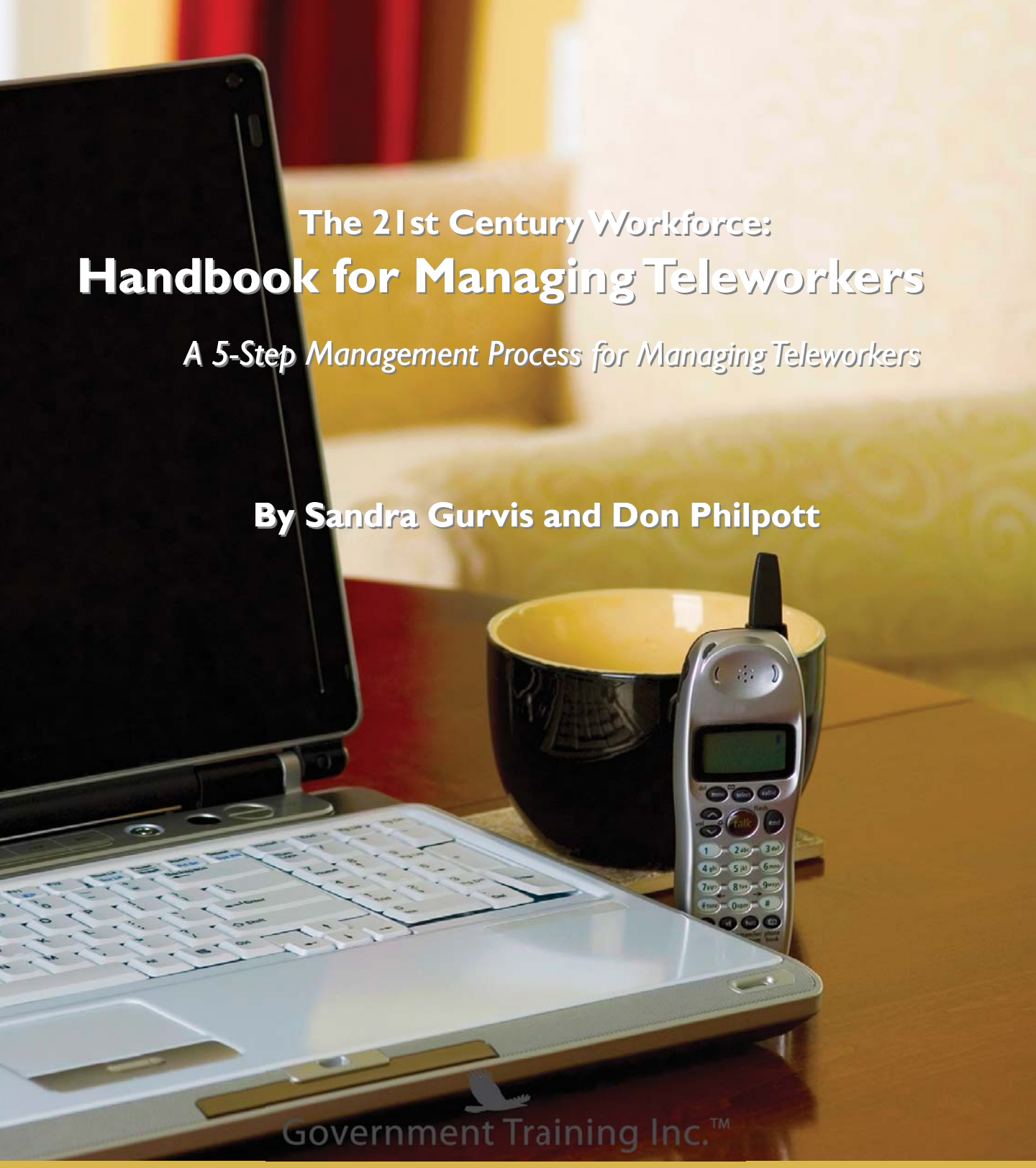

The 21st Century Workforce:
Handbook for Managing Teleworkers

A 5-Step Management Process for Managing Teleworkers

By Sandra Gurvis and Don Philpott

Government Training Inc.™

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Sandra has traveled throughout the US , lecturing and providing information on telework and telecommuting, as well as other issues relating to management and self-employment. She lives in Columbus , Ohio .

