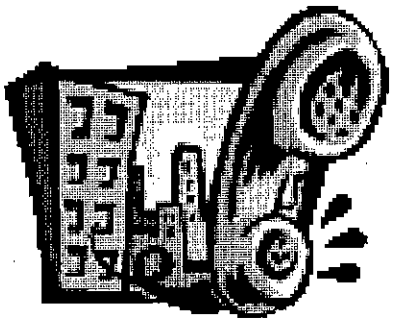
T MANAGE

TELEWORK PROGRAM PREVIEW



Eddie Caine
Professional Services Manager
TManage, Inc.

This document was designed to assist all TManage employees who are interested in finding out more about the opportunity to participate in our internal telework program. Supervisors, teleworkers and non-teleworkers will all gain important insights into this valuable work option.

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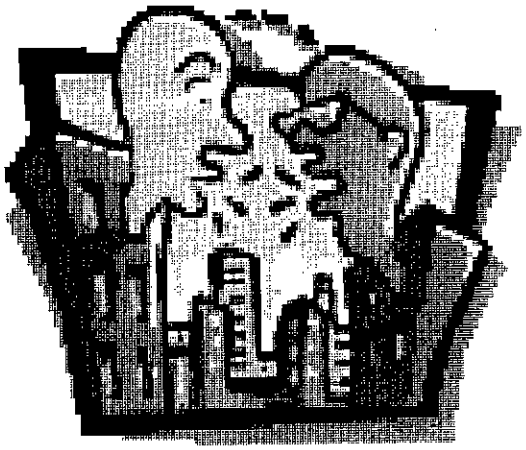
Introduction

TManage has identified telework as a way to assist in achieving the following corporate goals to:

- √ Best Utilize All Resources
  - √ Meet employee growth without incurring additional real estate
  - √ Maintain high employee satisfaction, amount pending baseline surveys
  - √ Improve employee productivity by at least five (5%) percent
  - √ Enhance employee retention
  - √ Recruit untapped labor pool
  - √ Reduce vehicle commute miles, mobile-source pollution and traffic congestion
  - √ Prove (in concept) Telework – Practice What We Preach

TManage, Inc. is a one-stop source for telework solutions to their customers providing everything from corporate-approved home office equipment to policy, training and support. A TManage program coordination team consisting of TManage Operations, Human Resources, Support Engineering and Information Technology, completed the work of understanding the overall purpose of the program, identifying telework requirements, population targets and technology for the Program. The TManage Team has been exceptionally responsive and complete in providing input and participating in finalizing this planning phase since our "kick off" meeting on December 15, 1999.



Questions & Answers

What is Telework?

Telework is working at a location other than the conventional office. This location may be the home or an office close to home. Telework involves moving work to the worker, instead of moving workers to work. Telework is an alternative to the traditional office setting.

Advantages to the Employer

- Increased productivity
  - Fewer distractions/interruptions
  - More continuous work time
  - No commute = decreased stress
  - Work at personal "peak" times
  - Increased flexibility = employee trust and responsibility
- Decreased absenteeism
- Decreased turnover
- Increased recruitment advantage
- Increased labor pool
- Improved managerial techniques
- Improved employee morale
- Decreased overhead

Issues for Employers

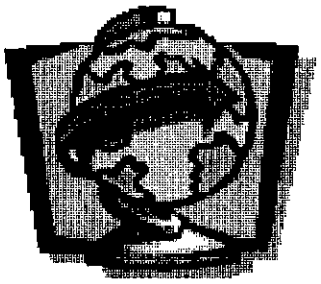
- Increased security responsibility
- Changes in management philosophy
- Managing by objectives—not observation
- Managing projects—not individual tasks
- Monitoring of actual work hours
- Regulatory and legal issues
- Start-up and operating costs

Advantages to the Employee

- Decreased stress
- Decreased or eliminated commute time/expense
- More flexible work/family schedules
- Increased job satisfaction
- Improved work environment
- Decreased cost of clothing and food
- Closer bonds with the family and community

Employee Concerns

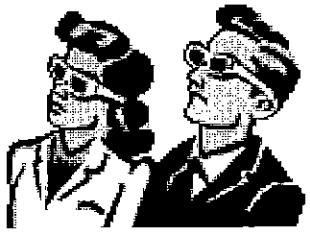
- Isolation from co-workers
- Less visibility
- Lack of support services
- Loss of living space
- Increased at-home costs
- Distractions in the home environment



What traits make the best Teleworkers?

