THE GOVLOOP GUIDE

AGENCY
OF THE
FUTURE

TELEWORK

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"I SEE TELEWORKING AS INEVITABLE FOR MANY KNOWLEDGE WORKERS IN THE NEXT DECADE OR SO.

As more employees desire work-life balance (sandwich generation, gen Y wanting more flexibility), and as organizations need to cut costs and increase productivity, the benefits of teleworking will outweigh the challenges. Technology will continue to evolve to support increased mobility, and systems to support that mobility will catch up. Workers, particularly in higher-skilled occupations or younger workers, will increasingly call for more agility in determining how, where, and when the work gets accomplished.

- GovLoop Telework Survey Respondent

TELEWORK: MORE THAN A TREND, A WORKPLACE TRANSFORMATION

AGENCY OF THE FUTURE EXECUTIVE SUMMARY

Do you remember The Jetsons? The show centers on a family living in the futuristic world of 2062. The world featured flying cars, robotic maids and machines that could do the impossible, cooking dinner in an instant, pressing the laundry and walking the dog with the push of a button.

However, even in this futuristic world, George still got dressed every morning and left his house of gadgetry to trudge to the office. The writers behind the 1926 cartoon couldn't fathom a future where an office could be in the home. To them, the office was a destination outside the house – and, to some extent, that belief is still true.

According to the 2012 Status of Telework in the Federal Government report, roughly 35% of the federal workforce is eligible to telework, but only 11% take

advantage. The main reason for the low percentage is that employees feel culturally pressured to work in the office by supervisors who are not comfortable managing remote professionals.

However, that cultural bias against telework is shifting as technology makes it easier to stay connected to colleagues and work-related information. Instant messaging, Voice over IP and mobile phones, plus the ability to access email and the web anytime, anywhere, is allowing employees to stay plugged in to the office. They are no longer out of sight out of mind, because technology allows them to remain present.

For instance, have you ever ventured to your local Starbucks on a Tuesday afternoon and it's packed to the brim with working Americans? That's just a small

glimpse of the future as The Bureau of Labor Statistics estimates that about 65 million Americans will be freelancers, temps, independent contractors and 'solopreneurs,' making up about 40% of the workforce by 2020. How will government capitalize on the independent talent in this highly entrepreneurial workforce?

And it's not just your local coffee shop; co-working spaces have seen a huge boom in business in the last few years. Thought to have first started in San Francisco in 2005 with Citizen Space, co-working spaces are now widespread in the U.S. and Europe. Co-working has grown by 87% in the past year, and is up 300% from 2010, according to a survey by Desk wanted, the portal for finding and booking co-working spaces and shared offices worldwide. The U.S. is now home to more than 780 spaces in large and small cities alike.

Although the notion that work is what you do, not where you do it is powerful, it is also a bit naïve to stop there. Telework is chock full of challenges – prickly issues related to security, privacy, personnel, management, innovation, promotion…and the list goes on and on.

This guide aims to take into consideration the full spectrum of opportunities and challenges, giving you a realistic view of telework in 2013 and projecting a crowd-sourced perspective on the future of telework. Specifically, this guide will:

▶ Review the results of a GovLoop survey of 271 public sector professionals

▶ Highlight interviews with Eric Adams, Director of Workplace Relations and Telework Manager Officer, and Jacqueline Nowicki, Acting Director for the Boston Field Office at the Government Accountability Office (GAO), in which they discuss the results of GAO's enhanced telework pilot program at their field offices.

▶ Share the insights of Tom Flynn, the Chief Technologist for HP's Thin Client team, where he shares three tools that help distributed teams to stay connected and productive.

▶ Provide a telework cheat sheet that is designed to offer some quick start considerations

Another primary reason that we have written this guide is that we want to help government attract and retain top talent in the midst of an alarming trend. In 2012, the Federal Viewpoint survey (http://www.fedview.opm.gov/) results showed a significant dip (3.25%) in employee satisfaction across the federal government. It was the sharpest decline in satisfaction in 10 years. The only agencies showing real improvement in their scores were those that offered extensive telework programs, like the Patent and Trademark Offices, the Merit Systems Protection Board and the Government Accountability Office.

