

# Telework:

Improve Your Organization's  
and Employees' Return on Investment



 **Better Ways To Work!**  
*Montgomery County Commuter Services*



**COMMUTER CONNECTIONS<sup>®</sup>**  
A SMARTER WAY TO WORK

**EMPLOYER CONNECTION**

BEYOND THE BUS

A PROGRAM OF  
**TRANSIT**

# 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/weather related emergencies
- 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
- An extension of the work day
- Always expensive



# Teleworking Succeeds When...

- The job is right
- The employee is right
- The technology works
- And the manager approves of the arrangement



# Telework Programs Save...

- Thousands of Bank of America employees get a choice between working full time from home or getting an office work station
- Sun Microsystems saves \$70 million a year in real estate alone
- The U.S. Patent & Trademark Office employees completed 40% of all work hours under a telework arrangement
- 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



# Telework Experiences Locally

- Calvert Investments reports productivity gains through reduced unplanned employee absenteeism
- Telework is a crucial part of the Nuclear Regulatory Commission's Continuity of Operation planning
- As a part of their commitment in recruiting and retaining top-notch employees, Social & Scientific Systems continues to offer flexible commuting options
- Clean Currents provides a \$250 credit for employees who wish to purchase a new computer as a part of the telework program
- Through their telework program, Marriott saved on recruitment costs



# Return on Investment (ROI)

- Increased worker productivity (10-20%)
- Reduced employee absenteeism (2-4 days)
- Increased employee morale, recruitment, retention (50-65%)
- Better communication among time zones
- SOLUTIONS FOR BUSINESS CONTINUITY
- Lowered facility costs, demand for parking spaces (10-90%)
- Environmentally friendly “green” program
- Workforce demographics- Four generations working side by side



# Workplace Demographics: 4 generations

- **The Traditionalists**

Born Before 1946.

*Key Traditionalist values: Self-sacrifice and dedication.*

- **Baby Boomers**

Born between 1946 and 1964.

*Key Boomer values: Hard work and be a team player.*

- **Gen X**

Born between 1965 and 1979.

*Key Gen X values: Life balance and respect for individuality*

- **Gen Y (also known as Millennials)**

Born between 1980 and 2000.

*Gen Y values: Interested in sustainability, environment, emissions reduction, and respecting diversity.*



# Telework Incentives

- **Telework Tax Credit:**

Employers in Montgomery County can receive an annual tax credit against the personal property tax for the purchase of a new home computer or new laptop computer (up to 50% of the cost of each new computer) to establish a new off-site employee workstation

Contact: Dept. of Finance in Rockville, MD, (240) 777-8931

<http://go.usa.gov/2hj9> - Description

<http://go.usa.gov/2hjm> – Tax Form

- **Green Business Certification:**

Montgomery County Maryland's Green Business Certification Program is designed to recognize businesses and other entities that have taken voluntary steps to protect, preserve, and improve the environment. Establishing a Telework program is one of the steps that can be taken by employers towards Certification as a green business

Contact: Doug Weisburger, Green Business Certification Program Manager

(240) 777-7775 / <http://mcgreenbiz.org>



# How Many People are Telecommuting in Montgomery County?

## Telework is Increasing

	2009	2010	2011
Telework	2%	3.5%	3.7%

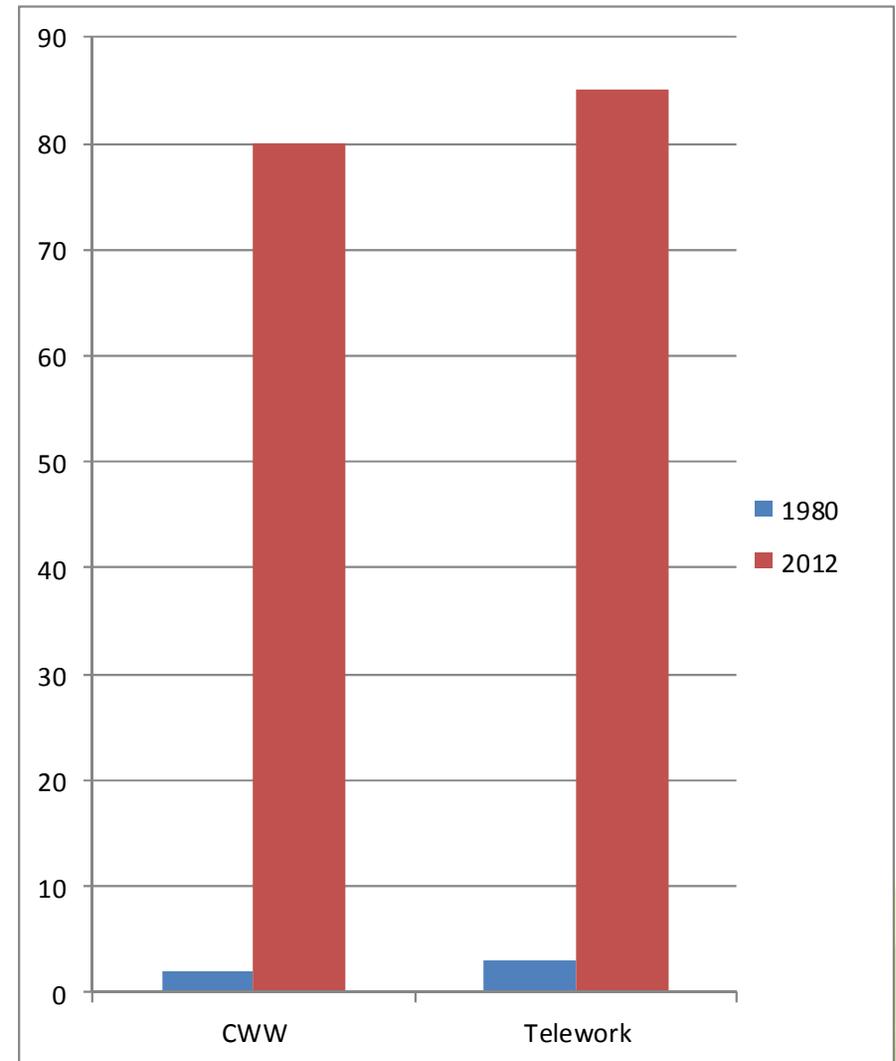
Based on Montgomery County's Annual Commuter Survey