Those who:

- Require minimal supervision
- Require minimal social interaction
- Have a high level of skill and knowledge in dealing with work-related responsibilities
- Work well with family members
- Prefer the home environment
- Are self-motivated
- Exhibit a desire towards Telework
- Are well-organized
- Demonstrate a high level of productivity
- Possess strong time-management skills



How do I know if Teleworkers are really working?

The employee's completed work product is the indicator that he/she is working. Managers of Teleworkers must focus on the quality, quantity, and timeliness of the work product, rather than on the process the Teleworker used to achieve the end result. Managers must manage by objectives or results, rather than by observation. The manager and the employee should establish the employee's goals and objectives together.

Will the employee work less if they are working at home unsupervised?

No. Survey results show marked improvements in productivity. Productivity increases because employees have fewer distractions and interruptions, work at their best times, and are less stressed due to the absence of the commute to work.

How will managers know how to supervise Teleworkers?

Telework presents an opportunity for managers to become better managers. By focusing on the employee's work product, managers will increase their own organizational skills and their skills in managing by objective. Managers of teleworkers should be given training on managing remote employees.

What kinds of jobs and what type of employees are suitable for Telework?

Many jobs or parts of jobs are suitable for Telework. Tasks that are successfully managed in Telework programs are those where the individual already works alone handling information, such as writing, reading, telephoning, computer programming, word processing, and data entry.

Should a supervisor require an employee to work at home?

No. An employee's participation in a Telework program should be entirely voluntary.

How are Teleworkers selected?

Managers or supervisors who understand the concept of Telework should identify jobs they feel are suitable for work away from the traditional office. Employees will fill-out questionnaires which have been developed to assist departments in determining employees whose jobs and personal characteristics make them good candidates for successful Telework. To be selected, an employee must have the endorsement of his/her supervisor.

Won't loyalty to the organization diminish?

No. In fact, loyalty is likely to improve since employees are happier with their work conditions. Employee morale also improves as a result of Telework.

How can social interaction be maintained to keep Teleworkers from feeling isolated from their colleagues?

There are many techniques for overcoming feelings of isolation. These include part-time Telework, core days in the office, and frequent communication by telephone or voice mail. The Teleworkers should be included in all scheduled meetings and events.

Is Telework a substitute for child or elder care?

No. A teleworker must focus on his/her job, not handle demanding child or elder care situations. However, Teleworkers are better able to manage their work/family schedules because they have greater flexibility in their work hours. In some cases, a parent may be able to work on a part-time basis—20 hours per week while the baby is sleeping—allowing the employee to reduce the length of her maternity leave enabling the department to continue to have the services of that employee.

Can Telework result in reduced use of sick leave?

Yes. An employee working in the regular office usually has to use a half-day of sick time to get to a doctor or dental appointment. A teleworker can take an hour or two off for the appointment and then work that time later in the day or the week. Also, sometimes an employee who does not feel well enough to drive to the office can work at home.

Of what issues should teleworkers be aware?

Working Long Hours - Teleworkers need to be aware of the tendency to work long hours and the need to take regular breaks.

Exercising self-control - If Teleworkers find themselves

procrastinating, they should evaluate their work habits and make necessary changes to ensure productivity.

Designating Space - A designated work area is recommended for Telework. A separate workspace may mean fewer distractions or interruptions and a higher level of discipline and organization.

Gaining Support - A family or supervisor's attitude may sometimes be detrimental to a Telework arrangement. Teleworkers must work to gain the support and understanding of those around them.

