Metropolitan Washington

Telework Resource Center

FY 2004 Employer Telework Workshops

COMMUTER CONNECTIONS
A SMARTER WAY TO WORK

Draft Report

June 21, 2004

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**Commuter Connections Telework Resource Center
FY 2004 Employer Telework Seminar Report**

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I. Background

In FY 2004, 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. 94.5 percent of the 237 employer representatives who registered actually attended. The total attendance for all four seminars was 224 and the average attendance was 25 per seminar.

Table 1. Comparison of Seminar Attendance (FY 1998-FY2004)

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

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

The 2004 Employer Workshops were well attended and participant remarks, offered on the workshop evaluation sheets, were exemplary.

II. Marketing

The workshops were offered free of charge and were marketed primarily by radio and e-mail notifications to multiple points of contacts within private sector organizations (e.g., president and chief executive officers, human resource representatives, and facility managers). Workshop brochures were distributed to approximately 14 Commuter Connections Employer Service representatives. In addition, brochures were mailed to 7,122 executives (President, CEO, Vice President, CIO, Executive Assistant to the President, President of Human Resources, Vice President of Human Resources, Human Resources Supervisor, and Human Resource Manager) in the Washington metropolitan region.

Several changes were made to the FY 2004 workshop brochure. These included updating the dates and locations of the workshops, adding "2004" to the front of the workshop brochure, updating participant testimonials, changing graphics, and modifying workshop descriptions. COG staff provided workshop information to Commuter Connections Employer Service representatives and Transportation Management Associations. Additionally, the workshops were promoted through the Commuter Connections web site, nearly 1,079 60-second radio advertisements that aired on three radio stations between February 16-April14, 2004, and an opt-in e-mail was sent to 7,800 e-mail addresses of CEOs, CIOs and Human Resource Directors in the Washington metropolitan region.

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	33
Brochure/Radio	1
Commuter Connections Newsletter	6
Commuter Connections Website	9
E-mail	51
Radio	17
Other	27
Other (colleague)	3
Other website	6
No Answer	32
Total	185

III.   Direct Costs

The direct costs for developing, marketing, and conducting the FY 2004 workshops were approximately $147,739.00 or $656.00 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
Consultant services, including facility costs and food/beverage	$60,000	$60,000	$36,200	$29,932	$28, 419	$35,205	$42,084
Mailing lists	$2,000	$3,313	$33,374				$901
Printing	$13,000	$6,662	$6,171	$2,176	$1,513	$1485	$2,258
Mail House	$1,700	$1,015	$2,260	$290	$135	$145	$145
Postage	$17,600	$13,860	$12,870	$1,780	$442	$193	$992
- print ads - radio ads - direct e-mail campaign	$3,000	$13,700 $44,400	$31,000	$67,690 $6,000	$58,841 $1,645	$67,291 $8355	$99,800 $1,560
Total	$97,000	$142,950	$91,815	$107,868	$90,995	$112,674	$147,739
Number of Workshops	8	8	4	3	4	4	9
Average Cost per Seminar	$12,200	$17,900	$22,969	$35,956	$22,748	$28,169	$16,415
Average Cost per Participant	$700	$644	$629	$1,058	$843	$2817	$656

IV.   Attendance

The number of registrants and attendees for each seminar in FY 2004 is shown in Table 3 and Table 4 below. The table was expanded to represent the number of government and private sector registrants. The attendance rate ranged from 66 percent to 176 percent, with an average attendance rate of 98.2 percent.

Table 3. FY 2004 Employer Workshop Attendance Information

Date/Location	No. Registrants		No. Attended		Attendance Rate (%)
All Workshops Held at COG Offices	Govt.	Private	Govt.	Private	
"Managing Teleworkers and Remote Teams" Workshop A					
March 4	15	13	21	18	143%
March 23	18	12	20	8	97%
April 27	16	15	14	10	77%
"Choosing and Using the Right Telework Technology" Workshop B					
March 4	12	5	17	12	176%
March 23	12	12	12	7	79%
April 27	16	15	10	14	71%
"Training Your Teleworkers for Anywhere, Anytime Performance" Workshop C					
March 11	15	7	12	10	100%
April 21	18	10	13	7	75%
May 4	14	11	9	10	66%
	87	100	128	96	
Total					**224**
Grand Total					**96.3%**

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Table 4A. Employer Workshop Attendance Information

Date	Workshop	Scheduled Attendees	No-shows	Unscheduled Attendees	Total Attendance
March 4	A	28	3	15	40
March 4	B	17	3	16	30
March 11	C	22	5	5	22
March 23	A	30	9	8	29
March 23	B	24	8	3	19
April 21	C	28	8	1	21
April 27	A	31	11	4	24
April 27	B	28	11	3	20
May 4	C	29	10	0	19

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 Telework Resource Center Manager gave opening and closing remarks at each seminar, introduced the seminar 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 telework-related resource materials.

