



Missouri Department of Labor and Industrial Relations
ADMINISTRATIVE POLICY MANUAL



POLICY TITLE WORK RULES – Distributed Work		
POLICY ID: B07-19200	AUTHORIZED BY: Anna S. Hui	PAGE: 1 of 11
ISSUED: January 8, 2021	REVISED: October 21, 2021	REVIEWED:

The Department recognizes that flexible work options can be a useful management tool that improves productivity; helps managers and employees manage time more effectively; and reduces costs, stress, and turnover. Distributed work can be a work option that benefits both the employee and the Department. It is a viable work option when the individual circumstances and job characteristics are suited to such an arrangement.

This policy establishes minimum operating standards and expectations for team members in a distributed work team environment. In a distributed work team environment, some team members work in different physical locations from one another, including remotely, whether on a regular or as-needed basis. The goal of distributed work is to enable the agency to recruit and retain the most talented team members without traditional restrictions of geographic boundaries or availability of state-owned or leased facilities. The Office of Administration (OA) will maintain a Distributed Work Teams Playbook ([Playbook](#)) to help leaders, managers, supervisors, and team members in a Distributed Work Teams environment. Even though this [Playbook](#) is issued to assist supervisors and managers, not every example or scenario is an available option for DOLIR team members.

Distributed Work Teams - Team Member Profiles

There are three high-level profiles of team members in distributed work teams:

1. Office: Team members who work in a traditional office setting and perform most or all work in a state facility, in an office environment, or team members who work in a state facility performing primarily manual tasks, but not at a desk or regular work station.
2. Remote: Team members who primarily work outside of an office, whether working from home, an alternate location, or providing field services.
3. Hybrid: Team members who spend a portion of their time working in a state facility or in an office environment and a portion of their time working remotely either on a regular schedule or on an ad hoc basis.

These three categories should be considered when determining technology setup needs for team members.

The [Playbook](#) outlines team member profiles in greater detail to help supervisors understand each profile’s unique needs and key considerations to ensure a successful and productive distributed work team’s environment.

Remote/Hybrid Work

Remote and hybrid work will be approved on a case-by-case basis by the Division Director or their designee. Remote/hybrid work can be for full- or part-time; and the duration of the arrangement can vary according to



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circumstances. Remote/hybrid work can be requested by a team member upon hiring, or can be assigned by requirement of the Division Director or their designee. A [Distributed Work Agreement Form](#) will need to be completed to request such work. Team members will also need to complete the [Distributed Work Teams Checklist](#) that outlines each step in the process and attach to the front of the agreement form for submittal to supervisor.

Considerations

There are many considerations to make for remote/hybrid work and each employee and section may have unique circumstances that come into play. Any requirements or provisions that arise during the discussion of these and any other considerations may be placed into the distributed work agreement request.

Basic considerations include:

- The supervisor should consider such factors as the level of concentration required by the job, the need for face-to-face interaction with customers or other team members, and if the employee will be working at home, the space available for the home office.
- What is the need for in-office workspace for a hybrid worker?
- Does the employee require access to files maintained by the program or others? How will that access be provided? Do computer files need to be backed up?
- Has the employee successfully completed on-the-job training? While this is not a fixed requirement of this policy, the implications should be considered.
- Is the employee able to work independently with self-motivation to produce satisfactory results?
- How will typical office communications such as phone messages or mail be handled?
- What is the duration of the distributed work agreement?

Eligibility

Eligibility for distributed work shall be based on the duties and requirements of the position, as well as the suitability of the team member. Remote/hybrid work must not result in a reduction in quality of work or service. Impact to quality or service should be considered when evaluating the amount of time a particular position is eligible for remote/hybrid work.



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Whether for existing or new team members, certain criteria must be considered to determine the suitability of individual team members for remote/hybrid work. New team members and promoted team members will not be eligible for remote work for at least two months (see additional information below) until they can display significant knowledge of the work to be performed. Suitability for positions will also be based on ENGAGE sessions and the [Distributed Teams Assessment Tool](#).

Remote/hybrid team members who work outside of a state facility on a full- or part-time basis must exhibit the following skills and traits:

- strong communication skills;
- comfortable use of technology;
- demonstrated ability to work independently without direct supervision;
- proven ability to meet performance expectations and deadlines; and
- ability to manage distractions.