These survey results highlight that current and prospective federal employees are more interested than ever in a new way to work, and that the traditional office must adapt to changing times. Of course, it's not just at the federal level. State and Local governments are also seeing a rise in remote work. For example, the Virginia Information Technology Agency allows 89% of its employees to telework one or more days per week – up from just 44% five years ago. Our goal with this guide is to provide a resource demonstrating that telework is much more than a trend; it's an essential component of a much-needed – and inevitable – workplace transformation.
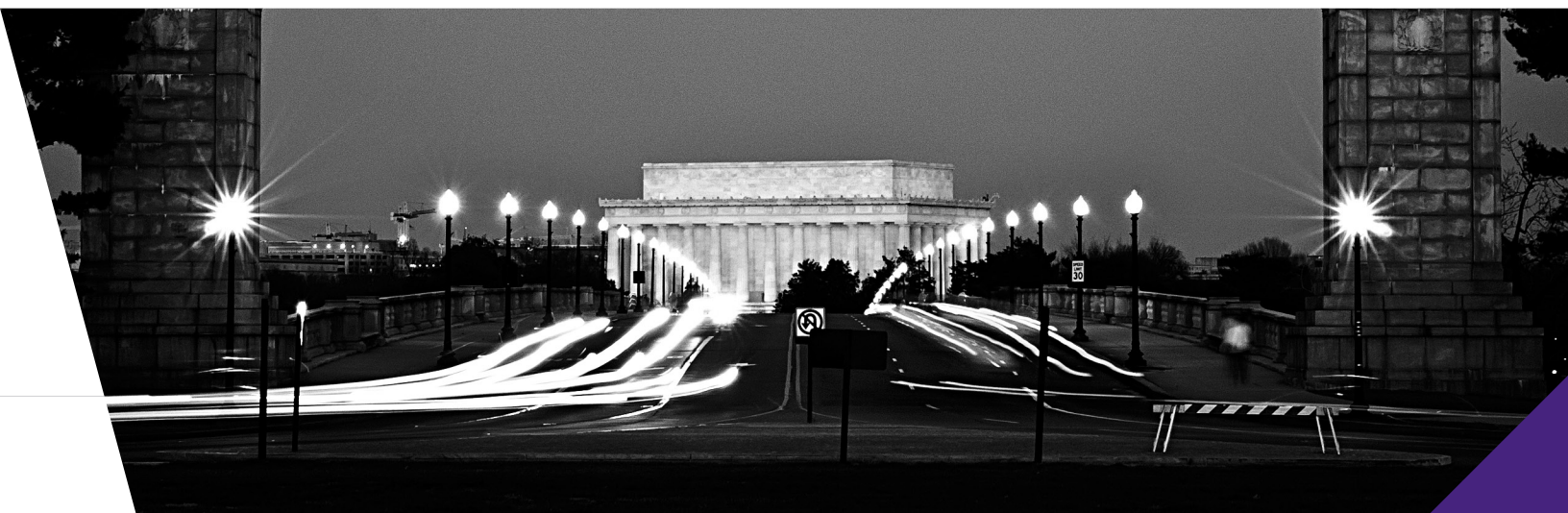
THE STATE OF TELEWORK

THE NUMBERS NOW & THE VISION FOR 2020

GovLoop recently conducted a telework survey that gained the insights of 271 public sector professionals, including federal, state and local government employees as well as academia and industry representatives. Respondents represented over 60 government entities, including the U.S. Department of Labor, U.S. Department of State, U.S. Postal Service, Department of Veterans Affairs, Centers for Disease Control, Census Bureau, City of Plano, City of Santa Cruz and City of Toronto.

The key results of the survey are shown below.

HOW OFTEN DO YOU TELEWORK?

When asked, "How often do you telework?" one out of three respondents indicated that they telework just 1-4 times per month. Another 26% said they would consider themselves part-time teleworkers and only 7% said they are full-time teleworkers. Another third said that they do not yet telework and wanted to initiate an agreement. Several survey participants indicated that they would like to increase the number of days that they telework al-

ready as they see the productivity gains from working remotely. For instance, one GovLoop survey respondent said:

"I increased my telework days to two days a week and my caseload was three times larger than last fiscal year. I have almost completely finished my case load for the fiscal year due to the time I have spent at home working."

WHAT TOOLS DO YOU USE TO SUCCESSFULLY TELEWORK?

Another question in the survey explored the tools that teleworkers rely on to effectively do their jobs from remote locations. Respondents indicated that email (91%), conference calls (77%), instant messaging (58%), and video (22%) were the most essential collaboration resources.

"I WANT MY EMPLOYEES TO INSTANT MESSAGE, GOOGLE CHAT, E-MAIL AND INTERNET-CALL THEIR WAY THROUGH THE WORKDAY ON LAPTOPS AND SMARTPHONES."

- Dan Tangherlini, Administrator, General Services Administration in a blog post to employees.

HOW OFTEN DO YOU TELEWORK?

	SUN	MON	TUE	WED	THU	FRI	SAT	
								33%
								33%
								26%
								7%
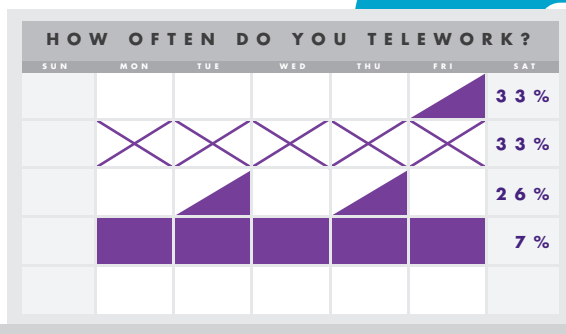
= 1-4 TIMES PER MONTH
= DO NOT TELEWORK
= PART TIME
= FULL TIME

WHAT HAS BEEN YOUR BIGGEST TELEWORK CHALLENGE?

Despite its numerous benefits, telework is not without challenges. Survey respondents cited five main reasons why telework isn't catching on as quickly as it should:

1. Old-school managers don't believe in telework.

Office culture is still a big sticking point for many managers. Just like the Jetsons couldn't fathom a world where work wasn't in the office, many managers still adhere to the mantra, "if I can't see you, then you probably are not working." One survey respondent found this culture was still prevalent at their agency, but there was room for optimism: "My current supervisor is old school and it took a lot to get him to buy in. Thankfully, the rest of the office, including his supervisor, was on board."