How do you manage the employees who cannot Telework?

It is important to include the non-Teleworkers in your planning process. Specific guidelines should be established regarding how the workload is distributed so neither Teleworkers nor non-Teleworks are unfairly overloaded. Also, all employees should have a clear understanding of the selection criteria for Telework to minimize feelings of resentment over who was and who was not selected to participate in the program.

What happens if the employee is hurt at home while working?

If the employee is hurt while working at home, he/she is covered for worker's compensation, just as if at the regular place of business.

Will the need for overtime decrease as a result of Telework?

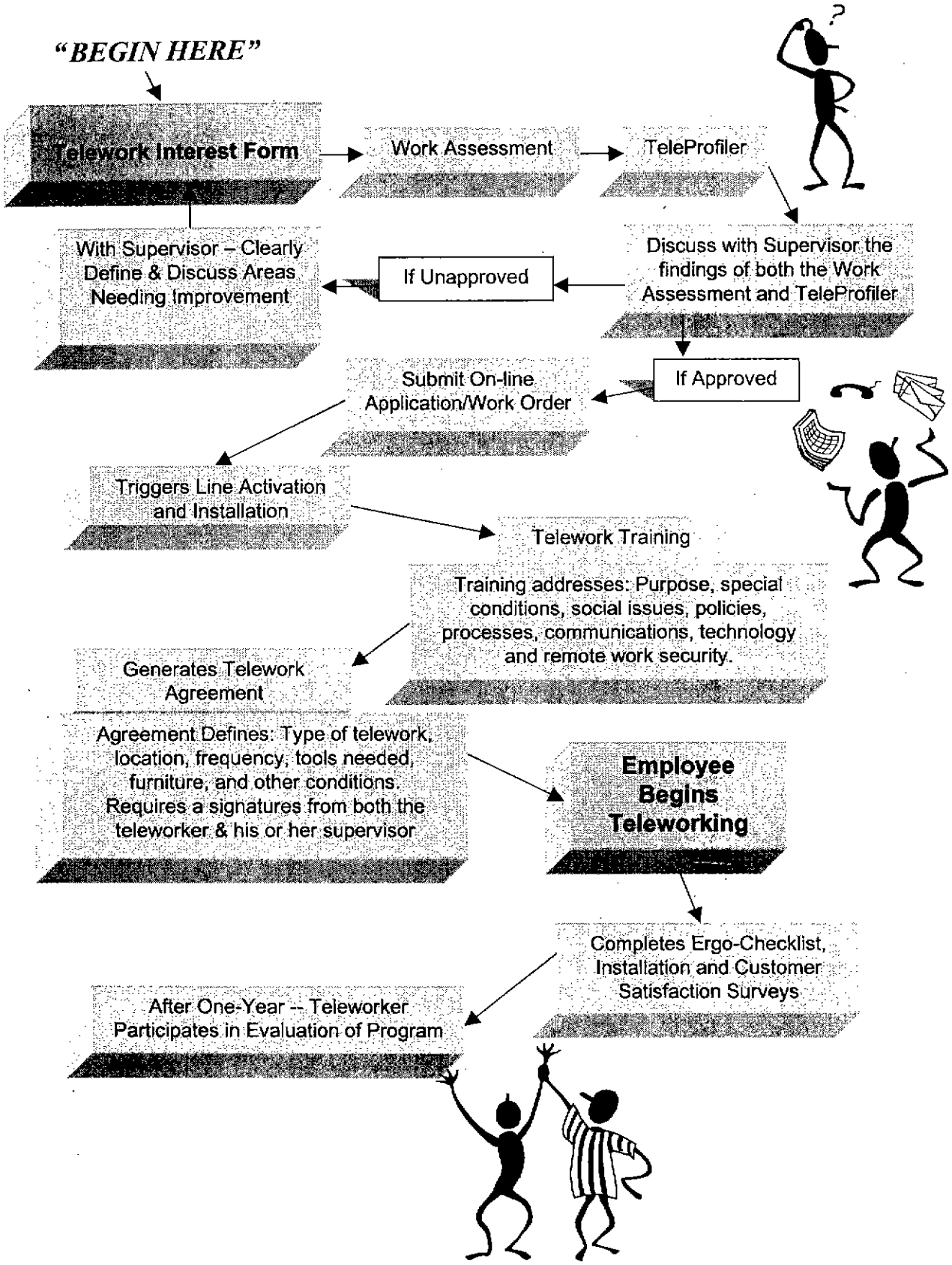
With Telework, employee productivity generally increases, which could reduce overtime.

