Metropolitan Washington

Telework Resource Center

FY 2005 Employer Telework Workshops

Draft Report

June 13, 2005

Table of Contents

Commuter Connections Telework Resource Center
FY 2005 Employer Telework Workshop Report

I.   Background

In FY 2005, the Commuter Connections Telework Resource Center conducted three separate workshops for employers in the District of Columbia, Maryland and Virginia. Each workshop was offered three times. Two of the workshops, "Managing Teleworkers and Remote Teams" and "Choosing and Using the Right Telework Technology" were half-day sessions while the workshop, "Training Your Teleworkers for Anywhere, Anytime Performance", was a full-day session. All seminars were held at COG's offices in Washington, D.C. 63.7 percent of the 248 employer representatives who registered actually attended. The total number of registrations received was 168 (not everyone who registered was able to get into a workshop or actually showed up for one). The total number of actual attendees for all nine workshops was 157 (several people registered for, and attended, more than one workshop) and the average attendance was 17.4 per workshop.

In 2005, no substantial changes were made to the format and curriculum of the previous workshops. The workshops were delivered as interactive workshops and were structured to provide the tools necessary to assist organizations in streamlining and accelerating their Telework programs.

Table 1. Comparison of Workshop Attendance (FY 1998-FY2005)

	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Number of attendees	139	222	146	101	107	40	224	157
Number of workshops	8	8	4	3	4	4	9	9
Average attendance per workshop	17	28	36	34	27	10	25	17

The workshops, called "Better Work Through Telework," were designed to help employers maximize and manage their Telework programs. Staff from Commuter Connections Metropolitan Washington Council of Governments (COG) worked with the selected consultant (WorkLife Performance, Inc.) to design and conduct the employer workshops.

The 2005 Employer Workshops were well attended and overall participant remarks reflected a 4.57 average rating. This rating is based upon a scale from one ("poor") to five ("excellent"). These ratings proved to be higher than the ratings from the overall remarks from the 2004 workshops, which averaged 4.38 (based on the same scale as the 2005 workshops).

II.   Marketing

The FY 2005 workshops were offered free of charge and were marketed primarily by radio, direct mail, e-mail and through the Commuter Connections web site. A brochure was produced for the 2005 workshops and included course descriptions, dates, locations of the workshops and previous workshop participant testimonials. Approximately 8,900 brochures were mailed to a list of targeted personnel within the region.   The target market included Human Resource Directors, Presidents, Vice Presidents, Managers, Directors, Supervisors, CEO's, CIO's, and business owners in the Washington metropolitan region.   COG staff provided workshop information to its employer database, Commuter Connections Employer Services representatives, transportation management associations, and Federal Agency Telework Coordinators.

Additionally, the workshops were promoted through the Commuter Connections newsletter. A special "button" on the Commuter Connections home page linked to an on-line workshop registration form.   655 60-second radio advertisements aired on eight radio stations between March 7 – May 8, 2005.   A banner ad was included in the March edition of the Greater Washington Board of Trade's online newsletter entitled "Across the Board".

The following table provides a breakdown of workshop attendance by source of referral:

Table 1. Workshop Attendance by Source of Referral

Referred by	Total Referrals
Brochure	22
Word of Mouth	30
Commuter Connections Newsletter	2
Commuter Connections Web Site	2
E-Mail	72
Radio	15
Other Web Site	8
No Answer	17
Total	168

III.   Direct Costs

The direct costs for developing, marketing, and conducting the FY 2005 workshops were approximately $15,153.00 or $869.00 per attendee. This does not include COG staff time and overhead rates.

The following table provides cost comparisons for each seminar year.

Table 2. Employer Seminar Direct Costs

Expense Category	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Consultant services, including facility costs and food/ beverage	$60,000	$60,000	$36,200	$29,932	$28 419	$35,205	$42,084	$38,856.20
Mailing lists	$2,000	$3,313	$33,374				$901	$922.38
Printing	$13,000	$6,662	$6,171	$2,176	$1,513	$1485	$2,258	$249.30
Mail House	$1,700	$1,015	$2,260	$290	$135	$145	$145	$400.04
Postage	$17,600	$13,860	$12,870	$1,780	$442	$193	$992	$931.70
- print ads - radio ads - direct email campaign	$3,000	$13,700 $44,400	$31,000	$67,690 $6,000	$58,841 $1,645	$67,291 $8355	$99,800 $1,560	$ 94,019.00 $ 1,000.00
Total	$97,000	$142,950	$91,815	$107,868	$90,995	$112,674	$147,739	$136,378.62
Number of Workshops	8	8	4	3	4	4	9	9
Average Cost per Workshop	$12,200	$17,900	$22,969	$35,956	$22,748	$28,169	$16,415	$15,153.19
Average Cost per Participant	$700	$644	$629	$1,058	$843	$2817	$656	$869

IV.   Attendance

The number of registrants and attendees for each seminar in FY 2005 is shown in Table 3 below. The attendance rate ranged from 10 to 26 per workshop, with an average attendance rate of 17.4.

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Table 3. Employer Workshop Attendance Information

Date	Workshop	Scheduled Attendees	No-shows	Total Attendance
March 16	A	31	26%	23
April 7	A	28	36%	18
May 3	A	41	37%	26
March 16	B	17	41%	10
April 7	B	27	52%	13
May 3	B	27	37%	17
April 5	C	32	31%	22
April 28	C	22	45%	12
May 10	C	23	30%	16

The consultant handled all registrations and sent facsimile confirmation notices/reminders to registrants within 48 hours of each seminar. The full day workshops, "Training Your Teleworkers for Anywhere, Anytime Performance," started at 9:00 a.m. and ended at 3:00 p.m." and " Managing Teleworkers and Remote Teams" began at 9:00 a.m. and ended at 12:00 p.m. "Choosing and Using the Right Telework Technology," began at 1:00 p.m. and ended at 4:00 p.m. The following topics were discussed at each of the workshops:

"Managing Teleworkers and Remote Teams" (Workshop A):
> Acknowledging and addressing common perceptions and objections to Telework
> Establishing a Telework strategy customized to individual business needs
> Assessing jobs, individuals, and technology tools to ensure teleworker productivity

"Choosing and Using the Right Telework Technology" (Workshop B):
> Learning how to analyze user capabilities and needs within an organization to select the best technology solutions
> Building strategies for system and information access, security, and data flow
> Establishing a workable budget and expansion plan

"Training Your Teleworkers for Anywhere, Anytime Performance" (Workshop C):
- ➢ Learning how to build effective training around an organization's unique Telework objectives and policies
- ➢ Creating strategies to address manager resistance, integrated with key program elements
- ➢ Taking away the fundamental content for a curriculum to help develop successful managers, teleworkers, and virtual teams

The Commuter Connections Telework Resource Manager gave opening and closing remarks at each workshop, introduced the workshop leaders, reviewed the information on Telework centers and remained at the workshops throughout the day. The consultant served as the seminar leader and presented materials to the participant group.

