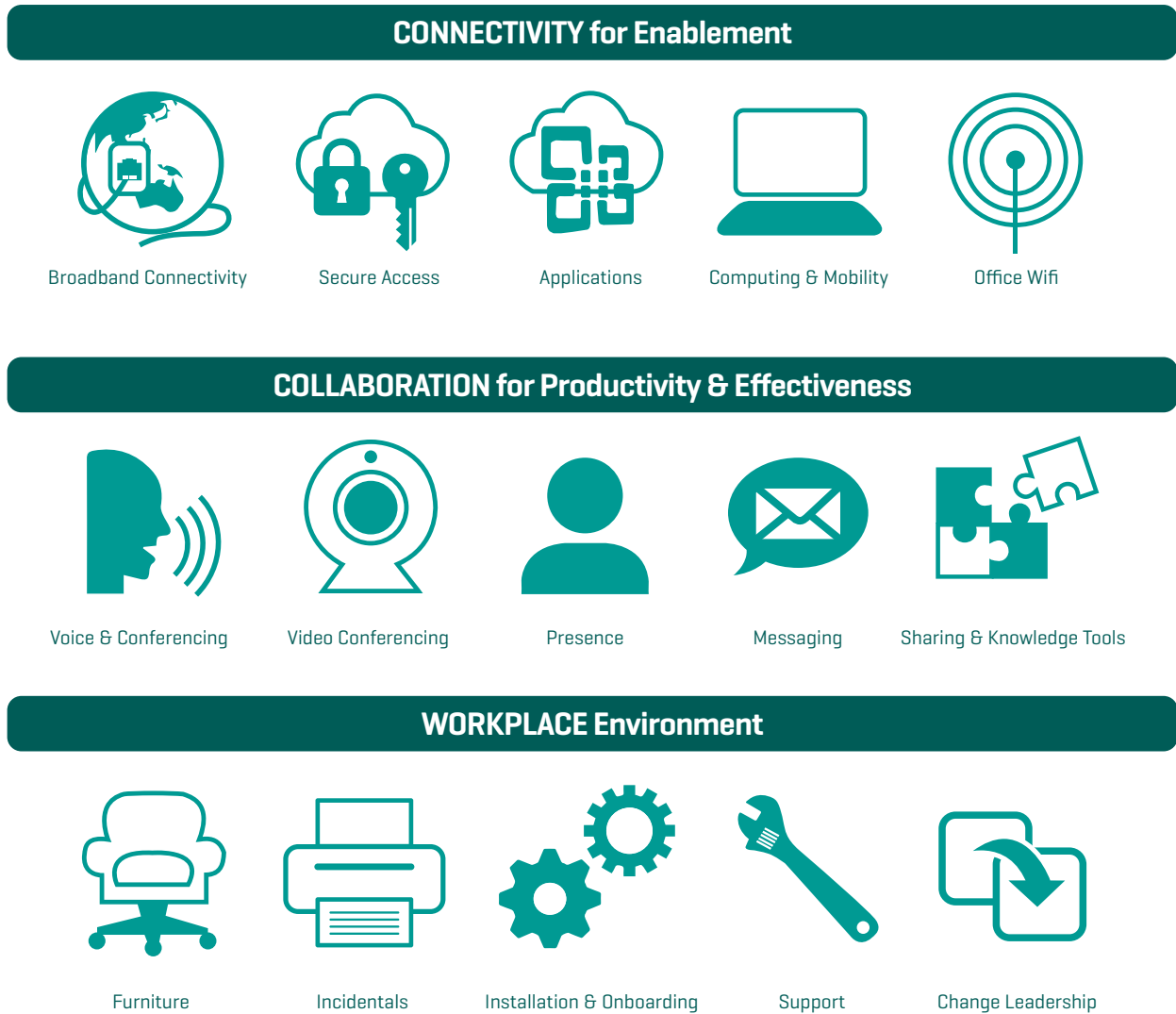
1. **Connectivity** technologies for enablement
2. **Collaboration** technologies for productivity and effectiveness
3. **Workplace** features to provide a professional working environment

21. Logicalis, A Guide to Telework Technologies, <http://telework.au.logicalis.com>; Cisco, <http://blogs.cisco.com/ciscoit/how-cisco-itdelivers-teleworker-services/>

22. National Cloud Computing Strategy, Department of Communications [Department of Broadband, Communications and the Digital Economy], 2013

23. GPT, a large property investment company recently acquired a share in Liquid Space so that they can offer real estate tenants use of 'on-demand' office space for overflow or remote workers.

Figure 1 : Key technologies for establishing effective Remote Workspaces



Connectivity for Enablement

Broadband Connectivity

Teleworking doesn't require a specific type of broadband service. Wireless (e.g. 3G), or fixed (e.g. Cable, DSL, NBN) are all viable as long as they can provide sufficient speed (Mbps). However, the coverage of wireless services may make their use problematic.

Speeds of 1.5Mbps down and 256kbps up (e.g. ADSL) may struggle depending on the number of things teleworkers try to do at once. ADSL2+ or cable services (10Mbps down and 1Mbps up) are well suited and allow for video calling. Broadband (e.g. NBN) services (in excess of 20Mbps down and 4Mbps up) are ideal for all teleworker activities, including high definition video conferencing. 1GB of combined downloads and uploads per day is an effective planning indicator for most teleworkers, although frequent users of high definition video have been known to use up to 5GB a day.

There is no accepted practice for employer-funding of teleworker broadband services, with the matter left to the discretion of an individual organisation's compensation and benefits policy. Some businesses offer reimbursement of home broadband services as a flexible working employee benefit.

Secure Access

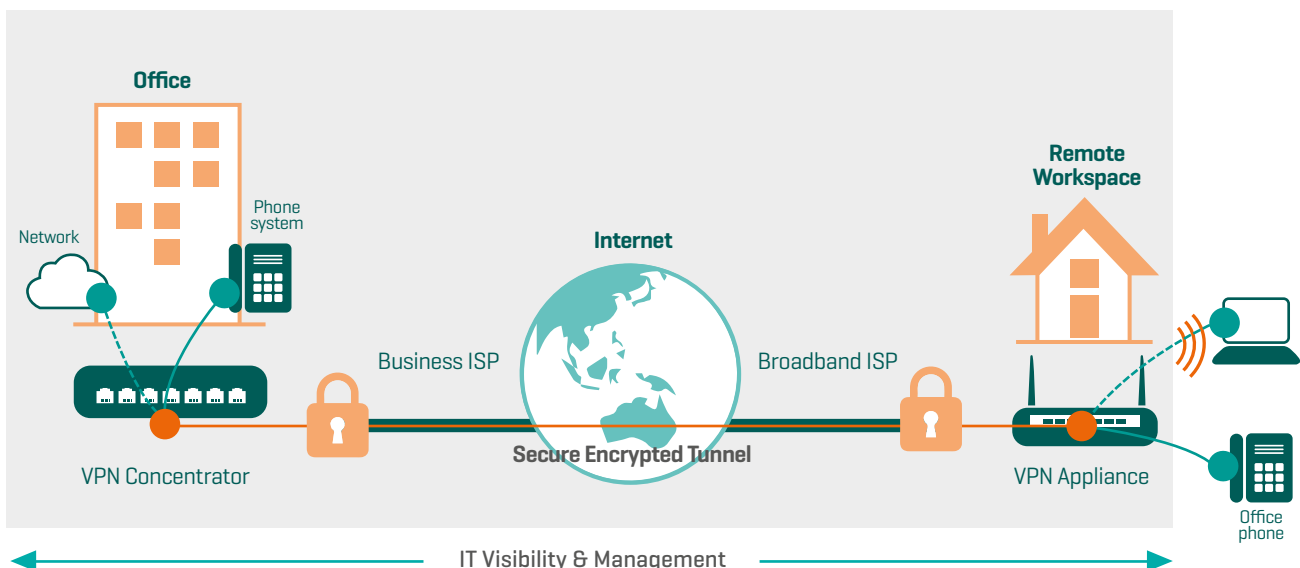
Virtual Private Networks (VPNs) establish a secure, authenticated and encrypted link from the teleworker, across the Internet and into a VPN Concentrator located as a gateway to their employer's internal network.

The most common method of VPN connection is via software client, a piece of software that is installed on a teleworker's computer or as a feature of more recent operating systems.

An emerging approach that is preferred by larger organisations is to install a networking appliance in the teleworker's home to initiate the VPN. While more costly than VPN software clients, these devices make teleworker enablement a function of IT and provides full IT visibility and management of the teleworking experience right to the employee, as well as extending company wired and wireless networks securely into the teleworker's home.

Not all telework enablement uses a VPN. Organisations who use Cloud-based applications avoid the need for VPNs by using web browsers or specialist receiver applications to connect to their applications. Security is provided by the web-browser or receiver application.

Figure 2 : Appliance-based VPN connections



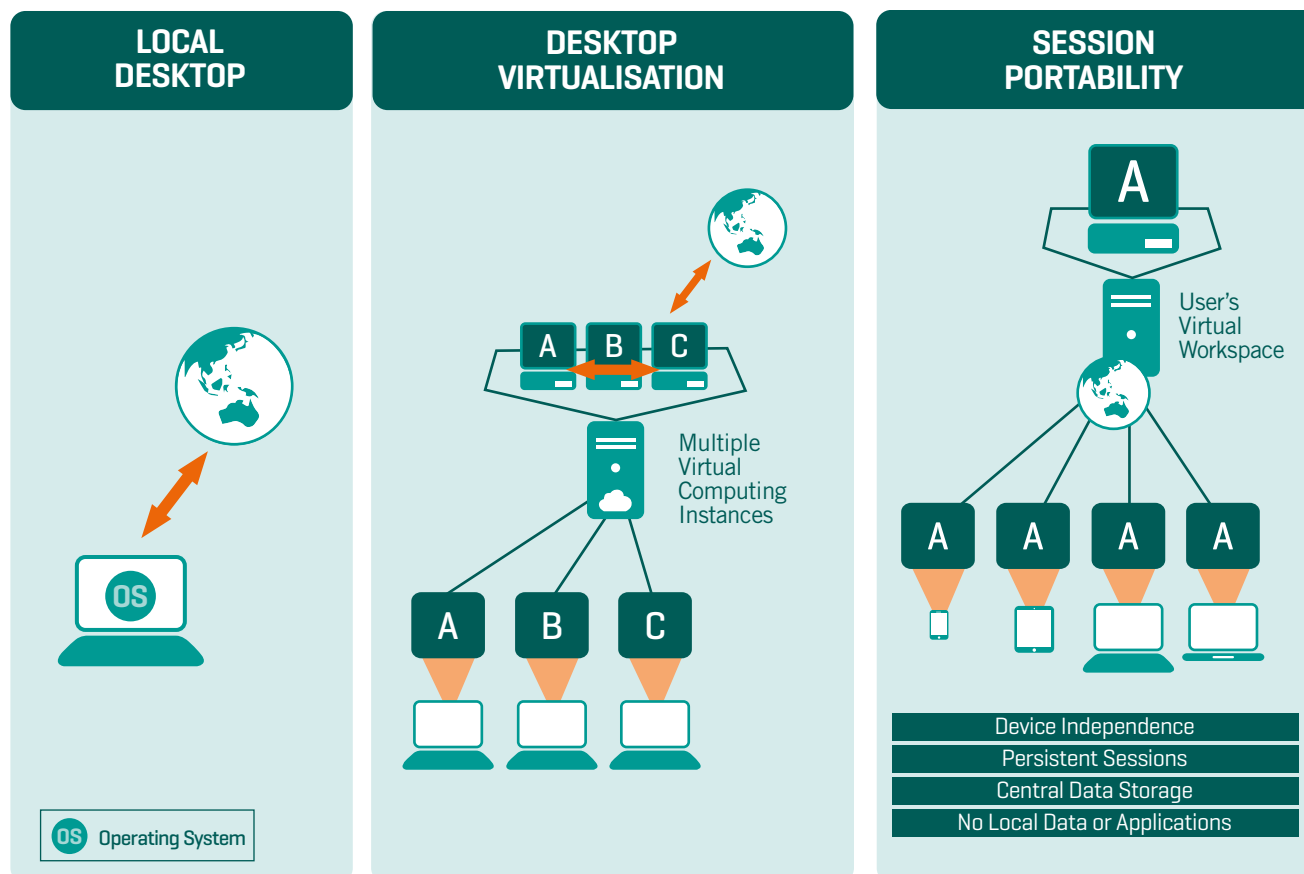
Applications

While the mix of applications will vary from business to business, three broad application delivery models exist for teleworkers:

- In a **Local Desktop** model, Teleworkers are provided a notebook or similar computer on which applications and content are stored. IT administrators need to be concerned with data protection, data security as well as the ongoing support of remote users
- In a **Virtual Desktop** model, applications and content are moved off the local desktop and served from an enterprise data centre with user desktops residing as virtual computing instances. This is achieved with software such as Citrix XenDesktop (<http://www.citrix.com/xendesktop>), Microsoft's Windows Terminal Services or solutions such as Logicalis' Virtual Workspace (<http://telework.au.logicalis.com/LVW>).

