



CHESTERFIELD COUNTY ADMINISTRATIVE POLICIES AND PROCEDURES

Department: Human Resources
Subject: Remote Work Policy

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I. INTRODUCTION

This policy allows for a flexible application of remote work practices for county departments based on internal and external customer needs. Departments should implement appropriate remote work practices based on this policy to ensure the security of county information and systems; to support continuity of operations; to reduce the environmental and financial impact of commuting; and to sustain the hiring and retention of a highly qualified workforce by enhancing work-life balance.

Customer service remains the top priority for remote work, contingent remote work, field operations and on-site work models, regardless of whether work is performed in the county provided office setting or remotely. Remote work offers employees the opportunity to deliver customer service in a flexible manner. Those working remotely are expected to meet customer service needs at or above current standards, without minimizing the efficiency of departmental or county operations.

Remote work is an optional alternative work arrangement, available to eligible employees in certain designated positions within departments that can maintain official county business operations with the employee working from an alternate work location. In many departments, remote work can be a viable option for a number of positions. The employee and department management must understand that adherence to this policy and procedures is an essential requirement of the program.

Remote working can serve a vital role in recruiting and retaining the best and brightest employees and maximizing their effectiveness.

Employees who primarily work in field operations are governed by their department's internal work rules and procedures for working outside of the office and traveling to different locations.

II. DEFINITIONS

A. Contingent Remote Work

A work arrangement where the employee performs their essential job functions away from their primary work location, at an alternate location, and dependent upon customer service and workload needs. In this work arrangement, set remote work schedules are not guaranteed and are subject to change.

B. Customer

The county's first priority. Includes citizens, visitors, businesses, partners, other employees, county departments or any other entity requiring county assistance.

C. Field Operations Work

A work arrangement where the employee must perform their essential job functions at a designated workplace outside of the primary work location during the employee's scheduled

work hours as agreed upon with the supervisor. There is very little to no flexibility in workplace arrangement, which is the key feature in remote work.

D. Hybrid Eligible

A work arrangement where the employee maintains a schedule where they perform some of their work duties at the county worksite and some of their work duties away from their primary location, at an alternate location, during the employee's normal work hours, or an alternative schedule.

E. On-site Work

A work arrangement where the employee must perform their essential job functions at the primary work location during the employee's scheduled work hours as agreed upon with the supervisor.

F. Primary Work Location

The county work site where the employee would be required to work if they did not remote work.

G. Remote Work

A work arrangement where the employee performs their essential job functions away from their primary work location, at an alternate location, during the employee's normal work hours, or an alternate schedule as agreed upon with the supervisor, in accordance with the Remote Work Request Form and established department work schedule guidelines. In this work arrangement, remote work must be performed without any impact to job efficiency, productivity, or customer service.

H. Remote Work Determination Form

The form used to determine if a position can be performed remotely (hybrid eligible), contingent remote work or on-site only. **[Appendix B]**

I. Remote Work Location

Approved work site other than the employee's primary work location where official county business is performed. Such locations may include, but are not necessarily limited to, employee's home, field site and satellite office. All remote work locations must be appropriate sites for confidential work to be performed.

J. Remote Work Request Form

The form completed by the employee requesting permission to remote work and sent to the supervisor and department director for review and approval. **[Appendix A]**

K. Temporary Remote Work Arrangement

On-site employees may be eligible for a temporary remote work arrangement outside of the requirements of this policy. Such arrangements may include, but are not necessarily limited to, an employee who needs to work on special projects or attend consecutive virtual meetings/training all day.

III. ELIGIBILITY

Employees must be employed for a minimum of six months to be considered eligible for remote work; however, exceptions may be granted by the department director.

Employees must be meeting work expectations in order to qualify to remote work and must maintain a rating of “Successful” or above as part of their Employee Development Plan to participate in the remote work program.

An approved and scheduled remote work arrangement must be authorized by the department director, utilizing the Remote Work Request Form. The department director may authorize a remote work schedule for as many days a week or pay period as practicable based on the customer service and workload needs of the department. The department director also has the discretion to deny a Remote Work Request Form or limit the number of days approved to remote work based on customer service and workload needs.