Workshop attendees received a three-ring binder that included copies of the PowerPoint presentation materials, Commuter Connections materials, and other resource materials.

V.   Regional Workshop Evaluations

Attendees were asked to complete an evaluation form during the seminar. Of the 157 attendees, 144 completed the evaluations.

The first section of the evaluation form asked participants to rate a number of factors based upon a scale from one ("poor") to five ("excellent"). The rating scale was structured accordingly:

1 =Poor   2 =Fair   3=Good   4 =Very Good   5 =Excellent

Table 4. Employer Workshops Overall Scores

	Workshop		
	A	B	C
	Average Score	Average Score	Average Score
	2004 / 2005	2004 / 2005	2004 / 2005
Content was applicable to interest, responsibilities and needs	4.45 / 4.56	3.96 / 4.39	4.57 / 4.79
Examples and practice opportunities were useful	4.39 / 4.48	3.85 / 4.06	4.57 / 4.74
Discussion with other participants was useful	4.00 / 4.26	3.79 / 4.06	4.43 / 4.70
Length was appropriate relative to objectives	4.20 / 4.37	3.85 / 4.11	4.49 / 4.64
Facilitators were effective in delivery and creating positive learning environment	4.68 / 4.74	4.04 / 4.44	4.49 / 4.91
Overall workshop rating	4.46 / 4.56	3.96 / 4.22	4.73 / 4.74

Evaluation included several questions requiring a written response such as which part of the workshop was of most value and which part of the workshop was of least value. The evaluation form also asked respondents if the content of the workshop would help grow and improve their organization's telework program, the number of employees in their organization participating in a Telework program, and how likely their organization would be in expanding their telework program. Following are highlights of the survey results and survey results from previous seminars (1998-2003).

Individual Workshops

Workshop A: "Managing Teleworkers and Remote Teams"

The first section of the evaluation form asked participants to rate a number of factors based upon a scale from one ("poor") to five ("excellent"). The rating scale was structured accordingly:

1 =Poor   2 =Fair   3=Good   4 =Very Good   5 =Excellent

1. **Rate each of the following items to indicate your reaction to the workshop. (Responses are based on a rating scale of 1-5: 1= Poor, 2= Fair, 3= Good, 4= Very Good, 5= Excellent)**

	March 16	April 7	May 3
Content was applicable to interest, responsibilities and needs	4.57	4.54	4.58
Examples and practice opportunities were useful	4.35	4.69	4.46
Discussion with other participants was useful	4.13	4.54	4.19
Length was appropriate relative to objectives	4.43	4.46	4.31
Facilitators were effective in delivery and creating positive learning environment	4.70	4.92	4.92
Overall workshop rating	4.61	4.62	4.65

2. **Which part of the workshop was most of most value to you? Why?**

Case scenarios. (7)

Discussion and examples of programs. (7)

The "Manage for Results" "Coach for Success" (4). These were practical ways of improving the odds that a telework arrangement will work.

All valuable. (5)

Strategy. (2)

Last half hour with guidance and examples for what I need to do. (2)

Emphasis on business case and benefits to the organization. (2)

Reference materials - very useful. Slides and book to take away for further review.

Checklist and scenarios - tools we can reproduce. Operational focus in addition to policy and theory.

A lot of good information. I liked the sample form re: assessing the job function etc.

Learning the basics.

Trust and belief in telecommuting.

The discussions on how to discuss telework with an employee, particularly when their position is

not eligible.

Area on communicating with employee - expectations, parameters for teleworkers.

Importance of withdrawal process - to plan for the what if's and how we will respond. Managing for results-important concept to keep the work method equitable.

All - I had no idea what was involved in determining if the program is a possibility for my team.

Specific examples of how to handle real life situations.

Management techniques.

Dealing with tough situations; the contract agreement (p 31-38).

It affords me the flexibility to determine whether telecommuting will work for my Division.

Expectations and performance of teleworkers. How to handle those not eligible for telework.

Sharing with others with more experience.

Management tools/suggestions for how to facilitate productive telework.

Presenter was fluid and engaging and organized.

Assessment tools, the dialog and ideas shared around organizational culture, dealing with performance.

Interaction among participants.

Hearing concerns of other managers. What are they experiencing and afraid of experiencing.

The tough calls and resources. Gave time to hear classmates.

Responsibility of Managers/Employees.

Learning the business case rather than employee perceptions of entitlement, performance, etc.

Elements to incorporate into Supervisor/Employee agreement.

Discussion of policy and business needs.

4-part strategy very informative. Provides me/my company with very good starting point.

Emphasis on what teleworking is - a business decision.

Implementing written policy - that's next on "our list."

Metrics.

3. Which part of the workshop was of least value to you? Why?

All was valuable. (18)

How to set up telework since it's already implemented where I work. Also we have little say in who can telecommute, if they meet criteria they are eligible. We limit it to one or two days per week.

Intro statistics, benefits of telework - preaching to the choir.

Telecommuting Policy - Reading (just not applicable).

A lot was specific to the Feds.

Information on how to best implement or establish policy - we've passed that point.

How to establish a program.

I thought I would get more info on remote teams.

Need example case of an organization's telework plan and Employment Agreement.

Reasons to telecommute.

Sharing experiences with other participants is great except when it gets off track.

Some participants from large government agencies - their experience not applicable to us at a small non-profit.

We have much in place already, but re-emphasis is great.

In one way or another, the workshop material was helpful.

