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Faculty of Organizational Sciences

REMOWA

REMOTE WORK MANAGEMENT PROTOCOLS, CHECKLISTS, AND TOOLS



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GUIDLINES FOR REMOTE WORK

BACKGROUND

Remote work has a long tradition. Over the decades, different remote working practices have evolved. Different countries may have different legal frameworks. There are also differences between organisations. Even the way in which remote workers are posted can vary from one environment to another. Some managers send a worker to work from home verbally, others have a specific employment contract. Some organisations have their own remote working policies, others have "day to day management".

In our guidelines we have included: tools, a description of legal frameworks, description of internal policies and a description of some good practices.

First, we need to know which job is suitable for remote working. To find out, of course, we need tools. One of the best known tools were developed by Jonathan I. Dingel and Brent Neiman.

The key guidelines for regulating remote working are legal in nature. Both the employee and the employer have their own rights and obligations, and this also applies to remote working.

Particularly in the case of larger organisations, it is a good idea for the organisation to set its own policies and rules on matters which are not covered by the legislation.

Finally, we have summarised some good practices in the form of reminders for managers, for the administration and for staff members.

Somebody may miss the questionnaires in our work to assess which work is suitable for remote working, a more concrete example of a remote working policy, an even more concrete example of reminders, etc. We wanted to give general, but useful guidance. As we have said, different countries have different laws. Different companies also have employment contracts with their workers. If our guidelines were even more specific, we could also intervene in this area. But we wanted to avoid that.



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TOOLS

It is vital to know which jobs can be done remotely. Jonathan I. Dingel and Brent Neiman developed the tool with which we find this out.

Dingel and Neiman¹ classify the feasibility of working at home for all occupations using the responses to two surveys:

- Work Context Questionnaire includes questions aiming to capture the “physical and social factors” that influence the nature of work.
- Generalized Work Activities Questionnaire includes questions aiming to capture the “general types of job behaviours occurring on multiple jobs”, such as the input of information, interaction with others, mental processes, and work output.

If any of the following conditions in the Work Context survey responses are true for an occupation, Dingel and Neiman (2020) code that occupation as one that cannot be performed at home:

- Average respondent says they use email less than once per month.
- Average respondent says they deal with violent people at least once a week.
- Majority of respondents say they work outdoors every day.
- Average respondent says they are exposed to diseases or infection at least once a week.
- Average respondent says they are exposed to minor burns, cuts, bites, or stings at least once a week.
- Average respondent says they spend majority of time walking or running.
- Average respondent says they spend majority of time wearing common or specialized protective or safety equipment.

If any of the following conditions in the Generalized Work Activities survey responses are true, Dingel and Brent (2020) code the occupation as one that cannot be performed at home:

- Performing general physical activities is very important.
- Handling and moving objects is very important.
- Controlling machines and processes [not computers or vehicles] is very important.
- Operating vehicles, mechanized devices, or equipment is very important.

- Performing for or working directly with the public is very important.
- Repairing and maintaining mechanical equipment is very important.
- Repairing and maintaining electronic equipment is very important.
- Inspecting equipment, structures, or materials is very important.

¹ Dingel, J., Neiman, B. (2020). How many jobs can be done at home?. Journal of Public Economics. 2020 (189). https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf



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THE LEGAL FRAMEWORK FOR REMOTE WORK

The legal framework for telework or remote work is provided by:

- guidelines issued by the International Labour Organization (ILO);
- the EU legislation;
- national legislations;
- collective agreements;
- internal policies rules and regulations of various organisations.

ILO2 states that remote work should occur on the basis of a voluntary agreement between the employer and the employee. Apart from agreeing on the location of work (at the employee's home or elsewhere), there are several other aspects that need to be clearly defined:

- working hours or schedule;
- necessary communication tools;
- work to be accomplished;
- supervisory mechanisms;
- arrangements for reporting completed work.

The various aspects of remote work are also regulated by the EU legislation. Some of its solutions regarding the practice of remote work are summarised below:³

- As a basic rule, you are subject to the legislation of the country where you actually work as an employed or a self-employed person. It does not matter where you live or where your employer is based.
- If you work in a EU country different from the one where you live and you return to your country of residence daily, or at least once a week, you are a cross-border worker (so-called "frontier worker"). The country where you work is responsible for your social security benefits.
- If you pursue a substantial part of your activity – at least 25% – in your country of residence, you will be covered by the legislation of that country.
- If you pursue a substantial part of your activity – at least 25% – in your country of residence, you will be covered by the legislation of that country.

The national legislation should also define:

- place of work (home or elsewhere);

² International Labour Organization (ILO). (2020). Teleworking during the COVID-19 pandemic and beyond: A Practical Guide. International Labour Office. Geneva.

³ <https://ec.europa.eu/social/main.jsp?catId=851&langId=en>



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- distribution of working hours, breaks, weekly and monthly rest days;
- scale of remote work (full time or part time, and combinations thereof);
- amount of compensation for employee's use of own equipment.

INTERNAL RULES, POLICIES AND REGULATIONS

Content not covered by the agreement can be further specified in the internal rules, policies and regulations of the employer, such as:

- the process of drawing up a remote work contract;
- the extent of work responsibilities and the expected work product;
- issues regarding health and safety at work;
- manners of monitoring employee productivity;
- issues regarding data protection;
- time logging;
- defining inappropriate behaviour;
- measures in cases of injury at work;
- manner of recording working logs;
- manner of monitoring assigned work tasks and results or employee reports;
- availability of the employee at home – when, at what times, and in what way should the employee be available to the employer and vice versa;
- provision of a safe connection with the employer's Wi-Fi;
- manner of reporting information important for fulfilling the obligations of the employment contract (e.g. leave, medical leave, work trips etc.).

