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**COMMISSION OF THE EUROPEAN COMMUNITIES**

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**MEMORANDUM TO THE COMMISSION**

**of 21 December 2006**

concerning the use of teleworking the Commission services. Adoption of a new “Guidelines for the implementation of teleworking in the European Commission

**(Memorandum from Mr Kallas)**

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### **BACKGROUND**

Teleworking uses new communication and information technologies to permit greater flexibility in the organisation of work and a better reconciliation of work and private life. Since 1994, telework has developed rapidly in Europe, stimulated by increased use of the internet and mobile telephony. The European Commission has actively supported this expansion with significant levels of funding being made available via the fourth Framework RTD Programme and from Structural Funds.

In July 1997, when adopting a set of policy recommendations on the labour market and the social dimension of the Information Society, the Commission undertook to conduct a study of teleworking in its services and to promote teleworking in Europe. Its aim was to ensure the best use of human resources and the most modern methods of administration.

In April and October 2000, the Commission confirmed its intention to facilitate access to teleworking, first in the White Paper “Reforming the Commission” (COM (2000) 200 final of 5.4.2000) and then in the subsequent orientation paper on “Family-related Leave and Flexible Working Arrangements” (SEC(2000)1806/7 of 31.10.2000). This initiative was based on the conviction that such a scheme would not only give more flexibility to individual officials, but would also reduce the use of part-time work and could contribute to increased productivity.

### **TELEWORKING EXPERIENCES IN THE COMMISSION SERVICES**

Pilot teleworking projects were set up in DGs EMPL and INFSO in January 1998, involving the participation of approximately 120 staff and in EUROSTAT. After this, other DGs put in place internal teleworking arrangements.

Following continuous assessment and review of the pilot projects over 18 months, two evaluation reports<sup>1</sup> (one internal, the other by external experts) concluded that teleworking in the Commission had the potential to provide real benefits both for management and staff. Critically, the pilot project has produced clear and unambiguous results which show that telework is able both to increase the efficiency of the Commission through more effective use of staff time and skills, and to enhance staff well-being helping people to reconcile work and private life, as well as to reduce travel time and stress. The overwhelming majority of teleworkers, and a large proportion of their managers, stated that telework leads to a significant increase in the quality and quantity of their work.

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<sup>1</sup> Internal Evaluation of the Telework Pilot in the Information Society and Employment Directorates-General of the European Commission, September 2000 *and* Telework Pilot Project in the European Commission - External Evaluation Panel Report, final 25 August 2000 (available on the internet at [http://europa.eu.int/comm/dgs/employment\\_social/teleworking\\_en.htm](http://europa.eu.int/comm/dgs/employment_social/teleworking_en.htm)).

Both reports recommended a more widespread introduction of teleworking options into the Commission. They indicated the need for a more general negotiated framework within which the telework option could be made available more widely to Commission staff, to the benefit of the organisation and its staff.

Following the evaluations, and taking account of the Reform programme, a Working Group was established to examine the regulatory and administrative framework necessary to facilitate broader application of teleworking across the Commission. An Inter-service Group on Teleworking largely adopted the recommendations of the working Group to prepare a framework for teleworking in the Commission. The annexed guidelines represent the result of this work and of extensive exchanges with the services and the staff representatives.

## **PRESENT PROJECT**

It is proposed to finance a new inter-service teleworking project to broaden the experience across the Commission. Between 2006 and 2008, telework possibilities are to be extended to 1150 staff (300 in 2006, 500 more in 2007 and another 350 in 2008) using their private PC and their own telecommunication links.

This option makes it possible to maximise the number of teleworkers within the available budget. The main costs involved relate to the upgrading of the remote access infrastructure to enable it to cope with the increased numbers accessing systems from the outside, the provision of the necessary support and the purchase of physical tokens to authenticate teleworkers for a secure connection to the Commission's systems.

An assessment of the impact of the project will be launched by the end of 2008, with a view to possible further developments.

## **TYPES OF ACCESS**

Three types of access are possible:

- **full access** gives access to most of the electronic resources available in the office (data, documents, office automation tools such as WORD, EXCEL, e-mail, IntraComm, Commission applications such as SIC, CISNET, SYSPER2): the teleworker would have to use a standard Commission PC with specific communication and security equipment.
- **intermediate access** allows access almost equivalent to that provided by the full service but using private equipment.
- **basic access**, gives access only to e-mail and IntraComm from a personal PC.

In this connection, it is planned to finance the intermediate access option. Basic access is to be reserved for occasional short periods of telework. At this first stage, DGs which so wish may invest their own financial resources in up-grading the intermediate configuration into full access.

## **MAIN PRINCIPLES OF THE PROPOSED GUIDELINES**

- Telework is not an individual right but DGs are invited to make it available to the greatest extent possible, subject to the capacity of the IT system and the interests of the service;
- All provisions of the Staff Regulations remain fully applicable when teleworking, notably Article 20;

- The teleworker shall not suffer from any prejudicial effect on his career as a result of undertaking teleworking;
- A wide range of tasks which are suitable for telework, including management tasks. When a choice has to be made among candidate teleworkers, various criteria such as disability, family reasons, etc. may be taken into account;
- An agreement shall be signed between the teleworker and his hierarchy;
- Teleworkers may telework for a maximum of 50% of working time;
- Telework is compatible with flexitime but, for this first stage, not with part-time work;
- The Commission provides the teleworker with information and training to ensure health, safety and ergonomic conditions at his home workplace as well as data security;
- The daily management of telework is decentralised within the services (authorisations, signature of agreements, etc.) while DG ADMIN and DIGIT ensure the implementation and monitoring of the system in the area of their responsibilities.

## **RECOMMENDATIONS**

The Commission is invited to:

adopt the annexed “Guidelines for the implementation of teleworking in the European Commission” and to give DG ADMIN, in cooperation with DG DIGIT, responsibility for their overall implementation.

approve budgetary commitments for the financing of the informatics infrastructure amounting to €283.500 in 2006, €770.000 in 2007 and €458.750 in 2008. The financial implications are set out in the attached Financial Statement.