In a **Cloud Services** model, businesses outsource their application and underlying computing needs to service providers, who provide service and support on a price-per-month basis (Software as a Service), allowing access through a web browser and from any device of their choice with an Internet connection. Cloud services can be used to deliver applications by themselves, such as Google Apps (<http://www.google.com/apps>), Microsoft Office 365 Web Apps (<http://office.microsoft.com/en-au/web-apps/>) or to deliver whole computing desktops, such as Logicalis' Virtual Workspace Cloud Edition the Cloud Edition of Logicalis' Virtual Workspace service.

Figure 3 : Desktop Virtualisation moves content and applications into the data centre, via multiple virtualised computing instances



Computing Mobility

Teleworkers inherently develop a sense of location independence as a result of working across an office and their remote workspace. Mobility is an essential aspect and must be reflected in the computing approach. When using a *Local Desktop* application model, notebook PCs are essentially the only viable option, with employer-provided PCs allowing staff to carry with them company-licensed applications within a secure configuration. Using home computers introduces complications with application licensing and managing the security risk from viruses, malware or other exploits. Some smaller organisations use remote access software, such as the Remote Desktop feature of Microsoft Windows, but this often proves to be clumsy with regular and sustained use.

A broader range of options become available when using a *Virtual Desktop* or *Cloud Service* application model, for example:

- *Chromebooks* – a relative new type of computing platform intended for exclusive use with web or Cloud services. Using Chromium OS (based on Google's Chrome web browser), these have substantially reduced computing power, which in turn makes their cost significantly below that of a 'normal' notebook.
- *Personal (Home) computers; notebook or desktop* – as Desktop Virtualisation and Cloud Services are accessible through web browsers or receiver, home computers can be used as teleworking platforms without requiring the installation and licensing of business software, or introducing virus and malware concerns into an organisation's internal network.
- *Thin / Zero Clients* – these are stripped-down desktop computers that run a web-optimised operating system, an embedded receiver application, or a light-weight 'embedded' version of Microsoft Windows. Like Chromebooks, thin-clients rely on Cloud services or Desktop Virtualisation to provide most of the computing effort, reducing their required computing power and therefore their cost. While not in themselves mobile, a teleworker could move between thin clients at their office and a thin client provided as part of their remote workspace.
- *Tablets* – with web browsers and virtual desktop receivers being available for the iPad and Android tablets, standard business applications on tablets (or smartphones) is a reality, although better suited for mobility than as a main computing platform replacement.

Funding

For many employers, the accepted practice of employers providing computers to their staff as business tools extends to teleworking. In the case of notebook PCs, it's the same device. For thin clients, one can be provided for home and another shared in the office, with change still had from the cost of a notebook.

Bring Your Own Device (BYOD) is emerging as an alternative, with some organisations going as far as paying staff a stipend. The common recommendation is for teleworking policies to define the standard computing model for all employees: teleworker or otherwise. Any deviation from this policy would be considered BYOD and fall under the relevant BYOD policy and IT control measures. More insight into BYOD and its management within the business can be found at <http://telework.au.logicalis.com/BYOD>.

Office WiFi

A Mobile Computing approach needs to be supported by an easy way for teleworkers to connect when they move between workspaces and offices. Wireless networks (WiFi) provide this flexibility by allowing staff to easily connect to the network from anywhere they can open their computer and without the need for cables.

WiFi networks are constructed using *Access Points* and *Controllers*, with multiple Access Points used in office networks to meet user-density, coverage and throughput (performance) requirements. A single Access Point is usually all that is required for a Remote Workspace. Security is most commonly managed by *WiFi Protected Access (WPA2)*, a collection of authorisation and encryption technologies that in some ways can make WiFi networks more secure than wired networks.

Collaboration for Productivity & Effectiveness

Providing platforms for collaboration between staff is a telework must-have. According to research undertaken by the Institute for a Broadband Enabled Society (IBES) at the University of Melbourne, productivity gains from telework are closely linked to the availability and use of adequate technology to enable and support telework, and enable employees to work seamlessly from virtually anywhere.²⁴

It's important to keep in mind that collaboration is a cross-organisation capability that needs to be applied to the teleworker *and* extended to everyone in his or her community of interest.

Voice & Conferencing

Leveraging the home phone is a basic starting point but has complications that result in it being ineffective. These include privacy from exposing a home phone number for business calls, inability to access office phone system features, the loss of internal calling and least-cost routing cost reduction capabilities, and the added difficulty of managing contactability across multiple numbers.

Mobile phones provide an alternative, particularly if they are already provided to teleworkers as a business tool. Many home line issues can be solved with mobiles, particularly since the idea of having two contact points (an office / desk and mobile) is ingrained in Australian business culture. Access to features and cost remain issues, although the later can be addressed through service provider fleet plans.

Modern business phone systems use VoIP (Voice over Internet Protocol) or IP Telephony technology that can transport voice calls over data networks. With a broadband connection in place to teleworkers, businesses with these systems are able to extend office phones into the homes of their teleworkers with obvious benefits:

- The Remote Workspace number is the Office Number – calls delivered to the office phone system can be answered by the teleworker, and calls made by the teleworker are made using the office number
- Phone services are portable and can be logged into like computers. Teleworkers can have their own dedicated phone in their Remote Workspace, but log into a shared phone provided as part of a *Hot Desk* or *Touch-Down Station* when visiting the office

- Access to business features – as an extension of the business phone system, all the conferencing, directories, dial-plan, least-cost routing features made available to traditional office users are immediately available to the teleworker.

There are several options to providing voice and conferencing services to teleworkers:

- *Soft Phones* – These are phone applications installed on teleworker computers that, with the aid of a headset, allow the computer to be used as a business phone extension. Nearly all-major phone system vendors provide softphone options – notables being Cisco's Jabber and Microsoft Lync
- *Hard phones* (or desk phones) are ideal for teleworkers who prefer a physical device whether out of tradition, habit, for access to features such as video calling and quality hands free, or to make voice communications independent from their computing. Apart from the cost of providing hard phones to teleworkers, these come with the added complication of needing to be connected into a home network
- *Cloud Services* - such as Skype or GoogleTalk. These are a peer-to-peer system that, once installed on a user's computer, allows communication by voice, video and text over the Internet. While free, these services have questionable security and suffer the same issues identified for home phone line use. They provide an easy teleworker solution for small businesses but are not generally used by medium or large organisations.



Polycom RealPresence Desktop

24. Rachelle Bousa et al, 'Telework, productivity and wellbeing: an Australian perspective'. Telecommunications Journal of Australia 63 [1], 2013, p. 15.1

Video Conferencing

Video conferencing has come of age over the last several years, driven by the reduction in the cost of network bandwidth and the introduction of high definition technologies.

There are different approaches and levels of video solution that can be used with teleworkers:

- *Desktop* – provided by software applications that make use of in-built cameras or external webcams connected to a computer. This is the most cost effective entry point for video conferencing but also offers the lowest quality of overall experience. Common solutions include Cisco Jabber and Microsoft Lync; all of which are part of a business' telephony system. Cloud services such as Skype provide free video calling amongst users
- *Personal* – also designed for the desktop, these provide a more engineered and refined experience, albeit at a cost. They provide an always-on high definition video capability but do it using a much larger screen that mimics a face-to-face conversation, and have the added benefit of being able to be used as an external computer monitor

Figure 4 : Cisco's TelePresence EX90



- *Rooms* - the upper echelons of video technology. These can offer life-size images, special lighting and audio that all designed to replicate a face-to-face meeting as much as possible. Immersive systems have found their way into the homes of senior corporate executives or bureaucrats who rely on teleworking to manage work-life balance around the demands of extended workdays.

Figure 5 : A Cisco Immersive TelePresence room



Enabling teleworkers with video is an important contribution to their potential productivity but it must be kept in mind that video conferencing is a two-or-more-way exchange. A video investment strategy across the organisation that includes rooms, private break-outs and eventually desktops is just as important as enabling teleworkers, and should consider the strain that video conferencing can place on networks.

Presence

Presence is a status indicator that conveys to co-workers a willingness and ability to communicate, and is feature of Unified Communications (UC) – a collection of tools and capabilities built around the convergence of telephony, computing and networking.²⁵

Presence enables a user through a single interface to check the availability of people they follow in different locations, reporting various states such as “available”, “busy”, “away”, “on the phone”, “in a meeting” or “do not disturb”, as well as custom messages that users may use to broadcast other rich information.

Figure 6: Cisco’s Jabber Unified Communications client, featuring presence information

Presence can be a function of a business UC infrastructure (e.g. Cisco Unified Communications Manager or Microsoft Lync), or from free online services including Skype, Google, Yahoo.



Messaging

Messaging is part of the Unified Communications capability-set and a valuable contributor to a teleworker’s collaborative potential:

- *Email* – a given considering its capacity as a major conduit of messages, communication and files between an office and teleworkers
- *Unified Messaging* – a common enhancement to voicemail, unified messaging delivers voicemail messages to a teleworker’s email inbox, usually as a message with an audio file attachment, or via playback through a Unified Communications client
- *Instant Messaging (IM)* – provides an online chat capability to teleworkers that transmits text in real-time. Designed around conversations of short messages between parties, and accepted to have a style that is relatively informal like mobile text messaging, it is considered faster than email and is often extensively used by teleworkers. IM is tightly linked to Presence and like it, needs to be part of a whole-of-organisation enablement program to be truly useful.

25. More explanation of UC, its benefits, and its application to your organisation can be found at <http://telework.au.logicalis.com/UC> and, A Frost & Sullivan Business Brief, ‘The Role of the user Experience in Video Conferencing’, Polycom 2013

Sharing & Knowledge Tools

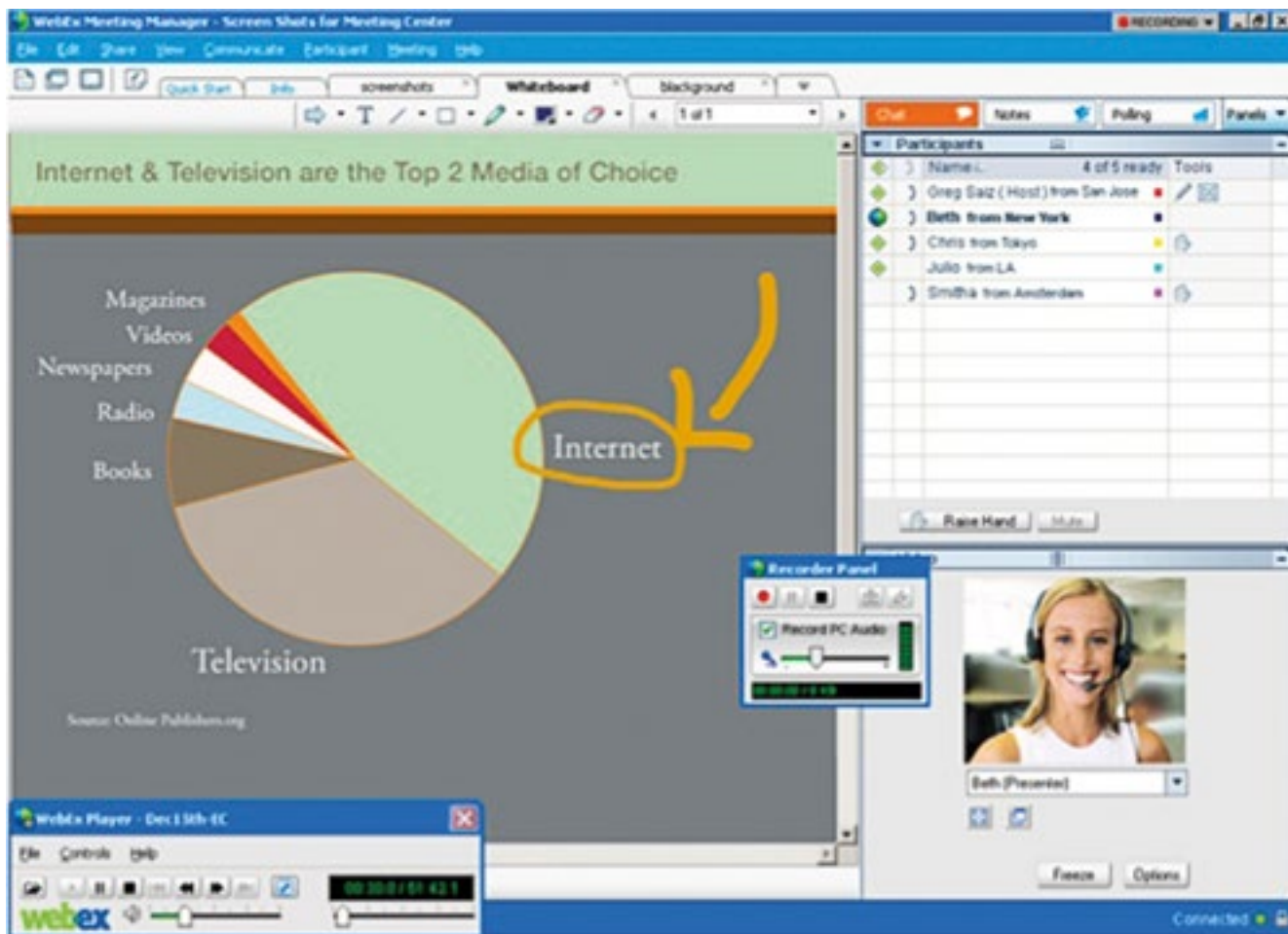
Access to, and sharing of, knowledge become significant requirements for teleworkers once they remove themselves from the physical office, as does the ability to share, review and jointly discuss documents.

