
Alberta Employment, Immigration and Industry

REMOTE CONTACT CENTRE ADVISOR INITIATIVE

Privacy Impact Assessment

Final Report

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Submitted by:
Centrally Delivered Services
Delivery Services Division

In consultation with:
Information and Privacy Office


Employment, Immigration
and Industry

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Chapter 1: Program Description

Alberta Employment, Immigration and Industry (“AEII”), Centrally Delivered Services (“CDS”) provides information and services to the public for [Employment Standards](#), [Student Funding](#), [Workplace Health and Safety](#), [Career & Employment Services](#), [Alberta Child and Adult Health Benefits](#), [Income Support](#), as well as [Canada-Alberta JOBS](#) through an Edmonton based Contact Centre.

The CDS is beginning the Remote Contact Centre Advisor (RCCA) Initiative which calls for the creation of a virtual work station that allows AEII to deliver services from any location in Alberta.

With the use of technology, and, in particular, computer telephony integration, AEII will establish RCCAs to deliver the services for the CDS from their own homes. AEII wants to offer flexibility to employees in providing alternative working arrangements while ensuring that the same high quality service is provided as is currently available from the Contact Centre worksite.

RCCAs will access personal information at their worksite through secure access granted through the AEII computer systems. They also will be collecting personal information from clients in order to provide services. As a result, there are privacy implications for the work under the RCCA Initiative.

This Initiative provided an opportunity to conduct a Privacy Impact Assessment. This report provides an overview of the project, identifies potential privacy implications of a remote Contact Centre, and activities undertaken to mitigate potential privacy impacts. This report was prepared in consultation with Delivery Services and System Administrators.

1.1 Responsible Public Body

AEII is responsible for the RCCA Initiative.

1.2 Responsible Business Area

CDS is the business area responsible for the RCCA Initiative.

1.3 Contact Person

The following individual can answer questions about the personal information collected, used and disclosed.

[Manager](#)
Centrally Delivered Services
Employment, Immigration and Industry
7th FI Park Plaza

10611 – 98 Avenue
Edmonton, AB T5K 2P7
Tel. 780-644-1913

1.4 Overview

1.4.1 Background

CDS operates an Edmonton based Contact Centre where the public can find out about particular AEII programs and services.

Contact Centre Advisors answer telephone inquiries from the public related to Employment Standards, Student Funding, Workplace Health and Safety, Career & Employment Services, Alberta Child and Adult Health Benefits, Income Support, as well as Canada-Alberta JOBS information.

CDS provides Contact Centres for Children's Services and Seniors and Community Supports (Parent Information Line and Assured Income for the Severely Handicapped, respectively)

CDS has invested in technology to create a virtual work station that allows for the delivery of service from any location in Alberta, including an employee's private residence. CDS has successfully developed and tested the telephony, and other related technology required for a RCCA.

1.4.2 Project Overview

CDS has initiated a project known as the RCCA Initiative where Advisors work from home to provide Contact Centre services. These RCCAs will receive the same training, support and monitoring as Edmonton based Contact Centre Advisors. RCCAs will have the same performance standards as regular Contact Centre Advisors to ensure the same high quality level of service.

The pilot project underway for the Fall of 2007 will have four Edmonton based CDS Advisors work from home to operate two contact centers; Employment Standards and Student Funding.

The Employment Standards Contact Centre provides information on employee's and employers' rights and responsibilities in the workplace. The centre answers telephone and e-mail questions about; when and how employees must be paid, holiday and overtime entitlements, termination, and other provisions under the Employment Standards Code.

The Student Funding Contact Centre responds to telephone and e-mail queries from Albertans, educational institutions, and other government departments with information on student funding for government sponsored student loan and grant programs as well as Alberta Works income support for learners.

The pilot phase will operate for four months and then an internal evaluation will be conducted to monitor results. This analysis will collect information from staff and supervisors. The review will look at when there were technology issues (e.g. Internet failure or systems failures), review the results regarding responsiveness (number of calls, average speed of answer, etc.) and identify whether staff met (and ideally exceeded) the performance measures set for this project. The evaluation will identify best practices and areas for improvement.

This project supports several AEII initiatives including: reducing accommodation costs, employing persons with disabilities, providing opportunities for developing rural communities, alternative work arrangements, flexibility, and attaining a healthy work/life balance.

The service during the pilot phase will be available from 8:15 a.m. to 4:30 p.m. and is primarily provided by phone.

As RCCAs are successfully supported to work remotely, it is anticipated future positions can be recruited to and supported in rural Alberta.

Technology supports:

- RCCAs will have access to all computer applications without jeopardizing security or level of service. RCCAs will seek computer support when required, and use procedures set out for them should there be a breakdown of their computer equipment
- 24/7 support is in place for the telephony component, with procedures developed to respond to situations as they arise.
- Employees being placed in this role will have a minimum of one year's training on site. Training, meetings, etc. will use Webex or teleconference tools. Webex allows for internet based communications between a RCCA and another person at another location (i.e. supervisor). The pilot will allow AEII to identify best practices customized to the needs of staff.
- Remote access will be granted for departmental applications.
- Ability to use real-time information to manage call queues (e.g. number of RCCAs logged in, number of calls taken, number of calls in the queue, etc.) Technology is utilized to facilitate a queue where callers are routed to the next available Advisor, whether they are centrally located at the Contact Centre, or located as a Remote Contact Centre in their home or another location.
- For the pilot project, all calls are recorded and may be monitored. All callers will be made aware that their call may be recorded for quality assurance purposes.

