

CL_No. 4: Checklist for the Introduction of Telework for organisations

Preparation/The beginning				
1	Has management made a decision in principle in favour of telework?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ initially introduce telework for a limited time only	<input type="checkbox"/> not known ⇒ prompt management to comment
2	Are all those concerned aware and motivated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ informational meetings ⇒ presentation of successful practical examples from other businesses	<input type="checkbox"/> not known ⇒ organise discussion forums ⇒ seek individual talks ⇒ consider carrying out interviews
3	Are the organisation's relevant decision makers (data processing, human resources, organisation, data protection) involved in the design of telework?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ form a project team involving management and users	<input type="checkbox"/> not known ⇒ check
4	Is there a lead player in the organisation who actively pushes the topic forward?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine in individual talks who could take on this role	<input type="checkbox"/> not known ⇒ check
5	Are the responsibilities unambiguous and transparent for all involved?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out project planning ⇒ determine a timetable with responsibilities	<input type="checkbox"/> not known ⇒ check
6	Are sufficient human resources available to accomplish the implementation on schedule (particularly data processing)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ revise project planning ⇒ determine a realistic timetable ⇒ consider possible technological problems	<input type="checkbox"/> not known ⇒ test in personal conversations or with questionnaires
7	Have the objectives for the implementation of telework been formulated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ discuss objectives and document ⇒ define success criteria ⇒ determine date for checking whether objectives have been achieved ⇒ determine k.o.-criteria which lead to a termination of the project	<input type="checkbox"/> not known ⇒ establish in discussion forums whether there is agreement on objectives ⇒ check whether objectives are understandable for 3 rd parties and documented comprehensibly
8	Is the works council informed and included in the	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine position of the	<input type="checkbox"/> not known ⇒ determine

	decision making process?		works council in individual talks ⇒ offer participation in the project team	
9	Is there sufficient knowledge in-house for the proper design of telework?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ seek sources of information ⇒ consider involving an external consultant	<input type="checkbox"/> not known ⇒ identify knowledge gaps in the project team ⇒ determine need for consultation and seek internal information sources
Person related aspects				
10	Has it been established whether telework should be fixed location only (at home) or also mobile?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out a workplace needs analysis ⇒ determine requirements ⇒ construct technological concept accordingly	
11	Have times of teleworkers' attendance at the main office been determined ("telework model")?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out a communication analysis ⇒ establish a telework model ⇒ discuss times when contactable	
12	Has the circle of participants been determined?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ define selection criteria ⇒ carry out selection with consideration of the double voluntariness principle	
13	Has it been determined who will be considered for teleworking under which circumstances?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine selection and k.o.-criteria and pass them on to staff giving reasons ⇒ define conditions for increasing teleworkplaces numbers	
14	Are all staff aware of telework and the arrangements in the organisation?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out informational meetings (eg as part of a works council meeting) ⇒ open information policy	<input type="checkbox"/> not known ⇒ check with team leaders in individual talks
15	Have teleworkers got a good command of the applications (software and hardware) which will be used at the teleworkplace?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out training ⇒ consider hiring external trainers	<input type="checkbox"/> not known ⇒ carry out trial sessions at a test workplace ⇒ determine training needs
16	Can teleworkers organise and motivate themselves sufficiently well?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ develop human resource measures ⇒ consider carrying out training through external experts	<input type="checkbox"/> not known ⇒ interview teleworkers' supervisors ⇒ interview those in charge of human resource development ⇒ carry out self-assessments
17	Do staff remaining in the office know what changes	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out discussion	<input type="checkbox"/> not known ⇒ point out the need for

