Policy & Procedure –
Telecommuting Policy

The Citadel considers telecommuting to be a viable short-term alternative work arrangement in cases where individual, job and supervisor characteristics are best suited to such an arrangement. The purpose of this policy is to provide guidelines to managers and employees on how to apply and implement the telecommuting process as a short-term work arrangement.

Telecommuting allows an employee to work at home, for all or part of their regular workweek on a temporary basis. Telecommuting is a voluntary work alternative that may be appropriate for some employees and some jobs. It is not an entitlement; it is not a company-wide benefit; and it in no way changes the terms and conditions of employment with The Citadel:

**QUALIFYING CRITERIA:**

1. Either an employee or a supervisor can suggest telecommuting as a possible work arrangement.

2. Telecommuting can be used during short-term illness or convalescence periods but must be pre-approved by Human Resources.

3. Individuals requesting telecommuting arrangements must have been employed with The Citadel for a minimum of 12 months of continuous, regular employment and must have exhibited above average performance, in accordance with the company's performance appraisal process.

4. Any telecommuting arrangement made will be on a trial basis for 30 days, and may be discontinued, at will, at any time at the request of either the telecommuter or The Citadel.

5. The maximum number of hours allowed for telecommuting is 20 hours per week.
PROCEDURE – HOW TO APPLY:

Step 1. Notice of Request: An eligible employee (see above Qualifying Criteria) must give thirty (30) days’ advance notice to their supervisor or the Director of Human Resources of the need to make telecommuting arrangements when the need is foreseeable. When the need for telecommuting is not foreseeable, such notice must be given as soon as practicable.

Step 2. Discussion of Telecommuting Need with Department: Upon notification of the need to telecommute, the employee and manager should discuss the following: the number of days of telecommuting allowed each week, the work schedule the employee will customarily maintain, and the manner and frequency of communication. The employee must agree to be accessible by phone or modem within a reasonable time period during the agreed upon work schedule.

Step 3. Completion of Telecommuting Form: The employee and supervisor should then complete the Telecommuting Request form and submit to Human Resources. In completing the form,

Step 4. Assessment by HR: Human Resources will review the Telecommuting Request to determine if the telecommuting request is appropriate arrangement based on the following criteria: job duties to be performed, the nature of the telecommuting work arrangements, how much time each will be spent telecommuting, the employee’s overall work performance history, and the impact on the supervisor, co-workers, and internal/external customers.

Step 5. Notification: Human Resources will notify the employee and supervisor via a written response regarding the approval of the telecommuting request.

Step 6A. Approval of Request: A draft telecommuting agreement will be prepared and signed by the supervisor, employee, and Human Resources. Once signed, the 30-day trial period will begin.

Step 6B. Disapproval of Request. If the employee would like to appeal the decision, the appeal must be put in writing within 14 days of the denial of the telecommuting request. The appeal should be written to the Director of Human Resources, Dennis Carpenter, and should include the following: reason(s) for reconsideration of the request and additional information that should be considered that addresses the reason(s) that the request was initially denied.

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**HOW PERFORMANCE WILL BE EVALUATED**

Evaluation of telecommuter performance during the trial period will include interaction by phone and e-mail between the employee and the manager. An appropriate level of communication between the telecommuter and supervisor will be agreed to as part of the discussion process and will be more formal during the trial period. After conclusion of the trial period, the manager and telecommuter will communicate at a level consistent with employees working at the office or in a manner and frequency that seems appropriate for the job and the individuals involved.

At the conclusion of the trial period the employee and manager will each complete an evaluation of the arrangement and make recommendations for continuance or modifications. Evaluation of telecommuter performance beyond the trial period will be consistent with that received by employees working at the office in both content and frequency but will focus on work output and completion of objectives rather than time-based performance.

**RECORDKEEPING OF HOURS WORKED**

Telecommuting employees who are not exempt from the overtime requirements of the Fair Labor Standards Act will be required to record all hours using the *Telecommuting Work Log Tracker*.

Employees will be held to a higher standard of compliance than office-based employees due to the nature of the work arrangement. Hours worked in excess of those specified per day and per work week, in accordance with state and federal requirements will require the advance approval of the supervisor. Failure to comply with this requirement can result in the immediate cessation of the telecommuting agreement.

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SETTING UP YOUR HOME OFFICE

Equipment Needs and Costs: The Citadel will determine, with information supplied via the Telecommuting Request Form, the appropriate equipment needs (including hardware, software, modems, phone and data lines, facsimile equipment or software, photocopiers, etc.) for each telecommuting arrangement on a case-by-case basis. Human Resources and ITS will serve as resources in this matter. Equipment supplied by The Citadel will be maintained by the organization. Equipment supplied by the employee, if deemed appropriate by the organization, will be maintained by the employee. The Citadel accepts no responsibility for damage or repairs to employee-owned equipment. The Citadel reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by The Citadel is to be used for business purposes only. The telecommuter should sign an inventory of all office property and agrees to take appropriate action to protect the items from damage or theft. Upon termination of the telecommuting arrangement, all company property must be returned to the company, unless other arrangements have been made and pre-approved by Human Resources.

Security of Information & Assets: Consistent with the organization's expectations of information asset security for employees working at the office full-time, telecommuting employees will be expected to ensure the protection of proprietary company and customer information accessible from their home office. Steps include, but are not limited to, use of locked file cabinets, disk boxes and desks, regular password maintenance, and any other steps appropriate for the job and the environment.

Setup Costs of Home Office: The employee will establish an appropriate work environment within their home for work purposes. The Citadel will not be responsible for costs associated with initial setup of the employee's home office such as remodeling, furniture or lighting, phone, data, or internet connections, nor for repairs or modifications to the home office space. Employees will be offered appropriate assistance in setting up a work station designed for safe, comfortable work.

Citadel Equipment – How Inventoried & Monitored: After equipment has been delivered, a designated representative of The Citadel will visit the employee's home work site to inspect for possible work hazards and suggest modifications. Repeat inspections will occur on an as-needed basis.

Office Supplies: The Citadel will supply the employee with appropriate office supplies (pens, paper, etc.) for successful completion of job responsibilities. The organization will also reimburse the employee for all other business-related expenses such as phone calls, shipping costs, etc. that are reasonably incurred in accordance with job responsibilities.
WHAT SHOULD YOU DO IF INJURED IN YOUR HOME OFFICE?

Injuries sustained by the employee while at their home work location and in conjunction with their regular work duties are normally covered by the company's workers' compensation policy. Telecommuting employees are responsible for notifying the Deanne Daguir (ext. 5376), Benefits Manager, of such injuries in accordance with company worker's compensation procedures. The employee is liable for any injuries sustained by visitors to their work site.

FINAL REMINDERS:

Telecommuting is NOT designed to be a replacement for appropriate child care. Although an individual employee's schedule may be modified to accommodate child care needs, the focus of the arrangement must remain on job performance and meeting business demands. Prospective telecommuters are encouraged to discuss expectations of telecommuting with family members prior to entering into a trial period.

Employees entering into a telecommuting agreement may be required to forfeit use of a personal office or workstation in favor of a shared arrangement to maximize organization office space needs.

The availability of telecommuting as a flexible work arrangement for employees of The Citadel can be discontinued at any time at the discretion of the employer. Every effort will be made to provide 30 days notice of such a change to accommodate commuting, child care and other problems that may arise from such a change. There may be instances, however, where no notice is possible.

The above referenced guidelines are equally applicable to all employees, regardless of marital status, sex, race, natural origin, or position in the company. Failure to comply with this policy may result in disciplinary action, up to and including termination.

Rev. 08/04/04