- Desktop images during telephone calls can be captured in order to monitor RCCAs' skills, identify training opportunities, and areas of excellence.
- Contact Centre Advisors have access to the call display function.

1.4.3 Purpose of This Review

This report provides an overview of the project, identifies potential privacy implications of a Remote Contact Centre, and the activities undertaken to mitigate potential privacy impacts. This report was prepared in consultation with Delivery Services and System Administrators.

1.5 Benefits

1.5.1 Benefits to Employee

- RCCAs can reside and work in rural communities, have the same training, career and advancement opportunities offered in urban centres, and support their local communities.
- Phasing in rural RCCAs will allow learning from supporting RCCAs in Edmonton.
- This initiative supports and enhances work/life balance. RCCAs can eliminate commuting time, and are able to spend more time at home with family. This also has an environmental impact in reducing greenhouse gas emissions.

1.5.2 Benefits to Employment, Immigration and Industry

- Remote Advisors working from home advance AEII's goal of a healthy work/life balance.
- Provides opportunities for employment in rural Alberta communities rather than only urban areas (e.g. Edmonton).
- Supports the employment of persons with disabilities who may be accommodated in their own home environment more easily than an office setting.
- Reduces AEII accommodation requirements.
- Department gains access to a broader pool of talented workers.

- Research has found increased productivity results from analysis of remote agents, particularly when there is a good fit in the work to be performed, and the individuals selected to perform this work.

1.5.3 Benefits to Albertans

- Improved service delivery.
- Efficiencies in the delivery of service and costs through reduced accommodation costs.
- Reduced greenhouse gas emissions from eliminating commuting and thus a step in reducing the Government of Alberta's environmental footprint.
- Opportunities for employing persons with disabilities and rural employment.

Chapter 2: Personal Information Collected, Used and Disclosed

2.1 Systems

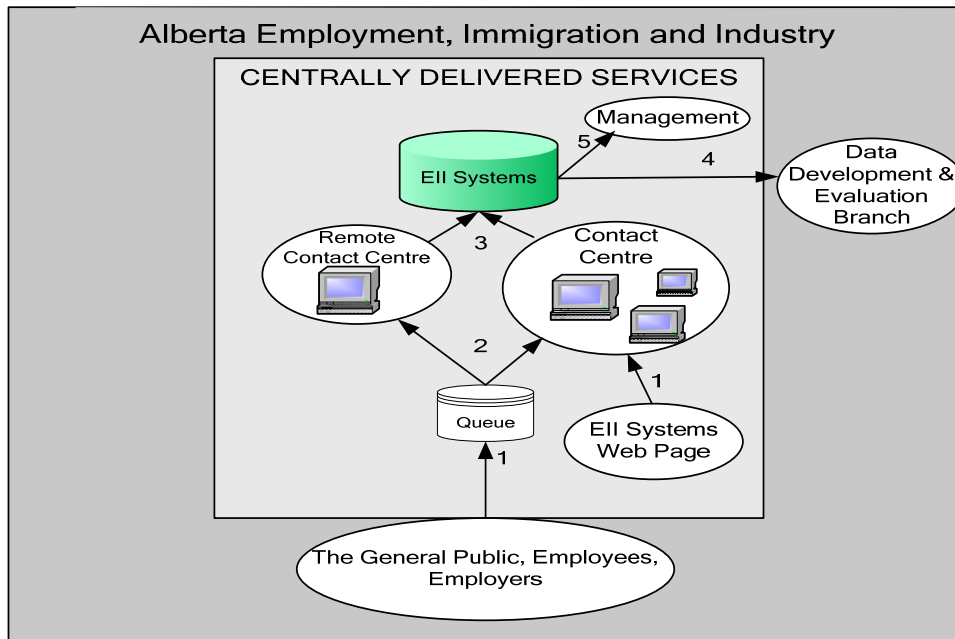
The Remote Contact Centre Advisors (RCCAs), when providing service to a caller, will only collect the information necessary to address the service request. The information will be entered directly in to the appropriate computer application and no paper records will be created. This Privacy Impact Assessment addresses the safeguards of the Alberta Employment, Immigration and Industry (AEII) systems to support a Remote Contact Centre and ensure protection of personal information (refer to 3.5.2), not the specific personal information collected in each system.

RCCAs will access AEII systems using CITRIX (refer to 3.5.2). RCCAs are behind the same firewall and related security measures as any other departmental employee.

2.2 Personal Information Flow

Figure 1 below is a highly simplified diagram of the information flows for the administration of the RCCA Initiative. Section 2.2.1 is a narrative of these flows.

Figure 1
Remote Contact Centre Advisor Initiative



2.2.1 Information Flow Narrative

The RCCAs for this pilot project will receive calls relating to AEII Employment Standards and Student Funding. Future phases will include additional program areas.