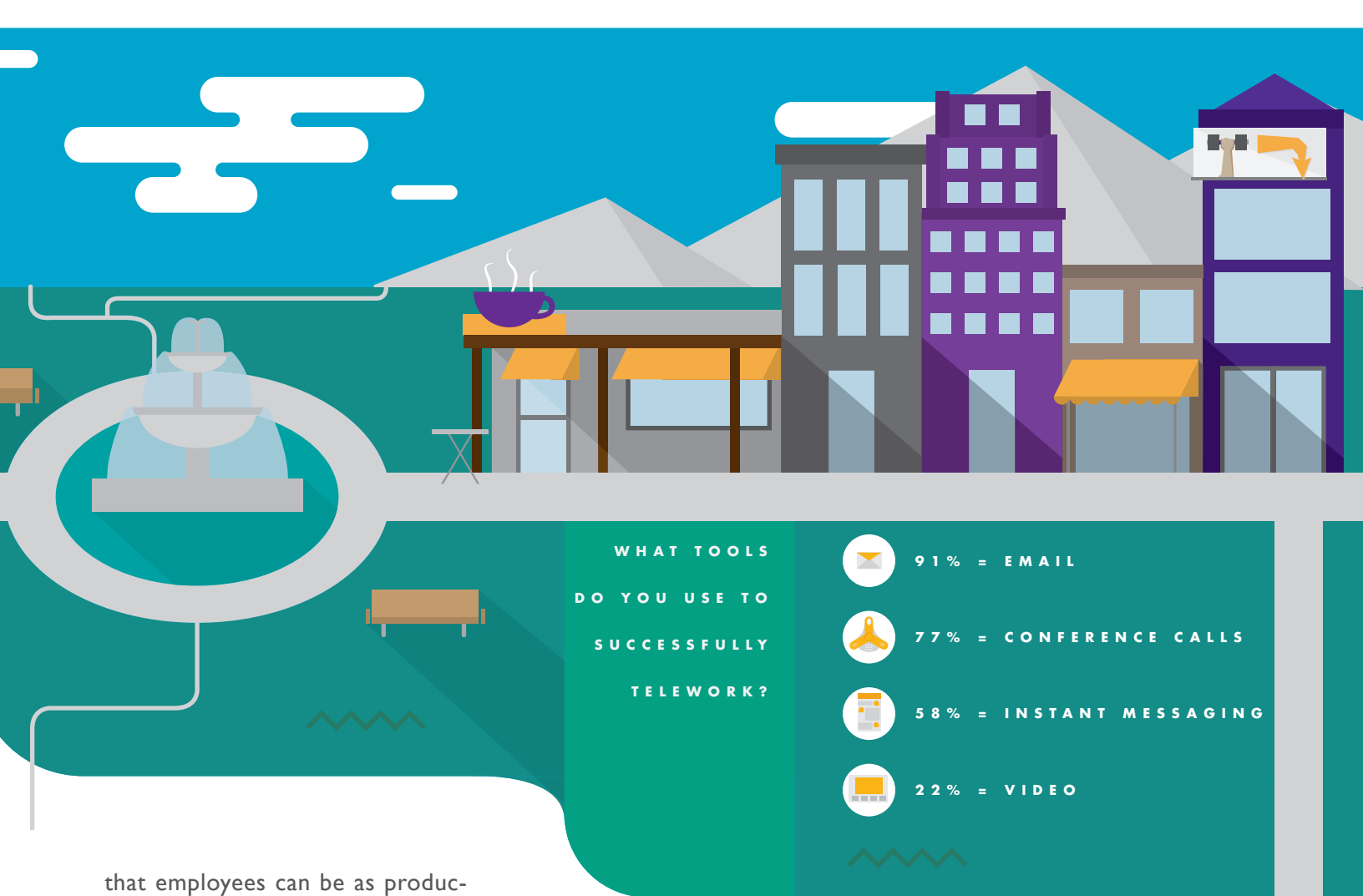### 2. Technology implementation has not adapted to an evolving ecosystem.

Technology is one of the biggest drivers of telework. However, many agencies are not set up to support teleworkers, and they are not yet ready for a Bring Your Own Device (BYOD) environment. In these lean budget times, many agencies simply can't afford to support a variety of telework tools. One survey respondent explained the situation:

"Our supervisor will only let us work one day a two week pay period. The biggest challenge in our office has been getting support for our Mac laptops (two years) in order for us to work at home. Since most of the employees have PCs, Macs are put on the back burner for IT support."

3. Managers and co-workers don't trust teleworkers.

For telework to be successful, teams have to trust that their teleworking employees are doing the job they were asked to do. For instance, one respondent indicated that, "coworkers are not readily-accessible on their telework days." On the other hand, another survey respondent said managers and colleagues both have to, "Trust

WHAT TOOLS DO YOU USE TO SUCCESSFULLY TELEWORK?

91% = EMAIL

77% = CONFERENCE CALLS

58% = INSTANT MESSAGING

22% = VIDEO

that employees can be as productive working remotely as they can in a local office/cubicle. But that is hard to do." Managers must trust that teleworkers want to make telework effective and will be motivated enough to get their jobs done. However, creating that trust is a two-way street.

4. FOMO (Fear of Missing Out).

The fear of missing out is a cultural norm that drives many would-be teleworkers back to their offices. One survey respondent has felt the pull from fear of missing out (FOMO):

*"Often managers are worried that teleworkers will be missing some important happenings in the office. Not everyone is used to the culture, so it's easy to miss some things when you are not physically present in the of-*fice, unless you are prepared ahead of time."*

Missing important meetings and happenings is only part of the equation. Often employees are worried about missing out on office culture, gossip and the watercooler. One survey respondent noted, "The biggest challenge is staying in the loop with my co-workers."

5. Teleworkers could use more days away to be even more productive.

Not all telework programs are alike in government. Some plans offer an option for 1-2 days of telework a month. For many employees that simply isn't enough flexibility. One survey respondent noted:

"My telework agreement is not flexible enough. I'm on a set Tuesday, Wednesday schedule. There are days that I don't need to be in the office (no meetings, etc.); the work could be done remotely. Coming into the office adds nearly 2 hours of commuting time to my day, but zero value to what I'm actually accomplishing."

