



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE & FINANCIAL SERVICES
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AUGUSTA, MAINE 04333-0078

SERVING THE PUBLIC AND DELIVERING ESSENTIAL SERVICES TO STATE GOVERNMENT

JANET T. MILLS
GOVERNOR

KIRSTEN LC FIGUEROA
COMMISSIONER

August 26, 2021

Senator Joseph Baldacci
Representative Ann Matlack
Joint Standing Committee on State and Local Government
c/o Legislative Information Office
100 State House Station
Augusta, ME 04333-0100

Lynne Caswell
Office of Policy and Legal Analysis
13 State House Station
Augusta, ME 04333-0013

RE: Report on Resolve Chapter 37

Dear Senator Baldacci, Representative Matlack, and Ms. Caswell:

Attached please find the "Report on Resolve Chapter 37" from the Department of Administrative and Financial Services (DAFS). This is the third and final in a series of updates on the Resolve, which was passed in 2019 during the First Regular Session of the 129th Legislature.

Unfortunately, the impacts of the COVID-19 pandemic have rendered both the Resolve and this report out-of-date and, thus, we respectfully request that the Legislature take no action as a result of this submission. "Report on Resolve Chapter 37" is being submitted to meet the requirements of the law.

As shared in previous updates, in March 2020, just before the pandemic struck, DAFS contracted with Segal Group to achieve the objectives of the Resolve by studying the State of Maine's telework potential. Segal Group worked closely with a steering committee comprised of DAFS' Bureau of Human Resources and the Maine Service Employees Association (MSEA), the workers' union representing the vast majority of State employees, to both design and execute its survey.

Shortly thereafter, a global pandemic struck our nation and our state and, considering the initial impacts of COVID-19, quite understandably, the original timeline for this project was revised.

Our request for extension on meeting the requirements of LD 1004 was made in good faith as we worked through the impacts of the COVID-19 pandemic, while keeping employee wellbeing and the State's operational needs at top of mind. Thank you again for that much needed flexibility.

In the meantime, as a result of the public health crisis, a large portion of the State's workforce was moved to ad hoc teleworking at the onset of the pandemic. All told, just a few months following the Resolve's passage, as of April 1, 2020, we had transitioned 85 percent of State employees in non-24x7x365, public safety designated positions to telework. As DAFS has reported previously, this accelerated us past merely contemplating telework to full implementation – including an evaluation of telework's impact on the State and our employees. Out of necessity and urgency, months' worth of transition was executed over a few short weeks – and has been sustained for 15 months and counting.

The inadvertent but valuable beta test has left us in a much different position than anyone could have expected upon passage of LD 1004. Considering the unexpected paradigm in which the study has taken place, much of the data gathered at the onset of the effort, which predates the pandemic, is now out-of-date. Similarly, we have found Maine's Civil Service Law to be well-suited to telework.

We are not recommending that the Legislature take action as a result of this submission.

As we work through the reconstitution of the State's workforce following the emergency period of telework, there is no doubt telework is here to stay. As that process plays out over the coming months and year, should we identify any gaps and/or opportunities within Maine's Civil Service Law, we will be in touch and would certainly submit a Departmental bill for your consideration.

As the second largest employer in Maine, we are in a position to be a leader in workplace innovation, environmental stewardship, and economic development. An ongoing and thoughtful conversation about telework is certain to unfold as we continue to process the unexpected lessons of the pandemic telework experience.

Respectfully submitted,



Kirsten LC Figueroa
Commissioner

cc: Governor Janet T. Mills
Senator Troy Jackson, President of the Senate
Representative Ryan Fecteau, Speaker of the House
Representative Seth Berry

Report on Resolve Chapter 37

“Resolve, To Direct the Department of Administrative and Financial Services To Study the Costs and Benefits of Telework to the State and Its Employees” as passed by the 129th Maine State Legislature

August 26, 2021

Respectfully Submitted to the Joint Standing Committee on State and Local Government by the Department of Administrative and Financial Services

The Resolve

With the passage of LD 1004, now Resolve Chapter 37, the Legislature asserted that allowing State employees to telework is likely to both “reduce carbon emissions in the State by eliminating or substantially reducing the physical commutes to and from state employees’ usual work sites” and also “provide benefits and costs for the State and its employees.” In particular, the Legislature expressed desire for “more information on the costs and benefits to the State and its employees,” and thus resolved that the Department of Administrative and Financial Services (DAFS) study the costs and benefits of telework to the State and its employees.

The Resolve defines “‘telework’ as a “flexible work arrangement under which an employee performs the duties and responsibilities of the employee’s position from a location other than an office or location provided by the employer.”

Overview of the Effort

As shared in previous updates, in March 2020, just before the pandemic struck, DAFS initiated the effort to achieve the objectives of the Resolve by studying the State of Maine’s telework potential.

Shortly thereafter, a global pandemic struck our nation and our state and, considering the initial impacts of COVID-19, quite understandably, the original timeline for this project was revised. Our request for extension on meeting the requirements of Resolve Chapter 37 was made in good faith as we worked through the impacts of the COVID-19 pandemic, while keeping at top of mind the Maine citizens we serve and employee wellbeing. Thank you again for that much needed flexibility.

In the meantime, as a result of the public health crisis, a large portion of the State’s workforce was moved to ad hoc teleworking at the onset of the pandemic. All told, just a few months following the Resolve’s passage, as of April 1, 2020, we had transitioned 85 percent of State employees in non-24/7, public safety designated positions to telework. After many years of contemplating the viability and possibility of remote work for State employees, this unintended silver lining has allowed us to:

- Conduct a broad beta test offering considerable case study and lessons learned,
- Better optimize workforce engagement and retention efforts should we pursue permanent telework arrangements in the future, and
- Set aside any implicit bias for or against telework and overcome resistance to change.

The inadvertent but valuable beta test has left us in a much different position than anyone could have expected upon passage of Resolve Chapter 37. Considering the unexpected paradigm in which the study has taken place, much of the data, gathered at the very earliest stages of the pandemic, are now out-of-date. We have found Maine’s Civil Service Law to be well-suited to telework.

We are not recommending that the Legislature take action as a result of this submission.

As we work through the reconstitution of the State’s workforce following the emergency period of telework, there is no doubt that telework is here to stay. As that process plays out over the coming months and year, should we identify any gaps and/or opportunities within Maine’s Civil Service Law, we will be in touch and would certainly submit a Departmental bill for your consideration.

Methodology

The methodology for this effort was designed pre-pandemic, and then revisited and revised mid-pandemic.

Workforce Transition Survey: In mid-May of 2020, just as society started to realize that the emergency period of telework may last longer than just a few weeks, DAFS’ Bureau of Human Resources conducted a survey of Maine’s Executive Branch employees, and received 7,123 responses, which is in-line with standard response rates among this employee group, representing approximately half of the Executive Branch workforce. The intention of the survey was to capture the work situation of employees and contractors in Maine State government, and to capture their operational needs and wellbeing amid the emergency telework period. Information was shared with managers and supervisors and used in decision making and planning. The limitations of this survey are as follows:

- a) The survey was not designed to meet the needs of this report, and was instead meant to triage both operational and employee needs as the emergency period of telework stretched longer than originally anticipated. Turns out, though, many of the results meet the needs of this report.

Segal Group Survey: Prior to the onset of the pandemic, working closely with a steering committee comprised of DAFS’ Bureau of Human Resources and the Maine Service Employees Association (MSEA), DAFS contracted with Segal Group on two efforts – one of which was related to this Resolve. To that end, Segal distributed questionnaires to the State’s Executive Branch employees to ascertain much of the data needed for this report. By the time the survey was designed and executed, State employees were actually surveyed mid-pandemic in

Summer 2020. 7,182 responses were received, which is in-line with standard response rates among this employee group, representing approximately half of the Executive Branch workforce. The limitations of this survey are as follows:

- a) The survey was completed by employees based on their own determination and self-election, and therefore represent employee judgment absent any analysis related to citizen or operational need, any eye toward consistency, or any review by a supervisor or other. Segal says that the findings “include employee-reported information, [and that] there are some discrepancies in the suitability of telework for certain job titles. For example, if incumbents within a single job title, particularly one shared by multiple departments, may have different perspective about their jobs.”
- b) At the time of the survey in Summer 2020, though many State employees were teleworking, most were still in the “this is only temporary” mindset that was still prevalent at the time. This survey was conducted during a period of time when citizens across the globe were worried about an economic recession – and does not take into account any mid- or post-pandemic mindset shifts among employees or the culture at large.

Employee Wellbeing Survey: In November of 2020, as we approached winter in Maine and the emergency period of telework was still in play, DAFS’ Bureau of Human Resources conducted a survey of Maine’s Executive Branch employees, and received 6,810 responses, which is in-line with standard response rates among this employee group, representing approximately half of the Executive Branch workforce. The intention of the survey was to capture a moment-in-time pulse of the workforce. Information was shared with managers and supervisors and used in decision making and planning vis-à-vis supporting workers amid the pandemic while balancing citizen and operational need. The limitations of this survey are as follows:

- a) The survey was not designed to meet the needs of this report though many of the results are informative to that end.

An additional important limitation of this effort should also be noted: Each of these surveys was conducted during an emergency period of telework necessitated by a global public health emergency, amid stay-at-home orders and during a period when, for many, childcare and other infrastructure was unavailable. As such, certain operational concessions were made for employees that would not be made during more long-term telework arrangements absent a public health crisis. To that end, permanent telework arrangements will differ from emergency arrangements, and certain positions that teleworked amid the pandemic will be ineligible for telework moving forward.

Results

MANDATE 1: Review all executive branch positions, by agency, and identify those positions for which presence in a specific location on a regular basis is not an essential component of the position.

Within the Segal Group Survey, State employees self-elected as to whether their own job title requires a specific location. Segal's report of such is in Appendix A.

The Administration is currently evaluating the job titles identified in Appendix A as amenable to telework. Our very preliminary evaluation has noted some discrepancy. In particular, our experience during the emergency period of telework has made it exceedingly clear that the personality, skillset, and needs of an employee – irrespective of that employee's position or title – is key in determining the employee's success teleworking. Similarly, the employee's supervisor's skillset and managerial style are also key factors in assessing the conduciveness of telework.

There are certain positions that are not conducive to telework and will be ineligible for telework moving forward – irrespective of an employee's or supervisor's skillset – due to operational considerations, such as federal security mandates, banking responsibilities, or required face-to-face customer service interaction. In the future, it may be best for supervisors to classify positions as “eligible” for at least partial telework or not, understanding that an incumbent's ability to telework would be determined based upon that classification *as well as* a number of other factors.

MANDATE 2: *For those positions identified under subsection 1, identify the total number of employees and the number of employees by position and agency.*

Within the Segal Group Survey, State employees self-elected as to whether their own job title requires a specific location and self-reported their agency. Segal's report of such is in Appendix A.

MANDATE 3: *Survey all employees in positions identified under subsection 1 to determine the weekly mileage of those employees.*

Within the Segal Group Survey, employees self-reported their driving habits and Segal Group computed the average, one-way commute distance for those who identified as telework-eligible. This data is based upon employee self-identification, self-classification, and self-reports, and is represented in Appendix B.

Within the Workforce Transition Survey and Employee Wellbeing Survey, employees self-reported both their pre- and post-pandemic driving habits. At our last update, we had offered preliminary analysis of these results and indicated that analysts were still crunching the numbers for a final analysis. Final estimates are now complete, analyzed in conjunction with our colleagues at the Department of Environmental Protection:

From April through November, State employees saved 17,877 trips per week, and drove 1,088,980 fewer miles per week. As a result of emergency-basis telework, State employees were responsible for 912,204 fewer pounds of CO₂ emissions every week (this is up from the preliminary figure originally reported, while the numbers were still being crunched). Scientists would report these CO₂ savings in million metric tons which, in this case, equates to a reduction of 0.000414 million metric tons of CO₂ per week. Over the course of the year, it is likely that

this same level of telework could save the environment from approximately 0.021516 million metric tons of CO₂ *per year*, representing approximately 0.25 percent of the State of Maine's overall 2017 transportation emissions and 0.1 percent of gross emission (as compared to 2017 levels).

There has not been an analysis as to whether these results can be reliably extrapolated to post-pandemic habits and/or the relative magnitude of these results vis-à-vis the State's total emissions and/or climate goals.

MANDATE 4: *Survey all employees in positions identified under subsection 1 to determine the total number of employees interested in telework and the number of those employees by position and agency.*

Within the Employee Wellbeing Survey conducted in November 2020, 68 percent of the State's non-24x7x365 positions self-reported as continuing to telework for at least *part* of their work time each week (e.g. they work from home some days, work from office other days). This includes 33 percent who are teleworking exclusively and an additional 35 percent for whom the State has made operational adjustments in order to telework as often as possible.

Approximately one-fifth of the non-24x7x365 workforce is in the office 100 percent of the time in order to support operational needs. Twenty-two percent of those who are currently working in the office 100 percent of the time prefer to work in the office 5 days a week even if given the opportunity to telecommute.

In the Workforce Transition Survey conducted in May 2020, 36 percent of respondents expressed a desire to continue working remotely, while another 38 percent indicated a preference for a combination of office work and remote work. Six months later, and many months into the pandemic, in November 2020, approximately 89 percent of State employee respondents either strongly agreed or agreed that they were satisfied with telework, and 86 percent reported that their productivity while teleworking is efficient and effective when compared to working in the office. This increased preference for telework between May and November of last year indicates that with time, employees grew to favor telework more as they grew more accustomed to it.

Employee satisfaction may not be aligned with management or customer satisfaction. Though employees have been surveyed multiple times, no survey has specifically focused on assessing employee productivity, the quality of interactions, teamwork, or innovation, and/or public access and citizen satisfaction. That said, there was one question within the Employee Wellbeing Survey just for managers, with results indicating that 57 percent of managers believe that between 80 and 100 percent of their employees' work could be done efficiently while teleworking compared to being in the office. This rating from managers is lower than from employees, and indicates that employees may rate their productivity, efficiency, and/or effectiveness while teleworking at a higher level than their supervisors and/or than those whose focus is on citizen and/or operational need.

MANDATE 5a: *Evaluate the potential effects of telework on the executive branch and its employees on matters such as: employee productivity, employee health and morale,*

employee retention, size of the applicant pool, supervisory interactions and effectiveness, communications among supervisory and other employees.

Analysis of the metrics collected from the Workforce Transition Survey and the Employee Wellbeing Survey suggest that, overall, employees are satisfied working from an alternate location (e.g. teleworking), with 86 percent reporting that their productivity while teleworking is efficient and effective when compared to working in the office.

According to those same surveys, 67 percent of employees reported feeling their overall health had been better while teleworking (compared to working in the office), and 57 percent felt their overall morale had been better while teleworking (compared to working in the office). For both telecommuters and non, an overwhelming majority of employees feel well informed about a number of wellness resources available to support them, including the Living Resources program (formerly known as the Employee Assistance Program).

And, while employees indicate that they have found meaningful ways to connect and collaborate with their co-workers and managers during this period of temporary telework, DAFS' Bureau of Human Resources has recently developed a new training module entitled "Managing and Leading Teams When Teleworking," which provides resources and best practices for supervisors and managers on how to engage and lead teams when some (or all) are teleworking.

Nonetheless, the data indicates that nearly one-third of survey participants have felt burned out from their work in the past few months, prompting DAFS' Bureau of Human Resources to publish a Wellness Toolkit, which supervisors and other leaders are encouraged to share frequently with their teams.

Approximately 52 percent of employees responded that the opportunity to telework is an important part of their decision when considering where to work. Continuing the opportunity to telework could make a difference in retaining employees and in recruiting candidates to work in Maine State government.

MANDATE 5b: Evaluate the potential effects of telework on the executive branch and its employees on matters such as: use of state fleet vehicles.

Within the Segal Group survey, employees self-identified as telework candidates whose job was amenable to State vehicle use – and Segal used that data to analyze whether, if teleworking were executed, there could be a savings in State vehicle emissions. This data does not indicate any particular impacts on the State fleet as related to work location (e.g. teleworking or not). Full information is represented in Appendix C.

MANDATE 5c: Evaluate the potential effects of telework on the executive branch and its employees on matters such as: office or workspace required that is provided by the executive branch, employee health and morale, size of the applicant pool, security and confidentiality concerns, workers' compensation liability, and access to services by the public.

For telework to continue beyond the emergency period, lessons learned and best practices in these areas would need to be incorporated. A number of concessions were made in these areas during the period of emergency telework, and those concessions are being reviewed now. Operationally, moving forward, the approach is to work with agencies to gauge their operational need and to ensure that citizen access and service can be met, while backing into the other considerations.

For instance, on the topic of facilities, we are hesitant to make a large reduction to office space given the unusual circumstances and the fact that many State facilities were already in need of right-sizing and that effort is underway. As we work to reduce overcrowding at State facilities, we will reconcile that work with lessons learned amid the pandemic and any fluctuations in staffing levels. We are monitoring facility capacity levels closely and will continue to pursue right-sizing on both an ad hoc and formulaic basis.

There is the potential for use of hot desks and/or hoteling and we will continue to assess as reconstitution of the workforce and the non-emergency period becomes more settled.

MANDATE 6: Assess lessons learned from the experience of other states or large employers with telework.

As part of the Segal Group Survey, they surveyed other public employers including the cities of Augusta, Bangor, Portland, and South Portland; Cumberland County; the states of New Hampshire, Rhode Island, Massachusetts, and Vermont; as well as the Federal government regarding telework. Please see Appendix D. These results came amid the pandemic and there may have been shifts since the onset of the pandemic.

MANDATE 7: Identify and evaluate key obstacles to the implementation of telework.

As already indicated, we have learned many lessons and gained valuable insight about the future of telework within State government. We have already identified, evaluated, and overcome many of the key obstacles related to the implementation of telework – and we have not only developed a pilot program but also deployed one on quite a large scale.