Positions Not Eligible for Distributed Work:

There are certain positions within the Department that are not eligible for distributed work based upon the duties they perform. The Department leadership team may be needed to assist at a moment’s notice for a variety of reasons and therefore will not be eligible for distributed work. Those positions include the following, but not limited to:

- Department Director and Executive Assistant
- Deputy Department Director and Executive Assistant
- Division Directors and Deputy Division Directors
- General Counsel and Deputy General Counsel
- Communications Director
- Human Resources Director
- Chief Fiscal Officer
- Procurement Manager
- General Services Manager and staff

The Division Director may also elect certain leadership positions under their purview to not be eligible for distributed work based on the needs of the Division.

Supplies and Equipment



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Team members' technology tools will be based on their technology profiles, budgetary constraints, and equipment availability. The Department will not pay for any phone lines (installation or monthly fees) not on the Department's property unless it is the Division's directive for an employee to work remotely or other extenuating circumstances occur. In all cases, such payment or reimbursement will be at the option of the Department. Some Divisions may reimburse employees for internet services to full-time remote workers if the position/employment circumstances warrant such need. The Department will not reimburse charges for phone calls made on personal (residential and/or cell) phones as a result of a distributed work agreement.

Team members may be provided access to necessary general office supplies and equipment, regardless of their physical work location.

State-Owned Equipment

- 1) State-owned equipment shall be utilized for State business only.
- 2) Only the authorized team member shall access such equipment.
- 3) Team members are held responsible for any access under their State-issued computer user accounts. This includes inappropriate, criminal, or security-related activity.
- 4) In the event of separation from employment, a team member must return State-owned equipment on or before their last day worked.
- 5) Team members utilizing State-owned equipment are responsible for care of said equipment.
- 6) The Department is not liable for damages to an employee's personal or real property during the course of the performance of official duties or while using Department equipment at the remote worksite.

Inventory Requirements

- 1) IT equipment should be tracked in the ITSD inventory system, iTrack.
- 2) If a State IT technician receives equipment to be distributed or returned, it must be noted in iTrack.
- 3) Team members utilizing State-owned equipment should work with their immediate supervisor to obtain or return equipment in a timely manner.



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- 4) Team members shall communicate immediately with their supervisor regarding any lost, stolen or damaged equipment. Supervisors should coordinate with Department Internal Security and follow the Department’s [INFORMATION TECHNOLOGY – Mobile Devices, Portable Storage Media, and Accessories Policy B07-34320](#) for further instructions.
- 5) Team members working with State-owned equipment will immediately update iTrack when equipment is received from or returned to ITSD.
- 6) Inventory tags will be placed on equipment by ITSD team members and shall not be removed/modified by team members.

Security of Information and Record Retention

Remote/hybrid workers shall retain, produce, and secure public records regardless of whether they work in a state facility, at home, or another location; and must comply with all applicable legal requirements and agency policies and procedures regarding records, data, emails, and other communications or computer systems.

The employee is to use Department-owned records and materials for purposes of Department business only and is to protect them against unauthorized or accidental access, use, modification, duplication, destruction, or disclosure. A remote/hybrid work employee must immediately report, to his or her supervisor, instances of loss, damage, or unauthorized access.

Management must consider the confidentiality and sensitivity of their information and ensure that team members understand the requirements associated with information and records they access. Refer to the [Playbook](#) for general guidelines regarding information security and record retention.

Any hardware or software purchased by the Department, and products developed during remote/hybrid work for the State, remain the property of the Department and may not be used for personal activities. Should the remote/hybrid work arrangement be terminated, all property owned by the Department must be returned to the Department on or before the team member’s last day worked.

In-Person New Hire Onboarding Responsibilities

- All new team members will start their new role in an office. The team member may be eligible to work remotely after two months or once they have completed at least two ENGAGE sessions with their supervisor and all other department processes have been followed.



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- When a new team member starts in their role, their supervisor will be on-site to facilitate the new team members’ onboarding experience for a minimum of two months.
- For a new team member who is also a supervisor, their direct reports will be on-site to facilitate the new team members’ onboarding experience for a minimum of two months.
- Team member must demonstrate a significant understanding of responsibilities and proven trustworthiness, can demonstrate technical proficiency, subject matter competence, and consistently meet expectations.

Team Member Responsibilities

All team members must fulfill the requirements of their positions. Remote/hybrid team members who perform all or part of their duties at a location other than a State facility must also comply with the requirements outlined in this section.

