

The background is a collage of four quadrants. The top-left quadrant shows a stack of papers on a purple background. The top-right quadrant shows a clock face on a pink background. The bottom-left quadrant shows a stack of papers on a green background. The bottom-right quadrant shows a clock face on a yellow background.

Government on the Go: Preparing for Telework

Thursday, May 14
9:00 A.M. - 10:00 A.M.

Shell Culp, CIO
Department of Toxic Substances Control

Value Proposition Overview

- Overview
- Telework promise
- Telework costs
- Telework hurdles
 - Not the technology
 - Soft skills, culture shift
- Tools to overcome hurdles
 - Internal partner opportunities?
 - IT budget?
 - Statutes and policy





Why are we here?

- **The ICT sector's own emissions are expected to increase, by nearly 150% by 2020**
- **ICT can facilitate reductions five times the size of the sector's own footprint, or 15% of total Business As Usual emissions by 2020.**
- **ICT's largest influence will be enabling energy efficiencies in other sectors,**
- **Teleworking will likely be a part of these solutions**

Teleworking Benefits

- improve air quality and reduce traffic congestion;
- effectively resume business as part of a disaster recovery or emergency plan.
- facilitate optimum utilization of office facilities;
- reduce absenteeism;
- promote employee health and wellness;
- improve employee recruitment and retention;



Teleworking Benefits

- People are free to be creative, and they have access to more perspectives. That can bring a freshness to a dull program.
- Autonomy can breed motivated employees.
- Managing teleworkers means you're looking more at the deliverable.





How much?

- Meetings can be a challenge
- Information sharing can be difficult
- People can feel alienated – both in the office and outside it

GSA Study

- Big range of spending –
 - Lowest - \$310 per user in telework-related IT,
 - Largest \$5,420 per user. (The study does not identify agencies by name.)
 - Among all 20 agencies, the average per-user cost is \$1,920.



Expenses fall into three categories

- Home office components such as laptops, broadband routers and mobile devices;
- Services such as voice and data connectivity, help desk support and technical training;
- Enterprise resources such as remote access servers, VPNs and terminal emulation systems.





Expenses

- Equipment -
 - You provide?
 - Teleworker provides?
 - Mix?

Equipment standards

- Common for teleworkers to use their own gear and pay for their own Internet connections when they work away from the office.
 - May reduce agency costs in the short term, they open the door to other problems.
 - Often, teleworker-provided equipment and connectivity doesn't conform to agency standards, which can create support and security difficulties.
 - Updates for software, communications, and security and control are better managed when equipment is issued by the agency



Investment planning

- Key is for agencies to start including telework technologies in their enterprise IT planning initiatives
- Department CIOs should be making investment decisions and IT infrastructure enhancement plans with regard for telework requirements
- Telework is coming.
 - If you are not integrating telework into your IT capital planning process, you may be behind the curve and left with trying to retrofit. That can be more expensive





Challenges

- Out of sight, out of mind, and probably not working
- Not a “command and control” sort of proposition



Strategies

- Soft-skills redux - Relationships are key - Spend more time listening
- Consolidate and prioritize communications
- Manage deliverables
- Engage in more dialog around employee development and goals
- Trust until you have reason not to

Why Telework Programs Succeed

- Properly implemented telework programs save money for companies.
- Telework programs link to other essential services, including business continuity management.
- Track performance data for sound information on which to base decisions
 - average tenure, compensation and annual performance review "score" for teleworkers versus office-based workers
- Be sure to track changes in travel and expense budgets



Why Telework Fails

- Telework programs fail mainly from incomplete planning and communications, not because of technology problems, job problems or people problems.
- Lack of analysis
- Ignoring important lessons.
- Failure to seek experience and expertise in telework — typically from outside experts — to bring telework skills to managers and employees.





Tips and Tricks to create your program

- What's stopping your agency?
- What help does your agency need?



Statutes and policies

- Government Code (GC) Sections 14200-14203 and 15275-15279
- Statewide Telecommuting Information, Guidelines, and Model Policy (1992)
- The State of California Telework – Telecommuting Program; 1983 – 21st Century (January 2003)



What do you need?

- Burning platform? (flu)
 - Find a business partner
- Agreement
- Technology
- Performance measures
- Monitoring
- Culture change?
- Change management?



Agreement, contract, MOU...whatever

- Figure out what you need to agree on
- (insert sample from Cal/EPA)



Models and templates

- Department of General Services – Telework Program
- Department of Personnel Administration - Telework Policy
- Public Employees' Retirement System Telework Program - 2000 Policy and Procedures
- California Environmental Protection Agency - Telework Program Policies and Procedures



Technology

- Laptop
- Broadband
- Cell phone
- Teleconference #
- Video conference facility



Performance measures

- For the business we're interested in (not just IT)
- What sorts of systems exist?
- What are you planning?
- How will the timeline for implementation look?
- Will tools need to be in place before you start?



Monitoring

- How will you monitor?
- How often?
- What data will you collect?
- What will you do with those data?

Culture change

- Will everyone get the option to telework?
- What kinds of jobs will be allowed to telework?
- How will the folks who don't get to or don't want to feel?
- How will that affect productivity?
- (cite Intel example of reducing telework for purposes of meetings)
- New skills needed? (video conference technical skills?)



Change management

- Pilot?
- Project?
 - Kickoff
 - Training
 - Orientation
 - Critical Success Factors
 - Marketing
 - Value Realization