V. Regional Workshop Evaluations

Attendees were asked to complete an evaluation form during the seminar. Of the 224 attendees, 153 completed the evaluations (68 percent).

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

Telework 2004
Summary of Evaluations

Table 5. Employer Workshops Overall Scores

	Workshop		
	A	**B**	**C**
	Average Score	**Average Score**	**Average Score**
Content was applicable to interest, responsibilities and needs	4.45	3.96	4.57
Examples and practice opportunities were useful	4.39	3.85	4.57
Discussion with other participants was useful.	4.00	3.79	4.43
Length was appropriate relative to objectives	4.20	3.85	4.49
Facilitators were effective in delivery and creating positive learning environment	4.68	4.04	4.49
Overall workshop rating	4.46	3.96	4.73

The 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, and how likely their

organization would be in expanding their telework program. Following are highlights of the survey results and survey results from previous years' seminars.

Individual Workshops

Workshop A March 4th : "Managing Teleworkers and Remote Teams"

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)

    a. Content was applicable to interest, responsibilities and needs:

       4.41

    b. Examples and practice opportunities were useful:

       4.48

    c. Discussion with other participants was useful:

       3.96

    d. Length was appropriate relative to objectives:

       4.28

    e. Facilitators were effective in delivery/creating positive learning environment:

       4.83

    f. Overall workshop rating:

       4.52

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

    All of the workshop - grassroots stage.

    All of it! The interaction between the facilitator and participants was excellent. Dayna is superb.

    Information on policy development.

    The emphasis that good performance management is the bases for a successful program.

    Sample forms/presentations on responsibility.

    The "tough calls" scenarios. Provided responses for hard questions that probably will be raised from reluctant managers.

    Job aids provide real life assistance.

    The content relating to policy.

    Resources, metric charts- 4-step process.

    The ideas and discussion.

    Identification of specific considerations for mgrs, employees, and positions appropriate to telework. .Focus on management of work. Helped identify training needs.

Managing teleworkers.

All of it - because we are in the process of developing a policy.

The thoroughness and completeness of the overall view - just what I wanted.

Very practical suggestions - forms helpful.

Lots of examples and ideas for our program.

Bringing all telework issues together.

All of it.

Discussions and involvement of audience.

Dayna Fellows. Sharing/ food/ manager/mgmt practices. Dynamic speaker.

Overall the entire workshop will be very effective for customer services.

Descriptions of tools to help manage collaboratively.

Side discussion with instructor regarding my office.

Managing Remote Teams.

Focus on performance management because it's a clear solution. Hearing other ideas/experiences -I'm new to this and don't have time to think about it.

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

Managing Remote Teams - too much communications strategy

#1 and #2 of the 4-part success strategy. Good information for beginners. Redundant information for people more familiar with teleworking.

Remote teams was repetitive. We had already gone over technology face to face

Setting up policies because we have them

"Beginner course" aspects - I need some details on the reluctance of mgrs. to consider this option

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

Not at all	0 %
Somewhat	31 %
A great deal	69 %

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

1-100	44.8 %
101-500	17.2%
501-1000	17.3 %
1000 +	20.7 %

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

Likely	79.3 %
Not likely	10.3 %
No answer	10.3 %

Additional comments

I had some concerns with the diversity and message implied in some of your PowerPoint slides. See p. 45 and 58.

Great facilitator, lively, interesting, practical. Very helpful for all managers.

Page 20 should read "worker's comp". Need a seminar to focus on programs in place that need to grow. Also to focus on Federal workforce.

Telework already in place. We need to improve what we are doing.

Workshop A – March 23rd : "Managing Teleworkers and Remote Teams"

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)

 a. Content was applicable to interest, responsibilities and needs:
  4.32

 b. Examples and practice opportunities were useful
  4.05

 c. Discussion with other participants was useful
  3.82

 d. Length was appropriate relative to objectives
  4.05

 e. Facilitators were effective in delivery/creating positive learning environment
  4.36

 f. Overall workshop rating
  4.18

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

 All of it

 All, because we have a pilot program that may expand

 Discussion of real life scenarios and ways to handle situations

 Presentation of issues to consider. Step 1 of strategy

 Interactions with other participants

 Preparing guidelines and policy for managing telework

 1st part in reviewing "hats in it for the organization. It will help me make a better case to managers

 General management principles extended to teleworking issues

 content - of plans

 Formulating overall policy for telework

 Case examples

 Manager/employee advantages exercise because you got see how many people had the same advantages listed. May have been worded differently, but same idea.

 Agreement with telework and remote workers validated our existing agreement. Program already in place

 Additional perspective on managing people because you can always learn something in this area

 Resources contacts and web sites. Ability to meet other participants

 All of the info was very valuable - most helpful was all the benefits of telework that encourages managers to "buy in"

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

Remote teams

What is teleworking

Strategy! My agency has a fully implemented program on paper. Wanted more ideas on how to make this real and easier for mgrs.