# Fortune 100

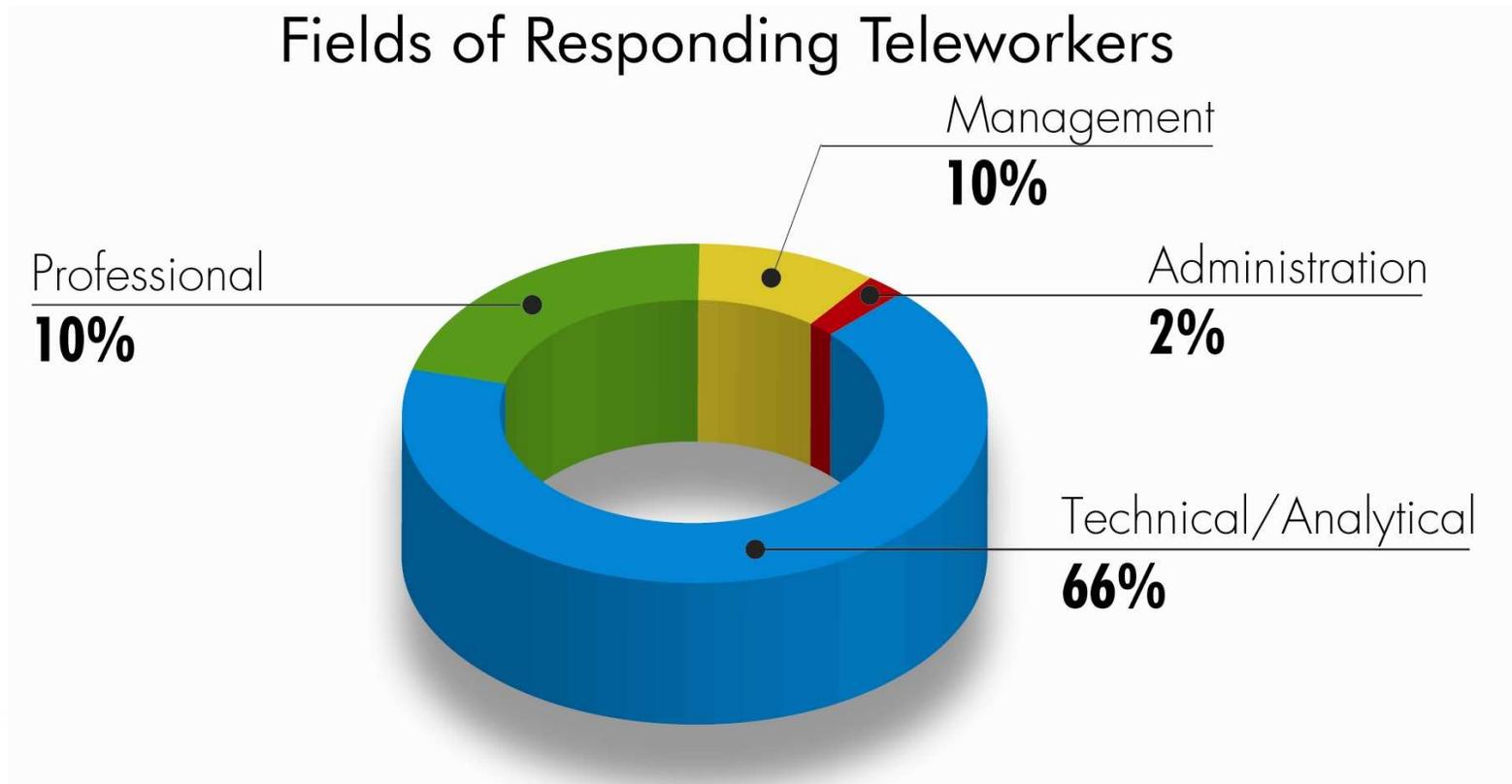
- In the 1980s, only two offered compressed work weeks and only three offered telework.
- In 2012, 80 offer compressed work weeks and 85 offer telework.

