

# Business Continuity: Teleworking during Reconstruction of I-85



# Defining Telework

- Extends the workplace beyond the traditional office
- Is a voluntary arrangement and not an entitlement
- Is a management prerogative
- Maintains productivity in face of natural and man-made disasters
- Replaces business related trips
- 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 , a perk or privilege
- An extension of the work day
- Always expensive

# Alternatives to Work at Home

- **Branch Office-** Look for other company sites that can temporarily house employees
- **Hoteling-** Hoteling is the concept of reserving space at the office when needed and not having permanent space.
- **Co-working-** Private sector's solution to provide a shorter commute to a local full-service office. Used by home based businesses, sole proprietors and commuters
- **Desk-sharing-** Sharing office space based on a schedule between employees
- **Drop-in Stations-** these stations are used to accommodate people who drop in to the office as needed.

# Return on Investment (ROI)

- **SOLUTION FOR BUSINESS CONTINUITY**
- Eliminates tardiness and time wasted commuting to work
- Increases worker productivity (10-20%)
- Reduces employee absenteeism (2-4 days)
- Improves employee morale, recruitment, retention (50-65%)
- Extends work hours without adding staff
- Better communication among time zones
- Lowered facility costs, demand for parking spaces (10-90%)
- Environmentally friendly “green” program

\*Based on 50-60 case studies nationwide

# Planning for Emergencies

- Roadway construction and closures
- Transit construction or interruption of service
- Winter Storms
- Special Events
- Dignitary Visits
- Terrorist Threats



# Quick-Start Implementation Steps

1. Gain Management Commitment
2. Develop Policies/Agreement/Selection Criteria/IT
3. Implement Program
4. Train Participants
5. Troubleshoot



# Quick-Start Process

1. Gain support from management. Management's support, and form a steering committee. One way of gaining this support is to provide information and training about teleworking and its impact on productivity and work-life during emergencies.
2. Create a list of employees who could work from home or another remote location. Prepare a list of employees whose job functions can be performed from a remote location.
3. Determine equipment needs and resources. At a minimum, you need to determine the types of equipment necessary for employees to accomplish their work. This will vary based on the type of work performed, so identify these needs for each employee or work unit.



# Quick-Start Process

4. Develop and test remote access. As more and more job functions become technology-based, accessibility may mean interfacing with cloud-based solutions, Virtual Private Networks, and the use of High speed internet. Teleworkers may also need access to various software packages to perform work tasks.
5. Conduct a stress test for the technological capabilities. This will allow your organization to identify how many people can be on-line simultaneously.
6. Develop written policies.
7. Train supervisors to manage by objectives and train teleworkers on best practices
8. Resolve any issues that may arise from teleworking

# Telework Task Schedule

Example of a form to manage teleworking based on deliverables. This can keep employees accountable and managers aware of the work that is being done.

<b>1.Task</b>	_____	Estimated hours
<b>Deliverable</b>	_____	_____
<b>Accomplishment</b>	_____	Actual Hours
		_____
<b>2. Task</b>	_____	Estimated hours
<b>Deliverable</b>	_____	_____
<b>Accomplishment</b>	_____	Actual hours
		_____
<b>3. Task</b>	_____	Estimated hours
<b>Deliverable</b>	_____	_____
<b>Accomplishment</b>	_____	Actual hours
		_____
<b>4. Task</b>	_____	Estimated hours
<b>Deliverable</b>	_____	_____
<b>Accomplishment</b>	_____	Actual hours
		_____

# Lessons Learned

- Telecommunications infrastructure can be more robust than the roadway infrastructure.
- Organizations with existing remote access are more resilient.
- Stress test the technology.
- Use the Branch Offices and Co-working spaces more actively.
- Most areas have co-working facilities, just use your search engine to identify co-working close to your area or city of residence.
- Pre-planning is key to quick recovery, but it's never too late to start.

# Eligibility Factors

- Performance rating
- Job Assessment
- Employee Assessment
- Tenure
- Grade level
- Position description
- Organizational structure
- Other \_\_\_\_\_



# Organizations with Successful Programs

- Sharp Healthcare
- GE Energy
- Federal Government
- Delta Airlines
- Bank of America
- Home Depot
- Kaiser Permanente
- MetLife
- State of Georgia
- CH2MHill
- Sun Microsystems
- Cisco
- Aetna
- County of Los Angeles
- Georgia Power
- UPS
- The J. Paul Getty Trust

## Free Consulting Services through **Livable Buckhead**

- ✓ Lead you through every step to program implementation
- ✓ Provide easy to use templates for program development
- ✓ Assist with overcoming concerns
- ✓ Develop custom presentations and marketing materials
- ✓ Consult on technology needs
- ✓ Develop policies, procedures and agreements
- ✓ Train managers and employees
- ✓ Provide evaluation guidelines and strategies and develop reports

# Contact Information





## **Draft Telework Program Policy for Business Continuity**

Teleworking, or telecommuting, is the concept of working from home or another location on a full- or part-time basis. Teleworking is not a formal, universal employee benefit. Rather, it is an alternative method of meeting the needs of the Employer. The Employer has the right to refuse to make teleworking available to an employee and to terminate a teleworking arrangement at any time. Employees have the right to refuse to telework if the option is made available.

