



Administrative Manual of Operating Procedures

Procedure #: 02.20	Procedure Title: Telework Policy		Revision #: 1.1
Original Issue Date: 07/19/2021	Revised Issue Date: 01/10/2022	Next Review Date: 07/19/2023	Responsible Department: Human Resources
Statutory References: Wis. Stat. 63.08(1)(a) Wis. Stat. 19.21		Ordinance References: MCO 56.11 All County Ordinances	
Appendices: Appendix B – Telework Overview Presentation Appendix D – Ergonomic Workstation Setup		Forms: Form 02.20(a) – Telework Agreement Template Form 02.20(b) – Telework Decision-Making Guide Form 02.20(c) – Optional Telework Daily Log Template	

1. OBJECTIVE:

The purpose of this policy is to provide guidance and clarity for implementing telework options as a longstanding operational strategy that advances strategic efforts and Milwaukee County’s ability to offer great public services.

****Note – as of January 2022, all employees who can work remotely must continue to do so, and at some future date, the County Executive will announce an effective date for the County Telework Policy in which Departments will set Telework Policies according to the guidance outlined below.***

2. DEFINITIONS:

- A. Alternate Work Location. A location, other than the employee's Central Workplace, where official County business is performed. The most common alternate work location is the residence of an employee.
- B. Central Workplace. A County-owned or operated facility where employees are assigned to work during business hours.
- C. Shared Workspace. A County-owned or operated workstation within a Central Workplace that is shared by multiple people, but is used on an individual basis.
- D. Telework. An arrangement in which employee splits time between their Central Workplace and Alternate Work Location or works full-time from an Alternate Work Location, as arranged with department leaders. This need not be a static proportion of splitting time, as work or personal needs over a given time period may change and would therefore change how time is split.

3. OVERVIEW:

A. Background

At the onset of the COVID-19 pandemic in 2020 the Milwaukee County workforce took drastic measures to innovate and adapt services to fill critical gaps for residents, while acclimating to Administrative Orders setting new telework expectations. While the pandemic posed enormous risks to the community, it also presented opportunities to reevaluate policies and practices. This Telework Policy represents an innovative step forward in advancing County strategic goals and departmental operations, in a way that better serves constituents and employees.

B. Strategic Alignment

- i. Creating Intentional Inclusion: Telework arrangements allow employees to work safely in ways that promote productivity and efficiency. In a competitive market for talent, telework arrangements will help distinguish Milwaukee County as an innovative employer of choice within the region.

- a. *Promote diversity and inclusivity (Milwaukee County Strategic Plan 1A & 1B).* Telework options remove barriers to job seekers and employees if jobs are less dependent on location and transportation. A greater diversity of individuals will have access to opportunities within Milwaukee County, bolstering a more equitable distribution of wealth in the region.
 - b. *Build and foster a culture of trust, autonomy, and productivity (Milwaukee County Strategic Plan 1B & 3C).* Individual employees understand when, where, and how they work at their best. As an equity practice, Milwaukee County acknowledges this and will promote telework options as a way to meet employee needs, as appropriate. This will help increase job engagement and satisfaction, while promoting a managerial focus on productivity and outcome-based performance management.
 - c. *Promote a healthy work-life balance (Milwaukee County Strategic Plan 1A & 1B).* When employees maintain a healthy balance of work and personal commitments, they are more focused, creative, efficient, and productive. This can be a necessity for a diverse workforce, juggling personal and social needs.
- ii. Bridge the Gap: Refining service delivery is explicit in Milwaukee County's strategic plan and can continue to be elevated as employees access virtual and collaborative tools to move quickly on solutions that better serve and meet the needs of the community.
 - a. *Break down silos (Milwaukee County Strategic Plan 2B).* Embracing video conferencing to lower barriers for communication is a sustainable practice for the County. Collaborative technology tools like Microsoft Teams allow employees to be active collaborators from any location and minimizes time lost for travel across County locations.
 - b. *Engage in new ways (Milwaukee County Strategic Plan 2A).* When operations allow, County employees are encouraged to innovate service delivery to better connect with constituents. Telework creates flexible options for the workforce and can promote this kind of ingenuity through the use of technology.
 - iii. Invest in Equity: With expenditures that increase faster than revenues each year, our ability to invest in upstream solutions is challenged. However, strategically implementing telework options creates a new opportunity to review our infrastructure investments.
 - a. *Optimize office space (Milwaukee County Strategic Plan 3B).* As institutions experienced nationwide, the physical local government footprint may be reduced without diminishing service quality. Cost savings from reducing office space could go toward community-facing services. The return on that investment will improve the fiscal health of Milwaukee County now and in the future.