Some agencies have yet to embark on any sort of telework program at all. One particularly disappointed survey respondent said, "My agency won't let us telework! We're not even allowed to bring home laptops during the furlough. I understand not working more than 32 hours a week, but we're not even allowed to have a laptop at home. There are no options for us. It's stifling."
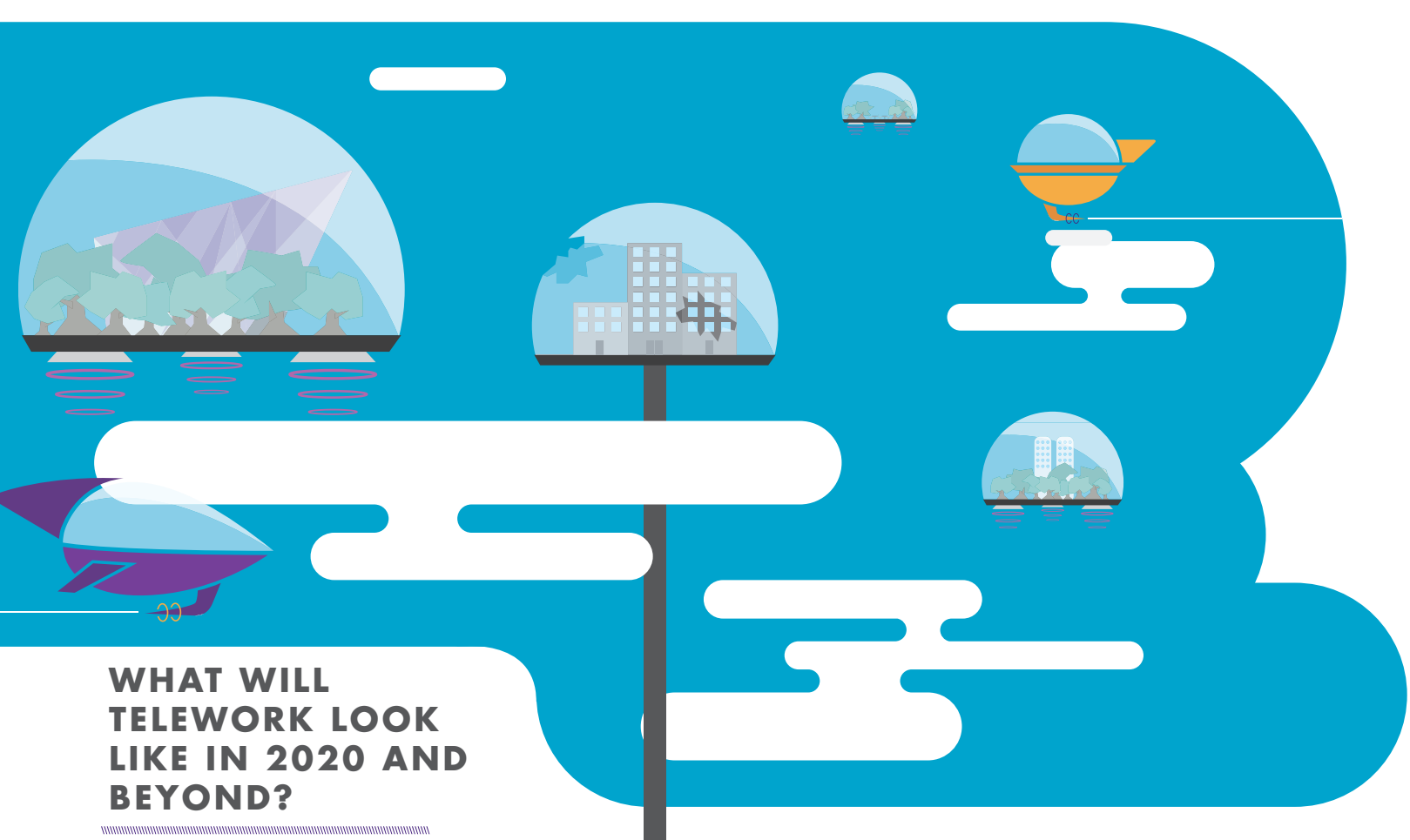
WHAT WILL TELEWORK LOOK LIKE IN 2020 AND BEYOND?

So what is the future of telework? We asked survey participants, "Where will telework be in 2020?" Respondents peered into their crystal balls and predicted five future trends.

1. Down With Bulky, Expensive Buildings!

Government buildings that take up blocks may soon be a thing of the past. One respondent from the Bureau of Safety and Environment Enforcement predicted, "Physical office space will be reduced to less than a dozen stations with one large conference room per department. Telework will become the norm, home offices will be a necessity and electronic files will completely replace hard copies." Reducing space doesn't just have benefits for the environment, but it could also help agencies save millions of dollars. One survey respondent added, "In all honesty, in terms of saving money, we have to get out of the traditional office building where we pay huge amounts of rent."

2. Influx of Young, Global Upstarts Revamp US Government

Currently, there are five generations at work in the federal government. However, 30% of the federal workforce will be eligible to retire in the next three years, according to a Government Accountability Office report. The retirement tsunami is finally upon us. This leaves the younger and more mobile generations to lead the charge. These younger generations will expect to work remotely, as one respondent from the City of Albuquerque said, "I think that by 2020 this new generation of workers will have changed policies and have broken the bricks and mortar mold of a workplace environment." Moreover, another respondent added that telework wouldn't just attract new talent, but could help retain them:

"Eventually remote workers will be more viable, which could retain important talent particularly when many civilians may move (military spouses) or certain skill sets may not be available in an area (bases away from major cities). There is little reason for things such as base realignment and closure (BRAC) to so greatly disrupt the workforce."