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He is a member of the National Press Club.

Foreword – It's Green and it's Growing; Telework is Here to Stay

Overview

Teleworking, sometimes called telecommuting or flexiplace, is an innovative business solution that enables employees to do productive work away from the traditional office. Modern technological advances have made it easier to work anytime and anywhere.

Teleworking is a practical solution to environmental and other quality-of-life issues, as well as work-life challenges. The Office of Personnel Management (OPM) and General Services Administration (GSA) are lead agencies for the federal teleworking initiative. The GSA Government-wide Telework Team serves as the nexus for policy development, outreach, and collaborative partnerships to further the advancement of telework throughout the federal government. The Telework Team provides a variety of services, such as:

Developing policy concerning the alternative workplace

Promoting telework to and networks with federal, private, and other customers

Offering technical support, consultation, research, and development to its customers

Telework clearly has important implications for individuals and even entire communities.

Remember

Programs have been shown to help individual employees successfully balance the responsibilities of work and family, increase the safety of neighborhoods – as more people are home during the day – and reduce pollution. The potential benefits of a teleworking workforce are now more important than ever: with the cost of gas again on the rise, it has become a critical tool in the struggle to balance stretched family budgets; with the threats of new strains of influenza, it provides an effective resource in the face of possible pandemic; as our nation searches for ways to conserve energy, telework provides a valuable asset toward establishing green workplaces.

The Federal Situation

Late 20th-century technology revolutionized the workplace, and the 21st-century workplace is evolving even faster. Computers, remote connectivity, voice and electronic communications, paperless work processes, and other innovations make information and work increasingly mobile.

Such innovations help the federal government, as the nation's largest employer, serve the needs of the American public more efficiently and effectively. Federal employees have used mobile work technology for a long time. In recent years, telework has become increasingly widespread and formalized, with legislative mandates, as well as new programmatic and policy supports and structures.

The OPM defines telework as "work arrangements in which an employee regularly performs officially assigned duties at home or other worksites geographically convenient to the residence of the employee." Telework is simply a way of getting work done from a different location. It can serve multiple purposes – and have multiple benefits – when it is implemented effectively in an organization.

For federal agencies, telework is of particular interest for its benefits in the following areas:

- ☐ Recruiting and retaining the best possible workforce – particularly newer workers who have high expectations of a technologically forward-thinking workplace and any worker who values work/life balance
- ☐ Helping employees manage long commutes and other work/life issues that, if not addressed, can have a negative impact on their effectiveness or lead to employees leaving federal employment
- ☐ Reducing traffic congestion, emissions, and infrastructure impact in urban areas, thereby improving the environment
- ☐ Saving taxpayer dollars by decreasing government real estate costs
- ☐ Ensuring continuity of essential government functions in the event of national or local emergencies

Legislative Background

For over a decade, laws addressing telework (under various names – "work at home," "flexible work," "telecommuting," etc.) have been in effect for federal employees. The main legislative mandate for telework was established in 2000 (§ 359 of Public Law 106-346). This law states that "[e]ach executive agency shall establish a policy under which eligible employees

of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance." Associated language in the conference report for this legislation expanded on that requirement:

Each agency participating in the program shall develop criteria to be used in implementing such a policy and ensure that managerial, logistical, organizational, or other barriers to full implementation and successful functioning of the policy are removed. Each agency should also provide for adequate administrative, human resources, technical, and logistical support for carrying out the policy.

Further legislation (Public Law 108-199, Division B, § 627 of January 23, 2004, and Public Law 108-447, Division B, § 622 of December 8, 2004) followed this mandate with directives to certain agencies to increase telework participation in the workforce by specified amounts. As part of this congressional mandate, OPM began to survey federal agencies about telework in 2000. This Call for Telework Data collects information about agency programs and participation rates.

