NORMATIVE BASIS FOR THE IMPLEMENTATION OF TELEWORK IN A PUBLIC PRODUCTIVE COMPANY OF THE ENERGY SECTOR

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ABSTRACT

Objective: The objective of this research is to establish the normative basis for the development of teleworking according to the needs of the organization and collaborators, since as result of SARS CoV-2 pandemic, the benefits of its implementation in a planned and structured way were identified.

Theoretical Framework: The main characteristics of teleworking were analyzed, as well as the advantages it offers for workers, organizations, and society, evaluating its context from Mexico and internationally.

Method: The methodological design used is nested case with illustrative type, since it presents or exemplifies the phenomenon that is investigated under a specific theoretical approach made up of a single case (federal public organization), with more than one unit of analysis: teleworking and regulations. The administration and operation of the Southeast Transmission Division of the Federal Electricity Commission (CFE), the problem of teleworking and the normative basis for its implementation in Campeche were studied to establish operational viability in the administrative staff in benefit of continuous electrical energy service delivery to the population and companies.

Results and Discussion: The results of the intervention revealed the benefits of teleworking when its implementation is based on the legal bases in accordance with the needs of the organization and collaborators, particularly unionized workers whose labor methodology is generally to perform on-site and not from home. The results indicate that the planned implementation has a positive impact on the labor efficiency and productivity, considering that the unit of analysis was studied under the case method.

Research Implications: One of the relevant factors for a successful implementation is resistance to change the way of how processes are executed and the implicit costs of the use of technology and the investment in equipment to perform activities in other places than central offices. The exhaustive analysis of the labor and productive benefits for all the agents facilitates the successful implementation in national organizations.

Originality/Value: This research contributes to literature by analyzing the advantages and disadvantages of the implementation of new work schemes in public organizations where processes are always intentionally executed in the office, and where the staff shows resistance to new ways to do their own activities under the conditions established by the union of workers.

Keywords: Remote work, Energy sector, Job skills, Normativity.
BASE NORMATIVA PARA A IMPLEMENTAÇÃO DO TELETRABALHO EM UMA EMPRESA PRODUTIVA PÚBLICA DO SETOR ENERGÉTICO

RESUMO

Objetivo: O objetivo desta pesquisa é estabelecer a base normativa para o desenvolvimento do teletrabalho de acordo com as necessidades da organização e dos colaboradores, uma vez que, como resultado da pandemia da SARS CoV-2, foram identificados os benefícios de sua implementação de forma planejada e estruturada.

Estrutura Teórica: Foram analisadas as principais características do teletrabalho, bem como as vantagens que oferece aos trabalhadores, organizações e sociedade, avaliando seu contexto do México e internacionalmente.

Método: O desenho metodológico utilizado é aninhado caso com tipo ilustrativo, pois apresenta ou exemplifica o fenômeno que é investigado sob uma abordagem teórica específica composta por um único caso (organização pública federal), com mais de uma unidade de análise: teletrabalho e regulamentos. A administração e operação da Divisão de Transmissão Sudeste da Comissão Federal de Eletricidade (CFE), o problema do teletrabalho e a base normativa para sua implementação em Campeche foram estudados para estabelecer viabilidade operacional no pessoal administrativo em benefício da prestação contínua de serviços de energia elétrica para a população e empresas.

Resultados e Discussão: Os resultados da intervenção revelaram os benefícios do teletrabalho quando sua implementação se baseia nas bases legais de acordo com as necessidades da organização e dos colaboradores, especialmente trabalhadores sindicalizados cuja metodologia de trabalho é geralmente realizar no local e não de casa. Os resultados indicam que a implementação planejada tem um impacto positivo na eficiência e produtividade da mão de obra, considerando que a unidade de análise foi estudada sob o método de caso.

Implicações da pesquisa: Um dos fatores relevantes para uma implementação bem-sucedida é a resistência a mudar a maneira como os processos são executados e os custos implícitos do uso da tecnologia e do investimento em equipamentos para realizar atividades em outros lugares que não escritórios centrais. A análise exaustiva dos benefícios trabalhistas e produtivos para todos os agentes facilita a implementação bem sucedida em organizações nacionais.