None, but would have liked discussion of more problem examples

Some of it was repetitive

Eligibility factors - our telework program provides assistive tech for people if "reasonable accommodation to disability". Cannot provide if no disability

I suggest that more real life case study examples be included outlining successful telework programs that lead companies have launched & lessons learned

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

Not at all	0 %
Somewhat	63.6 %
A great deal	36.4 %

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

1-100	4.8 %
101-500	23.8 %
501-1000	9.5 %
1000 +	61.9 %

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

Likely	81.8 %
Not likely	13.6 %
No answer	4.5 %

Additional comments

Add an exercise that allows participants to draft a plan/agreement

I will use this info for selling supervisors and mgrs on allowing people with disabilities to telework as a form of Reasonable Accommodation. More should be included about telework as an option for people with disability.

Workshop A – April 27 : "Managing Teleworkers and Remote Teams"

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)**

   a. Content was applicable to interest, responsibilities and needs
      4.65

   b. Examples and practice opportunities were useful
      4.65

   c. Discussion with other participants was useful
      4.25

   d. Length was appropriate relative to objectives
      4.25

   e. Facilitators were effective in delivery/creating positive learning environment
      4.80

   f. Overall workshop rating
      4.70

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

   Discussions were very valuable.

   Manager's advantages of Telework

   I liked assigning percentage of responsibility between manager and employee

   Getting started

   Facilitator was great, energized my participation

   Discussion of Problems

   Improve teamwork in Hoteling situation-reduce feelings of loss when moving to Hoteling

   Interaction with others in class, sharing experiences. Manage for results, coach for success

   Job aids/tools

   Ms. Fellows - excellent

   All

   Stressing no more work for managers. Big hurdle to overcome in our group. Liked examples-team selection.

   Section on managing skills required.

   Examples

   Understanding specific criteria/eligibility factors & challenges are necessary for implementation

   Business first emphasis. Starting to develop performance based goals.

   Experiences from others-was helpful to see how they overcame challenges. Examples

---

were very good, too.

Real life scenarios around p.50. Because it's real life! Good detail instead of general

Discussion of formalizing policies

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

   Larger organization issues

   Give equal time to dogs, not just cats

   Most uncomfortable chair I ever sat on

   Remote teams; however content was excellent to help build teams

   How to set up telework team

   Sharing of experience

   Remote teams (only because you asked, not because of topic)

   Long introduction -just an outline. More detailed would be better

   I think it could have been longer

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

Not at all	0 %
Somewhat	30 %
A great deal	70 %

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

1-100	55 %
101-500	5 %
501-1000	10 %
1000 +	30 %

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

Likely	80 %
Not likely	15 %
No answer	5%

Additional comments

The best free training I have ever had. My first, not my last request to attend others.

Much better than last year.

Additional discussion on tasks and business cases would be beneficial.

Great energy of facilitator. I barely doodled at all because you kept the interest up.

Workshop B March 4: "Choosing and Using the Right Telework Technology"

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)

> a. Content was applicable to interest, responsibilities and needs
> 4.26
>
> b. Examples and practice opportunities were useful
> 3.95
>
> c. Discussion with other participants was useful
> 3.68
>
> d. Length was appropriate relative to objectives
> 3.79
>
> e. Facilitators were effective in delivery/creating positive learning environment
> 4.00
>
> f. Overall workshop rating
> 4.00

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

> Tips on making decisions about kinds of technology/different kinds of staff we will need.
>
> Group exercise helped to apply what was discussed
>
> Workshop group examples because it allows different points of views and brain storming.
>
> Explanation of technology vs. tasks - provides structured way to evaluate requirements vs. nice to have.
>
> Discussion of the planning prior to implementation - particularly the 5-stop process. This is what my clients need to move forward
>
> All of it
>
> Interaction with everyone. Good feedback and real world examples. Folks shared their experiences.
>
> Examples of telework situations in real life - pro and con.
>
> Brainstorming/sharing experiences
>
> Perfect! Not a single part not important
>
> Overview of tech resources and research articles on related software. Tech profile exercise was extremely helpful in standardizing needs by Employee group.
>
> Security - we experienced a worm virus in Office of Ops that came thru the Telework Center.
>
> The breakdown of the telework implementation for organizations.

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

Too elementary

All very useful though some not as critical because I work in human resources and a rep from info systems is also present.

First half was too elementary. Not focused on decision making - only review.

The review of technology. I was already familiar with most.

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

Not at all	5.9 %
Somewhat	41.2 %
A great deal	52.9 %

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

1-100	58.8 %
101-500	23.5 %
501-1000	0 %
1000 +	17.6 %

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

Likely	73.7 %
Not likely	10.5 %
No answer	15.8 %

Additional comments

Audio and net videoconferencing are not that expensive. Audio & Net can be bought per minute as needed. Video is equipment dependent.

