



Expanded Telecommuting
Transportation Emission Reduction
Measure (TERM) Program Draft
Final Report

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Executive Summary

The goal of the Commuter Connections Telework Resource Center is to increase the number of employees working from home or at one of the area's local telework centers, for the purpose of reducing traffic congestion and improving air quality in the Washington metropolitan region.

Transportation Emission Reduction Measure M-92 (Expanded Telecommuting TERM) was adopted in fiscal year 02-08 Transportation Improvement Program (TIP) by the National Capital Region Transportation Planning Board (TPB). The Telecommuting Advantage Group, (TAG), was hired to conduct the Expanded Telecommuting TERM which ran from July 1st of 2003 through June 30th of 2005. This program was initiated as a coordinated outreach program through the Commuter Connections Telework Resource Center at the Metropolitan Washington Council of Governments (COG).

At the program onset, Commuter Connections staff identified 123 private and public sector employers with 1,000 or more employees in northern Virginia and Maryland that would be targeted for the program. Federal organizations located as targets in Washington, DC were also included in this project. Additional organizations were identified through various methods including:

- **A CD-ROM promotion.** This activity included a CD-ROM mailer detailing the Expanded-TERM program and TAG's free consulting services, workshops and tools that were funded through the program.
- **Networking Events.** TAG's participation in Networking events through the Maryland Work/Life Coalition, the Metropolitan-Washington Work/Life Coalition, the Greater Washington Board of Trade, the International Telework Association and Council and the Mid-Atlantic Telecommuting Advisory Council (MATAC). TAG representatives conducted a presentation at the annual ITAC conference and participated in the Independent Review Board of the Maryland Work/Life Coalition.
- **Independent research.** TAG conducted independent research using business contact databases including Nexus/Lexus and Hoover's databases. Through this research, additional organizations with over 300 employees located in the Washington metropolitan region were identified as potential targets.

The final Expanded Telecommuting TERM database consists of 816 private and public organizations. TAG contacted each of these organizations by phone and email to conduct an intake interview and gauge the potential for their telework program.

TAG's primary incentive for organizations was the identification of the beneficial outcomes that employers could realize if they participated in the Expanded Telecommuting TERM. An additional incentive was the development of metrics around those outcomes that would result in a bottom-line return-on-investment. TAG worked with organizations to achieve increased employee retention, reduced recruiting costs, increased productivity, reduced overhead costs, reduced real-estate costs, and a positive public image.

TAG and Commuter Connections actively provided free telework training, tools and consulting services for Arlington County Government, Arnold and Porter, ATF, Booz Allen & Hamilton, the City of Alexandria, HUD, DOJ Antitrust, the FBI, the ITC, KPMG, Marriott International, MITRE, NIH, and Northrop-Grumman.

In 2004, the telework training tools and consulting services were expanded to include additional forms of alternative work arrangements including flexible scheduling, compressed work weeks and variations of combined programs. It was found that the inclusion of these programs increased the acceptance of telework as part of an overall flexwork program.

TAG's training included workshops for flexwork coordinators and three levels of manager training. The manager's workshops included an orientation workshop designed to create awareness around the new skill-sets managers need in a flexwork environment, and a tactical workshop that focuses on the utilization of new employee performance methods and communication models.

1. Program Approach and Strategies

The initial project approach consisted of five basic tenets:

- A. Identify the most significant outcomes and issues for each organization and develop metrics and measurements to assess the attainment of those outcomes. This method allows managers to have performance measures for teleworkers and fosters support among upper management for a broad range of flexwork initiatives.
- B. Transfer the skill sets, tools and knowledge that organizations need to the people within the organization who are responsible for the program. Typically, these are telework coordinators who were often HR employees, but occasionally managers or other types of employees fill these roles.
- C. Build on the program and tools organizations have already put into place.
- D. Ensure that a champion has been identified and the infrastructure is in place to sustain a long-term program.
- E. Develop or expand a program around the most relevant outcomes, metrics and bottom-line measurements each organization is able to realize from its flexwork program.

TAG utilized a phone “script” with each organization that was called (See Attachment A). The first contact with an organization was not meant to last more than fifteen minutes. During this brief conversation, TAG identified the lead contact (who often wasn’t the person in the database), the existing status of telework in the organization, who the champion might be, and an initial list of possible outcomes for the program. After this introduction, an intake meeting was set up, designed to be no more than an hour.

The intake meeting took place over the phone or in person, depending on the preference of TAG’s contact. The goals of the intake meeting were to get a more thorough understanding of the current status of telework, what outcomes and motivations the organization had for telework, what issues may need to be addressed, and who the champion in the organization was. The intake report is listed in Attachment B.

Each organization was then given a “Gold”, “Silver”, “Bronze”, or “Not Participating” status (See Attachment B2). The goal for each ranking was to motivate the organization to move up to the next participation level. For Gold level organizations, the goal was to move them into actively beginning or starting their telework program. The definitions for each level are as follows:

Gold Level Employers view telework as an integral part of their strategic planning, helping them to achieve multiple organizational goals and enjoy a competitive advantage. Telework is not only embraced by senior leadership, well-funded, and specifically staffed, it is, or is planned on being, an embedded cornerstone of the company’s organizational culture. At these companies, telework cannot simply be stopped or removed from practice. Instead, telework is viewed as “business as usual.” The next action step was to expand and sustain the telework program.

Silver Level Employers have made, or are planning on making, a strong commitment to telework to achieve a particular organizational goal, perhaps to staff a call center or retain a certain type of employee. These organizations have embraced telework as an official organizational policy, managed by HR, Facilities, or some other traditional department. However, as telework is viewed as a solution to a specific issue, when that driver is eliminated, then telework is also jeopardized. Telework is not consistently viewed by all stakeholders as an overall business strategy with powerful ROI. The next action step for silver level organizations was to develop a stronger business case and link it to their organizational strategy.

Bronze Level Employers are unsure about the benefits and strategic advantages of a telework program. They are familiar with the concept and have a basic willingness to implement a program, but they are unsure of how to overcome the anticipated barriers and challenges. In these companies, although there may be a great deal of informal telework going on, there are no standardized policies, and no dedicated funding or staff to assist with program development or implementation. Resistance at various levels of management may be high and there is little acknowledgement of the ROI of telework. The next action step for bronze level organizations is to educate, inspire and develop a solid business case for telework.

Those organizations that informed TAG they had no intention of participating, or those that did not reply after five attempts to contact them, were listed as “Not Participating.” In Organizations where TAG did not contact anyone, TAG attempted contact again after six months.

2a). Program Outcomes: Organizations that Required a Long-Term Investment

There were multiple reasons that some Expanded Telecommuting TERM participants made a significant investment in follow-up before they became active. These reasons included:

- A. The fact that many of the organizations were very large and required multiple levels of management approval and a high degree of coordination. As TAG worked with HR personnel, they discovered that it could take a long time to get approval from upper management to conduct workshops for telework coordinators and/or managers. Verizon Wireless is an example of this phenomenon. The two executive managers who were required to sign off on the telework program were located in states outside of Virginia and Maryland. Getting buy-in and approval was a process that TAG never completed as the coordination with their local liaison was extremely cumbersome.
- B. The person(s) that TAG were working with often had job or life changes that required organizations change contacts or wait until the changes had settled. Northrop-Grumman was one of the first organizations that TAG contacted. Though they had interest in the program, shortly after TAG began working with them one person left on maternity leave and the other received a promotion. It would be a year before TAG re-engaged with Northrop-Grumman and included them in the program.

- C. Some organizations had business need changes that increased their motivation to develop or expand their telework program. Several organizations stated the need to include telework in their recruiting materials, as employees were beginning to ask for, and expect, telework options when joining an organization. Other organizations, such as MITRE, were experiencing significant growth and had real estate or other issues that could be partially addressed through telework.
- D. Some organizations had programs already developed. For these organizations TAG had to identify the piece, or pieces, that they were missing in order to receive more significant outcomes from their program. As with MITRE, it wasn't until TAG could identify metrics and measurements at a much higher level of specificity that they were willing to join the program and discuss expanding their program significantly.
- E. Federal agencies had already experienced the initiative that required them to develop telework options, but it took a more significant focus on COOP and upcoming retirement patterns to create a sense of urgency among organizations such as the Department of Justice.
- F. In January of 2005 TAG explained to employers that the Expanded Telecommuting TERM would be ending in less than five months. For several organizations, such as Booz Allen Hamilton, this was an added impetus for expanding their telework program.

2b) Program Outcomes: Organizations that Responded in a Short Timeframe.

Some organizations responded quickly to TAG's outreach efforts. The reasons for this are the following:

- A. Initially, organizations that were utilizing telework coordinators reacted positively to the TAG telework coordinators training (see Attachment C for outline). It was clear to participating organizations that this training created expertise within each organization around the strategic and tactical aspects of implementing, sustaining and growing a telework program.
- B. Utilizing a modular approach among TAG's various workshops, tools and consulting, TAG could focus on specific areas of a new or expanding program. ATF required supervisor training at two levels. One was a manager's orientation around the types of skill sets they would need in a "telework" world. Another was around the tactical applications of creating metrics, collaboratively designing programs with employees, and managing by productivity.
- C. In the second year of the Expanded-TERM program, TAG began including other types of flexwork, including compressed workweeks and flexible scheduling. The inclusion of these types of flexwork allowed organizations such as Marriott International and Booz Allen Hamilton address some equity issues.
- D. Organizations that were looking to implement by a directive from an executive manager typically moved through the process more quickly.

2c). Program Outcomes: Organizations that did not Respond at all.