Originalidade/valor: Esta pesquisa contribui para a literatura, analisando as vantagens e desvantagens da implementação de novos esquemas de trabalho em organizações públicas onde os processos são sempre executados intencionalmente no escritório, e onde o pessoal mostra resistência a novas formas de fazer suas próprias atividades sob as condições estabelecidas pelo sindicato dos trabalhadores.

Palavras-chave: Trabalho remoto, Setor de energia, Habilidades profissionais, Normatividade.

BASE NORMATIVA PARA LA IMPLEMENTACIÓN DEL TELETRABAJO EN UNA EMPRESA PRODUCTIVA PÚBLICA DEL SECTOR ENERGÉTICO

RESUMEN

Objetivo: El objetivo de este estudio es establecer la base normativa para el desarrollo del teletrabajo acorde a las necesidades de la organización y los colaboradores, pues derivado de la pandemia del SARS CoV-2; se identificó el beneficio de su implementación de forma planificada y estructurada.

Marco Teórico: Se analizaron las principales características del teletrabajo, así como las ventajas que ofrece para los trabajadores, organización y sociedad evaluando su contexto desde México y a nivel internacional.

Método: El diseño metodológico empleado es anidado de tipo ilustrativo, pues presenta o ejemplifica el fenómeno que se investiga bajo un enfoque teórico determinado integrado por un solo caso (organismo público federal), con más de una unidad de análisis: teletrabajo y normatividad. Se estudió la administración y operación de la División Sureste de Transmisión de la Comisión Federal de Electricidad (CFE) y la problemática del teletrabajo y las bases normativas de implementación en Campeche para establecer la viabilidad operativa en el personal administrativo en beneficio de la continuidad de la prestación de los servicios de energía eléctrica a la población y empresas.

Resultados y Discusión: Los resultados obtenidos de la intervención realizada revelaron los beneficios que tiene el teletrabajo cuando se implementa sobre bases jurídicas acordes a las necesidades de la organización y de los...
colaboradores, particularmente los sindicalizados cuya metodología de trabajo generalmente se desarrolla en sitio y no desde los hogares. Los resultados señalan que la implementación planificada impacta positivamente en la eficacia, eficiencia y productividad laboral, considerando que la unidad de análisis se estudió bajo el método de caso.

Implicaciones de la investigación: Uno de los factores que impactan en una implementación exitosa, es la resistencia al cambio de la forma en que se desarrollarán los procesos y los costos implícitos del uso de tecnología e inversión en equipamiento para realizar las actividades en sitios distintos a las oficinas centrales. El análisis exhaustivo de los beneficios laborales y de productividad para todos los actores facilita una implementación exitosa en las organizaciones de presencia nacional.

Originalidad/Valor: Este trabajo contribuye a la literatura al analizar las ventajas y desventajas de la implementación de nuevos esquemas de trabajo en organizaciones públicas cuyos procesos se llevan siempre de manera presencial en las oficinas diseñadas ex profeso, donde el personal presenta resistencia a nuevas formas de realizar las actividades propias bajo condiciones establecidas por los sindicatos de trabajadores.

Palabras clave: Home office, Sector energético, Competencias, Normatividad.

1 INTRODUCTION

In Mexico, telework is a work practice that has an increasing presence in organizations due to the benefits it brings to both the company and employees, however, the adoption of this modality was forced with the arrival of the SARS CoV-2 pandemic; the health emergency promoted telework in a massive way during the last months around the world, so this modality could permanently change the work scheme by preventing private companies from closing and public agencies from providing their services to the population. By the end of 2020 and the first half of 2021, 80% of work activities were forecast to be carried out remotely. Under the case method, this problem was analyzed in the southeast division of a productive company of the State and the results indicate the importance of ensuring that people who actively work in this modality are properly trained and have the necessary competencies to fulfill this task to ensure success in meeting the objectives of the companies and the continuity of businesses and institutions.

During the 2020 fiscal year in Mexico, telework had a growth range of 39% to 68% of staff working under this scheme, positioning the country as the region of Latin America that most supported this modality of work, forcing companies to accelerate their digital transformation strategies and facing them to the challenges posed by this new way of working; This increase is due to the fact that the vast majority of companies before the pandemic had not implemented telework, such as the Federal Electricity Commission (CFE), which for the first
time implemented it for 21% of its employees, mainly administrative.