4.   Will the content you learned today help you to grow and improve your organization's telework program?

	March 16	April 7	May 3
Not at all	0%	0%	0%
Somewhat	21.7%	33.3%	32%
A great deal	78.3%	66.7%	68%

5. Please indicate the number of employees in your organization today.

	March 16	April 7	May 3
1-100	21.7%	23.1%	26.9%
101-500	17.4%	15.4%	11.5%
501-1000	17.4%	15.4%	15.4%
1000	43.5%	46.2%	46.2%

6. How likely is your organization to expand its telework program in the next six months?

	March 16	April 7	May 3
No answer	4.3	0%	7.7%
Likely	69.6%	84.6%	76.9%
Not likely	26.1%	15.4%	15.4%

<u>**Workshop B :**</u> **"Choosing and Using the Right Telework Technology"**

The first section of the evaluation form asked participants to rate a number of factors based upon a scale from one ("poor") to five ("excellent"). The rating scale was structured accordingly:

1 =Poor   2 =Fair   3=Good   4 =Very Good   5 =Excellent

	March 16	April 7	May 3
Content was applicable to interest, responsibilities and needs	4.29	4.75	4.19
Examples and practice opportunities were useful	4.43	4.42	4.13
Discussion with other participants was useful	4.14	4.50	4.19
Length was appropriate relative to objectives	4.14	4.67	4.19
Facilitators were effective in delivery and creating positive learning environment	4.57	4.50	4.56
Overall workshop rating	4.43	4.67	4.31

2. Which part of the workshop was of most value to you? Why?

All of the information. (3)

Great instructor - thanks for all the website tips.

Practical information for my small business. Information shared made the process a lot less daunting.

The discussions gave plenty of information.

The technology to consider. Interacting with others, discussing telework procedures and services to support your needs. New services available to better your job.

Discussion about broadband connection. Emerging technology explained in simple terms including discussion of pros and cons. Discussion about e-fax service. Practical exercises (job function analysis) useful in practicing steps involved in moving from job function to appropriate equipment requirements.

Technology continuum slide was great. Technology types and 5-step implementation info crystallized things very well.

Job task information/group work.

Notebook/Reference Materials.

Technology profile concept.

Way to analyze needs, i.e. thoughts and process to get to plan.

Understanding telework technology

Exercises make people focus on <u>real</u> needs.

Right type of infrastructure.

The Telework Technology Continuum presented the range of options from low cost to sky's the limit.

Job functions and tech assessment, especially the attorney.

Practical exercises.

Exercise to analyze job tasks and link to appropriate technologies.

Group work breaking down tasks by technology needs.

Exposure to teleworking in general.

Telework can make a difference. Main reason for attending was to address results tracking.

Overall discussion of technology.

Technology selection process - keys to success.

Learning about the different types of equipment options.

Determining what's needed for certain positions. Analysis of work.

Discussion of different telework technology types and options. I greatly appreciated that discussion was held in terms I (as a non-techie) could understand.

Discussion of different technologies i.e. DSL/Broadband, VPN, netmeeting, thumb-drive, remote access procedures, firewalls. Also I thoroughly enjoyed the exercise involving the job function.

The group activity was <u>very</u> helpful in understanding how to pull together a profile.

3. Which part of the workshop was of least value to you? Why?

All valuable. (4)

Group activity - would have preferred to hear from expert for the whole time.

All good, even lunch was good for sharing.

Right type of infrastructure.

Exercise - would have been better to discuss various technologies. The exercise didn't really add much to the learning process.

4. Will the content you learned today help you to grow and improve your organization's telework program?

	March 16	April 7	May 3
Not at all	0%	0%	0%
Somewhat	42.9%	25%	25%
A great deal	57.1%	75%	75%

5. Please indicate the number of employees in your organization today.

	March 16	April 7	May 3
1-100	42.9%	25%	13.3%
101-500	14.3%	8.3%	13.3%
501-1000	14.3%	0%	6.7%
1000	28.6%	66.7%	66.7%

6. How likely is your organization to expand its telework program in the next six months?

	March 16	April 7	May 3
No answer	0%	15.4%	0%
Likely	100%	76.9%	100%
Not likely	0%	7.7%	0%

Workshop C: "Training Your Teleworkers for Anywhere, Anytime Performance"

The first section of the evaluation form asked participants to rate a number of factors based upon a scale from one ("poor") to five ("excellent"). The rating scale was structured accordingly:

1 =Poor   2 =Fair   3=Good   4 =Very Good   5 =Excellent

	March 16	April 7	May 3

Content was applicable to interest, responsibilities and needs	**4.95**	**4.67**	**4.67**
Examples and practice opportunities were useful	**4.80**	**4.75**	**4.67**
Discussion with other participants was useful	**4.80**	**4.58**	**4.67**
Length was appropriate relative to objectives	**4.70**	**4.75**	**4.47**
Facilitators were effective in delivery and creating positive learning environment	**4.90**	**5.00**	**4.87**
Overall workshop rating	**5.00**	**4.92**	**4.67**

2. Which part of the workshop was of most value to you? Why?

All was excellent (all was equally important). (4)

Discussion about making the business case. (5)

Training managers. (5)

Interaction among participants - hearing different ideas. (2)

This is all new to me, so each aspect was beneficial and useful. Thanks for a great day!!

Making Teleworking about the Business. Manager focus with performance management. I also liked the IT part.

The overall "Make the Business Case perspective - it provides a framework for talking with all stakeholders (mgrs, employees, etc.). Also I liked scenarios and discussions.

The discussion regarding how to help managers own the concept and the plan for teleworking.

Manager section - provided reasons for "the business case".

Managers must be fair; more applications to business vs. personal needs helps managers become more favorable to implementing telework.

Approach to telework.

First team learning.

Interaction with all the students.

Manager discussion.

The different perspectives regarding training teleworkers.

Both sides: manager and teleworker training.

Cultural change.

Very informative. As a member of the IC workgroup we are in a unique position within NGA to utilize teleworking. We have very small groups using it now and to make this more formal is a necessity for the workgroup to continue using this process.

Changing my perspective on teleworking to alternate working vs. benefit/entitlement. Thinking in terms of the "business case" for all interested parties/stakeholders.

Workbook for reference afterward.

Addressing manager's concerns - this is the major resistance. Also, better documentation and more detailed policy.

I felt the management portion was most valuable because my job is to help guide and promote telework to managers and the agencies within USDA that the HR branch services.

Discussion and presentation - learned new approaches.

Organization goals - especially turnover rate x 13,600 (SHRM). Manager training - addressing real concerns and scenarios. Everything!

The discussions among participants - It gives us perspectives from other work environments.

Emphasis that telework is not entitlement or guarantee and how to make this a business case for manager and teleworker.

Case studies gave practical problems and solutions.

Manager training - change has to take place from the top down.

Information on how to organize the program with managers and workers.

It was great to hear about building a business case for telework again. I've attended previous training when this was mentioned. The scenarios were terrific.

All of it - I'm always looking for training in management. I have been interested in various types of program development.

All of the samples to include in the training.