Telework will be a component of the workplace that all generations will expect – even more seasoned or retired government employees who will want to work part-time or as contactors from remote locations.

3. More Than Half the Workforce Will Be Teleworking

According to estimates by the Office of Management and Budget,

roughly 30% of the federal government currently teleworks. However, the Administration is pushing to increase those numbers. One survey respondent predicted, "I think at least half of all offices will be teleworking by 2020." Another respondent was even more optimistic, suggesting that, "50%-75% of workforce will be teleworking the majority of the work week by 2020."

4. Face to Face Will Be Commonplace - Even If Not in the Same Space

We know the pace of technology is astounding. Nine years ago, Facebook introduced a new way to connect. In 2006, Twitter revolutionized social media. In October of 2011, Google+ Hangouts changed the way we chat by video. In the past 10 years, we have seen a total transformation in the way we connect. Predicting future technologies is difficult, but one survey respondent said, "Improvements in video teleconferencing will make working from home or alternate work sites better in that it will be easier to capture the face to face interactions that are currently lacking in most telework situations."

5. Regional Redundancy Creates More Responsive Government

As virtually any telework study will tell you, the cost and environmental savings can be tremendous. So we can only expect to see those savings continue into 2020. One survey respondent estimated that:

"Government in 2020 will be a much more regionally diverse entity with plenty of 'healthy redundancy.' If a

Telework policies are prevalent, but eligible and interested employees are not yet authorized.

The most common frequency for teleworking days is roughly 1-4 times per month – with a mix of working at the office and at home.

Top telework benefits deal with a combination of productivity and flexibility.

The perfect storm of factors that will influence telework going forward are policy, technology, and mobility.

Technology is viewed as the primary driver behind telework

Those who telework primarily do so part-time

Only 13% of respondents are facing cultural resistance to telework.

Email is the primary telework tool.

region experiences some disruption, another area of the country can take over. Especially for the federal government, this is a wonderful motif that could go a long way in changing people's perceptions of bureaucrats and DC."

Those might seem like lofty expectations but when you consider "In three years, from 2009 to 2012, the Interior Department's IG office went from near-zero participation in telework to 98% and that in the 2012 Best Places to Work survey, the DOI was ranked eighth among agencies on work-life balance," the projections might not only seem possible, but essential.

What does that mean for the agency of the future?

Imagine a fully prepared agency that when a natural disaster (snowstorm, hurricane, etc) hits,

you are up and ready right away as you have access to all the tools you need. The agency of the future telework is not the telework of 5 years ago. It's not just sitting behind a desk at home on a phone. It's building mobile and tablet apps to solve work problems as you go. It's building in co-working space in government buildings and allowing your employees to work at co-working spaces and coffee shops.

The agency of the future is more likely to be distributed and use telework as its primary operating mode. The technology is there – from instant messaging, video calls, to mobile phones. The trick is how we use this new technological capacity to craft policies and norms that leverage them to better accomplish an agency's mission. The next section shows how one agency is creating that future today.

DOUBLING DOWN ON THE FUTURE

HOW GAO GAMBLED AND WON WITH TELEWORK

According to Jackie Nowicki, the Acting Director for the Boston Field Office at the Government Accountability Office (GAO), in order to have a successful telework program in the federal government, an agency needs six elements:

▶ Gaining Support from Senior Executives

▶ Training Top-Notch Teleworkers

▶ Staying Connected with the Right Tools

▶ Creating a Culture of Performance Management

▶ Getting Over the Cultural Hurdles

▶ Transferring Lessons from Field to Headquarters

GAO used this template to implement an enhanced telework and workspace sharing pilot program to great success in 2012. The program gave GAO employees in Boston and San Francisco field offices expanded teleworking agreements that comprised 50% or more of their schedule. They also provided a suite of tools at their alternate worksites – including laptops, monitors, docking stations, file cabinets, desktop video conferencing software and cameras, as well as voice over internet protocol (VoIP) applications and headsets.

After one year, the results have been staggering. In GAO's annual survey of teleworkers, stakeholders and office personnel show a 98% satisfaction rate. In addition to these savings:

▶ The pilot program reduced the offices' physical footprint by nearly half.

▶ Reduced transit benefits in San Francisco (9.2%) and in Boston (12.9%).

▶ The program also reported a 6.5% increase in average telework participation – rising to three or more days per pay period.

Eric Adams, the Chief Labor Management Relations Officer at the GAO and the former Telework Managing Officer, explains the six factors that led to this successful telework initiative:

GAINING SUPPORT FROM SENIOR EXECUTIVES

The enhanced telework pilot program was actually an idea from senior leadership at GAO. As Adams reported, "The Comptroller General announced the exploration of this idea to all GAO employees in the fall of 2011. The pilot had the support of the not only the Comptroller General, but the CFO, CIO, COO and General Counsel at GAO. It was really a top-down approach."

GAO decided to pilot enhanced telework at the Boston and San Francisco field offices for three reasons:

▶ Employees in those offices already worked remotely because they managed engagements in which team members are spread across the country. As employees and as managers they were ahead of the curve.

▶ GAO looked at where the rent costs were most significant.

▶ GAO sought out support and insights from employees in both field offices.

GAO wanted the telework pilot program to be as strategic as possible. The creators of the program really looked to avoid common pitfalls of many telework programs, such as poor planning, lack of communication and inadequate technology.