The CFE complied with the instructions of the Federal Government, however, there is no regulatory framework that establishes the necessary guidelines to be able to carry out effectively the work from home, the activity was carried out through agreements established between company and union, therefore, this document aims to create the normative basis that legally supports the processes to be followed for the implementation of telework, such as documentary and legal support, technical requirements, planning and monitoring of activities, as well as operational controls (indicators) that allow measuring the correct functioning and maintaining labor productivity as much as possible. On January 12, 2021, the reform of the Federal Labor Law (FCL) entered into force, in the area of telework that recognizes the performance of paid activities in places other than the establishment of the employer, so physical presence in the workplace is not required, this after the decree amending Article 311 and adding Chapter XII Bis of the Federal Labor Law was published in the Official Journal of the Federation. (DOF, 2021).

2 THEORETICAL FRAMEWORK

2.1 TELEWORKING AND ITS CHARACTERISTICS

Today's office work, and more broadly, the work of knowledge, is based on the Internet and can be carried out from virtually anywhere and at any time. This new spatial independence has transformed the role of technology in the work environment, offering new opportunities and new challenges. (ILO, 2019)

Teleworking is a process where the employee performs his/her tasks outside the company, either at home, in a remote coworking space, or from any place that allows him/her to connect with the employer. This modality is developed respecting the terms of an employment contract and the worker is under the tutelage and control of the employer and it is precisely this control that differentiates teleworking from any other type of remote work, since the teleworker, has to develop his tasks according to what is established by the employer, which can allocate schedules, delivery times, meetings and other types of activities that require. A teleworker has the same duties and rights as a face-to-face employee, for this reason the company must provide the worker with the necessary tools to carry out his duties. (Gallusser, 2005)

Within this new labor modality, different forms of development can be found, either in
telework centers or at the home of the same worker: a) Telework at home, (the worker works throughout the day at his home), b) Telecommuting or combined telework, (the worker can vary his place of work), c) Mobile telework, (the teleworker can be anywhere, connects with the company or the client through ICT), d) Hotdesking (it is used by consultants or technicians, the work is mainly carried out in the client's office), e) Satellite offices (autonomous offices located outside the main place of the company, similar to branches, since they develop the same functions of the matrix), f) Telecentros (autonomous professionals or small companies use the ICT provided by the center, but do not form a working group) and (g) Telecottage (operates mainly in rural areas with small populations) (Gallusser, 2005).

2.2 BENEFITS FOR WORKERS, ORGANIZATIONS AND SOCIETY.

The freedom to plan and organize tasks, manage the times for self-employment by combining family space with everyday tasks, is one of the main advantages for the worker. In the case of organizations has a number of advantages highlighting a reduction of problems and labor conflicts among employees thus improving the work environment and climate; increased productivity and profitability of the business, by following a work system related to the fulfillment of objectives and results.

The possibility for government leaders to implement more creative labor policies to generate new options or jobs, brings with it greater ecological awareness by decreasing the mass transport of workers from their homes to their jobs, fewer traffic problems by decreasing mobility through teleworking and less dependence on oil and its derivatives of fuels, especially in emerging economies (Santillán, 2020).

2.3 TELEWORKING IN MEXICO AND THE WORLD DURING COVID-19

The year 2020 has seen unprecedented changes in the global economy and the world of work. On March 11, the World Health Organization (WHO) called the new coronavirus outbreak a pandemic and urged governments around the world to tackle this problem seriously and prepare for the first wave of the public health emergency with several drastic measures, one of which was lockdown in many countries. As lockdown measures came into force, a large part of the workforce had to stay at home and work remotely, as long as their roles allowed. Both organizations that were already familiar with teleworking and those that were not, sent their employees home and created the conditions for the largest mass teleworking experiment in
history. While the number of people teleworking part-time or full-time has been increasing gradually over the years, the pandemic has undoubtedly accelerated employers’ adoption of teleworking arrangements. (ILO, 2020)

In Mexico, during 2018, while some economic units of the private and parastatal sectors used the Internet repeatedly for the management and operation of the business, others used it very little. The COVID-19 pandemic tested both the ability of companies to allow workers to do their work remotely, from home, using information and communication technologies (ICT), and the legal framework that regulates it. (Gomez, 2020). There are several countries that are more advanced in the implementation of tools or instruments for the realization of telework. According to Eurostat (2020) the share of workers working from home every day or almost every day in the European Union was 4%, people working from home at least once a week was 5%, and those working from home less than once a week 6%. The percentage of people who worked from home at least once was 15% and people who never worked from home was 25%. However, the European countries that have the highest percentage of people working all or almost every day from home are Iceland 11%, Norway 11%, Finland 8%, Malta 8% and Luxembourg 8% (Gallego and Riera, 2020).

