

Telework:

Improve Your Organization's
and Employees' Return on Investment



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Defining Telework

- Extends the workplace beyond the traditional office
- Is a voluntary arrangement and not an entitlement
- Is a management prerogative
- Replaces business related trips
- Maintains productivity in face of disasters
- Requires planning and consensus building
- Depends on technology
- Depends on management commitment



Teleworking County Code

County Code 5.90 – Title V Personnel – Vehicle Reduction
– Ridesharing

“Telework” means an alternate method of work where the employee, also known as the Teleworker, works from home or a location closer to their home like a branch office.



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Teleworking is Not...

- Always a full time arrangement
- A replacement for child care or dependent care
- Sending people home and never seeing or hearing from them again
- A benefit
- Work-extension
- Always expensive



Teleworking Succeeds When...

- The employee is right
- The job is right
- The technology works
- And the manager approves of the arrangement



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Telework Programs Save...

- Thousands of Bank of America employees get a choice between working full time from home or getting an office work station.
- More than 60% of US General Services Administration employees work during snowstorms from home.
- Sun Microsystems saves \$70 million a year in real estate alone
- Dow Chemical saved a third of its non-real estate costs through telework
- British Telecom, JD Edwards, and American Express show home-based employees to be 20-40% more productive than their office counterparts



Return on Investment (ROI)

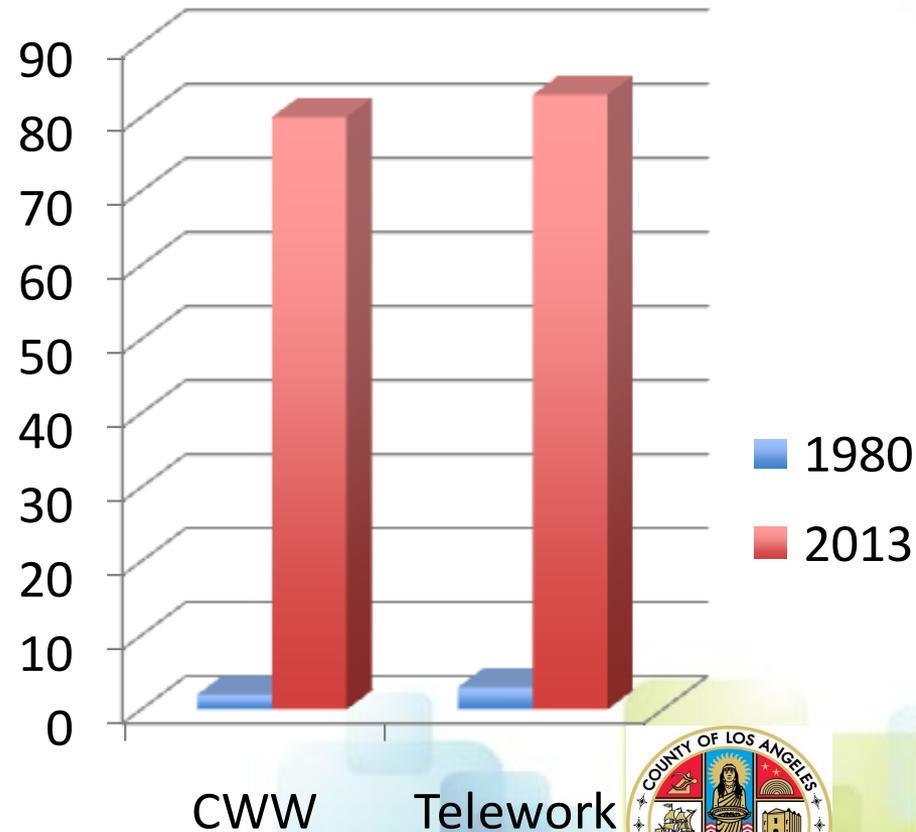
- Increased worker productivity (10-20%)
- Reduced employee absenteeism (2-4 days)
- Increased employee morale, recruitment, retention (50-65%)
- Extension of work hours without adding staff
- Better communication among time zones
- SOLUTIONS FOR BUSINESS CONTINUITY
- Lowered facility costs, demand for parking spaces (10-90%)
- Environmentally friendly “green” program (priceless)



Fortune 100

- In the 1980's, only two offered compressed work weeks and only three offered telework.
- In 2013, 80 offer compressed work weeks and 83 offer telework.