**FORTUNE®**  
**100 BEST**  
**COMPANIES**  
**TO WORK FOR**



# Employer Telework Program Performance: Summary of Findings

Surveys completed by 486 teleworkers and 109 managers of teleworkers.



The opinions, findings and conclusions in this publication are those of the author(s) and do not necessarily reflect those of the Georgia Department of Transportation, State of Georgia or Federal Highway Administration.

# Top four business reasons for implementing telework, according to telemanagers:

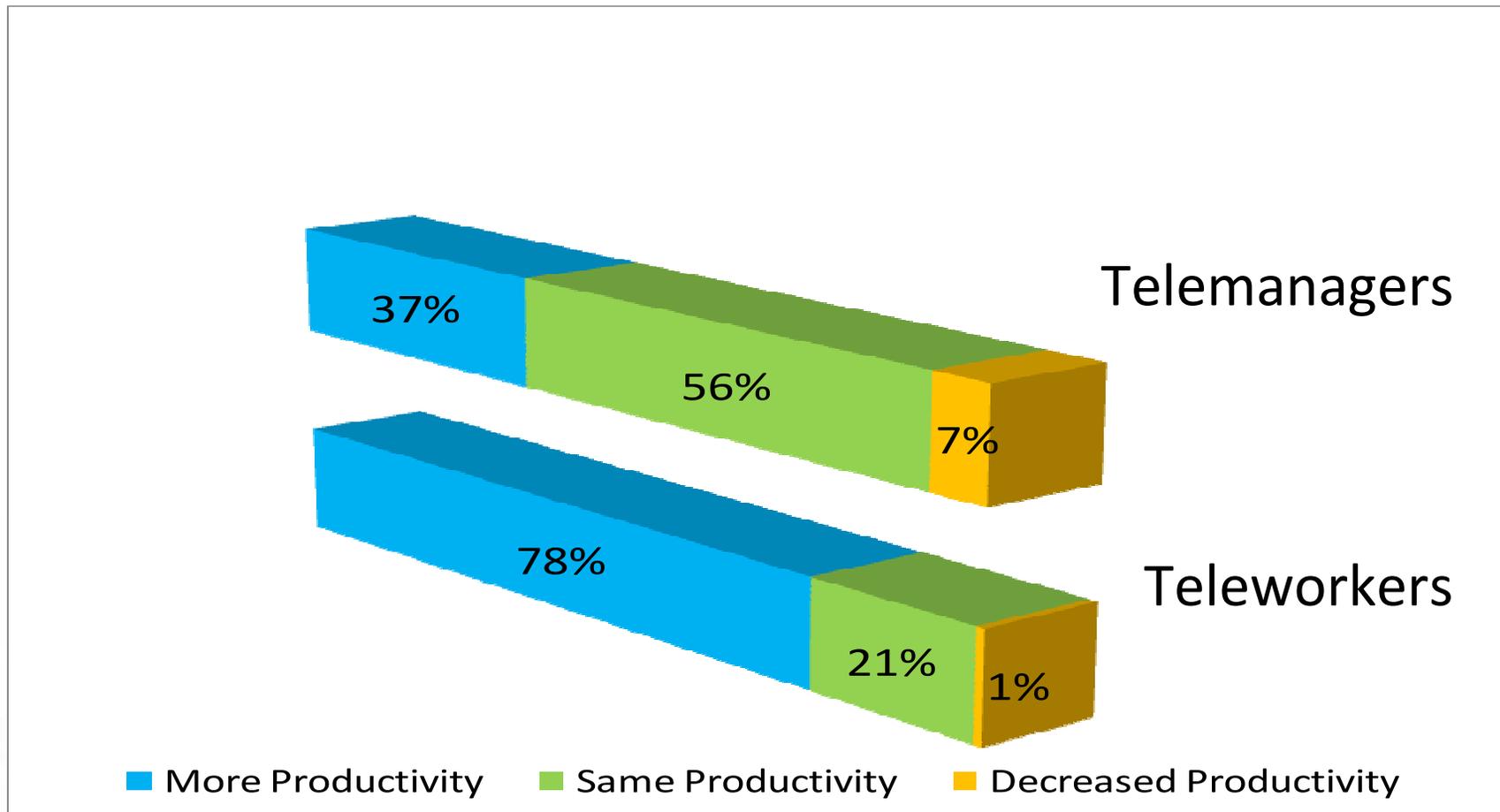
Improve  
Morale  
90%

Improve  
Recruitment  
and/or  
Retention  
61%

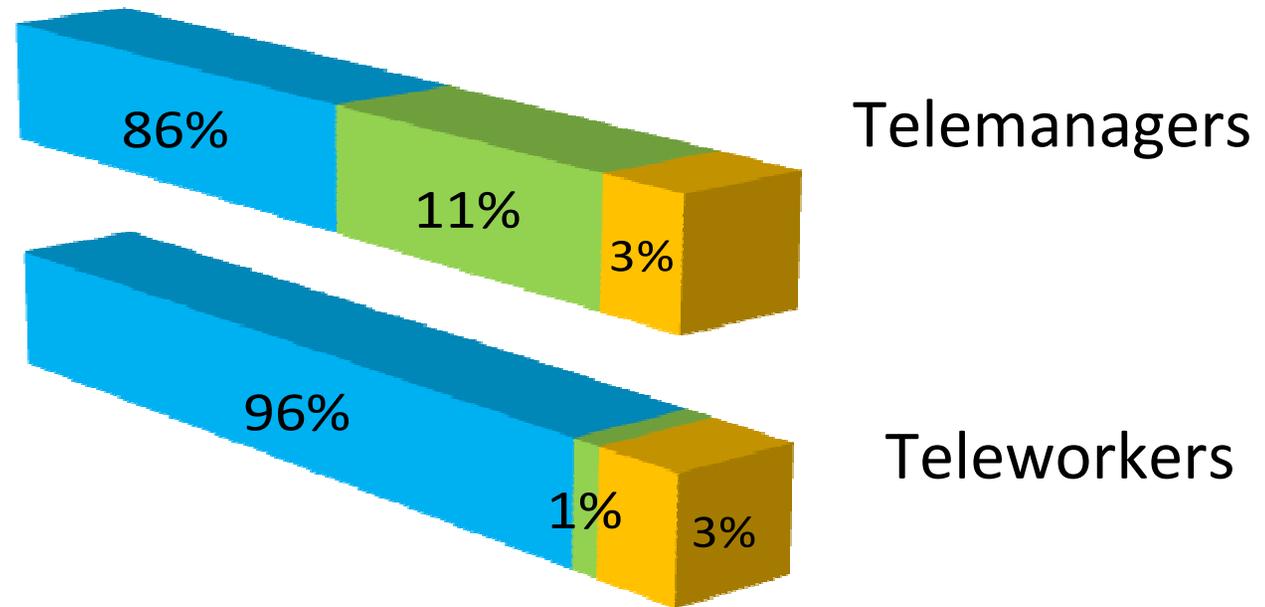
Reduce  
Emissions  
56%

Increase  
Productivity  
54%

# How has teleworking affected productivity?

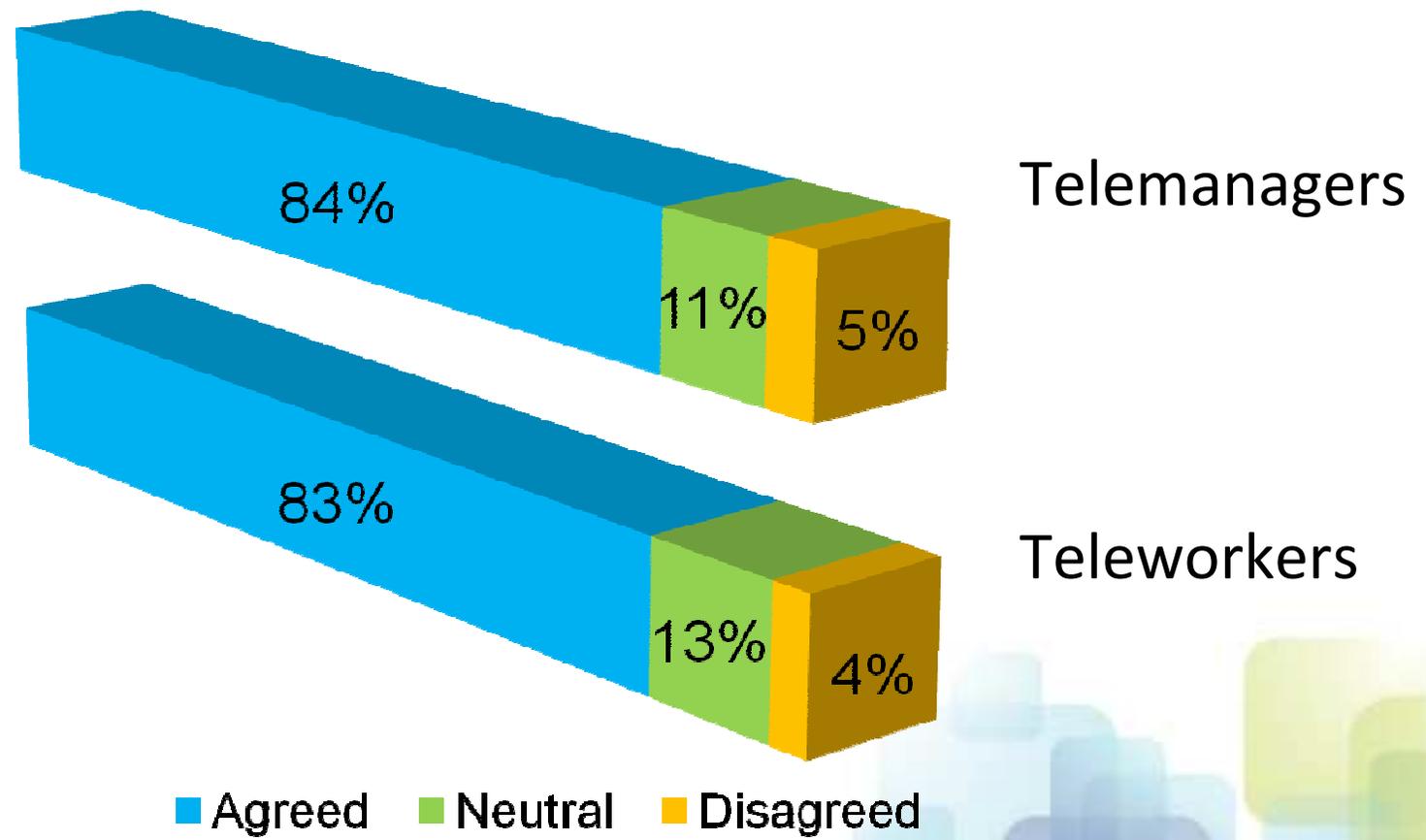


Teleworking has a positive impact on quality of work.