3 METHODOLOGY

The organism evaluated belongs to the group of productive companies of the state of the energy sector in its division Transmission zone Southeast, and was analyzed under the case method to illustrate situations, actions or decisions that relate to the topic studied and allows to observe the operation of the dependence, with the objective of providing alternatives of solution that have been applied in similar situations and that were developed based on the main concepts and theories associated with the phenomenon under study (Naumes and Naumes, 2006). The case method seeks not only to identify the factors that affect a phenomenon, but the detailed knowledge of these factors in the units of analysis (Marcelino, Baldazo and Valdés, 2012).

The methodological design used is nested of illustrative type, because it presents or exemplifies the phenomenon that is investigated under a determined theoretical approach integrated by a single case (federal public body), with more than one unit of analysis: telework and normativity (Yin, 2003). The administration and operation of the Southeast Division of Transmission of the Federal Electricity Commission (CFE) and the problems of teleworking and the regulatory bases of implementation in Campeche were studied to establish the
operational viability in the administrative personnel in benefit of the continuity of the provision of electric energy services to the population and companies.

4 RESULTS AND DISCUSSIONS

4.1 ORGANIZATION BACKGROUND

The history of the energy sector in Mexico dates back to 1879 with the first generation plant that was installed in the City of León, Guanajuato, which was used for the textile factory La Americana. This fact was considered an important moment in the development of the institution, and in the year 1900 the electricity was destined to the textile industry, at that time the factories of fabrics absorbed 44% of the installed electrical capacity in the country, mainly in the states of Puebla, Veracruz and Monterrey. In 1922, the National Motor Force Commission was created, a body in charge of regulating electricity growth, monitoring the optimal use of energy resources, as well as the application of tariffs.

In December 1933, the Congress of the Union reformed Article 73 of the Constitution and granted the Federation the power to legislate on electrical energy; it was then that, on August 24, 1937, the Federal Electricity Commission (CFE) was published in the Official Journal of the Federation, which would be responsible for organizing and directing the system of generation, transmission and distribution of electrical energy throughout the country, based on technical and economic principles, without profit purpose and with the aim of obtaining the highest possible yield at a minimum cost for the benefit of the people of Mexico, (DOF, 1937)

Federal Electricity Commission since its creation in 1937 and with its motto, "Electricity for the progress of Mexico", was working in a normal way, as a company of the Mexican state in charge of the generation, transmission and distribution of electricity throughout the country, however, on March 29, 2016 with the negotiations of the energy reform and by mandate of the Law of the Electric Industry, the Secretariat of Energy issues the Terms for the Strict Legal Separation of the CFE, published on January 11, 2016, in the Official Journal of the Federation, and finally March 23, 2016, the agreement of the creation of the production company subsidiary of the Federal Electricity Commission, called CFE Transmisión, (DOF, 2016). The COVID health crisis that is facing the world, shows that there is no country, government, society or organization that escapes its negative effects, which allows us to raise the following questions: Does the CFE and its divisions have the operational and administrative structure to face the problems arising from the health crisis? Do your employees have the skills to carry out their
functions through teleworking? Did the pandemic affect the provision of electric power services that you provide to businesses and people?

4.2 DESCRIPTION OF THE SECTOR PROBLEM IN THE ENTITY

The Campeche Transmission Zone is a work center with a specific function within the organization. Although it is true, it is considered reduced in terms of the number of people who make up it and the facilities it serves compared to other centers belonging to the Regional Management of Peninsular Transmission, since 2019 it has taken on special relevance for the operation and operation of the national electricity system and for the reliability, quality, safety and continuity of electrical energy in the Yucatán Peninsula.