- All distributed team members are required to be in-office at least one day per week.
- In the course of serving Missourians, when the business needs of a team necessitate, team members may be required to attend in-person meetings (even if meeting is scheduled on their scheduled day to work remote.) Required in-person meetings may include the following, but not limited to: monthly ENGAGE, annual REFLECT, Weekly Executive Staff, Leadership Form, Division and Section meetings.

Team members may not hold in-person meetings at their residence. In-person meetings shall occur at a state facility or other location (e.g. restaurant or café, hotel business center, etc.)

- Workers’ Compensation: Employees are covered under the Missouri Workers’ Compensation Act if injured in the course of performing work at the remote worksite, according to law. Any accident or injury occurring at the remote worksite must be brought to the immediate attention of the employee’s supervisor, the employee must complete all required documents, and the employee, if making a claim, must make the site of the incident available for investigation if requested. A [Remote Workplace Safety Checklist Form](#) is available for use.
- Remote/hybrid work employees are bound by the same confidentiality standards whether they are physically working in the office or at a remote worksite.
- Distributed work is not a substitute for dependent care. Team members working at home should not be caring for dependents who require basic care and/or supervision that will distract the team member from their job responsibilities. If for some reason dependent care is



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needed while the employee is working remotely, a team member may request a temporary schedule modification in consideration of the responsibilities for dependent care. This may include stop/start time, extended breaks, and other adjustments. A team member should not begin a modified schedule without advance supervisor approval.

- Remote and hybrid team members must provide a suitable and safe workspace that conforms to this policy’s safety and productivity standards, including internet connectivity and service and an appropriate workstation.
- Job responsibilities, expectations, and standards of conduct (e.g. professionalism, confidentiality) are the same regardless of where the team member is working.
- Team members will acknowledge all nonemergency communications within a timely fashion when not on leave.
- Team members are expected to be available during their work hours. If they are unavailable they should have communicated their unavailability to their supervisor, customers, or other stakeholders prior to being unavailable. All team members must keep their out-of-office messages up-to-date when they are on leave.
- All team members should keep their Outlook calendars up-to-date and shared with applicable team members, OR teams should utilize a shared calendar for awareness regarding in/out office time.
- Team members will forward their phones when not working in the office. It should not be noticeable to a position’s stakeholders that they are working outside of the office.
- When participating in virtual meetings, all team members with video capability should have their video on.
- Team member must be logged in and available to communicate via Jabber at their expected start time; return or acknowledge phone calls within 24 hours; respond to email requests within one workday.
- Must notify supervisor in advance if routine schedule needs to be adjusted.
- If not meeting expectations, team members will be recalled to in-office work for additional training and re-evaluation of remote work eligibility.



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- Team members are responsible for determining and complying with all state and local income tax requirements regarding their specific situation and work location, and if needed, should consult a tax advisor. Team members must inform their payroll departments of their required tax withholdings based on Missouri state or local taxes.
- While participating in a remote/hybrid work agreement, an employee may be eligible for reimbursement of authorized expenses incurred while conducting official business.
- Remote/hybrid team members will work their normal business hours, as if they were physically working in the office, Monday through Friday. The employee and manager must agree upon an established work schedule.
- In-office work responsibilities take precedence over the remote/hybrid work privilege.
- The Department provides an internal email system for staff use. Use of other email and similar services to conduct Department business is prohibited. This includes external web-based email services that offer interaction that could be handled via the Department’s email system.
- Employee’s official domicile will remain in the location of their assigned DOLIR office and will not be changed to their remote worksite (unless otherwise approved by the Department).
- Department policies and procedures still apply to a remote/hybrid work employee.
- Team member must complete the following trainings before remote work can begin:
 - Department training on DOLIR policy/procedures for Distributed Work
 - [Remote Work Foundations](#) – LinkedIn
 - [Building Relationships While Working From Home](#) – LinkedIn
 - [Time Management Working From Home](#) – LinkedIn
 - [Tips For Working Remotely](#) – LinkedIn
 - [Organizing Your Remote Office for Maximum Productivity](#) – LinkedIn
 - [Outlook, WebEx, Jabber, Soft Phones, etc. \(training videos or reference guides located on OA/ITSD website\)](#) if applicable and necessary