At the onset of this pandemic, many of us thought there would be a finish line – within a couple weeks – when COVID-19 would be over and we would all return to life as we knew it. And while Maine’s fight against this deadly disease has certainly been exemplary, there is not likely to be an official finish line. Instead, our transition from this emergency period of telework to more permanent arrangements – whatever those may be – is likely to be iterative.

Soon enough, we will be transitioning from this emergency telework period to an interim period during which we deploy the official infrastructure for telework – including making tweaks to the location codes within our HR recordkeeping, evaluating facilities and IT equipment needs, and developing support models for increased use of video conferencing technologies. This survey will be instrumental in facilitating that evaluation – and will be part and parcel to achieving a more complete view of the potential for long term telework within the Executive Branch.

MANDATE 8: *Estimate savings achieved or costs incurred and the overall net impact of telework.*

Analyzing savings or costs of telework is tricky.

In terms of Facilities:

Statements from the electrical utility indicate that, for Augusta area facilities, we saw both spikes and dips in energy usage on a monthly basis when compared to pre-pandemic levels – and these patterns do not seem to follow the same trajectory as in-office staffing levels. In the Augusta area, the total savings in kilowatt hours (kWh) for the 12 months beginning in March 2020 was approximately 5.38 percent – but, when taking non-Augusta facilities into account for the same period, there was no noticeable spike or dip in energy usage on a statewide basis between March 2020 and February 2021.

Alternatively, Covid-19 related increases in cleaning protocol increased facility cost, and there were no related savings on other facilities pieces.

In terms of Information Technology:

The Mills Administration committed \$4 million in Federal Coronavirus Relief Funds to enhance cybersecurity measures and remote connectivity to ensure consistent and safe expansion of remote work. In the first six weeks of remote work, Maine IT also rolled out an additional \$1.1 million in laptops supporting many employees who had been using desktops and, where that was not possible, facilitated desktop computers going home. Certain technology policies, such as frequency of password changes, were relaxed during the first few months to avoid unnecessary disruptions and Maine IT help desk capacity and conduits were increased to ensure help was available when needed.

In the FY22 budget, \$3 million was allocated to continue computer upgrades that will allow for greater telework flexibility and needed performance improvements. There are future enhancements being planned that support greater network access for State employees from remote locations, additional security improvements, and efforts to improve applications to support anytime/anywhere access.

MANDATE 9: *Evaluate the potential and develop a timeline for a telework pilot program.*

Eighteen months ago, State employees made a massive change in where and how they worked. The response was amazing, with State employees doing their part to protect health and safety while understanding that it was imperative to continue the important business of running State government – supporting and deploying vital programs and services for Maine citizens at a time when they were most needed.

Supervisors were instrumental in deploying effective emergency telework at the onset of the pandemic and will be equally instrumental in reconstituting the workforce as we move beyond Covid-19. Although this change was meant to be temporary, it has become obvious that telework

is here to stay, albeit within a different context and with different expectations. The operational goals that were overlooked or amended in order to combat a once-in-a-lifetime pandemic must return. As we transition from emergency telework to permanent arrangements, supervisors will be reviewing what worked effectively, what could work effectively with more time for planning and infrastructure deployment, and what things have been negatively impacted due to any remote situations. We know already that there are many benefits to telework, and that there are many benefits to working in-office that cannot be replicated remotely: collaboration, relationship building, and organic on-the-job learning to name just a few. These and other factors will be taken into account as managers and supervisors work with State employees to develop permanent expectations.

Unlike the emergency deployment of telework, which was inorganic and sudden, the reconstitution of the State's workforce will likely be much more organic and slower paced, deployed at the agency level in order to prioritize operational need and balance the other components of a sound work environment: worker wellbeing, climate goals, costs, retention, IT security, supervisor effectiveness, and myriad other variables.

State governments across the country are unique in that they contain multiple business lines under one roof – from customer service to finance and IT security to road construction, and everywhere between – and we are acutely aware that, unlike the deployment of emergency telework that prioritized health and safety above all else, this next phase of telework will look quite different than in the past and quite different among the various agencies and work units across State government.

As we chart a post-pandemic path forward for the State's workforce, we aim to consider legal, facility, and other infrastructure impacts – and to ensure they are well understood by business decision makers – to empower supervisors to determine a post-pandemic workforce plan at the ground level.

We aim to provide supervisors with enough information that they may work collaboratively with employees – and in balance with their operational needs – to ensure that any resultant plans incorporate the State's values and, thus, are legal, equitable, and organized. We also hope to ensure some semblance of consistency across departments while also allowing for flexibility, as possible, specific to operational need and employee preference.

To that end, we have developed a Telework Policy with the goals of:

- Supporting employee wellbeing and productivity,
- Supporting the needs of the public,
- Protecting State operational and financial interests,
- Ensuring compliance with labor law, insurance mandates, security requirements, and legal considerations to which we are bound as a public institution and Maine-based employer, and
- Achieving potential dividends in protecting our climate.

The Policy is available in Appendix E and is intended to comply with applicable provisions of collective bargaining agreements, Civil Service rules, work rules, and State and Federal laws. If in any instance a conflict arises, precedence shall be given to the provisions with higher authority.

This Telework Policy represents the *minimum* which must be included in all non-emergency telework arrangements for Executive Branch employees. Agencies or departments may add to (but not subtract from) these provisions. If a separately developed department or agency telework policy is less rigorous or is silent on a provision, the provisions in this Policy take precedence. This Policy must be provided to all employees seeking telework.

As agencies deploy this Policy, DAFS will seek feedback from management on the telework experience related to operational effectiveness and customer service, and will consider any available feedback from citizens, though absent any pre-pandemic customer service studies, any analysis of the results may be based more in anecdote than foundational. We will also continue to monitor employee wellbeing; there is no doubt that these last 18 months have presented opportunities but also challenges. With nine months having lapsed since the most recent survey of State workers, we will be interested to understand if there has been any shift in employee sentiment regarding telework, hybrid, and/or exclusively worksite-based positions.

As that work is being completed, we cannot ignore the fact that Maine is confronting an increase in cases of COVID-19 associated with the Delta variant of the novel coronavirus – and that the vast majority of hospitalizations and deaths from COVID-19 occur among unvaccinated people.

Compared to other states, Maine continues to rank high on the percentage of our population fully vaccinated and low on new case rates. Yet, the Delta variant has proven more contagious than previous strains, which puts people, including employees, especially those who are not fully vaccinated against the disease, at risk for serious illness.

As always, in order to provide the programs and services so important to the Maine people we serve, operational need will continue to determine whether employees need to work on site. Similarly, each Department's re-entry process will not look exactly the same or follow the same cadence. Instead, we remain committed to a gradual and transparent process.

As this period of COVID-19 stretches for longer than any of us could have ever fathomed, a basic underlying rationale for moving forward is that we all need to get used to a new normal that prudently balances wellbeing with workload amid COVID-19, rather than wait for it to end completely. Continued vaccination uptake and booster shots, masking by the unvaccinated, use of plexiglass barriers and air filtration, among many other preventative measures, are likely to be with us for a while – and we will continue to reassess and adapt as needed.

As the second largest employer in Maine, we are in a position to be a leader in workplace innovation, environmental stewardship, and economic development. An ongoing and thoughtful conversation about telework is certain to unfold as we continue to process the unexpected lessons of the pandemic telework experience.

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Appendix A

Departmental Statistics

The following table shows, by department, the number of individual job titles and employees that are able to work remotely.

Department	# of Responding Job Titles	# of Responding Job Titles That Can Telework	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework
Attorney General	27	21	138	104	75%
Baxter State Park Authority	13	4	20	1	5%
Board of Dental Examiners	4	4	4	3	75%
Board of Medicine	6	6	7	7	100%
Board of Nursing	7	7	8	5	63%
Board of Osteopathic Examiners	1	1	1	1	100%
Board of Professional Engineers	2	2	2	2	100%
Charleston Correctional Facility	30	16	70	9	13%
Comm. On Governmental Ethics	5	5	5	4	80%
Department of Labor	78	72	285	219	77%
Department of Marine Resources	42	25	124	67	54%
Department of Public Safety	65	43	349	85	24%
Department of Transportation	91	79	518	326	63%
Dept of Admin. & Financial Services	120	91	712	536	75%
Dept of Agri, Cons, & Forestry	112	67	330	124	38%
Dept of Corrections: Central Office	28	24	111	59	53%
Dept of Defense, Veterans & Emerg Mgmt	36	28	65	41	63%
Dept of Econ & Comm Development	9	9	15	12	80%
Dept of Education: Bureaus & Admin	28	28	142	129	91%
Dept of Education: Unorg Territories	11	10	23	9	39%
Dept of Environmental Protection	57	47	300	199	66%
Dept of Inland Fisheries & Wildlife	48	31	230	70	30%
Dept of Prof & Financial Regulation	70	57	135	102	76%
DFPS Statewide Service Center	30	30	211	179	85%
DHHS ³	212	157	1805	1079	60%
Dirigo Health	1	1	1	1	100%
District Attorneys	2	2	70	43	61%

³ Segal created a single "DHHS" department from the different entries included in the initial census file.

Department	# of Responding Job Titles	# of Responding Job Titles That Can Telework	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework
Exec Dept: Office of The Governor	4	4	8	4	50%
Exec Dept: Public Advocate	7	7	7	6	86%
Long Creek Youth Dev Ctr	29	11	62	5	8%
Maine Arts Commission	4	4	7	6	86%
Maine Comm On Indigent Legal Services	4	4	9	3	33%
Maine Correctional Center	31	18	79	11	14%
Maine Health Data Organization	1	1	2	1	50%
Maine Historic Preservation Comm	5	3	7	3	43%
Maine Human Rights Commission	4	4	4	3	75%
Maine State Library	14	13	40	21	53%
Maine State Museum	8	7	17	7	41%
Maine State Prison	40	15	120	8	7%
MDOT Highway Crew	15	6	237	15	6%
Office of The State Auditor	11	11	24	16	67%
Public Utilities Commission	19	19	49	42	86%
Secretary of State	70	56	235	73	31%
State Board of Education	1	1	1	1	100%
Treasurer of State	10	10	14	13	93%
Workers' Compensation Board	25	24	59	41	69%

Appendix B

Job Titles Within Departments Susceptible to Telework (Including One-Way Commute Distance)

The following table identifies those job titles within each department that have some susceptibility to telework as well as the average, one-way commute distance based on incumbent responses. Note that jobs which did not include an average, one-way commute distance have been removed.

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Attorney General	Accounting Associate I	1	1	100%	19
Attorney General	Asst Attorney General	59	49	83%	33
Attorney General	Attorney General Detective	8	6	75%	23
Attorney General	Auditor III	1	1	100%	16
Attorney General	Dep Attorney General	3	3	100%	33
Attorney General	Law Office Manager	1	1	100%	3
Attorney General	Medicolegal Death Investigator II	1	1	100%	48
Attorney General	OCME P/ing & Research Assoc I	3	2	67%	30
Attorney General	Office Administrator-CME	2	2	100%	15
Attorney General	Paralegal	1	1	100%	8
Attorney General	Research Assistant	3	2	67%	43
Attorney General	Research Assistant MSEA-B	22	19	86%	20
Attorney General	Research Assistant MSEA-D	5	4	80%	9
Attorney General	Research Asst Admin	1	1	100%	5
Attorney General	Secretary Associate Legal	10	7	70%	9
Attorney General	Secretary Legal	6	1	17%	10
Attorney General	Senior Attorney General Detective	1	1	100%	45
Attorney General	Tobacco Compliance Assistant	1	1	100%	24
Baxter State Park Authority	Human Resources Assistant	1	1	100%	11
Board of Dental Examiners	Office Associate II	1	1	100%	8

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Board of Dental Examiners	Office Specialist II Supv	1	1	100%	14
Board of Medicine	Asst Ex Dir Bd Reg Medicine	1	1	100%	42
Board of Medicine	Consumer Assistance Specialist	1	1	100%	3
Board of Medicine	Consumer Assistance Supervisor	1	1	100%	50
Board of Medicine	Office Specialist II	2	2	100%	16
Board of Medicine	Public Service Executive III	1	1	100%	1
Board of Medicine	Secretary Associate	1	1	100%	25
Board of Nursing	Asst Ex Dir Board Nursing	1	1	100%	45
Board of Nursing	Field Investigator	1	1	100%	7
Board of Nursing	Office Specialist I	1	1	100%	16
Board of Nursing	Professional Licensing Supervisor	1	1	100%	20
Board of Nursing	Secretary Associate	1	1	100%	6
Board of Osteopathic Examiners	Office Specialist II	1	1	100%	12
Board of Professional Engineers	Public Service Executive I	1	1	100%	19
Board of Professional Engineers	Supervisor of Licensing	1	1	100%	19
Charleston Correctional Facility	Classification Officer	1	1	100%	25
Charleston Correctional Facility	Corr Care & Treatment Wkr	5	3	60%	21
Charleston Correctional Facility	Correctional Caseworker	1	1	100%	28
Charleston Correctional Facility	Correctional Officer	19	1	5%	38
Charleston Correctional Facility	Secretary Specialist	1	1	100%	26
Charleston Correctional Facility	Staff Development Coordinator	1	1	100%	15
Charleston Correctional Facility	Teacher BS	3	1	33%	17
Comm. on Governmental Ethics	Public Service Executive II	1	1	100%	33
Comm. on Governmental Ethics	Public Service Manager II	1	1	100%	15
Comm. on Governmental Ethics	Registration & Reporting Off	1	1	100%	50
Comm. on Governmental Ethics	Staff Attorney	1	1	100%	32
Department of Labor	Accounting Specialist	5	4	80%	15
Department of Labor	Auditor II	6	4	67%	11

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Labor	Blindness Rehabilitation Specialist	2	1	50%	3
Department of Labor	Business Enterprise Prog Admin	1	1	100%	25
Department of Labor	Careercenter Consultant	33	28	85%	17
Department of Labor	Careercenter Manager	1	1	100%	30
Department of Labor	Casework Supervisor	4	4	100%	18
Department of Labor	Chief Labor/Safety Inspector	1	1	100%	36
Department of Labor	Claims Adjudicator	8	6	75%	13
Department of Labor	Clerk IV	3	2	67%	16
Department of Labor	Consumer Assistance Specialist	1	1	100%	22
Department of Labor	Contract/Grant Spec	1	1	100%	24
Department of Labor	Customer Rep Assoc I Employ	1	1	100%	10
Department of Labor	Dir Bur Labor Standards	1	1	100%	25
Department of Labor	Dir Div QA Rehab Services	1	1	100%	65
Department of Labor	Dir Industrial Safety	1	1	100%	10
Department of Labor	Dir Labor Outreach & Education	1	1	100%	54
Department of Labor	Dir Research Statistics	1	1	100%	12
Department of Labor	Dir Wage & Hour Division	1	1	100%	16
Department of Labor	Employment & Training Spec III	4	2	50%	13
Department of Labor	Employment & Training Spec IV	4	4	100%	16
Department of Labor	Field Advisor Examiner	1	1	100%	6
Department of Labor	Financial Analyst	1	1	100%	20
Department of Labor	Fraud Investigator	2	1	50%	30
Department of Labor	Hearings Examiner	4	4	100%	33
Department of Labor	Labor Program Specialist	3	3	100%	31
Department of Labor	Management Analyst I	2	1	50%	12
Department of Labor	Management Analyst II	4	2	50%	22
Department of Labor	Occ Hlth & Safety Prog Supv	2	2	100%	65
Department of Labor	Occupational Health Spec	2	1	50%	17

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Labor	Occupational Safety Specialist	5	1	20%	34
Department of Labor	Office Assistant II	4	3	75%	35
Department of Labor	Office Associate I Supv	1	1	100%	14
Department of Labor	Office Associate II	8	3	38%	9
Department of Labor	Office Associate II Supv	2	2	100%	17
Department of Labor	Office Specialist I	2	2	100%	14
Department of Labor	Office Specialist II	1	1	100%	24
Department of Labor	Orient & Mobil Instr - Blind	5	2	40%	22
Department of Labor	Policy Development Specialist	1	1	100%	10
Department of Labor	Principal Econ Research Analyst	2	2	100%	44
Department of Labor	Procurement & Contracting Spec	1	1	100%	9
Department of Labor	Program Mgr Employment & Trg	5	5	100%	14
Department of Labor	Public Service Executive II	2	2	100%	50
Department of Labor	Public Service Manager I	1	1	100%	25
Department of Labor	Public Service Manager II	11	9	82%	19
Department of Labor	Public Service Manager III	2	1	50%	36
Department of Labor	Publications Coordinator	1	1	100%	22
Department of Labor	Regional Director Rehab Svcs	4	4	100%	15
Department of Labor	Rehab Consultant	4	4	100%	37
Department of Labor	Rehab Counselor I	11	9	82%	10
Department of Labor	Rehab Counselor II	48	38	79%	19
Department of Labor	Rehab Services Manager	4	4	100%	27
Department of Labor	Secretary Associate	3	3	100%	7
Department of Labor	Secretary Associate Legal	1	1	100%	6
Department of Labor	Senior Econ Research Analyst	4	4	100%	30
Department of Labor	Staff Development Coordinator	1	1	100%	34
Department of Labor	State Handicapped Access Coor	1	1	100%	55
Department of Labor	Statistical Program Supervisor	1	1	100%	2