1. Albertans contact AEII through publicly listed phone numbers, by visiting regional offices, through e-mail contact, fax or via Web sites.
2. Advisors from the Edmonton and Remote Contact Centres receive calls through a queue where the callers are routed to the next available Advisor. Advisors enter call information as appropriate. The Employment Standards Contact Centre receives an average of 135,000 calls per year and responds to approximately 6500 e-mails. The Student Funding Contact Centre receives just over the same number of calls per year (135,193 in 2006/07) and the same number of emails (6,724 in 2006/07).
3. Advisors capture information on the type of calls, employer, worksite location, and any additional related information required to provide a service.
4. Data Development and Evaluation Branch and the Program areas retrieve operational statistics such as number and types of calls, the average speed of answer, call length time, and other information. Business plan goals identify targets for service delivery results. For example, for the Employment Standards Contact Centre the average speed of answer is 85 seconds. The business plan goal is for the speed of answer to not exceed 120 seconds. The average call length time is 3 minutes. The program goal is 3 minutes and 30 seconds. For the Student Funding Contact Centre the average call length is 3 minutes and 24 seconds and the average speed of answer is 2 minutes and 11 seconds. The program goal is also 3 minutes and 30 seconds.

Contact centre data related to telephone service performance includes; average delay a caller waits in a queue (average speed of answer), time for the conversation (call time), percentage of calls answered within a determined time frame, number of calls per hour the Advisors handle (average speed of answers), time spent processing customer requests (after call work), percentage of calls that resolve the client's issue, number of calls where client hangs up before talking to Advisor (call abandonment), and percentage of time Advisors are not available.

5. Regular and ad hoc reports are produced for management. These reports capture statistical information throughout the province. Management uses information from these reports for operational planning. These reports do not contain personal information.

2.3 Information Users

For the pilot project RCCAs will collect and access information for two Central Delivery Services as follows;

Employment Standards – a provincial call centre for the public to access information on Employment Standards legislation, workplace issues, complaint processes, etc.

Student Funding Contact Centre (SFCC) – a provincial call centre for AEII Learners, Labour Market clients, and post secondary students providing information on funding, work search and career planning services.

Personal information collected is limited to the least amount required to provide the service.

Chapter 3: Protection of Personal Information Analysis

3.1 Collection of Personal Information

Section 8(1) of the *Government Organization Act* allows a Minister to establish any services she/he considers desirable in order to carry out the matters under her/his administration. This section is broad enough to include the establishment of the Remote Contract Centre Advisor (RCCA) Initiative.

Section 33(c) of the *Freedom of Information and Protection of Privacy Act (FOIP Act)* applies to the collection of personal information.

33 *No personal information may be collected by or for a public body unless*

(c) that information relates directly to and is necessary for an operating program or activity of the public body.

Specific procedures manuals and training identifies for employees the relevant legislation for each service provided. These manuals will be available electronically and print form for easy access by RCCAs.

The personal information collected under s.33(c) is used to respond to service requests; for example to send out publications that have been requested initiate a complaint process, student funding, etc.

3.2 Manner of Collection of Personal Information

Personal information is generally collected directly from the individual in accordance with *section 34(1) of the FOIP Act*. There may be circumstances when indirect collection occurs, such as an employer reporting on an incident with an employee.

RCCAs will use caller identification. They will not, however, verify the identity of the caller through this means but will confirm the identity through the conversation with the caller. Training will identify the issues around the use of caller ID.

3.3 Accuracy and Retention

Records Retention and Disposal Schedules are applied to the electronic records of this service maintained on the AEII systems. No paper records are maintained by the RCCAs and no information can be stored on their computer hard drives.

3.4 Right to Request Correction of Personal Information

If an individual believes that the information Alberta Employment, Immigration and Industry (AEII) holds about them is inaccurate (in error or something omitted) they have the right to ask for the information to be corrected. Upon request from the individual, a designated delivery representative will review the file and answer the client's questions.

3.5 Protection of Personal Information

3.5.1 Ministry

AEII's Privacy and Security Policies prescribe common privacy expectations across the Department. They are the foundation for department-wide processes, detailed procedures and practices at the program and service level, and individual awareness.

The security measures for this pilot project are in keeping with the GOA IT security standards.

The reporting and review process for dealing with security breaches is outlined in the Privacy and Security Policies, and described in the Branch policies and procedures manual, along with the system's Quick Reference User's Guide.

Policy and procedures for the RCCA initiative are in place. (refer to *Appendix 1*)

A Telecommuting Agreement will be in place with each RCCA that will set out the provisions for the protection of personal information. (refer *Appendix 1, Appendix 2*) Ongoing training and information sharing will identify the procedures to be used by RCCAs to ensure the confidentiality of the information they access and use.

3.5.2 Technical Support

The Information Management and Application Support Branch, supported and supplemented with the services of contracted service providers, is responsible for the information technology infrastructure security that supports the AEII database systems. The systems are secured by appropriate passwords and authentication built into the applications and network infrastructure. The applications and data are accessed via dedicated circuits in a closed network. (Citrix). Users will have a Government of Alberta user name and password to logon to the government network. The logon user name and another password are required to logon to the System(s).

The RCCAs will access the AEII systems using a Department-issued PC via the AEII Virtual Private Network (VPN) service which protects the communications session (internet or voice line) with encryption. The VPN will allow the user to connect to the AEII network. The front end server on the AEII network uses technology (Citrix) that restricts the user's access to their specific applications. A combination of user IDs, passwords and digital certificates secure access to the PC, the AEII network and systems.

Appropriate technology measures will be taken to protect the data, including the use of a router to protect the entire computer, and the use of a firewall to prevent unauthorized network access.