**GUIDELINES  
FOR THE IMPLEMENTATION  
OF TELEWORKING  
IN THE COMMISSION**

**21 December 2006**

## INTRODUCTION

In the context of these guidelines, the arrangement under consideration is the alternation by officials between telework and office work subject to conditions fixed by agreement. It does not include arrangements where staff continue performing their work from home after their normal daily office attendance or where they work by remote means while on mission.

Telework is one of the options quoted in the White Paper on Reform (COM (2000) 200 final of 5.4.2000), as well as part-time and flexitime, which aims at helping staff better reconcile their professional and private life. However, unlike part-time work, which is explicitly provided for, telework – like flexitime – is not mentioned in the Staff Regulations. Teleworking is not, therefore, a statutory right; it is by its very nature, voluntary and is only one of a number of possible working arrangements open to services and staff who request it, subject to the interests of the service, available possibilities and statutory provisions. Subject to these considerations, DGs are invited to make telework available to staff across all their services, consistent with the particular interests of those services.

Three levels of remote access are possible. They are Full Access, Intermediate Access and Basic Access. A general description of the three levels and the parameters for availing of each level is given in part VII. Nevertheless, Intermediate Access represents the usual way in which telework is offered at this first stage of its implementation. New telework positions will have Intermediate Access by default. DGs with sufficient financial means may improve these positions by having recourse to Full Access.

This guide defines a framework, common to all services, for the deployment of teleworking in the Commission in accordance with the Staff Regulations. The guide does not address in detail the question of whether telework is compatible with the interests of the service or with more practical questions which depend on the capacity of the individual services. For these practical questions, services could take as a starting point the best practices of the Directorates-General that are more advanced in operating telework schemes, in particular the evaluation reports which they will have agreed to transmit to DG ADMIN and which ADMIN will make available on the intranet at [http://www.cc.cec/pers\\_admin/equal\\_opp/teleworking\\_en.html](http://www.cc.cec/pers_admin/equal_opp/teleworking_en.html).

These guidelines represent the launching of telework on a broader pilot basis across the Commission and the pilot will be evaluated in 2007. Depending on the results of the evaluation and availability of budgetary resources at that time, the arrangements set out in the guidelines may be modified.

## I. STANDARD CONDITIONS AND PRINCIPLES

### 1. Who may telework:

All staff employed in the institution<sup>1</sup>, whatever their status, will, in principle, be eligible to apply to telework and applications will be answered on the basis, inter alia,

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<sup>1</sup> This includes officials, temporary staff, auxiliary staff, contract staff and DNEs : staff working for contractors, persons with contracts for services and temps are not concerned

of the interests of the service and the types of tasks to be performed. In case a choice needs to be made between a number of applications for teleworking, various elements might be taken into account, such as disabilities, family reasons, regularity and quality of the work performed in the past, etc.

## 2. Management grades

The perception that managers must be physically present in offices to exert a management influence is generally assumed, but not necessarily accurate. Teleworking agreements should equally be available to managers for such tasks as can readily be performed at a distance or during specific, limited periods.

## 3. Proportion of staff to be allowed to telework

It will be for the management of DGs and Services to decide if telework can be allowed in the interests of the service (see point IV § 1 below) and on the relevant number of staff in any sphere of activity who can telework at a given time, without affecting the efficient functioning of a unit or directorate. The technical infrastructure may also be a limiting factor in determining the number who can telework. In making telework agreements, staff responsible for human resources, in consultation with the management, should seek to ensure that telework is available equitably across their services. A table projecting the proposed availability of telework places over the next three years (2006-2008) is attached (Table I), giving a broad indication of the number of new capabilities due to become available to DGs/Services during the period.

4. The particular administrative teleworking agreement between Directorates-General or Services (DGs) and individual members of staff is a matter for agreement between management and the individual, having due regard to the standard conditions set out in these guidelines. The agreement should not, however, isolate staff from the office environment. While teleworking is a voluntary agreement requested by a member of staff, the AIPN remains the controlling authority in relation to authorising it and in setting the conditions to suit the work requirements of individual Directorates-General.
5. Within the constraints of the work programme, flexibility should where possible be shown in agreeing individual arrangements, with a view to reconciling professional and private needs. Thus, it is recommended that so far as is possible, working arrangements be adjusted to take telework into account (for example, in the fixing of the times of unit meetings and of deadlines etc.).
6. Specific personal or domestic problems, or work circumstances involving one-off or occasional official tasks that are easily performed outside the office, may also be facilitated by individual, short-term, teleworking arrangements at the person's request, which should not exceed a period of one month. These arrangements may be agreed locally in writing without the need to conclude a formal teleworking agreement. Beyond the period of one month, it will be necessary to enter into a formal agreement.
7. The agreement will require an official to alternate between telework and office work to an agreed schedule, with a maximum of 50% of the working time (i.e., up to two and a half days per week, on average) being spent at home. Where ½-day attendance is not convenient, attendances may be arranged over a 2-week cycle, allowing the teleworker to come to the office for 2 days and 3 days in alternate weeks.

8. The teleworker may, on occasion, be required to return to the office, at short notice, for urgent reasons in the interests of the service.
9. Staff who work on a part-time basis should be prepared to resume full-time working if they wish to telework.
10. A combination of telework and flexitime may be agreed, if it is compatible with the interests of the service. Where teleworkers operate such a flexitime arrangement, the flexitime provisions shall apply only to that part of the working time spent in the office. Days of telework will be accounted for as standard working days.
11. Termination of the teleworking agreement by either side will involve invoking a notice period provided for in the agreement, with a provision that, for reasons linked to the interests of the service, an immediate return to standard office working can be required. An agreed notice period will, for example, allow time for arrangements to be made for teleworker's return. If quicker resumption is possible, an ad hoc agreement is obviously not precluded between the teleworker and manager.
12. Having regard to the interests of the service and to the volume of requests for teleworking within the same service/unit, the days on which a teleworker is required to be present in the office will be determined by management, after discussion with the teleworker.
13. The teleworking agreement must specify at which hours the teleworker will be available by telephone. These hours should include office core hours, save in individual cases where other hours are explicitly mentioned in the telework agreement.
14. All the provisions of the Staff Regulations and in particular Article 20 remain applicable to teleworkers.<sup>2</sup>

## II. SUITABLE TASKS FOR TELEWORKING

1. Telework has been found to be potentially suitable for a wide range of tasks across all categories and functions, particularly those containing a sizeable element of conceptual work or where significant parts of the work processes have been automated. The premise on which the guidelines are based is that work is performed via electronic tools. Large-scale transfer of paper documents between the office and the teleworker's home is not envisaged in the framework proposed. Tasks suitable for teleworking include:
  - writing documents, minutes, reports, technical papers, manuals;
  - reading;
  - conceptual work;
  - pre-processing of data; calculations;
  - preparation of meeting documents;
  - correcting drafts; translations;
  - dealing with e-mails.