	will occur with the introduction of telework?		forums with all staff of each work team ⇒ avoid the impression that everything will remain as it is	information to manager ⇒ find out in individual talks
18	Have all relevant departments (data processing, human resources, organisation, specialist departments) nominated contact persons whom staff can contact regarding questions on telework?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ designate people with sufficient understanding of the project planning	<input type="checkbox"/> not known ⇒ check
Organisational aspects				
19	Can work processes be transferred to telework without any changes?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ adapt work processes to telework, or re-define job share ⇒ determine demands on technological equipment from this	<input type="checkbox"/> not known ⇒ record status quo of conventional work methods and analyse with regard to needs for change (workplace assessment)
20	Are all staff aware of their responsibilities and tasks?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ discuss job share in the team ⇒ clearly define responsibilities	<input type="checkbox"/> not known ⇒ discuss job share in the team ⇒ if individual members of staff think their position has deteriorated consider discussing openly
21	Is the organisation's internal communication flow guaranteed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ check telework model, if necessary plan more office work days ⇒ check implementation of technology at the teleworkplace ⇒ implement new communication technologies (E-mail, groupware, video conferencing) ⇒ structure internal communication more tightly, plan more meetings	<input type="checkbox"/> not known ⇒ carry out workplace assessment
22	Is communication with external partners assured?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ check implementation of technology at the teleworkplace ⇒ implement new	<input type="checkbox"/> not known ⇒ carry out workplace assessment

			<p>communication technologies (E-mail, groupware, video conferencing)</p> <p>⇒ establish compatibility with the partners' communication technologies</p>	
23	Will teleworkers have access to all necessary work materials (eg documents)?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ increase digitalisation of documents and make them available on the server ⇒ replace paper-based circulations with E-mails ⇒ designate a co-worker who can help out if necessary	<input type="checkbox"/> not known ⇒ carry out workplace assessment
24	Do teleworkers still have their previous workplace (desk) available in the office?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ organise multiple utilisation (desk sharing) ⇒ prepare occupancy plans ⇒ discuss the effects on the teleworker's identification with the organisation	<input type="checkbox"/> not known ⇒ discuss multiple utilisation (desk sharing) of the office workplace ⇒ make decisions for and against
Legal aspect				
25	Have teleworkers signed an additional agreement as a supplement to their contract of work where the principal changes are regulated?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ draft an agreement (human resources department) ⇒ in it set out rules for working hours, performance control, time recording, reimbursement of expenses etc ⇒ explain agreements to future teleworkers and have them sign agreement	
26	Does the works council waive the need for a workforce agreement on telework?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ obtain workforce agreements from other organisations ⇒ prepare a draft ⇒ discuss points of dispute, if necessary formulate a temporary agreement ⇒ explain and give copy of agreement to future teleworkers	<input type="checkbox"/> not known ⇒ initially do not plan a workforce agreement ⇒ cover need for regulation in agreements in addition to the contract of work
27	Is who carries the cost of telework clear and unambiguous?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ set out in individual legal agreements or in a workforce agreement	<input type="checkbox"/> not known ⇒ check existing rules

			⇒ in cases where assistance with rent is demanded refrain from telework	
28	Is the equipment at the teleworkplace insured?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ consider taking out an equipment insurance	<input type="checkbox"/> not known ⇒ check equipment insurance
29	Did teleworkers give permission for access to employer representatives and state authorities in individual contracts?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ include in an addition to the contract of work ⇒ if refused refrain from telework in the cases concerned	<input type="checkbox"/> not known ⇒ check
30	Has the employers' association been informed about setting up the teleworkplace?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ inform the employers association informally about the number of the teleworkplaces set up	<input type="checkbox"/> not known ⇒ check
31	Have teleworkers been informed about the regulations of employment legislation?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ inform actively	<input type="checkbox"/> not known ⇒ check knowledge
32	Do teleworkers have furniture available which conforms to the legal standards?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ consider providing teleworkers with furniture	<input type="checkbox"/> not known ⇒ in a questionnaire ask future teleworkers about the conditions for setting up a teleworkplace
33	Do teleworkers know how to set up their workplace with regard to ergonomic aspects?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ make information material available ⇒ offer advice ⇒ offer on site inspection	<input type="checkbox"/> not known ⇒ check knowledge
34	Do teleworkers know what measures to avoid accidents they have to take into consideration	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ make information material available ⇒ offer advice ⇒ offer on site inspection	<input type="checkbox"/> not known ⇒ check knowledge
35	Have conditions for the termination of telework been regulated unambiguously?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine conditions where the co-worker no longer wishes to telework as well as for termination by the employer ⇒ in case of termination resolve terms particularly regarding period of notice and return of equipment	<input type="checkbox"/> not known ⇒ check