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Labor	Statistician II	2	2	100%	35
Department of Labor	Statistician III	4	4	100%	17
Department of Labor	Tax Section Manager	1	1	100%	20
Department of Labor	UC Eligibility Agent	15	11	73%	18
Department of Labor	Unemployment Comp Team Leader	4	4	100%	14
Department of Labor	Workplace Safety & Health Manager	1	1	100%	9
Department of Marine Resources	Conservation Aide	3	1	33%	43
Department of Marine Resources	Management Analyst I	1	1	100%	15
Department of Marine Resources	Marine Patrol Lieutenant	1	1	100%	15
Department of Marine Resources	Marine Resource Scientist I	11	3	27%	17
Department of Marine Resources	Marine Resource Scientist II	17	13	76%	17
Department of Marine Resources	Marine Resource Scientist III	7	7	100%	18
Department of Marine Resources	Marine Resource Scientist IV	1	1	100%	28
Department of Marine Resources	Marine Resource Specialist I	7	1	14%	4
Department of Marine Resources	Marine Resource Specialist II	10	4	40%	29
Department of Marine Resources	Office Associate I	3	3	100%	17
Department of Marine Resources	Office Associate II	5	4	80%	23
Department of Marine Resources	Office Specialist I	3	3	100%	31
Department of Marine Resources	Office Specialist II	1	1	100%	39
Department of Marine Resources	Office Specialist II Supv	1	1	100%	4
Department of Marine Resources	Planning & Research Assoc I	1	1	100%	8
Department of Marine Resources	Public Service Coordinator I	3	3	100%	62
Department of Marine Resources	Public Service Coordinator II	1	1	100%	20
Department of Marine Resources	Public Service Executive I	1	1	100%	32
Department of Marine Resources	Public Service Executive II	5	4	80%	51
Department of Marine Resources	Public Service Manager I	3	2	67%	82
Department of Marine Resources	Public Service Manager II	2	1	50%	3
Department of Marine Resources	Resource Management Coordinator	7	7	100%	42

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Marine Resources	Senior Planner	2	2	100%	48
Department of Marine Resources	Senior Seafood Inspector	1	1	100%	16
Department of Public Safety	Business Systems Administrator	3	3	100%	37
Department of Public Safety	Comm Dept of Public Safety	1	1	100%	59
Department of Public Safety	Computer Forensic Analyst	6	4	67%	14
Department of Public Safety	Contract/Grant Spec	4	3	75%	25
Department of Public Safety	Dep Chief Maine State Police	1	1	100%	12
Department of Public Safety	Dir ME Criminal Justice Aca	1	1	100%	38
Department of Public Safety	Dir ME Drug Enforcement Agency	1	1	100%	57
Department of Public Safety	Dna Forensic Analyst	3	1	33%	10
Department of Public Safety	Emergency Comm Spec - Lead	4	1	25%	62
Department of Public Safety	Emergency Communication Spec	25	3	12%	18
Department of Public Safety	Emergency Dispatch System Admin	1	1	100%	35
Department of Public Safety	Emergency Medical Educ Trg Coord	2	2	100%	48
Department of Public Safety	Emr Med Svcs Lic Agt	2	1	50%	40
Department of Public Safety	Forensic Chemist II	1	1	100%	35
Department of Public Safety	Forensic Scientist	2	1	50%	7
Department of Public Safety	Highway Safety Coordinator	4	3	75%	21
Department of Public Safety	Human Services Enforcement Agt	1	1	100%	30
Department of Public Safety	Motor Carrier Inspections Supv	1	1	100%	0
Department of Public Safety	Motor Carrier Inspector	1	1	100%	0
Department of Public Safety	Office Assistant II	3	1	33%	17
Department of Public Safety	Office Associate II	23	13	57%	19
Department of Public Safety	Office Specialist I	2	1	50%	44
Department of Public Safety	Public Safety Inspector II	9	3	33%	40
Department of Public Safety	Public Safety Inspector III	4	1	25%	44
Department of Public Safety	Public Service Coordinator II	2	1	50%	50
Department of Public Safety	Public Service Executive II	1	1	100%	9

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Public Safety	Public Service Manager II	9	5	56%	31
Department of Public Safety	SBI Business Systems Manager	1	1	100%	55
Department of Public Safety	SBI Specialist	8	2	25%	14
Department of Public Safety	Senior Contract/Grant Spec	1	1	100%	20
Department of Public Safety	Senior Laboratory Scientist	3	1	33%	15
Department of Public Safety	State Police Corporal	19	1	5%	1
Department of Public Safety	State Police Detective	30	6	20%	28
Department of Public Safety	State Police Lieutenant	13	4	31%	40
Department of Public Safety	State Police Sergeant-E	30	8	27%	35
Department of Public Safety	State Police Trooper	78	3	4%	6
Department of Transportation	Accounting Analyst Supervisor	1	1	100%	21
Department of Transportation	Assistant Technician	17	7	41%	14
Department of Transportation	Asst Transportation Engineer	35	22	63%	26
Department of Transportation	Auditor I	1	1	100%	17
Department of Transportation	Biologist I	4	4	100%	24
Department of Transportation	Biologist III	1	1	100%	8
Department of Transportation	Business Manager I	1	1	100%	1
Department of Transportation	Business Systems Administrator	5	4	80%	11
Department of Transportation	Business Systems Manager	2	2	100%	20
Department of Transportation	Cartographer	5	5	100%	26
Department of Transportation	Clerk IV	5	3	60%	21
Department of Transportation	Computer Programmer	1	1	100%	20
Department of Transportation	Contract/Grant Spec	11	9	82%	11
Department of Transportation	Environmental Specialist III	5	2	40%	19
Department of Transportation	Environmental Specialist IV	3	3	100%	31
Department of Transportation	Field Investigator	1	1	100%	10
Department of Transportation	Financial Analyst	5	4	80%	19
Department of Transportation	GIS Coordinator	2	2	100%	43

Department	Responding Job Titles	# of Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Transportation	Historic Preservationist	1	1	100%	40
Department of Transportation	Human Resources Assistant	2	2	100%	5
Department of Transportation	Human Resources Specialist	4	3	75%	26
Department of Transportation	Inventory & Property Assoc I	2	1	50%	50
Department of Transportation	Inventory & Property Assoc II	8	2	25%	26
Department of Transportation	Maintenance Mech Supervisor	1	1	100%	12
Department of Transportation	Management Analyst I	2	1	50%	27
Department of Transportation	Management Analyst II	3	2	67%	16
Department of Transportation	Manager Trans Investigations	1	1	100%	5
Department of Transportation	Mapping & Graphic Arts Spec II	1	1	100%	12
Department of Transportation	Occupational Safety Specialist	6	4	67%	12
Department of Transportation	Office Associate II	20	16	80%	14
Department of Transportation	Office Specialist I	3	1	33%	3
Department of Transportation	Office Specialist II	1	1	100%	2
Department of Transportation	Paralegal	2	2	100%	36
Department of Transportation	Photographer II	1	1	100%	23
Department of Transportation	Planning & Research Assoc I	5	3	60%	10
Department of Transportation	Policy Development Specialist	7	7	100%	32
Department of Transportation	Procurement Manager	1	1	100%	20
Department of Transportation	Procurement Support Manager	1	1	100%	18
Department of Transportation	Programmer Analyst	1	1	100%	15
Department of Transportation	Project Manager	12	11	92%	17
Department of Transportation	Public Service Coordinator I	10	8	80%	14
Department of Transportation	Public Service Coordinator II	3	3	100%	31
Department of Transportation	Public Service Executive II	4	3	75%	12
Department of Transportation	Public Service Executive III	3	2	67%	54
Department of Transportation	Public Service Manager I	5	3	60%	32
Department of Transportation	Public Service Manager II	20	16	80%	20

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Department of Transportation	Public Service Manager III	29	19	66%	15
Department of Transportation	RW Appraiser I	4	3	75%	39
Department of Transportation	RW Appraiser II	3	3	100%	38
Department of Transportation	RW Appraiser III	1	1	100%	40
Department of Transportation	Right/Way Control Technician	1	1	100%	2
Department of Transportation	Secretary Associate	1	1	100%	15
Department of Transportation	Secretary Specialist	2	2	100%	19
Department of Transportation	Senior Paralegal	1	1	100%	30
Department of Transportation	Senior Planner	3	2	67%	28
Department of Transportation	Senior Staff Accountant	1	1	100%	34
Department of Transportation	Senior Technician	56	31	55%	22
Department of Transportation	Soils Research Scientist	3	2	67%	43
Department of Transportation	Staff Accountant	5	5	100%	23
Department of Transportation	Staff Auditor II	1	1	100%	31
Department of Transportation	State Projects Constructions Supt	3	2	67%	12
Department of Transportation	Supervisory Prof Land Surveyor	5	3	60%	30
Department of Transportation	Technician	56	19	34%	19
Department of Transportation	Trans Landscape Architect	2	2	100%	18
Department of Transportation	Transportation Crew Technician	1	1	100%	6
Department of Transportation	Transportation Engineer II	21	17	81%	17
Department of Transportation	Transportation Engineer III	16	13	81%	21
Department of Transportation	Transportation Operations Manager	19	10	53%	33
Department of Transportation	Transportation Ping Analyst	5	5	100%	13
Department of Transportation	Transportation Ping Assist	2	1	50%	4
Department of Transportation	Transportation Ping Spec	8	8	100%	20
Dept of Admin & Financial Services	Accounting Technician	1	1	100%	35
Dept of Admin & Financial Services	Agency Application Architect	5	5	100%	27
Dept of Admin & Financial Services	Asst Risk Assessor	1	1	100%	17

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Admin & Financial Services	Bus Sys Quality Assurance Mgr	3	3	100%	23
Dept of Admin & Financial Services	Business Systems Administrator	9	9	100%	17
Dept of Admin & Financial Services	Business Systems Manager	1	1	100%	10
Dept of Admin & Financial Services	Business Systems Q/A Analyst	5	5	100%	22
Dept of Admin & Financial Services	Chief Information Officer	1	1	100%	18
Dept of Admin & Financial Services	Clerk IV	1	1	100%	16
Dept of Admin & Financial Services	Computer Operations Asst. Mgr.	1	1	100%	17
Dept of Admin & Financial Services	Computer Operator	2	1	50%	20
Dept of Admin & Financial Services	Computer Programmer	8	8	100%	25
Dept of Admin & Financial Services	Contract/Grant Spec	3	3	100%	13
Dept of Admin & Financial Services	Data Base Administrator	2	2	100%	28
Dept of Admin & Financial Services	Database Analyst	5	3	60%	23
Dept of Admin & Financial Services	Dep Comm Admin & Fin Services	2	1	50%	50
Dept of Admin & Financial Services	Dir Alc Bev & Lottery Ops	1	1	100%	55
Dept of Admin & Financial Services	Dir Human Resources	1	1	100%	2
Dept of Admin & Financial Services	Dir of Bldg Control Operations	1	1	100%	22
Dept of Admin & Financial Services	Dir Special Projects	1	1	100%	5
Dept of Admin & Financial Services	Director	1	1	100%	17
Dept of Admin & Financial Services	District Tax Audit Manager	3	3	100%	34
Dept of Admin & Financial Services	Fleet Support Specialist	3	2	67%	12
Dept of Admin & Financial Services	GIS Coordinator	1	1	100%	5
Dept of Admin & Financial Services	Human Resources Assistant	6	5	83%	22
Dept of Admin & Financial Services	Info System Support Spec	19	12	63%	27
Dept of Admin & Financial Services	Info System Support Spec II	36	27	75%	18
Dept of Admin & Financial Services	Info Technology Consultant	13	12	92%	21
Dept of Admin & Financial Services	Lottery Field Supervisor	1	1	100%	48
Dept of Admin & Financial Services	Lottery Security Operation Spc	1	1	100%	8
Dept of Admin & Financial Services	Maintenance Mech Supervisor	1	1	100%	1

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Admin & Financial Services	Management Analyst I	8	4	50%	7
Dept of Admin & Financial Services	Management Analyst II	8	8	100%	15
Dept of Admin & Financial Services	Marketing Specialist	1	1	100%	2
Dept of Admin & Financial Services	Office Assistant II	4	1	25%	22
Dept of Admin & Financial Services	Office Associate II	23	5	22%	8
Dept of Admin & Financial Services	Office Specialist I	19	9	47%	12
Dept of Admin & Financial Services	Office Specialist I Manager	1	1	100%	4
Dept of Admin & Financial Services	Office Specialist II	3	3	100%	13
Dept of Admin & Financial Services	Office Specialist II Supv	2	1	50%	32
Dept of Admin & Financial Services	OIT Program Manager	1	1	100%	20
Dept of Admin & Financial Services	OMP-Chief Lic. Investigator	1	1	100%	40
Dept of Admin & Financial Services	Planning & Research Assoc II	3	3	100%	26
Dept of Admin & Financial Services	Principal Property Appraiser	10	6	60%	17
Dept of Admin & Financial Services	Principal Revenue Agent	8	8	100%	23
Dept of Admin & Financial Services	Procurement Analyst I	1	1	100%	24
Dept of Admin & Financial Services	Procurement Analyst II	5	5	100%	11
Dept of Admin & Financial Services	Procurement Analyst Manager	1	1	100%	4
Dept of Admin & Financial Services	Programmer Analyst	25	23	92%	23
Dept of Admin & Financial Services	Project Manager	1	1	100%	23
Dept of Admin & Financial Services	Property Appraiser	2	2	100%	12
Dept of Admin & Financial Services	Public Service Coordinator I	29	26	90%	21
Dept of Admin & Financial Services	Public Service Coordinator II	17	15	88%	20
Dept of Admin & Financial Services	Public Service Executive I	1	1	100%	1
Dept of Admin & Financial Services	Public Service Executive II	7	5	71%	15
Dept of Admin & Financial Services	Public Service Executive III	1	1	100%	35
Dept of Admin & Financial Services	Public Service Manager I	2	1	50%	83
Dept of Admin & Financial Services	Public Service Manager II	46	37	80%	16
Dept of Admin & Financial Services	Public Service Manager III	26	21	81%	30

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Admin & Financial Services	Revenue Agent	7	7	100%	19
Dept of Admin & Financial Services	Secretary Associate	2	2	100%	5
Dept of Admin & Financial Services	Secretary Associate Supervisor	1	1	100%	7
Dept of Admin & Financial Services	Senior Info Sys/Supp Spec	14	13	93%	20
Dept of Admin & Financial Services	Senior Programmer Analyst	41	39	95%	26
Dept of Admin & Financial Services	Senior Property Appraiser	2	2	100%	0
Dept of Admin & Financial Services	Senior Revenue Agent	9	8	89%	27
Dept of Admin & Financial Services	Senior Staff Accountant	3	3	100%	25
Dept of Admin & Financial Services	Senior Tax Examiner	17	14	82%	15
Dept of Admin & Financial Services	Senior Technical Support Spec	17	16	94%	24
Dept of Admin & Financial Services	Staff Accountant	2	1	50%	30
Dept of Admin & Financial Services	Staff Attorney	2	1	50%	57
Dept of Admin & Financial Services	State Controller	1	1	100%	6
Dept of Admin & Financial Services	Systems Analyst	24	22	92%	20
Dept of Admin & Financial Services	Systems Group Manager	2	2	100%	55
Dept of Admin & Financial Services	Systems Section Manager	15	14	93%	30
Dept of Admin & Financial Services	Systems Team Leader	20	18	90%	27
Dept of Admin & Financial Services	Tax Analyst	2	1	50%	3
Dept of Admin & Financial Services	Tax Div Asst Exec	3	3	100%	29
Dept of Admin & Financial Services	Tax Examiner	29	22	76%	21
Dept of Admin & Financial Services	Tax Examiner II	28	21	75%	20
Dept of Admin & Financial Services	Tax Section Manager	11	7	64%	23
Dept of Admin & Financial Services	Technical Support Specialist	10	9	90%	18
Dept of Agri, Cons, & Forestry	Agency GIS/Technology Coordinator	1	1	100%	22
Dept of Agri, Cons, & Forestry	Agricultural Promotional Coord	4	3	75%	60
Dept of Agri, Cons, & Forestry	Asst Horticulturist	1	1	100%	7
Dept of Agri, Cons, & Forestry	Asst Park Ranger	5	1	20%	6
Dept of Agri, Cons, & Forestry	Biologist I	3	3	100%	29

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Agri, Cons, & Forestry	Biologist II	3	2	67%	32
Dept of Agri, Cons, & Forestry	Biometrician	1	1	100%	8
Dept of Agri, Cons, & Forestry	Chemist III	1	1	100%	6
Dept of Agri, Cons, & Forestry	Chief Planner	3	3	100%	36
Dept of Agri, Cons, & Forestry	Dir Bur Agric/Food & Rural Res	1	1	100%	65
Dept of Agri, Cons, & Forestry	Dir Bur Res Info/Land Use Plg	1	1	100%	15
Dept of Agri, Cons, & Forestry	Dir Earth Resources Info	1	1	100%	38
Dept of Agri, Cons, & Forestry	Dir Me Conservation Corps	1	1	100%	11
Dept of Agri, Cons, & Forestry	Entomologist I	1	1	100%	6
Dept of Agri, Cons, & Forestry	Entomologist II	1	1	100%	18
Dept of Agri, Cons, & Forestry	Entomologist III	4	2	50%	9
Dept of Agri, Cons, & Forestry	Environmental Specialist II	4	3	75%	39
Dept of Agri, Cons, & Forestry	Environmental Specialist III	6	6	100%	28
Dept of Agri, Cons, & Forestry	Environmental Specialist IV	4	3	75%	20
Dept of Agri, Cons, & Forestry	Exec Dir Me Land Use Reg Comm	1	1	100%	6
Dept of Agri, Cons, & Forestry	Food Inspection Supervisor	2	1	50%	50
Dept of Agri, Cons, & Forestry	Forest Ranger II	29	1	3%	0
Dept of Agri, Cons, & Forestry	Forester I	7	1	14%	5
Dept of Agri, Cons, & Forestry	Hydrogeologist	2	2	100%	6
Dept of Agri, Cons, & Forestry	Inspection Process Analyst Coord	3	2	67%	23
Dept of Agri, Cons, & Forestry	Inventory & Property Assoc II	1	1	100%	35
Dept of Agri, Cons, & Forestry	Marine Geologist	2	2	100%	34
Dept of Agri, Cons, & Forestry	Nutrient Management Coordinator	1	1	100%	27
Dept of Agri, Cons, & Forestry	Office Associate I	1	1	100%	25
Dept of Agri, Cons, & Forestry	Office Associate II	18	13	72%	20
Dept of Agri, Cons, & Forestry	Office Specialist I	4	3	75%	5
Dept of Agri, Cons, & Forestry	Office Specialist II	1	1	100%	3
Dept of Agri, Cons, & Forestry	Outdoor Recreation Planner	1	1	100%	17