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<sup>2</sup> Staff Regulations Article 20: "*An official shall reside either in the place where he is employed or at no greater distance therefrom as is compatible with the proper performance of his duties*". Officials must accordingly remain in the vicinity of their place of work although they are not required to be at home at all times."



The list is not intended to be comprehensive. Where possible, job descriptions and job vacancies could include reference to the fact that a particular job contains tasks that may be performed by telework. Nevertheless, such an inclusion is not obligatory and cannot be a prerequisite for allowing someone to telework.

2. Some tasks are clearly unsuitable for teleworking, as they require permanent or regular attendance in the office which can not be accommodated by a telework arrangement. Such tasks include the necessity of regular attendance at meetings, work as a receptionist or chauffeur, security duties, shift work, etc.

### **III. NO CAREER DISADVANTAGE IN OPTING FOR TELEWORKING**

The objectives established in the career development report should not normally need to be adapted as a result of a decision that some of the duties of the post may be performed by telework. Additionally, staff who use teleworking as a flexible arrangement shall not experience any disadvantage in relation to their career as a result of that choice. Teleworking is intended to afford staff the facility to perform their duties in a flexible way and it is Commission policy that this flexibility should be available to the greatest extent compatible with the needs of the service. Exercising that choice must not adversely affect an individual's appraisals or assessments. Telework entails being absent from the office and, provided the agreement works satisfactorily, it must not in any way prejudice the official's career prospects or his right to training. Appraisals or assessments should clearly refer to the teleworking part of an individual's tasks in order to ensure that there is no unwarranted penalisation, intentional or otherwise, of the telework element of an assessment.

### **IV. APPLICATIONS TO TELEWORK**

1. It is important that the process of decision-making applied by DGs and Services to applications from staff for telework is open and transparent, particularly where opportunities to telework are limited, relative to the demand from staff. The sequence of decision-making for any application should be clear in advance and should be set out in the internal information issued by DGs. The general policy in DGs should be to have initial decisions made at unit level by middle management, with approval or refusal countersigned at Director level, after the agreement of the Human Resources Unit and in consultation with the IRM and the LISO ("Local Information System Officer"). Teleworking for management staff should be dealt with similarly, at a correspondingly higher level. It is important that the Human Resources Unit can fully coordinate the exercise in each service.
2. A teleworking agreement between the applicant and its hierarchy should cover the tasks to be performed, responsibility for attendance at meetings, etc., and any variation from the normal arrangement in each particular case that has been agreed. It should also include provision for proper monitoring by hierarchy and requirements regarding frequency of contact and reporting by a teleworker to the office. The agreement will be for a specified period and will be renewable for further periods. A model agreement is annexed (Annex III).
3. Where the demand for telework exceeds its availability in particular services, agreements concluded with staff may include a time limitation on the arrangement, e.g. 12 months, to ensure that all staff who can be allowed to telework have the opportunity to do so.

4. Persons who are already doing telework via a pilot project in a DG will also need to be covered by an agreement if they continue to telework.

## V. COORDINATION WITH DG DIGIT

Services must coordinate with DG DIGIT before establishing any teleworking arrangements to ensure that all technical and financial constraints are taken into account and that the capacity of the IT access infrastructure is sufficient. Staff commencing telework agreements, as provided for in these guidelines, will be accorded priority by DIGIT in the allocation of the tokens required to connect to the Commission's networks.

## VI. LEVELS OF ACCESS

Three levels of remote access are envisaged in the guidelines. They are Full Access, Intermediate Access and Basic Access. A general description of the three levels is given below. Full details are available in DIGIT's *Catalogue of levels of remote IT access for telework* in Annex II.

- **Full Access:** Commission-configured computer equipment and communications facilities are provided for the teleworker. All the applications, information systems and files are accessible in the same way as they are by officials in their offices. The full access service will only be available to new teleworkers operating under the present guidelines if their DGs are able to use their existing budgets to provide the full range of equipment and services - described by DIGIT in its *Catalogue of remote IT access* (Annex II); the teleworkers concerned are counted in the number of new telework possibilities allocated to their DG (see Table 1) and they are being 'upgraded' from the intermediate access solution.
- **Intermediate Access:** The teleworkers use their own private computers and communications links and a token provided by the Commission to access the Commission's resources. This provides remote users with a working environment similar to the one they have in the office, with some restrictions (see Annex II). Most of the applications, information systems and files are accessible at this level and this is the solution primarily being covered by these guidelines.
- **Basic Access:** Using their own private computers and communications links, this level of remote IT access provides teleworkers with a basic working environment, by which access is available to e-mail and to IntraComm (and therefore to the applications and information systems published in IntraComm), with some limitations. This level of access should only be considered for teleworking in the circumstances, mentioned in Part I.6 of these guidelines.

## VIII. HEALTH AND SAFETY

1. Taking into account its obligations towards staff, the Commission, desirous to ensure good working conditions in regard to health and safety, shall make sure that the teleworker is given all necessary information and training, in particular, as regards ergonomic conditions, safety and hygiene, so as to avoid deleterious effects on his health and professional performance. On this basis, the teleworker for his part shall regularly check the ergonomic and safety conditions at the place of telework and shall

maintain them at adequate levels. Therefore, it is important that ergonomic conditions at the workplace are verified systematically and maintained..