4. POLICY:

A. Expectations

The Telework Policy is intended to provide a framework for Milwaukee County leaders and managers to establish functional and efficient work arrangements that support departmental and County goals. County leaders and managers should leverage telework options to meet employee needs and support their ability to provide great public service to internal and external customers.

****Note – as of January 2022, all employees who can work remotely must continue to do so, and at some future date, the County Executive will announce an effective date for the County Telework Policy in which Departments will set Telework Policies according to the guidance***

outlined below.

i. **Department Work Rules**

- a. Milwaukee County leaders are expected to use this policy as a foundational guide to modify and/or create department work rules and procedures to incorporate telework options within 60 days of the adoption and revision of this policy.
- b. Work rule expectations should reflect the telework options and processes that best meet the needs of department operations and employees.
- c. Items designated with a  symbol should be represented in updated work rules.

ii. **Department Telework Decision-Making**

- a. Department Directors or their delegate(s) hold final telework decision-making authority.
- b. Departments will determine the decision-making roles of Department Directors, division leaders, and managers using this Telework Policy.
- c. Telework is not an employee right nor is it a guarantee. Telework options may not be available to all positions. Telework approval may change at any time when doing so is in the best interest of Milwaukee County, business operations, and high-quality service delivery.

iii. **Telework Arrangements**

- a. Successful implementation of telework options will look different for each department.
- b. Department decision-makers should use the [Telework Agreement Template](#) to detail position- or department-specific expectations of the arrangement.
- c. Telework Agreements should also provide clear definition of what is considered reasonable and expected, in relation to employee breaks, response time, availability, core work hours, flexible hours, etc. or refer to department work rules on these topics as appropriate.
- d. Items designated with a  symbol should be represented in the Telework Agreement.

All employees approved to telework will complete an annual review of this policy through LMS and electronically sign an agreement to abide by the conditions described.

B. **Teleworking Position Eligibility**

- i. Telework is an option exercised at the discretion of the Department Director or their delegate(s), based on the guidance outlined in this policy. It is the responsibility of the Department Director or their delegate(s) to determine whether a position is telework eligible or ineligible, using the [Telework Decision Making Guide](#).
 - a. Eligible positions include those where all or some portion of the duties can be accomplished through telework.
 - b. A position's suitability for telework is based on operational needs and the duties and responsibilities of the position as outlined in the job or position description.
- ii. A department may establish telework as a condition of employment, based on position needs. In such cases, this requirement should be included when the position is advertised and in correspondence offering employment. Such requirements do not supersede civil service rules.
-  iii. Employees who are in telework-eligible positions may request to work in a Central Workplace. Such requests are to be made to the Department Director or their delegate(s).

Approval to work in the office may be based on operational needs and/or the number of employees scheduled to work in the office at any time.

- iv. Telework eligibility may change at any time by the Department Director when doing so is determined to be in the best interest of Milwaukee County, business operations, and high-quality service delivery. Based on operational needs, immediate recall may be warranted.
- v. Telework options may be revoked, if the employee fails to adhere to the Terms and Conditions of Teleworking. The transition time will be determined by the manager, employee and HRBP based on the situation.