Of the organizations that did not respond to any of TAG's outreach efforts, including phone, email or mail efforts, the following reasons are noted:

- A. Most organizations, particularly government organizations, have telework coordinators who implement telework at their respective agency as a collateral duty. Often there are no other duties taken "off of their plate" and no incentives in terms of recognition. In agencies in which telework is given lip service it was very difficult to get any traction.
- B. Many organizations did not see an immediate need for Telework, as none of the outcomes TAG stated (e.g. employee retention, productivity gains, real-estate savings, etc.), were deemed relevant or necessary to the success of their business plan.
- C. Many of the federal agencies TAG contacted were not motivated by the mandate to implement telework. As the guidelines allowed specific steps to be taken without measuring the number of teleworkers, it was possible for federal agencies to avoid meeting the mandate without facing serious consequences.
- D. TAG encountered several difficulties with the CD-ROM insofar as reaching the executive managers. These included:
 - Administrative assistants who screened incoming mail and phone calls. In two cases TAG had executive managers who were interested in the program but hadn't even heard of it until TAG was able to bypass the Administrative Assistant's.
 - Top executives, who do receive their own mail, get copious amounts. A pre-packaged CD-ROM can easily be thrown out as any typical marketing materials.
 - The CD-ROM had a very basic message around telework. The Washington metropolitan area is very sophisticated insofar as understanding the telework concept is concerned.

3). Organizations starting vs. Organizations expanding telework programs

During the program, TAG further modified its approach to organizations *implementing* telework programs versus those *expanding* telework programs. In coordination with the implementation of TAG's modular approach, this allowed TAG to hone in to the needs of each organization. The following factors were taken into account:

- A. Some programs were already implemented on an informal basis. Technically, these organizations were expanding their programs, however in many respects they were implementing new programs. Often they had policies of some type in place. These organizations responded well to the need for metrics in order to realize any measurable gains. As this is not possible without formalizing the program, it provided incentives to formalize the program.

- B. Most organizations with informal programs were experiencing some type of program implementation challenge. Identifying these challenges and assisting with the implementation of a structured program helped provide incentives to formalize the program.
- C. Organizations that were totally new to telework received value from the Employer Telework workshops that the Commuter Connections Telework Resource Center conducts each year. TAG was able to provide the next level of training for these organizations.
- D. TAG's flexwork roadmap was effective with organizations that already had programs in place, including formal programs. The roadmap allowed TAG to identify specific areas in which TAG tools, workshops or consulting could help them. This allowed TAG to augment an organization's existing program and be as concise as possible with the most significant impact.

4). The beginning of the Expanded Telecommuting TERM

TAG's outreach efforts began in early October of 2003. Details of the database and the initial outreach efforts are below:

- A. A list of the organizations in the original Commuter Connections ACT! Database identified for the project is included in Attachment D. These organizations each have a minimum of 1,000 employees. Many already had telework programs in place and the focus was to expand these programs.
- B. TAG's original schedule is included in Attachment E. The ACT! database was received in the beginning of October though the schedule reflects a date of September 1st. The three phase outreach plan is shown in Attachment F.
- C. Federal organizations included the telework directive in their outreach model. Though TAG would find that they had the most success with federal organizations that were targeting specific outcomes outside of meeting the federal mandate.

5). Workshops

On March 9, 2004 a "dry-run" presentation was conducted by TAG for Commuter Connections stakeholders. The purpose of the "dry-run" was to get feedback on the workshop presentation and materials prior to them being used at any targeted worksites.

The organizations that TAG began to work with varied dramatically in their knowledge about telework, experiences with telework, (e.g. some organizations that had implemented informal programs had many inconsistencies in program continuity), and existing programs. As a result, TAG quickly expanded beyond their initial Foundation II Telework Coordinators workshop curriculum. This allowed TAG to hone in on the types of assistance that would motivate organizations to become involved.

The Foundation II Strategic workshop for telework coordinators focused on understanding how critical elements of a successful telework program supported the implementation and/or expansion of the program. An example is how metrics and measurements are used to gain

management support, as part of an effective communication model, and how the most effective metrics can be identified. Attachment G is a partial list of some of the metrics TAG discusses.

The Foundation II Tactical workshop for telework coordinators focused on the methods of implementing the tactical aspects of a telework program in both the startup and sustaining/growing aspects of a telework program. Using the example of metrics in the tactical workshop, attendees focused on the development of their organizations metrics now that they understood how they fit into their program's strategy. Attachment H is an overview of the modular components of the workshops.

Management Training. TAG began implementing two levels of management training. The *Managers Orientation*, (see Attachment I), was for supervisors and managers who were completely new to telework. The workshop focused on raising the awareness for managers around why flexwork was becoming more predominant, what skill sets and tools they would need for their workgroups, and how they could secure those skills sets and tools.

The *Managers Nuts and Bolts Workshop*, (see Attachment I), was focused on practicing these new skill sets and utilizing the tools. In this workshop managers also began the process of identifying the metrics that impacted their workgroups and how to evaluate performance through results rather than perceived effort.

During the second year of the program TAG began implementing one page evaluation forms after the workshops. Sample completed forms are included in Attachment J.

One-on-one workshops were held with some organizations as they had very specific areas that they needed to focus on as an organization. For these organizations, TAG conducted one-on-one workshops on any of the following topics:

- Metrics
- Overcoming management resistance
- Policy development
- Telework as a Business Continuity or COOP strategy

These workshops were often conducted prior to management training as it increased the level of interest in the flexwork program. They were also offered as the final step to implementing a flexwork program.

6). Initial Clientele

TAG's first round of outreach focused on the original ACT! database provided by COG as seen in Attachment D. Organizations that TAG did work with included Arlington County Government, Booz Allen & Hamilton, the City of Alexandria, KPMG Marriott International, MITRE, NIH, and Northrop-Grumman.

TAG made certain modifications to the approach taken with employers and how TAG subsequently worked with the organizations after these experiences, including:

- A. TAG expanded its offerings from telework (e.g. working from home or a remote location) to include flexible schedules (e.g. arriving at work early and leaving early),

compressed workweeks, (e.g. four ten-hour days in one week), and mixed models (e.g. working from home the first two hours of the day and then commuting to work).

As a result of this shift, some organizations that had originally been difficult to gain traction with became interested in the Expanded Telecommuting TERM program. An example of this is Marriott International. Originally they were not interested in telework but implemented a flexible schedule program. As the flexible schedule program gained acceptance and the benefits were seen, Marriott expanded into telework next.

- B. TAG added a more sophisticated level of management training than when the program began. Organizations that had attended Commuter Connections' Employer Telework Workshop management training module, or who had more experience with telework and/or flexwork overall, were looking for more in-depth management training that focused on some of the issues that they were facing, or seeking help addressing the sources of resistance they were experiencing with managers. The addition of this training led to TAG's next two modifications in the program.
- C. TAG began focusing the workshops on single organizations rather than inviting multiple organizations to a single workshop. This allowed TAG's facilitators to focus the workshops on the outcomes and concerns of a specific organization. In addition, the culture and language of an organization could be included to make the workshops more meaningful and get the organizations closer to action when the workshop was complete. There were, on occasion, representatives from other employers that sat in on specific workshops.
- D. TAG created a modular approach to its Flexwork Coordinators, Management Training and consulting offerings. By surveying the organizations that TAG was working with, TAG's facilitators could select the modules that addressed a specific client's outcomes and concerns. This allowed TAG to shorten some workshops, increasing attendance and the level of focus of attendees, and to deliver the impact that the client was looking for. An example of this was the DEA. DEA's main area of concern was the resistance of middle managers. Also, while they understood the outcomes that they were seeking from the program, they did not know how to create the metrics around them. TAG utilized the modules from the managers training and flexwork coordinators training sessions that addressed those items. This allowed DEA to move forward with their program and was the first offering that allowed TAG in the door.
- E. TAG quickly learned that the Washington metropolitan region was relatively sophisticated in terms of the knowledge many organizations had about telework and flexwork in general. As a result, TAG began including more advanced materials in their workshops and added several modules to their offerings. Booz-Allen, for example, was one of the initial organizations TAG spoke with, but it wasn't until TAG could help them with some sophisticated issues that they were facing that they became involved in the program.
- F. Towards the final stages of the program (January 2005), TAG went back to the Bronze and Silver organizations that had not been contacted in at least six months. Normally, these organizations would have been moved down a tier at this point but the decision was made to conduct another round of outreach efforts. DOJ is a good example of the "patience pays off" theory. Due to some of the issues DOJ was facing, and expecting to face in the near future, the priority of flexwork had been moved up. This allowed their representative, who was responsible for the program, to give it much more

attention. As a result, several DOJ entities became involved in the Expanded Telecommuting TERM.

- G. Federal agencies began receiving additional pressure to meet the federal mandate. Specific agencies were threatened with the withholding of five million dollars in discretionary funding if a telework program was not instituted at their agency. TAG included this directive (along with statistics about upcoming retirement rates and how telework could address associated challenges) in the federal government strategy.
- H. In the summer of 2004 TAG began using on-line survey tools to gain knowledge about organizations' commute patterns, personnel, and attitudes towards flexwork. MITRE, for example, was one of the first organizations contacted in the Expanded Telecommuting TERM program. It wasn't until TAG conducted a thorough survey about employee attitudes that executive management took the program seriously.

TAG also adjusted their approach into each organization based on the type of resource they were coordinating with, and the position that the flexwork champion held. As would be expected, HR executives were much more focused on retention and recruiting concerns than operational executives who were focused on productivity and overhead savings.

7). Expanding the Database

TAG and Commuter Connections utilized several methods to expand the database to over 800 organizations in the metropolitan DC region. The final Telecommuting TERM ACT! database is included in Attachment K. The methods for expanding the database included:

- A. Both the Lexus/Nexus and Hoovers databases identified several private organizations in the region that were not in the original Commuter Connections Telecommuting TERM ACT! Database.
- B. The CD-ROM database was sent out to HR and Operational executives at 500 organizations. Most of these organizations were under the 1,000 employee minimum stated in the original criteria, but the smallest were still over 300 employees providing potential for the program.
- C. Networking events were attended by TAG personnel throughout the program. These events included meetings with the Maryland Work/Life Coalition, the Metropolitan-Washington Work/Life Coalition, the Greater Washington Board of Trade, the International Telework Association and Council and MATAC. While only a few new organizations were acquired through these efforts, several valuable contacts at the executive or telework coordinator level were made.
- D. Word of mouth also played a role in the expansion of the database. TAG's efforts were reported and resulted in new contacts, mainly in the federal sector. For example, after TAG's Metrics Workshop with DEA, TAG was introduced to the flexiplace representatives from FBI.