Desktop Sharing

Desktop sharing is the practice of using collaboration tools to provide a view of what is on a computer desktop to other users using similar tools. Users are typically provided the ability to pass control of the application or desktop being shared between participants during a sharing session.

Basic desktop sharing is a Unified Communications feature, with more advanced options available with web conferencing services such as Cisco Webex (<http://www.webex.com>) or Citrix Go To Meeting (<http://www.gotomeeting.com.au>). These extend desktop sharing to one-many scenarios and couple it with meeting tools that include whiteboard note-taking, annotation, video and audio conferencing or text chat. They have the advantage that they can be activated for teleworkers and provided on an on-demand / per-session basis to non-teleworking staff without needing a whole-of-organisation adoption program.

Figure 7 : Screen shot of a Cisco Webex meeting with application sharing and video



Expertise Engines

Expertise Engines, also known as *Media Engines*, are a relatively new technology that inspects data and information as it traverses networks, categorises it by subject matter, tags it based on content and originator, and adds the result into business directories and search engines. They help identify hidden knowledge and data in an organisation and make it available to staff – helping teleworkers especially not just with how to find people, but *who* to find.

Enterprise Social Tools

Enterprise collaboration platforms, such as Cisco's Webex Social (<http://www.cisco.com/go/webexsocial>), Box (<http://www.box.com>) or Microsoft's Yammer (<http://www.yammer.com>), look to combine social networking with content creation and real-time communications.

These tools sit atop a Unified Communications infrastructure and provide staff access to online workspaces, discussion groups, collaborative editing and activity feeds across various working groups and communities.

Social tools are a growing trend across businesses of all sizes, and through the ability to move knowledge management and organisation awareness out of the physical office and into a web browser or application, are highly relevant to teleworkers.

Workplace Environment

Beyond technology, there is additional infrastructure and programs that may be appropriate to consider as part of teleworker enablement:

- Installation, Configuration & Support – Teleworkers cannot be assumed to be technically literate and capable of self-installing the technologies associated with enabling their Remote Workspace. Any technologies deployed need to come with *on-site* installation, end-user familiarisation training and support
- Change Leadership – modifying where and how an organisation's staff work is a disruptive change that technology alone cannot address. Organisations need to look beyond the basic introduction of technology and to its people and process as discussed in Sections 3 and 4. The art of change (communication and training) must be managed, but so too the mindsets, attitudes and behaviours of teleworkers and staff. This requires a Change Leadership program across the organisation – from executive to management to staff (general and teleworkers).

The following Telework Tool will help you work through the technology and ICT security issues:

Tool 4: Assessing technology and ICT to support telework

3. Process and policies

This section provides information on:

- strategic leadership
- making the business case
- legislative requirements that impact on telework
- telework and job design
- information management and risk assessment.

3.1 Strategic leadership in the digital era

Strategic leadership will require the development of new e-skills and capability to lead organisations into gaining competitive advantage in the digital economy. Organisational leaders will need to understand how to leverage ICT to create value and a collaborative culture of trust and engagement for their businesses to underpin increased productivity. This leveraging will include how to build and sustain virtual communities of productive engagement as an integral and seamless part of the organisation.²⁶

Cisco has identified that in the new Internet of Everything (IOE) there is an accelerating innovation curve in nearly all industries in which market discontinuities are arising from video, social, mobile and cloud-based capabilities unlocking new competitive dynamics. Their research points to the importance of applying technology to improve the 'people' and 'process' elements of their businesses. The Cisco IOE Value Index, published in 2013, identifies Australia as considerably lagging in its ability to innovate in the response to this challenge:

- Leading innovators: Germany, France, Japan
- Performing innovators: USA, Canada, UK
- Pursuing innovators: India, Brazil, China
- Beginning innovators: Australia, Russia, Mexico.²⁷

New e-skills include having people who are already competent in their existing role being able to extend their capability through the adoption and use of technology and higher-level skills to enable their organisation to competently adopt and deploy technology in order to gain the strategic advantage.²⁸

While many organisations are implementing some flexible workplace capabilities, forward thinkers are placing emphasis on the development and execution of flexible workplace strategies that align with core business strategies. Forward thinkers are looking at the bigger picture and making integrated investments.²⁹

Human capital experts have identified three major issues driving changes to the future organisation of work, and development of human capital (skills and capabilities). These are:

- an ageing population and the need to encourage mature-aged workers to stay in the workforce
- competition among employers for 'talent' - employees with sought-after skills and capabilities
- the changing nature of technology, including broadband connectivity and the rapid spread and increasing capacity of mobile devices such as laptops, tablets and smart phones
- employees' expectations about being able to make use of this technology.³⁰

As more and more organisations develop an online capability to deliver their products and services, opportunities for managers and employees to work remotely to their central office and include telework as part of their flexible work arrangements will increase.

Medibank is Australia's largest provider of private health insurance and health solutions with over 4,400 employees. Medibank has adopted telework across its business, employing over 1,600 health professionals who deliver services from their home and another 1,000 regular teleworkers in their help desk area.

26. Read more about the importance of change leadership in technology projects at <http://www.au.logicalis.com/change>.

27. Cisco White Paper, 'Internet of Everything (IOE) Value Index: How much value are private-sector firms capturing from IOE in 2013

28. Innovation and Business Skills Australia, Post-NBN Impact on Enterprises and E-skills, December 2012, page 18

29. IBM Centre for Applied Insights Executive Report, Achieving success with a flexible workplace: Forward thinker's best practices to enhance productivity spur innovation and reduce costs, 2013

30. Edwina Trenchard-Smith, 'Telework and Corporate Strategy', presentation to the Digital Productivity in the Workplace of the Future Conference, Sydney 17 June

Capability

Capability underpins how the organisation builds competitive/effective advantage now and into the future. Developing the capability to make telework available to employees as part of your organisation's flexible workplace practices will assist you in meeting many of the issues impacting on the workforce. This capability needs to be deeply embedded across all levels and functions in the workforce to achieve desired outcomes.

Most Australian Securities Exchange Top 20 companies have capability models to drive future workforce performance and transformation across all levels of work, occupation/profession and location, which cover:

- leadership
- management
- values
- customer experience.³¹

The **Telework Implementation Toolkit** will help you understand what capability (skills, knowledge and behaviours) you will need to develop in your organisation to support the implementation of telework within the evolving flexible workplace of the future.

Core capabilities for leaders that have been identified by the Telework Leadership and Management Network³² include understanding:

- the characteristics of an organisation that includes remote workers
- how to assess the organisation's needs for innovation and technology enablement — and the role of telework in these considerations — to respond to drivers changing the nature of the workforce, and the demands of the transition to a digitally enabled economy
- how to establish a sound business case for the inclusion of telework in the organisation, including value-chain assessment and tangible and intangible benefits
- how to assess the risks associated with remote work, and manage those risks
- how to develop and maintain a culture of trust, collaboration and high performance when telework is implemented.

Tool 1: Assessing organisation cultural readiness to telework will enable you to understand the issues you will need to address in your organisation to successfully implement telework.

31. Marcus Bowles, 'The critical role of e-skills in raising NBN adoption and Australia's competitiveness in the global economy', based on research for Innovation and Business Skills Australia, 2012.

32. The Telework Leadership and Management Network was established in 2013 as a collaborative network of Telework Partners and thought leaders in the management of telework in organisations that have been working closely with the Department of Communications (Department of Broadband, Communications and the Digital Economy).

3.2 Making the business case

Making the business case involves two areas of consideration:

- What is the strategic purpose (value proposition) of your organisation as it considers the impact of digital disruption on its success factors in the digital economy?
- How does telework, as part of flexible work practices, align with this strategic purpose?

Active executive support for the inclusion of telework in your workplace arrangements is required to drive the necessary business innovations across your organisation. This might include change management involving strategic alignment, ICT, workforce planning and HR.

Where doubt exists about the benefits of telework to your organisation, it might be necessary to make the business case for telework. This might be as simple as considering how telework will meet your legislative obligations under the Fair Work Act or relevant Enterprise Agreements, or extending your flexible work arrangements to include telework in order to assist you to attract and retain valued staff.

A more detailed approach to developing your business case in terms of benefits and productivity gains to your organisation can be calculated using the online Return on Investment (ROI) Tool developed by Deloitte Access Economics, which is available on www.telework.gov.au.

For example, a 400 person organisation entering reasonable estimates of utility costs to the ROI tool would establish that, if 200 of its 400 workers were to telework three days per week, savings of around \$1 million each year could be made after five years.

Tool 2: Making the business case uses the ROI Tool on www.telework.gov.au to make your business case, according to the level of detail that you require.

3.3 Legislative requirements

Commonwealth and state legislation will have a bearing on your consideration of including telework as part of your flexible workplace practices.

Telework is a great way to increase flexibility for working parents. Working from home means parents may be closer to schools and can structure their work day around school runs and family obligations. However, a regular arrangement to work from home should not be seen as a substitute for child care.

Work, Health and Safety (WHS)³³

The National Compliance and Enforcement Policy sets out the approach that work health and safety regulators will take to compliance and enforcement under the model WHS Act and Regulations. Australian Work Health and Safety regulators are committed to adopting the National Compliance and Enforcement Policy. Regulators are: Comcare, WorkCover NSW, WorkSafe ACT, NT WorkSafe, Workplace Standards Tasmania, SafeWork SA, Workplace Health and Safety Queensland, WorkSafe Victoria and WorkSafe Western Australia.

Essentially, the same requirements that apply to WHS in the traditional workplace will apply to a remote telework workplace (i.e. the employee's home or other place they will work from). As an employer, you must ensure, so far as is reasonably practicable, that hazards and risks in the telework workplace have been identified and control measures are in place.³⁴

33. Work, Health and Safety (WHS) is the current term for what has previously been referred to as Occupational Health and Safety (OHS).

34. <http://workpro.com.au/public/ebook-remote-isolated-work/thankyou.php>

One way of addressing the WHS issues for the teleworker working from a home office is to provide a telework station self-assessment, supported by photographic evidence of their home office setup. This can be monitored by regularly checking with your employee that WHS risks are being managed according to the assessment guidelines.

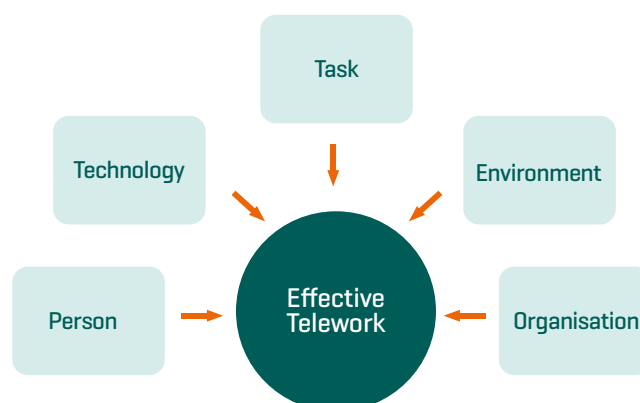
The WHS legislation relevant to your organisation depends on the location of your business and the telework workplace. Check your relevant WHS authority for details of legislation in your location(s). Small to medium enterprises may also wish to seek advice from a business adviser or their state or territory WHS regulator.