Workshop B March 23: "Choosing and Using the Right Telework Technology"

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)**

   a. Content was applicable to interest, responsibilities and needs
      3.67

   b. Examples and practice opportunities were useful
      3.73

   c. Discussion with other participants was useful
      3.87

   d. Length was appropriate relative to objectives
      3.87

   e. Facilitators were effective in delivery/creating positive learning environment
      4.07

   f. Overall workshop rating
      3.93

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

   I think the group exercise was an excellent way to look at a job task and tech that you need.

   No fault of yours, the content was too rudimentary for where we are as a corporation.

   Practice opportunities and workshop to find out what others are doing and the experiences they have had.

   Metrics for task analysis.

   Interacting with other groups

   All especially evaluating job functions and technology explanations.

   Group work/group discussions networking.

   Collaboration options.

   Focus on looking at work tasks first and on planning.

   Very little. It touched on the technologies in such vague/soft way I felt I learned almost nothing.

   Interactive discussion and benchmarking.

   Discussion on Teleworking Policy.

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

All was valuable, however some emphasis should be put on Assistive Technology for people with disabilities who telework as a Reasonable Accommodation

For improvement, have a glossary of terms that doesn't assume previous tech knowledge and reference throughout training

I didn't need to hear about getting buy-in or doing a plan. I needed to know about technologies themselves (webex, etc.)

Too basic

Exercise would have been more effective if jobs matched specific employers fields. As it is, it was a waste of time

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

Not at all	14.3 %
Somewhat	50.0 %
A great deal	35.7 %

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

1-100	6.7 %
101-500	26.7 %
501-1000	13.3 %
1000 +	53.3 %

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

Likely	60 %
Not likely	20 %
No answer	20 %

Additional comments

Congressional mandate

This seminar was not for anyone with even a little tech knowledge

Workshop B April 27: "Choosing and Using the Right Telework Technology"

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)

> a. Content was applicable to interest, responsibilities and needs
>   3.86
>
> b. Examples and practice opportunities were useful
>   3.86
>
> c. Discussion with other participants was useful
>   3.85
>
> d. Length was appropriate relative to objectives
>   3.92
>
> e. Facilitators were effective in delivery/creating positive learning environment
>   4.08
>
> f. Overall workshop rating
>   3.92

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

> Learning about technologies that are out there.
>
> Interaction with other participants in a group.
>
> Learning the different options available e.g. thin client software.
>
> Exercise - Telework Technology types. Great training opportunity for free.
>
> Group function/technology exercise.
>
> The handout on task/technology that Steve designed
>
> Resources - a real take home value.
>
> How to plan based on needs.
>
> Initially attended only am session, but returned. It was relevant, well organized, well executed program.
>
> Real world issues. Questions, challenges posed by participants.
>
> How to convince people, what you need, what you don't need.
>
> DBA, Lawyer, Fin Analyst and diagrams.

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

Would have liked more in-depth explanations of these.

Chairs were very uncomfortable.

Redundancy for Managing Teleworkers and Remote Teams.

Too much "read the slides" for my taste. Practical examples seemed to be lacking.

Need a glossary-more definitions-maybe photos-diagrams of how the tech. works. Use less jargon, buzzwords.

Wasn't appropriate for me.

Need more details about technologies rather than specifics.

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

Not at all	0 %
Somewhat	35.7 %
A great deal	64.3 %

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

1-100	57.1 %
101-500	14.3 %
501-1000	7.1 %
1000 +	21.4 %

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

Likely	78.6 %
Not likely	21.4 %

Additional comments

Seriously working on changing the director's opinion about telework.

Workshop C March 11: "Training Your Teleworkers for Anywhere, Anytime Performance"

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)

    a. Content was applicable to interest, responsibilities and needs
      4.67

    b. Examples and practice opportunities were useful
      4.81

    c. Discussion with other participants was useful
      4.52

    d. Length was appropriate relative to objectives
      4.50

    e. Facilitators were effective in delivery/creating positive learning environment
      4.95

    f. Overall workshop rating
      4.81

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

All of it.

Manager Training.

Training Managers and Teleworkers.

Training Managers.

All.

Notebook with space for notes. Dayna is a great presenter. She really made me feel like I can make manager say "yes" to teleworking. Keep up the good work.

Training the Telework Manger-our company's mgmt practices and lack of training were identified as my CO's weakest link at Workshop A.

Informing and preparing management. We are at the introductory stage and we need to reinforce management skills prior to implementation of telework program.

Instruction on getting managers to buy into program - basic training on training - have to do it.

Making the business case. Workshop was excellent

The part dealing with training teleworkers. That's basically what I was interested in learning, not training the managers.

All of it - real life scenarios and discussions.