Dealing with managerial resistance.

Training managers. Always area of greatest need and where it all begins. Especially liked "Anticipate Red Flags" tool.

Telework in your organization. Training teleworkers. Scenarios.

Make business case, get agreement from beginning.

3. Which part of the workshop was of least value to you? Why?

Nothing - all was good. (5)

I thought it was all right on point.

Everything was relative to my needs.

It all worked.

Training your Teleworkers.

The whole workshop was great and far exceeded my expectations! Thank you.

Team training.

I felt that all of the workshop was pertinent to my role as a telework policy coordinator for USDA. I now have more information to take back to Managers, Resource Managers and Administrative Officers that are implementing telework within their mission areas.

There was some overlap from other workshops - this is expected but be aware (which Dayna is) and address accordingly.

IT - I mean that IT department and managers such as me, have very little to say about how IT is handled.

The Team section - not sure how relevant this is for Red Cross.

4. Will the content you learned today help you to grow and improve our organization's telework program?

	April 5	April 28	May 10
Not at all	0%	0%	0%
Somewhat	15%	8.3%	13.3%
A great deal	85%	91.7%	86.7%

5. Please indicate the number of employees in your organization today.

	April 5	April 28	May 10
1-100	27.8%	25%	40%
101-500	11.1%	16.7%	13.3%
501-1000	0%	16.7%	0%
1000	61.1%	41.7%	46.7%

6. How likely is your organization to expand its telework program in the next six months.

	April 5	April 28	May 10
No answer	10%	8.3%	0%
Likely	75%	91.7%	80%
Not likely	15%	0%	20%

1. Overall Workshop Rating: 2004 to 2005

	Workshop		
	A	**B**	**C**
	Average Score	**Average Score**	**Averag e Score**
	2004 / 2005	**2004 / 2005**	**2004 / 2005**
Content was applicable to interest, responsibilities and needs	**4.45 / 4.56**	**3.96 / 4.39**	**4.57 / 4.79**
Examples and practice opportunities were useful	**4.39 / 4.48**	**3.85 / 4.06**	**4.57 / 4.74**
Discussion with other participants was useful	**4.00 / 4.26**	**3.79 / 4.06**	**4.43 / 4.70**
Length was appropriate relative to objectives	**4.20 / 4.37**	**3.85 / 4.11**	**4.49 / 4.64**
Facilitators were effective in delivery and creating positive learning environment	**4.68 / 4.74**	**4.04 / 4.44**	**4.49 / 4.91**
Overall workshop rating	**4.46 / 4.56**	**3.96 / 4.22**	**4.73 / 4.74**

2. Evaluations vs. Attendees (each session)

	Number Registered	**Number Attended**	**% No-Show**
Workshop A 3/16	**31**	**23**	**26%**
Workshop A 4/07	**28**	**18**	**36%**
Workshop A 5/03	**41**	**26**	**37%**
Workshop B 3/16	**17**	**10**	**41%**
Workshop B 4/07	**27**	**13**	**52%**
Workshop B 5/03	**27**	**17**	**37%**

Workshop C 4/05	**32**	**22**	**31%**
Workshop C 4/28	**22**	**12**	**45%**
Workshop C 5/10	**23**	**16**	**30%**

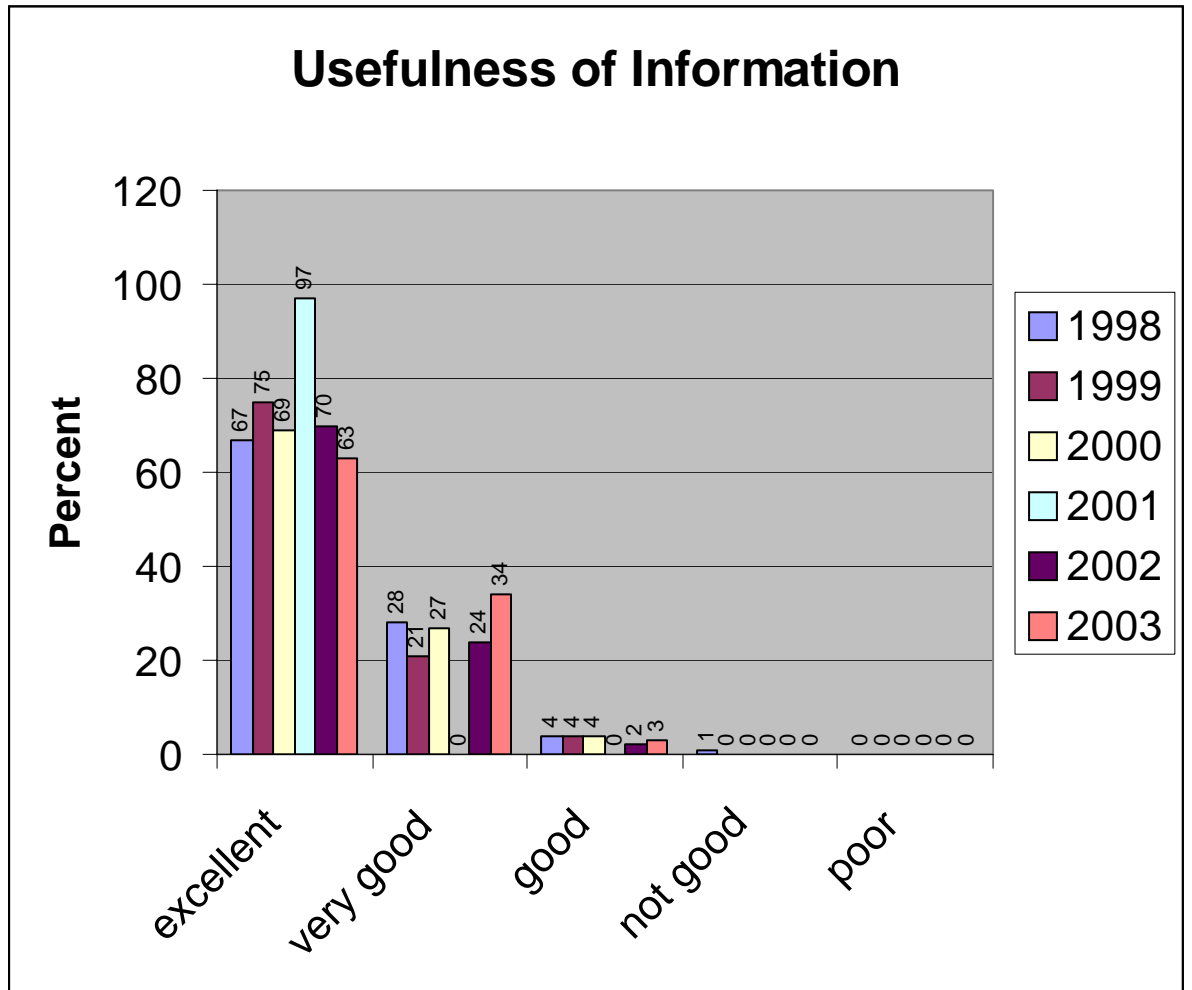**3. Overall Workshop Rating: 1998 to 2003**