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Agri, Cons, & Forestry	Park Manager I	8	1	13%	125
Dept of Agri, Cons, & Forestry	Park Manager II	11	1	9%	120
Dept of Agri, Cons, & Forestry	Pest Control Board Director	1	1	100%	16
Dept of Agri, Cons, & Forestry	Planner II	2	2	100%	50
Dept of Agri, Cons, & Forestry	Planning & Research Assoc II	4	2	50%	39
Dept of Agri, Cons, & Forestry	Policy Development Specialist	2	2	100%	29
Dept of Agri, Cons, & Forestry	Professional Licensing Supervisor	1	1	100%	65
Dept of Agri, Cons, & Forestry	Programmer Analyst	1	1	100%	73
Dept of Agri, Cons, & Forestry	Public Service Coordinator I	6	5	83%	21
Dept of Agri, Cons, & Forestry	Public Service Executive II	2	2	100%	32
Dept of Agri, Cons, & Forestry	Public Service Manager I	3	2	67%	23
Dept of Agri, Cons, & Forestry	Public Service Manager II	14	8	57%	35
Dept of Agri, Cons, & Forestry	Public Service Manager III	3	2	67%	40
Dept of Agri, Cons, & Forestry	Secretary	1	1	100%	16
Dept of Agri, Cons, & Forestry	Secretary Associate	4	1	25%	7
Dept of Agri, Cons, & Forestry	Secretary Specialist	1	1	100%	4
Dept of Agri, Cons, & Forestry	Secretary Specialist Supv	1	1	100%	16
Dept of Agri, Cons, & Forestry	Senior Geologist	2	2	100%	30
Dept of Agri, Cons, & Forestry	Senior Planner	18	13	72%	16
Dept of Agri, Cons, & Forestry	Senior Technician	1	1	100%	3
Dept of Agri, Cons, & Forestry	State Veterinarian	3	1	33%	71
Dept of Agri, Cons, & Forestry	Supv Outdoor Recreation	1	1	100%	18
Dept of Agri, Cons, & Forestry	TEFAP Director	1	1	100%	41
Dept of Agri, Cons, & Forestry	Toxicologist	1	1	100%	42
Dept of Agri, Cons, & Forestry	Volunteer Services Coord	1	1	100%	6
Dept of Corrections: Central Office	Advocate	2	2	100%	17
Dept of Corrections: Central Office	Asst Dir Classification Sys	1	1	100%	15
Dept of Corrections: Central Office	Chief Vicim Svcs Advocate	1	1	100%	35

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Corrections: Central Office	Classification Officer	1	1	100%	26
Dept of Corrections: Central Office	Correctional Compliance Monitor	1	1	100%	20
Dept of Corrections: Central Office	Correctional Plans Coordinator	1	1	100%	45
Dept of Corrections: Central Office	Financial Analyst	1	1	100%	15
Dept of Corrections: Central Office	Juvenile Comm Corrections Officer	28	15	54%	16
Dept of Corrections: Central Office	Office Associate II	7	6	86%	16
Dept of Corrections: Central Office	Office Specialist I	2	2	100%	11
Dept of Corrections: Central Office	Policy Development Specialist	1	1	100%	40
Dept of Corrections: Central Office	Probation Officer	20	7	35%	23
Dept of Corrections: Central Office	Probation Officer Assistant	5	2	40%	22
Dept of Corrections: Central Office	Public Service Coordinator I	2	2	100%	10
Dept of Corrections: Central Office	Public Service Coordinator II	2	2	100%	50
Dept of Corrections: Central Office	Public Service Manager I	12	3	25%	20
Dept of Corrections: Central Office	Public Service Manager II	7	6	86%	24
Dept of Corrections: Central Office	Public Service Manager III	4	1	25%	41
Dept of Corrections: Central Office	Secretary Specialist	3	1	33%	1
Dept of Corrections: Central Office	Senior Planner	1	1	100%	12
Dept of Corrections: Central Office	Staff Development Spec IV	1	1	100%	10
Dept of Defense, Veterans & Emerg Mgmt	Business Manager I	1	1	100%	1
Dept of Defense, Veterans & Emerg Mgmt	Business Systems Administrator	2	1	50%	15
Dept of Defense, Veterans & Emerg Mgmt	Buyer II	1	1	100%	24
Dept of Defense, Veterans & Emerg Mgmt	Contract/Grant Manager	1	1	100%	16
Dept of Defense, Veterans & Emerg Mgmt	Contract/Grant Spec	1	1	100%	10
Dept of Defense, Veterans & Emerg Mgmt	Dep Comm Def/Vet & Emer Mgmt	1	1	100%	75
Dept of Defense, Veterans & Emerg Mgmt	Dir Bur Me Veterans Svcs	1	1	100%	14
Dept of Defense, Veterans & Emerg Mgmt	Dir Special Projects	1	1	100%	74
Dept of Defense, Veterans & Emerg Mgmt	GIS Coordinator	1	1	100%	80
Dept of Defense, Veterans & Emerg Mgmt	Management Analyst II	1	1	100%	18

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Defense, Veterans & Emerg Mgmt	MEMA Communications System Mgr	1	1	100%	50
Dept of Defense, Veterans & Emerg Mgmt	Office Associate II	7	5	71%	22
Dept of Defense, Veterans & Emerg Mgmt	Office Specialist I	5	4	80%	14
Dept of Defense, Veterans & Emerg Mgmt	Office Specialist I Mgr Supv	2	2	100%	20
Dept of Defense, Veterans & Emerg Mgmt	Planning & Research Assoc I	1	1	100%	8
Dept of Defense, Veterans & Emerg Mgmt	Planning & Research Assoc II	3	3	100%	18
Dept of Defense, Veterans & Emerg Mgmt	Public Service Coordinator I	3	2	67%	8
Dept of Defense, Veterans & Emerg Mgmt	Public Service Manager II	5	2	40%	9
Dept of Defense, Veterans & Emerg Mgmt	Secretary Associate	1	1	100%	14
Dept of Defense, Veterans & Emerg Mgmt	Secretary Specialist	1	1	100%	5
Dept of Defense, Veterans & Emerg Mgmt	Senior Planner	6	5	83%	19
Dept of Defense, Veterans & Emerg Mgmt	Senior Staff Accountant	1	1	100%	15
Dept of Defense, Veterans & Emerg Mgmt	Staff Accountant	1	1	100%	25
Dept of Defense, Veterans & Emerg Mgmt	Supv Veterans Services	1	1	100%	54
Dept of Defense, Veterans & Emerg Mgmt	Veterans Services Officer	1	1	100%	25
Dept of Econ & Comm Development	Development Program Manager	1	1	100%	38
Dept of Econ & Comm Development	Development Project Officer	3	2	67%	40
Dept of Econ & Comm Development	Dir Maine Film Office	1	1	100%	81
Dept of Econ & Comm Development	Policy Development Specialist	2	2	100%	2
Dept of Econ & Comm Development	Public Service Coordinator II	2	1	50%	100
Dept of Econ & Comm Development	Public Service Executive II	3	3	100%	45
Dept of Econ & Comm Development	Public Service Manager I	1	1	100%	33
Dept of Econ & Comm Development	Public Service Manager II	1	1	100%	6
Dept of Education: Bureaus & Admin	Buyer II	1	1	100%	4
Dept of Education: Bureaus & Admin	Comm Dept of Education	1	1	100%	65
Dept of Education: Bureaus & Admin	Contract/Grant Spec	5	5	100%	17
Dept of Education: Bureaus & Admin	Data & Research Coordinator	1	1	100%	5
Dept of Education: Bureaus & Admin	Education Program Supervisor	1	1	100%	23

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Education: Bureaus & Admin	Education Specialist II	7	5	71%	25
Dept of Education: Bureaus & Admin	Education Specialist III	32	31	97%	27
Dept of Education: Bureaus & Admin	Management Analyst I	4	4	100%	19
Dept of Education: Bureaus & Admin	Management Analyst II	3	3	100%	18
Dept of Education: Bureaus & Admin	Office Associate II	5	4	80%	7
Dept of Education: Bureaus & Admin	Office Specialist I	7	7	100%	9
Dept of Education: Bureaus & Admin	Office Specialist II	2	2	100%	8
Dept of Education: Bureaus & Admin	Office Specialist II Supv	1	1	100%	10
Dept of Education: Bureaus & Admin	Public Service Coordinator I	7	5	71%	22
Dept of Education: Bureaus & Admin	Public Service Coordinator II	4	4	100%	35
Dept of Education: Bureaus & Admin	Public Service Executive II	9	9	100%	42
Dept of Education: Bureaus & Admin	Public Service Manager I	3	3	100%	16
Dept of Education: Bureaus & Admin	Public Service Manager II	16	13	81%	38
Dept of Education: Bureaus & Admin	Public Service Manager III	2	2	100%	17
Dept of Education: Bureaus & Admin	Regional Education Rep	15	15	100%	44
Dept of Education: Bureaus & Admin	Secretary	1	1	100%	8
Dept of Education: Bureaus & Admin	Secretary Associate	2	2	100%	14
Dept of Education: Bureaus & Admin	Secretary Associate Legal	1	1	100%	10
Dept of Education: Bureaus & Admin	Secretary Specialist	3	2	67%	9
Dept of Education: Bureaus & Admin	Senior Planner	4	4	100%	29
Dept of Education: Bureaus & Admin	Statistician II	1	1	100%	8
Dept of Education: Unorg Territories	Accounting Assistant Technician	1	1	100%	51
Dept of Education: Unorg Territories	Business Manager I	1	1	100%	13
Dept of Education: Unorg Territories	Janitor/Bus Driver	3	1	33%	33
Dept of Education: Unorg Territories	Secretary Specialist	1	1	100%	60
Dept of Education: Unorg Territories	Teacher Aide	3	1	33%	2
Dept of Education: Unorg Territories	Teacher BS	6	2	33%	5
Dept of Education: Unorg Territories	Teacher MS	3	1	33%	1

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Education: Unorg Territories	Teacher/Principal	1	1	100%	18
Dept of Environmental Protection	Asst Environmental Engineer	10	8	80%	22
Dept of Environmental Protection	Biologist I	5	2	40%	25
Dept of Environmental Protection	Biologist II	6	4	67%	23
Dept of Environmental Protection	Biologist III	7	5	71%	25
Dept of Environmental Protection	Certified Envir Hydrogeologist	4	1	25%	58
Dept of Environmental Protection	Chemist I	1	1	100%	57
Dept of Environmental Protection	Chemist III	1	1	100%	20
Dept of Environmental Protection	Chief Meteorologist	1	1	100%	1
Dept of Environmental Protection	Dir Bur Air Quality Control	1	1	100%	34
Dept of Environmental Protection	Dir Bur of Water Quality	1	1	100%	13
Dept of Environmental Protection	Emergency Response Training Coord	1	1	100%	18
Dept of Environmental Protection	Environmental Eng Svcs Mgr	3	3	100%	11
Dept of Environmental Protection	Environmental Engineer	8	8	100%	28
Dept of Environmental Protection	Environmental Engineer Spec	4	4	100%	28
Dept of Environmental Protection	Environmental Hydrogeologist	5	4	80%	22
Dept of Environmental Protection	Environmental Hydrogeology Manager	2	2	100%	40
Dept of Environmental Protection	Environmental Hydrogeology Spec	4	3	75%	26
Dept of Environmental Protection	Environmental Specialist II	23	14	61%	22
Dept of Environmental Protection	Environmental Specialist III	73	50	68%	19
Dept of Environmental Protection	Environmental Specialist IV	34	24	71%	24
Dept of Environmental Protection	Executive Analyst, Bd of Ep	1	1	100%	40
Dept of Environmental Protection	GIS Coordinator	2	1	50%	25
Dept of Environmental Protection	Management Analyst I	4	1	25%	8
Dept of Environmental Protection	Management Analyst II	1	1	100%	60
Dept of Environmental Protection	Office Associate I	3	2	67%	3
Dept of Environmental Protection	Office Associate II	12	7	58%	14
Dept of Environmental Protection	Office Associate II Supv	1	1	100%	25

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Environmental Protection	Office Specialist I	3	3	100%	12
Dept of Environmental Protection	Office Specialist II	2	2	100%	11
Dept of Environmental Protection	Office Specialist II Supv	1	1	100%	7
Dept of Environmental Protection	Oil Hazard Material Spec II	5	3	60%	21
Dept of Environmental Protection	Planning & Research Assistant	1	1	100%	30
Dept of Environmental Protection	Planning & Research Assoc I	2	2	100%	17
Dept of Environmental Protection	Programmer Analyst	1	1	100%	40
Dept of Environmental Protection	Public Service Coordinator I	6	5	83%	24
Dept of Environmental Protection	Public Service Executive I	4	3	75%	7
Dept of Environmental Protection	Public Service Manager II	12	9	75%	30
Dept of Environmental Protection	Response Support Specialist	1	1	100%	20
Dept of Environmental Protection	Senior Envir Hydrogeologist	5	5	100%	15
Dept of Environmental Protection	Senior Environmental Engineer	8	7	88%	31
Dept of Environmental Protection	Senior Meteorologist	2	2	100%	15
Dept of Environmental Protection	Senior Planner	1	1	100%	5
Dept of Inland Fisheries & Wildlife	Accounting Associate II	1	1	100%	24
Dept of Inland Fisheries & Wildlife	Cartographer	1	1	100%	16
Dept of Inland Fisheries & Wildlife	Chief Planner	1	1	100%	2
Dept of Inland Fisheries & Wildlife	Comm Dept of Inland F&W	1	1	100%	41
Dept of Inland Fisheries & Wildlife	Game Warden Sergeant	10	3	30%	11
Dept of Inland Fisheries & Wildlife	Game Warden Specialist	5	1	20%	15
Dept of Inland Fisheries & Wildlife	CFV Education Coordinator	1	1	100%	32
Dept of Inland Fisheries & Wildlife	IF&W Resource Biologist	24	14	58%	21
Dept of Inland Fisheries & Wildlife	IF&W Resource Supervisor	21	12	57%	28
Dept of Inland Fisheries & Wildlife	IF&W Sr Resource Biologist	10	8	80%	30
Dept of Inland Fisheries & Wildlife	Management Analyst II	1	1	100%	19
Dept of Inland Fisheries & Wildlife	Media & Graphics Supervisor	1	1	100%	10
Dept of Inland Fisheries & Wildlife	Office Associate II	9	8	89%	11

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Inland Fisheries & Wildlife	Office Specialist I	4	2	50%	21
Dept of Inland Fisheries & Wildlife	Office Specialist II	1	1	100%	5
Dept of Inland Fisheries & Wildlife	Public Relations Spec	1	1	100%	18
Dept of Inland Fisheries & Wildlife	Public Service Coordinator I	2	1	50%	4
Dept of Inland Fisheries & Wildlife	Public Service Manager II	6	3	50%	32
Dept of Inland Fisheries & Wildlife	Recreation Safety Coordinator	5	2	40%	29
Dept of Inland Fisheries & Wildlife	Secretary Associate	4	2	50%	17
Dept of Inland Fisheries & Wildlife	Secretary Specialist	1	1	100%	25
Dept of Inland Fisheries & Wildlife	Senior Programmer Analyst	1	1	100%	15
Dept of Inland Fisheries & Wildlife	Supt Fish Hatcheries	1	1	100%	47
Dept of Prof & Financial Regulation	Attorney	6	6	100%	35
Dept of Prof & Financial Regulation	Bank Examiner	4	3	75%	49
Dept of Prof & Financial Regulation	Chief Field Investigator	2	1	50%	35
Dept of Prof & Financial Regulation	Clerk IV	1	1	100%	5
Dept of Prof & Financial Regulation	Consumer Asst & Hearing Coord	3	3	100%	17
Dept of Prof & Financial Regulation	Consumer Credit Examiner	1	1	100%	6
Dept of Prof & Financial Regulation	Consumer Outreach Specialist	2	2	100%	16
Dept of Prof & Financial Regulation	Dir Policy Develop & Implem	1	1	100%	35
Dept of Prof & Financial Regulation	Ex Dir Manufactured Housing Bd	1	1	100%	50
Dept of Prof & Financial Regulation	Fuel Inspection Supervisor	1	1	100%	0
Dept of Prof & Financial Regulation	Insurance Actuarial Assistant	2	2	100%	1
Dept of Prof & Financial Regulation	Insurance Actuary	2	2	100%	32
Dept of Prof & Financial Regulation	Insurance Claims Examiner	3	2	67%	13
Dept of Prof & Financial Regulation	Insurance Company Examiner	3	3	100%	11
Dept of Prof & Financial Regulation	Insurance Contract Examiner	1	1	100%	11
Dept of Prof & Financial Regulation	Insurance Division Supervisor	2	2	100%	7
Dept of Prof & Financial Regulation	Insurance Examiner In-Charge	5	5	100%	21
Dept of Prof & Financial Regulation	Management Analyst I	1	1	100%	8