C. Terms and Conditions of Teleworking

Employees are required to adhere to the following terms and conditions in addition to attendance, performance, and conduct expectations for continued employment. All telework employees shall abide by the following telework rules:

- i. Employees must be able to carry out the same duties, assignments, and other work obligations at their Alternate Work Location as from a Central Workplace. Work duties and assignments that cannot be completed at the Alternate Work Location are to be completed at the Central Workplace and time in each location should be assigned accordingly.
- ii. Telework employees are expected to maintain regular and consistent attendance and adhere to Milwaukee County's and/or departmental attendance policies.
- iii. Employees who are teleworking are subject to the same policies as other employees, including policies, procedures and directives covering Acceptable Use, information security, and data privacy as well as the requirements of applicable state and federal government statutes. Employees will follow the [Administrative Directive on Acceptable Use of Information Technology](#).
- iv. Employees must be available to work and be responsive to their supervisors and co-workers during core work hours and maintain a consistent weekly work schedule meeting department work rule expectations.
- v. Employees and managers must comply with all timekeeping and overtime regulations defined by state or federal law (e.g., the Fair Labor Standards Act, collective bargaining agreements or civil service rules). Overtime eligible employees must obtain approval from their managers to work overtime. Managers must ensure accurate recording of hours worked.
- vi. Employees must be available to attend scheduled meetings and participate in other required office activities at the Alternate Work Location as needed except when on approved accrued time, family medical leave, or other County approved leave.
- vii. [AMOP 02.17 Snow Day Policy](#) applies to inclement weather days.
- viii. The telework employee must notify their manager in the event of any emergency that impact's the employee's ability to work from the Alternate Work Location. In a case where an emergency such as a power failure prevents work at the Alternate Work Location, the employee may be required to report to a Central Workplace or make arrangements with their manager.

D. Managing a Teleworking Workforce

When managing telework employees, like managing employees that work in an office, it is important to communicate regularly, establish clear performance expectations, and solicit input for improvement. Managers should reach out to their Human Resources Business Partner (HRBP) for support as needed with any of these areas.

i. Communication

- a. The telework employee must notify their manager in the event of an emergency. Similarly, managers should notify their team members in the event of an emergency.
- b. Managers who manage telework employees are to have regular one-on-one's with their employees to understand what's working well and any challenges, to gauge employee progress on work assignments, and to cultivate engagement.
- c. Managers are to have regular team meetings to provide departmental updates, policy changes, and Milwaukee County updates.
- d. Managers must intentionally include teleworking employees in meetings where some employees are in person and use technology to allow participation by each individual.
- e. Managers should include teleworking employees in department events to preserve and promote teamwork.
- f. Department leaders should intentionally provide team building and employee engagement opportunities.

ii. Performance Management

- a. All telework employees are expected to manage the responsibilities agreed upon with their supervisor in accordance with consistent performance expectations and other agreed-upon terms.
- b. An employee's classification, compensation, and benefits will not change if the employee is teleworking.
- c. Just as they would for employees working in a Central Workplace, managers are responsible for determining a consistent and appropriate means of evaluating telework employees' overall work performance and/or tasks completed to maintain employee accountability. Consultation with the department's assigned HRBP is encouraged so that work performance assessment measures are included in the Telework Agreement. Expectations *may include* but are not limited to the following:
 - i. Employees complete work assignments and meet timelines and quality standards set by the manager.
 - ii. Employees and managers attend and participate in virtual meetings, using all virtual meeting features such as cameras, chat feature and audio.
 - iii. Employees are available and reachable by their supervisor and co-workers during working hours except for work breaks and meal periods as detailed in the department's work rules.
 - iv. Team members' calendars are current and accessible to each other.
 - v. Employees submit accurate working hours in Dayforce.
 - vi. Employees complete and submit [Daily Telework Log](#).
 - vii. Employees continue to comply with all Milwaukee County policies while working from an Alternate Work Location, including those that pertain to information and device security.
- d. As stated in [AMOP 02.03.01 Corrective Action](#), in carrying out their job responsibilities, Milwaukee County employees are expected to meet all performance expectations, including regular attendance, and conduct themselves appropriately. When that is not the case, corrective action should be considered in consultation with the HRBP.
 - i. The HRBP will provide guidance regarding effective documentation and what steps management should take to ensure consistency and compliance with all relevant County policies, rules, and procedures, including this Telework Policy.
 - ii. Action steps to consider include counseling, first warning, final warning, termination or charges for discharge, depending on the severity of the violation.