What should employees do to prepare to be effective Teleworkers?

We have designed a process and training program for participants and their managers. Training will cover the issues critical to the success of a Telework program. Contact Kristen Wylie to signup for training in Austin on April 19 or 20, 2000 or at our Raleigh offices on April 26, 2000. See our newly developed "TeleSite" located at our Intranet site to help guide you through the process to become a TManage Teleworker.

Note: Participation as a teleworker is considered a privilege and work option -- not a universally applied employee benefit. All employees participating in this work option will complete the TManage Work Assessment and TeleProfiler. Participation requirements also include a performance rating of "Fully successful" on periodic evaluations. The TManage Work Assessment and TeleProfiler will be used to provide insights into suitability of participants.

Approval Process Flow Chart



Telework Policies

Employment

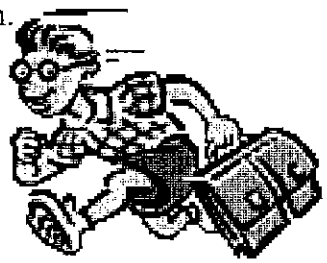
The teleworker's conditions of employment will remain the same as for non-teleworking employees. Employee salary, benefits, and employer sponsored insurance coverage will not change as a result of teleworking.

Selection Criteria

1. The selection criteria for the TManage Telework Program is an "AE+" (Above Exception) or better performance rating in the following areas:
   (a) Quality
   (b) Productivity
   (c) Attendance
2. In addition to these performance ratings the associate must also:
   (a) Participate in program evaluation including the TManage Work Assessment©, TeleProfiler©, Pre-telework, Safety Checklist and annual program assessments.
   (b) Sign the TManage Telework Agreement stating that the associate understands the TManage Telework Policies & Guidelines
   (c) Commit to no less than 3 months program participation
   (d) Be able to provide a safe, separate & secure space for the TManage equipment
   (e) Agree to the required onsite work days to keep abreast of changes
   (f) Maintain visibility and communication within the department and management team.
   (g) Adhere to attendance and overall departmental performance standards (unsatisfactory performance will result in an initial Process Improvement Plan and/or corrective action).
   (h) Actively participate in any technique improvement, suggestions, or training.
   (i) Return to the office on a permanent basis during any type of corrective action period.

Approval Process

1. The application process begins with the candidate completing an on-line application (TManage Intranet site).
2. Immediately following the completion of the initial application, the candidate will complete Work Assessment and TeleProfiler.
3. The Telework Program candidate will then print and discuss the Work Assessment and TeleProfiler results with their manager. The manager must approve the application prior to the next step.
4. All teleworkers and their supervisors will attend a training session, sign the telework agreement and participate in studies to evaluate the telework program.



Insurance Claims

1. Insurance- Home office computing equipment is covered under the corporate insurance policy.
2. Lost or stolen- The Company will assume responsibility of lost and/or stolen equipment. "Lost or stolen…computers must be reported immediately to the department head and the Manager of Security." (Excerpt from Code of Business Conduct)
3. All insurance claims must be submitted within 24hours of occurrence in order to be processed for the TManage to report to claims.