2. Council Directive 90/270/EEC of 29 May 1990, on the minimum safety and health requirements for work with display screen equipment, may be consulted at: [http://europa.eu.int/smartapi/cgi/sga\\_doc?smartapi!celexplus!prod!CELEXnumdoc&numdoc=31990L0270&lg=EN](http://europa.eu.int/smartapi/cgi/sga_doc?smartapi!celexplus!prod!CELEXnumdoc&numdoc=31990L0270&lg=EN)
3. It must be recalled that satisfactory health and safety conditions at the teleworking location depend not only on the equipment being used (desktop or laptop PC) but also on the length of time for which it is used. For display screen work that regularly exceeds one hour per day, it is recommended that a laptop is equipped with a separate keyboard and a separate mouse in order to be ergonomically acceptable (a docking interface is recommended, as it allows their permanent connection to other necessary PC equipment).
4. The teleworker shall take notice of the recommendations on ergonomic standards contained in the Guide on : [Computer Workstation Ergonomics](#) available on the Intranet of the Commission at :  
  
([http://www.cc.cec/home/dgserv/digit/everybody/intro/ergonomics/doc/guide\\_en.pdf](http://www.cc.cec/home/dgserv/digit/everybody/intro/ergonomics/doc/guide_en.pdf))
5. The safety of the premises themselves is within the responsibility of the teleworker. This particularly concerns the electrical installation. If the teleworker is in any doubt as to whether the electrical installation complies with the safety requirements, it is in his/her own interest to have it verified.
6. Staff performing telework have the same health insurance coverage as when they are working on Commission premises, including the Commission insurance in case of accident and occupational disease.

## **VIII. TRAINING**

1. All teleworkers should have the skills necessary to maximise the benefits of teleworking for themselves and the Commission, such as technical expertise, remote access skills, time management, self-motivation, working alone, monitoring progress, providing feedback, etc.
2. Teleworkers have access to on-line training tools that are available on IntraComm. Teleworkers should be able to do basic troubleshooting themselves, which will give them a certain amount of independence of the Commission's limited support services.
3. A comprehensive list of useful IT training modules that could assist teleworkers in increasing their IT skills is available in the on-line SysLog training catalogue, via the following link: [SysLog Training Catalogue](#).
4. Telework involves managing new working arrangements outside the standard working structures. Management staff must make sure they acquire appropriate management techniques to suit the more flexible arrangements that teleworking provides to maximise the benefits of telework, both for the administration and the individual teleworkers.

5. A list of courses and other useful links is available on the intranet site dealing with telework at [http://www.cc.cec/pers\\_admin/equal\\_opp/teleworking\\_en.html](http://www.cc.cec/pers_admin/equal_opp/teleworking_en.html).

## **IX. MONITORING**

1. DG ADMIN will be responsible for the general monitoring of the implementation of these guidelines within the Commission.
2. The existing Inter-service Group on Telework will advise, as required, regarding the implementation of these guidelines and will be kept informed of evaluations and follow-up measures.
3. The (Copec) will be kept informed of the implementation of these Guidelines, as well as evaluations and follow-up measures, in particular via the annual reports on the (4<sup>th</sup> *Action Programme for Equal Opportunities for Women and Men* at the European Commission.

## **X. EVALUATION**

1. DGs operating teleworking should by 31 December 2008, on the basis of a common format provided by DG ADMIN, conduct evaluations to assess the effectiveness of the agreements and use the results to maximise the benefits of telework for both the teleworker and the administration. A copy of the evaluations should be sent to DG ADMIN.
2. On the basis of the evaluations supplied by the DGs and of information received from DIGIT regarding technical aspects and costs incurred, DG ADMIN will launch an overall evaluation of the effects of telework across all participating services, at the end of 2008. It will concern all teleworkers and will be transmitted to the Central Staff Committee.
3. The DGs' evaluations should include an assessment by the teleworkers of their own performance and satisfaction, as well as by their superiors and colleagues as to the perceived benefits and disadvantages of the agreements.
4. In the interest of securing uniform data from services for ADMIN's overall evaluation in 2009, these evaluations shall contain at least the following information:
  - number of requests for telework, by sex and grade
  - number of teleworkers approved, by sex and grade
  - number of teleworkers using each level of remote access
  - number of teleworkers on fixed/variable schedules
  - travel time saved by the teleworker
  - monetary savings/additional costs incurred by the teleworker
  - savings/additional costs incurred by the DG
  - teleworker satisfaction with computer equipment and communications facilities (where supplied)
  - teleworker satisfaction with usefulness of their own computer equipment and communications facilities
  - adequacy of training/support in the use of equipment and teleworking techniques
  - suitability of the tasks for telework
  - teleworker/hierarchy satisfaction with flexible working arrangements

- relation between telework and other ways of organising work and of reconciling private and professional life
- impact on the organisation of the service
- usefulness/reliability of remote access to applications and level of security;
- usefulness of levels of remote access available
- teleworker/hierarchy opinion on the impact of telework on productivity (quality & quantity)
- personal/work-related advantages obtained from teleworking in particular in terms of career development;
- principal disadvantages related to teleworking for the teleworker and for its hierarchy;
- health and safety implications of telework, if any.

**I. IT ROLES AND RESPONSIBILITIES FOR REMOTE ACCESS**

1. DIGIT has compiled a catalogue of levels of IT access for telework, explaining the technical requirements for each level, as well as the information services available. It is important to note that some of these levels of access require that private equipment complies with certain minimum technical standards, which are set out in the *Catalogue of Levels of Remote IT Access for Telework*. DIGIT will work with IRM teams in DGs to enhance the levels of access available and the catalogue will be regularly updated. The current *Catalogue* is in Annex II.
2. DGs will have to evaluate and decide if the information resources available at a particular level of access are sufficient to enable potential teleworkers to perform their duties by remote means.
3. Description of the different levels of IT remote access and roles and responsibilities for the IT teams and teleworkers.

**FULL ACCESS**

The standard equipment provided to teleworker includes the following:

- A portable computer running the Commission's Reference Configuration;
- Additional peripherals (printer, full-size screen, mouse, keyboard...) are available for those who need and request them;
- Access to the Commission's central data services is provided via an ADSL line installed at the Commission's expense. This allows full and secure access to
  1. the Commission's internal email network,
  2. data stored on the DG's shared drives,
  3. the internet and the Commission's intranet,
  4. most of the DG's software applications.
- A separate telephone line with a private number which allows teleworkers to make business calls at the Commission's expense without tying up either the computer line or the teleworker's private line;
- An automatic telephone forwarding system which allows calls to be re-routed automatically from the teleworker's office to her/his home whilst s/he is teleworking.

