Telework Implementation:
From Gaining Management Commitment to Evaluation

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Return on Investment (ROI)

- Increased worker productivity (10-20%)

- Reduced employee absenteeism (2-4 days)

- Increased employee morale, recruitment, retention (50-65%)

- Extension of work hours without adding staff

- Better communication among time zones

- SOLUTIONS FOR BUSINESS CONTINUITY

- Lowered facility costs, demand for parking spaces (10-90%)

- Environmentally friendly "green" program (priceless)

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When Teleworking is Implemented Correctly, Productivity Increases

- 74% of teleworkers report increased productivity

- 85% of managers say productivity increases or stays the same

- Only 2% of managers report a decrease in productivity

- Among all who reported an increase in productivity, average increase is 20%

- 96% of teleworkers claim teleworking has not decreased work quality, and 91% of managers agree

*Based on a Clean Air Campaign survey of about 363 teleworkers and 124 managers.

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Montgomery County 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://www.montgomerycountymd.gov/govtmpl.asp?url=/content/finance/tax_credit_exempt.ASP#p17

DIVISION OF TREASURY
255 ROCKVILLE PIKE, SUITE L-15   ROCKVILLE, MARYLAND 20850
240-777-8965

APPLICATION FORM
PERSONAL PROPERTY BUSINESS TAX CREDIT –
HOME COMPUTER TELECOMMUTING INCENTIVE

Business Name: _____

Business Mailing Address: _____

Personal Property Tax Account Number(s): _____

COMPUTER INFORMATION

	Type (PC or Laptop)	Name / Series / Serial #	Purchase Date / Amount
1			
2			
3			
4			
5			
6			
7			
8			

EMPLOYEE INFORMATION

	Employee Name	Employee Address	% Employee Telecommutes
1			more than 30% YES / NO
2			more than 30% YES / NO
3			more than 30% YES / NO
4			more than 30% YES / NO
5			more than 30% YES / NO
6			more than 30% YES / NO
7			more than 30% YES / NO
8			more than 30% YES / NO

REQUIRED ITEM

A. To be approved for this credit, the employer must submit with this application, or subsequently provide, proof of purchase of each new home computer or laptop, it must include the date of purchase and the cost of each computer or laptop.

I hereby certify under oath and affirmation, subject to the penalties provided by law, that the information and responses in this application are true and correct to the best of my knowledge, information, and belief.

_____   _____
SIGNATURE OF BUSINESS OWNER   APPLICATION DATE

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Montgomery County Telework Incentives

- **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

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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

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Telework-related Issues

- Selection
- Coverage
- Worker's Comp
- Technology
- Connectivity
- Training
- Non-teleworkers

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Gain Management Commitment

- Convince upper management
- Convince middle management
- Convince employees
- Develop proposal

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Upper Management Issues

- Productivity
- Cost
- Coverage
- Bottom-line
- Overhead
- Recruitment / Retention
- Sustainability

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Middle Management:
More Sensitive to Day-to-Day Issues

- Performance Issues — "How do I know they are working?"

- Communication Issues — "How will I reach staff?"

- Cost Issues — "How can we afford a telework program?"

- Technology Considerations — "Do we now have to equip the employees at home and at work?"

Middle Management: Other Issues

- Equity/Haves and Have-Nots — "What about those who cannot telework?"

- Selection — "How do I select the right employees?"

- Loss of control and corporate loyalty — "Will these employees now start looking for other work?"

- Safety/Ergonomics — "Do we inspect the home office?"

Getting Organized

- Develop Proposal
- Define Telework
- Emphasize Benefits
- Be Bottom-Line Oriented
- Determine Cost and Savings
- Assess Technology/Connectivity Needs
- Identify Next Steps

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Select Coordinator

- Sells the program
- Makes presentations
- Recruits supporters and pilot
- Plays a leadership role
- Helps make selection
- Troubleshoots
- Pioneers the program

Form a Steering Committee

- Decision-makers

- Key departments

- Pilot group

- Commitment

- Sells the program

Develop Policies and Agreement

- Goals
- Arrangement
- Frequency
- Worker's compensation and liability
- Resources

- Technology
- Insurance
- Work space
- Selection criteria
- Non-telecommuters
- Communication needs
- Scheduling issues