Tool 10: Assessing a remote telework environment will enable you to work through the issues you need to address in your telework agreement with your employee in order to cover WHS issues.

3.4 Telework and job design

When designing jobs in a technology-transformed organisational system for the digital economy, many organisations find it useful to take a socio-technical approach to understanding the relationship between people and technology in the optimal design of jobs and organisational systems and cultures. This takes account of the interaction between the person, the technology, the tasks to be performed and the organisation's strategic purpose.

Figure 8 : Socio-technical approach to achieving effective telework³⁵



While telework is most commonly made available to professional knowledge workers and those performing help desk functions for online services, the demand for flexible work arrangements, combined with new and evolving technological capability, will result in more and more jobs becoming teleworkable, at least for some of the time.

As more organisations become digital, with online service delivery and support, so too do the number of teleworkable positions within these sectors. This will particularly affect jobs in retail, health care (telehealth), education (online education) and government services (e-government). The rapid growth in the use of mobile devices and online 'software as a service' is creating a new eco-system of work.

35. Tim Bentley, New Zealand Work Research Institute, Auckland University of Technology, 'Productivity and Telework: the Trans-Tasman telework study', presentation to the Anywhere Working Conference, Sydney 17 June 2013

The RTA Teleworking Manual outlines ideal job characteristics for teleworking:³⁶

Typical teleworking jobs	Ideal job characteristics	Desirable teleworker characteristics
Research and development, computer systems analysis, management planning, technical drawing and designing, data entry, correspondence writing, policy development, financial planning and budgeting, computer programming, telephone customer service, legal work, computer-aided design, technical writing, word processing, graphic design, filed work, contract preparation, administrative work, project work.	<ul style="list-style-type: none"> – Minimal face-to-face – Controllable work flow – Autonomy – Access to resources – Easy use of technology 	<ul style="list-style-type: none"> – Willingness to telework – Good knowledge of their jobs – Ability to plan and organise their work – Minimal need for supervision – Ability to work alone – Good communication skills – Support of their managers – Support of co-workers and household members

Recruitment

This redesign of jobs in your organisation will also impact on recruitment. Recruitment agencies and job sites will need to identify whether jobs offer some form of telework as part of their flexible workplace practices so that people seeking to enter the workforce by taking advantage of telework are able to identify suitable jobs. Research undertaken for the Department by Colmar Brunton and Deloitte Access Economics has identified that there is a large unmet demand for telework opportunities as a form of workforce participation:

- 70 per cent of people in regional and remote areas who are not in the workforce would take up telework if it were available
- 74 per cent of people with family or carer responsibilities who are not in the workforce would take up telework
- 66 per cent of people with a disability who are not in the workforce, would take up telework
- 60 per cent of mature-age workers would take up telework and delay retirement by an average of 6.6 years.³⁷

Tool 3: Assessing types of telework arrangements will enable you to work through the issues you need to address in the design of work to maximise your employees' access to telework, and identify the type of telework arrangement that would best suit your needs.

36. NSW RTA Teleworking Manual, Table 4.11.1, May 2009, op.cit

37. Colmar Brunton and Deloitte Access Economics, 'Creating jobs through NBN-enabled telework', Department of Communications (Department of Broadband, Communications and the Digital Economy), 2012

3.5 Information management and risk assessment

Once an organisation becomes digitally enabled and allows its employees to adopt anywhere work practices, the organisation must implement an electronic records management system that appropriately manages the security and access to information. Employees working from anywhere also include those working in an ad hoc working-from-home arrangement as well as working while travelling.

Section 2 and Tool 4: Assessing technology and ICT to support telework will enable you to consider the issues you need to address.

4. People management

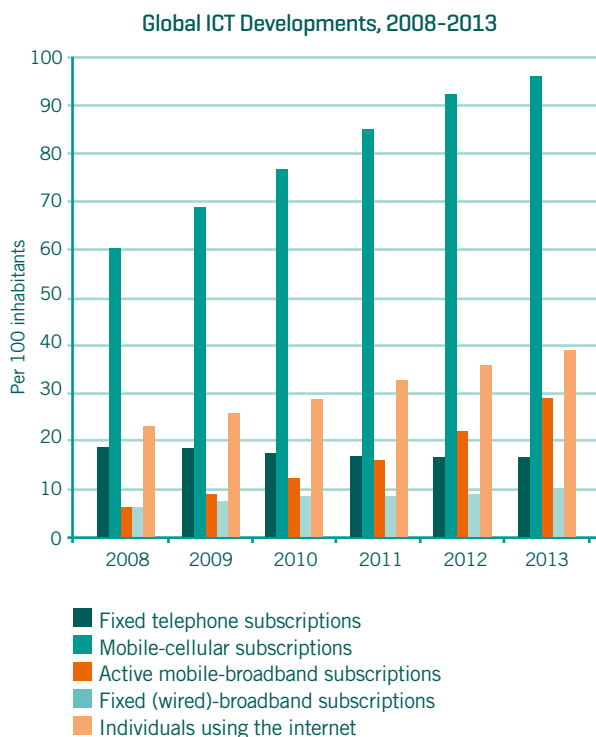
This section provides an overview of the following people management issues:

- mindsets
- capacity building
- telework policy and telework employment agreements.

4.1 Mindsets

Despite strong growth in ICT tools and broadband and demand from employees for the opportunity to include telework arrangements in their workplace arrangements, the principal barrier to its more widespread availability is management resistance due to lack of confidence and skills to manage remote workers, and lack of a trust-based organisational culture that focuses on outcomes against strategic objectives, instead of time spent at the desk and visual observation (presenteeism).

Figure 9 : Global ICT trends and broadband penetration 2008-2013



Note: *2012 and 2013 data are based on estimates
Source: ITU World Telecommunication/ICT Indicators database.

Employees have been taking work home with them and working after hours from home on an *ad hoc* basis for many years, and many employees work remotely using mobile devices when they are travelling and out and about with clients. Such work arrangements are a form of telework. Global ICT trends in use of technological devices and broadband penetration are driving the rapid spread of all forms of remote (tele)work.

Several other factors are now combining to create a tipping point for the rapid uptake of telework as part of 'normal' flexible work practices across the global workforce, which will require a significantly different mindset in leaders and managers:

- urban congestion in major cities, impacting on the productivity of major cities that account for 85 per cent of the national economy
- long commuter journeys to work with negative impacts on employee productivity, health and cost of living, particularly for people living in the more affordable housing areas of outer urban and peri-urban areas of major cities
- demands by working families for more workforce flexibility to create a better work-life balance and meet family carer responsibilities
- the need to reduce the carbon footprint of our cities.

The manager of a productive technology-enabled organisation therefore requires a mindset that is strategic, creative and self-aware, where leaders and managers can challenge and change their own paradigms of thinking about telework across every dimension of the organisation (people, processes, structures and strategy). It is a mindset that adopts a holistic perspective of telework, recognising its introduction is a critical change event but emphasising the essential context of individual and organisational learning.

Tool 1: Assessing organisation cultural readiness to telework will enable you to consider whether you need to address the mindset of your managers and employees to support your transition to a productive technology-enabled organisation that makes telework available to its employees.

4.2 Capacity building

Management resistance to telework flows from leaders and managers lacking the skills, knowledge and understanding of how to incorporate telework into their flexible workplace arrangements. While e-skills development in the future workforce, linked to accreditation and qualifications, is being addressed in the tertiary, vocational and industry skills sector, there is also an urgent need to upgrade the existing skills and capabilities of the workforce to manage different forms of telework. This requires building capacity in the following seven areas of telework leadership and management:

- cultural values that support telework
- innovative use of new-generation information and telecommunications capability, including use of cloud based services, mobile devices and collaboration tools
- transforming management resistance
- outcomes-based performance and productivity assessment
- inclusion and engagement using formal and informal digital, as well as face-to-face, communication
- ensuring telework is consistent with the industrial relations framework
- risk management.

Research undertaken by Innovation and Business Skills Australia (IBSA) suggests that there is a huge diversity of business typologies and levels of digital literacy in any community. Therefore a skills strategy needs to be tailored to the specific needs of your organisation and employees, ensuring training methods that encourage learning from others, peer mentoring and coaching, use of multi-media more than text-based content, learning by doing, and skilling to produce competency outcomes considered useful by the individual.³⁸ The following tools will enable you to work through these seven areas of capacity building:

Tool 1: Assessing organisation cultural readiness to telework

Tool 5: Establishing a performance system based on tasks and outcomes

Tool 6: Manager self-assessment for managing teleworkers

Tool 7: Employee self-assessment for suitability to telework

Tool 8: Making a proposal to telework

Tool 9: Assessing a telework request

Tool 11: Communication protocols for telework

Tool 12: Creating a telework agreement

Tool 13: Managing work-life balance and social interaction

Tool 14: Establishing a telework training program for managers and employees

Tool 15: Reviewing the telework arrangement

4.3 Telework policy and telework employment agreement

Many organisations find it important to develop a telework agreement with each employee before they start working from home, or other location, that clearly establishes expectations. Including telework in your workplace arrangements provides an incentive for you to move toward an outcomes-based approach for measuring performance objectives. Your telework agreements are most effective if they can include such an outcomes-based approach to assessing performance, communication protocols to ensure effective communication between telework employees and their colleagues in the office, and ways to manage any risks associated with WHS, information management and security. The agreement might also include measures you have taken to ensure the telework arrangement effectively manages work-life balance from both the employer and employee viewpoint, and address any concerns about social isolation from colleagues or negative perceptions of the impact of telework on career advancement.

Tool 12: Creating a telework agreement will assist you to address the issues that need to be included in your telework agreement, including examples of a model telework agreement that is used in both the private and public sector.

Part B

The Telework Implementation Toolkit



This Toolkit contains tools for each of the major phases of the implementation of telework in your organisation, including starting with a trial in one part of your organisation if you are a large enterprise

Planning and assessing your readiness to implement telework

Tool 1: Assessing organisation cultural readiness to telework

Tool 2: Making the business case for telework in your organisation

Tool 3: Assessing types of telework arrangements

Tool 4: Assessing technology and ICT security to support telework

Implementing telework

Tool 5: Establishing a performance system based on tasks and outcomes

Tool 6: Manager self-assessment for managing telework

Tool 7: Employee self-assessment for suitability to telework

Tool 8: Making a proposal to telework

Tool 9: Assessing a telework request

Tool 10: Assessing a remote telework environment

Tool 11: Communication protocols for telework

Tool 12: Creating a telework agreement

Tool 13: Managing work-life balance and social interaction

Tool 14: Establishing a telework training program for managers and employees

Tool 15: Reviewing the telework arrangement

Selection chart for use of telework tools

The following chart shows the target audience for each tool. However, managers need to be familiar with all the tools and employees may find it valuable to understand the management perspective.