Asset Management/Equipment

1. Company owned equipment- All equipment purchased for the program is considered TManage's property. Maintenance and upkeep of the equipment will be the same as stated in the company's policies and procedures. Employees using employer owned software will comply with applicable licensing agreements.
2. Personal use of TManage owned equipment: TManage owned equipment should not be used for personal use. There will be no use of TManage owned equipment for profit of an outside business. According to the TManage Code of Business Conduct Policy, "…proper use of Company-owned laptops and personal equipment requires employees to safeguard data and equipment at all times and to fully comply with software licensing and registration requirements."
3. Further detail on the "Improper use of Corporate Assets" can be found in the TManage Statement of Corporate Ethics and Code of Business Conduct.
4. Damaged or destroyed- The Company will assume responsibility for company owned equipment as per the company's policies and procedures. The teleworker will assume all costs and/or responsibility for damaged or destroyed equipment if the damage is due to be the negligence of the teleworker.
5. To insure hardware and software security, prior to installation, the supervisor and/or manager must approve all non-standard software used for telecommuting.
6. Unless otherwise agreed to in writing prior to any loss, damage or wear, TManage does not assume liability for loss, damage or wear of employee-owned equipment.

Security

1. Password- See Appendix F on Corporate Password policies
2. Confidential Information- All company documents shall be kept in a secure environment. Restricted-access materials shall not be taken out of the office or electronically accessed unless approved in advance by the telecommuter's supervisor. Also review Appendix F, TManage Password and Security Policies.

Supplies

Office supplies needed by the teleworker (living in the Austin are) should be obtained during his/her in-office work period. Supplies purchased by the teleworker that are normally

available in the office will not be reimbursed. Teleworkers living outside the Austin region will need to define purchase parameters with his or her manager and the finance dept.

Mail

Teleworkers in the TManage Program will be responsible for collecting his/her mail during in-office work periods. Teleworkers outgoing mail should also be brought into the office on these days to be processed. Teleworkers living outside the Austin area should arrange for mail to be shipped directly to his or her primary work site.

Reimbursement Policies

The teleworker shall abide by company policies pertaining to reimbursement procedures. The teleworker will be reimbursed for long distance calls on the teleworker's personal line if approved by his or her direct supervisor. Personal expenses such as utilities and mileage to and from the office will not be reimbursed.

Days Off

1. Sick Days- Teleworkers should follow the company's standard procedures when calling in for sick days. If a teleworker is unable to work on a scheduled telework day he/she shall use a sick day
2. Vacation- All teleworkers shall schedule his/her vacation days according to company policies and procedures.
3. Telework is not a substitute for elder or childcare. If time off is needed, requests will be according to company policies and procedures.
4. If a teleworker needs time off during the regular work hours, it will be up to the supervisor and/or teleworker to determine what, if any, additional hours are to be worked.

Communications & Core Hours

Where applicable the teleworker will be available for communication during TManage's defined core hours. Department managers will define core hours for each of his or her staff.

Home Office

1. TBD - TManage will supply on-line a suggested/required list of furniture and other home set up requirements. It will be up to the teleworker to duplicate the suggested setup. The employee must designate a separate, dedicated and quiet work area within his/her home.
2. The employee agrees to abide by the home office guidelines established by the program. He/She will complete the Ergonomic Office Evaluation and will return it to the Human Resource Department. Any changes to the workspace must be reviewed and approved by the manager in advance.
3. Telecommuting is not a substitute for dependent care. When necessary, telecommuters must make arrangements for dependent care during the agreed upon work hours.

Taxes

TManage does not recommend tax advice to the teleworker. Any tax advantages derived by an employee's home office will be left up to the individual. TManage recommends that all employees consult a reputable tax advisor. If the teleworker opts to write off their home office, the company will not stand by audit.

Safety

1. In case of injury or mishap, teleworkers should contact their manager immediately.
2. Specific conditions related to the employee's workspace are detailed in the Telework agreement.