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Conduct a Jobs Assessment

Job Function

- Project oriented
- Measurable impact on others
- Need for equipment
- Face-to-face interaction with others

Teleworker

- Organizational skills
- Flexibility
- Self-disciplined
- Experience
- Working relations
- Supervisor
- Customer impact

Analyzing Job Functions for Telework

Job Function	Always	Sometimes	Never
Tasks can be done independently			
Work completed is measurable based on Deliverables			
Quality and quantity of work are measurable			
Non-teleworker functions are minimally affected			
Need for specialized material or equipment is minimal			
Deals with confidential and proprietary information			
Requires teamwork			
Need for face-to-face interaction can be managed			

Eligibility Factors

- Performance rating
- Tenure
- Grade level
- Position description
- Organizational structure
- Other _____

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Employee Characteristics

- Self-motivated, self-managing
- Results-oriented
- Conscientious, organized
- Independent worker
- Flexible
- Understands job requirements
- Understands organizational policies and procedures
- Communicates well with colleagues and clients
- Handles change well

Analyzing Employee Characteristics for Telework

Characteristic	1	2	3	4	5
Self-disciplined					
Experience and skill level					
Past and current performance productivity levels					
Organizational skills					
Communication skills					
Relationships with others					
Relationships with clients					
Ability to be flexible					

Assess Technology Component

- Equipment needs
- Frequency
- Connectivity issues
- Pre-testing
- Tech support

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Estimate Costs and Savings

- Identify savings
- Identify costs
- Who pays for what?
- Start cost neutral for pilot

Training and Evaluation

- Training
  - Prior to teleworking
  - Managers
  - Teleworkers

Adjustments for Management When Teleworking

- Managing by results
- Trust
- Developing good communication and access procedures
- Maintaining team environment
- Concerns regarding loss of control

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Team-Building While Teleworking

- Keeping the team together
- In-office meetings
- Teleconferencing
- Social activities
- Lunches

Telemanaging through Goal-Setting with Employees

- Assist employees in organizing work through on one meetings prior to teleworking for the first few times
- Assigning work to employees
- Defining objectives and deliverables
- Establishing timeframes
- Reviewing status
- Coaching employees

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Establish Communications Standards

- Establishing protocol
- Schedule
- Responding to e-mail and phone calls
- Co-workers
- Non-teleworkers
- Outside contacts: members, vendors
- Supervisors

Establish Communications Standards

- Assess current ways of communicating with employees and how teleworking will change communications

- Less impromptu face to face

- More e-mails and telephone calls

- More saved messages

- More scheduled face to face communication

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Every Employee is Different

- Directing
- Coaching
- Advising
- Delegating

- Developing trust
- Managing electronically
- Asking questions
- Encouraging independence

Planning for Success

- Act on problems as they arise
- Be honest with teleworkers
- Ask for input from coworkers
- Respect the teleworking arrangement
- Maintain scheduled team and individual meetings
- Integrate a review process
- There is an adjustment period

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Adjustments for Employees

- Impact on teamwork?

- How will my manager know that I am working?

- Increased isolation from co-workers

- Developing good organizational skills

- Dealing with distractions in the home environment

Teleworkers: Getting Organized

- Pick a work location
- Establish a routine
- Replace ritual of getting ready for office
- Organize work the day before
- Have an end of the day ritual

Teleworkers: Managing Your Work

- Maintain contact with coworkers
- Have a system at home
- Stick to deadlines
- Keep your manager informed
- Attend scheduled meetings
- Schedule meetings with coworkers and others

Teleworkers: Training Family and Friends

- The message is that you are at home working!
- Decide on what interruptions are OK
- Set rules for office materials
- Don't telework if there are problems at home
- Handle jokes and negative comments

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In-person Meetings While Teleworking

- Meeting for the first time
- Kick off meeting for complex project
- Delicate issues (body language)
- Social reasons
- Team-building

Evaluation

- Focus Groups
- Interviews
- Surveys

Successful Telework Programs have Certain Characteristics

- Initial pilot
- Top level commitment
- Planning and selection process
- Seamless
- Flexible
- Fit corporate culture
- Plan for access and communication
- Expandable

Contact Information

Sam Oji, Senior Planning Specialist

Department of Transportation

Division of Transit Services

Commuter Services Section

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