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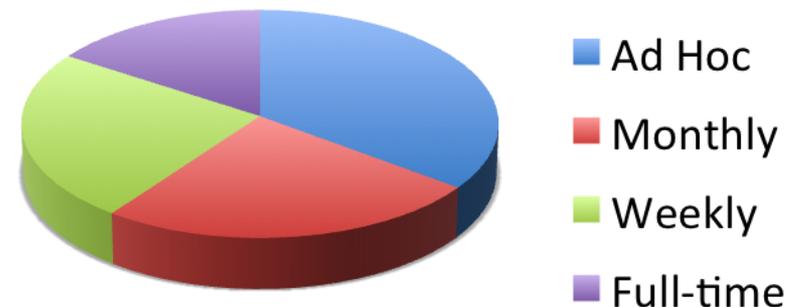


WorldatWork Study 2010 Shows Strong Adoption of Telework Among U.S. Employers

% of Employers allowing the following frequencies of Telework

- **Ad hoc** telework (e.g. to meet a repair person, care for a sick child) (83%)
- Telework on a **regular monthly basis** (at least one day per month, but not full time) (85%)
- Telework on a **regular weekly basis** (at least one day per week, but not full time) (57%)
- **Full-time** telework (every regularly scheduled work day) (37%)

% Employers



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The Federal Telework Enhancement Act of 2010

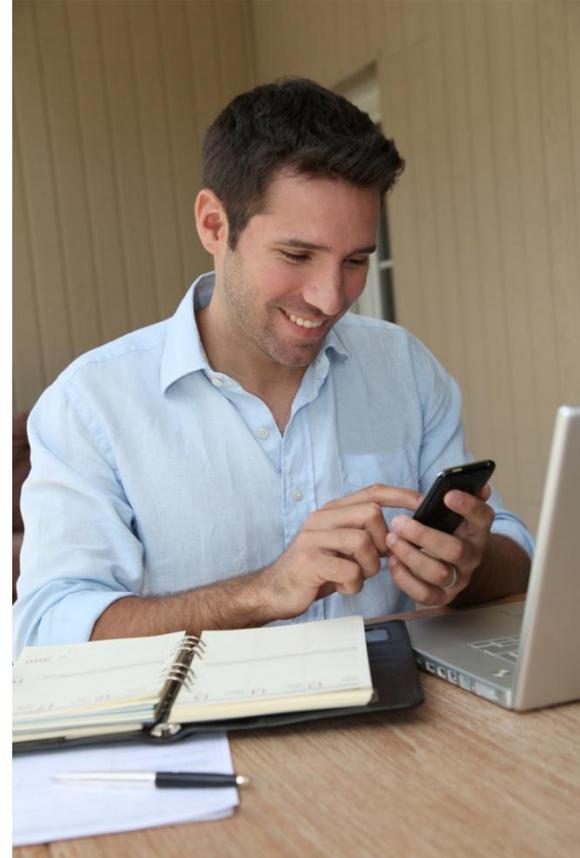
Expands telework opportunities for most federal workers, allowing eligible employees to work remotely from home or an off-site location.