8). The CD-ROM Promotion

In April of 2004 Commuter Connections, TAG and Joint Venture Inc. developed a short, (approximately 3 minute), multimedia CD-ROM, linked to a web site and database, as a way to increase visibility and participation in the ExpandedTelecommutingTERM program.

The identification of a “champion” in an organization is key component in TAG’s approach. The champion needs to be a high level executive in the organization in order to promote and support a telework program. Obtaining a discussion with the champion of an organization increases the likelihood of obtaining buy-in from that organization. At the same time, at the outset of this program TAG was aware that getting the attention of senior managers is often a challenge.

This short multimedia CD-ROM was designed to catch the attention of targeted senior managers at large organizations. It was also designed to lead them to sources for additional information about the Expanded Telecommuting TERM and telework in general. Attachment L shows the script used for the CD-ROM.

A letter that accompanied the CD emphasized the need to establish telework programs in the Washington metropolitan area, the importance of “key” businesses to take the lead in advancing telework in the region, and the benefits of participation in the program (See Attachment M). The letter emphasized the importance of viewing the short CD and the value-add to their organization.

The CD and mailer were sent to 584 senior level executives at companies that had between 300 to 1,000 employees. This package was sent during the third week of July 2004. After the package was sent, TAG began following up with each person on the mailing list.

The results of the CD-ROM promotion were mixed, at best. The “barriers” to accessing senior level executives were more considerable than TAG had anticipated. During the follow-up outreach calls TAG had administrative assistants who did not allow access to company executives. In those instances where TAG could speak with executives, many of those executives had never received the CD mailers. However, several of the executives that TAG did speak with were interested in the Expanded Telecommuting TERM and telework in general. These companies included Chevy Chase Bank, Geico Insurance, Ganette, Vastera, and the Washington Post. None of these organizations became active in the Expanded Telecommuting TERM but Ganette, Vastera and Geico all remain interested and remain viable leads for Commuter Connections.

9). Program Modifications

TAG modified the outreach process to match other program changes. The phone and e-mail scripts were revised to include the flexwork options. TAG also adjusted the follow-up process with Bronze and Silver ranked organizations. This adjustment included placing a phone call to notify the organization that a more detailed e-mail was forthcoming. TAG found that organizations that had some continued interest were more likely to respond if they knew that a detailed informational e-mail was being sent to them.

Management training, which previously had been one component of the TAG workshops, was added as a stand-alone offering because there was management training offered through

another program. TAG found that organizations desired management training at a more advanced level that addressed new management skill-sets.

TAG also modularized all of the workshops. Each topic was put into a stand-alone module that could be added, deleted, reduced or expanded, depending on the client's need. A one-page on-line survey was created that was sent to workshop participants two weeks before each workshop. As TAG learned about the organizations' attitudes, experience, outcomes and concerns around flexwork they customized each workshop by adding the appropriate modules.

Customizing the workshops allowed TAG to focus in on the specific needs of each organization. As a result, the workshops were shorter in length, typically four hours instead of six. This allowed TAG to conduct more workshops than were originally budgeted. As TAG customized workshops for organizations, they had more workshops with only one organization attending as opposed to open workshops with multiple organizations. TAG found that the organizations benefited from this focus and it allowed them to leave with a more specific action plan on how to move forward with their flexwork program. Another positive effect of having workshops with one organization in attendance was that they were much more comfortable having employees attend via videoconference. This enabled TAG to increase participation for those that physically couldn't attend their organization's workshop.

Alternate flexwork programs, including flexible-scheduling, compressed workweeks, and a mixed model were added to TAG's outreach efforts and workshops. Several organizations responded well to this approach as it allowed them to include more employees in their alternative work program. Other organizations, such as Marriott International, were more comfortable starting with a program such as flexible-scheduling, and then moving into telework.

10). Succession Planning

TAG has provided Commuter Connections with a list of organizations to contact within the next six months. Some of these organizations had just begun engaging in TAG's efforts before the completion of the program and will most likely be open to continued support. Other organizations were interested but had short-term reasons for delaying their involvement with TAG's efforts to begin or expand their flexwork programs.

TAG's winning approaches for Commuter Connections are included in chapter nine, "Program Modifications" and in chapter eleven, "Recommendations." The following chapter details TAG's experiences with the Expanded Telecommuting TERM program.

11). Recommendations

TAG has several recommendations for moving forward in the Washington metropolitan area to expand the number of individuals flexworking.

- A. Integrate and coordinate regional resources. Throughout the program TAG met with organizations that were not clear where the various workshops, resources and programs were coming from and how they worked together. Discovery Communications, for example, had participated in one regional telework program. It

took two meetings to clarify how their participation in one telework incentive program affected their ability to participate in another.

- B. Eliminate the perception of “free” from the region’s offerings. When an organization receives “free” workshops, consulting, or other resources, they have no investment or risk in participating. This results in last minute changes or cancellations to workshops, frequent modifications to policies and procedures and other tools TAG was collaborating on, and a lack of urgency. The financial investment does not have to be significant. Rather, the process of having employees sign up and pay, even a small amount, for a workshop changes the perception of the importance of them being there.

TAG believes, had the organizations been financially vested, these experiences would have been lessened. It is much easier to expend someone else’s resources when there is no repercussion to one’s own organization. For example, one company had under 100 flexworkers at the onset and their goal was to double the program. They cancelled attendance at three telework coordinator workshops in a row and TAG met with them every other month or so. It wasn’t until over a year after the first meeting that a telework coordinator meeting was held specific to their site. This happened because TAG dug down to an issue that upper management wanted to resolve and a source of ROI for the program. In order to get the program rolling they had to invest in a serious on-line survey, which went out to over 1,500 employees, and they gave interview access to other managers, including at the executive level, fully understanding that after the survey and interviews there would be a financial investment they would have to make. From that point a commitment was made in terms of people, access to managers, (who never missed an appointment), a presentation to the executive level for the two pilot groups, and an understanding that they would have to develop a budget.

Finally, sharing the financial burden, between the regional and state agencies involved in these efforts, can create an environment of partnership between the organizations and the people working with them.

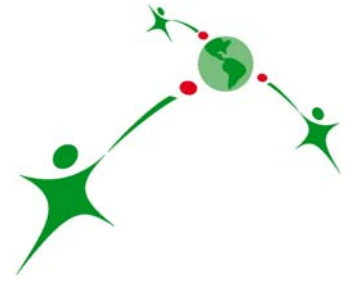
There are some organizations for which the perceived “free” resources are necessary in order to get them involved. The outreach process needs to be flexible enough to identify and react to organizations when this situation is observed. However, receiving the initial “free” services may still require a shared commitment of resources to move an organization into action.

12). Evaluation

In order to determine the impacts for air quality and congestion, data were obtained from a survey of participating employers. Participating employers were surveyed by COG to determine the total employees at the worksites, the number of telecommuters before the assistance and the number of telecommuters after the assistance was provided. Additional calculation variables were used from the 2004 State of the Commute survey to estimate travel and emission impacts.

The results of the calculations for the Expanded Telecommuting TERM are shown below along with the established goals for the project.

Attachment A: TAG Script



TAG Script
October 14, 2003

Hello, _____. My name is Regina Perata and I am calling from the Telecommuting Advantage Group. Do you have just a moment?

Have you heard of us? Were you expecting our call based on any recent conversations with Dennis McElligott from MW-COG?

IF Yes, we received your name from MW- COG and have been asked to get in touch with you regarding your interest in telecommuting.

IF NO: The Telecommuting Advantage Group has been hired by MW-COG to encourage telecommuting in your area- enhancing programs that exist or helping to develop them from scratch if they don't exist. TAG has a unique approach that proactively addresses potential risks of a telework program, provides a measurable, bottom line return to the organization- just as if you had introduced a new product to the market in terms of ROI.

IF YES: Great. Well then, as you know, I am calling to speak with you in a bit more detail about the ways that we have been brought in to support your company in it's telecommuting efforts. TAG has a unique approach that proactively addresses potential risks of a telework program, provides a measurable, bottom line return to the organization- just as if you had introduced a new product to the market in terms of ROI. We actually help companies go beyond policy for policy-sake and help them get the benefits out of TW.

Yes, pretty amazing. This is all we specialize in and we LOVE seeing the way companies and people have benefited from the work we are committed to.
The best part for you is that MW- COG is funding your involvement with us so it's totally free to you!

Are you free to speak with me for about ten minutes just to get an initial sense of you, your company and your potential interest in taking advantage of our support?

Wonderful!

→ Start in with FIRST TWO OUTREACH QUESTIONS.

Things to remember:

Goal is to have 50 companies involved in programs by end of June 2005- companies with more than 1000 people in them.

GSA and OPM are federal agencies setting fed requirements.

Attachment B1: Organizational Tiering Criteria Intake

(Page breaks removed)



TAG Outreach Tiering Criteria

1. Quality of the organization's contact
 - a. Were they appointed or self-selected?
 - b. Who in the organization is the "champion" of the program?
 - c. What is their number one concern about telework?

- 2a. Organizations with existing telework programs
 - a. When was the telework program started?
 - b. How many employees are teleworking?
 - c. On average, how many days per week do employees telework?
 - d. What criteria are used to select teleworkers?
 - e. Are any other types of alternative work arrangements used?

