

## MEMORANDUM

**TO: Department Heads**  
**FROM: Mayor Gavin Newsom**  
**DATE: October 7, 2005**  
**RE: Executive Directive to Implement Telecommuting Pilot Program**

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The City's Telecommuting Program allows eligible departments and employees the opportunity to perform their work from designated areas at home during regular work hours and days. It is the policy of the City and County of San Francisco to implement the Telecommuting Program citywide. Therefore, I hereby direct all departments within my authority to make telecommuting available to all City departments to the fullest extent possible and operationally feasible, consistent with the [Telecommuting Program Policy and Guidelines](#).

### 1. Executive Directive

All Department Heads shall inform their employees as to the availability of the Telecommuting Program by directing their Departmental Personnel Officers to educate staff and to post this directive on employee bulletin boards as appropriate.

### 2. Statement of Policy

Telecommuting is a privilege, not a right, and City employees given that privilege must have arrangements that are established, approved, and maintained under the provisions of the Telecommuting Program Policy. As with an employee reporting to the regular worksite, a telecommuting employee must perform work during his or her scheduled telecommuting hours and is not entitled to pay for hours not worked. Employees and managers are required to review the Telecommuting Program Policy and Application Packet for complete information on policy guidelines and restrictions.

City employees can access information on the policy and obtain an application packet on the Department of Human Resources website at [www.sfgov.org/DHR](http://www.sfgov.org/DHR). Please direct all questions and comments regarding the Telecommuting Policy and its guidelines to [TelecommutingProgram@sfgov.org](mailto:TelecommutingProgram@sfgov.org).

### 3. Benefits and Goals

There are numerous benefits of telecommuting for the City, employees, and the community. The City has identified the following as key benefits and goals:

- Increased ability of City departments to continue to function during an emergency when access to the regular worksite is impeded
- Decreased work trip vehicle miles, energy consumption, air pollution, and traffic and parking congestion

- Increased productivity and effective use of staff, to better accomplish the City's service and operational goals and functions
- More efficient use of City resources, including office space
- Continued recruitment and retention of highly qualified employees
- Greater flexibility for employees to balance work and personal obligations
- Improved employee morale and job satisfaction
- Reduced employee absenteeism
- Reduced employee commute time and costs

#### **4. Selection Criteria**

Some jobs convert more effectively to telecommuting than others. A detailed analysis of the criteria for identifying such positions exists in the Telecommuting Program Packet; this provides a brief overview. Positions that are most appropriate for telecommuting are, first and foremost, jobs that are independent in nature and do not require frequent face-to-face interaction with supervisors, colleagues, clients, or the public. Duties of appropriate jobs should be "knowledge-based" and involve routine handling of information such as reading, writing, and editing; policy development; research and investigation; or analysis. The position must entail project oriented activities or other work with measurable milestones.

Suitable candidates for telecommuting include employees who have demonstrated dependability and responsibility; effective communication with supervisors, coworkers, and clients; motivation and ability to work independently; effective prioritization skills; and good organizational and time management skills. Once approved for and working in the Telecommuting Program these employees and their supervisors will be evaluated on a regular basis.

This is the beginning of the City's Pilot Telecommuting Policy and Program. I hope that it will indeed offer our employees and departments greater opportunities to grow professionally and personally. I am certain that we will be successful during this Pilot Program and next year will formalize it as regular policy of the City and County of San Francisco. Thank you for your participation and cooperation and I look forward to hearing about any difficulties and certainly the successes that the Program encounters.

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