FORMAT		
1. Name of resource	**Toolkit on Teleworking in Public Administrations**	
2. Location	https://rm.coe.int/tpa-toolkit-on-teleworking-in-public-administration/1680a11fc1	
3. Alternative location		
4. Author[s]	Centre of Expertise for Good Governance	
5. Publisher/producer/host	Council of Europe	
6. Year	2020	
7. Suggested citation	Centre of Expertise for Good Governance (2020). Toolkit on Teleworking in Public Administrations. Council of Europe, available at https://rm.coe.int/tpa-toolkit-on-teleworking-in-public-administration/1680a11fc1.	
8. Languages in which available	English	
9. Geographic area resource relates to	Europe but with global relevance	
10. Does the resource relate to a specific time frame?	No	
11. Type	Report	
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	
	Other	
12. If this is part of an initiative, what is the initiative?		
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	No	
14. Explicit links to museums/libraries/archives	No	
15. Types of institutions the resource covers	Museums	X
	Archives	X
	Libraries	X
	Other	X
16. Types of collections/disciplines the resource covers	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and recreation, architecture,	X

	literature, history, geography and ethnology, anthropology, archaeology	
	Science, natural history, technology, medicine, engineering, manufacturing	X
17. If no explicit links to collections, justification for inclusion	The resource can support collecting institutions to develop effective teleworking practices that protect workers.	

HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT	
18. Collections-related activities the resource relates to (mark all that apply)	
Develop collections to protect and safeguard wider cultural and natural heritage more effectively, for example by targeting collecting to threatened forms of heritage in strategic ways	
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively, for example education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections	
Use collections to promote cultural participation/social inclusion more effectively, for example by reducing barriers to participation, to ensure no-one is 'left behind'	
Use collections to promote sustainable tourism more effectively, for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections	
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs	
Make decisions around collections that contribute to sustainable development more effectively	
i. employment (recruiting, staff training, staff safety)	X
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting	
iii. waste management and reduction of waste	
iv. transport (forms of transport, energy use)	
v. commercial activities including copyright and IP	
vi. governance and management	X
vii. security, disaster preparedness and risk reduction	

Direct external leadership, partnerships and collaborations towards sustainable development more effectively, for example by developing impactful partnerships	
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	
1970 Fighting Against the Illicit Trafficking of Cultural Property	
1972 Protection of the World Cultural and Natural Heritage	
2001 Protection of the Underwater Cultural Heritage	
2003 Safeguarding of the Intangible Cultural Heritage	
2005 Protection and Promotion of the Diversity of Cultural Expressions	
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	

AIMS AND CONTENT	
20. What issues does the resource aim to address?	"The main objective of the Toolkit is to explore, in a very practical way, how public authorities at all levels of government can implement teleworking arrangements for civil servants, given both the particular challenges faced by public sector entities and the growing financial, human resources and political incentives to allow at least a portion of public employees to work remotely. The Toolkit is designed to facilitate decision making on the different aspects of teleworking within public administrations and create a clear roadmap as to what needs to be considered and what steps have to be taken, all steeped in research and international good practice." (p.7)
21. Intended audience of resource	"The Toolkit can be used by all levels of public aministrations and is designed to support human resources (HR) managers, senior management, line managers and trade unions in designing and rolling out teleworking for their employees." (p.7)
22. Process of development	"Before the writing of this Toolkit, a survey was launched via members of the CDDG, which gathered over 250 responses from various levels of government in Council of Europe member States. To a large extent, the Toolkit is based on the questions that were raised in the survey, as well as the challenges that were identified by the respondents with the implementation of teleworking in