Overall Rating
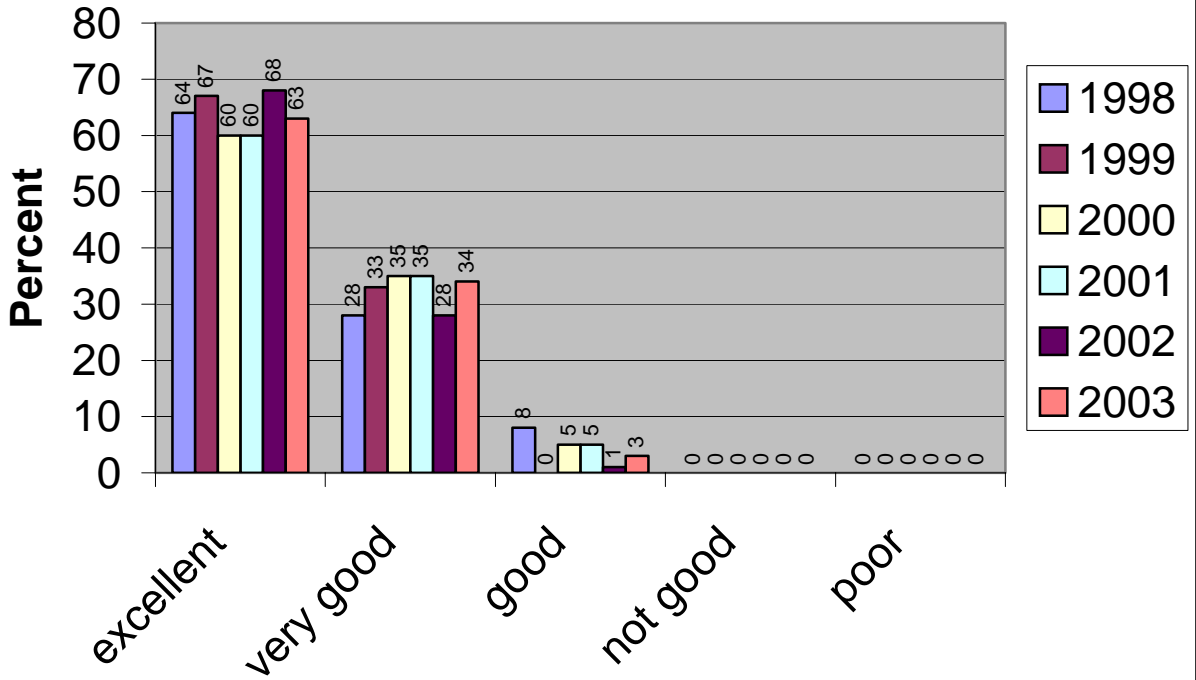
4. Seminar Content: Ratings from 1998 to 2003
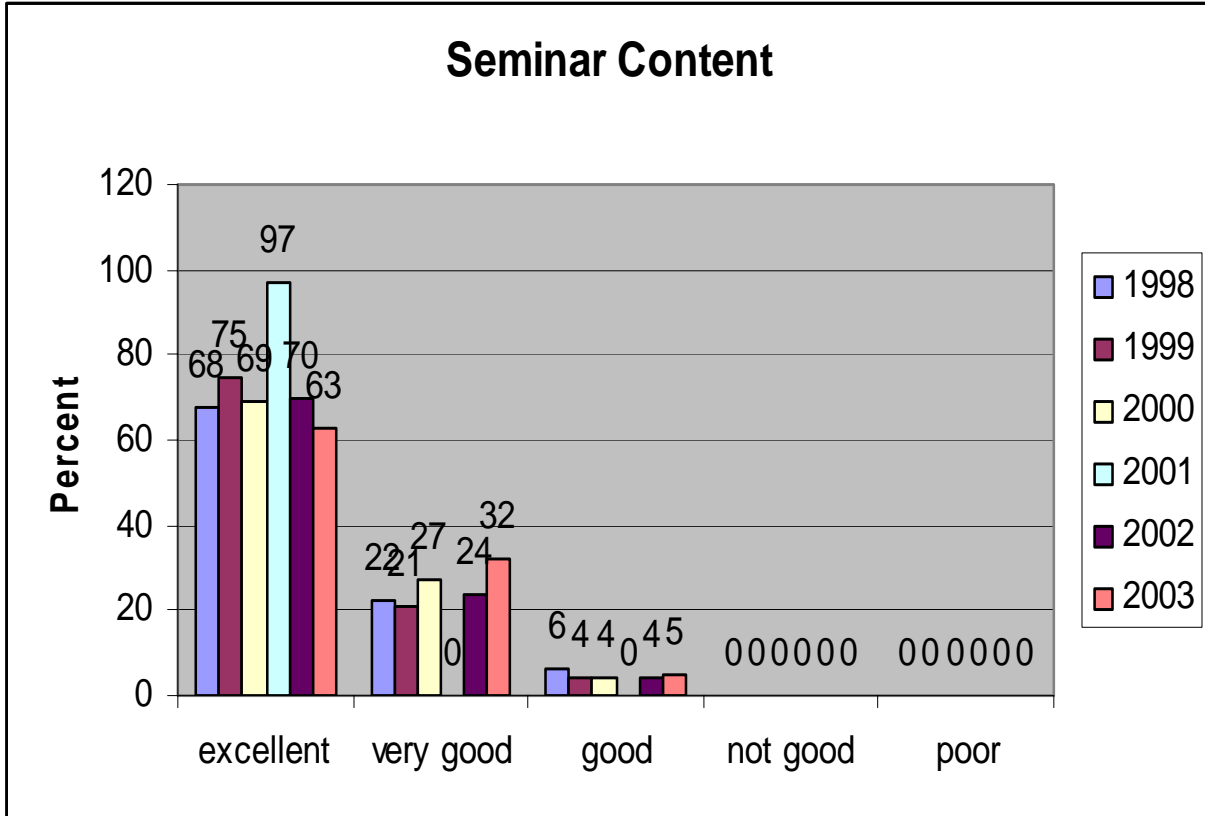
5. Usefulness of information: Rating from 1998 to 2003

