



STATE OF NEVADA
DEPARTMENT OF ADMINISTRATION
Division of Human Resource Management
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MEMORANDUM
HR# 33-22

June 14, 2022

TO: Agency Personnel Liaisons

FROM: Frank Richardson, Administrator *Frank Richardson*
Division of Human Resource Management

SUBJECT: DHRM TELEWORK POLICY STATEMENT AND RECOMMENDATIONS

With the acknowledgment that several State of Nevada agencies have created their own telework policies, DHRM has developed the following ***Telework Policy Statement, Definitions, Recommendations, Considerations, and Resource List*** to aid those agencies that have yet to complete one. DHRM has also begun the process of introducing new regulations to statutorily authorize agencies to allow for and promote telework opportunities, whenever possible and appropriate, in a state-wide effort to recruit and retain qualified State employees.

Telework Policy Statement:

Throughout the pandemic, the State of Nevada as an employer has learned, with thoughtful performance management practices, appropriate tools, and sufficient organizational support, that successful teleworking opportunities can be offered to certain State positions whenever appropriate and beneficial to the agency's business needs. DHRM strongly recommends that State agencies embrace the concept of telework and adopt the following long-term approach to managing the performance of their teleworking team members. Please consider the following:

Definitions:

- **Mobility** is the ability to work in a variety of locations to maximize productivity. Mobility also encompasses remote work that is functionally required for some jobs, such as field work
- **Telework** is the practice of working from home or other alternative locations closer to home, using technology, which allows the employee to access normal work materials (email, telephone, electronic documents, etc.). Telework may be scheduled or done on an ad hoc basis. Telework is a subset of mobility

- **Work environment** is everything that shapes the employee's involvement with the work itself, including the organizational culture, physical space, technology and tools, and interactions with co-workers and supervisors
- **Workplace** is the physical location where an employee works

Recommended Approach:

Frequent and Intentional Communication— To address performance expectations or concerns, this type of communication is necessary between supervisors and teleworking employees. Expectations for the employee should be clear, documented, and revisited often to ensure the employee and supervisor have shared understanding of the employee's current performance, their strengths, and any areas where they need to improve. The use of web-based solutions such as MS Teams, have increased supervisors' ability to meet regularly with staff members working in other locations. DHRM provides the *Documenting Discipline in a Collective Bargaining Environment* training session and other OED leadership classes that introduce the tools and concepts needed to accomplish this level of communication.

Onboarding and Performance Review Completion – Without effective onboarding practices and supervisory adherence to timely completion of annual performance reviews, employees have less clarity regarding work expectations and supervisors have a diminished ability to coach and professionally develop their staff members. This is true in either in-office environments or when teleworking. DHRM provides the *Impact of Onboarding* training and OED offers the *Supervisor Skills Series* and *Management Academy's Effective Employee Onboarding module* to equip state supervisors with the tools and skills to strengthen onboarding and evaluation best practices. Work Performance Standards can then become the supervisors' accountability tools.

Varied Mobile Work Opportunities Offered to Current Employees – Employees and supervisors should also discuss options for a work schedule that will allow employees to meet their job duties and to exercise flexibility while teleworking or working remotely, to build a modern work environment and create an organizational culture that empowers employees with choices, enables excellent performance, supports all generations, and is mindful of our impact on the environment. State agencies are already experiencing the loss of current employees to outside organizations who are able to offer full-time teleworking positions.

Recruitment of New Employees by Offering Telework Opportunities – The State of Nevada runs the risk of not being able to compete with other employers if telework positions are not made immediately available to new employees. Telework opportunities should be included in advertised position descriptions and *Telework* should be listed as a job location on the State recruitment website. With the understanding that not all positions are telework-eligible, and that agencies have the authority to require new team members still on probation to begin work in-office, State of Nevada supervisors and managers should also remember that face-to-face training and meetings can occur via MS Teams and other web-based solutions in an effort to attract all qualified applicants interested in the position, regardless of their geographical location.

Operational Needs Prioritized – Nothing in this document is intended to reduce the employer's authority to determine which positions are eligible for mobility work options, including telework,

or to what extent a position's duties may allow telework. Not all telework positions are able to do so full-time. There are some types of work that must be performed on-site to meet operational needs, and identifying that work is the purview of the agency. The guidance included in this Statement is intended to address only situations where an employee holds a position designated as telework-eligible. There will also be employees who prefer in-office work, and when presented with the opportunity to telework, will opt out due to their own workplace preferences.

Historical Perspective Acknowledged – Finally, it is important to remember that State of Nevada agencies are accustomed to supervising employees in different geographical locations and have done so for many decades. Please consider that virtually every supervisor has been assigned one or more off-site employees, who are expected to complete their work in a different city or community throughout the state, without direct supervision. Through recent technology, especially the use of MS Teams and other web-based solutions, we now have an even greater ability to frequently and intentionally communicate with all employees, in-office, or when teleworking. Therefore, with the potential to hire from a larger pool of qualified applicants due to increased opportunities to telework, by setting expectations through effective onboarding and performance reviews, and by practicing frequent and intentional communication with employees, we can continue to successfully recruit and retain the State of Nevada's workforce now and into the future.

Considerations for Positions that are Telework-Eligible:

- The telework schedule does not result in a change in the percentage of time allocated to tasks
- The telework schedule does not result in a change in the prioritization of duties performed in a manner out of alignment with business needs
- The telework schedule does not result in an alteration of meeting the essential functions of the position
- Staff member performance has been maintained at a *meet standards* or higher level in all areas
- New staff members who have been offered telework positions immediately upon hiring date can be closely monitored for skills and abilities acquisition
- The telework schedule does not result in an undue burden on the unit
- The telework schedule or the method in which state business is conducted in a mobile environment does not result in an undue burden or confusion for stakeholders
- If approved for a sick/annual leave alternative, the supervisor has a reasonable expectation that the reason for one-off telework will not reduce the time allocated for work or impede the employee's ability to effectively perform the work
- The staff member has identified an off-site environment consistently conducive to telework, including a dedicated space, a reasonable expectation of lack of interruptions or distractions, and the privacy and security necessary to conduct state work
- Communication processes and expectations are established and do not result in an undue burden on supervisors or coworkers

- The staff member has access to technology and data necessary to perform job duties, and access is provided in a manner that meets EITS security standards, without burdening the employee with additional costs or liability concerns
- Agency and/or state software is not installed on personal devices unless permitted by EITS

Considerations for Supervisory Structures in Place:

- Up-to-date Work Performance Standards on file, with percentage of time allocated on task types and measurable duties. Supervisors must be able to measure work performance with accuracy to determine there is no change in output and percentage of time spent on core duties due to telework
- Up to date Essential Functions on file
- Up to date performance evaluation(s) on file at a *meet standards* or higher rating on all components
- Supervisor recognition of an absence of LOI or related coaching or performance concerns between date of last evaluation and date of telework request
- Supervisor's ability to monitor performance and work considerations
- Supervisor's up-to-date completion of required and supplemental training listed here and below:
 - Evaluating Employee Performance
 - Work Performance Standards
 - Progressive Disciplinary Procedures
 - Developing Essential Functions

Telework Request Form:



TelecommutingRequestFormTemplate.doc

Additional Telework Resources are now available at [hr.nv.gov/services/telework resources](http://hr.nv.gov/services/telework_resources)

Resources on this webpage include:

- Supervisory training offerings,
- Articles on teleworking
- Examples of current State of Nevada agency telework policies
- DHRM's Research with PowerPoint on telework