		their entities. A number of targeted interviews were also conducted to gain an even more nuanced understanding of the difficulties faced by public authorities and also the opportunities for them in implementing new ways of working. The development of the Toolkit also included a comprehensive review of the most relevant and recent research and studies on teleworking in the public sector." (p.7)
	23. Organisation/structure/contents	**1. INTRODUCTION** Who is this Toolkit for? How to use this Toolkit? Debunking the myths of teleworking in the public sector **2. INTRODUCING TELEWORKING IN YOUR ORGANISATION** What are the benefits and risks of teleworking in the public sector Understanding the potential benefits of teleworking Assessing the potential risks of teleworking Building the Business Case for teleworking The road to teleworking: policy and pilot programme Drawing up a Telework Policy Pilot programmes or test days Digitalisation and technology requirements Ensure IT resources and literacy for civil servants Tackling IT-related corruption and security risks **3. MANAGING TELEWORKING** Administrative aspects of teleworking Managing teleworking employees by objectives Communication **4. KEY SUCCESS FACTORS TO TELEWORKING** **5. EVALUATING AND REVIEWING THE TELEWORK POLICY** **6. REFERENCES** **7. ANNEXES** Telework Assessment Form Telework Agreement Sample Other resources Management by Objectives
FRAMEWORKS		
	24. Framework structure	
	25. Relevant policy considerations	Yes
	26. Resources for implementation identified	Yes
	27. Specific assessment points/indicators/mile	Yes

stones/action plan for monitoring	

28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X
Planet (environmental sustainability)	
Prosperity (economic sustainability)	X
Peace	
Partnerships	

29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	
North and South perspectives	

HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	No
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators specifically mentioned?	No

SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG linkages	The resource is closely linked to SDG targets relating to legal compliance and employee rights. These include, in particular, SDGS 3.4 (mental health and wellbeing), 8.8 (protect labour rights and provide safe and secure working environments for all employees), SDG 5.B (increase use of information and communications technology among women), 8.5 (productive employment and decent work for everyone), 10.3 (eliminate discriminatory policies and practices), 10.4 (social protection policies), protecting fundamental freedoms, which includes the right to rest and leisure (SDG 16.10), and supporting laws and policies for sustainable development (SDG 16.B).

35. SDGs and SDG targets the resource helps advance	
SDG 3: Ensure healthy lives and promote well-being for all at all ages	Plans, policies and procedures in place for the safe use of collections, notably in relation to chemical, physical, biological and other forms of hazard.

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Proportion of users of collections facilities reporting positive well-being during and as a result of activities relating to collections. Number and proportion of programmes relating to collections that incorporate wellbeing considerations and perspectives. Number of targeted programmes drawing on collections that address issues relating to non-communicable diseases, supporting prevention and treatment.
SDG 5. Achieve gender equality and empower all women and girls 5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Number of programmes drawing on collections that support ICT skills, notably for girls and women.
SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Increase in number of people in full and productive employment relating to collections, through job creation and recruitment. Increase in proportion of existing staff working with collections in productive employment. Increase in number of men, women, young people and persons with disabilities in development and training programmes drawing on collections that support them in employment. Removal of pay disparities by gender and/or other status for those working with collections. Policies and plans in place to ensure that all suppliers and others in the supply chain are in decent and productive work.
SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Number and proportions of staff working with collections in safe and secure working environments.

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Number of accidents and other health and safety incidents reported. Training and support provided for staff to ensure their wellbeing, health and safety. Education, awareness-raising and partnership programmes drawing on collections that address labour rights, notably those of migrant workers and others in precarious employment. Reduction of numbers and proportions of staff on short-term or zero-hours contracts. Fair pay policies and procedures in place to prevent exploitation. Procurement policies that ensure that collecting institutions make use of people who are in decent employment, and that avoid exploitation throughout the supply chain.
SDG 10. Reduce inequality within and between countries 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Identification of discriminatory policies and practices, with clear plans to address these, to ensure equal opportunity for all and reduce inequalities of outcome.
SDG 10. Reduce inequality within and between countries 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	Number and proportion of policies that proactively address equality issues relating to fiscal, wage and social protection considerations.
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,	Adopt and implement constitutional, statutory and/or policy guarantees for public access to information. Plans in place, and plans implemented to enhance public access to information relating to collections.

accountable and inclusive institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation. Plans and procedures in place for public access to information relating to the operation and management of collections-based institutions. Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.B Promote and enforce non-discriminatory laws and policies for sustainable development	*16.B.1 Proportion of population [audience/users/non-users] reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law* Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.

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13	14	15	16	17	