

Public employees perception of teleworking and internal communication in the public institutions during the pandemic generated by SARS-COV2 virus

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ABSTRACT: *The context of the COVID 19 pandemic has forced almost everybody to reconsider the way they conduct businesses and go to work to fulfill their job as an employee. A major change was known by the public institutions in Romania and worldwide, the normal course of conducting the activity dramatically changed in the course of weeks, as the home of the employees became their new office. This article aims to show the impact of teleworking on a category of public servants, respectively those who work within the National Agency for Fiscal Administration in Romania. Also, it will reflect the changes in the internal communication of the institution and the way it affected the respondents motivation and more aspects related to the one's own perception of the changes produced in the way of working for a better understanding of the phenomenon. The results will point out that the changes have had a significant impact both at an emotional level, but also at a behavioral level and will emphasize the need for a fast digitalization of the institution for a better conduct of the activity.*

Keywords: teleworking, pandemic, human resources, public institution, internal communication.

JEL codes: C83, C93, H12, H19, H83, M54

INTRODUCTION

In Romania, telework was legislated by Law number 81 of March 30, 2018 on the regulation of telework activity. It is defined as: the form of work organization through which the employee, on a regular and voluntary basis, fulfills his duties specific to the position, occupation or trade he holds, in a place other than the work organized by the employer, at least one day per month, using information and communication technology, and the teleworker is any employee who carries out his activity under the conditions mentioned above. The mentioned document also establishes the conditions in which the telework activity is carried out, there being provisions regarding the attributions of the teleworker, as well as of the employer.

In accordance with the rules relating to teleworking contained in Title II, art. 108 - 110 of the Labour Code, this type of work has the following characteristics:

- the employee carries out the duties specific to the position he holds at his place of domicile and not at the employer's premise;
- the work schedule shall be determined unilaterally by the employee;
- the employer has the legal right to verify the activity carried out by the employee under the conditions laid down in the individual contract of employment by specifying the programme in which he can carry out the verification and the concrete way of carrying it out;
- the employer is obliged to ensure the transport to and from the employee's place of domicile of raw materials/materials and finished products.

The regulations of Law No. 81/2018 on the regulation of telework state:

- the employee shall regularly and voluntarily perform his duties specific to the position, occupation or occupation of the office which he holds, in a place other than the place of work organised by the employer, at least one day a month, using information and communication technology;
- the work schedule shall be determined, in agreement with the employer, in accordance with the provisions of the individual employment contract, the internal regulation and/or the applicable collective agreement;
- the employer has the right to verify the activity of the teleworker under the conditions laid down in the individual contract of employment, the internal regulation and/or the applicable collective contract of employment by indicating the programme in which he is able to verify the activity and the specific way in which the control is carried out;
- the parties shall determine the period and/or days on which the teleworker carries out his activity at a workplace organised by the employer;
- the employer and the teleworking person identify in concrete terms the place/places of telework activity;
- is the way of highlighting the hours of work provided by the teleworker with the express indication that only full time employees can provide overtime;
- the responsibilities of the parties in the field of occupational health and safety;
- the employer's obligation to ensure transport to and from the place of the telework of the materials used by the teleworking person in his activity, as appropriate;
- the employer's obligation to inform the teleworker of the rules applicable to the protection of personal data;
- the measures that the employer takes to ensure that the teleworker is not isolated from the rest of the employees ensuring that he or she meets with coworkers on a regular basis);
- the conditions under which the employer bears the costs of working on a telework basis (in the absence of an agreement to the contrary between the parties);
- the obligation of the teleworker to carry out his activity in accordance with his training and training, without endangering him or his or her injury or other persons who may be affected by his actions or omissions during the work process.

Although the telework activity was regulated, the share of employees who worked from home in the last two years placed Romania on the penultimate place in 2018 and respectively on the last one in 2019, in the European Union, according to Eurostat (2020). If two years ago, only 0.4% of employees in Romania worked from home, in 2019 the figures did not increase much, reaching a share of 0.8% of total employees working in telework. Romania was at the bottom of the ranking on work from home and this is because the average of the European Union was 5.2% in 2018 and 5.4% in 2019.