The Employer's goals in allowing for teleworking are to:

- Facilitate employee's commuting needs during the re-construction of I-85
- To provide improved work/life balance for employees while increasing productivity, improving recruitment/retention, reducing overhead and improving morale.

### **Compensation and Work Hours**

The employee's compensation, benefits, work status and work responsibilities will not change due to participation in the teleworking program. The amount of time the employee is expected to work per day or pay period will not change as a result of participation in the teleworking program. Overtime needs to be pre-approved by the manager in advance.

### **Eligibility**

Successful teleworkers have the support of their supervisors. Employees will be selected based on the suitability of their jobs, an evaluation of the likelihood of their being successful teleworkers, and an evaluation of their supervisor's ability to manage remote workers. Each department will make its own selections.

Upon acceptance to the program both the employee and manager will be expected to complete a training course designed to prepare them for the teleworking experience. All teleworkers must sign an agreement.

### **Equipment/Tools**

TO BE PROVIDED INTERNALLY

### **Workspace**

The employee shall designate a workspace within the remote work location for placement and installation of equipment to be used while teleworking. The employee shall maintain this workspace in a safe condition, free from hazards and other dangers to the employee and equipment. Any employer materials taken home should be kept in the designated work area at home and not be made accessible to others.

The employer has the right to make on-site visits (with 48 hours advance notice) to the remote work location for purposes of determining that the site is safe and free from hazards, and to maintain, repair, inspect, or retrieve the employer-owned equipment, software, data or supplies.

### **Office Supplies**

Office supplies will be provided by the employer as needed. Out-of-pocket expenses for other supplies will not be reimbursed unless by prior approval of the employee's manager.

### **Worker's Compensation**

During work hours and while performing work functions in the designated work area of the home, teleworkers are covered by worker's compensation.

### **Liability**

The employee's home workspace will be considered an extension of the employer's workspace. Therefore, the employer will continue to be liable for job-related accidents that occur in the employee's home workspace during the employee's working hours.

The employee's at-home work hours will conform to a schedule agreed upon by the employee and his or her supervisor. The Employer assumes no liability for injuries occurring in the employee's home workspace outside the agreed-upon work hours.

The Employer is not liable for loss, destruction, or injury that may occur in or to the employee's home.

### **Dependent Care**

Teleworking is not a replacement for child care or dependent care.

### **Privacy and Security of Information**

Employees will adhere to all existing regulations, policies and procedures of the Employer. Employees will also protect the security of information according to policies and procedures.

### **Income Tax**

It will be the employee's responsibility to determine any income tax implications of maintaining a home office area. The employer will not provide tax guidance nor will the employer assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

### **Communication**

Employees must be available by phone, email and text during core hours. All client interactions will be conducted on a client or The Employer site. Participants will still be available for staff meetings, and other meetings as deemed necessary by management on telework days.

### **Evaluation**

The employee shall agree to participate in all studies, training, inquiries, reports and analyses relating to this program.

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<b>2. Task</b>  <b>Deliverable</b> <b>Accomplishment</b>	<hr/> <hr/> <hr/>	Estimated hours _____ Actual hours _____
<b>3. Task</b>  <b>Deliverable</b> <b>Accomplishment</b>	<hr/> <hr/> <hr/>	Estimated hours _____ Actual hours _____
<b>4. Task</b>  <b>Deliverable</b> <b>Accomplishment</b>	<hr/> <hr/> <hr/>	Estimated hours _____ Actual hours _____

## Teleworker Do's and Don'ts

Remember that telework does not suit everyone's lifestyle or job responsibilities.

Do's	Don't
<p>Have a dedicated work space at home</p> <p>Set up the work space in an area that is safe and free from hazards</p> <p>Stick to the same work schedule</p> <p>Take breaks throughout the day</p> <p>Keep your work organized</p> <p>Keep your boss informed of the progress you are making as needed</p> <p>Attend department and group meetings, if possible</p> <p>Stick to all deadlines</p> <p>Respond to communications such as calls, emails and texts</p> <p>Maintain or increase your level of performance</p> <p>Inform family members and neighbors about when you may be interrupted</p> <p>If telework is not suitable for you, talk to your supervisor or manager</p>	<p>Don't develop bad habits at home</p> <p>Don't start sleeping late on telework days</p> <p>Don't stay in your bed clothes all day</p> <p>Don't change your work schedule every time that you telework</p> <p>Don't run errands for everybody in the neighborhood just because you are home</p> <p>Don't telework if you have an infant or an elderly person who requires your attention</p> <p>Don't stay in the telework program if it is not working for you</p>

## Telemanager Do's and Don'ts

Do's	Don't
<p>Trust your teleworkers</p> <p>Encourage good communication skills</p> <p>Encourage goal setting</p> <p>Communicate as needed</p> <p>Use telework as an opportunity to strengthen your management skills</p> <p>Delegate assignments equitably among your teleworkers and non-teleworkers</p> <p>Manage by measuring results</p> <p>Give appropriate and timely feedback</p> <p>Plan meetings when your teleworkers can participate</p> <p>Be prepared if telework doesn't work well and allow the employee to terminate participation in the telework program</p>	<p>Don't call teleworker every hour to check on progress</p> <p>Don't set unattainable goals</p> <p>Don't expect perfection; there will be adjustments needed</p> <p>Don't set unrealistic deadlines for projects</p> <p>Don't neglect problems</p> <p>Don't expect everyone to be a successful teleworker</p>