- 2b. Program structure and level of formality
 - a. What types of metrics are collected?
 - b. Policies and guidelines in place
 - Teleworker behavior guidelines
 - Contract between teleworker and manager
 - Home office ergonomic and workspace environment guidelines
 - Communication guidelines for teleworker, manager and workgroup
 - c. Assessments
 - Job types
 - Employee
 - Manager
 - Technical
 - Workgroup
 - d. Training
 - Teleworker
 - Managers
 - Workgroup

- e. Metrics
 - o Private organizations
 - Productivity gains
 - Employee retention
 - Real-estate savings
 - Direct cost reductions
 - Teleworker savings
 - Positive PR and community relations
 - o Government organizations
 - Reduction in automobiles commuting
 - Reduction in reactive and non-reactive air pollution from mobile sources
 - Increased employment opportunities for specific communities and the physically disabled
- f. Technical
 - 1. Training for users and tweekers
 - 2. Support

3. Canceled telework program

- a. When was the program started?
- b. Specific information about the program
- c. Issues that caused the program to be canceled.

4. Telework strategy and organizational culture

- a. Is telework viewed as an overhead cost or as an investment with a return?
- b. Has telework been incorporated into the way the organization does business?
- c. What's the organizational view of telework?
 - o Upper management
 - o Teleworker managers
 - o Teleworkers
 - o Non-teleworking peers

5. Opportunities of telework for the organization

- Productivity gains
- Cost savings
- Employee attraction/retention
- Emergency preparedness
- Real-estate savings
- Societal, good PR, environmental

6. Hurdles and areas of resistance

- Upper management
- Teleworker managers
- Human resources
- Information technologies

7. Information technology

- Organization
 - Bandwidth
 - Security
 - Access
 - Static IPs
 - Mobile IPs
- Teleworker
 - Hardware needs
 - Standardized software
 - Communication hardware/software
- Training
- Support

Attachment B2: Org. Ranking Sheet

TAG/MWCOG Organizational Ranking

2. Organization's Contact

2a. Existing Telework Programs

2b. Program Structure and Level of Formality

3. Canceled Telework Program Experience

4. Telework Strategy and Organizational Culture

5. Opportunities of Telework for the Organization

6. Hurdles and Areas of Resistance

7. Information Technology

Overall Ranking – Gold, Silver, Bronze

Name of Organization: _____

Organizational Contact Name: _____

TAG Liaison: _____

Date of Ranking: _____

Approval/Date: _____

Attachment C: Telework Coordinator Workshop Outline

Telecommuting Advantage Group and the Metro-Washington Council of Governments Present

Flexwork Implementation Skills Training Flexwork Strategies Part I & Part II



The Purpose: To provide telework coordinator(s) new skills and tools for the implementation of flexwork programs, allow the design and rollout of a telework program (or any human resources initiative) to be more successful, and to create the skill sets within organizations that will allow them to sustain and grow their own programs.

Overview: Two workshops are offered, each covering different aspects of implementing a sustainable telework program that accomplishes business objectives. Both sessions are packed with information, assessment tools, activities and tables packed with concrete suggestions. Workbooks are included.

- Part I, the “strategic” elements, includes information on what is going on in the “world of work” that is requiring organizations to learn new ways of conducting business, what the impact is on the managers/supervisors in that organization, how the development of metrics and measurements broaden the focus from the reduction of congestion and traffic to the “business” benefits of telework, the critical roles that specific tools such as policies and procedures play, and how a strategic communication plan fits into a well implemented program.
- Part II, the “tactical” elements, includes information and tools around all of the various aspects of implementing a flexwork program, increased detail on developing and capturing metrics, and how to utilize the key pieces needed for the specific organization involved.

Part I Objectives:

- View why flexwork is happening now and the impact to your organization.
- Recognize the new expectations, required skill sets and potential benefits are for your managers.
- To identify your organization’s strengths and barriers to telework
- To create Return-on-Investment Based Metrics for your telework program
- To understand how to achieve buy-in from key organizational stakeholders

Part I Content Outline:

- *Introduction: Why Flexwork Now?* What are the recent business, social and technological events that are impacting how you do business?
- *Defining Your Program Vision:* What are the options? What is the right mix for your department? What is the difference between a formal and informal program and how they impact success?
- *What about the managers?* The most common area of resistance to flexwork, or any new way of doing business, is from management. These concerns are valid, we identify and address them and create awareness around what they’ll need to flourish.
- *Creating Specific & Relevant Metrics:* What are useful indicators to measure that will impact the program? How can the metrics be used to change the conversation about telework programs? How can they be used to increase the effectiveness of implementation?
- *Leveraging Metrics to Get Buy-In:* Who are the stakeholders? How can they influence the successful rollout? How do use metrics to secure their support?
- *Developing Your Influence for Implementation:* What are the telework coordinators’ “Power Points?” How can they be utilized to help the rollout of the program?

Part II Objectives:

- To identify how marketplace trends compel your organization to be successful in remote work
- To develop guidelines for communication and collaboration that maintain high productivity
- To create policies and procedures that mitigate concerns
- Discuss ALL aspects of a successful rollout
- Increase the level of detail for your organization’s metrics and capturing data.
- To sketch a robust communication plan that guides program roll-out

Part II Content Outline:

- *Introduction: The Telework Imperative Revisited*
- *Moving Towards the 21st Century Workplace*
- *Developing Communication and Collaboration Guidelines:* How must your work groups interact to share information and collaborate to produce a competitive product/service? What are useful components of communication and collaboration norms?
- *Aspects of a full rollout:* Creating a program that is simple and effective for employees and managers to follow.
- *Creating Policies & Procedures to Mitigate Concerns:* What are the main telework concerns voiced in your organization? What elements do you need to include in your policy/procedures to address those concerns?
- *Using a Communication Plan to Steer Program Roll-Out:* Who are your various audiences and what are they interested in? What key messages can you offer to excite people? What events can you leverage to ensure your audiences are receiving the “right” messages? How can you ensure your program implementation has momentum?

Attachment D: Original ACT! Database

Phone List

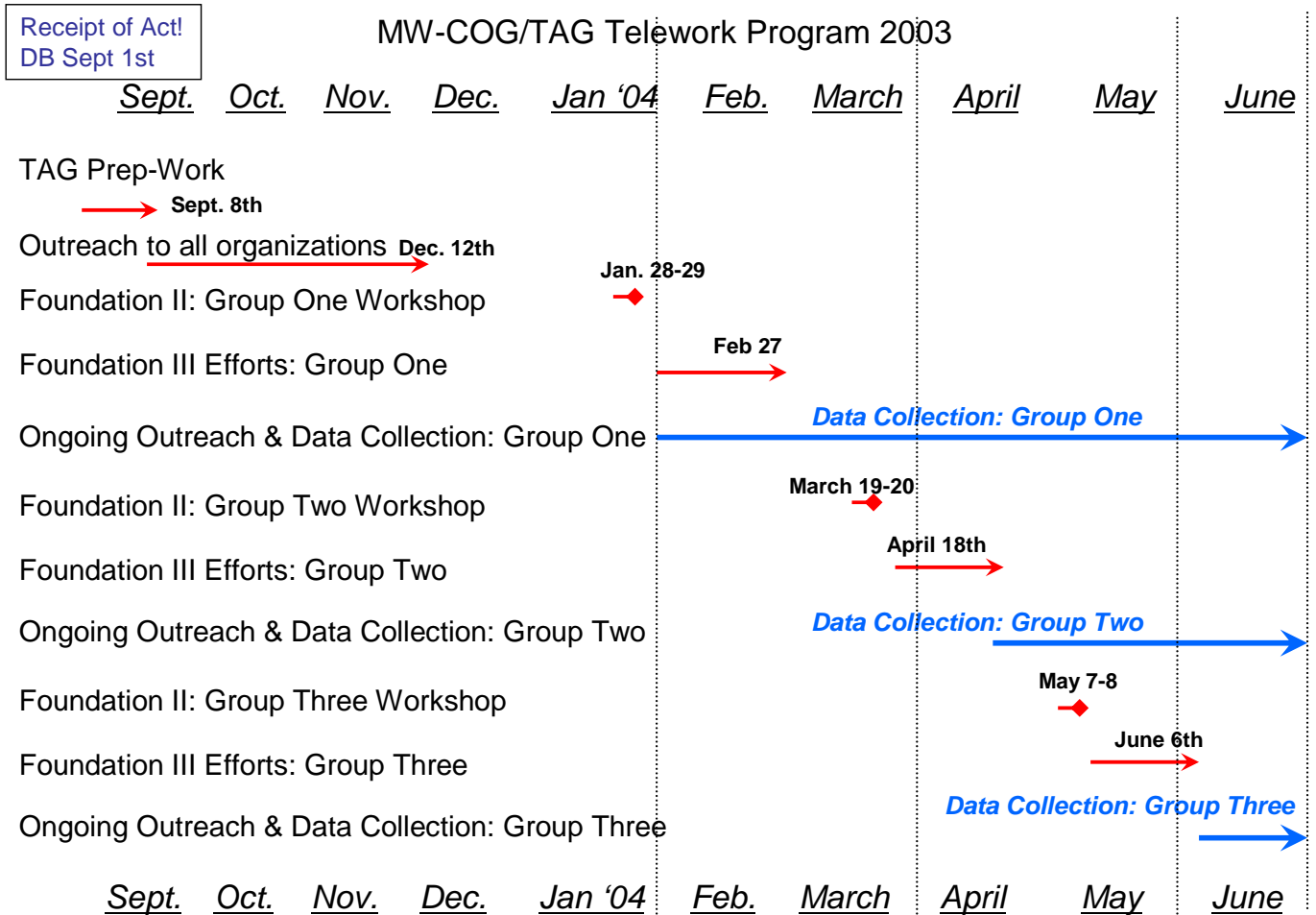
Company

Accenture
Adventist Healthcare
Agency for International Development
America On Line, Inc.
American Management Systems (AMS)
American Red Cross
American University
Arlington County Government
Arlington Public Schools
Arnold & Porter
AT&T Government Solutions
Atlantic Coast Airline/United Express
BAE Systems
Booz Allen & Hamilton
Boston Properties
BTG
C-Cubed Corporation
Care First BCBS
Catholic University of America
Central Intelligence Agency
Charles E. Smith Co.
Chevy Chase Bank
Childrens Hospital
Cintas
City of Alexandria
City of Alexandria Public Schools
Clark Construction Group Inc
Commodity Futures Trading Commission
Computer Sciences Corp
DDD Company
Department of Commerce
Department of Defense
Department of Energy
Department of Housing and Urban Develop...
Department of Justice
Department of Labor
Department of State
Department of the Interior
Department of Transportation
Dewberry & Davis
Dimensions Health Corporation
Discovery Communications, Inc.
District Photo Inc
Doctors Community Hospital Inc