On-site employees may be eligible for a temporary remote work arrangement outside of the requirements of this policy. For example, an employee who needs to work on a special project or attend consecutive virtual meetings/training all day, may be offered a temporary remote work status.

If an employee requests permission to remote work at a location outside of the State of Virginia, the department director must consult with the HR Director and the Accounting Director prior to approving the request, except in the case of temporary travel. Payroll requirements can vary significantly from state-to-state and must be considered on a case-by-case basis to determine if there could be unintended taxation or other employment-related requirements for both the county and the employee when out-of-state remote working is approved.

Remote work is not an employee right or entitlement and it is not available for every position. Remote work may be discontinued or temporarily suspended at any time at the discretion of the employee’s supervisor. And, depending on the needs of the position, the employee is expected to work on-site on approved remote work days when the need arises, so long as it is communicated to the employee in advance.

A. Suitable Position and Assignments

Full-time, part-time, seasonal or temporary positions with the county may be eligible to participate in a remote work arrangement. The nature of the work performed and service provided must be considered in determining whether remote work is an option for a particular position. Whether a position is suitable for some allocation of remote work will be evaluated based on the following criteria:

1. Does the employee work primarily in an independent capacity or in a support or collaborative setting?
2. Are some or all of the work activities portable or can they be accessed electronically and therefore performed effectively while working away from the primary work location? Does the work require access to equipment or to materials that cannot be removed from the primary work location?
3. Does the employee’s workload consist of some form of processing such as reading, writing, calculating, analyzing, designing, programming and managing data, the majority of which can be evaluated by the supervisor?
4. Will the employee’s participation in the remote work program adversely affect the department’s ability to meet and/or exceed customers’ needs?
5. Will the employee’s participation in the remote work program negatively impact the efficiency of departmental operations or unfairly increase the workload of others? Or can remote work for the position be implemented with a seamless transition?

6. Does the position require daily unscheduled face-to-face contact or meetings with other employees or the public at the primary work location?
7. Can the productivity of the position be measured by establishing metrics for a remote work environment?
8. Does the employee need to work during normal operating hours of 8:30 a.m. to 5 p.m., Monday through Friday?

B. Employee Performance

Employees suited for remote work need to possess several attributes which indicate they can work well with this type of work arrangement:

1. Consistently committed to delivering excellent service to citizens and other customers.
2. Solid performer who knows the job and the department's standards and expectations.
3. Ability to work independently without close supervision.
4. Ability to prioritize work effectively and utilize good time management skills.
5. Be reliable, disciplined, and self-motivated with a high sense of responsibility in accomplishing work assignments.
6. No recent history of performance or conduct issues.

IV. RESPONSIBILITIES

A. Department Director

1. Serves as the sponsor of the department's remote work program.
2. Sets the tone and direction for departmental remote work policies and goals.
3. Provides information on the status of the remote work program to county leadership, department heads, as well as other organizations and employers, as needed.
4. Approves or denies employee requests for remote work based on the suitability of the work, the employee, and the work unit responsibilities.

B. Department of Information Systems Technology (IST)

1. Along with the Learning and Performance Center, provides technical training for department staff to support remote workers.
2. Provides technical support and problem escalation for remote workers through the IST help desk.
3. Sets the appropriate technology standards to facilitate remote work.
4. Provides options for remote access users, including remote workers, for accessing the county's data and telecommunications network. The department and IST select the remote access option best suited to the department needs.
5. Provides expertise and consultation for the remote work program and reviewing technology-related program material.

C. Department of Human Resources (HR)

1. Develops and implements remote work guidelines and policies.
2. Provides staff support for remote work by:

- a. Preparing, maintaining, and disseminating remote work program information such as training material, web pages, reports, articles, publications, announcements, and notices.
 - b. Conducting training and briefings for supervisors, remote workers, and others along with the Learning and Performance Center.
 - c. Providing remote work information to other organizations and employers as requested.
3. Coordinates with IST on technical issues affecting remote work.
 4. Provides analysis of the effectiveness of the program and recommends appropriate remedial actions.

D. Learning and Performance Center

Provides or coordinates applicable training to equip the employee with the necessary skills to be productive while working remotely. Examples of training for this environment include:

1. Information security awareness training.
2. Team skills training.
3. Time management training.
4. Selected technology training.