The equipment is kept under regular review and is upgraded when circumstances justify it and resources allow. In addition, periodic experiments involving the use of more advanced facilities may be conducted with the co-operation of some or all teleworkers.

Terms for the use of the equipment are detailed below, which must be signed by the teleworker. While the equipment remains property of the Commission, the teleworker is responsible for its care. The Commission will cover costs of insurance for theft and of maintenance. The teleworker is liable for damage due to negligence, when proven by the Commission. The teleworker must allow repairs and maintenance to the equipment provided.

a) DGs:

It will be the responsibility of the DGs to:

- verify the availability of the required IT access resources with DG DIGIT;
- ensure user training and support;
- provide, manage and support the Commission IT equipment installed at teleworker's place;
- coordinate with the DG GBI concerning telephone service requirements;
- manage the local IT infrastructure required for the service and the DGs' information systems;
- ensure co-ordination with DG DIGIT, in particular by providing all the required information concerning installations at the teleworker's home, including telephone services;
- provide local help desk services.

b) DIGIT:

It will be the responsibility of DIGIT to:

- provide central remote access services and administer the access rights to these services;
- provide reference configurations for IT equipment;
- provide telephone sets to be installed at the teleworker's home, via the IRM team and modify the teleworker configuration on the Commission's voice network when required;
- provide phone service;
- manage the common information systems under its responsibility;
- provide central help desk services; and
- supply second level support to the local IT teams.

c) Teleworkers:

It will be the responsibility of teleworkers:

- to return the equipment supplied to them on the termination of their teleworking arrangement and whenever requested by the DG, for maintenance, upgrade or inventory purposes.
- not to use the communication lines provided by the Commission for private communications;
- not to change the configuration of hardware and software supplied by the Commission in ways that contradict the applicable security policy;
- not to use the equipment and software supplied by the European Commission for establishing network connections to computing facilities other than those of the European Commission. In particular, teleworkers are not permitted to access Internet services by bypassing the computing facilities of the European

Commission. Any use of Internet services, including e-mail, shall be accomplished through the computing resources of the European Commission;

- not to use teleworking software and hardware for unauthorised purposes;
- to ensure adequate measures to protect their equipment against theft, damage and unauthorised usage. In particular teleworkers:
  - must not leave unattended in public places portable computers and other equipment supplied by the European Commission;
  - must not leave unattended portable computers while they are switched on;
- to update the malicious code prevention software of their equipment on a regular basis.
- to ensure that their systems are backed up periodically by using the back-up tools supplied by the European Commission.
- to bear any renovation costs arising from the removal of telephone cables, repair to walls, repainting etc., at their teleworking base.

### **INTERMEDIATE ACCESS**

The teleworker uses his/her own private computers and communications links and a token provided by the Commission to access the Commission's resources

The teleworker will be provided with software kit, called RAK (Remote Authentication Kit), which has to be installed by the teleworker himself, and a token.

The teleworker will ensure that his/her operating systems are compatible with the installation of RAK ( Microsoft Windows XP, Windows 2000, Windows Millennium and Windows 98 Second Edition).

For comfortable use, the band (speed) of the communication line must be sufficiently wide.

a) DGs:

It will be the responsibility of the DGs to:

- verify the availability of the required IT access resources with DG DIGIT;
- ensure specific necessary training, in particular as regards safety and user support;
- install and maintain a terminal server for this service;
- manage the local IT infrastructure required for the service and the DGs' information systems;
- confirm that candidates for telework have declared in writing that their private computer facilities are compatible with the requirements of the selected level of IT access. Such confirmation should be based on the information provided by the members of staff concerned to their DG – DGs are not expected to conduct physical surveys of private computer facilities;
- ensure co-ordination with DG DIGIT, in particular by providing all the required information concerning the teleworker, including for telephone services;



b) DIGIT:

It will be the responsibility of DIGIT to:

- provide central remote access services and administer the access rights to these services;
- provide reference configurations for the terminal servers;
- modify the teleworker configuration on the Commission's voice network when required;
- manage the common information systems under its responsibility; and
- supply second level support to the local IT teams for the terminal servers and the access infrastructure.

c) Teleworkers:

Teleworkers will be informed by their DGs of the minimum technical requirements for their computer equipment to use the intermediate access service.

It will be the responsibility of teleworkers:

- to provide their own private equipment, communications lines and cover all the related costs;
- to confirm, by signing the telework agreement, that their personal IT equipment meets the technical requirements for the intermediate access.

**BASIC ACCESS**

The teleworker uses his/her own private computers and communications links and has access to the e-mail via a web interface and to the IntraComm (and therefore to the applications and information systems published in IntraComm), with some limitations.. No token is provided.

In order to provide maximum compatibility with the Commission IT infrastructure, the use of a personal Computer with the following requirement is recommended:

Operating system: Windows XP.

Web-browser: Internet Explorer 6.

Java Console 1.4.2\_01 (a component of the web-browser, the installed console can be checked in the "Tools" section of the web-browser).

Finally, to enable a good user comfort, the bandwidth (speed) of the communication line should be high enough.

a) DGs:

It will be the responsibility of the DGs to:

- ensure user training and coaching;
- manage the DGs' information systems;
- confirm that candidates for telework have verified in writing that their private computer facilities are compatible with the requirements of the selected level of IT

access. Such confirmation should be based on the information provided by the members of staff concerned to their DG – DGs are not expected to conduct physical surveys of private computer facilities;

- ensure co-ordination with DG DIGIT, in particular by providing all the required information concerning the teleworker;

b) DIGIT:

It will be the responsibility of DIGIT to:

- provide central remote access services and administer the access rights to these services;
- manage the common information systems under its responsibility; and
- supply second level support to the local IT teams for the access infrastructure.

c) Teleworkers:

Teleworkers will be informed by their DGs of the minimum technical requirements for their computer equipment to use the basic access service.

It will be the responsibility of teleworkers:

- to provide their own private equipment, communications lines and cover all the related costs;
- to confirm, by signing the telework agreement, that their personal IT equipment meets the technical requirements for the basic access.

4. Responsibility for the provision and support of the telework technical infrastructure will be shared between DGs and DIGIT, according to the distribution of roles set out above and the responsibilities for each level of IT remote access. IRM teams will be apprised by DIGIT of the technical aspects related to the different levels of IT access for telework.