We have just briefly listed the topics we consider important. However, there are many longer articles on the web on what issues should be covered by an internal remote working policy.⁴

⁴ Some examples: How to Create a Remote Work Policy - <https://www.indeed.com/hire/c/info/how-to-create-a-remote-work-policy-with-template>
Remote Work Guidelines and Policies, University of California , -
<https://adminvc.ucla.edu/telecommuting-guide/guidelines-and-policies>
Remote work policy template - https://useworkshop.com/resources/remote-work-policy-template/?utm_term=remote%20work%20from%20home%20policy&utm_campaign=Intranet+Software&utm_source=adwords&utm_medium=ppc&hsa_acc=1440998380&hsa_cam=12398082209&hsa_grp=123981625571&hsa_ad=501024007578&hsa_src=g&hsa_tgt=kwd-300231107229&hsa_kw=remote%20work%20from%20home%20policy&hsa_mt=b&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAjwvsqZBhAlEiwAqAHEIUec7lkmS5B4ZQ496yqBw5HCBol3Hh0GwLpqAlqnr_2nXI7KQu1LRBoCloYQAvD_BwE



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PROTOCOL-CHECK LISTS

On the following pages, in the form of protocol-checklists, we published lists of tasks that managers, administrative staff and employees need to pay attention to. Please note that these contents also need to be formalised.

The way in which these are formalised varies from case to case. Some things can be formalised in the policies we have just discussed. Employment contracts, business process descriptions or job descriptions can also be a source of formalisation.



PROTOCOL-CHECK LIST FOR MANAGERS

Remote work

1. From the beginning, include HR and other departments in all activities.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2. Find out which jobs are even suitable and which are not suitable for remote working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3. Determine the needs for permanent presence of staff in the company.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4. Do a remote working SWOT analysis.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5. Find out what new technical equipment and software we need.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6. Deciding PRO/CONTRA remote working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7. Create and publish schedules of permanent presence of staff in the company.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8. Make a list of ILO guidelines, EU guidelines, national legislation and collective agreements that are particularly important to us.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9. Creating a system for providing software and hardware for remote working, a system for recording borrowed equipment.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10. Find out which administrative records are required by law.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11. Prepare a system of necessary administrative records, prepare forms (templates) for administrative reporting.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
12. Create and publish an internal document – company internal rules - for remote working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
13. Prepare and publish system of employer measures - safety and health at work.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
14. Create and publish special instructions for safe and healthy work from home.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
15. Prepare and publish a requests for data protection and trade secret requirements.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
16. Prepare and publish a list of measures for information security.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
17. Prepare and publish a list of specifically prohibited conduct.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
18. Provide technical assistance to resolve technical issues.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
19. Create and evaluate a control and corrective action systems: for productivity, for keeping administrative lists and records, for safety and health at work and for information security.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
20. Prepare a standard document - standard agreements with employees for remote working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
21. Evaluate possible new hardware and software and a new way of working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
22. Sign a formal contract for remote working with the employees.	Yes <input type="checkbox"/>	No <input type="checkbox"/>



PROTOCOL-CHECK LIST FOR PERSONNEL ADMINISTRATION

Remote work

1. Keeping and updating all necessary administrative lists and records, related to personnel administration.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2. Keeping and updating other lists and records, especially for safety and health at work, for information security and technical assistance to resolve technical issues.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3. Keeping and updating list of borrowed equipment, documents for borrowing, carrying out the annual inventory of borrowed equipment.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4. Prepare and publish (weekly, monthly) schedules of permanent presence of staff in the company.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5. Updating forms (templates) for administrative reporting.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6. Updating intranet- internal documents – company internal rules - for remote working.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7. Updating intranet- employer measures - safety and health at work.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8. Updating intranet - a requests for data protection and trade secret requirements.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9. Updating intranet - a list of measures for information security.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10. Updating intranet - a list of measures for specifically prohibited conducts.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11. Periodically (monthly) sent reminders to the emails of employees: special instructions for safe and healthy work from home.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
12. Periodically (monthly) sent reminders to the emails of employees: special instructions related to information security.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
13. Periodically (monthly) sent reminders to the emails of employees: special instructions for reporting, lists and records, related to personnel administration.		
14. Coordinating technical assistance.	Yes <input type="checkbox"/>	No <input type="checkbox"/>



PROTOCOL-CHECK LIST FOR EMPLOYEES

Remote work

1. Remote work may only be carried out when approved by the employer	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2. The employee is obliged to follow the internal rules and plans, related to presence of staff in the company.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3. The employee is obliged to keep all necessary administrative lists and records, related to personnel administration.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4. The employee is obliged to keep all other lists and records, especially for safety and health at work, for information security.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5. The employee is obliged to submit all lists and reports on the personnel administration forms	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6. The employee is obliged to handle the borrowed equipment according to the instructions of the employer.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7. The employee is obliged to follow rules and instructions related to: data protection and trade secret requirements, information security and for safe and healthy work from home.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8. The employee is obliged to notify the employer of any extraordinary event.	Yes <input type="checkbox"/>	No <input type="checkbox"/>