The instructor was very good. The workbook was very valuable. I would like Dayna to

consider teaching a class in Alexandria

Info related to training.

Training the managers.

Dayna is a great facilitator. I enjoyed everything she said.

Motivating managers - they are resistant to telework in our organization.

Business case.

Class instruction on communicating with employees.

Examples. Dynamic facilitator.

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

If we had an electronic copy of the slides it would help to develop individual telework programs and training programs.

The part dealing with training the managers. I learned about this in a previous seminar.

Content was discussed in other training and over and over in same training. Could have been shorter if you gave foundation info and differences between mgrs & work.

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

Not at all	0 %
Somewhat	9.5 %
A great deal	90.5 %

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

1-100	38.1 %
101-500	19.0 %
501-1000	9.5 %
1000 +	33.3.%

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

Likely	81.0 %
Not likely	19.0 %

Additional comments

Workshop A was introductory. Workshop C gave additional, more in-depth instruction. The combination will allow me to assist our organization in the implementation process.

Reports on organizations and their experiences and ups and downs of teleworking. also by industry.

<u>Workshop C April 21:</u> "Training Your Teleworkers for Anywhere, Anytime Performance"

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)

    a. Content was applicable to interest, responsibilities and needs
      4.47

    b. Examples and practice opportunities were useful
      4.58

    c. Discussion with other participants was useful
      4.21

    d. Length was appropriate relative to objectives
      4.53

    e. Facilitators were effective in delivery/creating positive learning environment
      4.74

    f. Overall workshop rating
      4.63

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

Training Telework Managers because it appears to be management resistance as the largest barrier to telework in our agency.

Thinking through the sample scenarios.

Training managers. Training teleworkers.

Incorporating scenarios into training. It seems to get you thinking about things you wouldn't consider.

All aspects were extremely helpful. Outstanding instructor techniques and style.

Manager and Teleworker information. Because I will be responsible for supervising employees on teleworking.

All because we have a telework program that will probably expand.

Integrating Performance Management w/teleworking making better managers

All portions were valuable.

Examples of different situations because it involved interaction with other participants.

All.

Scenarios opened my eyes. Training tips for managers. Promotes good conversations discussions. Telework Team Success Factors - good ideas discussed.

Training of managers and teleworkers. Information about success factors.

Use of scenarios - making it "real world" and useful for anticipating potential issues.

The workshop scenarios and the performance management

The scenarios and follow-up discussion.

Instructor's obvious in depth grasp of the content was most helpful. Her answers for questions and scenarios were great.

Choose and Use the Right Technology - need to know.

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

Telework Teams - similar to Telework Session

IT training

Training should be approached as establishing partnership or support request. IT needs

requirements not solutions. Tech should not be selected without IT.

My situation didn't completely fit, but info was very useful regardless

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

Not at all	5.6 %
Somewhat	22.2 %
A great deal	72.2 %

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

1-100	10.5 %
101-500	31.6 %
501-1000	21.1 %
1000 +	36.8 %

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

Likely	94.7 %
Not likely	5.3 %

Additional comments

Encourage participants to share their policy w/others in the class via email exchange. This would be a great benchmarking practice.

We don't have telework for DC office - we have remote office structure. This will help a lot in thinking about improving effect of remote work and manager acceptance.

Workshop C May 4th: "Training Your Teleworkers for Anywhere, Anytime Performance"

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)

    a. Content was applicable to interest, responsibilities and needs:

       4.56

    b. Examples and practice opportunities were useful

       4.69

    c. Discussion with other participants was useful

       4.56

    d. Length was appropriate relative to objectives

       4.44

    e. Facilitators were effective in delivery/creating positive learning environment

       4.88

    f. Overall workshop rating

       4.75

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

Examples, interactions with others.

Best approach to training managers. Hardest part is selling to mgmt and getting their support.

Training managers and workers - tied all the seminars together for me.

Real life scenarios, training managers/teleworkers. Agreement examples, what you should have in your agreement.

The discussions, scenarios.

Provided foundation/road map to any organization. Attending to be able to develop a successful training for our telework program.

Teleworking teams and collaboration. Proactive approach to issues, contingency planning and being open re probs. Promoting one's own career.

Examples and interaction.

Management Examples.

Telework and team pieces were great. New ideas to help resent this info throughout the workplace to build /tie to business plan and success.

Training for teleworkers-my organization is planning to implement telework and I wanted to know what the opportunities and responsibilities are.

Teleworking was put in the context of improving an organization as a whole. Document, measure, communicate well.

Interaction with other participants-sharing of ideas, scenarios.

Scenarios were great.

Presenting Telework to Senior Management as a value-adding business proposition.

Interactions and discussions.

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

IT. IT requirements is too broad based - too many variables.

Teleworking teams - the remainder was more valuable.

IT part because we've discussed this fairly well in our organization, but it was well done.

The discussions were useful, but nevertheless key points could have been presented in 3 hours.