The onset of the pandemic caused by the spread of the SARS-COV2 virus also forced public authorities to introduce work from home, as a measure to protect employees. In the context in which in other conditions telework represented a benefit and a motivating factor in choosing a job, it became an obligation and a measure taken in a situation of force majeure. In situations where there were no provisions in the employment contracts for the possibility of working in telework, the Ministry of Labor recommended the issuance of a unilateral decision, based on Article 48 of Law no. 53/2003 on the Labor Code which stipulates the following: the employer may temporarily change the place and type of work, without the consent of the employee, and in case of force majeure, as a disciplinary sanction or as a measure to protect the employee. According to the above recommendations, the unilateral decision should cover the following issues:

- the fact that the employee works from home,
- the period of time during which this measure will apply,

- the program in which the company has the right to control the employee's activity, as well as the concrete way of performing the control,
- the obligation of the employer to ensure the transport to and from the employee's home, as the case may be, of the raw materials and materials he uses in the activity, as well as of the finished products he makes.

Although, since the outbreak of the COVID-19 pandemic, major steps have been taken in the process of digitizing work, Romania remains the country with the lowest percentage of employees who have made the transition to telework, according to a Eurofund report (2020). Thus, our country is the only one in the European Union that has a percentage of less than 20% of employees who worked from home.

The purpose of this article was to show the impact that telework had on employees working in the National Agency for Fiscal Administration, hereinafter referred to as ANAF. The public institution concerned ensures the administration of taxes, duties, social contributions and other budgetary revenues given by law in its competence, the application of customs policy and regulations and the exercise of customs authority, as well as operational and unannounced control over the prevention, detection and combating of any acts and deeds of tax evasion and customs fraud, but also of other deeds given by law in its competence, according to the Government Decision no. 520 of 2013.

1. LITERATURE REVIEW

Fernando Filardi et al. (2020) through the article “Advantages and disadvantages of teleworking in Brazilian public administration: analysis of SERPRO and Federal Revenue experiences”, conducted research on the advantages and disadvantages of teleworking in public administration from the perception of 98 teleworkers and 28 managers at the Brazilian Federal Data Processing Service (SERPRO) and the Federal Revenue Service. The qualitative-quantitative research, consisting of questionnaires applied to teleworkers and interviews with managers, dealt with structural, physical, personal, professional, and psychological aspects, showed that advantages such as better quality of life, work-family balance, greater productivity and flexibility, the possibility of creating standard metrics, better assessment of the workload, and reduction of costs, stress, commuting time, as well as less exposure to violence. As for disadvantages, the study identified elements such as non-adaptation, lack of communication and connection with the company, psychological problems, lack of infrastructure and control of the teleworker. The research concluded that teleworking requires a management model that makes it more adherent to the public sphere.

Hanna de Vries et al. (2018) studied the effects of teleworking on a day-to-day basis using a daily diary methodology and followed public servants across five consecutive working days. The results highlighted that public servants experience quite negative effects from teleworking, including greater professional isolation and less organizational commitment on the days that they worked entirely from home. Contrary to predictions, working from home did not affect work engagement. The research also showed that higher leader-member exchange reduced the impact of teleworking on professional isolation.

Fernando Tavares et al. (2020) through the article “Teleworking in Portuguese communities during the COVID-19 Pandemic” based on a survey questionnaire applied to 359 individuals aged 18 years or over, who were teleworking in their homes and in a family environment, showed that adapting to teleworking was easy or very easy and that it happened very quickly. They discovered that the main difficulties encountered by the individuals were the lack of professional interaction/communication with coworkers, the lack of resources related to support infrastructures, such as the internet or a printer, and the reconciliation of

teleworking with family life/household chores/dedication to children and time/schedule management.

Maria Svidronova et al. (2020) used qualitative and quantitative approach based on original survey data from own research, including data collected within the LIPSE project. Main findings pointed out the factors that influence the use of telework in the conditions of Slovakia in a selected public sector organization, e.g. the social, technological and inter-institutional dynamics factors play a vital role in telework adoption.

2. DATA AND METHODOLOGY

The present study is characterized by being a nonexperimental, simple descriptive type, as it allows describing and perceiving the characteristics inherent to the phenomenon of teleworking without establishing relationships among variables (Quivy and Campenhoudt, 2013).

The target population of the present study were individuals aged 18 years or over, who were working in the National Agency of Fiscal Administration and teleworking, in their family and home environment, during the state of emergency and alert caused by the situation of the COVID-19 pandemic induced by the SARS-CoV-2 virus.