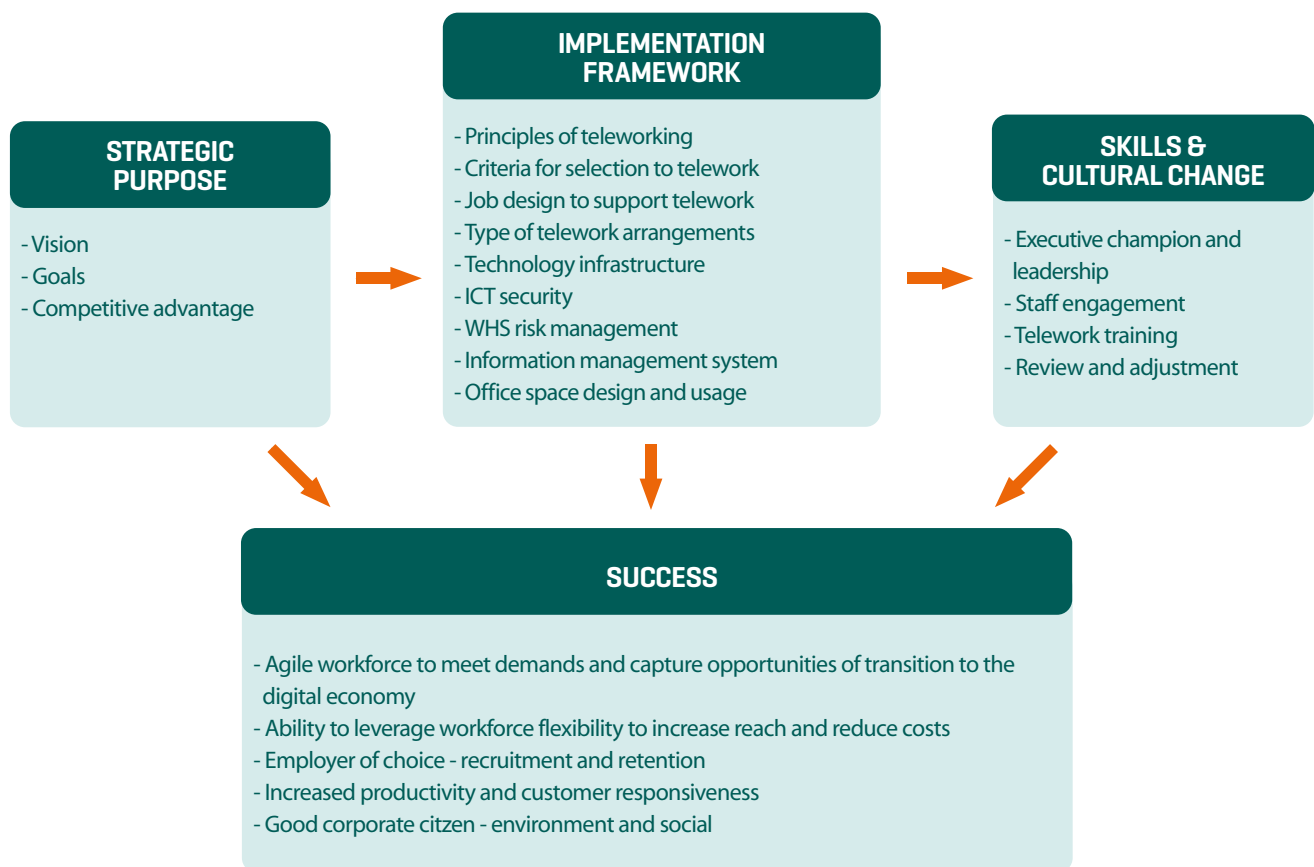
#	Tool	Managers	Employees	Page
1	Assessing organisation cultural readiness to telework	X	X	34
2	Making a business case for telework	X		37
3	Assessing type of telework arrangement	X	X	38
4	Assessing technology and ICT security to support telework	X	X	41
5	Establishing a task planning and outcomes-based performance measurement system	X	X	43
6	Manager self-assessment on managing telework	X		44
7	Employee self-assessment for suitability to telework		X	46
8	Making a proposal to telework		X	51
9	Assessing of a telework request	X	X	53
10	Assessing a remote telework environment		X	54
11	Communication tools and protocols for telework	X	X	59
12	Creating a telework agreement	X	X	60
13	Managing work-life balance and social interaction	X	X	65
14	Establishing a telework training program for managers and employees	X	X	67
15	Reviewing the telework arrangement	X	X	66

Tool 1: Assessing organisation cultural readiness to telework

The following diagram provides you with a simplified map of the steps in the process of linking telework implementation to your organisation's strategic purpose, implementation infrastructure and the cultural change and skills training needed to achieve success.

Figure 10 : Process for successfully implementing telework in your organisation

IMPLEMENTING TELEWORK IN YOUR ORGANIZATION



In order to assess your organisation's cultural readiness to implement telework as part of your flexible workplace practices and aligned to your corporate strategy, consider the following questions:

1. How is telework, as part of a flexible workplace strategy, aligned with your organisation's strategic purpose (value proposition) as it faces the challenges of the evolving digital economy?
2. Is there senior executive support for the implementation of telework to drive the required cultural business process change across the organisation?
3. Do you have the right mindset in your organisation to take full advantage of the digital economy and its opportunities for flexible workplace practices? Rather than fitting telework into existing, established and pre-digital economy frameworks and work roles, and thinking about how performance should be measured, the mindset required is one that recognises that the 'game' has fundamentally changed.
4. Are you able to use the implementation of telework into your workplace practices to drive organisational innovation and cultural change? Who do you need to enrol to support and drive this process?

5. Are you able to outline clearly how telework is part of your organisation's core values, such as a commitment to flexible work practices, trust-based relationships with employees based on agreed outcomes, social inclusion and diversity, and innovative use of technology to support collaboration and team work?
6. Do you have a trust-based culture that focuses on self-managed output and performance against agreed tasks rather than visual supervision of employees at their desk?
7. Have you incorporated telework into your employees' job descriptions and linked this to your recruitment processes, including highlighting required skills and capabilities?
10. How will you ensure that line managers feel confident to incorporate telework in the way they manage their teams?
11. If you do not already allow some form of working from home or other remote locations in your organisation, are you willing to undertake a trial to find out the most appropriate solutions for your organisation? For detailed advice, see the NSW RTA Teleworking Manual, 2009.⁴⁰

'In a better working world trust increases, so capital flows smoothly and investors make informed decisions. Businesses grow sustainably, employment rises, consumers spend and governments invest in their citizens.'³⁹

'We undertook a trial in 2010, allowing both our full and part-time employees in the Adelaide Branch to telework, as part of our flexible working strategy and in order to also achieve property efficiencies. Canon is now extending the telework option to its employees in all locations in Australia. We will also conduct regular employee satisfaction surveys with our remote workers.'⁴¹

8. How will you ensure the successful integration of IT, HR, and Information Management to support the implementation of telework?
 - a). Is the CEO/Senior executive actively championing the inclusion of telework in your flexible workplace arrangements as a key organisational strategy?
 - b). What explicit goals, targets and timeframes have you established for this integration?
9. Are you ready to make the appropriate investment in technology infrastructure and innovative use of collaborative technologies to ensure employees working regularly from a remote environment have seamless, constant connectivity to their colleagues?

The following outcomes map is a graphical technique that helps represent how benefits for an investment will be realised. It is the key starting point in understanding implementation of telework in a large organisation. The Map represents the sequence of business outcomes and should be read from right to left.

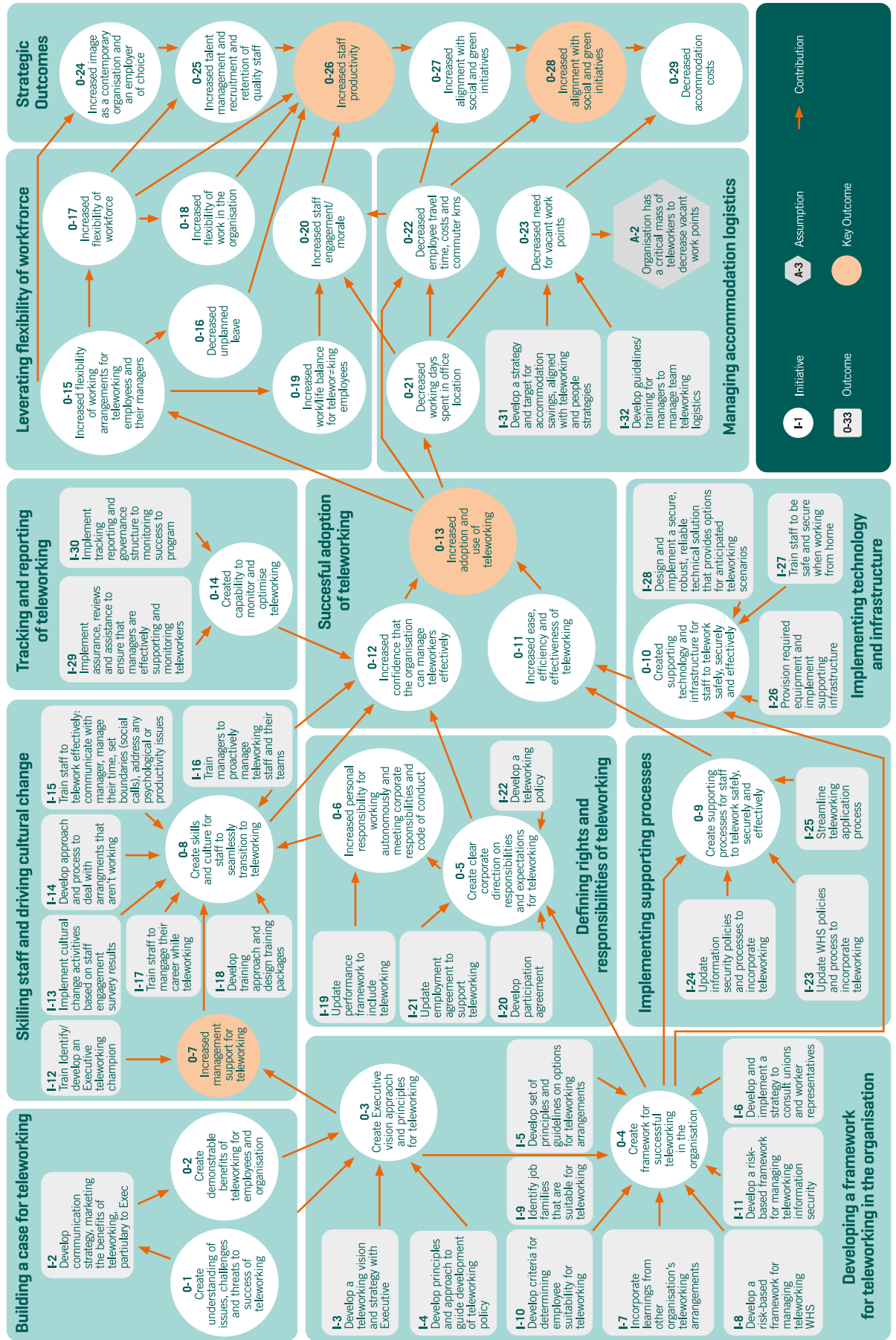
39. Mark Weinberger, Chairman and CEO of Ernest and Young

40. NSW RTA Teleworking Manual, May 2009, op.cit

41. Taz Nakamasu, Managing Director Canon Australia

OUTCOMES MAP FOR TELEWORKING

Figure 11 : Implementing telework in a large organisation



Tool 2: Making the business case for telework in your organisation

The Return on Investment (ROI) Tool, developed by Deloitte Access Economics and provided on www.telework.gov.au, will enable you to make the business case for telework.

The ROI tool is designed to calculate the potential savings a company could make by implementing a telework program. Although it is aimed at medium to large employers, any individual or business can use it to model the potential impact of telework on a business or organisation.

By supplying information about your business or organisation, it will model the potential return on investment in telework for your organisation. At the end you will have a business case for telework, tailored to your organisation, which shows the benefits, challenges, costs and potential savings to implementing telework.



There are three options:

1. A detailed analysis based on data that you provide
2. A quick calculator for employers that estimates how much telework might save your business or organisation
3. A quick calculator for employees and individuals that estimates how much telework might benefit you as an employee.

The type of information you will need to submit about your business in order to calculate the cost and savings might include:

- general information including metrics about the human resources of your organisation
- office space including size, rental costs etc.
- parking provisions for staff and associated costs
- utility expenses including gas, water and electricity; staff turnover and recruitment costs
- ICT and arrangements for remote access to office systems.

Further advice on using the ROI tool is provided on www.telework.gov.au under 'Frequently asked questions'.

Tool 3: Assessing types of telework arrangements

Different types of telework arrangements suit different organisations and employees. You need to establish policy guidelines about the type and duration of telework that best suits your organisation in terms of your organisation's strategic purpose, types of employees and their circumstances, roles and responsibilities.

Industrial Relations

Ensure that your telework policies and procedures are consistent with the relevant industrial relationships framework and your organisation's enterprise agreement and that you have consulted any relevant unions or representative employee organisations.

Physical Arrangements

Activity-based work (ABW) office design

If you are seeking to use telework to reduce the real estate costs of your main office through hot-desking to accommodate only 70-80% of your employees at any one time, you might consider transitioning to an ABW organisation. In order to ensure the success of an ABW set up where staff do not have a dedicated desk or office you need to implement a cultural change process whereby staff experience this as an improvement in their work experience in the office, rather than reduction in working conditions through loss of a dedicated personal office space.

'ABW is characterised by a dynamic, stimulating environment offering a range of functional spaces and settings aligned to the tasks individuals and groups undertake. ABW workplaces are mobile offices enabled by technology.'⁴²

Home-based telework office

If your telework employees are going to work from their home, consider what arrangements you will expect in order for them to meet WHS requirements, ICT security, and provide a productive and effective work environment at home with one of the following options:

- A dedicated room/ building as a home office that is lockable from other members of the house
- A dedicated room that is used as a home office during telework hours, and where paper-based documents and computer files can be secured
- A dedicated space within the house that is set aside for telework, but not necessarily in a separate room.