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

Not at all	0 %
Somewhat	23.5 %
A great deal	76.5 %

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

1-100	25.0 %
101-500	37.5 %
501-1000	12.5 %
1000 +	25.0.%

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

Likely	82.4 %
Not likely	5.9 %
No answer	11.7 %

Additional comments

Please e-mail forms to hayese@si.edu. Let's see if I can rework some of our materials and get some additional support and interest.
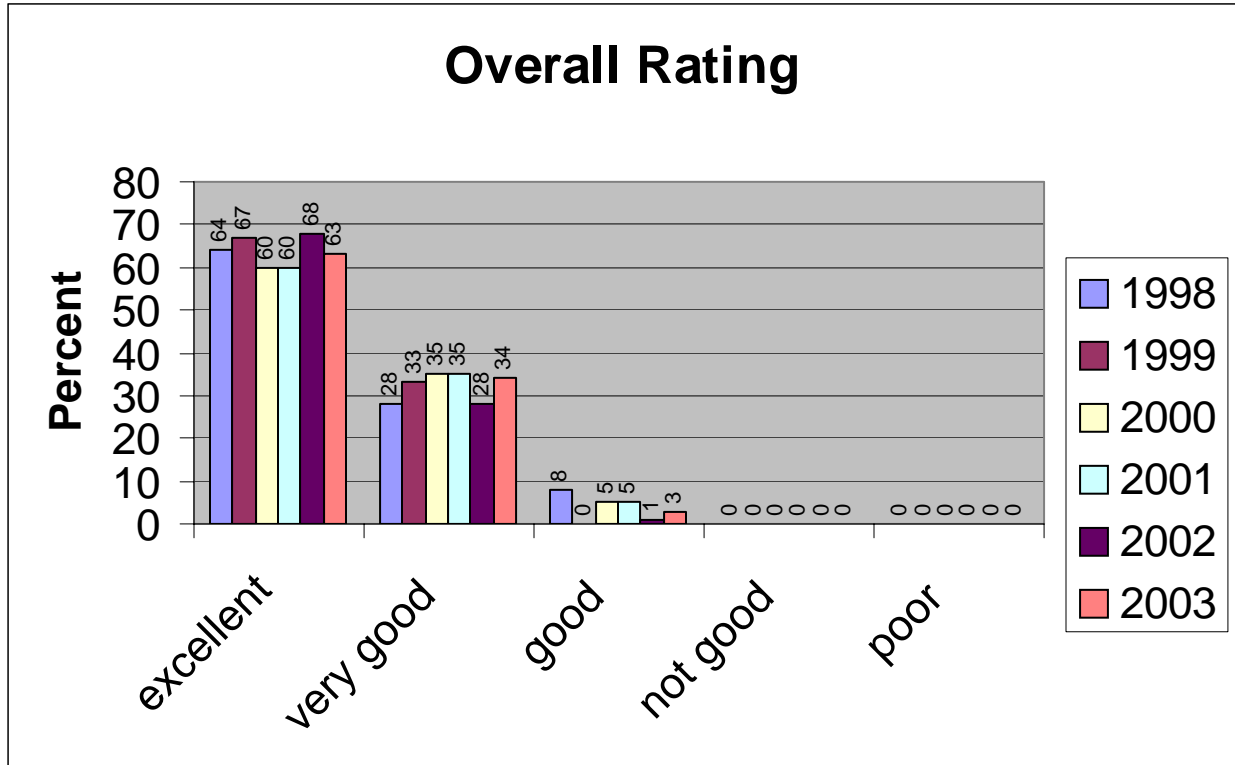
Thanks Dayna, great job!