E. Managers and Supervisors

1. Implement remote work arrangements as practicable in their work areas and in accordance with the county's policies and procedures.
2. Implement metrics or a means of measuring work outcomes for all positions regardless of work location.
3. Provide department-level support for remote workers to include:
 - a. Reviewing and authorizing the required forms for approved remote work arrangements and technology requests.
 - b. Providing an environment that is conducive to the remote work initiative and providing scheduling and logistical support to remote workers.
 - c. Obtaining feedback regarding the impact of the remote work arrangement.

F. Remote Workers

1. Keep informed of the county's remote work policies and procedures and use the remote work program forms.
2. Review the Remote Work Program Packet for helpful tips.
3. Remain accessible to customers, co-workers, supervisors, and provide seamless service during established work hours.
4. Structure remote work to be accountable and transparent to the public, co-workers, and supervisors.
5. Plan and organize tasks for remote work for efficiency and productivity.
6. Track the work performed and communicate results as requested by the supervisor.
7. Request approval from the supervisor prior to incurring any overtime.

8. Develop proficiency in the use of the technology required for remote work.
9. Report for work on-site on remote work days when needed.
10. Adhere to the requirements set forth in the remote work arrangement and policies noted in Section V.E.

V. REMOTE WORK GUIDELINES

A. Work Schedule

The employee and supervisor must define a schedule of work hours prior to the employee starting to remote work. The total number of hours that an employee works in a workweek is not affected or altered by remote working. Employees may work both a remote work and flexible schedule upon supervisor approval. Please refer to Policy 6-17, Fair Labor Standards Act Compliance, Section II. Definitions, D. Work Period, for further guidance on flexible work schedules.

For nonexempt employees, hours of work beyond the authorized workweek and any overtime require prior supervisor approval and will be compensated according to FLSA regulations. All remote work hours must be recorded in the county's timekeeping systems (see county Administrative Policy 1-17 Timekeeping for County Personnel). Monitoring and responding to emails is counted as time worked for nonexempt employees, regardless of the work location.

When remote working, the employee must be available and accessible to internal/external customers, department staff, and supervisor during work hours. During remote working hours, an employee is still required to participate in scheduled meetings via teleconference. However, there may be times when teleconference is not appropriate and the employee is required to come to the primary work location for a work-related meeting during the employee's normal remote work schedule. At the supervisor's discretion, an employee may be required to report to the primary work location or other designated locations at any time. Travel between the remote work location and a primary work location (typically a county work site) is considered commuting time and does not count as time worked for compensation purposes.

B. Work Expectations and Customer Service

Remote work arrangements are subject to the same customer service standards, work expectations and job performance competencies. The employee is expected to provide the same work outcomes and quality of work while remote working. Time spent and work accomplished from a remote location should appear seamless to customers. Those working remotely should be performing customer service at or above current standards. Supervisors are expected to monitor job performance and the impact of the remote work arrangement.

C. Confidentiality

The employee must maintain appropriate confidentiality of all work-related information, including written documents, electronic files, and verbal communication. Any work performed at the remote work location is considered official county business. Any hard copy confidential information that will be used in the remote work location should be stored there only temporarily and approved by the department director or data owner. Electronic files and automated records must be safeguarded to protect unauthorized disclosure or damage. The employee must store all Protected Health Information and Personnel Information, as defined in Administrative Procedure 6-4 Privacy of Information, in a secure location. Any verbal communication of work-related information should be conducted in a private area.

Confidential information shall not be downloaded to personal computing equipment. Printing of county materials in the home should be reviewed with IST prior to beginning the remote work arrangement.

D. Workspace

If the remote work location is the employee's home, the employee is responsible for designating a workspace for the purpose of performing work for the county.

The workspace must be sufficient for the employee to perform the requirements of the job, including furniture, equipment, supplies, and appropriate lighting. The remote work location must be safe and free from hazards, including ensuring the location is in compliance with all applicable building codes. The county is under no obligation to maintain or repair any structure at the remote work location or the workspace. The employee is not permitted to conduct face-to-face meetings with customers in the employee's home.

The employee will apply approved safeguards to protect department records from unauthorized disclosure or damage. Work done at the remote work site is considered official county business.