Telework hub in a Smart Work Centre

If you are seeking to combine telework as part of your flexible workplace arrangements with a decentralisation strategy that gives your organisation regional presence, consider the potential for desk spaces in a branded telework hub in a regionally based Smart Work Centre. This arrangement might also suit the needs of employees with long commutes to work but who do not have the appropriate circumstances in their home environment to set up a home office, or who are concerned about social isolation and work-life balance management within a home environment. Securing telework hub space in a Smart Work Centre will require you to enter into tenancy arrangements with Smart Work Centre operators.

Figure 12 : Co-located functions in a smart work centre



Job design and recruitment

You can reduce tension regarding eligibility for telework by establishing clear guidelines for the types of roles/positions/tasks that are considered 'teleworkable'. Remember that as more and more services in business and government are delivered online, employees delivering those services are able to work online, including teleworking from a remote location.

- How will you determine what tasks are teleworkable and what tasks are not? For example, what tasks require the following:
 - daily face-to-face personal contact
 - hands-on operation of equipment, vehicles, or other on-site assets
 - direct handling of secure materials that can't be handled remotely
 - activities dependent on physical presence.
- Can these tasks be combined with other tasks that are teleworkable to enable more of your employees to be able to telework some of the time?

- What tasks previously requiring physical presence are being transformed by online delivery, whereby employees can also undertake the tasks online, such as:
 - online retail – taking orders, answering inquiries and administration
 - online health – nurses, doctors and other health professionals providing telehealth services
 - online education and training – educators developing and delivering online education and training services
 - e-Government – transforming the delivery of all three levels of government services and engagement through the Digital First program.

Once jobs have been designed to include telework, you need to ensure that this is linked to your recruitment process.

All jobs need to be well designed, especially those for telework arrangements. Use this checklist to see how well the job has been designed for telework.

-
- The tasks and expected performance are able to be performed online from a remote location, including a home office or a telework hub in a Smart Work Centre.
-
- The communication protocols allow for interaction with manager and peers (especially for teleworkers) - See Tool 12
-
- The telework arrangement allows for training and development to be undertaken in addition to the job tasks.
-
- Teleworkers are able to participate in team work.
-
- Teleworkable jobs comprise a range of duties requiring a variety of skills which are appropriate to the employee's classification.
-
- Employees are involved as part of the job design process.
-

Eligibility for telework

How will you ensure that the selection process for determining whether staff are suitable to be considered for telework when their job is considered 'teleworkable', is clear and transparent? Such considerations might include:

- a) proven ability to self-manage time and tasks against expected outcomes
- b) willingness to undertake required training
- c) if teleworking from a home office, ability to handle basic IT set up and operations
- d) ability to communicate well using technology (telephone, email, videoconferencing, social media) and/or willingness to learn.

See Tool 9: Assessing a telework request

Tool 4: Assessing technology and ICT to support telework

The Commonwealth Government, through the Australian Government Information Management Office (AGIMO) provides a range of advice for Commonwealth government agencies and private organisations, through Better Practice checklists.

The following essential advice is drawn from the Better Practice Checklist: ICT Support for Telework:

<http://www.finance.gov.au/agimo-archive/better-practice-checklists/docs/BPC21.pdf>

1. Have you linked technology solutions to your strategic purpose?

- Ensure that business drivers underpin your choice of existing and emerging technologies to support telework as part of your flexible work practices

2. Have you linked technology solutions to the needs of different types of teleworking?

- Consider the needs of different types of teleworkers:
 - a. Mobile employees, including managers who work in multiple locations using laptops or tablets as their primary device
 - b. *Hybrid teleworkers* who spend part of their time working from a secure remote location, such as a home office and part of their time in the office. Organisations may wish to supply these employees with a single, portable device to use in both locations to avoid synchronisation problems and reduce costs
 - c. *Full-time teleworkers* who work remotely from a fixed location, where there might be little need for portability of equipment
 - d. *Employees who use assistive technologies* such as screen readers and voice activation software
 - e. *Day extenders and casual teleworkers*, including senior executives who may have a 24/7 expectation of technical support

- It's important to keep in mind that collaboration is a cross-organisation capability that needs to be applied to the teleworker *and* extended to everyone in his or her community of interest. When one person in a team is teleworking, everyone in the team is required to shift their workplace practices to incorporate team members who are working remotely.

3. Have you identified how to seek reputable technical advice on different approaches and solutions from solutions providers?

- Section 2 of Part A of the Telework Kit provides an overview of the range of approaches and solutions that need to be considered, and for which you might need to seek professional technical advice from solutions providers. These include technologies that address:
 - a. Connectivity technologies for enablement, including broadband, secure access, applications, computing mobility and office WiFi
 - b. Collaboration technologies for productivity and effectiveness, including voice and conferencing, video conferencing, presence, messaging and sharing and knowledge tools
 - c. Make use of Cloud Services, by which organisations outsource their application and underlying computing needs to service providers who provide service and support on a price-per-month basis (Software as a Service), allowing a web browser and from any device of their choice with an Internet connection
 - d. Remote workplace environment, including furniture, incidentals, installation and onboarding, technical support and change leadership programs to integrate telework into organisational culture
- Technology to support teleworking is evolving rapidly, driven by a wide availability of increasingly well-priced broadband and developments in mobile/wireless technologies married to increasingly mature systems to take advantage of these technologies

- At one end of the spectrum, video and audio conferencing tools provide a much richer and often a more efficient communication experience than email. On the other hand, such tools may not be effective where employees need to constantly communicate or collaborate over longer period around an activity – in these situations, instant messaging, micro-blogging, or wiki-based platforms may provide a better solution. Business process specific tools, such as a task management, workflow or ticketing systems, can also play role. In most cases a combination of tools will be required
- Consider both security and bandwidth issues when looking at the functionality to be provided by different communications technologies
- Base equipment choice on user requirements and desired levels of seamless connectivity
- Consider limiting the range of different devices to be used for telework in order to limit support costs

4. Have you considered security issues and taken appropriate action to address these?

- Establish the security classification rating you require of your network and balance this against the business need for telework solutions
- Be aware of potential security issues if teleworkers are able to store your organisation's commercial information on their own devices
- Make use of available resources to develop your solutions by contacting reputable solutions providers.

Tool 5: Establishing a performance system based on tasks and outcomes

To successfully manage staff who are teleworking, you need to establish an outcomes-based performance management system that enables you to track the success of your staff according to agreed outcomes, rather than relying on time spent at the desk under your visual supervision.

Implementing telework as part of your flexible workplace arrangements provides the incentive to transition your entire management style to outcomes-based performance management. One such system that is widely used is known as ROWE (Results-Only Work Environment)

Figure 1: Relationships that underpin the ROWE system of outcomes-based performance management



Outcomes-based performance means managing for results based on agreed priorities, tasks and outcomes. It involves the following steps at the macro-organisational level and at the level of the team. This tool looks at the level of the team.

Step 1 — Ensure that you adopt appropriate change-management strategies, including communication and consultation about a change to a task-and-outcomes-based performance system, if this approach is new to your organisation.

Step 2 — Outline your team's purpose (mission) and the key objectives, activities and outputs required to help achieve your organisation's strategic purpose and priorities leading to outcomes.

Step 3 — In consultation with your team, break this outline down into an annual set of objectives and outcomes, then into target outcomes and the activities required to reach these outcomes according to your planning framework.

Step 4 — Break down the roles of your staff down into tasks and activities that are designed to achieve these outcomes within agreed time frames. You may need to develop new position descriptions for roles which now include a telework component. This should assist with recruiting employees suited to the role specifications

Step 5 — Develop a set of key performance indicators for each of your staff that will measure the success of reaching these outcomes within an agreed time frame.

Step 6 — Translate these outcomes-based goals so that you and your staff can track their performance, and be sure to adjust expected outcomes according to any contingencies. In a performance-based work culture, results are fluid and flexible.

Step 7 — If your organisation is involved in meeting 24/7 demands, ensure a proper work-life balance for your staff by establishing clear expectations around productivity and time management, in line with your industrial relations obligations. If you expect your employees to be available to meet customer requirements after hours or to attend online meetings with global teams in different time zones, then establish clear guidelines about the employee's core hours for availability to the local team, and agree arrangements to compensate for after-hours work.

Step 8 — Remember that your role as a manager is to assist employees when they get stuck and guide them if they may be going off course. Remove obstacles that block performance, and act as a coach and support mechanism for employees to work toward achieving the measurable results you have both agreed upon.

Tool 6: Manager self-assessment for managing teleworkers

Ask yourself the following questions in order to ensure you are prepared for requests for telework arrangements from your staff. This self-assessment will help you identify your strengths as a manager, and where you need to work on setting expectations for your team. When you and your team have a shared understanding of policy and processes, you are less likely to encounter issues when reviewing your organisation's telework arrangements.

1.	I am familiar with my organisation's policies, procedures and enterprise agreements regarding telework options within flexible workplace practices.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – ask your HR people
2.	I am aware of employee legal entitlements (e.g. Fair Work Act 2009, Equal Opportunity Act 2010) to request flexible working arrangements, and know where to obtain more advice if needed.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – ask your HR people
3.	I understand the strategic purpose of telework options and the benefits to both my organisation and employees.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – refer to Section 1 of this kit for types of telework arrangements
4.	I understand the planning, decision-making and review processes involved in considering telework arrangements and have communicated these to all my team members.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – ask your HR people
5.	I understand the procedure for establishing a telework agreement with members of my team who telework.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – ask your HR people
6.	I am confident and competent in managing my team members' performance based on agreed task outcomes, particularly giving and receiving feedback and setting performance objectives.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – see Tool 6 or ask your HR people
7.	I have a good understanding of my team members' ability to self-manage task outcomes while teleworking and have established clear criteria for eligibility to be considered for telework.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – if in doubt ask your HR people
8.	I am confident in making decisions that are fair and transparent, and am able to explain my reasoning to colleagues.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – make this your development activity
9.	I understand the importance of work-life balance and social connectivity and encourage this among team members, including employees who telework.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – see Tool 14 in this kit
10.	I encourage my team members, including teleworking employees, to participate in work planning and organisational decisions.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – add this to your next team meeting agenda
11.	I am open to suggestions for creative and flexible ways of teleworking that achieve business results.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – review the benefits of telework arrangements in Section 1 of this kit
12.	I periodically review staffing arrangements and identify which telework arrangements are still effective for employees and organisational requirements. I am comfortable with asking team members to review arrangements, expand successful practices, and involve them to identify other potential options.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – build this into your performance review system. See Tool 6 of this kit
13.	I am competent at designing jobs that accommodate telework arrangements.	<input type="checkbox"/> Yes	<input type="checkbox"/> No – seek advice from your HR people

Teleworker management tips

- Document all the arrangements for managing your telework employees in your Telework Agreement, and in any other relevant correspondence with employees or senior executives.
- Model working effectively with teleworking employees, including, if possible, doing telework yourself. Your team members will notice if you ‘walk the talk’.
- Given you have set clear performance objectives for your team members, trust and empower teleworking staff to organise their work to meet business needs.
- Agree expectations for availability during core hours of work, communication (both ways) and notification of absences.
- Ensure individuals’ performance plans are updated to reflect telework agreements.
 - Check in REGULARLY with individual team members to ensure arrangements are going to plan:
 - their telework arrangement allows for interaction with manager and peers (especially for teleworkers)
 - their telework arrangement allows for learning and development in addition to job tasks
 - the range and nature of their duties are appropriate to their level and telework arrangement
 - their workload is manageable against work-life balance requirements
 - they are satisfied with their telework arrangement in terms of social interaction.
- Use team meetings as an opportunity to recognise the success of arrangements, particularly the impact on team effectiveness and productivity. Refer to notes from team planning discussions if appropriate.
- Take review action if there are warning signs that arrangements are not working as intended (e.g. there are breakdowns in trust and/or communications and/or supporting technology which is starting to impose on work-life balance).
- Ensure business requirements are being met. Collect evidence of success or areas for improvement as appropriate. You can use this when formally reviewing the arrangements or conducting performance reviews with team members.

Tool 7: Employee self-assessment for suitability for telework

Things to consider

1. Is your role suitable for telework?

- Telework is suitable when you don't need to be in the office to do all or part of your job.
- If your job or specific tasks enable you to: have control over the pace you work at; have clearly defined goals and milestones; you have the equipment or services necessary to telework; and you need to concentrate with minimal distractions, then your job or particular tasks may be suitable for telework.
- Examples of roles or tasks that might be suitable for telework include professional knowledge work, policy, design accounting, bookkeeping, writing, sales, data entry, typing or dictation, call centre functions and more. As more and more services in retail, education, health, government and professional services are delivered on line, more people providing these services can work online as teleworkers.