Worker's Compensation

1. Since the employee's home workspace is an extension of the agency workspace, TManage's liability for job-related accidents will continue to exist during the approved work schedule and in the employee's designated work location. To ensure that safe working conditions exist, TManage will retain the right to make on-site inspections at mutually agreed upon times.
2. More Specific conditions relating to the employee's working at home are detailed in the Telecommuting Agreement (See Appendix A1), which must be filled out by the employee and his/her supervisor, subject to manager's approval.

Departure from Teleworking Program

If the telework option is terminated, for any reason, phone lines will be terminated and computing equipment and furniture must be returned within 10 business days. Fair market value for equipment not returned will be deducted from the employee's final check.

Reasons for Departure

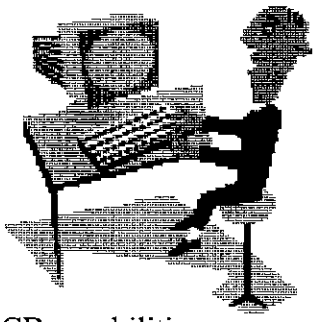
1. TManage retains the right to terminate the telework arrangement at any time and without cause.
2. If an employee initiated cessation of telework arrangement and an office is needed, the employee will need to wait until adequate in office space is made available.
3. Termination of Employment: As above

NOTE: TMANAGE Telework Guidelines, Criteria & Policies are subject to change or amendment as deemed necessary by management.

Required and Optional Equipment

The technology requirements for this program have been identified as both data and voice solutions. An individual selected for this program will not be required to use his or her personally owned voice solution. TManage telework has been broken down into the following categories:

Category		Definition
Regional Call Center	Full-Time	Agents in the Austin region working both at the Mopac site (planned 2:1 ratio) and their home office.
Remote Call Center	Full-Time	Agents located primarily outside the Austin region. Drop-in offices will accommodate periodic visits.
Knowledge Remote	Full-Time	Information workers outside the Austin region. When visiting Austin, reservations may be made for a drop-in office on a first-come-first-served basis.
Knowledge Regional	Full-Time	Information workers in the Austin region. When visiting Austin, reservations may be made for a drop-in office on a first-come-first-served basis.
Occasional	Part-Time	Employees will have a dedicated office at the new facility and be equipped to work from home as needed and approved by their manager.



Standard Computing set up provided by TManage
Technology Recommendations – Remote Teleworker
Fulltime 3 – 5 days per week

Local – Austin Region

Regional Call Center Teleworker – PBX connection required with ACD capabilities
ISDN BRI Line– Required
Meridian Home Office II Router– Required
2216 Telephone set– Required
Plantronics – Headset – Required with choice of style
Standard Desktop Computer – DELL (check with Terry Newgard)– Required
Printer/Fax/Copier– HP3100 – Required
Surge protector – APC 8 ports – Required
Paper Shredder – Fellows – Required
Direct Connect to TManage or VPN (ISP Required)
Ethernet Hub 4 Port – Required

Knowledge Worker – No direct PBX connection

Fastest Internet Connection Possible (DSL, ISDN, Cable, etc.)
Ascend ISDN Router if ISDN – Required
Analog Phone / Meridian 9417 – Choice of – Required
Desktop / Laptop Computer (Depending upon job requirement) – Required
Printer/Fax/Copier – HP3100 or HP T65xi (Color) – Choice Required
Surge protector – APC 8 ports – Required
Paper Shredder – Fellows – Required
Ethernet Hub 4 Port – Optional
ISP - Optional
VPN Connection – Required if using ISP connection

Long Distance – Outside the Austin Region

Call Center Teleworker – Direct PBX connection
ISDN Line – Required
Meridian Home Office II Router – Required
2616 Telephone set – Required
Desktop / Laptop Computer (Depending upon job requirement) – Required
Printer/Fax/Copier– HP3100 or HP T65xi (Color) – Choice Required
Direct Connect to TManage (using ISDN) or VPN if ISP connection (using DSL, Cable or ISDN) – Required
Surge protector – APC 8 port – Required
Paper Shredder – Fellows – Required
Ethernet Hub 4 Port – Optional