Technological aspects			
36	Are the requirements for functionality of the teleworkplace determined in detail?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out a technology requirement assessment ⇒ determine the technological equipment need of the teleworkplace in the home and the mobile workplace (hardware, software communication services and terminals)
37	Have the effects of the chosen technology concept on the cost of telework been calculated?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ calculate costs ⇒ in particular calculate online costs in light of projected user behaviour
38	Do the teleworkplaces have the necessary network connections (eg ISDN) available?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ apply for ISDN-connection in good time <input type="checkbox"/> not known ⇒ in a standard questionnaire ask future teleworkers about the conditions for setting up a teleworkplace
39	Are all requirements for connecting the teleworkplaces met at the central site?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ check telecommunications equipment and expand if necessary ⇒ finish other preparatory work (eg installation or expansion of router) <input type="checkbox"/> not known ⇒ carry out a technology requirement assessment
40	Has purchase of equipment and its installation on site been arranged?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ obtain quotations, arrange provision ⇒ determine by whom, when and how installation will be carried out ⇒ agree dates with co-workers
41	Are only familiar applications used at the teleworkplace?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ carry out training ⇒ set up a test workplace <input type="checkbox"/> not known ⇒ carry out a workplace assessment ⇒ establish individual knowledge by self-assessment (questionnaire)
42	Will teleworkers receive adequate help with technological problems immediately?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine responsibilities for maintenance and repairs ⇒ install a hotline ⇒ determine a contact person for times when the hotline is not staffed <input type="checkbox"/> not known ⇒ act out scenarios ⇒ define support requirements
Data protection & data security			
43	Is work at the teleworkplace in line with the organisation's internal data	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ test data security concept ⇒ in addition determine, <input type="checkbox"/> not known ⇒ design a data security concept

	security standards?		agree and pass on adequate rules of behaviour regarding data protection and data security	⇒ test teleworkplace accordingly
44	Is work at the teleworkplace in line with the legal provisions for data protection?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ update data security concept ⇒ modify the range of activities at the teleworkplace so that data protection is not jeopardised ⇒ consider refraining from telework	<input type="checkbox"/> not known ⇒ check whether personal data is processed ⇒ test existing data security concept
45	Do teleworkers know how to ensure the necessary level of data protection and data security?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ establish rules for behaviour ⇒ actively communicate rules for behaviour to staff ⇒ have an agreement on data protection and data security signed as part of the contract of work	<input type="checkbox"/> not known ⇒ check knowledge
46	Are documents with confidential or personal data transported in a secure way?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ check other methods of transport (eg in-house courier service) ⇒ make lockable containers for transport available ⇒ consider refraining from working on these documents at the teleworkplace	<input type="checkbox"/> not known ⇒ check whether personal data is processed

Control of success and support

47	Is known how economic profitability will be determined?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine criteria for profitability ⇒ determine one off and running costs and uses of telework
48	Are changes in the productivity of the teleworkers measured?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine criteria for productivity ⇒ consult works council regarding agreement to survey ⇒ carry out survey
49	Are there mechanisms to identify possible negative effects of telework in the social area at an early stage?	<input type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine and implement mechanisms for evaluation (eg questionnaires, intensive interviews) ⇒ consider using external experts for the evaluation

50	Is management's information need to decide on expansion of telework known?	<input type="checkbox"/> Yes	<input type="checkbox"/> No ⇒ determine success criteria and agree with management ⇒ determine and introduce mechanisms for measuring the criteria
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