In the present study, a quantitative methodological approach was used, and the instrument used was a questionnaire survey.

The completion period of the online survey was 02-31 October 2020, to which 1,153 respondents responded. The multi-layered questionnaire consisted of 28 questions (closed, open or with multiple answers), and the degree of completion varied according to the interest and perception of each respondent on the proposed themes. The data was completed and collected using the Monkey Survey online platform, which allowed A.N.A.F. employees access to the survey regardless of whether they were on telework or physically present at the institution's headquarters.

The implementation of this questionnaire was determined by the current context created by the COVID pandemic, in which case it was considered necessary to assess the perception of the impact of the pandemic on the organisation. Current and interesting research is the management of resistance to change and the adaptability of the human factor to situations of emotional and behavioural stress through the tools of probing specific opinions, perceptions and attitudes during the transition periods generated by the change.

In this respect, the questionnaire for A.N.A.F. employees was structured on three main topical topics:

- a) assessing the perception of the impact of COVID 19 on the organisation and employees,
- b) telework and
- (c) internal communication within the institution.

The COVID pandemic that we have all crossed this year has affected, as expected, our institution, the relationship with taxpayers, but especially employees in all the central and territorial structures of the A.N.A.F. The answers to the questions given in the questionnaire indicate the extent to which the institution was prepared to deal with all measures to prevent and combat the COVID pandemic, manage and ensure the smooth continuation of activities and improve ongoing projects.

The novelty element captured by this questionnaire is the work of telework, as an alternative activity of work in the public system, which has created different expectations, perceptions and behaviors among employees who have experienced this option.

The analysis of the process of change and adaptation to the new measures tracks the impact on the organisation and employees of cases of telework change, development of new

skills, online training, communication assurance, including through online applications and platforms (such as Zoom, MS Teams, etc.).

The questionnaire starts with a set of six general questions, which concern the function occupied by employees within structures at central and territorial level, seniority in work by age group, expresses the degree of experience and stability in the public system, demographic data on the gender, age and level of education of employees. All 1,153 respondents answered this set of questions.

The first theme of the survey, namely the impact of the COVID pandemic on the organisation and employees, is contained in a set of four questions, which concern the change produced at the institution level, how it was perceived by employees, emotional and behavioural impact among the 1,035 respondents.

Telework is a new theme in opinion polls in public institutions. It was processed in the context of that questionnaire by a set of five questions in which it was tracked how employees were perception, behaviour and evaluation of this alternative to the activity involving physical presence at the institution's premises. 994 employees responded to this topic, or 86.21% of the total 1,153 survey participants.

Internal communication is represented in the questionnaire by a set of 13 questions. Please note that 909 employees (78.84%) answered the 13 questions of the total 1,153 respondents, and 937 employees (81.27%) answered the first 9 questions of the total of 1,153 respondents.

Thus, after collecting the data, I performed the data analysis, which I centralized and verified using SPSS and Office Excel programs.

3. RESULTS

The most relevant questions and answers are as following (question, answer, percentage and number of respondents):

Q7. How do you rate the change produced by the COVID-19 pandemic at the institution level?

Major change - will affect and redesign processes, activities and long-term labour relations 51.30% 531

Conjuncture change - strong impact, but in the short term, with the end of the crisis, things will go back to normal, as before 35.27% 365

Minor change - it has only had effect in the plan of hygienic-sanitary and social protection measures 8.70% 90

I do not know/I do not answer 4.06% 42

Others (specify) 0.68% 7

TOTAL 1.035 respondents

Q8. How has the COVID-19 pandemic affected you?

Impact at the level of perception and behavior - I had to change my behavior to the new conditions and restrictions 71.30% 738

Impact predominantly emotional - I was worried for myself and those close to me 41.06% 425

I was reserved and distrustful 6.57% 68

I don't know/I don't answer 2.71% 28

Other (specified) 2.22% 23

TOTAL 1.035 respondents

Q9. In your opinion, what are the institutional benefits generated by the COVID-19 pandemic?

Flexibility of work schedule (different hours of start and end of the program) 20.77% 215

Rotating presence at the office (alternating telework / office activity) 31.40% 325

Teleworking 24.06% 249

Communication and solving work tasks through online tools (internet, platforms, whatsapp, mobile, etc.) 36.52% 378

Creativity and adaptation to a new way of working 34.20% 354

Accelerate the computerization of online appointments and filings for taxpayers 40.58% 420

I don't know / I don't answer 10.05% 104

Other (specify) 5.99% 62

TOTAL 1,035 respondents

Q10. But the disadvantages of the crisis generated by COVID-19?