The reason why the Campeche Transmission Zone was observed by public opinion and the authorities of the same CFE, was due to the blackouts that affected the states of Campeche, Yucatán and Quintana Roo in 2019, and were mainly due to sugar cane fires in the La Joya cane area of the municipality of Champotón, which caused the operation of the 400 thousand volt lines that supply energy to the Yucatán Peninsula. From these unfortunate events caused by external agents that significantly impacted the general population and as a consequence, the prestige of the CFE Institution, actions and strategies coordinated by the authorities of the Transmission Directorate and the Regional Management of Peninsular Transmission were implemented, to eliminate the risks in the 400 kv lines of the National Transmission Network and that this limits the supply of electricity in the states of the Yucatán Peninsula. With the actions implemented, favorable results have been obtained, thus highlighting the work, leadership, and good practices carried out by the Campeche Transmission Zone.

In the first quarter of 2020, as a result of the SARS CoV-2 pandemic that causes the disease called COVID 19, the General Health Council of the Federal Electricity Commission published the agreement recognizing the epidemic of disease due to the virus, as a serious disease of priority attention, in that regard, the Secretariat of the Civil Service established the agreements and defined criteria to contain the spread of the virus in the units and entities of the Federal Public Administration, excluding institutions that provide essential public services.

Based on the previous agreements, the Federal Electricity Commission was defined as an essential institution with a fundamental and strategic role to guarantee the electricity service required to face the pandemic in public, private, social institutions and in all the homes of Mexicans during the lockdown. Given this definition, the terms were established for adults over 60 years of age or more, women who are pregnant or breastfeeding, staff with conditions
associated with an increased risk of complications and women with children and students of basic education, in accordance with the policies established by the Ministry of Public Education, to perform work at home, as long as the operation and provision of electric power service is not affected.

4.3 ANALYSIS OF THE PARTICULAR PROBLEM

In the Campeche Transmission Zone of the CFE, there is a staff of 40 employees, 32 of them are operational and administrative workers called unionized and 8 correspond to the management group called trusted. Faced with the recent pandemic, and following the indications of the Federal Government through the Ministry of Health, there was the need to implement teleworking to a group of vulnerable people and people with chronic degenerative conditions and another group of people who were at risk of contagion, however, the regulatory framework that supports this activity is lacking, in the same way there is no methodology, protocol or some procedure established for the implementation of work from home.

Before the COVID 19 pandemic, in the Campeche Transmission Zone telework had not been started, at least not in the unionized personnel, the trusted personnel, constantly perform home office, since within their functions and obligations as trusted personnel is the management or review of systems in case of failures or alarms, and that activity is carried out at any time and any day from their homes, entering the teams through the appropriate software. As a global health emergency, practically all government and/or private institutions in Mexico were in dire need of authorizing people who were at risk of infection and those with chronic degenerative diseases to work from home. However, the implementation of teleworking under the conditions of the pandemic and without the existence of established procedures, rules and standards was unproductive, this being the reason for the initiative and proposal in this work.

In the Campeche Transmission Zone, facing this problem was complicated, due to the lack of what was necessary to ensure a proper functioning of the so-called work at home, there were both administrative and technical needs that caused delays in the fulfillment of non-essential processes in the organization, the essential processes were not affected thanks to the adoption of roles with the staff that worked normally and with the strategies for their execution.

Currently the administrative process does not have indicators that allow to know the behavior of its process, in order to know roughly the behavior of the protocol, if a simulation is carried out taking as reference the data of the activities developed during the pandemic, the results presented in Table 1 would be obtained.
Table 1

**Outcomes of the COVID-19 pandemic.**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>BEFORE THE PANDEMIC</th>
<th>AFTER THE PANDEMIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity</td>
<td>90%</td>
<td>70%</td>
</tr>
<tr>
<td>Efficiency</td>
<td>85%</td>
<td>65%</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>88%</td>
<td>68%</td>
</tr>
</tbody>
</table>

Source: Own elaboration with data of the agency (2022).

As can be seen in table 1, in normal conditions of face-to-face work, even without evaluation indicators, simulating the activities carried out on a daily basis and translating them into the proposed format the results of the indicators are favorable for the administrative process, however after the pandemic, values are observed much lower than expected when the staff worked in the home office modality, with the lack of the implementation protocol which contemplates the formalization, monitoring and evaluation of the activities programmed in the evaluated department.

Currently in the contractual legal documentation of the Federal Electricity Commission there are no terms of telework or home office, as available modalities for the development of activities, so proposals should be sent to be included in the different normative documents of the organization, the terms, modalities and when telework should be implemented, in the CFE (Table 2).