- Establish telework policies
- Designate a Telework Managing Officer to oversee telework in each agency or department
- Determine employee eligibility for telework
- Notify all employees of their eligibility
- Establish telework training programs for workers and managers
- Integrate telework into their Continuity of Operations Planning (COOP), and
- Provide yearly progress reports to the Office of Personnel Management (OPM)



Telework-related Issues

- Selection
- Coverage
- Worker's Comp
- Technology
- Connectivity
- Training
- Non-teleworkers



Gain Management Commitment

- Convince upper management
- Convince middle management
- Convince employees
- Develop proposal



Upper Management Issues

- Productivity
- Cost
- Coverage
- Bottom-line
- Overhead
- Recruitment / Retention
- Sustainability



Middle Management: More Sensitive to Day-to-Day Issues

- Performance Issues — “How do I know they are working?”
- Communication Issues — “How will I reach staff?”
- Cost Issues — “How can we afford a telework program?”
- Technology Considerations — “Do we now have to equip the employees at home and at work?”



Middle Management: Other Issues

- Equity/Haves and Have-Nots — “What about those who cannot telework?”
- Selection — “How do I select the right employees?”
- Loss of control and corporate loyalty — “Will these employees now start looking for other work?”
- Safety/Ergonomics — “Do we inspect the home office?”



Manager Advantages of Teleworking

- Positive employee morale
- Increased employee productivity
- Less downtime from weather, traffic
- Increased employee availability
- Cross-training and knowledge sharing
- Increased macro view of work
- Broader talent pool for recruiting & access to expertise
- Reduced absenteeism



Adjustments for Management When Teleworking

- Managing by results
- Trust
- Developing good communication and access procedures
- Maintaining team environment
- Concerns regarding loss of control



Telemanaging through Goal-Setting with Employees

- Assist employees in organizing work through one on one meetings prior to teleworking for the first few times
- Assigning work to employees
- Defining objectives and deliverables
- Establishing timeframes
- Reviewing status
- Coaching employees



Establish Communications Standards

- Assess current ways of communicating with employees and how teleworking will change communications
- Less impromptu face to face
- More e-mails and telephone calls
- More saved messages
- More scheduled face to face communication



Establish Communications Standards

- Establishing protocol
- Schedule
- Responding to e-mail and phone calls
- Co-workers
- Non-teleworkers
- Outside contacts: members; vendors
- Supervisors



Analyzing Job Functions for Telework

Job Function	Always	Sometimes	Never
Tasks can be done independently			
Work completed is measurable based on Deliverables			
Quality and quantity of work are measurable			
Non-teleworker functions are minimally affected			
Need for specialized material or equipment is minimal			
Deals with confidential and proprietary information			
Requires teamwork			
Need for face-to-face interaction can be managed			



Eligibility Factors

- Performance rating
- Tenure
- Grade level
- Position description
- Organizational structure
- Other _____



Employee Characteristics

- Self-motivated, self-managing
- Results-oriented
- Conscientious, organized
- Independent worker
- Flexible
- Understands job requirements
- Understands organizational policies and procedures
- Communicates well with colleagues and clients
- Handles change well



Analyzing Employee Characteristics for Telework

Characteristic	1	2	3	4	5
Self-disciplined					
Experience and skill level					
Past and current performance productivity levels					
Organizational skills					
Communication skills					
Relationships with others					
Relationships with clients					
Ability to be flexible					



Every Employee is Different

- Directing
 - Coaching
 - Advising
 - Delegating
- Developing trust
 - Managing electronically
 - Asking questions
 - Encouraging independence



Team-Building While Teleworking

- Keeping the team together
- In-office meetings
- Teleconferencing
- Social activities
- Lunches



In-person Meetings While Teleworking

- Meeting for the first time
- Kick off meeting for complex project
- Delicate issues (body language)
- Social reasons
- Team-building



Planning for Success

- Act on problems as they arise
- Be honest with teleworkers
- Ask for input from coworkers
- Respect the teleworking arrangement
- Maintain scheduled team and individual meetings
- Integrate a review process
- There is an adjustment period



Employee Advantages

- Increases focus, productivity and work quality; reduces distractions and interruptions
- Increases flexibility
- Reduces commuting stress, delays, and costs
- Improves morale
- Accommodates work/life balance
- Lower personal costs, e.g., meals, clothing