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Prof & Financial Regulation	Managing Insurance Examiner	2	2	100%	22
Dept of Prof & Financial Regulation	Office Specialist I	7	5	71%	17
Dept of Prof & Financial Regulation	Office Specialist II	3	3	100%	9
Dept of Prof & Financial Regulation	Policy Development Specialist	1	1	100%	57
Dept of Prof & Financial Regulation	Principal Bank Examiner	4	4	100%	6
Dept of Prof & Financial Regulation	Principal Consumer Credit Exam	2	1	50%	20
Dept of Prof & Financial Regulation	Principal Securities Spec	1	1	100%	20
Dept of Prof & Financial Regulation	Professional Licensing Supervisor	4	4	100%	12
Dept of Prof & Financial Regulation	Public Service Coordinator I	1	1	100%	23
Dept of Prof & Financial Regulation	Public Service Coordinator II	1	1	100%	48
Dept of Prof & Financial Regulation	Public Service Manager II	8	8	100%	20
Dept of Prof & Financial Regulation	Public Service Manager III	2	2	100%	17
Dept of Prof & Financial Regulation	Regulatory Board Coordinator	2	2	100%	27
Dept of Prof & Financial Regulation	Regulatory Board Manager	2	2	100%	6
Dept of Prof & Financial Regulation	Secretary Specialist	3	2	67%	2
Dept of Prof & Financial Regulation	Securities Specialist	1	1	100%	12
Dept of Prof & Financial Regulation	Senior Bank Examiner	3	2	67%	21
Dept of Prof & Financial Regulation	Senior Consumer Asst Spec	1	1	100%	10
Dept of Prof & Financial Regulation	Senior Consumer Credit Exam	3	2	67%	15
Dept of Prof & Financial Regulation	Senior Insurance Analyst	2	2	100%	19
Dept of Prof & Financial Regulation	Senior Insurance Examiner	2	2	100%	32
Dept of Prof & Financial Regulation	Senior Insurance Rate Analyst	3	3	100%	22
Dept of Prof & Financial Regulation	Senior Market Conduct Examiner	1	1	100%	16
Dept of Prof & Financial Regulation	Senior Securities Examiner	1	1	100%	33
Dept of Prof & Financial Regulation	Senior Securities Specialist	1	1	100%	41
Dept of Prof & Financial Regulation	Sr Manufactured Housing Inspector	1	1	100%	12
Dept of Prof & Financial Regulation	Staff Attorney	1	1	100%	5
Dept of Prof & Financial Regulation	Supt Bur of Fin Institutions	1	1	100%	15

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Dept of Prof & Financial Regulation	Supt of Cons Credit Prot	1	1	100%	45
DFPS Statewide Service Center	Accounting Analyst	8	6	75%	5
DFPS Statewide Service Center	Accounting Analyst Supervisor	8	8	100%	17
DFPS Statewide Service Center	Accounting Assistant Technician	21	15	71%	19
DFPS Statewide Service Center	Accounting Associate I	7	7	100%	10
DFPS Statewide Service Center	Accounting Support Specialist	7	7	100%	16
DFPS Statewide Service Center	Accounting Support Technician	2	2	100%	8
DFPS Statewide Service Center	Accounting Technician	19	14	74%	16
DFPS Statewide Service Center	Business Manager I	2	2	100%	13
DFPS Statewide Service Center	Business Manager II	1	1	100%	45
DFPS Statewide Service Center	Business Services Manager	2	2	100%	9
DFPS Statewide Service Center	Clerk IV	3	3	100%	17
DFPS Statewide Service Center	Financial Analyst	7	6	86%	29
DFPS Statewide Service Center	Human Resources Assistant	10	8	80%	14
DFPS Statewide Service Center	Management Analyst I	4	4	100%	32
DFPS Statewide Service Center	Management Analyst II	4	2	50%	41
DFPS Statewide Service Center	Office Associate I	2	2	100%	2
DFPS Statewide Service Center	Office Associate II	4	1	25%	8
DFPS Statewide Service Center	Office Associate II Supv	1	1	100%	2
DFPS Statewide Service Center	Office Specialist I	1	1	100%	20
DFPS Statewide Service Center	Public Service Coordinator I	17	16	94%	14
DFPS Statewide Service Center	Public Service Coordinator II	2	2	100%	10
DFPS Statewide Service Center	Public Service Executive II	1	1	100%	35
DFPS Statewide Service Center	Public Service Manager I	21	20	95%	21
DFPS Statewide Service Center	Public Service Manager II	15	12	80%	19
DFPS Statewide Service Center	Public Service Manager III	5	4	80%	18
DFPS Statewide Service Center	Reimbursement Specialist	3	2	67%	16
DFPS Statewide Service Center	Senior Staff Accountant	16	16	100%	16

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DFPS Statewide Service Center	Staff Accountant	16	14	88%	17
DHHS	Accountant II	2	2	100%	18
DHHS	Accounting Assistant Technician	1	1	100%	17
DHHS	Accounting Associate I	3	2	67%	9
DHHS	Asst Dir Div Medicaid/Medicare Svcs	6	6	100%	35
DHHS	Asst Environmental Engineer	3	2	67%	9
DHHS	Behavioral Health Prg Coord	7	6	86%	26
DHHS	Business Data Analytics Specialist	2	2	100%	13
DHHS	Business Manager I	1	1	100%	2
DHHS	Business Systems Administrator	1	1	100%	4
DHHS	Chemist III	4	1	25%	33
DHHS	Child Pro Serv Asst Prog Admin	3	1	33%	36
DHHS	Child Pro Serv Caseworker	179	95	53%	21
DHHS	Child Pro Serv Caseworker Supv	50	26	52%	19
DHHS	Child Pro Serv Program Admin	4	1	25%	40
DHHS	Children Spec Hlth Needs Coord	2	2	100%	28
DHHS	Clerk IV	5	1	20%	22
DHHS	Clinical Social Worker	8	4	50%	8
DHHS	Comm Dept of Health & Human Svcs	1	1	100%	2
DHHS	Community Care Worker	16	9	56%	22
DHHS	Comprehensive Health Plan I	8	8	100%	26
DHHS	Comprehensive Health Plan II	34	31	91%	25
DHHS	Customer Rep Assoc II	3	1	33%	6
DHHS	Customer Rep Assoc II - Hs	84	60	71%	12
DHHS	D Resources Coord	9	8	89%	12
DHHS	Dir Div Data & Research	1	1	100%	20
DHHS	Dir-Special Projects	2	1	50%	2
DHHS	Director	1	1	100%	46

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DHHS	Disability Claims Adjudicator	12	4	33%	24
DHHS	Disability Claims Examiner	7	4	57%	16
DHHS	Disability Claims Supervisor	1	1	100%	20
DHHS	Education Specialist I	1	1	100%	7
DHHS	Education Specialist II	2	1	50%	23
DHHS	Eligibility Specialist	168	132	79%	14
DHHS	Engineering Technician IV	2	2	100%	19
DHHS	Environmental Eng Svcs Mgr	1	1	100%	60
DHHS	Environmental Specialist II	1	1	100%	8
DHHS	Environmental Specialist III	17	13	76%	21
DHHS	Environmental Specialist IV	3	3	100%	19
DHHS	Family Independence Prog Mgr	6	5	83%	13
DHHS	Family Independence Unit Supv	29	22	76%	15
DHHS	Field Examiner II	1	1	100%	6
DHHS	Financial Analyst	2	2	100%	14
DHHS	Financial Resources Spec	9	4	44%	16
DHHS	Fraud Investigator	12	4	33%	25
DHHS	Habilitation Aide	3	1	33%	3
DHHS	Health Program Manager	13	10	77%	24
DHHS	Health Services Consultant	11	7	64%	29
DHHS	Health Services Consultant II	8	3	38%	29
DHHS	Health Services Supervisor	5	5	100%	29
DHHS	Hearings Examiner	5	3	60%	24
DHHS	Hospital Nurse II	8	1	13%	36
DHHS	Hospital Nurse III	13	3	23%	23
DHHS	Hospital Nurse IV	12	1	8%	15
DHHS	Hospital Psychiatrist	2	1	50%	10
DHHS	Housing Resource Developer	1	1	100%	35

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DHHS	Human Resources Specialist	1	1	100%	35
DHHS	Human Services Casework Supv	15	13	87%	19
DHHS	Human Services Caseworker	92	55	60%	14
DHHS	Human Services Enforcement Agt	53	29	55%	15
DHHS	Hydrogeologist	1	1	100%	4
DHHS	Identification Specialist II	2	2	100%	15
DHHS	Info System Support Spec	1	1	100%	21
DHHS	Intensive Case Manager	21	6	29%	20
DHHS	Maine Care Quality Assur Auditor	3	3	100%	26
DHHS	Management Analyst I	6	6	100%	15
DHHS	Management Analyst II	27	22	81%	19
DHHS	Med Care Coordinator	4	4	100%	21
DHHS	Med Records Administrator	2	1	50%	15
DHHS	Med Surveillance & Util Supv	1	1	100%	12
DHHS	Medical Support Spec Claims	1	1	100%	15
DHHS	Medical Support Spec Records	1	1	100%	43
DHHS	Mental Health Worker III	16	1	6%	12
DHHS	Mental Health Worker IV	6	1	17%	10
DHHS	Mgr Diversity Equity & Inclus	1	1	100%	34
DHHS	MD & DD Caseworker	8	7	88%	21
DHHS	Microbiologist Supv	1	1	100%	55
DHHS	Nurse III	2	1	50%	82
DHHS	Office Assistant II	67	24	36%	15
DHHS	Office Associate I	4	3	75%	8
DHHS	Office Associate II	97	60	62%	15
DHHS	Office Associate II Supv	7	5	71%	10
DHHS	Office Specialist I	9	5	56%	13
DHHS	Office Specialist I Manager	4	2	50%	13

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DHHS	Office Specialist II	3	3	100%	19
DHHS	Operations Manager	1	1	100%	30
DHHS	Planning & Research Assoc I	5	4	80%	9
DHHS	Planning & Research Assoc II	8	7	88%	25
DHHS	Prog Admin Family Independence	5	4	80%	30
DHHS	Program Audit Manager	3	2	67%	9
DHHS	Provider Relations Specialist	11	11	100%	13
DHHS	Psychologist III	5	1	20%	22
DHHS	Public Health Educator II	1	1	100%	30
DHHS	Public Health Educator III	7	7	100%	25
DHHS	Public Health Inspector I	2	1	50%	0
DHHS	Public Health Nurse Consultant	3	2	67%	5
DHHS	Public Health Nurse I	5	3	60%	18
DHHS	Public Health Nurse II	11	6	55%	22
DHHS	Public Health Nurse Supv	4	2	50%	48
DHHS	Public Service Coordinator I	9	6	67%	34
DHHS	Public Service Coordinator II	8	6	75%	31
DHHS	Public Service Coordinator III	2	2	100%	37
DHHS	Public Service Executive II	3	1	33%	2
DHHS	Public Service Executive III	2	2	100%	5
DHHS	Public Service Manager I	6	5	83%	42
DHHS	Public Service Manager II	61	42	69%	27
DHHS	Public Service Manager III	23	18	78%	34
DHHS	Quality Assurance Officer	2	2	100%	40
DHHS	Regional Supervisor	2	2	100%	35
DHHS	Reimbursement Specialist	10	8	80%	16
DHHS	Resource Development Mgr	1	1	100%	7
DHHS	Sanitary Engineer III	1	1	100%	13

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DHHS	Secretary Associate	3	2	67%	15
DHHS	Secretary Legal	1	1	100%	3
DHHS	Secretary Medical	2	1	50%	46
DHHS	Secretary Specialist	4	1	25%	8
DHHS	Secretary Specialist Supv	2	1	50%	5
DHHS	Senior Auditor	6	6	100%	38
DHHS	Senior Environmental Engineer	1	1	100%	25
DHHS	Senior Hlth Care Fin Analyst	2	2	100%	9
DHHS	Senior Planner	7	7	100%	26
DHHS	Senior Staff Accountant	1	1	100%	5
DHHS	Social Services Supervisor	6	5	83%	21
DHHS	Social Servs Manager I	21	20	95%	24
DHHS	Social Servs Program Mgr	18	16	89%	20
DHHS	Social Servs Program Spec I	38	24	63%	25
DHHS	Social Servs Program Spec II	41	33	80%	22
DHHS	Soils Site Evaluator	1	1	100%	14
DHHS	Sr Health Program Manager	10	7	70%	18
DHHS	Staff Accountant	1	1	100%	20
DHHS	Staff Auditor I	3	3	100%	18
DHHS	Staff Auditor II	5	5	100%	25
DHHS	Staff Development Coordinator	1	1	100%	20
DHHS	Statistician I	1	1	100%	10
DHHS	Substance Abuse Program Counselor	2	2	100%	21
DHHS	Substance Abuse Program Spec	2	2	100%	17
DHHS	Support Enforce District Supv	7	4	57%	24
DHHS	Support Enforce Reg Mgr	2	1	50%	28
DHHS	Supv Data & Research	2	2	100%	19
DHHS	Supv Professional Claims Rev	1	1	100%	10

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
DHHS	Toxicologist	1	1	100%	1
Dirigo Health	Public Service Manager I	1	1	100%	52
District Attorneys	Asst District Attorney	69	42	61%	26
District Attorneys	District Attorney	1	1	100%	18
Exec Dept: Office of The Governor	Governor's Special Assistant	5	1	20%	8
Exec Dept: Office of The Governor	Public Service Coordinator II	1	1	100%	56
Exec Dept: Office of The Governor	Public Service Executive II	1	1	100%	2
Exec Dept: Office of The Governor	Secretary Specialist	1	1	100%	1
Exec Dept: Public Advocate	Economic Analyst	1	1	100%	53
Exec Dept: Public Advocate	Government Intern	1	1	100%	58
Exec Dept: Public Advocate	Public Service Coordinator I	1	1	100%	13
Exec Dept: Public Advocate	Public Service Coordinator III	1	1	100%	40
Exec Dept: Public Advocate	Public Service Manager I	1	1	100%	70
Exec Dept: Public Advocate	Spec Asst To The Public Advocate	1	1	100%	11
Long Creek Youth Dev Ctr	Comprehensive Health Plan I	1	1	100%	72
Long Creek Youth Dev Ctr	Correctional Compliance Prg Spec	1	1	100%	20
Long Creek Youth Dev Ctr	Dir Class & Collateral Svcs	1	1	100%	5
Long Creek Youth Dev Ctr	Public Service Manager I	1	1	100%	35
Long Creek Youth Dev Ctr	Teacher Ms Juvenile	4	1	25%	34
Maine Arts Commission	Dir Special Projects	2	2	100%	16
Maine Arts Commission	Office Associate I	1	1	100%	0
Maine Arts Commission	Public Service Coordinator I	3	3	100%	7
Maine Comm on Indigent Legal Services	Office Associate I	1	1	100%	58
Maine Comm on Indigent Legal Services	Public Service Manager II	1	1	100%	51
Maine Correctional Center	Asst Classification Officer	2	1	50%	14
Maine Correctional Center	Community Programs Coordinator	2	1	50%	34
Maine Correctional Center	Correctional Caseworker	2	1	50%	8
Maine Correctional Center	Correctional Chaplain	1	1	100%	21

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Maine Correctional Center	Office Specialist I	3	2	67%	46
Maine Correctional Center	Public Service Manager II	3	1	33%	50
Maine Correctional Center	Teacher Ms+30	2	1	50%	35
Maine Correctional Center	Voc Trades Instructor Bs	3	2	67%	24
Maine Health Data Organization	Comprehensive Health Plan II	2	1	50%	32
Maine Historic Preservation Comm	Archaeology Technician III	1	1	100%	32
Maine Historic Preservation Comm	Historic Preservationist Coord	3	2	67%	32
Maine Human Rights Commission	Me Human Rights Investigator	1	1	100%	23
Maine Human Rights Commission	Me Human Rights Investigator Supv	1	1	100%	12
Maine Human Rights Commission	Public Service Coordinator III	1	1	100%	1
Maine State Library	Customer Rep Assistant II	8	2	25%	36
Maine State Library	Interlibrary Loan Coordinator	1	1	100%	2
Maine State Library	Librarian - Core Services	5	2	40%	21
Maine State Library	Librarian - Generalist	5	2	40%	41
Maine State Library	Librarian - Specialized Services	4	4	100%	32
Maine State Library	Librarian III	5	4	80%	11
Maine State Library	Library Section Supervisor	2	2	100%	1
Maine State Library	Office Associate II	2	1	50%	25
Maine State Library	Public Service Coordinator III	1	1	100%	5
Maine State Library	Public Service Manager II	3	2	67%	37
Maine State Museum	Museum Educational Prog Spec I	1	1	100%	20
Maine State Museum	Museum Educational Prog Spec II	1	1	100%	26
Maine State Museum	Museum Specialist II	4	2	50%	58
Maine State Museum	Museum Specialist III	6	2	33%	13
Maine State Museum	Office Associate II	1	1	100%	10
Maine State Prison	Classification Officer	1	1	100%	10
Maine State Prison	Corr Care & Treatment Wkr	9	1	11%	25
Maine State Prison	Correctional Corporal	2	2	100%	85