5. IT support

The local help desk of each DG will act as a single point of contact for technical problems encountered by teleworkers, during office hours (in general, from 09:00 to 18:00). Help desk staff will not visit the teleworkers' premises to help in resolving such problems.

Commission-supplied equipment in the full access configuration (laptops, telephone sets and other) will have to be brought into the office for technical support, maintenance and inventory, while it will be the responsibility of the teleworker to properly maintain his/her own equipment.

The central help desk is available 24h/day to teleworkers using the Full Access option in case of urgent or critical incident.

The help desk for telephone services is not accessible to teleworkers at home. Any support request will be made via the IRM team.

## II. SECURITY

1. The security regulations of the Commission continue to apply to staff teleworking, in particular in relation to the protection of documents and confidential data. Staff must comply with the security requirements of this guide and with the more detailed policy documents formally approved by the Commission services.
2. All security incidents must be reported to the local help desk or – outside normal working hours – the central help desk. In cases of theft or burglary involving Commission property or information, the teleworker is required to follow the standard procedure as if s/he were working in a building of the Commission. These procedures should be considered as included within the teleworking agreement<sup>3</sup>.
3. Security incidents include virus infection, user masquerade, unauthorised access to computing resources, illegal use of licensed software, or any other activity that may jeopardise the security of information, damage the reputation of the European Commission, or give rise to legal issues related to the use of computer services, software or hardware of the Commission. With the method of login via the internet that is proposed (i.e., use of a token), no additional security risk is envisaged from the use of private computer equipment.
4. General Teleworking policy: any hardware and software provided to teleworkers remains the property of the European Commission and should be used according to the information systems security policy of the European Commission.
5. Permission in writing: all teleworkers must receive permission in writing prior to taking the provided equipment out the premises of the European Commission and to using it for accessing internal computing resources.
6. Use of the equipment:

Teleworkers shall

- be aware of the type of information they are allowed to process via their equipment and shall not attempt to access information for which they do not have authorisation or their equipment is not authorised to handle; any valid need to store, access and process information of a higher classification shall be reported to the local help desk
- not access or transmit Classified information over network connections used for teleworking without prior authorisation from the Security Directorate;
- not store classified information on their machines without prior authorisation from the Security Directorate;
- if they have Full Access, encrypt any Restricted and In-Confidence information stored on computers by making use of encryption tools<sup>4</sup> and procedures approved by the European Commission;
- ensure adequate precautions to protect their equipment against theft, damage and unauthorised usage.

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<sup>3</sup> See Commission Decision relating to the security of information systems used by Commission services C/2006/3602I

<sup>4</sup> [https://intracomm.ec.europa.eu/security/references\\_and\\_library/documents/eu\\_legislation/commission\\_decision-1494\\_2006\\_en.doc](https://intracomm.ec.europa.eu/security/references_and_library/documents/eu_legislation/commission_decision-1494_2006_en.doc)

## CATALOGUE OF LEVELS OF REMOTE IT ACCESS FOR TELEWORK

### 1. INTRODUCTION

The scope of this document is related to telework as defined in the administrative guidelines “In the context of these guidelines, the arrangement under consideration is the alternation by officials between telework and office work subject to conditions fixed by agreement”.

The objective of this catalogue is therefore to present the different levels of remote access available for telework, explaining what are the functionalities and the technical requirements provided by each access level. DIGIT will work in co-operation with DGs’ IRM teams to improve these levels of access, and also to develop new ones, in order to offer more possibilities for telework, under the established organizational framework which shall remain stable over the time.

The availability of the first two levels of remote access will be determined by budgetary constraints.

The use of “green” phone numbers (0800...) is forbidden for telework.

### 2. FULL ACCESS SERVICE

This level of remote IT access provides the remote user with a working environment similar to the one he has at his office with his PC. All the applications, information systems and files are accessible in the same way as they are used by the official in his office. For more information please refer to your IRM team and to this URL address:

[http://www.cc.cec/digitline/u/services/telecom/full\\_access\\_en.htm](http://www.cc.cec/digitline/u/services/telecom/full_access_en.htm)

#### 2.1 Functionalities provided by this solution

As explained, this level of remote IT access provides the remote user with a working environment similar to that he has at his office with his PC. This means that once he has established the connection with the service, he can work in nearly the same way than at his office: the same applications, the same shared files with data, and the same information systems are accessible. However, the remote user has no access to data stored on the hard disk of the personal computer in his office at the Commission.

#### 2.2 Technical requirements of this solution

The requirements of this level of IT access are as follows:

**Usage of a Commission’s workstation** with the Reference Configuration (with the addition of the Remote Access Kit version 1.6 or higher) installed **is mandatory**.

**A personal authentication procedure which demands the use of a token is required**, to ensure the security of the communications.

**A communication line of the sufficient bandwidth (speed) is recommended**, for instance ADSL, to provide a good user comfort. This line can be currently provided by the ENS contract DI 04360, providing ADSL and phone service

#### 2.3 Telephony service

A Commission telephone may be provided for installation at the teleworker’s place upon request. In this case, the IRM team in the DG will, in coordination with the DG GBI:

assure the interface between the teleworker and the DG DIGIT for its request, delivery, support and removal;

undertake the annual inventory of the telephones under his responsibility in much the same way as for other IT equipment;

guarantee that the telephone will be returned to the DG DIGIT telephone service once it is no longer needed.

Alternatively, the diversion of calls to the teleworkers fixed telephone is possible.

## 2.4 Support aspects

No support will be assured by the DIGIT at the teleworker's home. In case of problems in the Commission equipment, the teleworker will return the equipment to the IRM team that will solve the incident with the help if necessary of DIGIT services. In any case, all support requests will be done through the IRM team and will be handled during business hours

## 2.5 Organizational requirements of this solution

The IRM must provide the teleworker with a Commission's PC, and also with a token. The token must be demanded by the IRM via the TROC system, indicating the purpose of the token (teleworking).

The DIGIT may refuse the token, and thus this remote access service, because of budgetary constraints.