Knowledge Worker – No direct PBX connections available
Fastest Internet Connection Possible (DSL, ISDN, Cable, etc.) or
Ascend ISDN Router to local ISP if using ISDN - Required
Analog Phone or Meridian 9417 - Optional
Laptop Computer – Dell Latitude (traveling is assumed) – Required
Docking station – Dell
Monitor – 17 inch standard
Keyboard – Choice of Ergonomically correct or Microsoft
Mouse – standard Microsoft Mouse
Printer/Fax/Copier – HP3100 or HP T65xi (Color) – Choice required
VPN Connection – Required
56k Modem – Required for backup/traveling

Occasional – less than 2 days per week
Local – No direct PBX connections available
Using Home PC – optional
Company supplied Laptop - Optional
Fastest Internet Connection Possible (DSL, ISDN, Cable, etc.) - Optional
Ascend ISDN Router - Optional

Direct Connect to TManage (using ISDN or Analog) - Optional
VPN if ISP connection (using DSL, Cable or ISDN) – Required
Surge protector – Optional
Paper Shredder – Optional
56K modem – Optional

Technology Recommendations – Host Site

VPN will provide access for all connections coming in from the Internet regardless of technology used.

Solution - Cisco 7120 with 128 bit encryption "VPN security box"

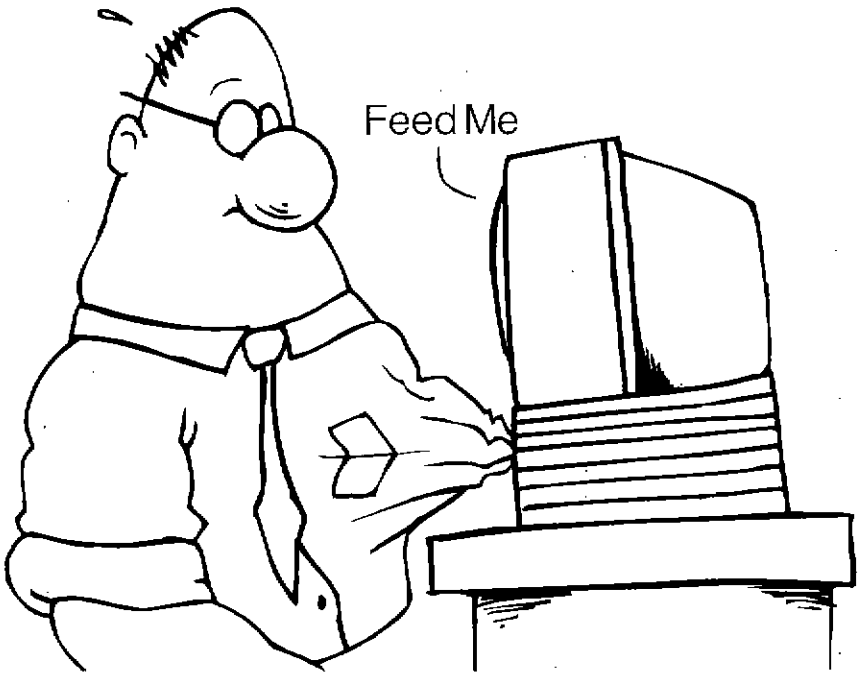
ISDN will provide access to all local full-time Teleworkers in the Austin Metro area requiring PBX functionality as well as data. This will be a 2-product solution.

***Solution #1* – Data**
Cisco – AS5200 with PRI interfaces

***Solution #2* – Voice**
Nortel Meridian – RLC Remote Line Cards directly install in the PBX. Utilizing existing PRI circuits.

Analog
This provides access for road-warriors, occasional teleworkers, and backup for long distance teleworkers.

Solution
Cisco AS5200 with PRI interfaces and 800# assigned.



Telework Survey

The following **PRE-TELEWORK SURVEY** was designed to assess your expectations concerning the teleworking program. Individual responses are confidential and will be used for statistical purposes only.