Definitions/Types of Telework

The terms "telework," "telecommuting," "flexible workplace," "remote work," "virtual work," and "mobile work" are all used to refer to work done outside of the traditional onsite work environment. These terms are defined in different ways and used in different contexts to refer to anything from jobs that are completely "virtual" or "mobile," to arrangements that enable employees to work from home a few days per week or per month.

OPM uses the term "telework" for reporting purposes and for all other activities related to policy and legislation. OPM defines telework as "work arrangements in which an employee regularly performs officially assigned duties at home or other work sites geographically convenient to the residence of the employee."

Telework arrangements in the federal government are most often part-time rather than full-time, although full-time telework does exist. Agencies may, at their own discretion, define and use the types of telework that best fit their business needs. However, for purposes of reporting and judging progress towards meeting the legislative mandate, OPM will count employees whose telework frequency is in one of the following categories only:

☐ Regular/recurring at least three days per week

☐ One or two days per week

☐ Less often than once a week, but at least once a month

As defined by OPM, telework is not –

Remember

Work extension: Many employees take work home with them. This is remote work, but it is not considered telework within the scope of the legislation.

Mobile work: Some agencies have employees who, by the nature of their jobs, are generally offsite, and may even use their home as their "home base." Because their work requires this setup and they travel much of the time, they are not considered teleworkers. This is different from "hoteling" arrangements, in which frequent teleworkers use shared space when they are onsite.

Telework is not an employee right. Federal law requires agencies to have telework programs, but does not give individual employees a legal right to telework.

The Current Position

The most recent report of the OPM's annual Call for Telework Data indicates a steady, albeit very slow, progress in telework, said Director John Berry. "In a recent Memorandum for Heads of Executive Departments and Agencies, I committed OPM to moving the Federal Telework Program forward through a series of important initiatives. The first of these have been met with the establishment of an expert Advisory Group that draws upon the knowledge of several leaders of high-performing telework programs. The results of this group's efforts will be used to help federal agencies develop strong consistent telework policies and, ultimately, effective telework programs. We have significant work ahead to develop a strong telework culture. I look forward to our continued collaboration with agencies on this important issue as we move telework forward in the federal government."

In February 2009, 78 executive branch agencies submitted data on their telework programs to the OPM. These data represent telework participation and related activities between January 1 and December 31, 2008.

Agencies have been submitting these reports to OPM since 2001, tracking the progress of telework implementation as the agencies have created and refined their programs and policies. Trends have remained relatively stable over time, with incremental increases and occasional decreases showing overall slow but steady growth.

For 2008, agencies reported that:

☐ 102,900 employees were teleworking

- 64 percent of these employees were teleworking relatively frequently (either one-two days a week, or three or more days per week)
- Almost half of the agencies had not fully integrated telework into their Continuity of Operations (COOP) planning
- Office coverage and management resistance were considered the largest barriers to implementation

Data are reported for each of the agencies, and the large Cabinet-level agencies also report data at the sub-agency level. A closer look at the agency and sub-agency data allows us to break down the overall numbers to identify organizations that have experienced relatively large increases or decreases, either in actual participation or possibly in their capabilities to effectively track participation.

OPM continues to use these results and other information to support agency staff with their telework programs by convening regular meetings of telework coordinators, meeting one-on-one to provide consultation and support, maintaining the comprehensive www.telework.gov Website, and connecting agency staff so they can learn from each other's challenges and successes.