Supervisory and General Information



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- Supervisors must provide written job expectations and performance measures prior to any distributed work agreement going into effect, and then regular work evaluations as well as document work performance throughout the distributed work agreement period.
- Supervisors must complete the [Distributed Work Evaluation](#) and the [Distributed Teams Assessment Tool](#) and submit with the distributed work agreement.
- The supervisor shall review the remote/hybrid team member’s effectiveness and efficiency regularly and revise the arrangement as needed to meet the agency and individual’s performance measures and goals.
- Monthly ENGAGE meetings must be in-person, unless otherwise approved by management.
- Any changes (even if minor) to the remote/hybrid arrangement must be approved by the manager.
- Significant changes that impact a team member’s daily routine in the remote/hybrid arrangement, including termination of the arrangement, withdrawal of approval for the remote/hybrid arrangement, changes in work days, etc., must be reviewed and approved by an appropriate designee and sent to Human Resources.
- The Department is not responsible for operating cost, maintenance, or other incidental costs (such as utilities) associated with the use of a remote worksite.
- Remote/hybrid work agreements may be approved, denied, modified, or terminated at the discretion of the supervisor, Division Director, Human Resources Director, or the Director’s Office. Any of the previous listed may investigate the work activities of the remote/hybrid work employees to ensure all aspects of the remote/hybrid work agreement are being adhered to.
- If multiple requests for similar remote/hybrid work schedules are received but cannot be granted, the supervisor and/or manager should re-evaluate the remote/hybrid work requests, at a minimum, annually for possible rotation of remote/hybrid work schedules.
- All remote/hybrid work agreements are valid for a maximum period of one calendar year (January – December) and must be renewed and approved at least annually.
- If an employee changes positions within the Department, the current remote/hybrid work agreement becomes void and the employee must submit a new agreement requesting approval by the new supervisor.



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- Supervisors must complete the following trainings before their team member can begin remote work:
 - Department training on DOLIR policy/procedures for Distributed Work
 - [Leading at a Distance](#) – LinkedIn
 - [Managing Virtual Teams](#) – LinkedIn
 - [Remote Work Foundations](#) – LinkedIn
 - [Ethical Leadership Responsibilities](#) – LinkedIn
 - [Outlook, WebEx, Jabber, Soft Phones, etc. \(training videos or reference guides located on OA/ITSD website\)](#) if applicable and necessary

The Department authority approving the distributed work agreement may end the agreement at any time. If possible, a two-week notice should be provided to the employee. An employee may request approval to end the agreement at any time.

Alternative work arrangements inherent in remote/hybrid work are not normally appropriate for absences necessitated by unexpected life events, such as a prolonged illness of the employee or a family member or recuperation from such an illness, or some other event requiring the employee's personal attention away from the office. Vacation, sick leave, or absences under the Family and Medical Leave Act are intended to enable the employee to tend to such personal circumstances. When absence may be for an extended period and the employee is physically and mentally capable of devoting productive effort toward his or her work, a temporary alternative work arrangement may be agreed to, subject to approval of the employee's supervisors. This exception is intended to allow the Department's work to continue uninterrupted when someone else cannot fill in for that employee.

Out-of-State Remote Team Members

Team members may work in a temporary or full-time remote work arrangement outside Missouri in the following circumstances:

- 1) An out-of-state applicant is substantially more qualified for a position than any in-state applicants; or
- 2) Business necessity and/or operational needs sufficient in the determination of the appointing authority based on the following considerations:
 - a. The number of out-of-state team members currently employed by the agency;
 - b. The economic impact to the State of Missouri;
 - c. The business needs of the particular team or work unit;
 - d. The other state's employment laws; or



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- e. Income tax reporting affecting the State of Missouri.

In these circumstances, the supervisor shall submit a special request through the Division Director to the Department Director or designee for approval of out-of-state employment using the [Out-of-State Employment Request Form](#).

Distributed Work Agreement

A request to work remotely can be developed by the employee or manager by completing the [Distributed Work Agreement Form](#). Others in the Department, such as the Human Resources Office, may also be able to assist.

The proposed distributed work agreement should be provided to the employee’s supervisor who indicates either support or recommends against the agreement, accompanied by written reasons for such recommendation. The proposal then goes through the chain of command to the Division Director or designee for consideration, approval, or denial.

A copy of the approved distributed work agreement is provided to the Human Resources Office to be included in the employee’s official personnel file. The Human Resources Office will maintain a record of all the Department’s distributed work agreements.

Policy Violation

Violation of this policy will be cause for disciplinary action up to and including dismissal.

Distributed work is not an entitlement, but rather another opportunity for staff to be more productive. Failure to follow the above guidelines or abuse of this policy may result in immediate and permanent revocation of the distributed work agreement.

If you have any questions regarding this policy, please contact Human Resources at 573-751-3588.