2. Are you suited to working from home?

- Working from home has many benefits—you can save time and money by dropping the daily commute, improve your work/life balance with greater flexibility to juggle work, family and caring responsibilities, and reduce your carbon footprint.
- Despite the benefits, some people find working from home isolating as they don't have people sitting next to them to bounce ideas off and chat to.
- However, you can still interact with colleagues at work from home via email, webcam, instant messaging and phone calls.

3. Do you have all the equipment, software and services you need to work from home?

- Telework doesn't mean you need to invest in expensive IT infrastructure—in most cases a computer and internet access is all you will need.
- Talk to your manager about whether any additional equipment, software and services will be required and whether your employer will provide them for you.
- If you do receive new equipment or software, or need to learn a new skill such as teleconferencing, make sure you've received sufficient training before you start working from home.

4. Do you have a dedicated space at home to work from?

- Setting up an office space at home can help you stay focused and productive. Most people won't need large budgets or high-tech solutions to work from home, but you do need to be realistic when thinking through what equipment or services you will need to telework successfully.
- Remember to consider Work Health and Safety guidelines when setting up your home office.
 - See tool 10, page 56

5. Are you aware of your safety obligations while working from home?

- Your employer is required to ensure, as far as is reasonably practicable, that your home office space is safe and secure. You should understand your employers' expectations of how to make your home office a safe and healthy place to work.
- Employee safety covers a range of issues from smoke alarms and emergency procedures, through to the maintenance of equipment, workspace set-up, and healthy conditions. You need to understand your employer's expectations of how to make your home office a safe and healthy place to work
- Your employer may organise a Work Health and Safety (WHS) assessment for your home office, or they may ask you to fill in a WHS self-assessment checklist. Whichever is the case, it's a good idea to satisfy yourself that your home work space is safe.

6. Do you need to consider the security of documents or information?

- If you work with private records or commercially sensitive information, make sure you know how to keep this information secure, whether it comprises physical documents or digital information.
- Your employer will probably have guidelines or rules about this, but if not, then talk to your employer and agree on a suitable approach.

7. Do you have a schedule for your telework days?

- Before you commit to telework, think about what tasks you do well on your own and what proportion of your working week you'd like to be in the office to interact with colleagues and clients.
- You'll need to balance your personal commitments with the need to be available to clients, colleagues, and managers. Keep in mind whether there are any regular meetings you need to attend.
- Try and plan your telework hours or days when you'll have minimal interruptions – while some interruptions and breaks are normal and healthy, too many can prevent you from being productive.
- If you're a parent, telework can increase your ability to work and look after your children, as you can structure your work day around school runs and other family obligations. However, a regular telework agreement should not be seen as an alternative to childcare.

Teleworker self-assessment worksheet

This worksheet will help you assess your suitability to undertake telework as part of your flexible workplace arrangements.

What kind of telework arrangements best suits your needs: working from home, being able to work with a mobile device when out and about and/or working from a remote location such as a dedicated telework hub in a Smart Work Centre at a location near where you live? How many days per week do you wish to be able to telework?

What are the requirements of your job? (e.g hours, deadlines, face-to-face time, technology, client needs)
Which of these are compatible with telework arrangements? Which are not?

What is your preferred style of working? (e.g working without supervision, focused and disciplined, able to communicate with your colleagues virtually via email, phone and other collaborative tools) Which of these are compatible with telework arrangements? Which are not?

What are your expectations from your telework arrangement in terms of work-life balance, interaction with colleagues, career opportunities, access to learning and development opportunities?

Which of these options will meet your work-life needs when teleworking? (select one or more)

- | | |
|---|---|
| <input type="checkbox"/> fulltime/ part time work | <input type="checkbox"/> 1, 2 or 3 days telework combined with time at the office |
| <input type="checkbox"/> full time telework | <input type="checkbox"/> work from home/other location |
| <input type="checkbox"/> other (specify: _____) | |

Are you familiar with the following?

- your work unit's goals and strategic responsibilities
- your organisation's policies on telework arrangements
- the decision-making process for approving telework arrangements

What support (management, physical and/or IT infrastructure) do you need in order to undertake telework arrangements?

What is the likely impact of the proposed arrangements on others (e.g. colleagues, manager, clients)?

What is the likely financial impact of the proposed arrangements (e.g. on self, on the organisation)?

What are you willing to do to ensure success of your telework arrangements?

What are your other options if your request is declined?

Are you ready to discuss your request with your manager?

- no yes – see tips below and complete the proposal form (Tool 9: making a proposal to telework)

Tips for discussing your proposal with your manager

- Ask for a meeting time that is convenient.
- Be realistic and clear about what you are requesting of your employer.
- Be prepared – bring any notes you'd like to talk to and be ready to document what you've agreed at the meeting.
- If you are unsure about your proposal, seek out a trusted colleague to discuss the issues with beforehand.
- Be professional and calm and make it clear you are committed to making the arrangement work for all parties.

Further information

There is a wealth of information and resources about telework and how to telework effectively on the internet. Below are a few links to get you started.

Roles suitable for telework

- Queensland Government: [Telecommuting - What positions can be performed?](#)
- Telework Exchange: [Telework eligibility gizmo](#)
- WAHM.com: [Eight types of jobs suited for working remotely](#)
- Home with the Kids: [What kinds of jobs are good for telecommuting?](#)
- TeleworkTools.org: [Who should commute? What will they do?](#)

Telework tips

- Your Office Coach: [Telecommuting tips – how to make remote relationships work](#)
- Home with the Kids: [Your telecommuting proposal](#)
- Working from home guide: [Things to think about when creating a home office \(infographic\)](#)
- Drive less. Save more: [Telecommuting tips: Setting up a home office](#)

Safety obligations

- Dynamic Business: [Expert tips for making sure your home workers are safe](#)

Letting colleagues know when you're 'at work' example

- Using Google chat: [Changing your status and Who can see when I'm online?](#)
- Microsoft Office: [Presence survival guide](#)

Tool 8: Making a proposal to telework

Employee name: _____

1. Describe your proposed telework arrangement (include expected duration and work days/times)

2. Reason for proposed telework arrangement

3. How will your proposal contribute to meeting work unit goals? What are the benefits to the work unit? What are the risks to the work unit?

4. Who and what will be affected? How?

5. What are the potential costs, financial or otherwise? (e.g. equipment, insurance, professional development)

6. What are your suggestions to maximise the value of the arrangement and minimise any problems? (e.g. communications, continuity of work delivery, roles and responsibilities) What are the measures of success?

Signature: _____ Date: _____

Complete one of the following:

- Arrangement approved. Review in ____ months with reference to measures of success listed in item 6 above.
- Trial of proposed working arrangements approved for ____ months with reference to measures of success listed in item 6 above.
- Proposed working arrangements cannot be approved because:

Manager's signature: _____ Date: _____

Executive's signature: _____ Date: _____

Copy of proposal to be attached to employee's personal file.

Tool 9: Assessing a telework request

Recommended for managers

Decision-making criteria	Notes
<input type="checkbox"/> Are there legal compliance issues? ⁴³	
<input type="checkbox"/> Is the proposal consistent with work unit/team responsibilities?	
<input type="checkbox"/> What effect will it have on service delivery and clients (internal/external)?	
<input type="checkbox"/> Is it practical? <ul style="list-style-type: none"> – Can responsibilities and any need for face-to-face contact be adapted to proposed hours of telework? – How will interaction with manager and colleagues be managed? – What learning and development can be completed under the proposed arrangement? – What will be the proposed participation in team meetings? – What will be the effect on communications? 	
<input type="checkbox"/> What effect will it have on the employee's work-life balance, health and wellbeing?	
<input type="checkbox"/> How will the arrangement affect the teleworker's colleagues and what training will they need?	
<input type="checkbox"/> What is the financial impact of the telework request?	
<input type="checkbox"/> What are the potential risks and how will they be managed?	
<input type="checkbox"/> What are the consequences if the proposal is rejected?	

Next step (tick one of the following):

- Approve** – complete approval section of proposal form
- Decline** – discuss with staff member and provide details of grounds for refusal, record on proposal form
- Insufficient information** – identify gaps in proposal and seek further information

⁴³. Refer Part A section 3.3

Tool 10: Assessing a remote telework environment⁴⁴

Consider whether the control measures that you already use in your central workplace can be used in the telework location:

- Identify the risks associated with the work and telework location.
- Identify *how* these risks can be eliminated or minimised.
- Develop a way to implement, verify and monitor the risk control measures.
- Maintain employee involvement in WHS consultation.

You can access various sources of legislation and information on telework, office work and WHS risk management from the websites listed below.

Comcare: *Virtual Office and Officewise – A guide to health and safety in the office*

WorkCover New South Wales: *Working from home guide*

Safe Work Australia: *Model Code of Practice: Managing the work environment and facilities*

WorkSafe Victoria: *Officewise – A guide to health and safety in the office*

Worksafe WA: *Checklists for inspecting the workplace*

More advice can be sought from your industry association or business adviser about the particular circumstances that apply to your organisation. You can also contact the WHS regulator in your state or territory.

Guidance on risk management can be found in the internationally recognised Standard AS/NZS *ISO 31000:2009: Risk Management – Principles and guidelines*

44. <http://workpro.com.au/public/ebook-remote-isolated-work/thankyou.php>

Home workstation checklist

The following WHS checklist is an example of a self-assessment tool for prospective teleworkers to inform discussion with managers on the WHS compliance of the teleworker's remote work set-up.

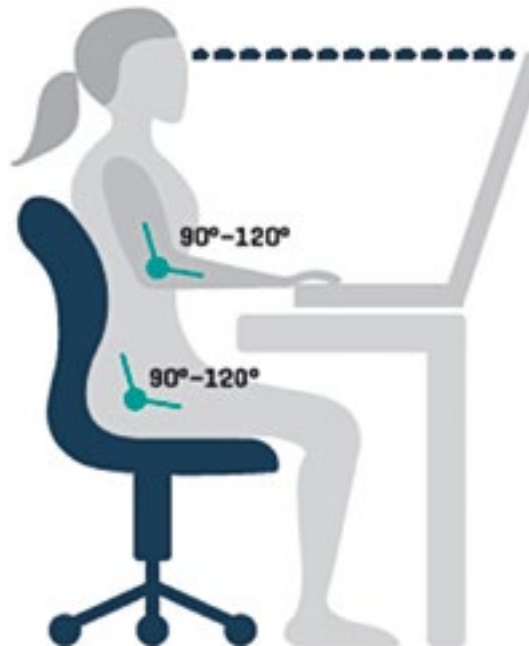


Figure A: Correct workstation set up

Workstation [Desk]:	Yes	No
680 mm-720 mm above floor?		
Minimum 1500 mm in width?		
Minimum 700 mm deep?		
Is there appropriate leg clearance under the desk?		
Is the desk height adjustable?		
If yes , can you adjust the desk so your forearms are horizontal or slightly angled downwards when placed on your keyboard?		
If No , can you adjust your chair height so that your forearms are horizontal or slightly angled downwards when placed on your keyboard?		
Are all often-used items within easy reach?		
Are the phone and mouse on opposite sides of your keyboard to encourage use of both arms?		

Chair:	Yes	No
Is it comfortable?		
Is it adjustable?		
Does it swivel?		
Does it have five wheels?		
Does it sit on a carpeted floor surface?		
Is the seat pan depth 330 mm-440 mm?		
Is there a 2 – 3 finger gap between the end of your seat and the back of your knees?		
Can you get close enough to the workstation without impediment?		
Is the backrest adjusted to support your lower back? (See Figure A)		
Is the backrest of the chair in an upright position providing good alignment for your head and neck? (See Figure A)		
Can you adjust the chair height so that your thighs are horizontal and lower legs approximately vertical with your feet flat on the floor? (See Figure A)		
Note: If you have had to adjust your chair height as you are unable to adjust your desk a foot rest can be used if required to ensure your feet are appropriately supported.		
Do your feet sit comfortably on the floor or do require a foot rest? (see attached image)		

Laptop:	Yes	No
Do you use a laptop?		
If yes: Is the laptop raised on a stand?		
Are you utilising a separate keyboard with your laptop?		
Are you using a separate mouse?		
Do you utilise this equipment when working away from the workstation?		

Monitor:

Yes

No

Is the viewing distance to the monitor comfortable and approximately an arm's length away?

Is the top of the monitor about equal with your eye level?

Is the monitor positioned to ensure it is not affected by glare or reflections?

Telephone Operations:

Yes

No

Is the telephone placed within easy reach?

Do you require a headset due to regular telephone communications being required?

Workstation Equipment:

Yes

No

Keyboard

Is the keyboard in a central position?