Environmental Protection Agency
Export Import Bank
Exxon Mobil Corporation
Federal Deposit Insurance Corp
Federal Emergency Management Agency
Federal Labor Relations Agency
Freddie Mac
Gallaudet University
Gannett Company
GEICO Direct
George Mason University
George Washington University
George Washington University Hospital
Georgetown University
Georgetown University Hospital
Guest Services
Howard University
Howard University Hospital
ICF Kaiser International Inc
INOVA Alexandria Hospital
INOVA Fair Oaks Hospital
Institute for Defense Analyses
International Trade Commission
Kpmg Peat Marwick Llp
Lockheed Martin
Loudoun Healthcare, Inc
Manugistics Group, Inc.
Marriott International
MCI Communications Corp
MD National Cap. Park and Planning Com.
Metropolitan Washington Airports Authority
Microstrategy
Mitre
Montgomery College
Montgomery General Hospital
MVM, Inc.
NASA
National Credit Union Administration
National Geographic Society
National Institute of Standards & Technology
National Labor Relations Board
National Reconnaissance Office
National Science Foundation
Navy Federal Credit Union
NCI Information Systems, Inc.
Nextel
Northern Virginia Community College (NVCC)
Northrop Grumman IT
Nuclear Regulatory Commission
Office of Personnel Management
Orbital Sciences Corp

Overseas Private Investment Corporation
PEPCO
PG Hospital Center
PricewaterhouseCoopers
Primus Telecommunications Group
Providence Hospital
Qwest Communications
Raytheon
Red Cross Biomedical Services
Reston Hospital Center
Safeway - Eastern Division
Sallie Mae
Science Applications International Corp
Shady Grove Adv. Hosp.
Sibley Memorial Hospital
Small Business Administration
Smithsonian Institution
Software AG
Sprint
SRA International
Suburban Hospital
Tetra Tech Inc.
The Washington Post Co.
UNICCO Government Services
University of Maryland
US Airways
USDA
Verisign
Verizon
Virginia Hospital Center Arlington
Washington Adventist Hospital
Washington Gas
Washington Hospital Center
Washington Metropolitan Area Transit Autho...
Westat, Inc.
William A. Hazel, Inc
XO Communications

Attachment E: Original Schedule



Attachment F: TAG Outreach Plan

TAG Prep-Work

- Team selection, analysis and roles
- TAG/MWCOG coordination and collaboration.
- Team training
- Define TAG team's outcomes/concerns
- Define MWCOG's outcomes/concerns
- Design client contact conversation
- Develop budget plan
- Receipt/Review Of Act! Database

August/September

Foundation I Outreach

- Client analysis
 - Industry/Org type
 - Contact
 - Org. motivations
- Assign TAG telework liaisons to orgs. Conduct Initial assessment.
- Assessment of orgs.
- Initiate contact
 - Organizational info
 - Identify opportunities
 - Develop business case for telework
- Tier organizations: (G, B, S)
- Identify any Foundation I add-on training needed
- Modify FII materials to fit MWCOG audience

← *Three Months* →

Foundation II Program

- Sign up organizations to like groups to increase collaboration
 - Gold/Bronze/Silver Tier
 - Government or private
 - Type of industry
- Develop metrics according to organizational goals
- Develop skill-sets, org. models and tools for individual programs
- Track workshop participation and other administrative metrics
- Focus on leverageable tools and metrics across groups
- Design implementation, growth, and sustainability plans

← *One Month* →

Foundation III Efforts

- Provide support to Foundation II participants for program implementation
- Ensure metric and data collection methods are implemented, maintained, and that the data is collected.
- Begin collection of data
 - MW-COG metrics and data
 - Additional TAG metrics
 - Organizational specific metrics
- Identify and deliver, or find other vendors to provide additional training or tools, (ex):
 - Job assessments
 - Technical assessments
 - Management training
 - Bottom-line metric and measurement tools and techniques.
 - In-house training tools.
 - Etc.

← *One Month* →

Ongoing Outreach Efforts

- Continued follow-up:
 - Identify early barriers and potential breakdowns
 - Identify successes
 - Ensure skill-sets and tools are being used
- Promote the growth programs
 - Growth of existing program
 - New job types and/or regions
- Ongoing TAG Program Evaluations
 - TAG's FI and FII programs
 - Organizational metrics and data types and collection techniques
 - Communication and collaboration between TAG and MW-COG

← *Ongoing* → *Additional Outreach Efforts* →

Attachment G: Sample Metrics

Sample Metrics

Customers

- Support Centers
 - Number of calls answered
 - Customers average time on hold
 - Number of escalations
- Numbers or percentage of repeat customers
- Number of customers referred to you by other customers
- Customer satisfaction survey

Employee Retention and Recruiting

- Turnover percentage
- Reasons for departure, by type
- Number of applicants for vacancies
- Number of open positions
- Readership of an advertisement

Operations and Manufacturing

- Overall production
- Number of new product/idea generation
- Overhead savings
 - Office support
 - Parking (available space, location, time to get to office)

Output Measures

- Number of units produced
- Number of items sold
- Dollar volume of sales / amount of commission
- Number of letters typed /documents written

Quality Measures

- Number of errors / number of errors detected
- Number of policy renewals
- Number of complaints
- Rate of scrap, reworks or breakage
- Cost of spoiled or rejected work

Real-Estate

- A. Reduced need for office space (leases, utilities, maintenance, security)
- B. Office space flexibility

Banks

1. Cycle time, loan applications to approval
2. Rejection rate, by type, personal loan

Healthcare, Hospital

- 2a) Patient care service levels
- 2a) Data entry productivity and error levels

Adapted, in part, from Cascio (1987).

Formulas for Metrics

These formulas are approximate and based on national averages and accepted practice (Hewitt Associates, Harris Roth berg International).

*****It is always better to use numbers specific to your organization.*****

Number of Work Days per Year: 250 (50 weeks X 5 days per week)
(This number assumes a 2-week vacation, and excludes holidays, personal time off.)

Overhead per Employee = 110% of salary

Value of Benefits per Employee = 25% to 35% of salary

Turnover per Employee = 100% (or more!)

Daily Loss if Employee Not Working = Salary + Benefits + Overhead / Work Days per Year
(This is also the cost of “presentism”.)

Absenteeism: # Absences x Daily Loss

Other Numbers You Might Need:

- Levels/grades of employees (e.g., administration, management, sales)
- Average salary for an employee or group of employees
- Current cost of telework program
- Current utilization of your telework program (how many people are teleworking)

Other Metrics Calculations

- Compare cost of telework program to related initiatives
- Compare utilization of telework program to related initiatives
- Benchmark or compare your program’s cost/utilization to that of other companies

Some Creative Metrics from Other Types of Work/Life Programs

- Spikes in intranet usage on the web page describing the program, after an education or communication campaign
- 88% of the women who participated in a lactation program at Wells Fargo returned to work after having a baby
- One company calculated how an employee weight loss program saved them money. (This is a stretch...but it does quantify the ROI.) They asked the Weight Watchers counselor to provide them with the amount of weight lost by a group of employees, and then calculated the average weight lost per person (weight lost by group/# of people in group). Next, they estimated about what percentage of body weight that was for an “average” person (they assumed about 5 to 10% because that amount significantly reduces the risk for diabetes, high blood pressure, and heart disease). Then multiplied the body weight lost percentage by the monetary value of their health benefit to arrive at the amount of money the company saved by that person losing weight.

Percentage of body weight lost x annual cost of health benefit = \$ saved

EX: 5% X \$17,500 (35% of \$50,000) = \$875 saved in health related costs.

Sources for National & Industry Data

- U.S. Bureau of Labor Statistics - Household Data, Annual Average and more
- CCH - Commercial Clearing House - Unscheduled Absence Survey
- Society of Human Resource Management Survey - Retention Practices Survey
- The MetLife Study of Employer Costs for Working Caregivers
- Nobscott Corporation: Retention Management and Metrics

Attachment H: TAG Foundation II Training Modules

Concept:

F2 training encompasses 6 discrete modules (aka courses) covering a variety of topic areas related to implementing effective telework programs. Modules are stand alone and interactive, designed to enable participants to develop a feasible action plan pertaining to the topic at hand. A participant may take only those modules relevant to his/her needs, or for a comprehensive program, s/he may take all 6 modules.

Target Audience:

The F2 courses appeal to and are relevant for a broad audience. In all cases, the modules are targeted to individuals who will be responsible for implementing or expanding all or some aspect of a telework program. However, the modules are developed to be useful regardless of the participant's job title or background. Thus, the modules are appropriate for all types of professionals, whether a CEO, HR Director, Senior Manager, or Telework Coordinator.

Target Industry:

F2 courses are relevant to companies from all types of industries and sectors. Federal agencies, private sector companies, and non-profits alike will find the courses informative. When possible, participants from similar backgrounds will be grouped together to facilitate learning outcomes. This assimilation can occur in two main ways: 1) F2 courses can be delivered to a group of participants from a particular company, industry, or background; or 2) within a particular course, the facilitator will group participants from similar backgrounds for in-class activities and discussions.

Delivery Format

Because each of the F2 modules is a discrete course covering a specific topic area, the modules are of varying lengths. A facilitator leads each course.

Common Themes

Some of the challenges that must be faced when implementing a telework program are unrelated to a particular topic. Instead, these sorts of "themes" arise within many different aspects of telework implementation. These themes include:

- The Politics of Telework
- Overcoming Management Resistance
- Embracing Change

In addition to the unique content covered in the F2 modules, each F2 course addresses these themes within the context of the course's specific topic area.