## 3. INTERMEDIATE ACCESS SERVICE

This level of remote IT access provides the remote user also with a working environment similar to the one he has at his office with his PC, with some restrictions. Most of the applications, information systems and files are accessible. For more information please refer to your IRM team and to this URL address:

[http://www.cc.cec/digitline/u/services/telecom/iap\\_en.htm](http://www.cc.cec/digitline/u/services/telecom/iap_en.htm)

### 3.1 Functionalities provided by this solution

As it has been explained, this level of remote IT access provides the remote user with a working environment similar to the one he has at his office with his PC, with some restrictions. This means that once he has established the connection with the service, he can work in nearly the same way than at his office: most of the applications and shared files with data are accessible, on a "local-only-view" mode (there is no possibility of transferring files to the local computer, although it is possible to remotely modify the files and save these modifications). The remote user cannot access the data stored in the hard disk of the personal computer in his office at the Commission.

### 3.2 Technical requirements of this solution

The requirements of this level of IT access are as follows:

**Use of a private personal computer is foreseen ;** it is not necessary to use a Commission workstation. A software kit -- RAK (Remote Authentication Kit), must be installed in the computer by the official himself. The operating systems where RAK can be installed<sup>5</sup> are Microsoft Windows XP, Windows 2000, Windows Millennium and Windows 98 Second Edition. This solution is not suitable for "public" workstations (at airport premises or in cybercafé kiosques, as it is not usually possible to install any software on these machines).

**A personal authentication procedure requiring the use of a token is necessary,** to ensure the security of communications.

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<sup>5</sup> The RAK is developed as an "add-on" to the Reference Configuration for laptops, which is currently based on Microsoft Windows XP.

**A communication line of the sufficient bandwidth (speed) is recommended,** for instance ADSL, to provide a good user comfort.

### **3.3 Telephony service**

The diversion of calls to the teleworker's fixed telephone is possible.

### **3.4 Support aspects**

DIGIT will assure the support to the infrastructure (Terminal Servers) installed in each DG.

No support will be assured by the DIGIT at the teleworker's home. In any case, all support requests will be done through the IRM team and will be handled during business hours.

### **3.5 Organizational requirements of this solution**

The IRM must provide the teleworker with a CD containing the RAK and also with a token. The token must be requested by the IRM via the TROC system, with an indication of the purpose of the token (teleworking). DIGIT shall assign tokens to DGs on the basis of planned allocations. It may refuse to assign a token, and thus this remote access service, for technical reasons linked to the compatibility of servers.

The official must himself install RAK on his own computer.

## **4. BASIC ACCESS SERVICE**

This level of remote IT access provides the remote user with a very basic working environment. For more information please refer to your IRM team and to this URL address:

[http://www.cc.cec/digitline/u/services/telecom/web\\_access\\_en.htm](http://www.cc.cec/digitline/u/services/telecom/web_access_en.htm)

### **4.1 Functionalities provided by this solution**

This level of IT access provides access to the e-mail via an interface called OWA (Outlook Web Interface) and to the IntraComm (and therefore to the applications and information systems published in IntraComm), with some limitations. Many applications already published in IntraComm can be therefore accessible in this way, such as Sysper2. There exist end-user guidelines for the usage of OWA and for the access to IntraComm.

The main limitations of the access to e-mail via the OWA with this solution are<sup>6</sup>:

The available resources are limited: Inbox, Calendar, Contacts, Find Names, Public Folders and Options (for the "Out of Office assistant", for the calendar, etc.). The access to .pst Personal Folders (and other folders not placed in the mailbox itself) is not possible, so the classification of the incoming e-mails or the consultation of e-mails stored in Personal Folders is not possible.

Concerning the access to IntraComm, most IntraComm pages are available through this level of access. Some corporate information systems under the responsibility of DIGIT which can be accessed are Sysper2, the Commission Directory and e-HR. DGs can decide to publish the information systems under their responsibility on IntraComm, so that they are available under this framework.

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<sup>6</sup> You can also refer to the information in the available Websheet:  
[http://websheets.cec.eu.int/websheet/index.cfm?to\\_page=home\\_cursus&to\\_cursus\\_id=1500009&from\\_page=from\\_page&to\\_language=UKFR](http://websheets.cec.eu.int/websheet/index.cfm?to_page=home_cursus&to_cursus_id=1500009&from_page=from_page&to_language=UKFR)

## 4.2 Technical requirements of this solution

The technical requirements of this level of IT access are as follows:

**Usage of a private personal computer with a web-browser is possible**, it is not necessary to use a Commission's workstation. Most "public" workstations provided with a browser (at airport facilities and cybercafés kiosques) may be used for this solution.

The cipher strength of the SSL protocol used by the web-browser must be at least of 128 bits<sup>7</sup>. This is complied for example for Internet Explorer 5 (and subsequent versions) and also for Netscape 4.76 (and subsequent versions).

However, it is recommended, in order to providing the maximum compatibility with the Commission IT infrastructure and information systems, the use of a personal computer with the following requirements:

- Operating system: Windows XP.
- Web-browser: Internet Explorer 6.
- Java Console 1.4.2\_01 (a component of the web-browser, the installed console can be checked in the "Tools" section of the web-browser).

Finally, to enable a good user comfort, the bandwidth (speed) of the communication line should be high enough.

## 4.3 Support aspects

No support will be assured by the DIGIT at the teleworker's home. In any case, all support requests will be done through the IRM team during business hours.

## 4.4 Organizational requirements of this solution

Users will be responsible of their own private equipments and the communication lines. They will be informed by their DGs of the minimum requirements for using the basic access service. Before entering into a written agreement to telework, officials shall confirm in writing that their private equipments meet these minimum requirements.

IRM teams will verify that users know the minimum requirements for using the basic access service.

Given the relatively reduced set of functionalities enabled by the Basic Access Service, it is advised that both the candidate to telework and his hierarchical superiors check these functionalities before entering into a written agreement to telework.

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<sup>7</sup> In some countries the cypher strength of browsers may be limited by law. This will prevent you from using this service.

## MODEL TELEWORKING AGREEMENT

Mr/Ms \_\_\_\_\_, hereinafter referred to as the “teleworker”, and the Director responsible, Mr/Ms \_\_\_\_\_, hereinafter referred to as the “manager”, agree that the teleworker will telework, under the conditions outlined below.