E. Equipment, Technology and Supplies

Employees and departments should discuss equipment, supplies, or support needs prior to initiating a remote work arrangement. The purchase of new equipment or supplies for the remote work location is at the discretion of the department director and contingent upon the availability of department funding to support the request.

All equipment, supplies, or other property provided by the county remain the property of the county. The employee must take reasonable and prudent precautions to protect county equipment against damage, loss, or abuse while in the employee's custody. Use of county equipment is governed by County Policy 7-2 IST Microcomputer Software License, 7-3 Information Security Policy, 7-8 IST Internet and Email Use, and other applicable policies. County equipment is serviced and repaired at county facilities; equipment repair technicians will not travel to the remote work site. Only IST approved software shall be downloaded to or installed on county equipment.

The department may provide the following resources as part of the county's support for remote work:

1. Telecommunications equipment including voice over IP soft phone for computer and configuration for "extension to cellular phone." Line charges for use of home telephone equipment will not be reimbursed.
2. County-issued laptop and supporting remote work equipment for use at the remote work site.
3. Standard office supplies such as paper, pens and pencils, folders, and other office supplies.
4. Use of a county printer at a remote work location is considered an exception which must be approved by the county CIO and funded by the department.
5. Use of standard, approved browsers and other software as specified and provided by IST.
6. The remote worker must notify IST via the IST helpdesk of any county allocated equipment failure.

An employee who chooses to remote work must maintain a phone (landline or mobile device) and internet service at their own expense. If county-owned equipment needs to be serviced or repaired, the employee will bring the equipment to IST for service.

The internet service should provide upload and download speeds consistent with the federal guidelines for broadband and may be a wired or wireless connection. These guidelines are currently 25 megabits per second download speed, and three (3) megabits per second upload speed. Federal guidelines will change over time. Any use of a broadband connection that does not meet the federal guidelines must be approved in advance by the department director, with notice given to the CIO. Dependence on connections publicly available is not a suitable alternative for a permanent broadband connection.

Employees may use county computer resources to access the internet and transmit email messages at any time for work-related purposes. Unauthorized persons are prohibited from using county equipment. The employee will be responsible for transporting and installing the equipment at the remote work location.

Lost, stolen, or compromised devices must be reported, as soon as possible, to IST and the remote worker's supervisor and to the Police as appropriate related to a remote work location theft.

The county-issued laptop computer used to connect to VPN is subject to scanning by the county to check for performance issues and general compliance with county technology standards.

F. Liability

The determination of compensability for remote work site injuries/occupational disease shall be determined like any other off-site location for purposes of Workers' Compensation. The employee agrees to notify the supervisor immediately of any accident or injury that occurs at the alternate work site and to comply with county policies covering on-the-job injury. The employee understands that the county will not be liable for any injuries to third parties or for damages to an employee's personal or real property while the employee is working at the approved remote location.

The employee who is remote working from a home location is strongly advised to maintain homeowner's or occupant's insurance coverage.

Information on the remote worker's laptop or workstation may be subject to FOIA and subpoena requests.

G. Dependent Care

Remote work is not a substitute for child care or other dependent care responsibilities. If a child or dependent who would normally require child or other dependent care is present during scheduled work hours, the employee shall make other arrangements for the care of the child or dependent. The employee may provide limited care for the child or dependent who requires occasional care in the remote work location.

H. Travel Expenses

The employee will be reimbursed for mileage as outlined in Administrative Procedure 1-1 Travel Policy and Procedures, when private cars are used for business purposes. Use of private cars for attendance at work-related meetings or reporting to work at the primary work location, while remote working, will not be reimbursed.

I. Adverse Weather and Emergency Events

Employees who have the ability to work remotely (includes hybrid eligible and contingent remote positions) on an adverse weather or emergency event day will work as usual. Only employees who are required to report to the worksite will receive adverse weather leave.

When an employee is remote working, he/she is subject to department minimum staffing and designated staffing requirements, under Adverse Weather and Emergency Events, County Policy 6-12. An employee who is working a remote work schedule may be required to come to the primary work location during adverse weather or emergency events.

In addition, remote work employees (who are not minimum staffing or designated staff) may be required to work under the department's Continuity of Operations Plan.