The Big Picture: Telework in 2008

- 78 agencies reported a total of 102,900 employees out of 1,962,975 teleworking
  - 5.24 percent of the total population reported as teleworkers
  - 8.67 percent of the eligible population reported as teleworkers
- 48 agencies (61 percent) reported an increase in their overall telework numbers
- 78 percent of agencies provided formal notice of eligibility to their employees
- 35 percent tracked the number of telework requests that were denied; 33 cases were due to performance or conduct issues, 160 were due to type of work
- 38 percent tracked the number of agreements that were terminated; 108 of these terminations were based on the employee's decision, 31 were based on the supervisor's decision due to a performance/conduct issue, and 78 were based on a supervisor's decision due to a change in work assignments
- 23 percent of agencies used electronic tracking to count teleworkers, 83 percent used telework agreements, 53 percent used time and attendance (note: agencies could select more than one category due to difference in tracking mechanisms at the sub-agency level, so the total exceeds 100 percent)
- 44 agencies had fully integrated telework into COOP (56.41 percent)

- ☐ 27 agencies reported cost savings/benefits as a result of telework; of these, the greatest benefit was to morale (24 agencies), then productivity/performance and transportation (22 each), then human capital (21) (note: agencies could select all that apply)
- ☐ In terms of major barriers to telework, office coverage was highest (48 agencies), followed by management resistance (38), organizational culture (36), and IT security and IT funding (both at 25) (note: agencies could select all that apply)
- ☐ To overcome these barriers, 42 agencies were offering training for managers, 35 were offering training for employees, 29 had increased marketing, and 21 had established or increased budget for IT expenditures (note: agencies could select all that apply)

Comparisons to 2007

- ☐ Overall number of teleworkers increased from 94,643 in 2007 to 102,900 in 2008 (8,257 more teleworkers, an increase of 8.72 percent)
- ☐ Number of eligible employees decreased from 1,242,104 to 1,187,244
- ☐ Percentage of eligibles teleworking increased from 7.62 percent to 8.67 percent
- ☐ Percentage of total employees teleworking increased from 5.12 percent to 5.24 percent
- ☐ Frequency of telework rose:
  - Number of employees teleworking three or more days/week increased, from
  - 12,286 to 13,365
  - Number of employees teleworking one-two days/week increased, from 45,231 to 52,339
  - Number of employees teleworking at least once a month stayed basically the same (37,196 in 2008, 37,126 in 2007)

Specific Agency Information

- ☐ The Central Intelligence Agency, Office of Science and Technology Policy (Executive Office of the President), Peace Corps, and United States Holocaust Museum did not report
- ☐ Some agencies with substantial increases in total number of teleworkers:
  - Department of Health and Human Services (11,272 to 12,785)
  - Department of Interior (6,624 to 10,759)
  - Department of Transportation (4,511 to 6,705)
  - Department of Veterans Affairs (1,788 to 4,161)
  - General Services Administration (1,727 to 4,754)

- National Labor Relations Board (224 to 368)
- Nuclear Regulatory Commission (268 to 442)
- Patent and Trademark Office (3,612 to 4,395)

☐ Some agencies with substantial decreases in total number of teleworkers:

- Department of Commerce (3,966 to 2,979)
- Department of Defense (17,921 to 16,871)
- Department of Justice (2,848 to 1,753)
- Department of State (2,447 to 1,004)
- Department of Treasury (6,861 to 5,444)
- Social Security Administration (4,011 to 3,440)
- U.S. International Trade Commission (149 to 64)

☐ Some sub-agencies with substantial increases in total number of teleworkers:

- Department of Commerce, Bureau of the Census (12 to 276)
- Department of Health and Human Services, Centers for Medicare and Medicaid Services (1,524 to 2,742)
- Department of Interior, U.S. Geological Survey (4,750 to 8,857)
- Department of Transportation, Federal Highway Administration (773 to 1,869)

☐ Some sub-agencies with substantial decreases in total number of teleworkers:

- Department of Agriculture, Food Safety and Inspection Service (891 to 364)
- Department of Commerce, National Oceanic and Atmospheric Administration (2,816 to 1,473)
- Department of Education, Office for Civil Rights (128 to 4)
- Department of Health and Human Services, Food and Drug Administration (3,813 to 2,670)
- Department of Justice, Executive Office for U.S. Attorneys (1,362 to 35)
- Department of Treasury, Office of Comptroller of the Currency (1,660 to 270)

Today, telecommuting is a flexible, inexpensive and safe option for many employees, with a host of benefits for employers, employees and the environment alike. So why aren't more people telecommuting?