Reduced interaction with colleagues / superiors 60.48% 626

Management during working hours and personal matters 8.89% 92

Decreased salary income 49.86% 516

Predominantly individual work 23.00% 238

Longer time to solve tasks 29.28% 303

Lack of debates and constructive discussions 51.88% 537

I don't know / don't answer 3.77% 39

Other (specify) 4.35% 45

TOTAL 1,035 respondents

Q11. What is your perception of telework?

I really like 9.56% 95

I like 22.54% 224

Neutral 36.02% 358

I dislike 24.25% 241

Other (specify) 7.65% 76

TOTAL 994 respondents

Q12. What do you think will be the impact of telework on the activity of the institution?

Positive 30.58% 304

Negative 43.46% 432

There will be no impact 25.96% 258

TOTAL 994 respondents

Q13. What challenges did you face during the telework period?

Lack of equipment needed to carry out the activity (laptop, tablet, printer, scanner) 53.82% 535

Time management 13.08% 130

Collaboration with colleagues 35.71% 355

Use of new communication methods (online, phone calls, e-mail) 18.51% 184

Inefficient / diminished communication from hierarchical superiors 14.19% 141

IT problems (connecting, accessing office applications) 39.13% 389

Lack of guidance from hierarchical superiors 11.07% 110

Low productivity 17.91% 178

Increased anxiety 14.39% 143
 Dissatisfaction from the family 7.65% 76
 No challenge 18.31% 182
 TOTAL 994 respondents

Q14. What benefits has teleworking brought you?
 More relaxed working environment 41.25% 410
 Reduced anxiety 9.46% 94
 Savings in the budget 13.18% 131
 Increased productivity 13.78% 137
 More time spent with family 23.94% 238
 More rest 6.94% 69
 No benefit 43.26% 430
 TOTAL 994 respondents

Q15. If you had a choice, apart from the restrictions imposed by the pandemic, how often would you prefer to work from home?
 All the time 9.15% 91
 1-2 days a week 28.47% 283
 One week per month 21.53% 214
 Never 30.58% 304
 I don't know / I don't answer 10.26% 102
 TOTAL 994 respondents

Q16. In the position you hold within the A.N.A.F., what internal communication tools have you used in the last 12 months?
 Face-to-face communication 66.28% 621
 Direct communication during meetings, meetings, briefings 31.27% 293
 Electronic communication via e-mail, whatsapp, messenger, etc. 84.74% 794
 Written communication through notes, addresses, papers, written provisions, etc. 52.29% 490
 Direct electronic communication through applications such as Zoom, MS Teams, Cisco Webex, etc. 20.38% 191
 TOTAL 937 respondents

Q18. What are the internal communication channels through which you have received information, tasks, dispositions in the last 12 months?
 Top-down written communication through notes, addresses, information, etc. 62.43% 585
 Verbal communication of the disposition of the superior hierarchical chief 62.01% 581
 Top-down electronic communication via e-mail, whatsapp, sms, etc. 84.63% 793
 Face-to-face communication, horizontally, between colleagues during meetings, debates, internally organized information 30.52% 286
 Informal communication (discussions, unofficial comments in the hallways, over coffee, during breaks) 7.79% 73
 Other (specify) 1.49% 14
 TOTAL 937 respondents

Q19. How do you appreciate the importance of internal communication in accomplishing tasks?

Unimportant - its role is only to transmit information and internal resolution 2.88% 27
 Medium importance - as it gives you the opportunity to request additional information, communicate with colleagues / structures involved and collect feedback 15.80% 148
 Very important - offers the opportunity to disseminate useful information throughout the institution and increase the performance of the organization 78.34% 734
 Don't know / Don't answer 2.99% 28
 TOTAL 937 respondents

Q22. What are the tools that would contribute to the improvement / development of internal communication within the A.N.A.F.?