The employee and supervisor should discuss expectations for minimum staffing, designated staffing, virtual staffing and the department Continuity of Operations Plan. Employees should refer to Policy 6-12, Adverse Weather and Emergency Events, for more information on working remotely during adverse weather conditions.

The county is committed to the health and safety of its employees, contractors, and workplace visitors and is committed to minimizing the risk of exposure and transmission of pandemic viruses and other contagious diseases through the workplace. Employees may be required to work from home, and these remote work policies and procedures may be modified by the Director of Human Resources. For example, employees may need to work while children are at home, work other than normal business hours, conduct all or most of their work remotely, and be permitted to remote work during the public health emergency without completing the documents required by this policy. Remote work may not be considered a reasonable accommodation for employees who choose not to receive FDA approved immunizations against communicable diseases. Employees who are unable to be vaccinated due to a disability, advice of a medical provider, or religious beliefs are to contact HR to explore reasonable accommodations.

J. Telephone or Internet Service Outage

In the event of an outage impacting telephone or internet service at the remote work location, the employee should contact his/her supervisor to discuss whether to report to the county work location, work from an alternate remote work location, work on assignments not impacted by loss of service, or take annual leave or PTO.

K. Modifying and Terminating a Remote Work Arrangement

Exceptions to an employee's regular remote work schedule, such as adding or changing remote work days, should be approved by the department director or designee in advance of the exception whenever possible.

The department director or designee may modify any portion of the remote work arrangement, if necessary.

The remote work arrangement should be reviewed when the employee's job role, work assignments, or supervisor are going to change. Remote work arrangements are not automatically transferred from one position or supervisor to another.

Department management may terminate the remote work arrangement at any time without cause. Termination of the remote work arrangement is not grievable. Written notification of suspension of a remote work arrangement will be provided to the employee.

L. Procedure for Requesting A Remote Work Arrangement

Employee completes a Remote Work Request Form [**Appendix A**] and submits it to supervisor.

1. Upon receipt of the Request Form, the supervisor will review the request and reply to the employee within 15 calendar days. If the employee has received an EDP, he/she must be rated at “Successful” or higher to qualify to remote work. Also, the employee should have no disciplinary actions within the last 12 months to qualify.
2. The Remote Work Request Form, whether recommended for remote work or not recommended for remote work, will be sent to the department director or designee for a final decision and placed in employee’s department personnel file. A signed copy shall also be forwarded to HR to be scanned into the employee’s official personnel file.
3. Employee and supervisor will attend the following training as designated by IST and HR:
 - a. Information Security Training
 - b. Chesterfield County Telework Online Course

M. County Policies and Procedures

Compensation and benefits including hours of work, leave, and overtime will remain the same for remote workers as for all other employees.

Access to county systems, applications, and information is restricted and is allowed only as necessary to support authorized business operations of Chesterfield County. The protection of computerized information assets must be in compliance with all applicable federal, state, and local laws, ordinances, and statutes. All remote workers must adhere to IST’s Information Security Policy #7-3, in its entirety.

All personnel regulations and other applicable county, state, and federal regulations, policies and procedures apply to remote workers. This includes policies and procedures that address employee standards of conduct, the privacy and protection of information, electronic and email use policies, responsibility for proper use and care of county-owned equipment, and county liability for on-the-job injuries. All employees shall also comply with county and departmental expectations of behavior and performance while remote working.

Noncompliance with county policies, procedures, and expectations may result in suspension of remote work privileges and/or disciplinary action, up to and including dismissal.

County policies and procedures may be found on chesterfield.gov.

Appendix A

REMOTE WORK REQUEST FORM			
Employee Name:		Employee ID:	
Department/Section:		Position Title:	
REMOTE WORK AGREEMENT			
Outline your remote work schedule (weeks/days/times/as permitted):			
Where is the primary location where you will remote work?		<input type="checkbox"/> Home <input type="checkbox"/> Other/In-State <input type="checkbox"/> Other/Out-of-State	
Please provide additional information (if needed):			
_____ Employee Signature		_____ Date	
DEPARTMENT USE ONLY			
<input type="checkbox"/> Employee is recommended for remote work (<i>hybrid eligible</i>)			
<input type="checkbox"/> Employee is recommended for <i>contingent remote work</i>			
<input type="checkbox"/> Employee is not recommended for remote work			
Please state the reasons:			
<input type="checkbox"/> Approved <input type="checkbox"/> Denied			
_____ Supervisor Signature		_____ Date	
_____ Department Director/Designee Signature		_____ Date	

*Must be completed and forwarded to HR to be scanned into the employee's official personnel file.