E. Alternate Work Location

i. Employees permitted to telework need to maintain their alternative workplace in the State of Wisconsin according to Wis. Stat. 63.08(1)(a) which requires state residency after hire. Temporary arrangements for work while traveling out of state must be approved by the telework employee’s manager.

ii. Alternate Work Location Setup

Requirement	Responsibility (Financial or Non-Financial)
a. Telework employees are responsible for establishing and maintaining a designated, adequate workspace at the Alternate Work Location (see Appendix D).	Employee
b. Telework employees will be issued a single computing device or appropriate device with a softphone to perform their work at the Alternate Work Location. Other equipment (mobile phone, printer, scanner, monitor, hotspot) may be provided as determined and funded by the department.	Milwaukee County Department
c. Telework employees may reasonably request office supplies, such as paper, pencils, pens, and paper clips as needed for County business conducted at the Alternate Work Location.	Milwaukee County Department
d. Telework employee will be responsible for providing furniture and other equipment for the Alternate Work Location. <ul style="list-style-type: none"> i. Maintenance or repair of all personally owned equipment is the employee’s responsibility. ii. Milwaukee County may provide furniture and other equipment when determined necessary for an accommodation as required by law. 	Employee (Except when required by law)
e. A telework employee’s Alternate Work Location should be relatively free of interruptions and distractions that would affect work performance.	Employee
f. A telework employee’s Alternate Work Location must have effective internet access to perform daily work. Note: County-issued cell phones can be used as a temporary hotspot if needed but should not be used for conducting regular County work.	Employee
g. A telework employee will be responsible for all costs associated with remodeling, electrical modifications, or other permanent improvements deemed necessary by the employee to make the Alternate Work Location suitable for telework. This includes normal household expenses, such as heat and electricity.	Employee

iii. Alternate Work Location Use

- a. As use of conference rooms, printers, scanners, shredders, etc. are needed, telework employees are encouraged to use available accommodations at a Central Workplace.
- b. A telework employee will not hold in-person business meetings at the Alternate Work Location if such location is a private residence.

- c. A telework employee must provide the same or greater privacy and confidentiality consideration to any County work conducted in the Alternate Work Location.
 - d. Departments are encouraged to implement a check-out process for physical records needed by telework employees outside of the Central Workplace.
 - i. The Central Workplace is the primary file storage location.
 - ii. The process must define and record the length of time records may be checked out.
 - iii. Records checked out from the Central Workplace remain the property of Milwaukee County and must be accessible for compliance with public record law.
 - iv. Any County documents or related materials physically stored at the Alternate Work Location should be kept in the designated workspace and not be made accessible to others.
 - e. Milwaukee County uses cloud tools to enhance employee capabilities. An employee has the ability to use personal devices to access email, documents, and other Milwaukee County information. Employees should take care not to store any Milwaukee County information on their personal computing device. Any Milwaukee County information stored on personal computing devices is subject to [Wisconsin Public Records Law, Wis. Stats. 19.21, et seq.](#)
 - f. An employee must consult with Information Management Services Division (IMSD) one week prior to travel outside of the United States to confirm the ability to telework from the international location, upon approval by their manager. Not all locations are viable for telework. Applications and access that are not managed by Milwaukee County may not work.
- iv. Alternate Work Location Safety
- a. A telework employee shall ensure that the immediate work area and other area used in the scope of work, such as the bathroom and kitchen, are free of recognized hazards prior to and while performing telework duties.
 - b. A telework employee must practice the same safety habits they would use in the Central Workplace and to maintain safe conditions in their Alternate Work Locations.
 - c. A telework employee should avoid activities that are not normally part of their job responsibilities when working at the Alternate Work Location, such as heavy lifting, and should take extra precautions to avoid accidents.
 - d. A telework employee shall ensure proper smoke and carbon monoxide detectors are operational at the Alternate Work Location.
 - e. A telework employee is required to report any and all injuries that occurs when performing Milwaukee County business at the Alternate Work Location by following proper reporting procedures. (See Milwaukee County AMOP 5.04)
- v. County Access to Alternate Work Location
- a. A telework employee shall allow the County to make on-site visits to the Alternate Work Location as deemed necessary by Milwaukee County with advanced notice for purposes of conducting a physical inspection of the Alternate Work Location setup, and to maintain, repair, inspect or retrieve equipment, software, data, files, or supplies owned by the County.
 - b. A telework employee shall allow agents of the County to investigate and/or inspect the Alternate Work Location in case of injury, theft, loss, or tort liability related to telework. Failure to cooperate with an investigation may result in denial of any benefits, legal claims, or insurance coverage and/or revocation of telework privilege.