Teleworking and IT Security

IT security involves protecting information and information systems from unauthorized access, use, disclosure, disruption, modification or destruction. It also ensures that system, data, and software integrity are maintained; and that information and system resources are protected against unplanned disruptions of processing that could seriously impact mission accomplishment.

There are many concerns, but IT security tops them all, with 42 percent of federal IT professionals and 27 percent of private-sector IT professionals saying that their top reservation about telecommuting is IT security, according to the fourth annual Telework Report from CDW Government (CDW-G). Despite their high confidence in the effectiveness of their security systems and in the federal government, tougher security standards appear to be reducing the number of employees eligible to telecommute.

According to the survey, private-sector employers have taken significant steps to expand telework initiatives, and private-sector telework adoption is approaching the federal level, with 14 percent of employees in the private-sector teleworking, compared to 17 percent of federal employees.

Federal agencies remain strong advocates for telework with 56 percent of federal IT professionals indicating that their agencies provide IT support for teleworkers. Since 2005, federal IT support has grown 23 percent, according to a year-over-year trend analysis of telework survey data.

Federal law requires agencies to enable telework for 100 percent of eligible employees. Drivers for federal telework adoption include military base closings and realignments, traffic congestion around major metropolitan areas and environmental impacts, as well as enabling productivity for field workers and planning for continuity of operations in the event of natural or manmade catastrophes.

Alongside the increase in technical support for teleworkers, the percentage of federal employees eligible to work remotely dipped to 40 percent from its high of 55 percent in 2006. The drop coincides with continuing concern about IT security.

"More stringent IT security policies are controlling telework expansion in the federal government," said CDW-G's Andy Lausch. "Federal agencies recognize that IT security and telework can co-exist, and they are carefully managing telework programs hand-in-hand with layered technology solutions that protect data and networks, while enabling the increased productivity and flexibility that telework affords."

Overall, IT professionals appear confident in their organizations' IT security measures. Eighty-four percent of federal IT professionals and 88 percent of private-sector IT professionals said their organization's IT security procedures and systems are effective. Fifty-six percent of federal agencies and 74 percent of private-sector employers authenticate teleworkers separately from their remote computers, ensuring that they know not only what devices are accessing their networks, but also who is at the keyboard. Moreover, nearly 70 percent of federal and private-sector employers are providing the computers and other equipment teleworkers use, providing an additional measure of control.

Despite those security protections, the survey revealed a gap in awareness that could introduce security weaknesses: 21 percent of federal employees and 31 percent of private-sector employees say they are not aware of their organization's corporate security policies, potentially opening the door to behaviors that risk security breaches.

Some Industry Perspectives

Telework Capability Benefits Continuity Planning, Employee Recruitment

Ever-heightening concerns about traffic congestion, air pollution and gasoline prices increase the attraction of telework, and the report also finds that the telework option could improve employee recruitment, satisfaction and retention. In fact, 50 percent of federal employees and 40 percent of private-sector employees say that the option to telework would influence their decision to remain with their employer or take a new job.

Further, broad telework adoption could ensure the continuity of government and business operations in the aftermath of a major catastrophe, or even for the duration of a minor disruptive event, such as a snowstorm, tornado or wildfire – and the latest survey finds mixed news on that topic. Consistent with the decrease in federal telework eligibility, federal employees' ability to continue to work remotely in the event of a natural or human-made disaster has declined significantly since 2007, with 59 percent of federal employees indicating that they could telework during a disruption, down from 75 percent in 2007. In the private sector, continuity of operations capability increased but still trails the feds, with 46 percent of employees indicating that they could continue working during a disruption, up from 33 percent in 2007.

The value of telework to continuity of operations is clear, with more than half of federal employees who can continue working during a disruption indicating that they are eligible to telework. In the private sector, the benefit is even more dramatic, with more than 70 percent

of employees who can continue working indicating that their company has a telework program.