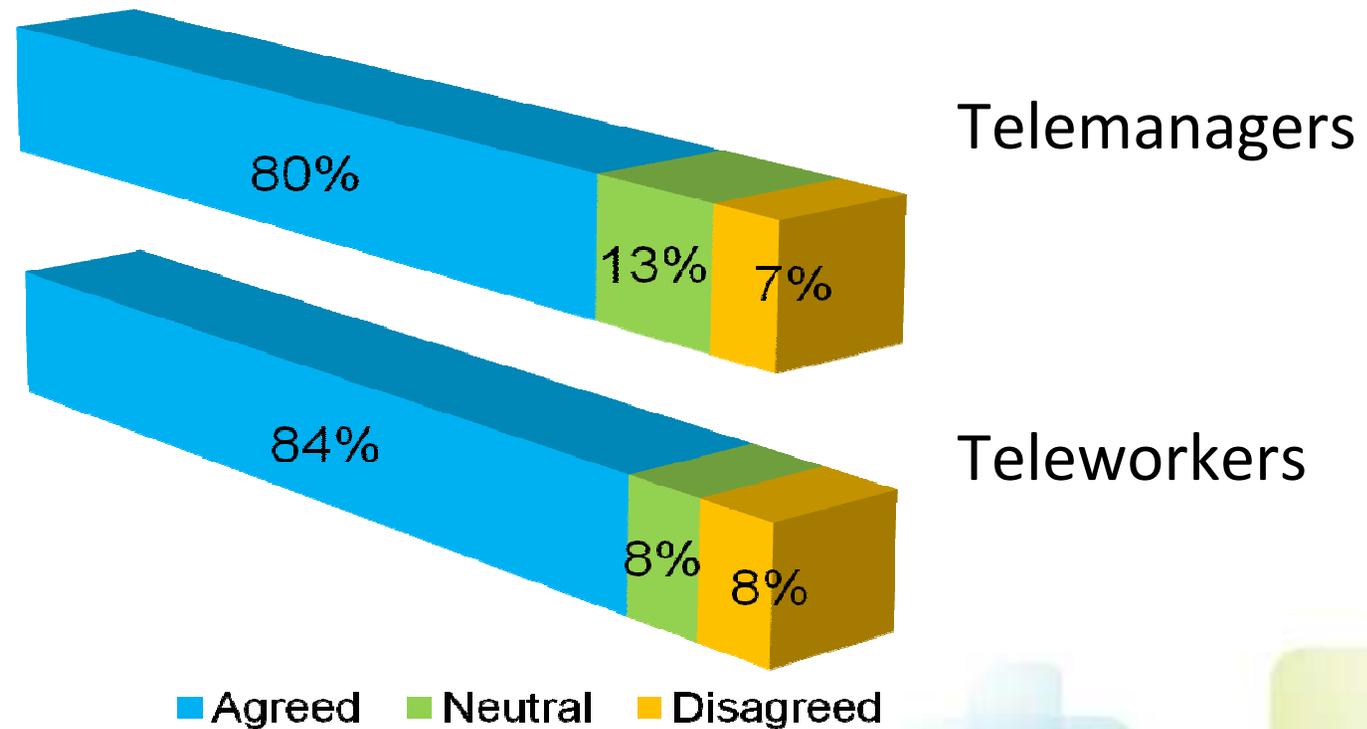


■ Agreed ■ Neutral ■ Disagreed

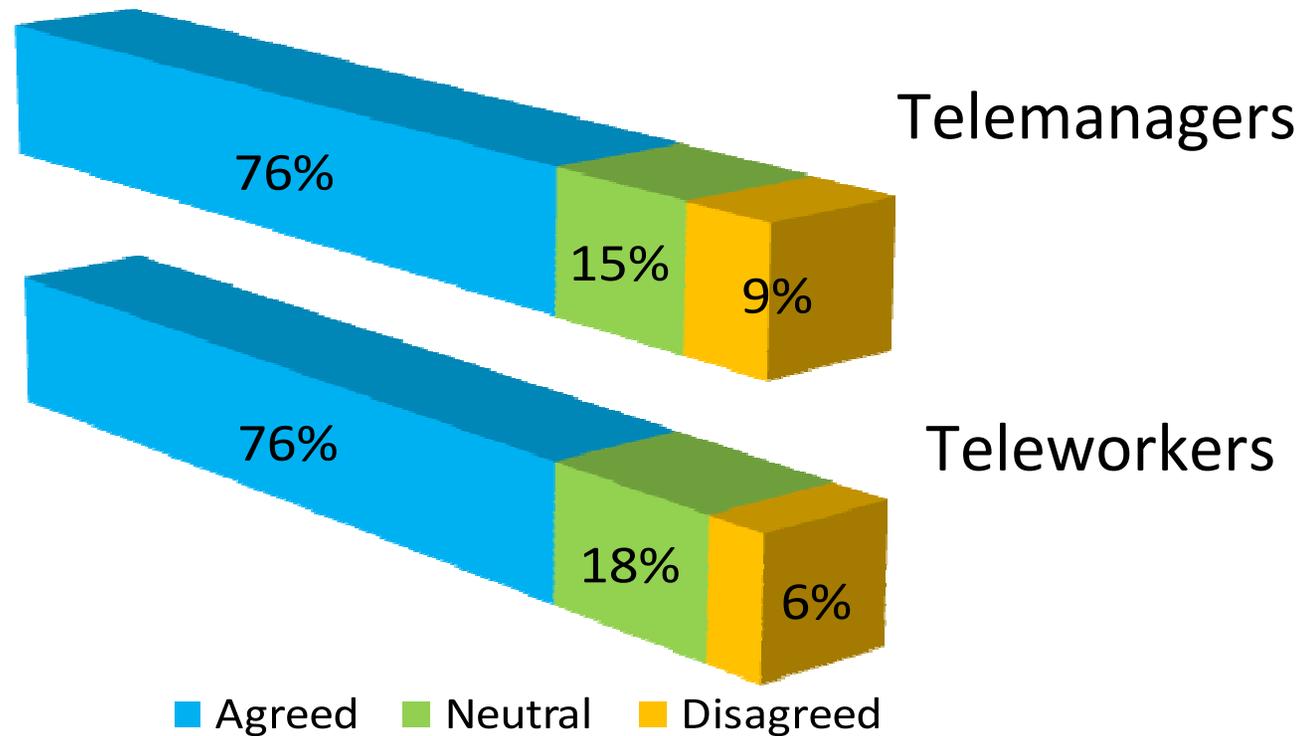
Morale has improved as a result of teleworking.



The telemanager currently has a positive attitude towards teleworking.