The F2 modules will be created in the following order:

Module	Content	Learning Objective	Take Away Action Plan
1. Program Strategy & Outcomes	<ul style="list-style-type: none"> Organizational readiness Hurdles Communication Plan Metrics Measurements 	<ul style="list-style-type: none"> How to craft the organization's "message" around teleworking How to determine the cost model for telework How to determine organization's strengths and barriers to telework 	<ul style="list-style-type: none"> Strategic plan for implementing or expanding a telework program Tactics for dealing with resistance to change and "selling" your program
2. Preparation of Participants	<ul style="list-style-type: none"> Job, teleworker, and management assessments Teleworker, management, and workgroup training Ongoing communication plan 	<ul style="list-style-type: none"> How to identify telework appropriate jobs and tasks How to identify gaps in workforce knowledge and skills 	<ul style="list-style-type: none"> Step by step process for assessing job and employee suitability for telework Action plan to address skill and knowledge gaps
3. Performance Measurements	<ul style="list-style-type: none"> Common concerns and challenges of telework managers New performance criteria for teleworkers, managers, and workgroups Link individual and team performance to bottom line metrics 	<ul style="list-style-type: none"> How to overcome managers' resistance to telework How to move from "eye spy" supervision to results oriented performance management How to align individual and team goals with organizational goals 	<ul style="list-style-type: none"> Script for overcoming managers' resistance Standardized process for establishing fair and effective performance criteria Standardized process for linking individual and team goals with bottom-line ROI
4. Preparation of Technology	<ul style="list-style-type: none"> Organization needs Teleworker needs Workgroup needs 	<ul style="list-style-type: none"> How to assess technical readiness for telework How to define technology requirements How to establish equipment standards 	<ul style="list-style-type: none"> Guidelines addressing technology issues Plan for deploying technology to teleworkers Statement of security assurance
5. Policy Development	<ul style="list-style-type: none"> Teleworker guidelines and contracts Remote worksite guidelines Organizational policies 	<ul style="list-style-type: none"> Understanding of the issues telework policies should cover How to create telework agreements and work protocols Understanding of legal and compliance issues surrounding telework 	<ul style="list-style-type: none"> Identification of relevant policy components and verbiage Develop templates for telework policy and employee telework agreement Develop guidelines for work protocols and workplace health & safety
6. Program Evaluation	<ul style="list-style-type: none"> Assessment of existing program New job types New organizations 	<ul style="list-style-type: none"> How to measure telework program outcomes How to identify problems with the program and make adjustments How to expand a program with new jobs, new locations, etc. 	<ul style="list-style-type: none"> Develop formulas for measuring program goals Develop a tracking system for ongoing measurement of program outcomes Create plan for expanding telework program

Attachment I: Managers' Product Lines

Telecommuting Advantage Group - Products for Managers

The workplace has shifted from the 20th century post-industrial focus on “doing what you’re told and do it right” to the mobile, knowledge-based world of the 21st century, where the mantra could very well be “figure out the right thing to do and do it wherever you are, now!” Organizations with the culture, infrastructure and skill sets to match this reality will lead their industries and thrill their customers. Those that do not will find themselves forever catching up.

TAG offers three products to assist managers in fulfilling their unique role in this equation:

- A Remote Manager’s Orientation
- FlexWork Nuts & Bolts for Remote Managers
- Manager’s Productivity Tool-Kit

A Remote Manager’s Orientation

This 2-hour session will make managers aware that remote work is a practical opportunity to enhance productivity and customer satisfaction. Managers’ participation in this experience will cultivate their appetites for the benefits available from remote work – and for the learning required. We will discuss how metrics and productivity measures are created and tracked in today's work environment, and will unveil a simple yet powerful method for creating practical, traceable productivity measures. This method can be used regardless of the physical location of employees, colleagues and customers. We will also educate managers on what tools and processes will be in place to support their efforts.

*Client’s program details presented by the client, with content design guided by TAG.

FlexWork Nuts & Bolts for Mangers

This 4-hour session will help managers understand their organization’s particular flexwork program, and how to apply the various flexible options available. It will inform participants how to set-up work agreements and processes to effectively maintain a remote workgroup arrangement. Managers will understand how to create FlexWork Agreements with employees that are built on task suitability, effective methods for measuring performance, specific productivity metrics, and identify and address remote team breakdowns. Managers will also be able to guide employees as they “build their case” for participating in the Flexwork program in a way that benefits both the employee and the organization.

Attachment J: Sample Survey Feedback



Productivity Anywhere

Did We Serve You Today?

What was the most valuable point we made for you today?

The ways to track productivity was helpful

What was the least valuable part of our presentation?

I believe that I ~~can~~ will benefit from everything that was covered today.

What will you take away and apply to your work?

That telework is a growing option for employees.

On a scale of 1 - 10, 10 being optimal, how well did we use your time today? (Please circle answer.)

1 2 3 4 5 6 7 8 9 10

Is there anything we covered today that you want to hear more about?

Are there other subjects that would benefit you? Please specify.

What else can you tell us that will help us add more value?

Would you recommend this session to a colleague? (Please circle your answer.)

Yes

No

Thanks so much for giving us the benefit of your feedback!



How Did We Serve You Today?

- What was the most valuable point we made for you today?

① Helping me to assess how I and some members of my staff can make a case to participate. Coming up with alternatives to meet technology needs.

- What was the least valuable part of our presentation?

N/A

- What will you take away and apply to your work?

① Developing productivity measures.
② Selecting employees to help make case for their position/suitability

- On a scale of 1-10, 10 being optimal, how well did we use your time today? (Please circle your answer.)

1 2 3 4 5 6 7 8 9 10

- Is there anything we covered today that you want to hear more about?

Utilizing technology to optimize telework for the agency, customers & our employees.

- Are there other subjects that would benefit you? Please specify.

N/A

- What else can you tell us that will help us add more value?

Develop some hands on modules that individuals or groups can work through during the training to help visualize actual hands on scenarios that may occur during a work at home/telework arrangement.

- Would you recommend this session to a colleague? (Please circle your answer.)

Yes

No

Thank you so much for giving us the benefit of your feedback!

Attachment K: Final ACT! Database

Company

A T & T Government Solutions
AAA Mid-Atlantic
AAI Corp
ABS Capital Management
Acacia Life Insurance Co
Accenture
Accenture Consulting
ACS Government Solutions, Inc.
Acterna Corp
Advance Auto Parts Inc
Adventist Healthcare
Aegon Insurance
Aerojet
AES Corp
Agency for International Development
Agilent Technologies
AHL Svc Inc
Ahold USA Inc
Airline Tariff
Airpax Corporation
Ajilon Services Inc
Alban Tractor Co
Albemarle Corp
Alfa Laval Inc
Allegheny Energy Inc
Allegis Group Inc
Allied Defense Group Inc
Alston & Bird LLP
America On Line, Inc.
America Online Inc
American Diabetes Assn
American Institute Of Physics
American Management Systems (AMS)
American Management Sysys Inc
American Of Martinsville
American Red Cross of the National Capital
American Safety Razor Co
American University
American Woodmark Corp
Amerigroup Corp
Ameritel
AMF Bowling Worldwide Inc

Ammar's Inc
AMSEC Corp
Analex Corp
Ander Commercial Photography
Angus I Hines Inc
Anne Arundel Medical Ctr
Anteon Corp
Anteon International Corp
Anthem Southeast Inc
Antietam Health Svc Inc
AOL Time Warner
Applied Creative Technologies, Inc
ARC Of The United States
Arinc Inc
Arlington County Government
Arlington Public Schools
Arnold & Porter
Asbury Methodist Village
Ascend One Corporation
Associated General Contractors
Association-Retarded Citizens
AT&T Government Solutions
AT&T Telecommunications Public Relations
Atlantic Coast Airline/United Express
Atlantic Coast Airlines Hldngs
AUGUSTA Medical Ctr
Automatic Data Processing (ADP)
Avalon Bay Communities Inc
B B & T
B Frank Joy LLC
Bacova Guild LTD
BAE Systems
BAE Systems North America, Inc.
Baltimore Aircoil Co
Banner Aerospace Inc
Barcelo Crestline Corp
Basell NORTH America
Bassett Furniture Industries
Bearing Point Inc
Bechtel Corp
Bechtel Infrastructure Corporation
Bell South Communication Sys
Berryville Graphics
Bio Reliance Corp
Birdsong Corp
Black & Decker Corp
Blaine Convention Svc Inc
Boardwalk Fries
Boat Us
Bon Secours Health System Inc

Bon Secours Hospital
Booz Allen & Hamilton
Boston Properties
Bowl America Inc
Bp Solar Intl LLC
Branch Group Inc
Brenco Inc
Brink's Co
Bristol Compressors Inc
BTG
Buffalo Air Handling
BWX Technologies Inc
C-Cubed Corporation
CACI International Inc
Cadmus Communications Corp
Cadmus Specialty Publications
Cafritz Company
Cambridge Inc
Camellia Food Stores Inc
Canon Virginia Inc
Capital One Financial
Capital One Financial Corp
Car Max Inc
Care First BCBS
Carefirst Blue Cross Blue Shld
Carilion Health Systems
Carilton Roanoke Community
Carpenter Co
Carter Machinery Co Inc
Catholic Charities
Catholic University of America
Catonsville Community College
Cavalier Telephone Co
Celera Genomics Group
Centennial One Inc
Centra Health
Central Intelligence Agency
Charles E Smith Rsdntl Realty
Chesapeake Bay Restaurant Grp
Chesapeake Corp
Chevy Chase Bank
Chevy Chase Bank
Chevy Chase Bank FSB
Chevy Chase Bank
CHI Ctr
Childrens Hospital
Chimes Inc
Chindex International Inc
Chippenham Hospital
Choice Hotels