"The private sector is solidly embracing telework. Continuity of operations alone could justify the investment, and improved employee satisfaction is icing on that cake," said Ken Grimsley, Vice President of Strategic Sales for CDW-G. "Still, many businesses remain unprepared for recovery from disruptions or are failing to take advantage of affordable, advanced security technologies that are justifiable even without telework. We have a long way to go."

Effective Communications

Remember

Maintaining reliable, effective employee communication lies at the heart of successful telework programs, enabling the collaboration necessary to support continuation of essential government operations. Videoconferencing, which is already in place in nearly every federal agency, provides this essential connection – enabling virtual face-to-face interaction in a highly effective, reliable and cost-effective communications tool to support a remote workforce, according to Joel Brunson, President of Tandberg Federal. "Everyone agrees that teleworking is a great thing. The agencies focus on COOP [continuity of operations] and maintaining high performance; and employees are more aware of reduced travel times and improving their work balance."

Progress to teleworking, however, has been hindered by several factors. "Not so many years ago, equipment was cumbersome and expensive; with videoconferencing it was difficult to get through, and there was noise on the line. Now, with state of the art equipment and quality of service, together with lower prices on bandwidth, it is a much more positive situation," added Brunson. "Costs have come down so much that an agency can get a payback very quickly. Employers, however, still have to focus on changing the mentality that people have to be in the office in order to be effective. Out of sight does not mean out of mind, and it also doesn't mean that the worker is out of the office all the time. Managers must be trained to utilize teleworking by allocating appropriate time schedules," he said. "There is a wealth of research to show that teleworkers work longer hours and are more productive because they do not have to commute."

Security is the other permanent issue – everyone is frightened of it but it can be controlled. Manufacturers can control it by providing authentication and encryption, and agencies can control it by having the right policies in place. Ultimately it is everyone's responsibility to take security seriously, and this all comes down to training.

"Teleworking will become an even more lucrative option in the next few years because of the rising costs of fuel and commuting and even cheaper, more efficient equipment.

The government has to compete with the private sector for staff, and teleworking will be a significant factor in attracting new employees and retaining experienced people. This is an exciting time, but we have touched only the tip of the iceberg," he said.

Case Study

By mid-2001, officials in Concord, North Carolina, had developed a plan for training public safety employees, such as police and firefighters, through the use of video specialized training content communications. The purpose of the plan was to prevent a situation in which key personnel were in training sessions away from their precincts when an emergency call came in. To mitigate lag time in emergency response, training would be hosted from a central location, and participants would join in remotely through videoconference facilities at or near their respective stations.

After September 11, the need for such a system seemed even more urgent, as Homeland Security became a greater concern for first responders across the U.S. "The new Homeland Security effort helped to highlight the value of videoconferencing in a community like Concord," said Fire Chief Randy Holloway. "Instead of limiting its use to training, we could employ videoconferencing to a variety of communications challenges – both in response to a major crisis and in everyday applications."

The strategy tied together 31 video communication sites that would connect fire departments, police departments, emergency services, the public health department and the trauma center at the local hospital. What made the plan unique was that it included connecting all the same vital services of a nearby town, Kannapolis, into the same network. Additionally, Cabarrus County administration and four other municipalities had endpoint on the network, tying in an even larger and more dispersed geographical area.

The four municipalities, Harrisburg, Midland, Mount Pleasant and Locust, each had a TANDBERG video communications system installed at their local fire department. Adding to the region's emergency response capability in the event of a countywide disaster was the installation of three video systems at Emergency Operations Centers in Concord, Kannapolis and Cabarrus County facilities.

"In the event of a countywide disaster – whether hurricane, tornado or terrorist attack – leaders of each municipality can talk with each other via videoconference and make decisions together over secure, encrypted lines," Chief Holloway said.

