

Session 2: Telework Program Implementation

“In a country that has been moaning about low productivity and searching for new ways to increase it, the single most anti-productive thing that we do is ship millions of workers back and forth across the landscape every morning and evening.”

Alvin Toffler



Session Agenda

- Recommended step-by-step approach
- Define roles and responsibilities
- Determine policies and process
- Build a communication plan
- Define who and how participants are selected
- Discuss tips and traps

Steps to Implement

1. Organize a committee
2. Obtain executive/mid-level and budget commitment
3. Finalize telework policies*, business rules and guidelines
4. Communication planning
5. Design a technology plan and determine support and escalation issues
6. Market internally: select, recruit and promote

*See ValleyMetro.org/telework for more information and sample documents

Steps to Implement – continued...

7. Conduct baseline evaluations*
8. Design and conduct telework training* for supervisors and teleworkers
9. Collect signed agreements* and ergonomic evaluations*
10. Metrics: Include a business case* and ongoing reporting

After a successful pilot – Institutionalize

*See ValleyMetro.org/telework for more information and sample documents

Steering Committee – Who

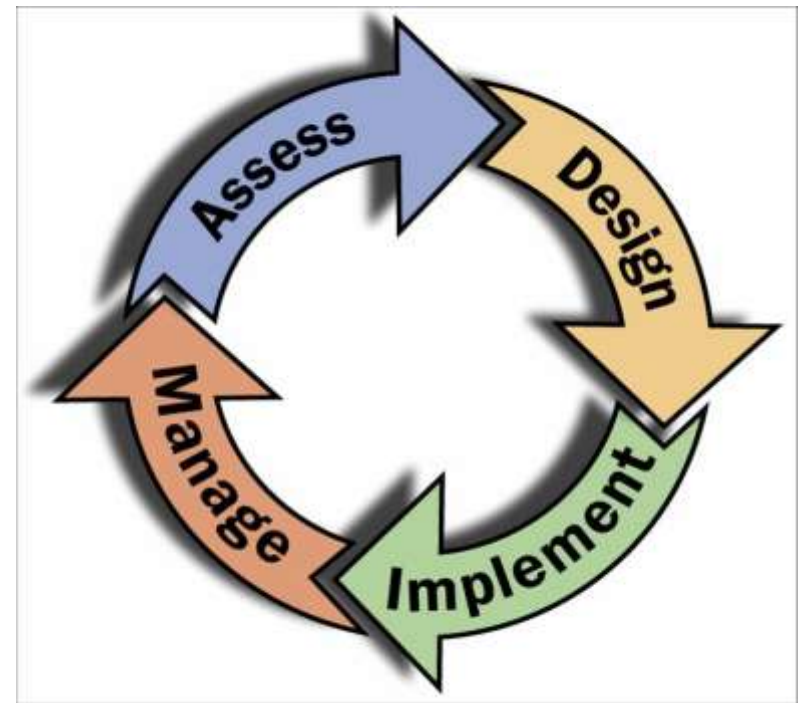
- Human Resources
- Finance
- Facilities/Real Estate
- Information Technology
- Managers
- Employees
- Legal/Risk Management
- Internal “Clients”
- Unions (if applicable)



Steering Committee – What

“1st” Step – Define program drivers, then...

2. Goals
3. Policies*
4. Guidelines
5. Processes
6. Selection criteria*
7. Program evaluation*
8. Management reports



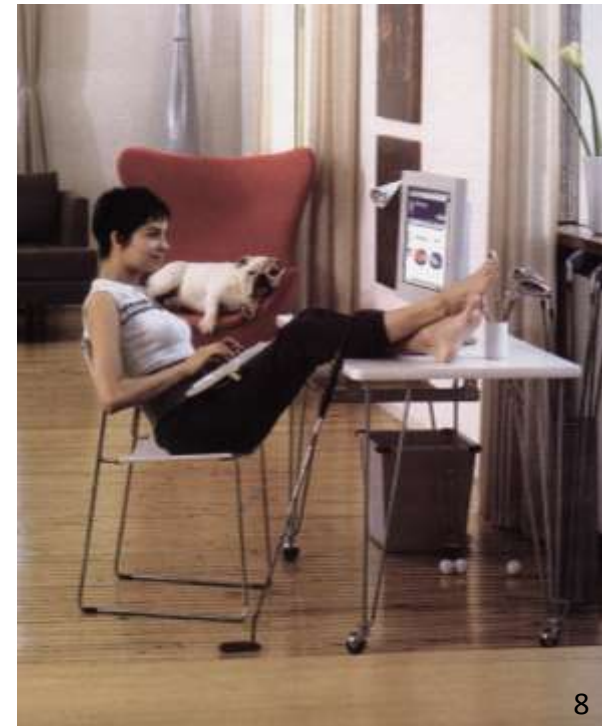
*See ValleyMetro.org/telework for more information and sample documents