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Maine State Prison	Correctional Officer	41	1	2%	31
Maine State Prison	Corrections Unit Manager	3	2	67%	26
Maine State Prison	Office Associate II	7	1	14%	35
MDOT Highway Crew	Customer Rep Assoc I Comm	3	1	33%	14
MDOT Highway Crew	Transportation Crew Leader	46	5	11%	23
MDOT Highway Crew	Transportation Crew Supervisor	40	4	10%	15
MDOT Highway Crew	Transportation Crew Technician	5	4	80%	11
MDOT Highway Crew	Transportation Worker III	13	1	8%	20
Office of the State Auditor	Office Associate II	1	1	100%	2
Office of the State Auditor	Principal Auditor	3	2	67%	8
Office of the State Auditor	Public Service Executive II	1	1	100%	10
Office of the State Auditor	Public Service Manager II	5	5	100%	24
Office of the State Auditor	Senior Auditor	5	1	20%	14
Office of the State Auditor	Senior Auditor-IT Bus Sys	1	1	100%	3
Office of the State Auditor	Staff Auditor I	2	1	50%	22
Office of the State Auditor	Staff Auditor II	3	3	100%	2
Office of the State Auditor	Staff Auditor II – IT Bus Sys	1	1	100%	2
Public Utilities Commission	Dir. Special Projects	1	1	100%	4
Public Utilities Commission	E-911 Database Manager	1	1	100%	6
Public Utilities Commission	GIS Coordinator	2	2	100%	21
Public Utilities Commission	Management Analyst I	1	1	100%	6
Public Utilities Commission	Management Analyst II	1	1	100%	50
Public Utilities Commission	Office Associate II	1	1	100%	2
Public Utilities Commission	Office Specialist I	1	1	100%	3
Public Utilities Commission	Public Service Coordinator III	19	18	95%	31
Public Utilities Commission	Public Service Executive III	4	2	50%	8
Public Utilities Commission	Public Service Manager III	1	1	100%	9
Public Utilities Commission	Secretary	1	1	100%	3

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Public Utilities Commission	Secretary Associate Legal	1	1	100%	16
Public Utilities Commission	Senior Consumer Asst Spec	6	5	83%	27
Public Utilities Commission	Staff Attorney	4	4	100%	36
Public Utilities Commission	Systems Team Leader	1	1	100%	44
Secretary of State	Accounting Associate II	3	1	33%	1
Secretary of State	Archivist III	2	2	100%	45
Secretary of State	Asst M V Hearings Examiner	1	1	100%	68
Secretary of State	Auditor I	1	1	100%	89
Secretary of State	Auditor II	1	1	100%	17
Secretary of State	Auditor III	1	1	100%	10
Secretary of State	Clerk IV	12	4	33%	16
Secretary of State	Cust Rep Assoc II Supv	4	1	25%	22
Secretary of State	Customer Rep Assoc II	29	11	38%	9
Secretary of State	Customer Rep Assoc II - MCS	3	1	33%	17
Secretary of State	Customer Rep Assoc II- MV	42	3	7%	23
Secretary of State	Customer Rep Associate I	11	3	27%	19
Secretary of State	Dep Secretary of State	2	2	100%	34
Secretary of State	District Tax Audit Manager	1	1	100%	36
Secretary of State	Elections Coordinator	2	2	100%	51
Secretary of State	Hearings Examiner	2	1	50%	77
Secretary of State	Inventory & Property Assoc II	1	1	100%	15
Secretary of State	Management Analyst I	1	1	100%	15
Secretary of State	Management Analyst II	1	1	100%	21
Secretary of State	Motorcycle Safety Program Coord	1	1	100%	15
Secretary of State	Office Associate I	4	3	75%	14
Secretary of State	Office Associate II	6	2	33%	11
Secretary of State	Office Specialist I	12	4	33%	17
Secretary of State	Office Specialist II	2	1	50%	5

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Secretary of State	Public Health Educator III	1	1	100%	15
Secretary of State	Public Service Coordinator I	3	2	67%	18
Secretary of State	Public Service Executive II	1	1	100%	7
Secretary of State	Public Service Manager II	7	6	86%	30
Secretary of State	Secretary Associate	1	1	100%	9
Secretary of State	Secretary Associate Legal	1	1	100%	10
Secretary of State	Secretary Specialist	2	1	50%	19
Secretary of State	Senior Programmer Analyst	2	2	100%	15
Secretary of State	Senior Revenue Agent	2	1	50%	28
Secretary of State	Senior Technical Support Spec	2	1	50%	13
Secretary of State	Staff Attorney	1	1	100%	65
Secretary of State	Systems Analyst	1	1	100%	20
Secretary of State	Secretary Specialist	1	1	100%	7
Secretary of State	Accounting Analyst	1	1	100%	4
Secretary of State	Dir Special Projects	1	1	100%	23
Secretary of State	Management Analyst II	1	1	100%	34
Secretary of State	Office Associate II	2	2	100%	18
Secretary of State	Office Specialist I	3	3	100%	22
Secretary of State	Office Specialist II	1	1	100%	30
Secretary of State	Public Service Executive I	1	1	100%	11
Secretary of State	Public Service Manager I	1	1	100%	3
Secretary of State	Senior Staff Accountant	1	1	100%	1
Secretary of State	Staff Accountant	2	1	50%	18
Workers' Compensation Board	Asst To The Gen Counsel WCB	1	1	100%	4
Workers' Compensation Board	Auditor II	1	1	100%	5
Workers' Compensation Board	Business Manager I	4	2	50%	8
Workers' Compensation Board	Claims Resolution Specialist	1	1	100%	19
Workers' Compensation Board	Clerk IV	4	3	75%	7

Department	Responding Job Titles	# of Responding Incumbents	# of Responding Incumbents That Can Telework	% of Responding Incumbents That Can Telework	Average One-Way Commute Distance For Responding Incumbents Who Can Telework
Workers' Compensation Board	Mediator WCB	2	1	50%	58
Workers' Compensation Board	Office Associate II	8	6	75%	12
Workers' Compensation Board	Office Specialist I	2	1	50%	6
Workers' Compensation Board	Office Specialist II	2	2	100%	32
Workers' Compensation Board	Paralegal	5	3	60%	20
Workers' Compensation Board	Public Service Executive III	4	3	75%	38
Workers' Compensation Board	Public Service Manager II	2	2	100%	53
Workers' Compensation Board	Secretary Legal	10	5	50%	12
Workers' Compensation Board	Secretary Specialist	1	1	100%	35
Workers' Compensation Board	WC Abuse Advocate	1	1	100%	15
Workers' Compensation Board	WC Abuse Attorney Advocate	2	2	100%	11
Workers' Compensation Board	WC Deputy Sr Staff Attorney	1	1	100%	15
Workers' Compensation Board	Workers Comp Advocate	1	1	100%	33

Appendix C

State Vehicle Use

Based on employee questionnaire submittals, State vehicle usage by employees whose job is susceptible to telework follows. Note that jobs which did not include usage of a State vehicle have been removed.

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Attorney General	Asst Attorney General	49	1
Attorney General	Dep Attorney General	3	1
Attorney General	Dir Investigations	1	1
Attorney General	Medicolegal Death Investigator II	1	1
Attorney General	Office Administrator-CME	2	1
Attorney General	Senior Attorney General Detective	1	1
Attorney General	Attorney General Detective	6	6
Charleston Correctional Facility	Correctional Officer	1	1
Charleston Correctional facility	Corr Care & Treatment Wkr	3	2
Department of Labor	Casework Supervisor	4	1
Department of Labor	Chief Labor/Safety Inspector	1	1
Department of Labor	Labor Program Specialist	3	1
Department of Labor	Occ Hlth & Safety Prog Supv	2	1
Department of Labor	Policy Development Specialist	1	1
Department of Labor	Program Mgr Employment & Trg	5	1
Department of Labor	Public Service Manager I	1	1
Department of Labor	Rehab Consultant	4	1
Department of Labor	Statistical Program Supervisor	1	1
Department of Labor	Workplace Safety & Health Manager	1	1
Department of Labor	Rehab Services Manager	4	2
Department of Labor	Public Service Manager II	9	4
Department of Labor	Rehab Counselor I	9	4
Department of Labor	Careercenter Consultant	28	5
Department of Labor	Rehab Counselor II	38	7
Department of Marine Resources	Conservation Aide	1	1
Department of Marine Resources	Marine Resource Scientist IV	1	1
Department of marine resources	Marine Resource Specialist I	1	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Department of Marine Resources	Office Specialist II	1	1
Department of Marine Resources	Public Service Coordinator I	3	1
Department of Marine Resources	Public Service Executive II	4	1
Department of Marine Resources	Senior Seafood Inspector	1	1
Department of Marine Resources	Resource Management Coordinator	7	2
Department of Marine Resources	Marine Resource Scientist I	3	3
Department of Marine Resources	Marine Resource Specialist II	4	3
Department of Marine Resources	Marine Resource Scientist III	7	4
Department of Marine Resources	Marine Resource Scientist II	13	12
Department of Public Safety	Business Systems Administrator	3	1
Department of Public Safety	Dep Chief Maine State Police	1	1
Department of Public Safety	Dir ME Criminal Justice Aca	1	1
Department of Public Safety	Dir ME Drug Enforcement Agency	1	1
Department of Public Safety	DNA Forensic Analyst	1	1
Department of Public Safety	Emergency Medical Educ Trg Coord	2	1
Department of Public Safety	Human Services Enforcement Agt	1	1
Department of Public Safety	Motor Carrier Inspections Supv	1	1
Department of Public Safety	Motor Carrier Inspector	1	1
Department of Public Safety	Office Specialist I	1	1
Department of Public Safety	Public Safety Inspector III	1	1
Department of Public Safety	SBI Specialist	2	1
Department of Public Safety	State Police Corporal	1	1
Department of Public Safety	Office Associate II	13	2
Department of Public Safety	Computer Forensic Analyst	4	3
Department of Public Safety	Highway Safety Coordinator	3	3
Department of Public Safety	Public Safety Inspector II	3	3
Department of Public Safety	State Police Trooper	3	3
Department of Public Safety	State Police Lieutenant	4	4
Department of Public Safety	Public Service Manager II	5	5
Department of Public Safety	State Police Detective	6	5
Department of Public Safety	State Police Sergeant-E	8	8
Department of Transportation	Biologist I	4	1
Department of Transportation	Biologist III	1	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Department of Transportation	Contract/grant Spec	9	1
Department of Transportation	Environmental Specialist IV	3	1
Department of Transportation	Field Investigator	1	1
Department of Transportation	GIS Coordinator	2	1
Department of Transportation	Maintenance Mech Supervisor	1	1
Department of Transportation	Management Analyst II	2	1
Department of Transportation	Manager Trans Investigations	1	1
Department of Transportation	Photographer II	1	1
Department of Transportation	Planning & Research Assoc I	3	1
Department of Transportation	Policy Development Specialist	7	1
Department of Transportation	Public Service Manager I	3	1
Department of Transportation	Right/way Control Technician	1	1
Department of Transportation	Soils Research Scientist	2	1
Department of Transportation	Transportation Crew Technician	1	1
Department of Transportation	Transportation Ping Analyst	5	1
Department of Transportation	Transportation Ping Spec	8	1
Department of Transportation	Environmental Specialist III	2	2
Department of Transportation	Inventory & Property Assoc II	2	2
Department of Transportation	Public Service Manager III	19	2
Department of Transportation	State Projects Constructors Supt	2	2
Department of Transportation	Assistant Technician	7	3
Department of Transportation	Transportation Engineer III	13	3
Department of Transportation	Occupational Safety Specialist	4	4
Department of Transportation	Public Service Coordinator I	8	4
Department of Transportation	Project Manager	11	5
Department of Transportation	Public Service Manager II	16	5
Department of Transportation	Technician	19	6
Department of Transportation	Senior Technician	31	9
Department of Transportation	Transportation Operations Manager	10	9
Dept of Admin & Financial Services	Clerk IV	1	1
Dept of Admin & Financial Services	Dir of Bldg Control Operations	1	1
Dept of Admin & Financial Services	District Tax Audit Manager	3	1
Dept of Admin & Financial Services	Lottery Field Supervisor	1	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Dept of Admin & Financial Services	Lottery Security Operation Spc	1	1
Dept of Admin & Financial Services	Maintenance Mech Supervisor	1	1
Dept of Admin & Financial Services	Project Manager	1	1
Dept of Admin & Financial Services	Public Service Coordinator I	26	1
Dept of Admin & Financial Services	Public Service Coordinator II	15	1
Dept of Admin & Financial Services	Secretary Associate	2	1
Dept of Admin & Financial Services	Senior Property Appraiser	2	1
Dept of Admin & Financial Services	Fleet Support Specialist	2	2
Dept of Admin & Financial Services	Office Specialist I	9	2
Dept of Admin & Financial Services	Principal Revenue Agent	8	2
Dept of Admin & Financial Services	Public Service Manager II	37	2
Dept of Admin & Financial Services	Public Service Manager III	21	2
Dept of Admin & Financial Services	Technical Support Specialist	9	2
Dept of Admin & Financial Services	Systems Section Manager	14	3
Dept of Admin & Financial Services	Senior Technical Support Spec	16	4
Dept of Admin & Financial Services	Info System Support Spec II	27	5
Dept of Admin & Financial Services	Senior Info Sys/Supp Spec	13	5
Dept of Admin & Financial Services	Info System Support Spec	12	6
Dept of Agri, Cons, & Forestry	Asst Horticulturist	1	1
Dept of Agri, Cons, & Forestry	Asst Park Ranger	1	1
Dept of Agri, Cons, & Forestry	Biologist I	3	1
Dept of Agri, Cons, & Forestry	Chemist III	1	1
Dept of Agri, Cons, & Forestry	Dir Earth Resources Info	1	1
Dept of Agri, Cons, & Forestry	Dir ME Conservation Corps	1	1
Dept of Agri, Cons, & Forestry	District Humane Agent	1	1
Dept of Agri, Cons, & Forestry	Entomologist I	1	1
Dept of Agri, Cons, & Forestry	Entomologist II	1	1
Dept of Agri, Cons, & Forestry	Environmental Specialist IV	3	1
Dept of Agri, Cons, & Forestry	Exec Dir ME Land Use Reg Comm	1	1
Dept of Agri, Cons, & Forestry	Food Inspection Supervisor	1	1
Dept of Agri, Cons, & Forestry	Forest Ranger II	1	1
Dept of Agri, Cons, & Forestry	Forester I	1	1
Dept of Agri, Cons, & Forestry	Inspection Process Analyst Coord	2	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Dept of Agri, Cons, & Forestry	Office Specialist II	1	1
Dept of Agri, Cons, & Forestry	Outdoor Recreation Planner	1	1
Dept of Agri, Cons, & Forestry	Park Manager I	1	1
Dept of Agri, Cons, & Forestry	Park Manager II	1	1
Dept of Agri, Cons, & Forestry	Policy Development Specialist	2	1
Dept of Agri, Cons, & Forestry	Professional Licensing Supervisor	1	1
Dept of Agri, Cons, & Forestry	Public Service Executive II	2	1
Dept of Agri, Cons, & Forestry	Public Service Manager III	2	1
Dept of Agri, Cons, & Forestry	Secretary Specialist Supv	1	1
Dept of Agri, Cons, & Forestry	Senior Technician	1	1
Dept of Agri, Cons, & Forestry	State Veterinarian	1	1
Dept of Agri, Cons, & Forestry	Supv Outdoor Recreation	1	1
Dept of Agri, Cons, & Forestry	TEFAP Director	1	1
Dept of Agri, Cons, & Forestry	Agricultural Promotional Coord	3	2
Dept of Agri, Cons, & Forestry	Biologist II	2	2
Dept of Agri, Cons, & Forestry	Chief Planner	3	2
Dept of Agri, Cons, & Forestry	Entomologist III	2	2
Dept of Agri, Cons, & Forestry	Hydrogeologist	2	2
Dept of Agri, Cons, & Forestry	Marine Geologist	2	2
Dept of Agri, Cons, & Forestry	Office Associate II	13	2
Dept of Agri, Cons, & Forestry	Planning & Research Assoc II	2	2
Dept of Agri, Cons, & Forestry	Senior Geologist	2	2
Dept of Agri, Cons, & Forestry	Environmental Specialist II	3	3
Dept of Agri, Cons, & Forestry	Environmental Specialist III	6	6
Dept of Agri, Cons, & Forestry	Public Service Manager II	8	7
Dept of Agri, Cons, & Forestry	Senior Planner	13	8
Dept of Corrections: Central Office	Correctional Compliance Monitor	1	1
Dept of Corrections: Central Office	Office Specialist I	2	1
Dept of Corrections: Central Office	Public Service Coordinator I	2	1
Dept of Corrections: Central Office	Probation Officer Assistant	2	2
Dept of Corrections: Central Office	Public Service Manager I	3	3
Dept of Corrections: Central Office	Public Service Manager II	6	4
Dept of Corrections: Central Office	Probation Officer	7	7