Adjustments for Employees

- Impact on teamwork?
- How will my manager know that I am working?
- Increased isolation from co-workers
- Developing good organizational skills
- Dealing with distractions in the home environment



Teleworkers: Getting Organized

- Pick a work location
- Establish a routine
- Replace ritual of getting ready for office
- Organize work the day before
- Have an end of the day ritual



Teleworkers: Managing Your Work

- Maintain contact with coworkers
- Have a system at home
- Stick to deadlines
- Keep your manager informed
- Attend scheduled meetings
- Schedule meetings with coworkers and others



Ergonomics

- Your Desk
 - Be sure your desk is a comfortable height for you (29 in. high)
- Your Chair
 - The seat should be adjustable, both for height and angle to provide support. Find a chair that is comfortable for you
- Lighting
 - Light should be directed toward the side or behind your line of vision. Try not to use direct sunlight on work surfaces



Ergonomics

- Safety
 - Be alert to electrical support needed for your equipment when configuring your space
 - Cover interconnecting cables, and avoid tripping
 - Place equipment close to electrical outlets. Use surge protectors.
 - Place heavy items on sturdy stands close to walls
 - Provide sufficient air space around computer. Keep out of direct sunlight and away from heaters
- Noise
 - Note that your professional image may be affected by the sounds of crying children, barking dogs, vacuum cleaners, etc. You may be able to shut a door to eliminate noise.
- Office Supplies
 - To be decided between you and your manager



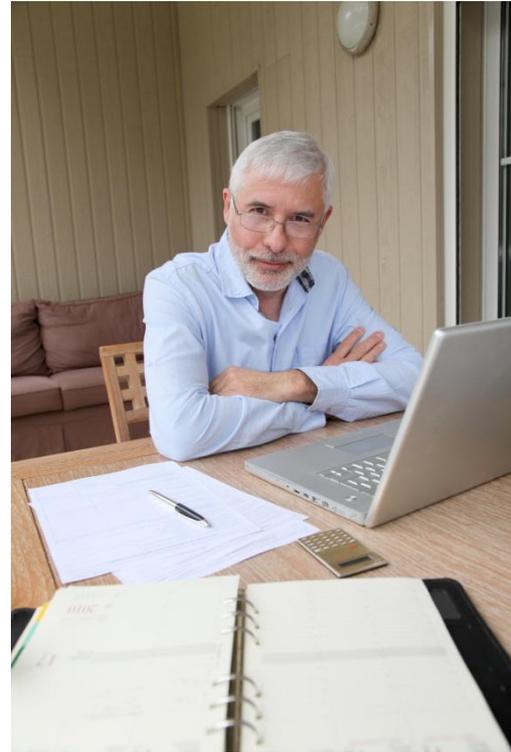
Teleworkers: Training Family and Friends

- The message is that you are at home working!
- Decide on what interruptions are OK
- Set rules for office materials
- Don't telework if there are problems at home
- Handle jokes and negative comments



Developing Good Habits and Avoiding Bad Ones

- Pace yourself
- Take breaks
- Plan lunches
- Keep in touch
- Stay productive



Successful Telework Programs Have Certain Characteristics

- There is a transition period!
- Are seamless to the world
- Plan for flexibility and change
- Fit Agency culture
- Plan for access and communication



Successful Telework Programs have Certain Characteristics

- Initial pilot
- Top level commitment
- Planning and selection process
- Seamless
- Flexible
- Fit corporate culture
- Plan for access and communication
- Expandable



Organizations with Successful Programs

- GE Energy
- IBM
- Federal Government
- Delta Airlines
- Bank of America
- Home Depot
- Kaiser Permanente
- MetLife
- State of Georgia
- Sun Microsystems
- Cisco
- Hewlett Packard
- Intel
- Solvay Pharmaceuticals
- County of Los Angeles



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