Choice Hotels Intl Inc
CHRISTIAN Broadcasting Network
CIENA Corp
Cintas
Circuit City Stores Inc
Cisco Systems
Citi Financial
City of Alexandria
City of Alexandria Public Schools
Clark Construction Group
Clark Construction Group Inc
Clark Enterprises Inc
Clear Channel Communications
Clinch Valley Medical Ctr
CNA Insurance
Co Star Group Inc
Coastal Coal Co LLC
Coca-Cola Enterprises Inc.
College Of Southern MD
Colonial Mechanical Corp
Colonial Williamsburg
Columbia Gas Transmission Corp
Comcast
Comdial Corp
Commerce One / Aquilent
Commodity Futures Trading Commission
Commonwealth Of Virginia
Compu Dyne Corp
Computer Sciences Corp
Constellation Energy Group Inc
Cornerstone Realty Income Trst
Country Cookin'
Coventry Health Care Inc
CP Films Inc
Crosby Corp
Crown Central Petroleum Corp
Crownsville Hospital Ctr
Cruise INTERNATIONAL-Ci Ctr
Crutchfield Corp
Culpeper Regional Hospital
Cushman Wakefield (Downtown)
Daily Press Inc
Dan River Inc
Danville Regional Health SYST
DDD Co
DDD Company
Deloitte & Touche
Deltek Systems Inc
Department of Transportation
Department of Commerce

Department of Defense
Department of Energy
Department of Housing and Urban Develop...
Department of Justice
Department of Labor
Department of State
Department of the Interior
Department of the Interior
Dewberry & Davis
Dewberry Companies
Diamond Comic Distributors Inc
Digex Inc
Digital Net Holdings Inc
Dimensions Health Corporation
Dimon Inc
Discovery Communications Inc
District Photo Inc
DOCTORS Community Hospital
Dollar Tree Stores Inc
Dominion Resources Inc
Dominion Virginia Power
Dunbar Companies
DURATEK Inc
Duron Inc
E G & G Technical Svc Inc
E Plus Inc
Earl Industries LLC
Eastern State Hospital
Eastern Va Medical School
Electronic Warfare Assoc Inc
Environmental Protection Agency
Environmental Protection Agency
Equals Three Communications, Inc.
Ernst and Young
Essex Community College
Estes Express Lines
Ethyl Corp
Export Import Bank
Exxon Mobil Corporation
Exxon Mobil Fuels Marketing Co
F & I Inc
F & M Bancorp
F Edward Hebert School Of Med
Fairfax Hospital
Fannie Mae
Farm Fresh Inc
Fas Mart Convenience Stores
Fauquier Hospital
Federal Deposit Insurance Corp
Federal Emergency Management Agency

Federal Labor Relations Agency
Federal Mogul
Federal Reserve Bank
Ferguson Enterprises Inc
FHC Health Systems
First Colony Life Insurance Co
First Community Bancshares Inc
First Health Svc Corp
Food Country USA
Framatome Anp Inc
Freddie Mac
Frederick Community College
Frederick Memorial Hospital
Freestate Electrical Constr Co
Fti Consulting Inc
Gallaudet University
Gannett Co Inc
GE Fanuc Automation
GE Financial Assurance Hldgs
GE Insurance
GEICO Direct
General Dynamics Advanced Info
General Dynamics Corp
General Foam Plastics
General Physics Corp
General Services Administration
General Services Administration
GenVec, Inc.
George Mason University
George Mason University
George Washington University Hospital
Georgetown University
Georgetown University Hospital
Giant Food Inc
Gilford Corp
GLOBAL Exchange Svc Inc
Good Samaritan Hospital
Goodwill Industries Intl Inc
Goucher College
Governor's Office
Grand Home Furnishings
Great Atlantic Management Co
Greater Baltimore Medical Ctr
Greater Washington Urban League
Greenway Crane Svc
Gtsi Corp
Guest Services
Guest Services Inc
Hamilton Beach Proctor-Silex
Hanger Orthopedic Group Inc

Hanover Direct Inc
Harbor Hospital Ctr
Haynes Furniture Co
Hebrew Home Of Greater WA
Hecht's & Strawbridge's
Hedwin Corp
Henrico Doctor's Hospital
Henrico Doctor's Hospital
Hilb Rogal & Hamilton Co
Hill Phoenix Inc
HMS Host Corp
Holy Cross Hospital
Holy Cross Hospital
Holy Cross Hospital
Home Call Inc
Homestead
Honeywell Performance Fibers
Honeywell Technology Solutions
Hooker Furniture Corp
Howard County General Hospital
Howard Hughes Medical Inst
Howard Shockey & Sons Inc
Howard University
Howard University Hospital
HUD
Hughes Network Systems
Hughes Network Systems
Human Genome Sciences Inc
Human Genome Sciences, Inc.
Hunton & Williams
IBM
ICF Consulting
Kaiser International Inc
IKEA NA Services
IMO Industries Inc
INOVA Alexandria Hospital
INOVA Fair Oaks Hospital
INOVA Fairfax Hospital
Inova Health System
INSTITUTE For Defense Analyses
Institute for Defense Analysis
Interbake Foods Inc
International Paper Co
International Trade Commission
Interstate Hotels & Resorts
ITT Defense & Electronics Inc
Jewell Smokeless Coal
John J Wasilewski Inc
John Randolph Medical Ctr
Johns Hopkins Bayview Med Ctr

Johns Hopkins Medicine
Johnston Memorial Hospital
Jos A Bank Clothiers Inc
K-Va-T Food Stores Inc
Kaiser Foundation Health Plan
Kaiser Permanente
Kernan Hospital
Klein's Super Markets
Klockner Capital Corp
Kpmg Peat Marwick Llp
Lafarge North America Inc
Lafarge Redland Genstar
Land America Financial Group
Landmark Communications Inc
Lankford Sysco Food Svc LLC
Laurel Regional Hospital
LCC International Inc
Legg Mason Inc
Levindale Hebrew Geriatric Ctr
Lewis-Gale Medical Ctr
Lexis-Nexis
Liebherr Mining Equipment Co
LifeWork Strategies
Lockheed Martin
Logistics Management
Loiederman Soltesz Associates
Long & Foster Real Estate Inc
Longwood University
Loudoun Healthcare, Inc
Loudoun Hospital Ctr
M & T Bank
M C Dean Inc
MACRO Internationa
Magellan Health Svc Inc
Magruder's Inc
Man Tech Intl Corp
Manugistics Group Inc
Marley Mouldings Inc
Marquip Ward United
Marriott International
Mars Super Markets Inc
Martha Jefferson Hospital
Maryland General Hospital
Maryland-National Capital Park and Planning...
Marymount University
Masters Inc
Mattress Discounters Corp
Maximus Inc
Mc McCormick & Co Inc
Mc Guire Woods LLP

Mc Kesson Corp
MCI Communications Corp
MCI Inc
MD National Cap. Park and Planning Com
Med Immune Inc
Medical Temporaries Inc
Memorial Hospital
Memorial Hospital
Mental Health Association of Montgomery C...
Merant
Mercantile Bankshares Corp
Merchant's Tire & Auto Ctr
Mercy Medical Ctr
Metrocall Holdings Inc
Metropolitan Washington Airports Authority
Micro Strategy Inc
Micros Systems Inc
Microstrategy
Mid Atlantic Medical Svc Inc
Mid-Mountain Foods Inc
Middle River Aircraft Systems
Millennium Inorganic Chemicals
Mills Corp
Mitre
Mitre Corp Library
Mitretek Systems
Mona Electric Group Inc
Montgomery College
Montgomery General Hospital
Moog Components Group
Moore's Lumber & Bldg Supl Inc
Murry's Inc
MVM, Inc.
MW Manufacturers Inc
NASA
NASD
National Credit Union Administration
National Fruit Product Co
National Geographic Society
National Institute of Standards & Technology
National Institutes of Health
National Labor Relations Board
National Naval Medical Ctr
National Reconnaissance Office
National Rifle Assn
National Rural Electric Co-Op
National Science Foundation
Nationwide Homes
Nature Conservancy
Navy Federal Credit Union

NCI Information Systems Inc
Neighbor Care Inc
Nevamar
Nextel Communications Inc
NII Holdings Inc
Noland Co
Norfolk Southern Corp
North Arundel Hospital
Northern Virginia CENTER-Mri
Northern Virginia Comm Hospital
Northern Virginia Community College (NVCC)
Northrop Grumman Elect Systems
Northrop Grumman Info Tech
Northrop Grumman Mission Sys
Northrop Grumman Oceanic Div
Northrop Grumman IT
Norton Community Hospital
NTELOS Inc
Nuclear Regulatory Commission
NVR Inc
OAO Technology Solutions Inc
Obici Hospital
Obisi Health System
Octagon Worldwide Inc
Office of Personnel Management
Old Dominion University
Omega World Travel Inc
On-Site Sourcing Inc
Orbital Sciences Corp
Organization
Overseas Private Investment Corporation
Owens & Minor Inc
Parts Depot Inc
PEC Solutions Inc
Pentagon Federal Credit Union
PEPCO
Performance Food Group Co
Perkin Elmer Fluid Sciences
PG Hospital Center
PHH Arval
Phillips Crab House
Phoenix Color Corp
Poole & Kent Organization
Portfolio Recovery Assoc Inc
Potomac Hospital
PricewaterhouseCoopers
Prime Retail Inc
Primus Telecommunications Grp
Prince George's Hospital Ctr
Prince William Hospital

Providence Hospital
Prudential Carruthers Realtors
Public Broadcasting Svc
Publishers Circulation Inc
Quest Diagnostics Inc
Qwest Communications
Radford University
Radio One Inc
Ranstad North America
Raytheon
Raytheon Technical Svc Co LLC
RBX Corp
Red Coats Inc
Red Cross Biomedical Services
Resource Consultants Inc
Reston Hospital Center
Retreat Hospital
Rexel Branch Electric Supply
Richfield Retirement Community
Richfield Retirement Community
Richmond Times Dispatch
Ritz Camera Ctr
Ritz-Carlton Hotel Co
Roanoke Electric Steel Corp
Roanoke Times
Rockingham Memorial Hospital
Rouse Co
Rowe Companies
RWD Technologies Inc
S&K Famous Brands Inc
Safeway - Eastern Division
SAIC
Sallie Mae