Appendix B



Remote Work Determination Form Hybrid, Contingent Remote or On-Site Only

Department managers can use the following questions to help make the determination whether a position in their department can be performed remotely at least some of the time (hybrid eligible), on occasion based on customer service and workload needs (contingent remote), or on-site only. Remember that when making decisions regarding remote work capability, the evaluation should be of the **job or position**, and not the incumbent currently performing that job. One form may be completed for each job classification where job duties are identical. For employees who are primarily assigned to field operations, this determination process is not required. Customer service should always be our top priority. While employees may have worked remotely during the pandemic for safety reasons, customer service best practices should be considered when making work model determinations for the future. To begin, first identify:

What are the essential functions of this position?

Essential functions are the fundamental duties of a position that an employee must be able to perform with or without reasonable accommodation.

SECTION A: Apply the following questions to each of the position's essential functions. Keeping in mind customer service standards, do any of the essential functions of this position **require**:

1. Face-to-face, in-person contact with other people? Yes No
2. Routine on-site collaborative or group work? Yes No
3. Specialized equipment, tools, or software located in the workplace? Yes No
4. Access to physical documents/files, or cash handling? Yes No

If all answers are "no," position should be considered hybrid eligible and you are done. If one or more answers are "yes," complete Section B.

SECTION B: For any question answered "Yes" in Section A, apply the following questions:

- Are they performed frequently and/or on an ongoing basis? Yes No
- What percentage of the position's workweek is spent on the question(s) marked "yes" in Section A?
 <25% 25% to 50% 51% to 75% 76% or more
- For questions marked "yes" in Section A, could the related essential functions be performed remotely with:
 - a. No work modifications?
 - b. Minimal work modifications?
 - c. Moderate work modifications?
 - d. Significant work modifications?
 - Is customer service negatively impacted by remote work? Yes No To some degree

Making the Determination

Hybrid Eligible - Using your responses to the questions in Sections A and B, a position should be considered “hybrid eligible” if:

- All answers in Section A are “no,” or
- If one or more answers in Section A are “yes,” and answers in Section B indicate that the function’s on-site responsibilities:
 - Are performed occasionally only.
 - Do not consume a significant portion of the position’s workweek.
 - Can be performed remotely with zero or minimal modifications.
 - Do not require routine on-site collaborative or group work.
 - Do not impact customer service by working remotely.

On-Site Only - Using your responses to the questions in Sections A and B, a position should be considered “on-site only” if:

- One or more answers in Section A are “yes,” and
- Answers in Section B indicate that the function’s on-site responsibilities:
 - Are performed frequently or regularly.
 - Consume a significant portion of the position’s workweek.
 - Require moderate or significant modifications to essential functions.
 - Require routine on-site collaborative or group work.
 - Impact customer service negatively by working remotely.

Contingent Remote - If a position is not determined to be hybrid eligible or on-site only, the position may be considered contingent remote. A position may be considered “contingent remote” if the employee is in a customer-facing position or routinely engages in on-site collaborative or group work and therefore, set remote work schedules cannot be guaranteed and are subject to change.

Based on your responses, please indicate your work model determination below.

Hybrid (On-Site and Remote) **On-Site Only** **Contingent Remote**

Position Title _____ Department Name _____

Name/Title of Person Completing Form _____

Date of Determination _____

Next Steps

- Only one Remote Work Determination Form is needed per job classification with identical duties, with copies retained on file in the department. If job duties vary within a job classification, it may affect the ability for one employee to remote work but not another employee.
- Department directors/managers may seek input from their employees on their assigned work models, as appropriate.
- Use the results from this Remote Work Determination Form to complete the Return-to-Work Department Report.
- Forward the completed Return-to-Work Department Report to HR so that PDQs can be updated.
- Notify employees of their work model designation (hybrid eligible, contingent remote, or on-site only).