Activities by Work Group

1. Analyze jobs (task level) for telework suitability
2. Establish selection criteria
3. Telework [definitions](#)
 - a) Types
 - b) Style
 - c) Technical needs
4. Define the program work plan
5. Develop implementation timeline

HR Guidelines and Policies

- Salaries, benefits and insurance
- Right, entitlement and program termination
- Agreements and specific work plans
- Approvals – signing authority
- Restricted access materials
- Telework training
- Conditions of employment
 - Voluntary
 - Mandatory



Operation Guidelines and Policies

- Work-space safety
- Employer-owned equipment and software
- Liability for loss, damage or wear
- Supplies and work-related expenses
- Dependent care responsibilities
- Access during designated work periods
- Voice and data expenses (who pays)
- Program evaluation and participation

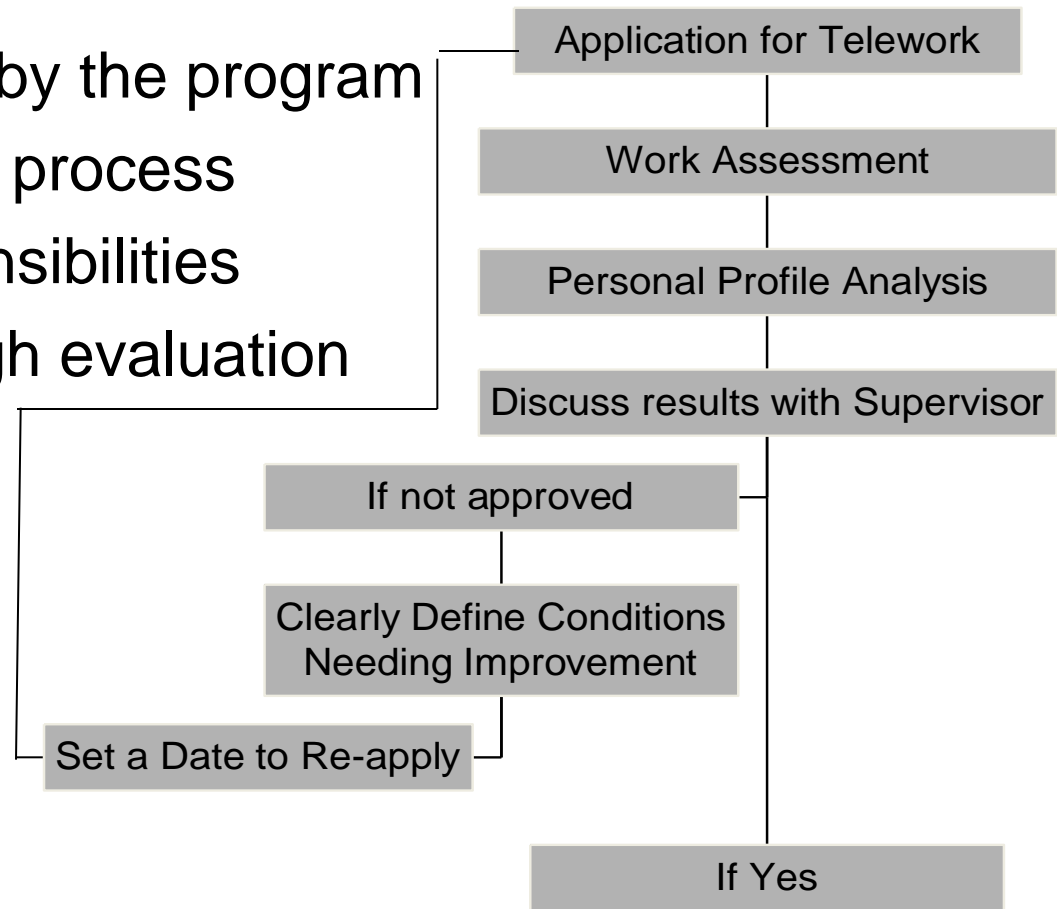
Build a Communication Plan

- What's the message and when should it be delivered?
 - Senior management
 - Those who manage teleworkers
 - Teleworkers and their coworkers
- Don't ignore – address the issues
 - Work performance expectations
 - Changes in communications and accessibility
 - Who pays and for what?
 - Security and confidentiality
- Celebrate telework successes



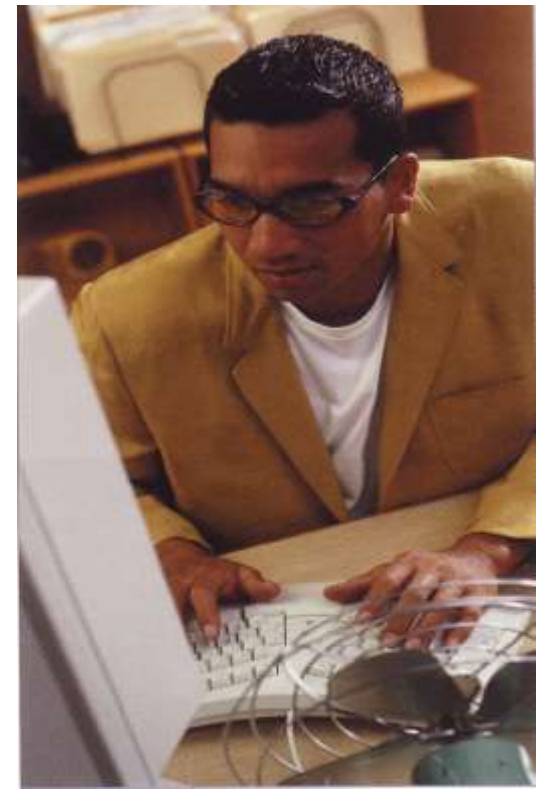
Design the Participation Process

- Everyone is impacted by the program
- Rely on a well-defined process
 - Roles and responsibilities
 - From start through evaluation
- Ongoing
 - Promotion
 - Education
 - Evaluation
- Look to automate
- Murphy's law



Teleworker Selection

- Informed self-selection and justification
 - Define selection and eligibility criteria
- Form follows function (one size does not fit all)
 - Occasional
 - Day-extenders