All data is stored on a Government of Alberta server. Server maintenance is an AEII responsibility. AEII contracts out server maintenance, and the maintenance contract contains confidentiality and security provisions. RCCAs receive application support through contracted service providers. Their computer is programmed so that no information can be stored on the hard drive.

3.5.3 Remote Contact Centre Physical Location

Criteria will set out the requirements for an ergonomic work station that is free from obstructions and distractions. RCCAs will use several different technology applications.

Procedures are in place regarding securing the work station when away from the equipment to ensure unauthorized access and use. A Home Office Safety Checklist has been identified by the Government of Alberta. (refer to *Appendix 1, Appendix 4*)

3.5.4 RCCA Role

AEII is responsible for ensuring that its responsibilities under the *FOIP* Act are clearly communicated to, and are understood and adopted by its employees.

All program employees are made aware through training and through program policies and procedures that because they handle personal information:

- They must be aware of the requirements for protecting personal information.
- Appropriate use of personal information means information must only be accessed for "need to know" purposes.
- They must be aware of the relevant policies regarding breaches of security or confidentiality which can be analyzed by reviewing the Code of Conduct along with privacy and security policies.

- Personal Performance Agreements will set out individual expectations for each RCCA. Supervisors will monitor work performance against the agreed upon targets identified in these Personal Performance Agreements.
- RCCAs will have a daily reminder of the Internet Protocol in place through the message displayed on their computer screen.
- When a question comes up that can not be easily answered the call may be forwarded for response to their supervisor or an appropriate contact person for response
- Program supports are available during hours of operation. Technology support will be available to them through contracted service providers.
- Supervisors will monitor calls for training and coaching purposes with the potential for monitoring communicated to clients
- A procedures manual regarding measures around privacy protection including setting out specific requirements for their role as RCCAs is in place
- Through the use of e-mail, and contact with their supervisor and peers, RCCAs will keep aware of the most current information and be updated on new initiatives and program information
- While the focus is to provide information on departmental programs and services, RCCAs may also refer clients to other programs, services, agencies etc.
- All employees of AEII are required to have mandatory FOIP training once every three years. The Information and Privacy Office offers a Managing Information @ Work course as an opportunity for departmental staff to gain an awareness of how to manage the information they use, collect and disclose.

3.6 Use of Personal Information

Anyone is able to call to access services, obtain information or report a complaint or incident or request general information. Even if individuals do not wish to identify themselves, complaints or reports are forwarded to the appropriate program area for follow up.

Where caller information is collected, personal information requested is limited to the least amount required to provide the service. For example, those needing information on student funding will usually be requested to provide the student identification number.

Personal information entered into the AEII databases are only accessible by authorized AEII employees and/or contracted providers according to their user role and responsibilities.

3.7 Disclosure of Personal Information

Personal information collected is not used for purposes outside the program.

3.8 Disclosure for Research or Statistical Purposes

Personal information is not disclosed for research or statistical purposes. Any disclosures would be limited to aggregate, anonymous, or non-identifying information. All such requests for information for research or statistical purposes must be approved by the Assistant Deputy Minister responsible for the business area that manages the information.

Some clients will participate in a survey of their customer service experience in order to evaluate the RCCA Initiative and identify opportunities for improvement. Individuals will be asked if they would like to participate in a survey and will have approximately five questions which they can respond to about their service experience.

The AEII's Evaluation and Analysis Advisory Committee (EAAC) reviews requests to the AEII from external researchers to undertake evaluation using AEII information or resources and makes recommendations to the respective Assistant Deputy Minister(s).

Chapter 4: Potential Privacy Impacts

4.1 Mitigation of Potential Privacy Impacts

The amount of personal information collected, used and disclosed is limited to the least amount required to provide Alberta Employment, Immigration and Industry (AEII) services.

A Remote Contact Centre Advisor (RCCA) will be able to access information from their desk top but will not be able to store information on their computer system hard drive. There are specific procedures to be followed regarding the use of personal information for each program.

Training, ongoing coaching, and information exchange will provide opportunities to implement best practices on using personal information and how to protect this information.

Within their work setting, RCCAs will follow procedures to secure their computer equipment including locking their screens to prevent access. There will be no client files (in paper form) in the Remote Contact Centre unless arrangements are made for a specific purpose with the agreement of senior management. Home office locations will be set up meeting departmental requirements and will utilize resources developed within the Government of Alberta.

4.2 Conclusion

The Remote Contact Centre Advisor Initiative is an opportunity to provide employees with an alternative working arrangement that supports the values of the Government of Alberta and the initiatives of AEII. In their role, RCCAs utilize the technology available to deliver a service that is seamless to clients. The privacy and security safeguards that are in place will adequately protect the personal information being collected, used and eventually purged. This innovative strategy for delivering service is supported with technology and coaching.

The privacy and security safeguards to be in place will adequately protect the personal information involved.

Appendix 1 Remote Advisor Pilot Project

Appendix 1 Telecommuting Agreement

<http://www.chr.alberta.ca/staff/flexible-work/telecommuting/telecommuting-agreement.doc>

Appendix 2 Telecommuting Requirements Checklist

<http://www.chr.alberta.ca/Practitioners/?file=staff/flexible-work/telecommuting/appendix-2&cf=374>

Appendix 3 Home Office Safety Checklist

<http://www.chr.alberta.ca/staff/flexible-work/telecommuting/home-office-safety-checklist.pdf>

REMOTE ADVISOR PILOT PROJECT

Centrally Delivered Services

October, 2007



Background

Centrally Delivered Services (CDS) is embarking on a pilot project where four contact centre staff will work from their homes. The pilot will be limited to Student Funding and Employment Standards Contact Centres as the type of work performed in these units lend themselves well to working remotely.