In addition to modifying the format and curriculum of the Employer Seminars, some changes were made to the evaluation component of the new Employer Workshops. FY 2004 participants were asked to rate the workshops on a numerical basis (scale from 1-5). Responses for the FY 2004 Employer Workshops were tabulated numerically:
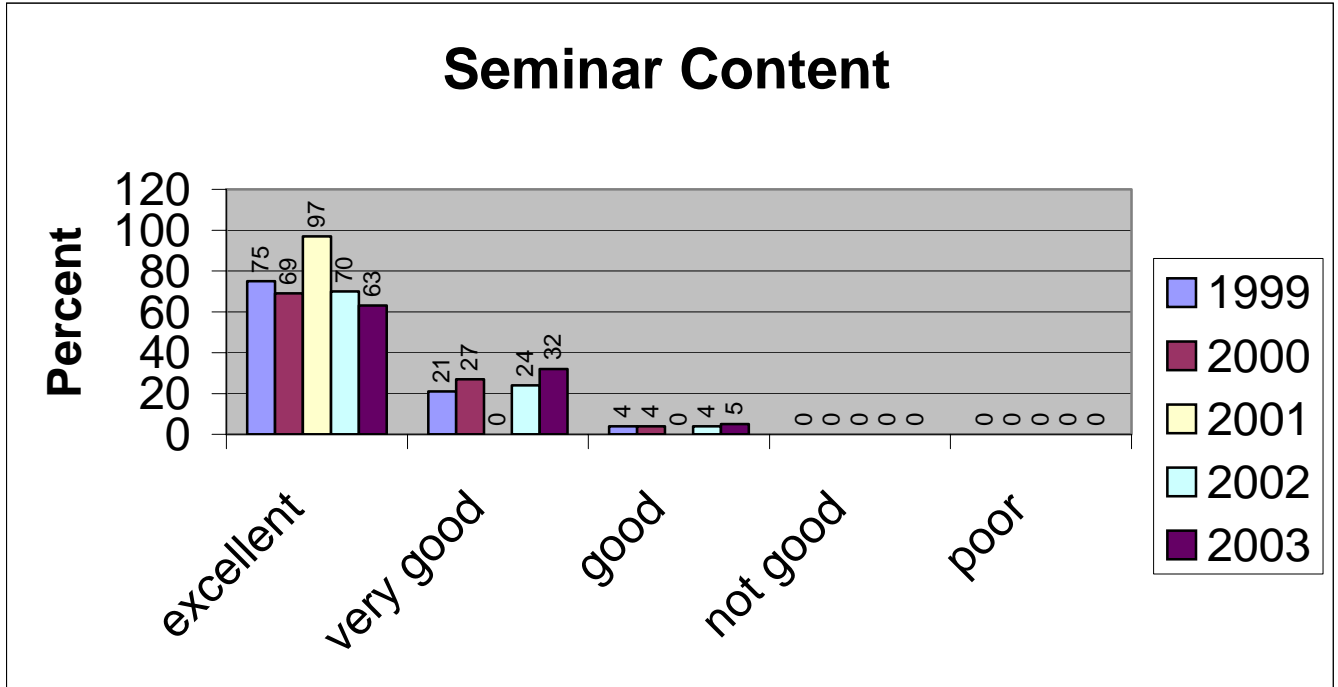
1 =Poor
2 =Fair
3 =Good
4 =Very Good
5 =Excellent

Evaluations in past years (1998-2003) were tabulated based solely on responses of: *excellent, very good, good, not good, poor,* no numerical attachment was assigned to the overall responses.

The following eight tables provide information about Employer Seminars that took place from 1998 until 2003.
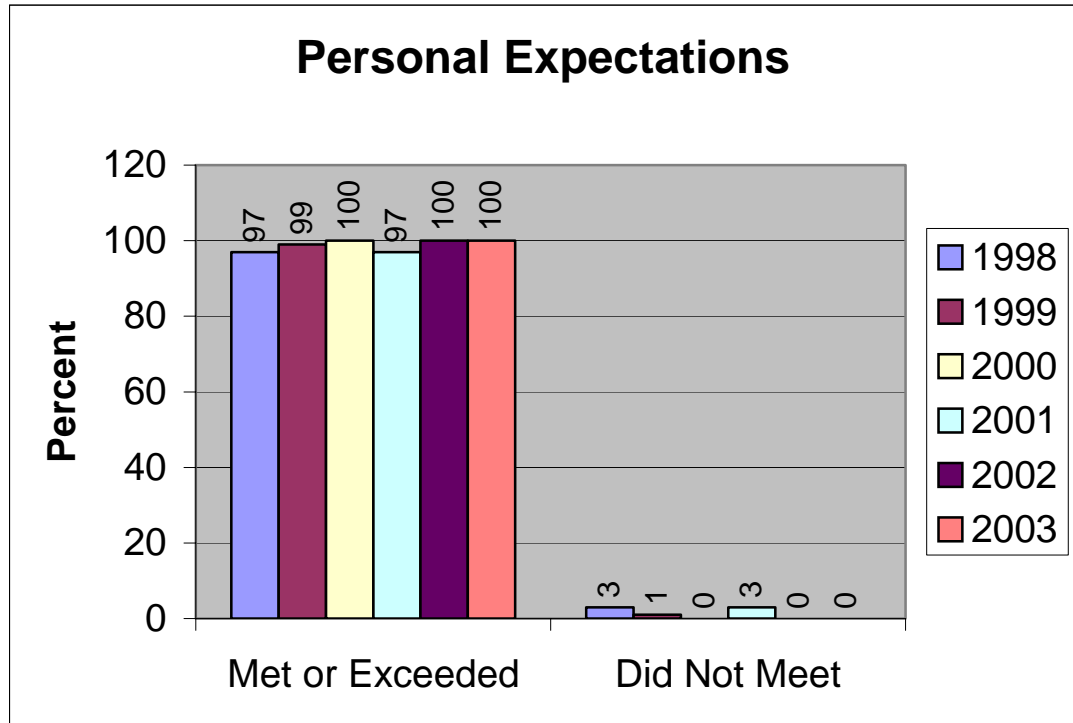
1. Overall Seminar Rating: 1998 to 2003