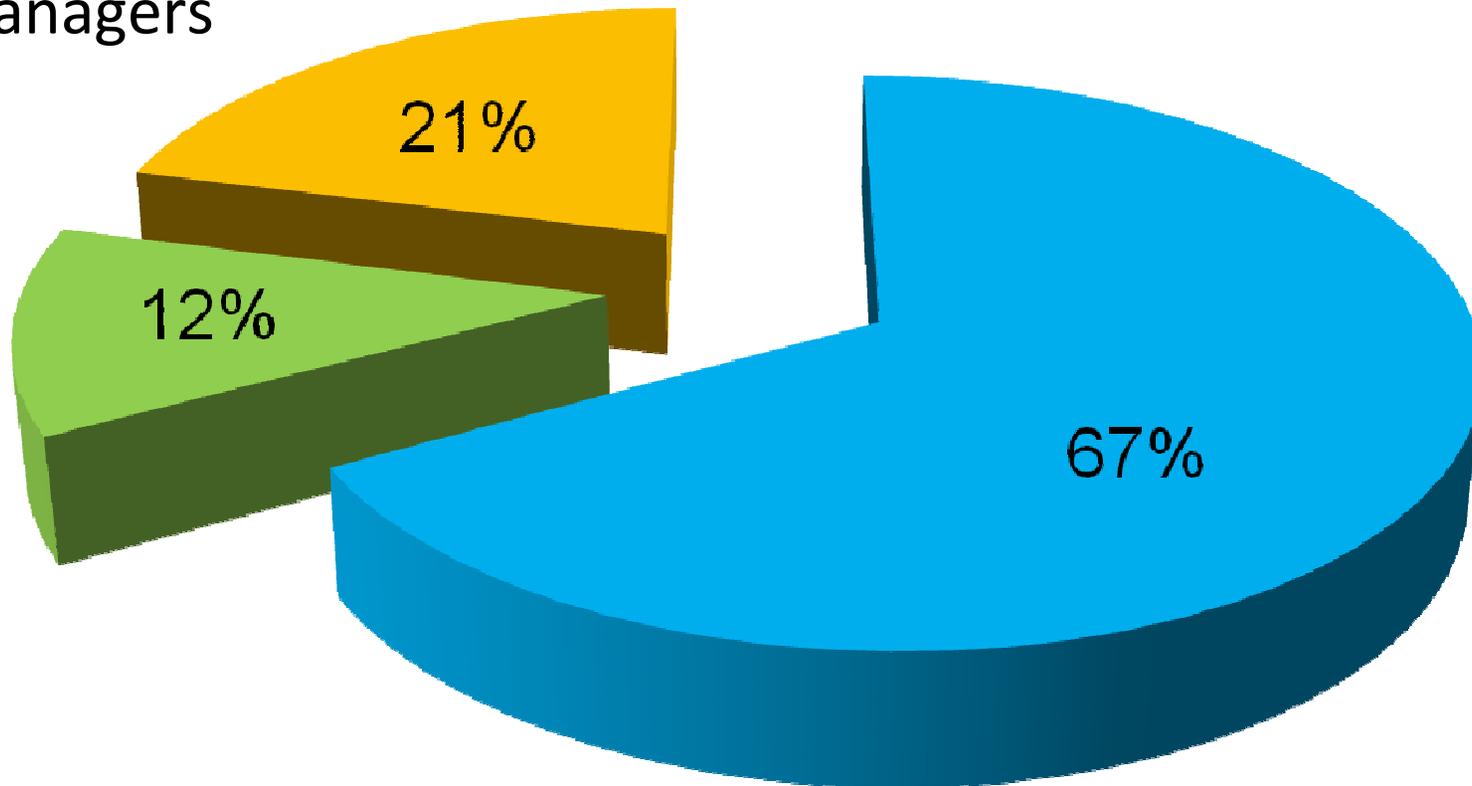


Teleworkers have no problems getting acknowledged / promoted.