CDS is a forward-thinking organization and this project is a pro-active approach to offering staff more flexible work arrangements. This pilot will test all primary functions of the role, test that information technology can support working off-site and measure that quality and productivity is maintained or improved. Eventually, it will be used as a model to extend to other contact centre Advisors working within CDS.

Based on research, organizations that are using this model have found staff to experience the following advantages:

- Work-life balance is improved (lack of commuting allows for more time at home)
- Cost savings on transportation (gasoline, parking, auto maintenance, bus passes, etc.)
- Reduction in gasoline emissions
- Cost savings on food and clothing.

Organizations are experiencing the following advantages:

- Increased employee satisfaction
- Reduction in accommodation costs
- Improved performance
- Decrease in lost time (sick days, etc.).

As this is a pilot project, CDS hopes to test as many factors as possible. Some of these factors are:

- Differences in reliability of various Internet Service Providers
- Rural vs urban home locations
- Paperless operations
- Strategies to overcome any feelings of isolation
- Frequency of down-time

HUMAN RESOURCES GUIDELINES/CONSIDERATIONS

Criteria for eligibility and approval of telecommuting arrangements

- Permanent and temporary full-time and part-time employees are eligible to be considered for a telecommuting arrangement after one year of service. Employees with less service may be considered in exceptional circumstances.
- The position/role is considered operationally feasible by the employing department and provides a mutual benefit.
- Participation is considered voluntary and mutually agreed to by the employee and the supervisor/manager.
- Bargaining unit employees must have the approval of the Alberta Union of Provincial Employees to participate.
- While each telecommuting arrangement is assessed on its own merit, the following overriding conditions must be met:
 - The employee's performance is fully satisfactory
 - The employee demonstrates the ability to work well with minimal supervision, is self-motivated and reliable
 - Home office facilities are adequate, meet Occupational Health and Safety Standards and are free from noise and distraction.
 - Family care arrangements are in place.
- When an employee transfers to a new position, the arrangement is automatically terminated and a new agreement must be agreed to by the new supervisor/manager and the employee.
- *For the purpose of this pilot only, consideration will also be given to the location of the employee's home as well as their current Internet Service Provider*

Impacts on employee status and benefits

- An employee's status, responsibilities, benefits, entitlements, and access to organizational information, services, and opportunities are not altered by a telecommuting arrangement.
- Salary, advancement and employee benefits such as statutory holidays, staff development, recognition awards, overtime, access to sick days or other leaves, are administered in the same manner as for an employee who is not telecommuting.

Hours of work

- Hours of work schedules may vary, to allow flexibility in scheduling and meeting both personal and operational commitments.
- Where core work hours are established, they will be stated in the telecommuting agreement
- Flexible work place arrangements may be combined with flexible or modified hours of work. For bargaining unit employees, this arrangement must be in accordance with Supplement III in the Master Agreement.

- Telecommuting has no impact on an employee's eligibility to be compensated for authorized overtime hours. Note – overtime is authorized by the supervisor in advance of the hours being worked.

Assigned days of work at home vs CDS office

- Unless other arrangements have been made, work will be completed at the home office.
- Employees may be required to attend staff meetings, training and other scheduled events at an EII office or designated location.
- Flexibility of the supervisor/employer will occur to try and accommodate occasional employee requests to work at the CDS work site.

On-Site Office Arrangements

- The need for shared on-site office space requirements will be determined during the pilot.
- Employees may be required to come to the CDS worksite with minimal notice if computer or telephone connectivity is disrupted for a lengthy period of time

Family Responsibilities

- Regular dependent care arrangements must be in place to allow the employee to work in a distraction-free environment.
- See Appendix 1 – Psychological Success Factors for additional family considerations.

Communication and performance expectations

- Communication and performance standards should not change because of where the work is performed.
- There will be daily communications with the employing department and the employee working from home.
- The employee is responsible for maintaining effective communication and workflow among clients, co-workers and the supervisor, including regular checks to office voice mail and e-mail
- The employing department will provide access to the department's communication systems, including e-mail and a telephone line as needed.

Monitoring and measuring work performance

- Performance expectations for work performed at home will be incorporated into the employee's regular performance agreement. Expectations should be specific and focused on measurable results, not process.
- A telecommuting employee should be evaluated on individual as well as group work and receive the same performance format as is used on-site.
- Technological monitoring equipment will be used as a coaching and training tool. Management reports from the call distribution technology will also provide data related to performance measures.

Telecommuting Agreement

- Details of the telecommuting arrangement must be outlined in a written agreement (See Appendix 2) signed by the employee, the employer and AUPE for bargaining unit employees.
- The agreement must include a termination clause that provides for the termination of the arrangement by either party on 30 days written notice or earlier, by mutual agreement.
- The department Human Resource Office must be involved in the preparation of the telecommuting agreement and provided with a signed copy.
- The approval process, terms, or termination of a telecommuting agreement are not subject to the grievance procedure for bargaining unit employees.