Concord's proposal included the installation of a wireless network, which cost about $75,000. "With a wireless network, we avoid the recurring phone network costs, which were substantial," he explained. "Plus, the city owns it, so we are not dependent on the phone company or anyone else to keep the network operational."

According to Chief Holloway, there were several reasons for selecting TANDBERG. "Encryption technology was probably the most compelling issue," he said. "When you're talking about Homeland Security and the threat of some kind of terrorism, you need to know you have a secure network that can't be compromised during a crisis."

Around the time of the product testing, TANDBERG announced its intent to offer a bridge capable of conducting calls over Internet Protocol (IP), Integrated Services Digital Network (ISDN) or a mix of IP/ISDN. In addition to providing secure calls for transmitting a variety of sensitive public safety information, this bridge supported encryption of calls in which patient names would be used, thus allowing compliance with the Health Insurance Portability and Accountability Act (HIPAA) standards for patient confidentiality – an important feature in daily use, as well as during a crisis.

"Sometimes, if I'm in my office during a three-alarm fire, or if a truck carrying hazardous materials crashes in a ravine, I can't see what's going on," Chief Holloway said. "With live video and two-way audio, I can more accurately assess the situation and make the best decisions about responses."

The City Council planned on using the network to allow citizens to participate in live council meetings from the fire department nearest their home and to use the network for training individual neighborhoods to be prepared for many kinds of emergencies. "If you take out the threat of terrorism and all the issues surrounding it," Chief Holloway said, "you have a network in place that will help citizens from one neighborhood connect with citizens in another neighborhood several miles away. They can say to one another, 'here is a problem we've had, and this is how we solved it.' This is a powerful way to link people together, to tie our city together, using the technology of videoconferencing."

According to Barry Leffew, Managing Director of Adobe's Public Sector enterprise team, the major problems preventing a faster uptake of teleworking are technical, cultural and security. "The challenges facing telework are similar to those found with other initiatives, namely Disaster Recovery, Continuity of Operations (COOP), Catastrophic Planning and Management, and even eLearning. Although technical, cultural, and security issues exist – the end user ultimately decides whether or not a system will be used. With that in mind, problems slowing the adoption curve relate to the 'user experience' and how quickly and easily the solution provides a benefit to the remote employee. If at any point employees find the solution more difficult than fighting traffic for two hours, we have failed," he said. To take it one step further, the user teleworking experience can be flawed by these technical and software issues:

Problem 1 – Hard to deploy: solutions only work in a single browser with a specified version running on one specific operating system given a specific service patch and installed with a particular thick client technology.

Problem 2 – Hard to use: regardless of how much training is done, users find it too difficult to do their job.

Problem 3 – Superiority complex: solutions fail to interoperate with "peer" systems; yet another stove-pipe is created.

"Selecting the 'right' technology for the enterprise is how to overcome these issues," continued Leffew. "We focus on a single concept – adoption. When an enterprise rolls out a solution that is easy to use, engaging, and fits within the enterprise architecture, we witness agency-wide adoption and a return on investment unlike anything else in the software space. We actually see communities embrace our technology and use it in ways originally not conceived. From our experience, it seems clear that the U.S. Patent and Trade Office (USPTO) is ahead of the curve in the Federal Civilian market," said Leffew.

Danette Campbell, the Senior Advisor for Telework, is a driving force for telework and has worked closely with the CIO's office to provide a set of technologies that enable remote work. Ms. Campbell's overall message on telework gives clarity to the mission: telework is part of a larger initiative, and benefits are witnessed across the board. For instance, transportation-demand management employs telework to reduce traffic, emissions, and cost. However, benefits are also found with employee satisfaction and retention. USPTO understands all of the relationships at play and realizes that this is a results-driven initiative.

The Department of Defense

In the Department of Defense, Defense Information Systems Agency (DISA) is leading the way with a number of telework initiatives to help deal with the upcoming Base Realignment and Closure Commission (BRAC).