Usefulness of Information

6. Personal Expectations: Rating from 1998 to 2003

Personal Expectations

Legend:
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003

Met or Exceeded: 97, 99, 100, 97, 100, 100

Did Not Meet: 3, 1, 0, 3, 0, 0
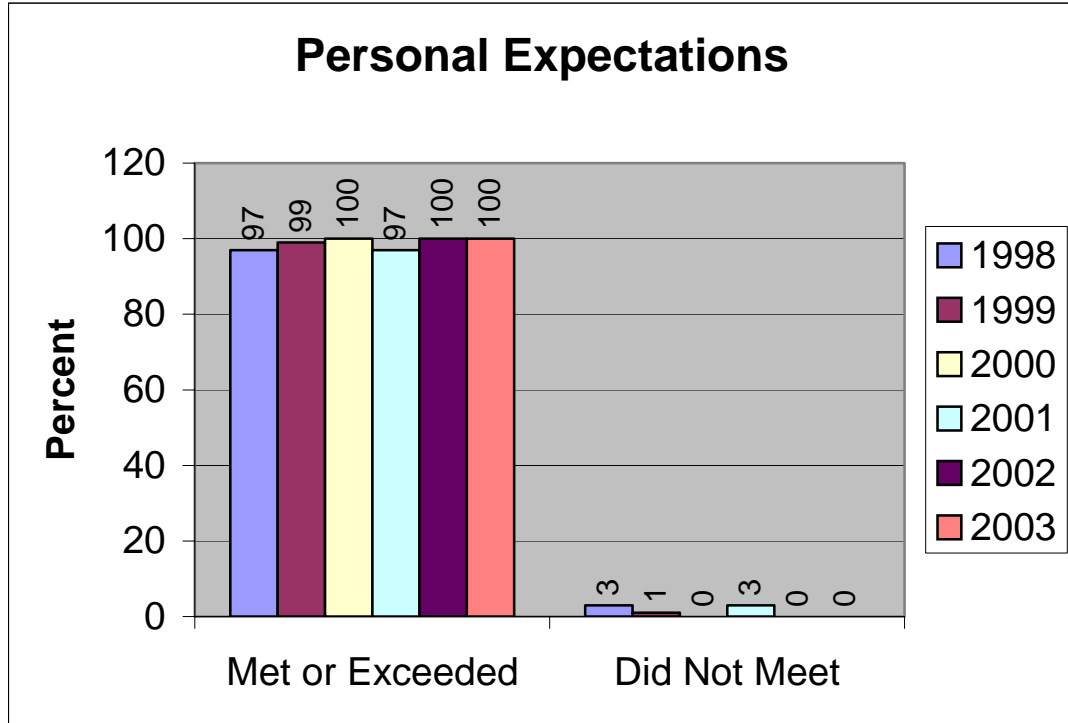
7. Length of Seminar: Rating from 1998 to 2003

Seminar Length

	Too Long	Too Short	Right Length
1999	1	0	94
2000	4	6	90
2001	5	1	92
2002	2	11	83
2003	0	0	100
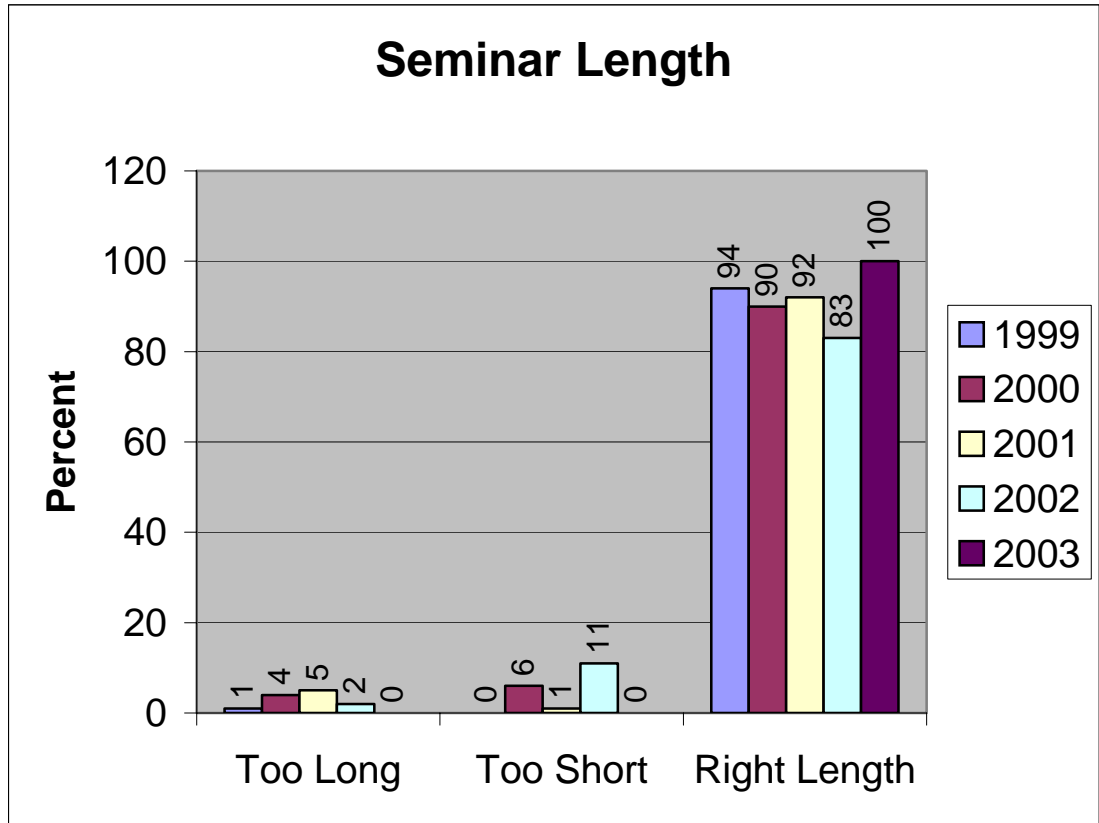
8. Current State of Teleworking: 1998 to 2003

Current State of Telecommuting

A grouped bar chart titled "Current State of Telecommuting" showing Percent on the Y-axis (0 to 60) and categories on the X-axis (Looking Into, Informal, Structured, Other) with years 1998–2003.

