

Business Continuity: Teleworking



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.

1.Task	_____	Estimated hours
Deliverable	_____	_____
Accomplishment	_____	Actual Hours

2. Task	_____	Estimated hours
Deliverable	_____	_____
Accomplishment	_____	Actual hours

3. Task	_____	Estimated hours
Deliverable	_____	_____
Accomplishment	_____	Actual hours

4. Task	_____	Estimated hours
Deliverable	_____	_____
Accomplishment	_____	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

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