Table 2

**Modification of clause 17 and 64 clause VI of the Collective Labor Contract**

<table>
<thead>
<tr>
<th>Proposal 1</th>
<th>Proposal 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HE SAYS</strong></td>
<td><strong>YOU MUST SAY</strong></td>
</tr>
<tr>
<td>Workers will start and end their day in the places where they were originally assigned, even if they must work in different parts.</td>
<td>In cases of health emergency (epidemics and/or pandemic), declared by the competent authority, the CFE will immediately provide the appropriate prevention and health promotion services and if there is a deficiency in such services, workers may obtain them directly, in accordance with the provisions of section IV of this clause.</td>
</tr>
<tr>
<td>Workers will begin and end their day in the places where they were originally assigned, even if they must work in different places.</td>
<td>When the directors of the company and union so determine, the workers will perform their functions in the modality of teleworking without the need to physically present themselves in the facilities where they are assigned.</td>
</tr>
</tbody>
</table>

Normative Basis For The Implementation of Telework in A Public Productive Company of The Energy Sector

required by the LFT, included in the protocol of implementation of teleworking.

Source: Own elaboration based on the clauses of the current collective labor contract (2022).

Proposition 1 provides for the modification of clause 17 of the current Collective Labor Contract between the Federal Electricity Commission and the Unified Union of Electricians Workers, corresponding to the Workplace and proposal 2 proposes the modification of clause 64 of the current Collective Labor Contract between the Federal Electricity Commission and the Unified Union of Electricians Workers corresponding to the Medical Services of the CFE.

With the sending of the proposals described in Table 2 for inclusion in the regulations of CFE, you will have the security of having the normative basis of the implementation of the telework modality without incurring administrative or contractual faults when making it and it is expected that the performance indicators of the administrative staff exceed the parameters indicated in Table 3.

### Table 3

*Proposal of performance indicators to measure the results obtained from the formalization of teleworking*

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Formula</th>
<th>Frequency Measurement</th>
<th>Unit of Measure</th>
<th>Base</th>
<th>Target</th>
<th>Source of information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Productivity</td>
<td>$PL = \frac{(PD1+PD2+PDn)}{n}$ Where: PD = Daily Productivity n= Number of days to be evaluated</td>
<td>Monthly</td>
<td>Percentage</td>
<td>90</td>
<td>95</td>
<td>Integrated Management and Evaluation System.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Determination and Evaluation Objectives.</td>
</tr>
<tr>
<td>Labor Efficiency</td>
<td>$EL = \frac{(ED1+ED2+EDn)}{n}$ Where: ED = Daily Efficiency n= Number of days to be evaluated</td>
<td>Monthly</td>
<td>Percentage</td>
<td>85</td>
<td>90</td>
<td>Integrated Management and Evaluation System.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Determination and Evaluation Objectives.</td>
</tr>
<tr>
<td>Labor Effectiveness</td>
<td>$ECL = \frac{PL + EL}{2}$</td>
<td>Monthly</td>
<td>Percentage</td>
<td>88</td>
<td>93</td>
<td>Integrated Management and Evaluation System.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Determination and Evaluation Objectives.</td>
</tr>
</tbody>
</table>

Source: Own development (2022).
Achieving the goals proposed in Table 3 would quantitatively demonstrate the efficiency and effectiveness of the measures adopted and the commitment of the staff to the institution and the population that demands the electric power service for their well-being, and would comply with the provisions of the LFT on telework avoiding sanctions for non-compliance in the implementation of this modality.

5 CONCLUSION

To carry out the implementation of teleworking in the CFE, it is necessary to comply with the provisions of the Federal Labor Law in article 330-B, which states that, when it comes to this modality, it must be established in a written contract or agreement, in addition to the general conditions of work indicated in article 25 of the LFT.

Due to the nature of the work carried out in the CFE, it is not common in the organization to use the teleworking modality, taking into account that 80% of the staff belong to a union (SUTERM) governed by a collective contract where the working conditions of the members are stipulated.

The implementation protocol of teleworking is based on the current legal regulations in the country, and aims first to provide legal certainty when implementing the modality of teleworking in CFE, in addition to having the sequence of how to carry it out, the technological needs and the documentation necessary for the evaluation of the implementation.

REFERENCES