TRAINING TOP-NOTCH TELEWORKERS

In order to ensure that all participating employees were comfortable and competent using the hoteling reservation system, desktop video conferencing, and VoIP, the agency offered extensive months of training. "I can now set up a WebEx call in my sleep," said Nowicki.

For instance, GAO employees were taught how to use the hoteling reservation system, which allows GAO teleworkers to reserve a desk at their field office. The training also helped them to adjust their expectations for the space. "You are not guaranteed to get the same desk every time," said Nowicki, "But there is always a desk available. We also have lockers where teleworkers can store personal items, like coffee cups, resource manuals, etc."

Training was continuous as well. Adams reported that:

"Training doesn't stop once the program is implemented. We do a yearly survey to gauge how the pilot is performing. One of the things we noticed in the survey was that there were a few communication blips. We went back and looked at the training we had provided and we revamped the training not only for the tools but also for the different ways that people can connect to our systems here at GAO. We needed to ensure that everybody at least had a basic understanding and comfort level. Training never ends."

"THE QUESTION I MOST OFTEN GET WHEN I TALK TO EMPLOYEES AT HEADQUARTERS IS, "WHEN CAN WE IMPLEMENT AN ENHANCED TELEWORK PROGRAM HERE?" SAID NOWICKI. "THEY WANT THE SAME FLEXIBILITY AND BENEFITS THAT WE ARE GETTING HERE IN THE FIELD OFFICES."

STAYING CONNECTED WITH THE RIGHT TOOLS

Staying connected to headquarters and team members is an essential part of teleworking. Nowicki observed, "People have to understand and know how to use the collaborations tools so that we can stay in touch at all times. At the GAO, we use a phone system that follows us wherever we go. We also do a lot of calendar sharing. People have to know how to reach you."

As an example, Nowicki noted that she is "available anytime on a number of platforms. You can call me, Skype me, instant message me – I am always on," said Nowicki. To aid this process, GAO supplies phones that are connected to the person, not an office. "My phone follows me, so wherever I go, my employees can reach me using the same number."

CREATING A CULTURE OF PERFORMANCE MANAGEMENT

For teleworkers and their managers, results matter most. Managers cannot see what the teleworker is doing at any given moment, so an open and clear performance metric system is essential. Nowicki manages her teleworkers successfully using a four-part plan:

1. Plan the Work: "Before we do anything, we first determine work unit goals and objectives," she said.

2. Set Expectations: Not only do employees need to know what they are supposed to do, they need to know how well they are supposed to do it.

3. Monitor Performance: In a teleworking situation (as in any work situation), measuring employee results rather than their activities is more efficient and effective. "Once supervisors and employees establish performance measures and targets in performance standards, communicating progress on meeting those measures and targets should be frequent," she observed.

4. Communicate Effectively: Particularly in situations where teleworking employees work off-site most of the time, supervisors need to make additional efforts so these employees still feel they are part of the office. Maintaining good communications is one important way to do this.

Nowicki said it all comes down to clear expectations. "The way I know if people are working, whether they are sitting next to me or they are in our San Francisco office, is did they do what I expected them to do, in the timeframe I expected them do it, at the level of quality that was expected of them? If they did those things, it's a success," said Nowicki.

The GAO telework pilot has been so successful that the watchdog agency has implemented the pilot in all but two of its regional branches.

GETTING OVER THE CULTURAL HURDLES

Despite the overwhelming success of the program, GAO has had to overcome some challenges along the way. "One of our biggest concerns was the culture," said Nowicki. "At GAO we have a really strong identify and we didn't want to lose that by having most of our staff remote."

Nowicki wasn't alone in her concern on culture. In 2010, OPM conducted a survey of federal employees, which found that 49% of respondents said their number one concern was the potential impact of telework on organizational culture.

Surprisingly, Nowicki says office morale has actually improved.

"Every day there is a whole different crew coming in and out of the office. Simply, you see more people under this expanded telework environment than you used to because we are in a smaller footprint," observed Nowicki. "You are just more likely to physically bump into people. Also, because people's time in the physical office is more limited, employees make an effort to connect with each other at the water cooler or make a date to go out to lunch and catch up."

## TRANSFERRING LESSONS FROM THE FIELD TO HEADQUARTERS

While most of the GAO's field offices are now on an extended telework program, headquarters is not. "This is actually an interesting challenge for us because, despite the fact that our team is very comfortable with the collaboration tools, our counterparts in headquarters aren't necessarily as up to date. So we've had to work with them a bit," noted Adams. "I can set up a WebEx meeting easily, but if they are having technical difficulties on their end, then we have a problem because these tools are a two-way street."

Adams says teleworkers should remember:

▶ The learning curve for some of these collaboration tools is high, so teleworkers need to be patient.

▶ Training is ongoing at the GAO, and senior leadership holds weekly meetings to address technical issues and improve processes.

▶ To report any technical issues to the help desk so the issues can be recorded and addressed in a timely manner.

Adams says he hopes to have all the field offices running an enhanced telework program by the end of the year.