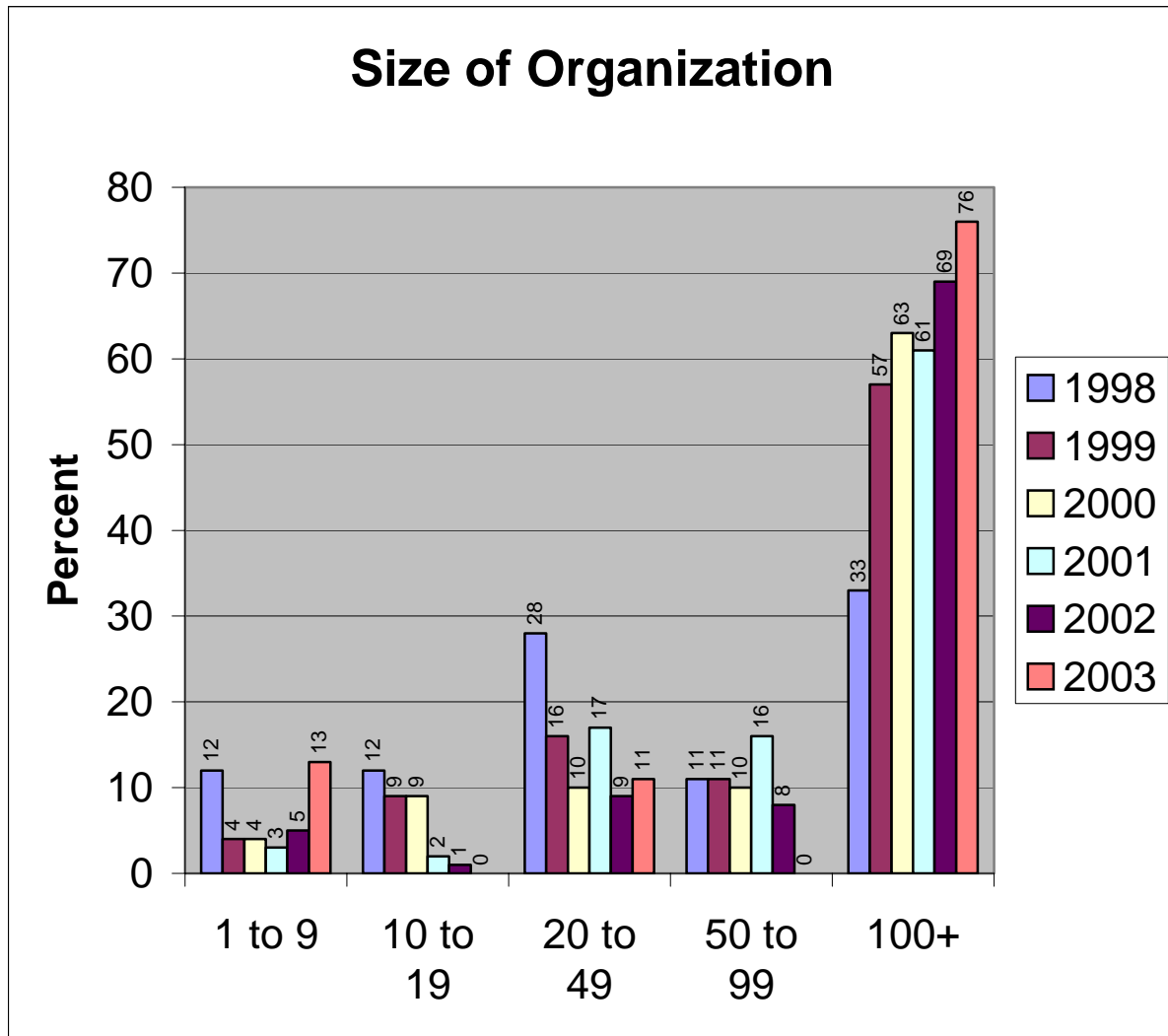| Category	1998	1999	2000	2001	2002	2003
Looking Into	30	24	26	30	14	21
Informal	54	51	49	32	45	55
Structured	12	20	15	23	35	18
Other	4	4	10	15	4	5
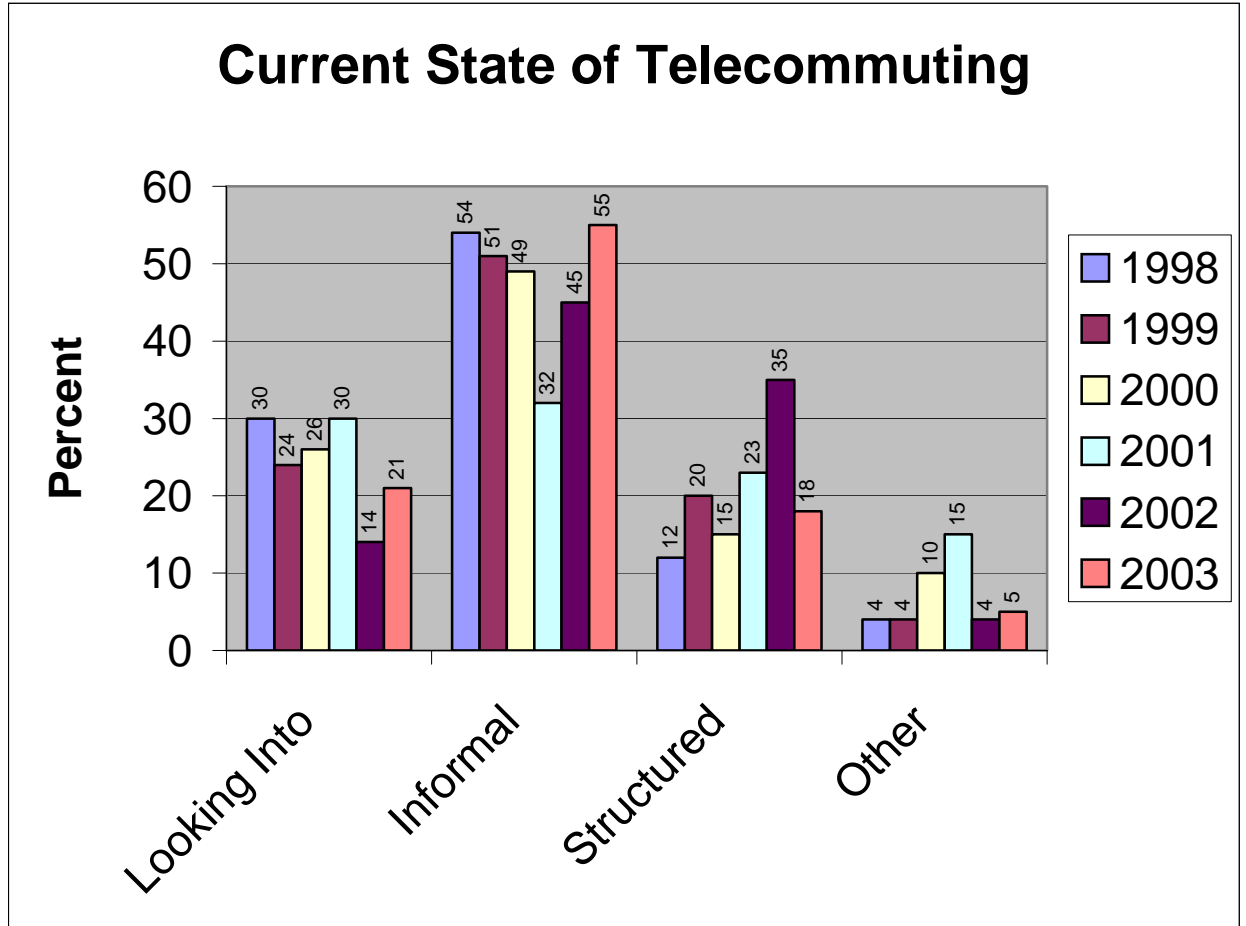
9. Short-Term Outlook: Responses from 1998 to 2003 Seminar Attendees