It is clear that synergies exist between COOP and telework. Telework solutions represent the "everyday use" capability to a COOP plan. To be successful, COOP plans need to be exercised, measured and evolved. Because telework systems, policies, and players have a great deal of overlap with COOP systems, they can and should be used interchangeably. Instead of staging elaborate exercises and suffering from lost productivity, agencies like USPTO find themselves doing their job in more of an anywhere, anytime, any device mode as they telework. This sets them up for success if and when a COOP plan needs to be put in place.

It is not so much the specific advances in secure communications that make Telework possible today; instead it is the standards-based approach that software and hardware vendors are taking that allow us to easily assemble secure solution. These benefit telework within the Federal Civilian sector but are commonly used throughout the Department of Defense and Intelligence Communities.

Ultimately the pendulum continues to swing back towards the server with the Software as a Service (SaaS) models. This is a function of both back-end server technology, as well as widely deployed clients capable of so much more than today's browser. Although technologies like the Flash Player and the PDF Reader will continue to be a "face" to enterprise services, the new kid on the block is the Adobe Integrated Runtime (AIR). Adobe AIR promises the ideal end-user experience by fusing the best of the HTML, the Flash Player, and the Acrobat Reader. Companies, such as FedEx, eBay, and Citigroup have already started to invest in this Adobe AIR because it supports multiple platforms, allows for both online and offline transactions, provides rich and dynamic experiences, and is already being deployed at a global level.

Ultimately, the enterprise will be driven towards telework and COOP because of productivity. These initiatives will be seen as workforce enablement; telework isn't just a way to reduce commuting costs; COOP is not merely an insurance policy – it represents a strategic advantage.

Using This Guide

The back-to-back blizzards that hit Washington, DC, in February 2010, illustrate perfectly why teleworking is not just a good idea but critical. Following record snowfalls, more than 230,000 government employees were ordered to stay at home as the nation's capital virtually shut down for a week. Essential services were performed at offices around the country supported by thousands of Washington-based government employees who were able to continue working from their homes. Each snow day cost the government an estimated $100 million in lost productivity and related costs. Much money could have been saved if more federal workers had been trained and equipped to work from their homes. And if you factor the total expense of lost productivity in the commercial sector, the figures are even more staggering.

Remember

Teleworking is not only important; it is the wave of the future. This book is an A-Z guide aimed at managers tasked with introducing teleworking or overseeing teleworkers and ensuring that everything runs smoothly. The rules for managing teleworking are the same whether you are a federal or state employee or work for a private company or organization. Of course, the book should also prove to be very useful to people who are thinking of teleworking or trying to persuade their employers to introduce it.

The guide starts with an overview of what teleworking is, why it was introduced and what the current situation is. It then takes you through an easy to understand Five-Step Process which will help you determine whether teleworking is right for your organization and, if so, how best it can be implemented.

Step One gives you the tools you need to decide whether your organization needs teleworking. It looks at the jobs suitable for teleworking, the benefits and the technology needed to make it happen. Step One also tells you how to prepare a plan for implementation with advice on planning, policy and performance management.

Step Two focuses on putting together a teleworking team. This includes successful strategies for telework programs, creating guidelines for managers and employees, writing telework agreements and selecting and training the right people. There are also important sections on safety, security and the legal rights of teleworkers.

Step Three is all about organization – getting together a winning game plan. You will learn about virtual meetings, setting goals – and achieving them – organizing workflow and measuring productivity. In addition, there is more information about training and setting up a continuity-of-operations plan to maintain essential functions in the event of a major disaster.

Step Four covers implementation – how you make it all happen. There is information about setting up a home office, the equipment needed, how you establish communications procedures and how to manage by results. In addition, there is guidance on insurances, taxes and health care options and how they impact teleworkers.

Step Five talks about maintenance. You have set up your teleworking program, and this section is all about ensuring that the operation runs smoothly. You will lean about the importance of trust, performance evaluation and appraisals, how to reward your teleworkers and when to discipline them. There are also lessons for long-term success and how to grow teleworking in your organization. This last section also summarizes what you have learnt to become an effective telework manager if you have followed Steps One through Five.