This agreement enters into force on (date) \_\_\_\_\_ and is valid until (date) \_\_\_\_\_ but may be terminated with one month's notice <sup>8</sup>by either party. A decision to terminate the agreement should be duly recorded in writing. A copy of the decision should be sent to Unit XX.

This agreement complements, but does not change, the Commission’s staff rules and obligations and is subject to the specific rules of the "Guidelines for the Implementation of Teleworking in the Commission" adopted by the Commission on ....

### 1. Organisation of Work

The telework agreement agreed between teleworker and manager is based on the following indicative characteristics:

A	<ul style="list-style-type: none"> <li>• Agreed percentage of working time teleworking out of the office _____ %</li> <li>• Average number of hours to be spent working at the display screen _____ (hours per day)</li> </ul>
B	Indicate the (two)weekly teleworking schedule _____ Other points which are agreed _____ _____
C	The teleworker will ( <i>tick as appropriate</i> ): <ul style="list-style-type: none"> <li><input type="checkbox"/> inform the secretariat/designated contact person in advance of possible changes to his (two)weekly teleworking schedule</li> <li><input type="checkbox"/> check e-mail at least 3 times a day (early morning, mid-day, end of day)</li> <li><input type="checkbox"/> automatically divert all calls to his/her home number</li> <li><input type="checkbox"/> automatically divert all calls to the secretariat or designated contact person</li> <li><input type="checkbox"/> contact his/her superior at least once a day</li> <li><input type="checkbox"/> be reachable by phone during core time (specify)</li> <li><input type="checkbox"/> other (please specify)</li> </ul>
D	The teleworker’s usual teleworking base will be at: _____ _____

The teleworker may, on occasion, be required to return to the office at short notice, for urgent reasons in the interests of the service.

<sup>8</sup> This period of notice may be modified with the agreement of the parties



## 2. Other Specific Arrangements

Please note below any other specific arrangements, e.g. tasks to be performed; deadlines, attendance requirements for meetings, contacts, reports, etc.

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## 3. IT Access Options

The teleworker and the manager agree on one of the following IT access option (tick as appropriate):

- Full access service
- Intermediate access services

The respective implications of each option in terms of equipment and obligations are listed in the appendix to the present agreement.

## 4. Rights and obligations

The parties to this agreement hereby confirm that they have taken due notice of the document "Guidelines for the Implementation of Teleworking in the Commission" and its Annexes and undertake to comply with their respective rights and obligations, in particular, as regards health, safety, equipment, confidentiality, cost and informatics security. These texts are annexed to the present agreement.

## 5. Co-operation with Evaluation

The teleworker will fully co-operate with an evaluation of telework if asked to do so.

<b>Member of Staff</b>	<b>Immediate Superior</b>	<b>Director</b>	<b>The Director/Resources Director/Human Resources Manager (as appropriate)</b>
Name: Date: Signature:	Name: Date: Signature	Name: Date: Signature	Name: Date: Signature:

**ADDENDUM TO THE TELEWORKING AGREEMENT  
(FOR TELEWORKERS WITH FULL ACCESS)**

1. I accept the installation of the communication lines which are allocated to me within the framework of the telework and I undertake to keep them in good operating condition.
2. I undertake to allow the nominated agents of the Commission to have access to my place of telework (with adequate notice) for the installation and the maintenance of the equipment and to return it for any maintenance/assistance requirements to the IRM .
3. I undertake to use these lines only for professional purposes and to justify, at the request of the administration, the communications conducted on these lines.
4. I undertake, if I stop teleworking for any reason, to notify the relevant person in my DG of my decision as to whether or not I will keep the communication lines installed for this project. (If I keep the lines) I will take charge of the costs of the subscription and communications invoiced at the normal rate by the suppliers of the Commission, which can be different to the prices invoiced to the Commission through its framework contracts (The cost of installation will remain an expense of the Commission, with only the subscription and communication costs becoming my responsibility).
5. I undertake, at the first request of the administration (or the IT team of the DG), to return the equipment which was allotted to me.
6. I undertake not to install software that does not conform to the Commission standard and which is capable of corrupt the existing configuration.
7. I undertake, at the request of the administration, to return the equipment for updating (upgrade, antivirus).

Particular conditions:

Signature of the teleworker

TABLE

## ALLOCATION OF TOKENS

DISTRIBUTION TOKENS						
DG	STAFF	groupe	2006	2007	2008	TOTAL
CA	419	b	7	11	8	26
SG + BEPA	510	b	7	11	8	26
SJ	347	a	3	7	3	13
PRESS	672	b	7	11	8	26
ECFIN	454	b	7	11	8	26
ENTR	808	c	11	18	12	41
COMP	615	b	7	11	8	26
EMPL	587	b	7	11	8	26
AGRI	922	c	11	18	12	41
TREN	918	c	11	18	12	41
ENV	518	b	7	11	8	26
RTD	1508	d	19	29	20	68
JRC	2362	e	23	39	30	92
INFSO	1057	c	11	17	12	40
FISH	286	a	3	7	4	14
MARKT	413	b	7	11	8	26
REGIO	547	b	7	11	8	26
TAXUD	361	a	3	7	4	14
EAC	573	b	7	11	8	26
SANCO	673	b	7	11	8	26
JLS	347	a	3	7	4	14
RELEX	748	b	7	11	8	26
TRADE	430	b	7	11	8	26
DEV	275	a	3	7	4	14
ELARG	257	a	3	7	4	14
AIDCO	717	b	7	11	8	26
ECHO	164	a1	2	3	3	8
ESTAT	622	b	7	11	8	26
ADMIN + IAS	865	c	11	17	12	40
DIGIT	351	a	3	7	4	14
BUDG	442	b	7	11	8	26
OLAF	325	a	3	7	4	14
SCIC	688	b	7	11	8	26
DGT	2210	e	23	39	30	92
OPOCE	365	a	3	7	4	14
OIB	731	b	7	11	8	26
PMO	473	b	7	11	8	26
OIL	252	a	3	7	3	13
EPSO	135	a1	2	3	3	8
SEU	956	c	11	18	12	41
<b>Total</b>	<b>26173</b>		<b>298</b>	<b>498</b>	<b>348</b>	<b>1144</b>
Reminde			2	2	2	6