As a sign of their success, GAO recently was nominated for a Tele-Vision Award for its innovative telework program, providing affirmation that they are on the right path with this program. The annual Tele-Vision Award's are part of the Mobile Work Exchange, a great resource for agencies looking to implement and improve their teleworking programs.
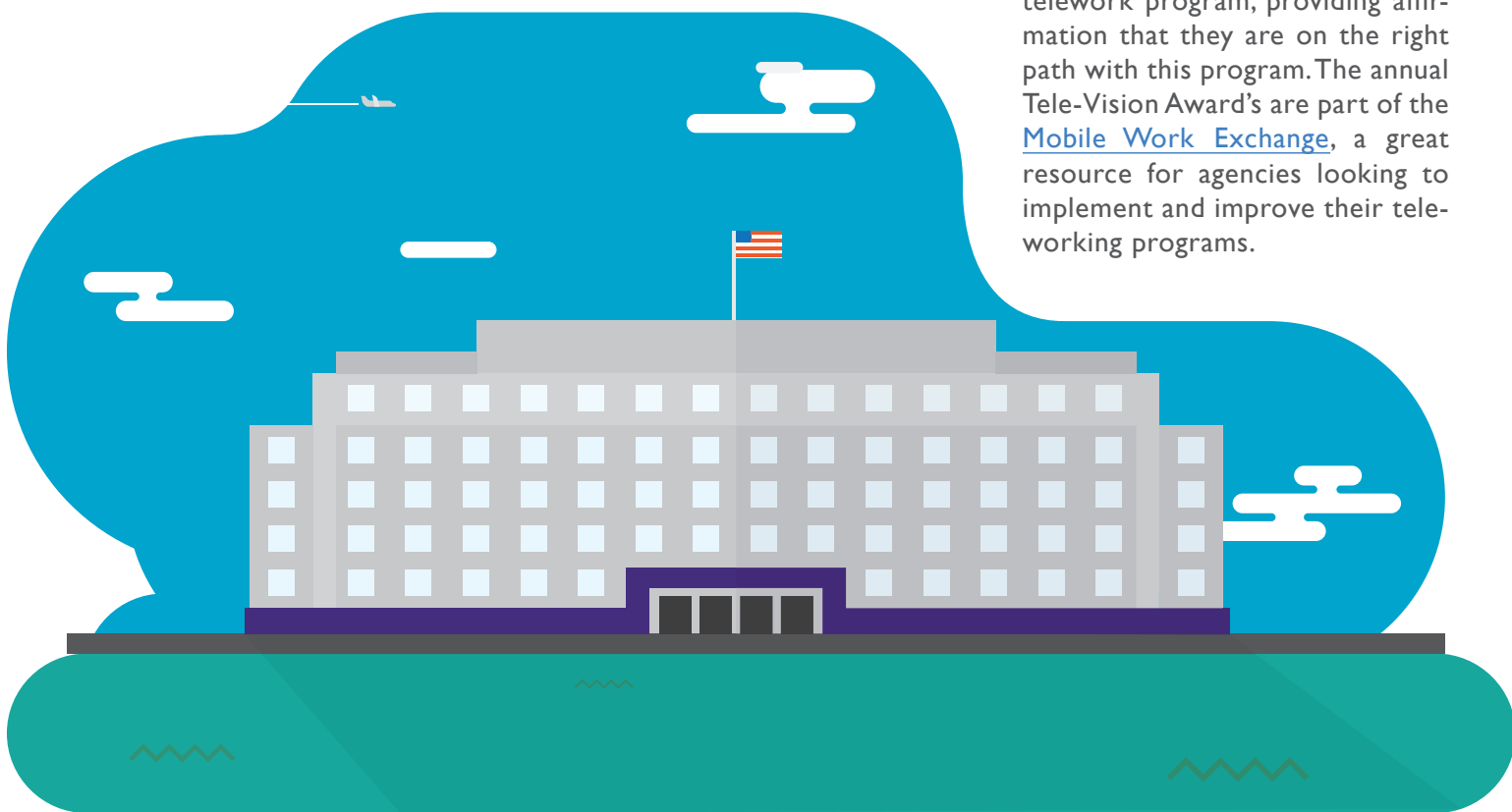
TELEWORK HAS CHANGED THE WAY WE DEFINE WORK.
I view work as wherever I or my coworkers happen to be working at the time. That could be in the office, at the airport, at a National Park Service Unit, at a hotel, or at home. Technology makes it possible to be productive anywhere there is Internet connectivity and phone service."

- GovLoop Telework Survey Respondent

LEVERAGING TECHNOLOGY FOR TELEWORK

VIRTUAL DESKTOPS, VIDEO AND VIRTUAL ROOMS

Teleworkers can't work remotely if they can't access their necessary data securely. So what tools are making the biggest difference for teleworkers? To learn the answer to this question, GovLoop interviewed Tom Flynn, the Chief Technologist for the Thin Client team at HP.

Flynn said there were three key technologies that enable telework: virtualized desktop, video conferencing, virtual rooms. Each of these technologies is explained below.

Virtualized desktops provide a secure desktop operating environment. Flynn said that in a virtualized environment, "all their applications are there, except all the data resides in the data center. It is all secure. It's all backed up."

Security is key for government agencies who must remain FISMA compliant. Flynn described how theie data is transferred securely.

"You can access almost your complete desktop environment and all that is ever sent to your end point is the pixels of the screen image at the time you are looking at it. That whole connection is completely encrypted, so it's an ideal device or method of access for a teleworker in getting at their windows environment."

Additionally, you can scope the security features:

▶ **An absolute zero hardware device,** like HP's T310, which is a VMware virtualization client. It literally is just a chip. You can't store anything on it, ever. All it will ever do is connect back to the end point.

▶ **A flexible device** has special multi-faceted identification like the common-access card. HP has an extensive line of Windows embedded devices,

so it's a locked down operating environment that you generally don't store anything on. However, you may install a few of the applications locally such as your VPN software.

There have also been huge advancements in **video conferencing** over the past few years with thin client computing and virtualization. Flynn explained:

"I work in a R&D group and our members are located in Europe, four locations here in the US, in Shanghai and in India, that's our development group. We use tools like virtual rooms, which are a method of many people sharing a common desktop. You can present to each other. You can do video conferencing so that we can see each other while we are collaborating. We have real time ways to share files."