Sallie Mae
Salvation Army
Sandler Systems Inc
Sandy Spring Bancorp Inc
Saxon Capital Inc
Schewel Furniture Co Inc
Science Applications International Corp
Scotsman Holdings Inc
Scott & Stringfellow Inc
Sentara Bayside Hospital
Sentara Health Plans
Sentara Norfolk General Hosp
Sentara Va Beach General Hosp
Service Partners LLC
Shady Grove Adv. Hosp.
Shady Grove Adventist Hospital
Sheridan Group Inc
Sherwood Brands Inc
Shoppers Food Warehouse
Shore Memorial Hospital
SI International Inc
Sibley Memorial Hospital
Silver Diner Inc
Sinai Physician Referral
Sinclair Broadcast Group Inc
SLM Corp
Small Business Administration
Smithfield Foods Inc
Smithfield Packing Co Inc
Smithsonian Institution
Sodexo Inc
Software AG
Software AG Inc
Southampton Memorial Hosp
Southern Maryland Hospital Ctr
Southern States Co-Op Inc
Southside Regional Medical Ctr
Southwestern Va Mental Inst
Spectera Inc
Sperry Marine

Spring Grove Hospital Ctr
Sprint
SRA Intl Inc
St Agnes Healthcare
St Joseph Medical Ctr
Startec Global Communications
Sternheimer Brothers Inc
Stihl Inc
Strayer Education Inc
Suburban Hospital
Sunrise Senior Living Inc
Supervalu
Sutton Place Gourmet
Swedish Match North America
Sweetheart Holdings Inc
Sylvan Learning Systems Inc
Sysco Food Svc Of Baltimore
T Rowe Price Group Inc
Talk America Holdings Inc
TASC Inc
Tel Ac Teleservices Group
Teligent Inc
TESSCO Technologies Inc
Tetra Tech Inc.
The Acacia Group
The Calvert Group
The Catholic University of America
The Chevy Chase Bank
The Container Store
The Gazette
The Humane Society of the United States
The Washington Post Co.
Trader Publishing Company
Trans Healthcare Inc
Tredegar Corp
Tri Tech Laboratories
TRW Environmental Safety Sys

Twin County Regional Hospital
Ukrop's Super Markets Inc
UNICCO Government Services
Union Bankshares Corp
Union Hospital-Cecil County
Unisys Public Sector
United Defense Industries Inc
United States Marine Repair
United WAY Of America
Universal Corp
University Of Baltimore
University of Maryland
US Airways
US Central Intelligence Agency
US Defense Commissary Agency
US Defense Contract Audit Agcy
US Drug Enforcement Adm
US Food & Drug Adm
US Foodservice
US Marshals Svc
US Nuclear Regulatory Comm
US Social Security Adm
US Veterans Medical Ctr
US Veterans Medical Ctr
USDA
USDA
Usec Inc
UVA Health Systems
Value Options Inc
Vance International
Vastera Inc
Vaughan-Bassett Furniture Co
VCU Health System
Verisign
Verizon
Vertis Inc
Vie De France Yamazaki Inc

Virginia Hospital Center Arlington
Visiting Nurse Assn
W R Grace & Co
Wachovia Securities Inc
Washington Adventist Hospital
Washington County Hospital
Washington Gas Co
Washington Hospital Center
Washington Metropolitan Area Transit Autho...
Washington Post
Wayn-Tex
Web Methods Inc
WEBB Furniture Enterprise Corp
Westab Industries
Westat, Inc.
Westminster Canterbury
Whiting-Turner Contracting Co
William A. Hazel, Inc
WKI Holding Co Inc
Wolf Trap Foundation
X O Communications Inc
Zurich North America

Attachment L: CD Mailer

Project: Telework CD Mailer

From: Joint Venture Marketing and Communication
301-577-0887 5/20/03 **FINAL Draft 4**

Beauty shot of highway with hills, grass, blue sky. Text over: *Commuter Connections has assistance for **your** telework program.*

Text over: *Benefits for your organization, your employees, your community.*

Text over: *The time is now.*

Text on screen: *Benefits for your business*

Shot of employee with stack of reports. Text over: *Higher productivity*

Shot of office space, equipment. Text over: *Lower costs*

Shot of recruiter and new hire shaking hands. Text over: *Better recruiting and retention*

Shot of employees laughing in

OPEN. MUSIC UNDER THROUGHOUT

VO:

Commuter Connections at The Metropolitan Washington Council of Governments is providing free support to help business leaders like you create effective telecommuting programs in their companies.

Telecommuting—or telework—delivers amazing benefits to your organization, your staff and the greater business community.

And with Commuter Connections free support, there's never been a better time to put these benefits to work for you.

BENEFITS FOR YOU

Telecommuting delivers:

- **Higher productivity**—Telecommuters' productivity doesn't fall. It actually rises—even doubles in some cases.
- **Lower operating costs**—You'll cut your outlays for office space, overhead and more.
- **More success in hiring and keeping great staff.** You'll broaden your talent base—and keep your employees satisfied.
- **Increased loyalty and enthusiasm.** Your people will have more time to be creative and happy on the job.

meeting. Text over:

More loyalty and enthusiasm

Shot of employee entering front door of office. Text over:

Less absenteeism and tardiness

Shot of big group of employees smiling. Text over: *Image boost*

Shot of man at computer working from home.

Logos or names over: *AMEX AT&T, Ciscom Discovery Channel, IBM, Kaiser Permanente, Nortel, Washington Mutual, KPMG, NIH*

Text on screen:

Large, small and in-between

Quick montage of headshots of five or six diverse employees

Shot of 40-something African American woman Text over: *Benefits for your employees*

- *Less stress*
- *Better home/work balance*
- *Lower costs*

- **Less absenteeism and tardiness.** Your employees will have the flexibility they need to work more effectively.

- **A better public image.** You'll position your company as innovative and in touch with today's challenges

JOIN THE LEADERS

Telecommuting isn't a fringe idea. Thousands of leading companies, and more than 400,000 employees in our area alone are already reaping the benefits of telecommuting.

Join business leaders like AMEX, AT&T, Cisco, the Discovery Channel, Kaiser Permanente, Washington Mutual, KPMG, NIH and thousands more.

And because telecommuting programs don't require big investments, it's right for smaller companies too.

BENEFITS FOR YOUR EMPLOYEES

Telecommuting actually helps your employees be more productive and content—and that's a benefit you can take to the bottom-line.

Woman in VO:

I telecommute from home two days a week. That's four hours of driving I can devote to my family. I save money, too—on gas, dry-cleaning—even lunches.

My stress level is down. My health and family life are more in balance—and I actually get more work done!

VO:

We're all part of a community. And telecommuting is a win-

<ul style="list-style-type: none"> • <i>Customized work environment</i> 	<p>win-win that reaches far beyond you and your employees to the entire community.</p>
<p>Shot of Washington DC skyline Text over: <i>Benefits for your community</i></p>	<p>Everyone gets a boost with less traffic,</p>
<p>Shot of traffic helicopter. Text over: <i>Less traffic</i></p>	<p>Cleaner air,</p>
<p>Shot of air quality rating from newspaper. Text over: <i>Cleaner air</i></p>	<p>and citizens with more time and energy to get involved.</p>
<p>Shot of group building Habitat for Humanity house. Text over: <i>More community involvement</i></p>	<p>MEET THE CHALLENGE TODAY</p> <p>The goal for our area is to add 100,000 telecommuters in the REGION. And we're inviting business leaders like you to help meet the challenge.</p>
<p>Logo of Commuter Connections Text over: <i>100,000 employees</i></p>	<p>Commuter Connections will provide free professional consulting and training services to each participating company.</p>
<p>TAG logo</p>	<p>Commuter Connections will work with you to build a customized telecommuting program that fits your organization. They'll look closely at your culture, employees, managers and job descriptions to help you set priorities and guide implementation.</p>
<p>Beauty shot of highway with hills, grass, blue sky. Text over:</p> <ul style="list-style-type: none"> • <i>Customized program</i> • <i>Comprehensive analysis</i> • <i>Implementation support</i> • <i>Policies and processes</i> • <i>Performance measures</i> • <i>Staff training</i> 	<p>They'll help you create policies and processes, implement performance measures and train your staff—at no cost to you.</p>
<ul style="list-style-type: none"> • <i>Results!</i> 	<p>We're here to help you harness the power of telecommuting.</p>
<p>Text over: <i>Call us today at 1-800-745-RIDE</i></p>	<p>To get started, call us today at 1-800-745-RIDE and schedule a 30-minute presentation.</p>
	<p>There's no obligation—just free consulting services that will help you turn telework into a competitive advantage for your business.</p>
	<p>MUSIC UP AND OUT</p>

Attachment M: CD-ROM Letter

DRAFT 5 — 5/24/04

Dear _____

Growing traffic congestion in the Washington DC metropolitan area impacts your business on a daily basis. This congestion affects employee commute times, business productivity, public health, and even homeland security.

With your help, The Commuter Connections Telework program at the Metropolitan Washington Council of Governments is seeking to remove more than 100,000 cars from the daily rush hour by 2005.

This is an ambitious goal, but with your support, and the support of other business leaders in organizations such as the Greater Washington Board of Trade, KPMG, Northrop Grumman, Verizon Wireless, the City of Alexandria, and the National Institutes of Health, we can make a difference for our region.

Infrastructure for the near future may not be built, but Telework is available today. Commuter Connections is offering free and comprehensive **professional consulting services** for your organization in conjunction with our local jurisdiction to explore and institute Telework, or expand your current Telework program.

This is a great opportunity to gain valuable services while helping the region reduce congestion, pollution and provide a safer, more productive place to work.

The enclosed CD gives you all of the details in a brief, two-minute overview. Please watch it and call us at **1-800-745-RIDE** to schedule a 30-minute introductory meeting and begin to harness the power of telework for the success of your business and our region today.

Thank you,