Do not fill out this form -- during the automated application process you will be prompted to complete this survey.

Name _____

Title _____

Name of agency/department _____

Office location _____

Work phone number _____

Sample

1. How do you presently get to work?

Drive alone	▯ _____	Days per week
Carpool	▯ _____	Days per week
Bus	▯ _____	Days per week
Vanpool	▯ _____	Days per week
Walk	▯ _____	Days per week
Bicycle	▯ _____	Days per week
Other explain: _____	▯ _____	Days per week

2. How far is it from your home to work (one way)? _____ Miles

3. What is the approximate cost per month of your travel to and from work? $ _____ Per month

4. What is your normal start time at work? _____ a.m. - p.m. *(circle one)*

5. How many days per week do you anticipate teleworking? _____ Days

6. Do you anticipate purchasing any additional hardware or software due to the telework program?
   ▯ Yes (If so, what?) _____
   ▯ No

7. Do you already take work home?
   ▯ Yes (If so, how often?) _____ days per week
   ▯ No

8. Does the idea of teleworking make you feel uneasy or uncomfortable about getting your work finished on time?
   ▯ Not at all ▯ A little ▯ A lot

9. Are you concerned about how, or if, the relationship might change between you and your supervisor after you begin teleworking?

☐ Not at all ☐ A little ☐ A lot

10. Do you think teleworking will help you spend more time working on tasks and objectives?

☐ Not at all ☐ A little ☐ A lot

11. How much do you think teleworking will favorably affect the quality of your work?

☐ Not at all ☐ A little ☐ A lot

12. How much do you think teleworking will favorably affect your productivity?

☐ Not at all ☐ A little ☐ A lot

13. During the program, do you think teleworking will help you better manage the time you spend on your work?

☐ Not at all ☐ A little ☐ A lot

Additional thoughts or comments:

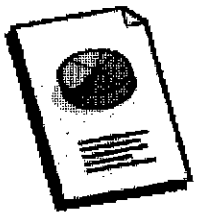
_____

_____

_____

_____

Supervisor Survey



***Important**: Supervisors must complete this survey and FAX to Eddie Caine at **480-940-0306** no later than Friday, April 14, 2000 to participate in the April Telework training sessions.*

PRE-TELEWORK SUPERVISOR SURVEY

The following survey was designed to assess your expectations concerning the teleworking program. Individual responses are confidential and will be used for statistical purposes only.

Name _____

Title _____

Name of agency/department _____

Office location _____

Work phone number _____

1. Do you feel that teleworking has the potential to benefit your department?
   - ☐ Yes
   - ☐ No
   - ☐ Uncertain

2. In what ways do you feel it will benefit?
   - ☐ Enhanced productivity for enabling employees to better manage their time.
   - ☐ Increased staff productivity due to improved work environment with fewer interruptions.
   - ☐ Other _____

3. How do you feel this teleworking program will affect your task of supervising employees?
   - ☐ No change
   - ☐ Supervision of teleworkers should be easier because I will be measuring performance by results.
   - ☐ Supervision of teleworkers should be more difficult because _____

   _____

   _____

   _____

4. If the decision were yours, would you approve the purchase of additional communications equipment to enable employees with special needs to telework?
   - ☐ Yes
   - ☐ No

Comment: _____

5. Do you feel the teleworking program will affect the employee evaluation system?
   - ☐ Yes
   - ☐ No
   - ☐ If so, how?

_____

_____

_____

6. As a supervisor, do you plan to telework?
   - ☐ Yes
   - ☐ No

   If so, how often? (Check ✓ the best answer)
   - ☐ One or more days per week
   - ☐ One or more days per month
   - ☐ Occasionally

Additional Comments:

_____

_____

_____

Thank you for your time and cooperation in completing this survey. Your information represents an important part of this teleworking evaluation process. Please return this survey by April 14, 2000 to Eddie Caine at **FAX 480-940-0306**. If you have question call Eddie at 480-940-0401.