The majority of respondents indicated it was likely they would be starting or expanding a telework program within the next six months.

Short Term Outlook

Likely: 1998: 73, 1999: 80, 2000: 79, 2001: 88, 2002: 90, 2003: 74

Not Likely: 1998: 27, 1999: 20, 2000: 21, 2001: 13, 2002: 10, 2003: 8

Unknown: 1998: 0, 1999: 0, 2000: 0, 2001: 0, 2002: 0, 2003: 18
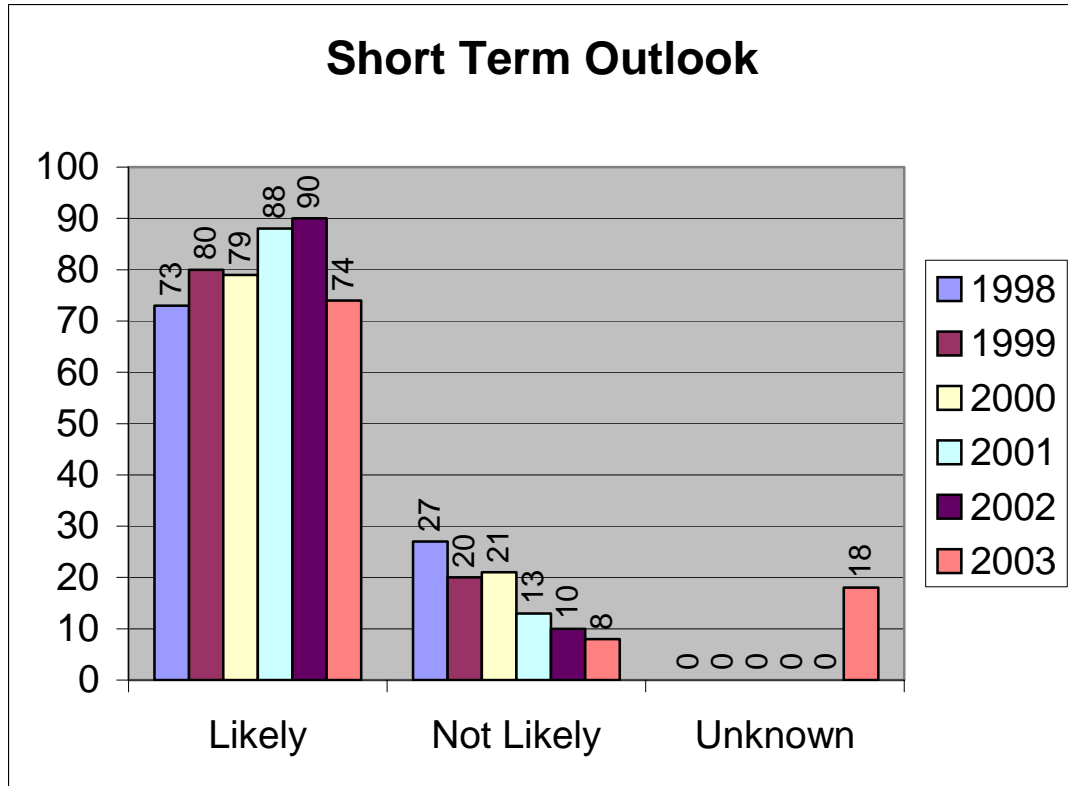
10. Size of Organization:

From 1998 until 2002, the majority of attendees came from organizations with 100 or more employees; however, the percentage of representatives with 100+ employees increased significantly from 33 percent in FY 1998 to 76 percent in FY 2003.

Size of Organization

Size	1998	1999	2000	2001	2002	2003
1 to 9	12	4	4	3	5	13
10 to 19	12	9	9	2	1	0
20 to 49	28	16	10	17	9	11
50 to 99	11	11	10	16	8	0
100+	33	57	63	61	69	76

VI. Conclusions

The average number of attendees at the employer telework seminars remained relatively constant from 1998 until 2002. In 2003, there was a decline in attendance. This decline was attributed to a variety of factors such as economic conditions and the evolving level of education regarding teleworking in the business community. As a result of the 2003 evaluations, the Employer Seminars were restructured in 2004 to become more interactive and designed to meet the needs of a more sophisticated audience.

In 2004, numerous changes were made to the format and curriculum of the previous seminars. The seminars were redesigned to be delivered as interactive workshops and were structured to provide the tools necessary to assist organizations in streamlining and accelerating their telework programs. In 2004, three separate workshops were offered, each at three different times, to potential attendees. COG staff and the contractor worked to identify and develop content that would meet the needs of the business and the federal community.

The 2005 Employer Workshops retained the same structure as in 2004. However, due to the increasing awareness and sophistication of the target market, the materials were modified to suit the needs of an audience geared towards expanding or enhancing their organization's Telework initiative**.** As with the past seminars, in 2005, employer representatives remarked that the workshops were beneficial in enhancing, evaluating, or expanding their organization's telework programs.