F. Technology Considerations

To address digital divides and to enable Milwaukee County's workforce, IMSD has the technological means to enable employees to work in a telework capacity when their job function allows it.

- i. Service and Training
 - a. Self-service training options are available for multiple technology related items and may be found on the CountyConnect website or via <https://app.quickhelp.com/milwcnty>
 - b. The [Service Desk](#) is the primary support for all information technology for Milwaukee County employees.
 - c. Employees may also seek support from their Business Development Analyst for technology related needs and optimization.
- ii. Equipment & Information Security
 - a. County managed computing devices have an automatic VPN that allows telework employees to connect securely to the environment.
 - b. Telework employees agree to restrict use of Milwaukee County-provided equipment and supplies located in the Alternate Work Location according to the same policies that apply to Milwaukee County Central Workplace-based equipment.
 - c. Any software, products, documents, reports, or data created as a result of work-related activities are owned by Milwaukee County.
 - d. Any equipment allocated for use in the Alternate Work Location must to comply with ordinance 56.11 Control and Disposal of County Owned Property.
 - e. If repairs or replacement are necessary to County-issued computing devices, IMSD staff will be available during normal business hours. Equipment that can't be fixed remotely will need to be delivered to a designated Central Workplace. Guidance for repairs and replacement will be determined on a case-by-case basis.
 - f. The telework employee is responsible for returning equipment to their manager at a Central Workplace at the time of separation of employment.
 -  g. In the event of equipment malfunction or theft, telework employees agree to notify their supervisor and IMSD Service Desk as soon as practical. If the malfunction or theft prevents completion of any work assignment, telework employees understand that they may be assigned to the Central Workplace or a shared workspace.
 - h. Milwaukee County reserves the right to monitor any and all equipment on the Milwaukee County network, and the right to remove or disable the network connection should the equipment or systems show the behavior of infection or indicators of compromise.

G. Shared Workspace/Hoteling Considerations

Shared workspaces may be established for use by telework employees when reporting to a Central Workplace for work. Shared workspaces will be sized and configured to maximize the number of employees that can be accommodated, in accordance with established Milwaukee County office space standards. A workspace may be reserved and shared by multiple employees overtime, but will be used on an individual basis.