Applications

Employees that meet the qualifications and are interested in participating in this pilot project should make their interest known, in writing, and forward their written submission to their supervisors. A template (see Appendix 3) is available to complete a written submission.

ACCOMMODATIONS

Designated Space

- The home office must be a designated space that meets the need for privacy and ensures that confidentiality of work interactions is maintained.
- Any costs associated with home renovations for a home office are the responsibility of the employee.

Equipment and Furniture

- The employer will provide suitable furniture and equipment, if necessary, to work at home. Items will be on loan to the employee and must be maintained in reasonable condition (i.e. normal wear and tear). All equipment and furniture provided by government must be itemized in the telecommuting agreement.
- Essential office supplies to meet business needs will be provided by the employing department.
- The employing department's policy on personal use of government equipment and software will apply in the home environment.
- Existing office equipment may be transferred to the employee's home if that is possible.
- The use of employee-owned IT equipment and software must be approved by the employing department.
- Any new hardware or software purchased by the employing department for a telecommuting arrangement must be in keeping with departmental standards and approved through the normal acquisition procedures.

Telephone and Internet connections

- Employees will require a separate business telephone line from their personal line
- Employees will require high speed internet
- Employees will be responsible for maintaining connectivity to the internet
- The employer will be responsible for costs associated with telephone connection and ongoing monthly fees

Insurance

- A telecommuter is required to carry a minimum of \$1,000,000 of general liability insurance and inform the insurance company that he/she is working from home; any additional costs are the responsibility of the employee.
- The Government of Alberta's insurance covers loss of or damage to equipment provided by the government, subject to a per loss deductible which is the responsibility of each department. This does not cover equipment owned by the employee.
- The Government of Alberta's insurance also extends to liability arising out of the conduct of business.
- The employer will not be liable for loss or damage to the employer's property where the employee has failed to take reasonable precautions to secure and protect the property.

Income Tax Implications

- Some home office expenses may be deductible for tax purposes if certain conditions are met. The employee is advised to contact Revenue Canada, as this is a matter between the individual employee and Revenue Canada.

OCCUPATIONAL HEALTH & SAFETY

Safety

- The employee is responsible for ensuring that the home office meets the department's normal workplace Occupational Health & Safety (OH&S) requirements.
- A home office safety checklist (Appendix 4) must be completed by the employing department and attached to the written agreement. The department will ensure continued adherence to OH&S policies by completing the checklist (Appendix 4) periodically.
- All work-related accidents must be promptly reported to the supervisor.
- For personal safety reasons, appointments and meetings with clients must not be conducted in the home office.

On-site visits

- The home office must be accessible for on-site visits by departmental personnel for safety inspections, accident investigations, equipment audits, and other business-related matters.

Typically, an on-site visit will occur prior to a teleworking arrangement commencing and then as scheduled with the supervisor.

- Reasonable notice of 24 hours, or less if agreed to by the employee, must be provided for on-site visits.

Injuries covered by Workers' Compensation

- Telecommuting employees are covered for injuries arising out of and in the course of their employment, including work in their homes.
- There must be a relationship between employment expectations and the time and place the accident occurs.
- Each case is judged on its own merits using the same general criteria that are applied to any workplace injury.

COMPUTER & TELEPHONE EQUIPMENT

Hardware (supplied)

- Desktop or laptop computer
- Router
- Analogue telephone
- Telephone headset and amplifier
- Computer fob

Software

- Employees will have access to all applications currently on their desktop at CDS site (MS Suite, IP Agent, Outlook, personal and team drives, etc.)
- Software will be accessed via Citrix, using a fob
- All documents must be saved to the network drive

Set up

- Employees will be provided with detailed set-up instructions
- Employees experiencing difficulties with the physical set up can receive assistance from CDS Systems Administrators during regular office hours

IT Support

- Employees experiencing any computer problems can receive support via the CGI help desk
- Interruptions with internet connectivity will be directed to the employee's Internet Service Provider (ISP)

FREEDOM OF INFORMATION & PRIVACY

- All information collected from or related to a client must be kept confidential and inaccessible to others living or frequenting the employee's home
- As all information will only be collected and retained electronically, employees must lock their computer whenever they are not using it
- A Privacy Impact Assessment was completed and will be made available to Advisors

EVALUATION

- Advisors working from home must participate in an evaluation process to determine success factors as well as identify any areas for improvement
- Evaluations of the project will be ongoing; employees should immediately identify any problems or concerns
- Evaluations will consider: employee satisfaction, employer satisfaction, performance measures and reliability of IT systems and supports

Appendix 1

What are other considerations and tips for successful teleworking?

There are advantages and disadvantages to telecommuting. Creating a successful telecommuting arrangement relies on being realistic about whether this is a good fit. Being well prepared for both the positive and negative aspects will help you. The information that follows provides you with some questions and points to consider and discuss with your household.

Telecommuter Self Assessment

Ask yourself some hard questions – and make sure your answers are honest. Being aware of the potential downsides will help you be proactive in preventing problems and makes you more prepared to deal with problems as they arise. Ask yourself the following questions:

- Do I have the experience to work on my own, with minimal supervision?
- Am I self-disciplined and able to work independently with good work habits?
- Do I have strong time-management and organizational skills? Am I results oriented?
- Can I adjust to the relative isolation and would I miss the social interaction during the day?
- Do I have a good understanding of the organization's "culture," policies and procedures to do my job? Do I have effective working relationships with my co-workers?
- How would not seeing my clients and co-workers affect me?
- What benefits do I anticipate telecommuting would bring me?
- Is my home conducive to work? Is it quiet with minimal distractions?
- Is there a place at home I can set up as a dedicated work area?

