



Teleworking Recommendations, Benefits, Risks, and LANL's Telework Pilot

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Envisioning a “new normal”

- Working during COVID-19 has taught us that there are many ways to get work done while continuing to be effective, efficient, safe, and secure
 - Offer more work flexibility to staff; allow them to work some or most of the time at a location different from their onsite location
 - Leverage and advance technology to support collaboration and remote work, build a work community, complete training, perform virtual onboarding, perform virtual audits and assessments, etc.
 - Support less travel and commuting without compromising quality/strength of relationships (customer, oversight), collaboration, and communication
 - Increase direct engagement with staff, increase participation in meetings, expand collaboration network, and improve communication

This way of working is now an accepted work model—something on which we can likely build. Take advantage of good aspects of the working model to create a more flexible/networked organization. Focus on creating a resilient and results-oriented workforce bringing value to DOE

Envision a new normal for how we work, where we work, and how we organize to deliver mission.

Many models deliver work flexibility (post-Covid normal)

Attributes*	Full-Time Onsite Staff	Telework Staff	Telecommute Staff	Remote Work Staff
Definition	Working full-time on employer worksite 40 hours per week	Working part of their regular paid hours from home or at a location close to the employer worksite by leveraging technology (internet, email, telephone, Webex, etc.) and part-time from an onsite location; an arrangement to work part of the time at the approved offsite location	Working their regular paid hours full-time offsite; required to report onsite on a regular and recurring basis to access resources or for meetings and collaborations; business travel is not needed to return to the site	Working their regular paid hours full-time offsite; no requirements to report onsite on a regular or recurring basis; business travel may be needed to return to site
Work location(s)	Onsite	Some onsite work (1 to 3 days per week); remainder is working offsite	Work offsite; none to very little onsite work requirement; available onsite when business needs require it	No onsite work requirement; may work out-of-state or in different time zones
Onsite office space	Individual office or cubicle (not hot seats)	Shared office space/cubicle with other telework staff; telework-hub desks that staff can book as needed for collaborations and meetings; managers make final determination on office space	Only telework-hub space that staff can book as needed for collaborations and meetings	Only telework-hub space that staff can book as needed for collaborations and meetings if coming onsite

* These attributes are for consideration/discussion as organizations customize telework models most appropriate for their organization

Work model choice (full-time, full-time with occasional telework, telework with occasional onsite presence, telecommute, or remote) is based on mission, job needs/requirements, job responsibility, staff profile, and experience levels while benefiting the Government.



Many models deliver work flexibility (post-Covid normal) (cont.)

Attributes*	Full-Time Staff	Telework Staff	Telecommute Staff	Remote Work Staff
Office furniture	Provided by employer	Employer may provide ergonomic chair for offsite office space	Responsible for their office furniture	Responsible for their office furniture
Internet connection	Onsite capability provided by employer	Responsible for alternate work location internet with bandwidth sufficient for virtual meetings	Responsible for alternate work location internet with bandwidth sufficient for virtual meetings	Responsible for alternate work location internet with bandwidth sufficient for virtual meetings
Computer	Employer provides	Employer provides laptop and dedicated onsite workstation technology package	Employer provides laptop and dedicated onsite workstation technology package	Employer provides laptop and dedicated onsite workstation technology package
Cell phone	Employer provides, if needed	Employer provides, if needed	Employer provides, if needed	Remote work staff may obtain their own or employer provides if needed
Additional approval requirements	None	Manager approves telework options	Manager approves telecommute options; may require higher management approvals if alternate work location is out of state	Manager approves telecommute options; will require higher management approvals if alternate work location is out of state
Clearance level	All	All	All, if drug-testing facility is available within a 2-hour drive of staff's work location; otherwise, uncleared staff only	All, if drug-testing facility is available within a 2-hour drive of staff's work location; otherwise, uncleared staff only

* These attributes are for consideration/discussion as organizations customize telework models most appropriate for their organization

Many models deliver work flexibility (post-Covid normal) (cont.)

