

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 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



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



*Based on a review of 50-60 national case studies.

Return on Investment (ROI)

- Better communication among time zones
- Business continuity
- Lowered facility costs, demand for parking spaces (10-90%)
- Environmentally friendly “green” program (priceless)

*Based on a review of 50-60 national case studies.

Telework Programs Save...

- Thousands of Bank of America employees get a choice between working full time from home or getting an office work station.
- 60% of GSA employees worked during last year's 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
- Best Buy, British Telecom, JD Edwards, and American Express show home-based employees to be 20-40% more productive than their office counterparts

When Teleworking is Implemented Correctly, Productivity Increases

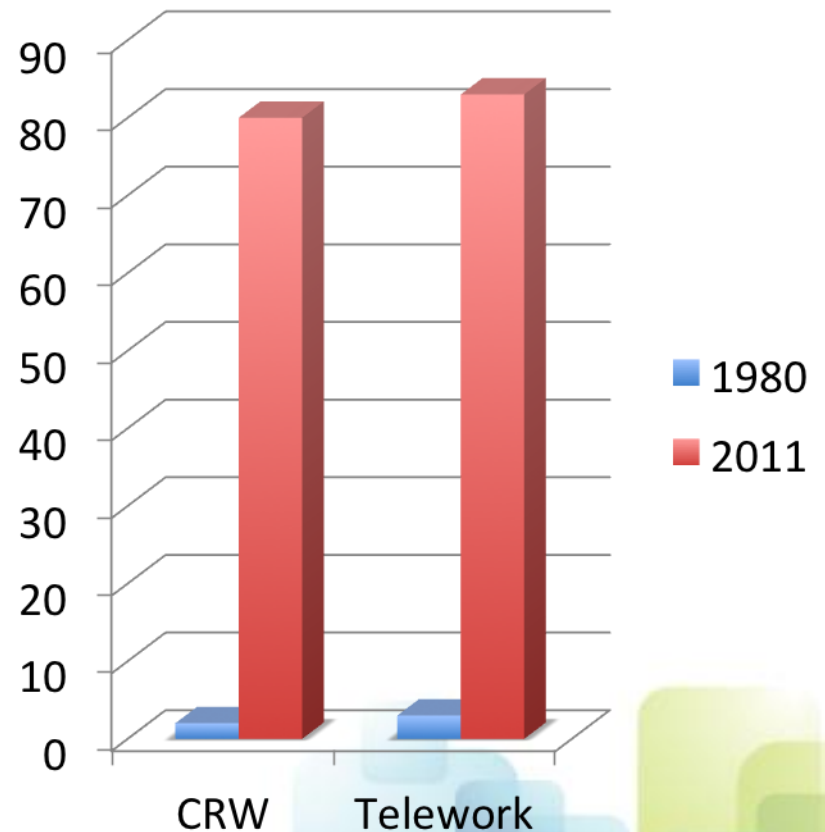
- 74% of teleworkers report increased productivity
- 85% of managers say productivity increases or stays the same
- Only 2% of managers report a decrease in productivity
- Among all who reported an increase in productivity, average increase is 20%
- 96% of teleworkers claim teleworking has not decreased work quality, and 91% of managers agree

*Based on a CAC survey of about 363 teleworkers and 124 managers.

Fortune 100

- In the 1980's, only two offered compressed work weeks and only three offered telework.
- In 2011, 80 offer compressed work weeks and 83 offer telework.

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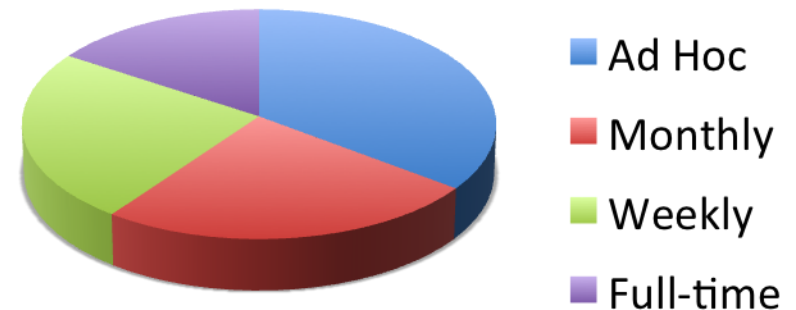
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WorldatWork Study 2010 Shows Strong Adoption of Telework Among U.S. Employers

% 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



18% of Employees in Metro Atlanta use a Commute Option. Of those:



Source: 2010 Center for Transportation and the Environment study conducted on behalf of the Georgia Department of Transportation

Telework-related Issues

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



Implementation Steps

1. Gain Management Commitment Month 1
2. Select Telework Coordinator Month 1
3. Form a Steering Committee Months 1-2
4. Develop Policies/Agreement Months 1-2
5. Assess Costs and Savings Months 2-3
6. Develop Technology Component Months 2-3
7. Select Participants and Supervisors Months 3-4
8. Implement Program Ongoing
9. Train Participants Month 4
10. Evaluate and Troubleshoot Ongoing

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?”



Getting Organized

- Develop Proposal
- Define Telework
- Emphasize Benefits
- Be Bottom-Line Oriented
- Determine Cost and Savings
- Assess Technology/Connectivity Needs
- Identify Next Steps

Select Coordinator

- Sells the program
- Makes presentations
- Recruits supporters and pilot
- Plays a leadership role
- Helps make selection
- Troubleshoots
- Pioneers the program



Form a Steering Committee

- Decision-makers
- Key departments
- Pilot group
- Commitment
- Sells the program



Develop Policies and Agreement

- Goals
- Arrangement
- Frequency
- Worker's compensation and liability
- Resources
- Technology
- Insurance
- Work space
- Selection criteria
- Non-telecommuters
- Communication needs
- Scheduling issues

Job and Employee Assessment

Job Function

- Project oriented
- Measurable impact on others
- Need for equipment
- Face-to-face interaction with others

Teleworker

- Organizational skills
- Flexibility
- Self-disciplined
- Experience
- Working relations
- Supervisor
- Customer impact

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

Assess Technology Component

- Equipment needs
- Frequency
- Connectivity issues
- Pre-testing
- Tech support



Estimate Costs and Savings

- Identify savings
- Identify costs
- Who pays for what?
- Start cost neutral for pilot



Training and Evaluation

- Training
 - Prior to teleworking
- Evaluation
 - Surveys
 - Focus Groups
 - Interviews



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
- Yahoo!
- Cisco
- Hewlett Packard
- Intel
- Solvay Pharmaceuticals
- County of Los Angeles

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