Psychological Success Factors

As a telecommuter you will likely be spending more time at home. It is especially important to create a work space that helps you set appropriate boundaries between work and home life.

The following checklist highlights psychological success factors for working at home. Take a few moments and be honest with yourself as you check off only those you know to be true:

- I have support and commitment from family and co-dwellers to make a telecommuting arrangement work.
- I can avoid temptations or block them out.
- I can stay out of daily family life during work time.
- I have a plan to deal with family and outside distractions.
- I will be able to balance work with my personal life.
- My plan has provisions for childcare. (Teleworking is not a substitute for childcare.)
- I am able to develop regular work routines and schedule work flow accordingly.
- I can establish and maintain a work schedule with start, stop, and break times.

Discussing the telecommuting arrangement with family and/or co-dwellers

If you live with others, your telecommuting arrangement will probably have a significant impact on them. It is important to enlist support in advance. The best way to handle this is to conduct a household meeting before starting your telework arrangement. Discuss these issues (as appropriate) with your household members:

- Outline your proposed telecommuting arrangement, including its impact on home activities and the support/cooperation you will need.
- Set some guidelines for when (and under what circumstances) interruptions are permitted.
- Set expectations for sharing – or not sharing – household responsibilities during work hours.
- Decide whether or not the telecommuter is expected to answer the residence telephone (or the doorbell) during the workday.
- Brainstorm about how normal household problems encountered during work hours will be handled.
- Brainstorm the anticipated effects of working from home and how you might deal with these effects.
- Discuss rules for use of the telecommuter's office equipment.
- Be positive: talk about the benefits to be shared by having you work at home.
- Be pragmatic: discuss potential issues and when, how and how often to review progress.

Tips for Successfully Managing a Telecommuting Arrangement

- Develop a routine to help you transition from home to office and back again. Make sure everyone else in your household knows the basics of your routine so that transition from home to work flow more smoothly.
- Create a schedule and keep it consistent from day to day. Stick to set office hours and ensure each day's schedule does not differ radically from the last.
- Schedule breaks and take them. Make sure you build activities into your coffee and lunch breaks that meet your needs.
- Plan ahead for work at home days; be sure to have everything you need when working from home.
- Minimize distractions on the phone. When you are working from home, you may decide you will not take personal calls during the hours you are scheduled to work.
- Learn to manage work responsibilities versus personal interests. Let your family/friends know when you will be available for them. Friends/family may not realize working at home requires more dedication to the work than working in the office. It is easy to be taken advantage of and asked to do other things.
- Learn where to go to get what you need, whether it is information, training or other resources.
- Get to know your manager/supervisor better. Do what you can to establish a good working relationship.
- Keep communication lines open with your manager and co-workers. Talk to your manager/supervisor about any problems that arise.
- Participate in department and group meetings whenever they are held.

Appendix 2



TELECOMMUTING AGREEMENT

AGREEMENT DATED THIS ____ DAY OF JANUARY, ____

BETWEEN

("the Employee")

AND

("the Department")

EFFECTIVE JANUARY ,

:

The Department and the Employee agree as follows:

**Telecommuting
Tasks**

1. The Employee shall perform the following typical tasks at the home office:

Schedule

2. (a) The Employee's normal work week will consist of:
 - (i) _____ as regular office days.
 - (ii) _____ as home office days.
- (b) The above schedule may be altered by mutual agreement of the Employee and the Employee's Supervisor.
3. (OPTIONAL) Core hours shall be:

- Employee Status and Benefits** 4. The Employee's status, eligibility for authorized overtime, obligations, benefits and entitlements are not altered by this agreement.
- Home Office** 5. The home office location of the Employee is:
- Home Office Address:
- Phone Number:
- Fax Number:
- Home Renovations** 6. Except as provided in paragraph 19, the Employee is responsible for any costs associated with home renovations required for a home office, including physical installation of phone lines and electrical upgrades.
- Safety** 7. The Employee agrees to maintain a designated workspace that meets the department's normal workplace occupational health and safety standards for the home office. A safety checklist, completed by the Employee, must be attached to this agreement.
8. The Employee agrees to promptly report all work-related accidents to the supervisor.
9. The Employee agrees that no business meetings will be held in the home office without specific approval of the supervisor.
- On-Site Visits** 10. The Employee agrees to make the home office accessible for on-site visits by departmental representatives for safety inspections, accident investigation, equipment audits and other business-related matters upon 24 hours notice or less if agreed to by the Employee.
- Insurance** 11. The Employee agrees to carry a minimum of \$1,000,000 of general liability insurance; costs associated with this coverage are the responsibility of the employee.
12. The Government of Alberta's insurance coverage does not extend to equipment owned by the Employee.
- Family Responsibilities** 13. The Employee agrees to have arrangements in place for regular dependent care.

Equipment

14. The Department will provide equipment as follows:

ITEM	SERIAL #
(Type info here – you may delete or insert rows to this table.)	
(After you finish filling in this table, click on the next field below to continue this template.)	