Is it within a relaxed and easy reach distance?

Are the keyboard feet adjusted so that the keyboard is as flat as possible to encourage a neutral wrist position when typing?

Document Holder

Do you refer to paper documents regularly as part of your regular tasks?

Do you have a document holder?

If yes: Is the document holder in an appropriate position?

Mouse

Is it within easy reach?

Is it adjacent to the keyboard?

Environment:

Yes

No

Is the light in the work area suitable for the work performed?

Is there glare or shadow on the work surface?

Is there any distracting noise near your work area?

Is the room able to be maintained at a comfortable temperature?

Is the work area of sufficient size to undertake the duties?

Is the area free from slip/trip hazards?

Electrical Safety:

Yes

No

Is all electrical equipment free from obvious external damage?

Are there a sufficient number of power points to avoid overloading?

Are the cords, plugs and outlet sockets in a safe condition?

Office Storage

Yes

No

Is the storage area for documents and other items adequate?

Emergency procedures:

Yes

No

Are all exits clear?

Are smoke alarms present and in working order?

Is first aid equipment readily available?

Tool 11: Communication protocols for telework

Communication and collaboration is critical to the success of telework.

1. Have you established appropriate communication protocols in your telework agreement to ensure effective communication between your teleworking staff and their supervisor and with other team colleagues who are not teleworking, in order to support teamwork? For example:

- daily check-in with supervisor when teleworking
- daily communication with team colleagues when teleworking
- scheduled face-to face time in the office with colleagues.

Harvard Business Review advises⁴⁵ ‘When interacting with colleagues who work remotely, even the simplest gesture can be misinterpreted in the absence of the usual visual cues’. They suggest three ways to make sure you’re understood when you’re not communicating face-to-face:

- **Picture your colleague.** When emailing or calling him/her, try to imagine your co-worker at their desk listening to you. This visualisation will increase your empathy and improve your chances of clearly saying what you mean.
- **Spell things out.** Don’t just say, “Circle back with me,” for example. Be clear about follow up. Do you expect a phone call or an email? When?
- **Respond promptly.** When you don’t reply right away to an email or voicemail, you leave the person wondering whether you value the relationship or not. Answer quickly, even just to say you’ll send a more complete answer later.

2. Is this communication protocol supported by adequate technology infrastructure- for both face-to-face communication and virtual communication - to maintain a collaborative team-based culture that incorporates both physical and virtual participation?

- email and other text-based communication, such as smart chat
- telephone conferencing and communication
- videoconferencing
- other use of social media to promote collaboration.

3. Have you identified and made provision to provide training and coaching in the use of new ICT collaborative tools that support remote collaboration for both teleworking staff and those in the office?

Tool 12: Creating a telework agreement

The agreement should cover (but not be limited to) the following elements:

- The type of work that will be undertaken while teleworking
- What days/times the employee will telework (this also means you can establish when they can be contacted—you don't want to be calling them 'out of hours')
- The approval process that will be used to assess the Work, Health and Safety and ICT security arrangements for the employee's telework location
- When and how often the employee is expected to come in to your main office location or place of work
- What reporting is required (e.g. do you want your employee to provide a progress update at the end of each day or week? Should they call the office at least once a day?)
- How the teleworker will be expected to maintain communication with other team members, and how the team members are expected to maintain communication with the teleworker. Adopt the principle that when one person in a team teleworks, everyone in that team also is involved in telework
- How task performance when teleworking will be assessed
- The period of time the agreement will cover
- How will the telework agreement be reviewed and what the basis will be for withdrawing approval to an employee to telework.

Telework from home office agreement example

Section 1: Employee to complete:

Name: _____

Division: _____

Branch/Section: _____

Enter proposed period of the Telework Agreement

Start Date:

End Date:

Hours to be worked at home-based worksite:

Day	Time from	Time to	Time from	Time to	Total hours
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					

Home based work site details:

Street address

Suburb

State

Telephone numbers

Home email address

Emergency contact details: (to be used in case of emergency or if employee cannot be contacted)

Name

Telephone numbers

Relationship to employee

Signature: _____

Name: _____

Title: _____

Date: _____

Section 2: Supervisor to complete:

I recommend/do not recommend this application to include telework as part of their workplace arrangements.
I confirm that I will undertake my responsibilities as required.

Signature: _____

Name: _____

Title: _____

Date: _____

Section 3: Senior manager to complete:

I approve/do not approve this application for the telework, subject to the employee meeting all departmental requirements.

Signature: _____

Name: _____

Title: _____

Date: _____

Comments (if not approved)

The employee and manager should retain a copy of this document and scan and email to their HR section.
Copies of all completed checklists, security, IT and WHS assessments should be attached to the agreement.

Framework for a Model Telework Agreement in the Australian Public Service

1. Employee Details

2. Principles of the agreement (covering enterprise agreement(s), WHS checks, equipment, etc)

3. Teleworker specific agreement

- Internet connection
- WHS compliance at home worksite
- Period of time to work from home
- Compliance with requirement not to combine home-based telework with carer responsibilities
- Insurance and taxation

4. Teleworker and manager joint agreement

- Period of the agreement
- Home-based telework timetable
- Information security arrangements
- Work and people management considerations
- Communication strategy
 - Contact arrangements
 - With manager
 - With other team members
 - In urgent circumstances
 - Training and development arrangements
 - Other matters
- Work management
 - Work allocation
 - Schedules/milestones/deadlines
 - Objectives/output/outcomes
 - Reporting
 - Duties/tasks
 - Performance management
 - Resources
 - Team participation

5. Manager specific agreements

- Name
- Classification
- Contact details
- Work and people management considerations
 - Role and tasks appropriate to telework
 - Teleworker currently performing at a satisfactory level
 - Satisfaction with WHS arrangements at home worksite
 - Compliance with information security
 - Assessment of teleworker candidates suitability to telework

6. Completing the agreement

- WHS checklist
- Information security review
- Assets register completed
- Agreement signed by manager and teleworker

Tool 13: Managing work-life balance and social interaction

When you telework from home, or a remote location, it is important that you establish boundaries around your professional life, both from demands within your domestic environment, and from your employer. It is not possible to combine telework from home with care and responsibility for pre-school children, but as your children become older, it could be possible to combine telework from home with care for older school-age children, provided that you have an adequate, noise protected space from which you can work and that your children understand that you are 'still at work'.

It is also important that you take advantage of telework to increase your sense of social connectivity to your local neighbourhood, as well as virtually to your colleagues in the office.

Use these approaches to overcome concerns about social isolation associated with telework:

- Combine time spent teleworking from a remote location with time in the office (hybrid telework) so that you are in the office for at least 2 or 3 days each week.
- When working from a remote location where the above is not possible, develop various methods for overcoming any sense of social isolation, with the use of virtual connectivity or other forms of physical connectivity in your locality – such as catching up with friends and colleagues for lunch or after work.
- Explore the possibility of teleworking from a nearby telework hub in a Smart Work Centre, if one is available in your area.

Making telework part of your flexible workplace arrangements can help you develop a proactive policy to encourage diversity in your organisation by using telework to increase workforce participation by those previously disadvantaged by location, disability, and/or carer responsibilities.

Things to consider

Manager

What are your expectations about the availability of your staff to be contacted after normal working hours? Is this built into your telework agreement with them?

If you do require your staff to be contactable after hours, what is the basis of this contact, and what do you offer them in terms of flexible arrangements around normal working hours?

If your staff are required to participate in virtual meetings in time zones other than their own, what arrangements do you have in place to compensate them for this after-hours work?

How will you ensure that your teleworkers maintain a high level of social connectivity to their colleagues for informal knowledge sharing and collaboration? What technology tools can you use to support this?

If your staff have special needs associated with a disability or carer responsibilities, how will you design the job and its performance measurement to take account of this?

Employee

What standard hours does your employee expect you to work as per your telework agreement?

If you are required to be contactable after hours, how will you ensure that this does not intrude excessively on your personal and family life? What arrangements will you seek from your employer to offer your family as compensation?

How will you ensure there is an adequate separation between your domestic situation and your work life when you are teleworking from home? This requires you to pay attention to physical space, noise management and time management.

What flexible arrangements have you made with your employer to allow, for example, the ability for you to drop off and collect your children from school within your working day, so that this does not interfere with your work arrangements with colleagues and clients?

What concerns do you have about social isolation when teleworking? How do you plan to address these concerns? What technology tools can you use to help you overcome any sense of social isolation? How do your communication protocols with your manager and team colleagues help you overcome social isolation?

Tool 14: Establishing a telework training program for managers and employees

Using the tools provided in this Teleworker Toolkit, you can craft a telework training program for both managers and employees that suits your needs. This will vary according to whether you are a large, medium or small organisation and whether you are operating in the profit, not-for-profit or public sector.

Tool	Manager	Tool	Employee
1	Organisational cultural readiness to implement telework, including aligning telework implementation with organisation's strategic purpose.	1	Understanding how telework, as part of flexible workplace practices, fits into your organisation's strategic purpose and factors of success.
1	Designing jobs to enable most roles to be teleworkable, at least some of the time.	1	Understanding the type of tasks that are suitable for telework.
3	Assessing what type(s) of telework fits your organisation and employees best.	3	Understanding different types of telework arrangements and working out what would suit you best.
5	Developing an outcomes-based performance measuring system aligned with tasks.	5	Understanding how to translate your job into performance outcomes and timeline management of tasks.
6	Your personal readiness to manage teleworkers in your team.	7	Your personal readiness to telework – the mindset, skills and capabilities required.
4	Assessing technology to support telework implementation.	4	Using technology to support telework implementation.
9	Assessing a telework request and counselling staff that need to develop further skills and capability in order to qualify for telework.	8	Making a telework proposal.
10	Assessing a remote telework environment of an employee who is teleworking.	10	Ensuring your telework office meets the WHS and other requirements of your employer.
11	Maintaining communication and team collaboration when staff are teleworking.	11	Effectively communicating with your manager and fellow team members when teleworking.
13	Managing work-life balance in your team, including those who telework, with required performance outcomes and timelines.	13	Managing your work-life balance, including when you telework, while ensuring effective work performance against agreed task outcomes and timelines.

Tool 15: Reviewing the telework arrangement

Prior to undertaking a formal review:

- The manager and employee should review the original proposal
- The employee should also review their original self-assessment (refer Tool 8 Employee self-assessment for suitability for telework) to check if the responses are appropriate to their current circumstances
- Review any other notes or documentation that are relevant to the review.

Manager and employee to complete:	Notes
-----------------------------------	-------

How well is the arrangement meeting the needs identified in the proposal?

What is the impact of the arrangement?

- Are responsibilities and workload appropriate to the hours of telework?
 - Is there sufficient interaction with manager and colleagues?
 - What learning and development has been completed?
 - How has participation in team meetings been affected?
 - What is the quality of communications?
-

How has the arrangement affected team members? (consider work organisation, efficiency, productivity, work life balance of teleworker, social connectivity)

Have there been any unexpected impacts on work outcomes?

What needs to be improved or changed?

What should be recognised or celebrated?

Complete one of the following:

Continue existing arrangement. Review in _____ months.

Discontinue arrangement because:

Change existing arrangements as described below and review in ____ months:

Employee's signature: _____ Date: _____

Manager's signature: _____ Date: _____

Executive's signature: _____ Date: _____

© Copyright 2013 DBCDE

Unless otherwise noted in the 'Materials Excluded and Rights Reserved' list below, the text in the Telework Kit is licensed under a Creative Commons Attribution 3.0 Australia licence.



More information on this CC BY-NC 3.0 licence is set out at <http://creativecommons.org/licenses/by-nc/3.0/> and below

Except where otherwise noted the following terms apply:

> **Attribution:** Any use of all or part of the general content must include the following attribution: ©DBCDE

> for any **reuse or distribution**, you must make clear to others the licence terms. The best way to do this is to link or refer to the CC BY-NC 3.0 licence outlined above.

Materials Excluded and Rights Reserved

All rights in the materials listed below are reserved:

- > Commonwealth Coat of Arms and Department of Broadband, Communications and the Digital Economy.
- > material that is attributed to a source other than the Department of Broadband, Communications and the Digital Economy.

Inquiries

If you have inquiries regarding:

- > the CC BY-NC 3.0 licence
- > any use of this Submission outside the scope of the CC BY-NC 3.0 licence terms
- > use of the above listed materials in a way that is not permitted by the Copyright Act 1968 you should contact the:

Assistant Secretary
Digital Strategy Branch
Department of Broadband, Communications and the Digital Economy
GPO 2154
CANBERRA ACT 2601
media@dbcde.gov.au