Attributes*	Full-Time Staff	Telework Staff	Telecommute Staff	Remote Work Staff
Appointment types to which the models may apply (e.g. exempt Vs non-exempt)	All	May not apply to non-exempt	May not apply to non-exempt	May not apply to non-exempt
Work week/month options	4/10, 9/80, 5/40	<ul style="list-style-type: none"> • Max telework • Office occasionally, at least 1 day onsite • Telework occasionally; employees request to work from home occasionally; blend occasional telework with mostly collaborative/lab/production and to support solo work 		
Recommended staff experience level for various models	All	All	At least 5 years of work experience; for students, we assume that they will have their university mentors while working offsite	At least 10 years of work experience; for students, we assume that they will have their university mentors while working offsite
Out-of-state tax implication		Applies if offsite work location is out of state	Applies if offsite work location is out of state	Applies if work location is out of state

* These attributes are for consideration/discussion as organizations customize telework models most appropriate for their organization

Please note:

- (1) "Telework" is used generically to represent Telework, Telecommute, and Remote work models
- (2) Many organizations are adopting a "hybrid" model (a blend of full-time, telework, telecommute, and remote workers) to accommodate the diversity of work and workers needs

Telework model benefits

Benefits Category	
Cost savings	Facilities/infrastructure management Weather-related closures Equipment/materials Lower costs to employer of unscheduled absences
Business sustainment/continuity enhancements	Increased productivity Employee recruitment enhancement Employee retention, less attrition
Environmental impact reductions	Less fuel used, less road maintenance required, less pollution from fuel emissions
Safety benefits	Fewer work-related injuries Reduced commuting accident risk Improved work/life balance

Telework model risks

- Individual and team dynamics
- Potential for reduced innovation
- Safety
- Security
- Information technology/information security challenges
- Tax issues for companies that have employees who work in a different state than their normal location/site
- Licenses may not be valid across state lines

Degree/scope of disadvantage will vary with the work model. Minimization/mitigation will require ensuring that the appropriate model is selected for the job categories and appropriate compensatory measures are used to mitigate the issues/disadvantages for each work model.

General teleworking recommendations

- Innovative teleworking approaches should be encouraged and shared across the complex
- DOE/NNSA guidance, Orders, policies, and contracts need to evolve to recognize that regular or routine telework needs to be a management option that employees can use on a regular, recurring basis
- Eligibility, participation, frequency, and duration that an employee teleworks should be a management decision approved on a case-by-case basis
- Management must continue to ensure that required missions are fully achieved while ensuring cost effectiveness and compliance

General teleworking recommendations

- DOE/NNSA should research, endorse, and fund (as government-provided service) one or more preferred online collaboration platforms to use across the enterprise
 - Additional infrastructure investments should be coordinated with the CIO community
- Determinations need to be made on what “work tools” are essential to support employees who work remotely (i.e., webcams, large monitors, office chairs, other ergonomic equipment if needed)

Telework recommendations regarding the contractor community

- DOE should consider revising/expanding Laws and Orders pertaining to telework, many of which do not apply to contractors
- State the conditions that underpin telework agreements
- Determine scope eligibility/limitations of employees to participate
- Describe how the telework model ensures that operations are not diminished
 - Need controls in place to ensure output from employees is appropriate (deliverables, timesheet notes, management evaluations)
- Define terms of agreement
- Determine what extent Collective Bargaining Agreements can be adapted to allow teleworking during an emergency
- Specify agreement details between manager and employee
- Define allowable uses/limitations of use of government equipment and/or allowance/reimbursement for purchase

Benefits to date

Reduced leave

Increased productivity

No impact to customer services

Fewer safety incidents

More space for mission

Savings in commute

Virtual onboarding

Positive job satisfaction

Positive manager/

employee communication

LANL “telework” pilot status

- Constitutes ~11% of population
 - 93% of these staff are regular staff
 - 7% are categorized as contractors and student appointment types
 - 97% of staff identified as telework staff is from the Operations organization (constituting the “Pilot Telework” staff)
 - ~9% of this population was onsite occasionally during COVID-19
- The pilot telework staff will share offices and telework-hub in transformed spaces at Otowi, Central Park, and Santa Fe
- Space savings are being transferred to mission activities staff
- We are beginning to see requests for remote work as well

Current LANL work models include full-time onsite, full-time onsite with occasional telework, telework with occasional onsite presence, and telecommute.

The telework pilot staff were selected based on job needs/requirements, job responsibility, and staff profile and to bring value to the Government.



Next Steps

Complete pilots by

- Assessing results and making recommendations to NNSA regarding how to conduct future telework to advance the NNSA mission
- Continue to share best practices/lessons learned