- Use Of Equipment**
15. The Employee agrees to follow the Department’s policy on personal use of government equipment and software in the home office.
- Security**
16. The Employee must ensure all security guidelines and standards are followed. Security guidelines and standards include but are not limited to the following: physical and environmental security; data security; software security; communications security; computer viruses; and license agreements and copyright protection.
- Technical Support**
17. The Department/Employee () will provide the service necessary for the installation, upgrading, maintenance and removal of hardware, software, virus protection and peripheral equipment.
18. The Department will provide “help desk” services as follows:
- Costs / Expenses**
19. The Department will supply or pay for the following costs and service charges associated with the home office: telephone line, office supplies, courier, business-related long distance charges, computer and peripherals, modem and any other necessary device required for security purposes).
20. All office-related expenses must be pre-authorized.
21. The Department is not responsible for any costs not specified in this agreement.
- Travel and Subsistence Expenses**
22. The Employee is eligible for travelling and subsistence expenses acquired through travel authorized by the Department as specified in the Public Service Subsistence, Travel and Moving Expenses Regulation.
23. The Employee is responsible for any costs associated with travel to the office, including trips to the office on any of the “home” workdays.
- Termination of Agreement**
24. This Agreement may be terminated by either party on 30 days written notice or earlier by mutual agreement.
25. Notwithstanding clause 24, this agreement automatically terminates when the Employee transfers to a new position.
- Amendments**
26. This Agreement may be amended by mutual agreement of the parties.

**Additional
Conditions**
(as agreed to by
employee and
supervisor)

27.

The termination of this Agreement is not subject to the grievance procedure.

Employee

Supervisor

Human Resource Director

Division Director

Appendix 3

Remote Advisor Pilot Project Application

Name:

Position title:

Length of tenure in current position:

Home office address:

Do you have:

Computer	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
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Internet Service	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, name of provider _____
			Internet plan (e.g. high speed) _____

Router	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, make and model _____
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Please answer the following questions. Include as much detail as you need.

1. What benefits do you anticipate receiving from a work from home arrangement?

2. What potential drawbacks and proposed solutions have you identified for a work from home arrangement?

3. Do you have a dedicated work space at home? Please describe and outline how this space will address the needs for need for privacy and ensure that confidentiality of work interactions is maintained.

--

4. If required, do you have arrangements in place for child or other dependant care that meet your needs to work from home in a distraction free environment for the agreed upon hours?

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Would you require:

Desk	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Ergonomic chair	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Analog telephone	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Appendix 4

<h1>HOME OFFICE SAFETY CHECKLIST</h1>

LOCATION: _____ DATE: _____

INSPECTED BY: _____

SUPERVISOR'S REVIEW: _____
(Signature)

HUMAN RESOURCES REVIEW: _____
(Signature)

CATEGORY	YES	NO	ACTION REQUIRED	COMPLETION DATE
A. WORKPLACE CONDITIONS				
1. Floors				
• Free of trip, slip, fall hazards.				
• Free of protrusions, loose tiles, or carpets.				
2. Aisles, Walkways				
• Clear and unobstructed.				
3. Stairs				
• Clear and unobstructed.				
• Tread and edgings slip resistant.				
• Railing provided and in good condition.				
4. Exits				
• Clear and unobstructed.				
• Outside landings, walkways clean (snow and ice).				

CATEGORY	YES	NO	ACTION REQUIRED	COMPLETION DATE
5. Lighting				
<ul style="list-style-type: none"> Walking/working areas adequately illuminated. 				
<ul style="list-style-type: none"> Light fixtures in good condition. 				
6. Ergonomics				
<ul style="list-style-type: none"> Are proper ergonomic furniture/principles used? 				
<ul style="list-style-type: none"> Are proper lifting methods used? 				
B. STORAGE				
1. Storage				
<ul style="list-style-type: none"> Adequate shelving available. 				
<ul style="list-style-type: none"> Shelving secured. 				
<ul style="list-style-type: none"> Material properly stacked (heavy material on bottom) and is it stable. 				
C. EQUIPMENT/FURNISHINGS				
1. Equipment Condition				
<ul style="list-style-type: none"> In good repair. 				
<ul style="list-style-type: none"> Properly located. 				
2. Furnishings				
<ul style="list-style-type: none"> File cabinets secure and loaded from bottom drawer to top drawer. 				
<ul style="list-style-type: none"> No broken areas on desks, chairs, etc. 				
<ul style="list-style-type: none"> No unsafe practices – drawers open, objects on floor, etc. 				
D. ELECTRICAL				
1. Power cords in good condition – no exposed wires, not frayed or with cracked plugs.				
2. Three-pronged plugs used where required.				
3. Cords properly placed or secured to prevent tripping.				
4. Adequate number of outlets provided. No overloading outlets with too many plugs.				

CATEGORY	YES	NO	ACTION REQUIRED	COMPLETION DATE
E. EMERGENCY SYSTEMS				
1. First Aid				
<ul style="list-style-type: none"> • #2 kits provided. 				
<ul style="list-style-type: none"> • Adequately stocked – first aid kits. 				
<ul style="list-style-type: none"> • Treatment recorded in record book. 				
2. Fire Extinguishers				
<ul style="list-style-type: none"> • Properly mounted, inspection date noted and signed. 				
F. GENERAL FACILITY				
1. Employees work in a safe manner.				
2. Good housekeeping and sanitary practices in washrooms and kitchens.				