Electronic correspondence between structures 75.56% 708
 Direct electronic communication through online platforms (Zoom type, MS Teams, Cisco Webex, etc.) 39.91% 374
 Two-way face-to-face communication (meetings, meetings, debates) 38.10% 357
 Development of forms for collecting and responding to employee feedback (type "Your voice is heard" or other sections on the intranet dedicated to employees) 26.15% 245
 Organizing opinion polls on the evaluation of internal communication 19.64% 184
 Don't know / Don't answer 5.12% 48
 Other (specify) 1.17% 11
 TOTAL 937 respondents

Q23. In your opinion, what are the directions for the development of internal communication within the A.N.A.F.?

Formalization of the internal communication process through a procedure 27.85% 261
 Implementation of an Internal Communication Plan, covering situations of crisis or change 38.85% 364
 Creating an Internal Communication Guide for various situations and forms (communication within teams, electronic communication, communication in difficult situations, communication in the campaign, etc.) 49.73% 466
 Organizing training and education sessions in the field of internal communication skills 35.97% 337
 Don't know / Don't answer 11.63% 109
 Other (specify) 1.28% 12
 TOTAL 937 respondents

Q25. How do you appreciate that the internal communication took place during this period generated by the COVID-19 pandemic?

I was always informed and supported during the crisis 22.33% 203
 In general, 60.29% 548 communicated well and on time
 Insufficient communication was late and 13.86% 126
 I don't know / I don't answer 3.52% 32
 TOTAL 909 respondents

Q26. What communication channels do you consider to be effective during this period caused by the COVID-19 pandemic?

Telephone communication 60.18% 547
 Electronic communication by e-mail 90.65% 824
 Electronic communication via whatsapp, sms, messenger 61.83% 562
 Communication on online platforms 31.02% 282
 Written communication 16.06% 146

Face-to-face communication 14.74% 134
 Don't know / Don't answer 0.88% 8
 TOTAL 909 respondents

Q27. In the context of the COVID-19 pandemic, what do you think are the long-term changes with an impact on internal communication?

Entering correspondence exclusively in electronic format of documents 60.62% 551
 Organization of the activity in a mixed system - in the office and in telework 60.07%
 546

Vocational training and managerial communication in online system 42.13% 383
 Conducting working meetings in videoconferencing system 43.34% 394
 I don't know / I don't answer 6.60% 60
 Other (specify) 1.87% 17
 TOTAL 909 respondents

CONCLUSIONS

Following the replies of the 1,153 respondents who participated in the completion of the questionnaire, we can draw the following conclusions on the impact of the COVID 19 pandemic on employees and on the organisation:

- At the organizational level, more than 51% of respondents considered that we are facing a major change, which can lead to the redesign of the institution's business processes, but also to the impairment of long-term working relationships. On the other hand, 35% of respondents appreciate that we have a conjuncture change, but with strong impact, and things will return to their previous state with the end of the pandemic. On a personal level, the majority of respondents (71%) considers that the new conditions and restrictions imposed by the COVID pandemic had a strong behavioural and emotional impact, compared to 7% of the survey participants, who remained reserved and distrustful of the evolution and consequences of the pandemic.

- In terms of the benefits and opportunities generated by the pandemic, 41% of respondents identified the acceleration of the institution's computerisation and digitisation, communication through online tools and the introduction of the telework system.

- Correlatively, the main disadvantages generated by the pandemic are identified in the area of interpersonal relations (60% of respondents), the decrease in salary income (50% of respondents), the allocation of more time for solving tasks (29% of respondents), correlated with the predominantly individual work and the non-differentiation between the time allotted for work and personal life (9% responsible).

Following the assessment of the perception of the 994 A.N.A.F. employees who participated in the completion of this questionnaire, we can draw the following conclusions:

- The activity is a new one, which has not been experienced in the institution, and the perception of employees regarding this activity is not yet a consolidated one. Moreover, the interpretation is largely conditional on the restrictions and measures to combat the COVID pandemic.

- In this respect, about a third of respondents who have experienced work at home have appreciated that they like it a lot (23%) and a lot (10%) this new way of working, 36% of respondents were reserved in expressing a qualitative opinion, and 24% of respondents rated this activity as unpleasant (there is a possibility that it was associated with restrictive measures and decreased wage income).

- Those who positively rated work at home mentioned as benefits the relaxing environment, the greater time spent with the family, the savings to the personal budget and

even increased productivity of work. People who do not support or want the alternative work system, consider that it does not bring them any benefit.

- Under these conditions about 60% of employees expressed one option or another for telework (either by means of a rotation plan or permanently), while a third (31%) respondents do not want this alternative work system.