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Dept of Corrections: Central Office	Juvenile Comm. Corrections Officer	15	12
Dept of Defense, Veterans & Emerg Mgmt	Business Systems Administrator	1	1
Dept of Defense, Veterans & Emerg Mgmt	Buyer II	1	1
Dept of Defense, Veterans & Emerg Mgmt	Contract/Grant Spec	1	1
Dept of Defense, Veterans & Emerg Mgmt	Dep Comm Def/Vet & Emer Mgmt	1	1
Dept of Defense, Veterans & Emerg Mgmt	GIS Coordinator	1	1
Dept of Defense, Veterans & Emerg Mgmt	MEMA Communications System Mgr	1	1
Dept of Defense, Veterans & Emerg Mgmt	Office Specialist I	4	1
Dept of Defense, Veterans & Emerg Mgmt	Office Specialist I Mgr Supv	2	1
Dept of Defense, Veterans & Emerg Mgmt	Planning & Research Assoc I	1	1
Dept of Defense, Veterans & Emerg Mgmt	Planning & Research Assoc II	3	1
Dept of Defense, Veterans & Emerg Mgmt	Secretary Associate	1	1
Dept of Defense, Veterans & Emerg Mgmt	Supv Veterans Services	1	1
Dept of Defense, Veterans & Emerg Mgmt	Senior Planner	5	5
Dept of Econ & Comm Development	Public Service Coordinator II	1	1
Dept of Education: Bureaus & Admin	Buyer II	1	1
Dept of Education: Bureaus & Admin	Education Specialist II	5	1
Dept of Education: Bureaus & Admin	Management Analyst II	3	1
Dept of Education: Bureaus & Admin	Public Service Manager II	13	1
Dept of Education: Bureaus & Admin	Public Service Manager III	2	1
Dept of Education: Bureaus & Admin	Education Specialist III	31	2
Dept of Education: Bureaus & Admin	Contract/Grant Spec	5	3
Dept of Education: Unorg Territories	Janitor/Bus Driver	1	1
Dept of Environmental Protection	Certified Envir Hydrogeologist	1	1
Dept of Environmental Protection	Chemist I	1	1
Dept of Environmental Protection	Chemist III	1	1
Dept of Environmental Protection	Dir Bur of Water Quality	1	1
Dept of Environmental Protection	Environmental Eng Svcs Mgr	3	1
Dept of Environmental Protection	Executive Analyst, Bd of Ep	1	1
Dept of Environmental Protection	Office Specialist I	3	1
Dept of Environmental Protection	Programmer Analyst	1	1
Dept of Environmental Protection	Public Service Coordinator I	5	1
Dept of Environmental Protection	Response Support Specialist	1	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Dept of Environmental Protection	Biologist I	2	2
Dept of Environmental Protection	Environmental Engineer Spec	4	2
Dept of Environmental Protection	Environmental Hydrogeology Manager	2	2
Dept of Environmental Protection	Oil Hazard Material Spec II	3	2
Dept of Environmental Protection	Public Service Executive I	3	2
Dept of Environmental Protection	Environmental Hydrogeology Spec	3	3
Dept of Environmental Protection	Biologist II	4	4
Dept of Environmental Protection	Biologist III	5	4
Dept of Environmental Protection	Environmental Hydrogeologist	4	4
Dept of Environmental Protection	Senior Envir Hydrogeologist	5	5
Dept of Environmental Protection	Asst Environmental Engineer	8	6
Dept of Environmental Protection	Senior Environmental Engineer	7	6
Dept of Environmental Protection	Environmental Engineer	8	7
Dept of Environmental Protection	Public Service Manager II	9	8
Dept of Environmental Protection	Environmental Specialist II	14	10
Dept of Environmental Protection	Environmental Specialist IV	24	17
Dept of Environmental Protection	Environmental Specialist III	50	37
Dept of Inland Fisheries & Wildlife	Cartographer	1	1
Dept of Inland Fisheries & Wildlife	Chief Planner	1	1
Dept of Inland Fisheries & Wildlife	Comm Dept of Inland F&W	1	1
Dept of Inland Fisheries & Wildlife	Game Warden	1	1
Dept of Inland Fisheries & Wildlife	Game Warden Specialist	1	1
Dept of Inland Fisheries & Wildlife	GIS Coordinator	1	1
Dept of Inland Fisheries & Wildlife	IF&W Education Coordinator	1	1
Dept of Inland Fisheries & Wildlife	Media & Graphics Supervisor	1	1
Dept of Inland Fisheries & Wildlife	Office Associate II	8	1
Dept of Inland Fisheries & Wildlife	Office Specialist I	2	1
Dept of Inland Fisheries & Wildlife	Supt Fish Hatcheries	1	1
Dept of Inland Fisheries & Wildlife	Game Warden Sergeant	3	3
Dept of Inland Fisheries & Wildlife	Public Service Manager II	3	3
Dept of Inland Fisheries & Wildlife	IF&W Sr Resource Biologist	8	6
Dept of Inland Fisheries & Wildlife	IF&W Resource Supervisor	12	12
Dept of Inland Fisheries & Wildlife	IF&W Resource Biologist	14	13

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Dept of Prof & Financial Regulation	Comprehensive Health Plan I	1	1
Dept of Prof & Financial Regulation	Consumer Asst & Hearing Coord	3	1
Dept of Prof & Financial Regulation	Ex Dir Manufactured Housing Bd	1	1
Dept of Prof & Financial Regulation	Fuel Inspection Supervisor	1	1
Dept of Prof & Financial Regulation	Public Service Coordinator I	1	1
Dept of Prof & Financial Regulation	Senior Securities Examiner	1	1
Dept of Prof & Financial Regulation	Sr Manufactured Housing Inspector	1	1
DFPS Statewide Service Center	Accounting Analyst Supervisor	8	1
DFPS Statewide Service Center	Human Resources Assistant	8	1
DFPS Statewide Service Center	Accounting Support Specialist	7	2
DFPS Statewide Service Center	Public Service Manager I	20	2
DHHS	Asst Dir Div Medicaid/Medicare Svcs	6	1
DHHS	Asst Environmental Engineer	2	1
DHHS	Clinical Social Worker	4	1
DHHS	Comprehensive Health Plan I	8	1
DHHS	Eligibility Specialist	132	1
DHHS	Environmental Eng Svcs Mgr	1	1
DHHS	Environmental Specialist IV	3	1
DHHS	Rehabilitation Aide	1	1
DHHS	Health Program Manager	10	1
DHHS	Hospital Nurse II	1	1
DHHS	Housing Resource Developer	1	1
DHHS	Mental Health Worker III	1	1
DHHS	Nurse III	1	1
DHHS	Planning & Research Assoc II	7	1
DHHS	Public Health Nurse Consultant	2	1
DHHS	Quality Assurance Officer	2	1
DHHS	Senior Environmental Engineer	1	1
DHHS	Soils Site Evaluator	1	1
DHHS	Substance Abuse Program Counselor	2	1
DHHS	Substance Abuse Program Spec	2	1
DHHS	Support Enforce District Supy	4	1
DHHS	Comprehensive Health Plan II	31	2

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
DHHS	DD Resources Coor	8	2
DHHS	Social Servs Program Mgr	16	2
DHHS	Management Analyst II	22	3
DHHS	Mh & DD Caseworker	7	3
DHHS	Office Assistant II	24	3
DHHS	Child Pro Serv Caseworker Supv	26	4
DHHS	Community Care Worker	9	4
DHHS	Environmental Specialist III	13	4
DHHS	Fraud Investigator	4	4
DHHS	Intensive Case Manager	6	4
DHHS	Public Service Manager II	42	4
DHHS	Human Services Enforcement Agt	29	5
DHHS	Office Associate II	60	6
DHHS	Social Servs Program Spec I	24	6
DHHS	Human Services Casework Supv	13	7
DHHS	Provider Relations Specialist	11	8
DHHS	Customer Rep Assoc II - Hs	60	9
DHHS	Social Servs Program Spec II	33	10
DHHS	Human Services Caseworker	55	24
DHHS	Child Pro Serv Caseworker	95	25
Maine Correctional Center	Community Programs Coordinator	1	1
Maine Correctional Center	Office Specialist I	2	1
Maine State Museum	Museum Specialist III	2	1
Maine State Prison	Corr Care & Treatment Wkr	1	1
Maine State Prison	Correctional Officer	1	1
Maine State Prison	Office Associate II	1	1
Maine State Prison	Correctional Corporal	2	2
MDOT Highway Crew	Transportation Worker III	1	1
MDOT Highway Crew	Transportation Crew Leader	5	4
MDOT Highway Crew	Transportation Crew Supervisor	4	4
MDOT Highway Crew	Transportation Crew Technician	4	4
Public Utilities Commission	Dir Special Projects	1	1
Public Utilities Commission	E-911 Database Manager	1	1

Department	Responding Job Titles	# of Responding Incumbents That Can Telework	# of Responding Incumbents That Can Telework and Use a State Vehicle
Public Utilities Commission	Public Service Manager III	1	1
Public Utilities Commission	Staff Development Coordinator	1	1
Public Utilities Commission	Systems Team Leader	1	1
Public Utilities Commission	GIS Coordinator	2	2
Public Utilities Commission	Public Service Coordinator III	18	4
Secretary of State	Auditor I	1	1
Secretary of State	Auditor II	1	1
Secretary of State	Auditor III	1	1
Secretary of State	District Tax Audit Manager	1	1
Secretary of State	Hearings Examiner	1	1
Secretary of State	Motorcycle Safety Program Coord	1	1
Secretary of State	Office Associate II	2	1
Secretary of State	Secretary Associate	1	1
Secretary of State	Senior Motor Vehicle Detective	1	1
Secretary of State	Senior Revenue Agent	1	1
Secretary of State	Senior Technical Support Spec	1	1
Secretary of State	Staff Attorney	1	1
Secretary of State	Customer Rep Assoc II- MV	3	2
Secretary of State	Public Service Manager II	6	2

Appendix D

Market Survey Summary

Of the survey respondents, eight of ten permit some or all of their workforces to telecommute. Of those eight, seven allow all job categories to work remotely based on the employees' ability to complete their assigned tasks. The agency that has limitations allows only non-union division manager and department head level employees to work remotely. One agency imposes procedural limitations on the maximum days an employee can telecommute (less than five days) while the remaining empower individual departments to develop and enforce caps based on the jobs performed by their employees. Six respondents have a formal authorization process while seven supply some form of technology for remote workers. Only two, however, provide reimbursement of supplies for employees who work remotely.

Aside from typical performance standards or the achievement of defined objectives, only two respondents monitor productivity through work logs or specially-defined time sheets. A single agency advertises telework as a benefit to employees while only one has positions designated exclusively as telework as well. As can be expected, many agencies are re-evaluating their telework practices as a result of the pandemic, with five of the eight who permit remote work specifically stating that COVID19 has impacted their approach. One respondent who indicated they don't typically allow telecommuting, is currently making exceptions on a case-by-case basis due to certain medical conditions and jobs that presently lend themselves to remote work to minimize the possibility of exposure. Detailed responses to the telework section of the market survey are included as an appendix to this report.

The Commonwealth of Massachusetts has created a Best Practices guide for their workforce, which can be found at the enclosed link⁴.

⁴ Commonwealth of Massachusetts Human Resources Division. Telework Best Practice Guide, <https://www.mass.gov/guides/telework-best-practice-guide>. Accessed 30 October 2020.

Detailed Market Responses

Telework Practices

Peer	Employees Allowed to Telework	Telework Employee Percentage	Maximum Telework Frequency	Telework Authorization	Technology Supplied	Supplies Reimbursement	Telework Advertised as Benefit
City of Augusta, ME	No	N/A	N/A	N/A	N/A	N/A	N/A
City of Bangor, ME	Yes	20%	Varies	Yes	Yes	Yes	No
City of Portland, ME	Yes	0%	<5x's year	No	Yes	No	No
City of South Portland, ME	No	N/A	N/A	N/A	N/A	N/A	N/A
Cumberland County, ME	Yes	N/A	N/A	N/A	N/A	N/A	N/A
Commonwealth of Massachusetts	Yes	48%	Varies	Yes	Yes	No	No
State of New Hampshire	Yes	N/A	N/A	Yes	Yes	No	No
State of Rhode Island	Yes	Varies	All	Yes	Yes	N/A	No
State of Vermont	Yes	No way to estimate	Varies	Yes	Yes	Yes	No
Federal Government	Yes	The typical Federal teleworker is not away from the office more than one or two days a week, and the vast majority of employees telework on only a situational or ad hoc basis.	45% of teleworkers are situational; 6% monthly; 26% 1-2 days/week; 34% 3+ days/week.	Yes	Yes	N/A	Yes
State of Maine	Yes	Unknown	Neither policy nor rule limits this.	Yes	Yes	Yes	Yes

Data Effective Date:
1/1/2020

Telework Practices (continued)

Peer	Telework Productivity Monitored	Telework Lessons Learned
City of Augusta, ME	N/A	N/A
City of Bangor, ME	Our telework opportunities have largely been tied to COVID-19 and we have a special timesheet to log telework activities.	Majority of telework was in response to COVID-19 and not planned in advance, so having adequate supply of laptops, VPN licenses, printers, etc. was a challenge.
City of Portland, ME	Teleworking from home is limited to non-union division manager and department head level employees and is approved on a case-by-case basis. Requests to work from home usually involve inclement weather, childcare issues, etc.	N/A
City of South Portland, ME	N/A	Post Covid lockdown of March to July, we have reverted to allow work from home only on a case by case basis, mostly re medical and for those positions that lend themselves to such work.
Cumberland County, ME	N/A	Telework is brand new to the County because of the pandemic. Prior to Covid, working from home was very limited. We are unsure if this will continue after the pandemic.
Commonwealth of Massachusetts	Mostly communication between employee and supervisor/manager and observing if goals are being met. Some supervisors may require a work log, but not mandatory.	N/A
State of New Hampshire	Telework arrangements are managed at the agency level under state guidance. Agencies determine which positions, if any, are eligible for telework.	Unknown
State of Rhode Island	Work tasks and projects, corresponding deadlines and the expected work performance will be defined and measured. The teleworker will meet with the supervisor to receive assignments and to review completed work. The teleworker will complete all assigned work according to procedures mutually agreed upon with the supervisor. The teleworker will be required to adhere to those performance standards agreed upon with the supervisor for telecommuting purposes and the evaluation of the employee's job performance will be based on such established standards. The teleworker and supervisor will meet at regular intervals to review the teleworker's work performance. Performance must remain satisfactory to remain a telecommuter.	Telework has expanded during COVID and the rate of teleworkers fluctuates. While there are no specific exclusions by job class, the RI telework policy requires that management conduct an evaluation of the feasibility of telework for each individual, so in practicality there are jobs and categories that aren't suitable for telework. The State of RI established a telework policy effective 6/27/2018.
State of Vermont	No formal means	As a result of the pandemic large numbers of our employees have been Teleworking. I suspect the entire Teleworking policy is going to be updated and looked at an entirely different light going forward.
Federal Government	Agencies may designate a telework coordinator to be responsible for overseeing the day-to-day implementation and operation of telework programs.	N/A
State of Maine	Varies on a case-by-case basis, based on agreements between employees and their supervisors/managers or individual agency policies. There is no single, statewide policy regarding telework.	N/A

Data Effective Date:
11/1/2020

Job Eligible for Telework

Peer	Eligible Categories					Eligible Titles				
	Administrative and Clerical	Professional and Technical	Skilled Trades	Other Blue Collar	Supervisors and Managers	Administrative and Clerical	Professional and Technical	Skilled Trades	Other Blue Collar	Supervisors and Managers
City of Augusta, ME	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Bangor, ME	X	X	N/A	N/A	X	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework	N/A	N/A	Based on ability to complete tasks via telework
City of Portland, ME	N/A	N/A	N/A	N/A	X	N/A	N/A	N/A	N/A	Non-union (exempt) Department Heads and Division Managers Only
City of South Portland, ME	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cumberland County, ME	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Commonwealth of Massachusetts	X	X	N/A	N/A	X	Depends on tasks suitable for telework	Depends on tasks suitable for telework	N/A	N/A	Depends on tasks suitable for telework
State of New Hampshire	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Rhode Island	X	X	X	X	X	Individual review by management is required before approval	Individual review by management is required before approval	Individual review by management is required before approval	Individual review by management is required before approval	Individual review by management is required before approval
State of Vermont	X	X	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework	X	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework	Based on ability to complete tasks via telework
Federal Government	X	X	X	X	X	N/A	N/A	N/A	N/A	N/A
State of Maine	X	X	X	X	X	All	All	All	All	All

Data Effective Date: 11/1/2020

Exclusive Telework Titles

Peer	Exclusive Telework Positions	Exclusive Telework Titles
City of Augusta, ME	N/A	N/A
City of Bangor, ME	No	N/A
City of Portland, ME	No	N/A
City of South Portland, ME	N/A	N/A
Cumberland County, ME	N/A	N/A
Commonwealth of Massachusetts	N/A	Varies greatly depending on agency and the unit the employee works for.
State of New Hampshire	No	We do have field-based positions. Attitudes toward teleworking are changing as a result of many workers now doing so due to COVID-19; we expect some permanent changes in this area in the next year.
State of Rhode Island	No	Telework has expanded significantly during COVID; it has not been advertised in the past as a workplace benefit, however that may change in the future.
State of Vermont	Yes	N/A
Federal Government	N/A	N/A
State of Maine	Yes	Inspectors

Appendix E

Executive Branch Baseline Telework Policy

Department of Administrative and Financial Services

Bureau of Human Resources

As the second largest employer in Maine, we are in a position to be a leader in workplace innovation, environmental stewardship, and economic development. After many years of contemplating the viability and possibility of remote work for State employees, at the onset of the Covid-19 pandemic, a large portion of the State's workforce was moved to ad hoc telework, accelerating us past mere contemplation of telework to full implementation – including an evaluation of the impact of telework for both operations and employees. An ongoing and thoughtful conversation about telework is certain to unfold as we continue to process the unexpected lessons of the pandemic telework experience.

To that end, the Executive Branch of State government has developed a Telework Policy to provide supervisors the framework and expectations for the following:

- Supporting employee wellbeing and work/life balance,
- Recruitment and retention of a skilled workforce,
- Supporting the needs of the public,
- Protecting our climate through lower greenhouse gas emissions and a reduced carbon footprint,
- Protecting State operational and financial interests.

This Bureau of Human Resources Baseline Telework Policy applies to all Departments and agencies of the Executive Branch, and represents the minimum required provisions for all Executive Branch telework policies. If a separately developed Department or agency telework policy is less rigorous or is silent on a provision, the provisions in this policy take precedence. This policy must be provided to all employees seeking telework.

This policy will be evaluated on an ongoing basis and is subject to revision at the discretion of the Bureau of Human Resources. Any revisions will supersede prior versions. Adjustments during a transition period are expected.

This policy is intended to comply with applicable provisions of collective bargaining agreements, civil service rules, work rules, and State and Federal laws. If in any instance a conflict arises, precedence shall be given to the provisions with higher authority.