 - Part-time
 - Full-time
 - Road warrior
- Set standards based on need
 - “Dedicated office or duty station”



Teleworker Profile – Professional Traits



- Requires minimal supervision
- Has a high level of skill and knowledge
- Possesses strong time-management skills
- Demonstrates sound decision-making/good judgment
- Communicates well with manager and coworkers

Teleworker Profile – Personal Traits

- Understands and follows directions
- Maintains good attendance
- Highly responsible
- Self-disciplined
- Results-oriented
- Adaptable and flexible
- Respects authority



Define Telework Styles

EXAMPLES

- Day Extender
- Occasional Teleworker
- Virtual Worker/Road Warrior
- Knowledge Worker (remote duty station)
- Knowledge Worker (in-house duty station)
- Remote Call Center Agent (at-home duty station)

Recap of Program Implementation

- Forming a committee is the first step
- Define the goals of the program
- Break the implementation process up in steps
- Develop well thought out policies and plans
- Communication with managers and teleworkers is key
- Spend time developing the telework selection criteria

TIPS & TAPS

- Pockets of resistance can slow your progress
- Build consensus with senior staff
- Begin with first-rate managers
- Pilot vs. phased approach
- Length of pilot program
- Size of telework pilot program
- Learning more (books, Web sites, alerts)
 - ValleyMetro.org/telework
- www.teleworkexchange.com/townhallmeeting
(September 24th)

Q & A

[September 29th, 2:00-2:45pm:](#)

Training and Expectations. Help ensure that all employees begin with a common understanding.

[October 6th, 2:00-2:45 pm:](#)

Work Environments and Program Evaluation: Review the design of creative work spaces and develop effective program outcome measures.