Moreover, Flynn noted that **virtual rooms** make it feel as if he and his colleagues are in the same physical location, although they are scattered across the globe. "I am looking at them. I can see their facial reactions. We can have real communication."

Flynn said fostering collaboration is one of the keys to telework success. Flynn's team at HP is very diverse, employee's telework, work from the office and from multiple continents. "We could have all the people in one location meet in a conference room for our staff meetings. But we don't do that. We keep it a level playing field for everybody so all our staff meetings are handled through the virtual room."

The reason for the virtual meeting is simple. Flynn noted, "That gives both the teleworker and the in office worker parity. It is very effective." However, the move to virtual meetings does indicate a shift in cultural norms.

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YOUR TELEWORK CHEAT SHEET

Developing an agency telework policy is no easy task. This section provides agencies with the 'need to know' information and strategies to get started in crafting a telework strategy. This section also highlights what agencies can expect and resources to reference to identify a path to telework adoption.

WHAT DO I NEED TO CONSIDER FIRST?

There are many elements to consider and, of course, this cheat sheet can't get to them all, but here is the need-to-know information to get a strategic conversation started:

- What do I want to get out of an enhanced telework policy?

- Who should be involved in an enhanced telework policy?

- How does telework help employees to be more productive?

- What employee responsibilities can be completed more quickly on a telework day?

- How can you engage key stakeholders across the organization before implementing a policy?

- How do I construct an assessment of a telework pilot from both the employee and manager perspectives?

- Do you have buy-in from senior leadership?

- Do you have the technical staff to train, equip and support teleworkers?

- Have you considered the performance metrics you will need to manage remote workers (and how those apply to all employees, regardless of work location)?

FOUR CORE STEPS FOR IMPLEMENTING TELEWORK

1 **Get buy in from senior leaders.** Create an action plan that shows the benefits of telework and then get the C-Suite to endorse the plan.

2 **Create a culture of performance management.** People manage not by where you work, but by what you do. One survey respondent from the Food and Drug Administration wrote, "Supervisors need to meet with employees on a regular basis. This is not to 'check up' on them, but to keep them in the communication loop" and assess mission achievement.

3 **Commit to IT and training.** Technology powers telework. Without it, telework fails. Teleworkers need to be adequately trained before implementing a telework policy and throughout the process as new technologies emerge.

4 **Use a standard telework agreement** that encourages supervisors and employees to work together in mapping a plan for the telework experience. You can find examples at Telework.gov.

TIPS AND TRICKS OF TELEWORK

☑ **Communicate** early and often.

☑ **Set aside specific tasks** for telework days.

☑ **Have a plan** to complete those tasks.

☑ **Create a start and end time** for your day.

☑ **When you are in the office, set aside time to network** and catch up with other employees.

WHEN TO USE THE TOOLS

Technology tools are like a Swiss Army Knife for teleworkers – you have multiple options, so when should you use each tool for optimal impact?

Instant Messaging – Use this tool for quick conversations, to say a project is completed or to share links.

Video – Use this tool to breed innovation and collaboration. If you cannot meet in-person, video is the next best alternative.

Email – Use this tool as a follow-up to a phone call, instant message or video call. Email is easily searchable and a more permanent form of communication.

Phone calls – Use this tool so that other employees and managers can contact you at any time during the working day. You can use a call forwarding feature so that your phone number follows you no matter where you are located.

Google Docs – Use this tool to allow for input in working drafts.

Dropbox - Use this tool to share large files or videos.

Dashboards/Wikis – Use this tool for open and continuous conversations. For example, the State Department's Diplopedia gives field workers access to best practices and FAQ's.

WHAT ARE SOME EXAMPLES AND RESOURCES TO REFERENCE?

Below are some additional resources that were used as part of the research for this report.

▸ **GAO's Annual Telework Assessment to Congress**
http://www.gao.gov/assets/660/655635.pdf

▸ **GovLoop's Telework Calculator**
http://www.govloop.com/telework-calculator

▸ **GovLoop's Telework Infographic: How Telework Makes Better Bosses and Top-Notch Teams**
http://www.govloop.com/profiles/blogs/how-telework-makes-better-bosses-and-top-notch-teams-infograph

▸ **OPM's Guide for Telework in the Federal Government**
http://www.telework.gov/guidance_and_legislation/telework_guide/telework_guide.pdf

▸ **OPM's Government Performance Management Cycle**
http://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/planning/managing-teleworkers-requires-topnotch-performance-management-skills/

▸ **Telework Enhancement Act of 2010**
http://www.telework.gov/telework_enhancement_act/

▸ **The 2013 Tele-Vision Awards Program**
http://mwe.teleworkexchange.com/events/tele-vision-award/events-detail/2107

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ABOUT GOVLOOP

GovLoop's mission is to connect government to improve government. We aim to inspire public sector professionals by acting as the knowledge network for government. The GovLoop community has over 65,000 members working to foster collaboration, solve problems and share resources across government.

The GovLoop community has been widely recognized across multiple sectors. GovLoop members come from across the public sector. Our membership includes federal, state, and local public servants, industry experts and professionals grounded in academic research. Today, GovLoop is the leading site for addressing public sector issues.

GovLoop works with top industry partners to provide resources and tools to the government community. GovLoop has developed a variety of guides, infographics, online training and educational events, all to help public sector professionals become more efficient Civil Servants.
If you have questions on this report, please feel free to reach out to [lead author, title, email]

LOCATION

GovLoop is headquartered in Washington, D.C., where a team of dedicated professionals shares a common commitment to connect and improve government.

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