1. General provisions

- 1.1. Telework is a mutually agreed upon work arrangement where an employee performs assigned duties and authorized activities during their agreed upon telework hours at an agreed upon telework site on a regular or occasional basis. Teleworking is discretionary workplace flexibility based on operational need. Not all employees or positions are eligible to telework.
- 1.2. A Telework Authorization may be adjusted or terminated in response to a request from the employee or at the discretion of the supervisor. A Telework Authorization can be adjusted or terminated for reasons including but not limited to: if an employee's performance does not meet expectations, if the teleworking arrangement fails to meet organizational needs, including if the employee is unable to perform their work in a safe, effective and secure manner, or if the employee fails to meet the requirements of their Telework Authorization and this policy. Eligible employees may be allowed to telework part time or full time, based on employee request, operational need, supervisory, and leadership approval as required by an employee's Department or agency.
- 1.3. Two types of Telework Authorizations are available:
 - *Regular telework:* Regular Telework Authorizations are for an ongoing agreed upon work schedule. Teleworking days and hours will be determined in advance and, in general and based on operational need, will not vary. The arrangement can last for a defined period or can continue indefinitely with regular review.

- *Occasional telework:* Occasional Telework Authorizations are approved on a case-by-case basis, are infrequent, and not regularly scheduled. Occasional telework can allow employees flexibility to attend appointments, continue to perform work during workplace disruptions including emergency situations, or provide uninterrupted time for project work.
- 1.4. Telework employees may or may not be assigned a permanently designated workspace at their headquarters location. Supervisors will assign employee workspaces when Telework Authorizations are reviewed. Generally, workspaces will fall into three categories:
 - Dedicated, permanently assigned, workspaces that are not shared;
 - Dedicated, permanently assigned workspaces that are shared, where 2 or more staff members “rotate” use on a set schedule; and
 - “Drop in” or “hoteling” spaces that consist of unassigned seating that is available either on a first-come, first-served basis, or is reserved in advance.
 - 1.5. A Telework Authorization does not represent an official assignment of headquarters (different rules apply to employees with an official assignment of headquarters at their home). The employee’s official headquarters will remain the office location where the employee is generally expected to report for on-site work, whether or not the employee has a dedicated, permanently assigned workspace at that location, and regardless of the number of days per week the employee is expected to report to that location. When an employee commutes to their official headquarters location, mileage between the employee’s telework location and official headquarters is not reimbursable.
 - 1.6. For Telework Authorizations, an employee will designate an area as a telework workspace that allows for privacy and confidentiality of work and is removed from other distractions at the telework location. The employee must maintain the designated workspace in a safe condition, free from hazards and other dangers. The employee will work at the designated telework location during their agreed upon work schedule, unless they have received prior written approval to temporarily work elsewhere.
 - 1.7. Teleworkers are covered under the State of Maine Workers Compensation Act when performing official duties in the agreed upon telework workspace. If an employee becomes injured while performing their duties via teleworking, they must report the injury to their supervisor immediately.
 - 1.8. The teleworker must protect State-owned equipment from possible theft and/or damage and ensure the security of all official or confidential data and documents. Appropriate IT, data and document security and safety requirements will be established to ensure the security of confidential information during storage, transfer, or use at a telework site.
 - 1.9. Operating costs associated with an employee’s use of a telework location or use of personal equipment at a telework location, including but not limited to maintenance, insurance and utilities, are not reimbursable by the State. The State is not liable for damages to an employee’s personal or real property while an employee is teleworking.
 - 1.10. The employee is responsible for determining any income tax implications of maintaining a telework site at their home (home office). The State will not provide tax guidance; employees are encouraged to consult with a qualified tax professional to discuss income tax implications.
 - 1.11. State owned equipment in use at an agreed upon telework location will be covered by an agency’s insurance through the Office of the State Controller, Risk Management division, subject to relevant terms and conditions including the responsibility of the employee to ensure the equipment is adequately safeguarded and secured. Teleworkers should consult with their personal insurance agent to ensure there are no coverage deficiencies or adverse impacts to personal property or liability insurance.
 - 1.12. Telework Authorizations are intended for employees who live within regular and reasonable commuting distance of their headquarters office. A request for a Telework Authorization for an employee residing outside of the State of Maine must be reviewed and approved in advance by the Bureau of Human Resources, due to the complexity of labor laws, tax requirements, and other rules and regulations. An employee with an existing Telework Authorization that moves outside of the State

of Maine must obtain prior approval to continue teleworking from BHR and leadership as required by an employee's Department or agency.

- 1.13. Employee performance and productivity is subject to supervision and monitoring whether the employee is working on-site or teleworking. When an employee is teleworking, supervision and monitoring may include remote options such as electronic monitoring of computer activity (with HR approval). The State reserves the right to visit employees at agreed upon telework locations to assess performance, productivity, safety, security, and compliance with this telework policy. Any visits to telework sites will be coordinated with the appropriate human resources staff.

2. Eligibility

- 2.1. Positions eligible for telework are assessed according to the functions and duties of the position. Positions eligible for telework are those involving tasks and work activities that are portable, measurable, and not dependent on the employee being in the traditional worksite and are conducive to supervisory oversight at the telework site.
- 2.2. To be eligible for telework, employees must demonstrate: dependability, ability to handle responsibility, ability to self-motivate, ability to prioritize work effectively, ability to utilize good time-management skills, ability to work with their supervisor to clearly define tasks and performance expectations appropriate for telework, and ability to establish an appropriate telework workspace.
- 2.3. Positions not eligible for telework are those that involve tasks not suitably performed away from the office. This can include but is not limited to: positions that require an employee's physical presence to perform the functions and duties of the position; use of classified data or access to material that cannot be removed from the office; frequent attendance at critical in-person meetings; work activities that if performed away from the office would create an undue burden for on-site staff.

3. Scheduling, time and attendance:

- 3.1. Teleworking days and hours will be determined in advance and, in general and based on operational need, will not vary. Teleworkers are expected to adhere to their agreed upon work schedule and telework hours as approved by their supervisor; schedules will be developed based on operational need and number of employees requesting telework. Occasional, non-recurring schedule changes may be approved by an employee's supervisor on a case-by-case basis, based on operational need and availability of workspace. Long term or permanent changes to the telework schedule will require an updated Telework authorization and must be approved by the supervisor in advance.
- 3.2. An employee's manager or supervisor may, based on operational need, require the employee to work from their headquarters location on a regularly scheduled telework day. Advance notice will be provided when possible, however, if unforeseen circumstances arise an employee may be required to report to their headquarters location during agreed upon telework hours with little or no advance notice. When employees are required to work from headquarters on a scheduled telework day, supervisors may (but are not required to) approve an employee request to reschedule the telework day, subject to operational requirements.
- 3.3. Employees are required to participate in meetings regardless of work location and may be required to attend meetings in person. Teleworking employees shall not request to reschedule meetings based on their telework schedule. An employee is not permitted to delegate normally assigned duties to co-workers because the employee is unable to complete the task as a result of teleworking or does not have access to the necessary equipment at the telework site.
- 3.4. Except when engaged in other work-related activity, teleworkers must be reachable and responsive during their agreed upon telework hours via Teams/chat, phone, email, or other agreed upon method.
- 3.5. Teleworkers are required to provide their supervisor with access to an up to date schedule including details regarding work schedule and times available and unavailable, via their Outlook calendar or other agreed upon method.

- 3.6. Teleworking employees are expected to be focused on their work, in a dedicated space, and must not be responsible for caring for children or others during their scheduled work hours. Time spent taking care of household tasks or personal business is not considered time worked.
- 3.7. Time spent teleworking must be reported in the same manner as if the employee were working at their assigned headquarters. Employees who telework are subject to standard overtime provisions; overtime may only be worked when approved in advance by a supervisor.
- 3.8. Should technical or other difficulties arise while teleworking, such as loss of internet, loss of power, increased telework location distractions, etc. the teleworker must notify their supervisor and begin alternate work arrangements. A teleworker must work with their supervisor in advance to establish alternate work arrangements which may include reporting to their headquarters location if space allows, adjusting their work schedule for the day, or ensuring that the teleworker has work with them that can be accomplished without internet connectivity.
- 3.9. In general, time spent commuting to a headquarters location is not considered time worked, even if the employee was scheduled to telework that day.

4. Disruptions to State services

- 4.1. Certain situations may result in disruption of commuting and/or government operations, and may require closure of State offices or a delayed arrival or early release authorization. These situations might be forecasted or unexpected and could occur due to a wide range of events, including but not limited to: building maintenance issues, network outages, security issues, weather events, natural disasters, and local or national declared emergencies.
- 4.2. All employees approved for regular or occasional telework are required to be prepared to work at their agreed upon telework site during forecasted disruptive situations. Teleworkers will be required to transport laptops, portable equipment and any materials required to perform job functions to their telework location when a disruption is expected.
- 4.3. Supervisors may require designated teleworkers to transport laptops, portable equipment and any materials required to perform job functions to their telework location on a daily basis, in preparation for any unknown disruptive situation that may occur, as an integral part of the State's effort to ensure continuity of operations.
- 4.4. If the situation results in technical or other difficulties such as loss of internet, power, heat, school closures, etc., teleworkers must notify their supervisor and begin previously agreed upon alternate work arrangements. In cases where safe and productive alternate work is not possible, an agency in coordination with human resources may grant administrative leave to a teleworker on a case by case basis as appropriate.

5. Equipment and supplies

- 5.1. The State will not be responsible for furnishing or maintaining a telework site workspace; however the State is working to develop special employee-only Surplus Property sales and will negotiate with vendors to make every effort to obtain government pricing for State employees to purchase items necessary for telework space.
- 5.2. The State will only assign one set of IT equipment to an employee, based on the nature and type of work performed and as approved by a supervisor; this can include a laptop, docking station, keyboard, mouse, appropriate number of monitors, printer, etc. If an employee has a designated workspace and equipment at their headquarters location, they will not be provided duplicate equipment for a telework location. A detailed inventory will be maintained of any equipment removed from an employee's headquarters location to a telework worksite.
- 5.3. Office supplies such as paper, pens, etc. should be obtained at an employee's official headquarters, and the teleworker may take such supplies as are necessary to perform job functions and may not be used for personal activities; if an employee chooses to purchase supplies, out-of-pocket expenses will not be reimbursed.

- 5.4. State-owned equipment or State-provided telework services must be used for official purposes only and use must comply with MaineIT's User Device and Commodity Policy and BHR's Acceptable Use Policy.
- 5.5. Family members and friends of teleworkers are not authorized to use State-owned equipment.
- 5.6. All State-owned equipment must be returned at the conclusion of the Telework Authorization, termination of employment, or at the department or agency's request.

6. Security considerations

- 6.1. Failure to comply with any security policies, procedures and guidelines may result in immediate termination of a Telework Authorization.
- 6.2. Scheduled telework must be performed using State-owned equipment, including printers, or personally owned equipment with appropriate security measures employed by MaineIT.
- 6.3. Security of all State data and protection of State-owned equipment and property containing confidential information will be ensured by the teleworker.
- 6.4. Materials and workspace must be secured when not working if the employee works with any Personally Identifiable Information (PII), Federal Tax Information (FTI), or other confidential or sensitive information.

7. Responsibilities

7.1. Departmental / agency leadership's, supervisors' and managers' responsibilities:

- a. Determine which of their positions might be eligible for telework.
- b. Determine whether employees requesting telework are in an eligible position and meet minimum requirements to be eligible for telework.
- c. Evaluate on-site workspace needs.
- d. Ensure there is adequate coverage to enable operations to continue to be carried out in an efficient and economical manner.
- e. Ensure procedures are in place to maintain effective communication across members of a workgroup and with other workgroups.
- f. Work with agency leadership to approve or disapprove requests for telework, and document in writing the basis for disapproval or termination of telework.
- g. Complete required training for performance management and mentoring of teleworkers.
- h. Ensure that telework staff remain connected and effective members of the workgroup.
- i. Ensure tracking and accountability of State-owned equipment assigned to teleworkers.
- j. Contact Human Resources for guidance if an employee requests telework as an accommodation under ADA or requests to telework for any medical related reasons for themselves or a family member, or requests that equipment be provided for a medical reason when working at a telework location.
- k. Ensure employees complete required telework training (*in development*).
- l. Ensure employees complete the safety, security and compliance checklist (*in development*).
- m. If an ergonomic assessment is requested, ensure that it is performed; it can be arranged with the Bureau of Human Resources, Office of Employee Health and Wellness.
- n. Ensure employees have a current, signed Telework Authorization in place.
- o. Review Telework Authorizations with their employees on a regular basis, but no less than annually as part of the annual performance review process.
- p. Maintain and make available a telework schedule to allow all staff to know when to expect employees to be on site or teleworking.

7.2 Employee responsibilities:

- a. Read and understand this Telework Policy and sign a Telework Authorization.
- b. Review the Telework Authorization with their supervisor on a regular basis, but no less than annually as part of the annual performance review process.

- c. Complete required telework training (*in development*).
- d. Complete the safety, security and compliance checklist (*in development*).
- e. Designate an area as a telework workspace that allows for privacy and confidentiality of work, and is removed from other distractions at the telework location.
- f. Furnish and maintain the designated telework workspace in an ergonomically correct and safe condition, free from hazards and other dangers to the employee and other State of Maine personnel. Employee must notify their supervisor if they need or want an ergonomic assessment, which can be arranged with the Bureau of Human Resources, Office of Employee Health and Wellness. The employee must agree to correct the workspace as advised in the assessment. The employee is responsible for the payment for any needed furniture or workspace alterations.
- g. Ensure adequate internet connection that allows for participation in work-related activities and meetings via audio and video when required. The amount of internet speed required will vary based on the requirements of the position.
- h. Comply with office policies or supervisor/manager requests to enable their camera for meeting attendance.
- i. Adhere to agreed upon telework hours and properly report actual hours worked.
- j. Maintain a level of performance that meets expectations.
- k. Be reachable and responsive during their agreed upon telework hours.
- l. Provide their supervisor with access to an up to date schedule.
- m. Be prepared to report to office/headquarters location on designated telework days if necessitated by work requirements or if directed by supervisor or manager.
- n. Protect State-owned equipment from possible theft and/or damage and ensure the security of all official or confidential data and documents.

8. Resource links (*in development*)

Telework Authorization form

Safety, security and compliance checklist

Telework training for teleworkers

Telework training for supervisors and managers

[BHR Acceptable Use Policy](#)

[MaineIT User Device and Commodity Policy](#)

Executive Branch Telework Authorization

Employee telework information

Employee Name:	
Job Title:	
Department and Agency/Bureau:	
Supervisor name:	
Number of telework days per week OR "Occasional":	
Telework Authorization start date:	
Telework Authorization end date: *	
Address where telework will be performed:	
Detailed description of telework workspace:	

*End date should be date of next annual performance review, but no more than one year from start date

Work schedule and location

Regular Telework

First Week of Pay Period	Work Hours (include lunch breaks if desired)	Work Location (HQ or Telework site)
Sunday		
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		

Second Week of Pay Period	Work Hours (include lunch breaks if desired)	Work Location (HQ or Telework site)
Sunday		
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		

Occasional Telework

Need for occasional telework is due to:	
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Telework expectations

The general expectation for a Telework Authorization is that the employee will comply with all performance expectations as if working 100% at their headquarters location. These expectations are specific considerations for performing job duties while teleworking.

	Expectations
What types of confidential or sensitive information will be utilized and how will it be secured?	<i>(Examples of information: PII, federal or state tax information, medical, etc.) (Examples of security: locked file, locked room, password protected computer, tablet or phone, etc.)</i>
What type of workspace will be assigned or available at the headquarters location?	<i>(Office, cubicle, permanently assigned, shared, not shared, unassigned hoteling or drop-in space)</i>
Events or activities which require in person attendance:	<i>(Describe, for instance: types of meetings, trainings, specific work activities)</i>
Internet speed must be able to support:	<i>(Describe activities, for example: audio/video for small meetings; audio/visual for large meetings; accessing specific software applications; performing certain tasks)</i>
Communication methods to be used:	<i>(List required methods for example Teams, phone, voicemail, email, other (describe))</i>
Calendar or scheduling tool in use:	<i>(List required scheduling tools for example Outlook Calendar)</i>
Virtual meeting camera use expected:	<i>(Can the employee decide? Should the camera always be on? Are there specific circumstances where it is acceptable for the camera to be off?)</i>
Alternate work arrangement in the case of technical difficulties such as loss of internet:	<i>(Examples: reporting to their headquarters location if space allows, adjusting their work schedule for the day, ensuring they have work with them that can be accomplished without internet connectivity)</i>
Telework training to be completed:	<i>(List training courses required)</i>

Equipment and technology

The following equipment has been approved for use at an agreed upon telework location:

Equipment	Description (Brand, type, etc.)	Serial # or Tracking #
Laptop		
Docking station		
Mouse		
Keyboard		
Monitor(s)		
Web cam		
Headset/microphone		
Printer		
Other (describe)		

Additional details

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Policies and procedures acknowledgement

Policy/Procedure	Employee initials
I have read and understand the Bureau of Human Resources' Baseline Telework Policy including but not limited to section 7.2, Employee Responsibilities.	
I have read and understand my Department/Agency's Telework Policy (if none exists, put N/A)	
I have read and understand MaineIT's User Device and Commodity Policy and BHR's Acceptable Use Policy	
I have completed the safety, security and compliance checklist and, if an ergonomic assessment of the telework location is performed, will implement its recommendations	
I agree to maintain the confidentiality of all State information and documents and prevent unauthorized access to any State system or information	
I understand that this Telework Authorization is not a contract of employment, does not provide any contractual rights to continued employment or ongoing telework, and may be terminated pursuant to the Bureau of Human Resources Baseline Telework Policy or any applicable Department/Agency Telework Policy	

Employee name	Employee signature	Date
Supervisor name	Supervisor signature	Date