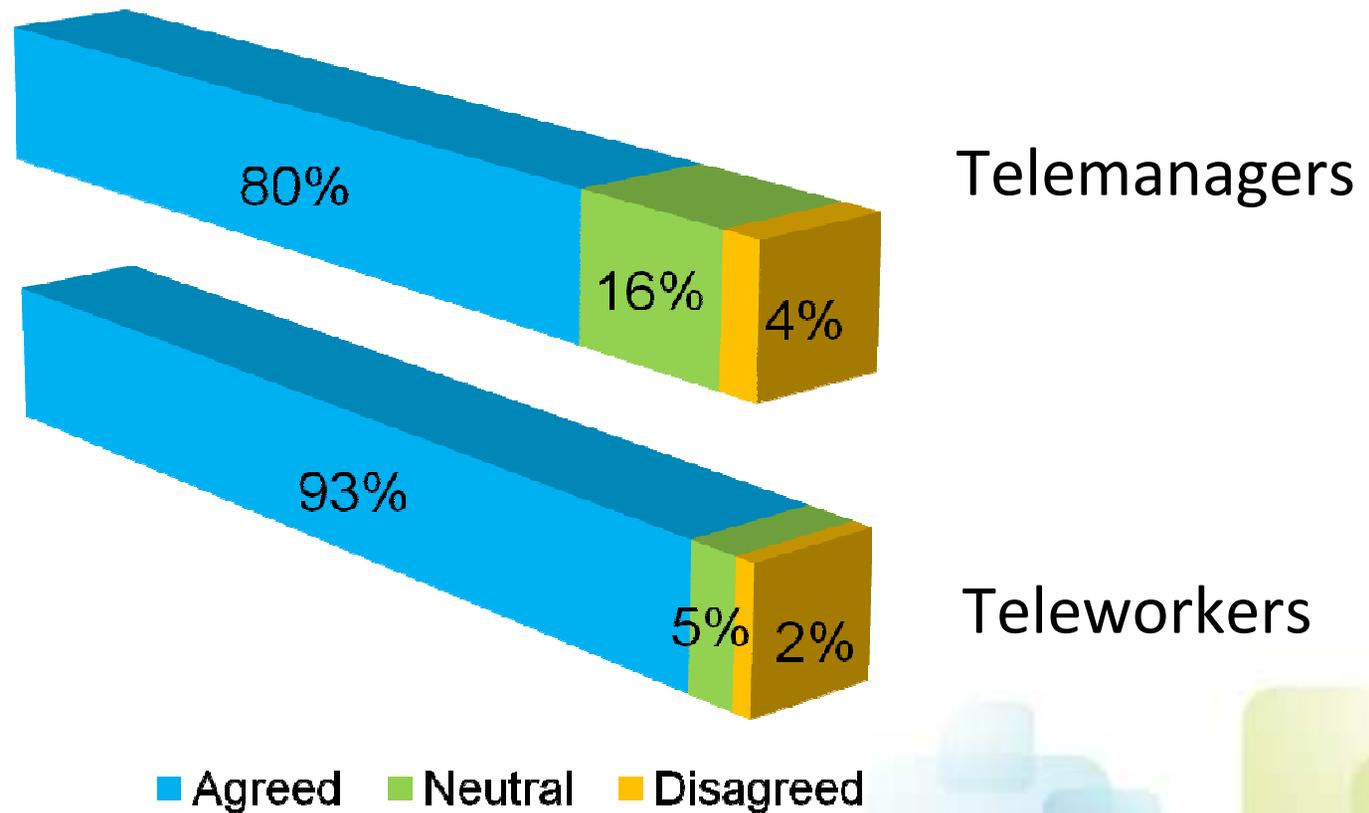
Managers do not find it difficult to hold meetings with teleworkers.

Telemanagers



■ Agreed ■ Neutral ■ Disagreed

# Teleworking is good for the organization.

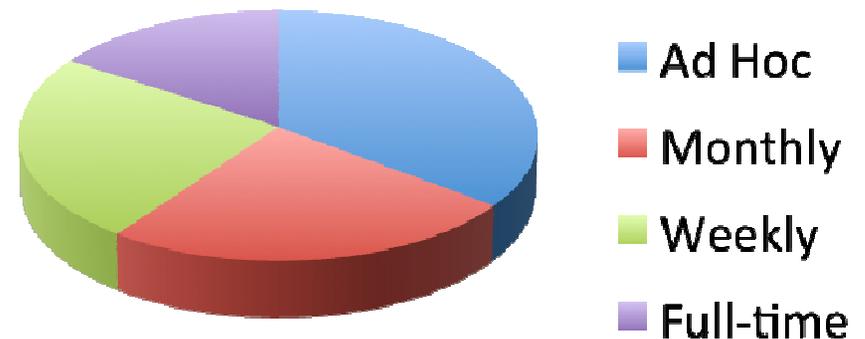


# WorldatWork Study 2010 Shows Strong Adoption of Telework Among U.S. Employers

% 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**



# The Federal Telework Enhancement Act of 2010

Expands telework opportunities for most federal workers, allowing eligible employees to work remotely from home or an off-site location.

- Establish telework policies
- Designate a Telework Managing Officer to oversee telework in each agency or department
- Determine employee eligibility for telework
- Notify all employees of their eligibility
- Establish telework training programs for workers and managers
- Integrate telework into their Continuity of Operations Planning (COOP), and
- Provide yearly progress reports to the Office of Personnel Management (OPM)



# 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    |

**Free expert assistance is available through Montgomery County**



# Middle Management Issues

- Performance Issues — “How do I know they are working?”
- Communication Issues — “How will I reach staff?”
- Equity/Haves and Have-Nots — “What about those who cannot telework?”
- Selection — “How do I select the right employees?”
- Safety/Ergonomics — “Do we inspect the home office?”



# National Organizations with Successful Programs

- GE Energy
- IBM
- Federal Government
- Delta Airlines
- Bank of America
- Home Depot
- Kaiser Permanente
- MetLife
- State of Georgia
- Sun Microsystems
- Cisco
- Hewlett Packard
- Intel
- Solvay Pharmaceuticals
- County of Los Angeles



# Local Organizations with Successful Programs

- Marriot International
- Calvert Investments, Inc.
- Social & Scientific Systems, Inc.
- Clean Currents
- United States Pharmacopeia (USP)
- Defense Information Systems Agency (DISA)
- Animal and Plant Health Inspection Services (APHIS)
- Nuclear Regulatory Commission (NRC)



# Contact Information

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