- In terms of the challenges that employees had to respond to during their work at home, they were linked to access to the necessary equipment (laptop, tablet, printer, scanner), IT problems (connection, access to applications used in the office), but also lack of collegial interactions.

- The association with the restrictive measures imposed by the COVID pandemic 19 led to the assessment of a negative impact of the telework system on the activity of the institution by 43% of respondents. On the other hand, there are 31% of respondents who have positively assessed the impact of this alternative for the institution's work. However, as a new activity for the public system, a consistent number of respondents (26%) have not identified or consider that telework has an impact on the organisation.

Internal communication was rated as very important by 78% of the 937 respondents to the survey as it provides the opportunity to disseminate useful information throughout the institution and can contribute to the development of performance. Average importance was given 15% of respondents to internal communication, with a focus on requesting additional information and collecting feedback. By contrast, only 3% of respondents rated internal communication as unimportant as it comes down to the transmission of information and resolutions.

Regarding the tools used in the last 12 months, which also included the period generated by the COVID pandemic 19, we note the great importance given to electronic communication via e-mail, whatsapp, messenger (85% respondents), but also to direct, face-to-face communication (66% respondents). These forms of internal communication were also considered the most effective both in terms of two-way communication in current situations, but also in difficult situations. At the same time, we note the orientation of a relevant percentage of respondents (20%) direct electronic communication through Zoom, MS Team, Cisco Webex, etc. applications under the new restrictive conditions generated by the COVID pandemic.

Moreover, following the survey, 60% of respondents considered that they communicated well and in time during the crisis imposed by the COVID pandemic, 22% of respondents considered that they had been informed and supported and only 14% of the survey participants concluded that there was insufficient and late communication.

Thus, in the perception of respondents, the main innovative internal communication tools that could contribute to its improvement, but also to its development within ANAF, are: electronic correspondence between structures (76% respondents) and direct electronic communication through online platforms (40% respondents). However, it should be linked to the implementation of an Internal Communication Guide for various situations and forms (team communication, electronic communication, communication in difficult situations, campaign communication, etc.), a shared opinion of 50% of respondents and an Internal Communication Plan, which also covers crisis or change situations (39% of respondents).

In addition, in order to support all these changes generated by the COVID pandemic in the internal communication plan, the questionnaire participants consider that it is necessary to enter correspondence exclusively in electronic form of documents (60.62% respondents), the conduct of working meetings in a videoconferencing system (43%), vocational training and managerial communication in the online system (42.13%) by organising training and training sessions in the field of internal communication skills (36%), including through coaching sessions (16.39%). The need for training/training is one of the main conclusions of this survey.

In the options of survey respondents, the internal communication tool preferred by the vast majority of employees is electronic communication via e-mail, whatsapp, messenger etc., which is considered the most effective means of internal communication. At the same time, electronic communication via e-mail, whatsapp, messenger etc. was also considered the most effective in resolving/overcoming crisis situations, in which case most employees would choose e-mail to receive provisions from senior management.

From this perspective, in the perception of survey respondents (60%), the main change with a long-term impact on internal communication due to the context of the COVID pandemic 19, is the introduction of correspondence exclusively in electronic form of documents.

Electronic communication mediated by e-mail, whatsapp, messenger, etc. is still considered the most effective means for transmitting information, provisions, tasks and organizing the work of employees (80% of respondents), both in current situations and in difficult situations. Already a tool used by ANAF, it has been considered essential for this period of crisis from a professional point of view.

At the same time, it is gaining ground, the option for electronic communication via MS Teams, Zoom, Cisco Webex, etc. (20% of respondents), which ensures the possibility of effective direct communication between departmental or within teams. Until the onset of the health crisis, video communication was used by a small percentage of ANAF employees, so this internal communication tool had the biggest leap of use in the six months of activity analysed.

We note that, in a situation of crisis and unexpected changes that have imposed a rapid pace for the implementation in a short time of measures scheduled to be implemented over several years, civil servants adapt to the changes and the work of the public institution does not suffer. Modern methods of communication are a real help in terms of internal and intercollegiate communication. At the same time, in the case of equipping the necessary equipment to carry out the activity, I consider it appropriate, if the telework activity becomes a habit, for the employing institution to provide the employees with the right IT equipment and to provide secure connections for the safe storage and transmission of non-public information.

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