- i. Employees who are required to be in the office less than 50% of their scheduled work week should not expect to have a dedicated workspace in a County-owned or -leased or operated facility.
- ii. Shared workspaces may be reserved for use. If shared workspaces are intended to be reserved, teleworking employees shall reserve the workspaces in accordance with established department procedures. Shared workspaces should not be reserved for days that the employee is not intending to use the space and the employee is responsible for

- canceling unneeded reservations, as appropriate.
- iii. When using a shared workspace, such as a hoteling station, teleworking employees shall maintain the workspace in a neat and orderly fashion.
- iv. If a teleworking employee uses a workspace in a County-owned or -leased or operated facility, the teleworking employee shall clean regularly-touched surfaces with disinfecting wipes at the start and the end their work day.
- v. Teleworking employees may furnish the shared workspace with appropriate personal items, but shall remove the personal items prior to use of the shared workspace by another employee.
- vi. Teleworking employees shall follow requirements listed in building rules or tenant handbooks for County facilities.

H. Employee Wellness

Milwaukee County is invested in the wellness of its employees.

- i. The Employee Wellness portal may be accessed online from the central workplace or alternate work location at www.workforcehealth.org/mkecounty.
- ii. Employees can complete activities online, including developing an action plan on diabetes prevention, financial wellness, smoking cessation, and healthy eating.
- iii. Employees can participate in online wellness challenges. Health coaches are available telephonically to discuss stress management, physical activity, or nutrition.
- iv. Milwaukee County’s employee assistance provider (EAP) offers three (3) free sessions to employees interested in meeting with a counselor.
- v. The EAP website, at www.liveandworkwell.com also has on demand videos, articles, and activities on topics ranging from financial health to work-life balance.

I. Limited Liability

- i. Milwaukee County assumes no responsibility for injuries occurring in the employee's Alternate Work Location or while teleworking that do not arise out of or occur in the course of employment.
- ii. Milwaukee County assumes no liability for damages to employee’s real or personal property resulting from participation in telework.
- iii. Telework arrangements are discretionary and cannot be a basis for discrimination claims.

5. REVISION HISTORY:

Rev. #	Summary of Changes	Date of Change	Author
1.1	CEX suspended implementation of policy; added notes for effective date.	1/10/2022	Una Stojisavljevic
1.0	New procedure	07/19/2021	Telework Policy Coordination Team

APPENDIX D

Ergonomic Workstation Setup

Height (feet-inches)	Height (inches)	A	B	C	D	E	F	G
5'-0"	60"	36.5"	55.5"	51.5"	14.0"	41.5"	37.5"	22.5"
5'-1"	61"	37.0"	56.5"	52.5"	14.5"	42.0"	38.0"	23.0"
5'-2"	62"	37.5"	57.5"	53.5"	15.0"	43.0"	39.0"	23.0"
5'-3"	63"	38.0"	58.0"	54.0"	15.0"	44.0"	40.0"	23.5"
5'-4"	64"	39.0"	59.5"	55.5"	15.5"	44.5"	40.5"	24.0"
5'-5"	65"	39.5"	60.5"	56.5"	15.5"	45.0"	41.0"	24.5"
5'-6"	66"	40.5"	61.5"	57.5"	16.0"	46.0"	42.0"	25.0"
5'-7"	67"	41.0"	62.5"	58.5"	16.5"	46.5"	42.5"	25.0"
5'-8"	68"	41.5"	63.5"	59.5"	16.5"	47.5"	43.5"	25.5"
5'-9"	69"	42.5"	64.5"	60.5"	17.0"	48.0"	44.0"	26.0"
5'-10"	70"	43.0"	65.0"	61.0"	17.0"	48.5"	44.5"	26.5"
5'-11"	71"	43.5"	66.0"	62.0"	17.5"	49.0"	45.0"	27.0"
6'-0"	72"	44.0"	67.5"	63.5"	18.0"	50.0"	46.0"	27.0"
6'-1"	73"	44.5"	68.0"	64.0"	18.0"	50.5"	46.5"	27.5"
6'-2"	74"	45.5"	69.0"	65.0"	19.0"	51.5"	47.5"	28.0"
6'-3"	75"	46.0"	70.0"	66.0"	19.0"	52.5"	48.5"	28.5"
6'-4"	76"	47.0"	71.5"	67.5"	19.5"	53.5"	49.0"	28.5"