Overall Rating

Rating	1998	1999	2000	2001	2002	2003
excellent	64	67	60	60	68	63
very good	28	33	35	35	28	34
good	8	0	5	5	1	3
not good	0	0	0	0	0	0
poor	0	0	0	0	0	0

2.   Seminar Content: Ratings from 1998 to 2003

Seminar Content

3.   Usefulness of information: Rating from 1998 to 2003

Usefulness of Information
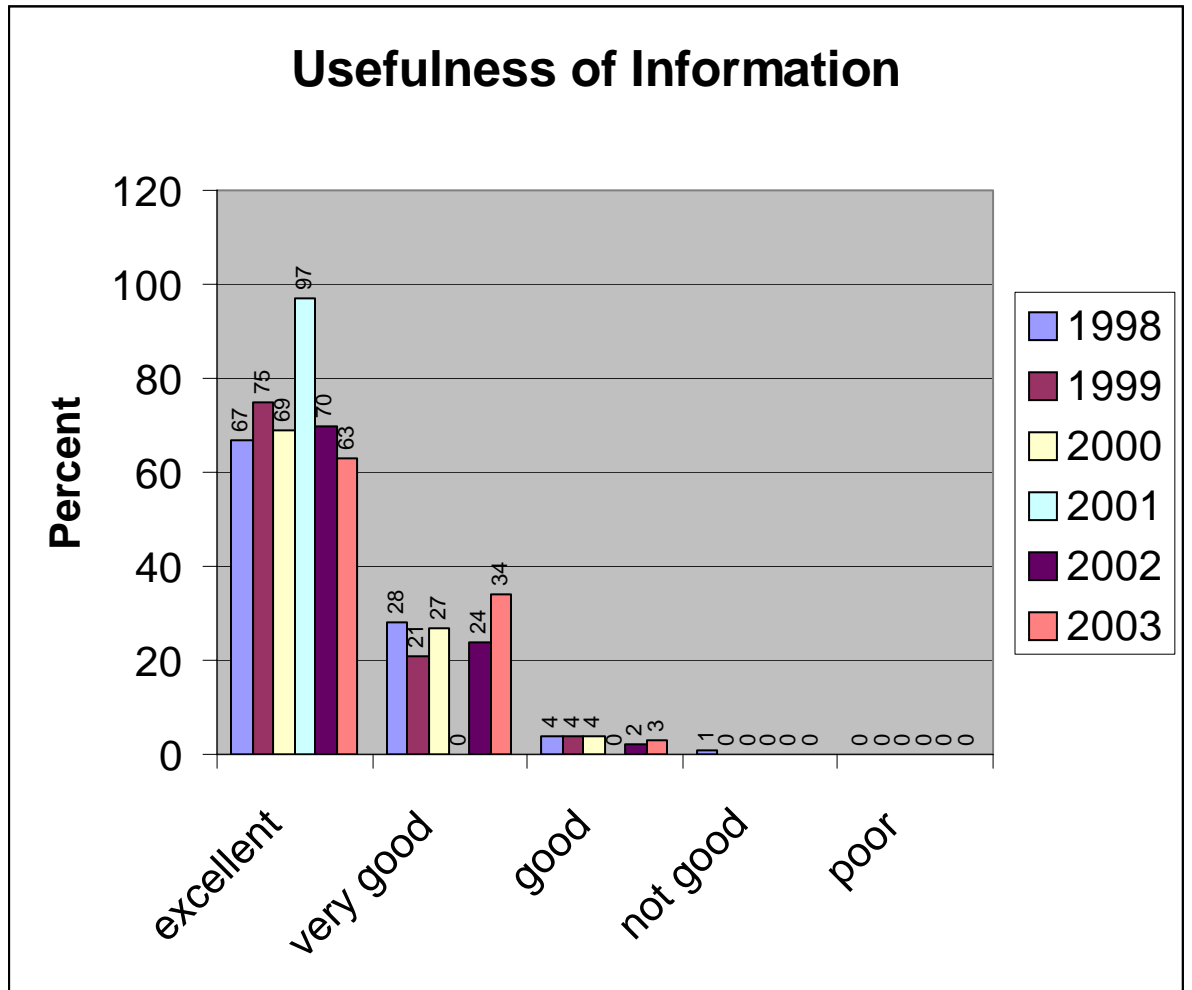
4.   Personal Expectations: Rating from 1998 to 2003

Personal Expectations

5. **Length of Seminar: Rating from 1998 to 2003**

Seminar Length

Bar chart titled "Seminar Length" showing Percent on the y-axis (0 to 120) for three categories: Too Long, Too Short, and Right Length. Legend: 1999, 2000, 2001, 2002, 2003.

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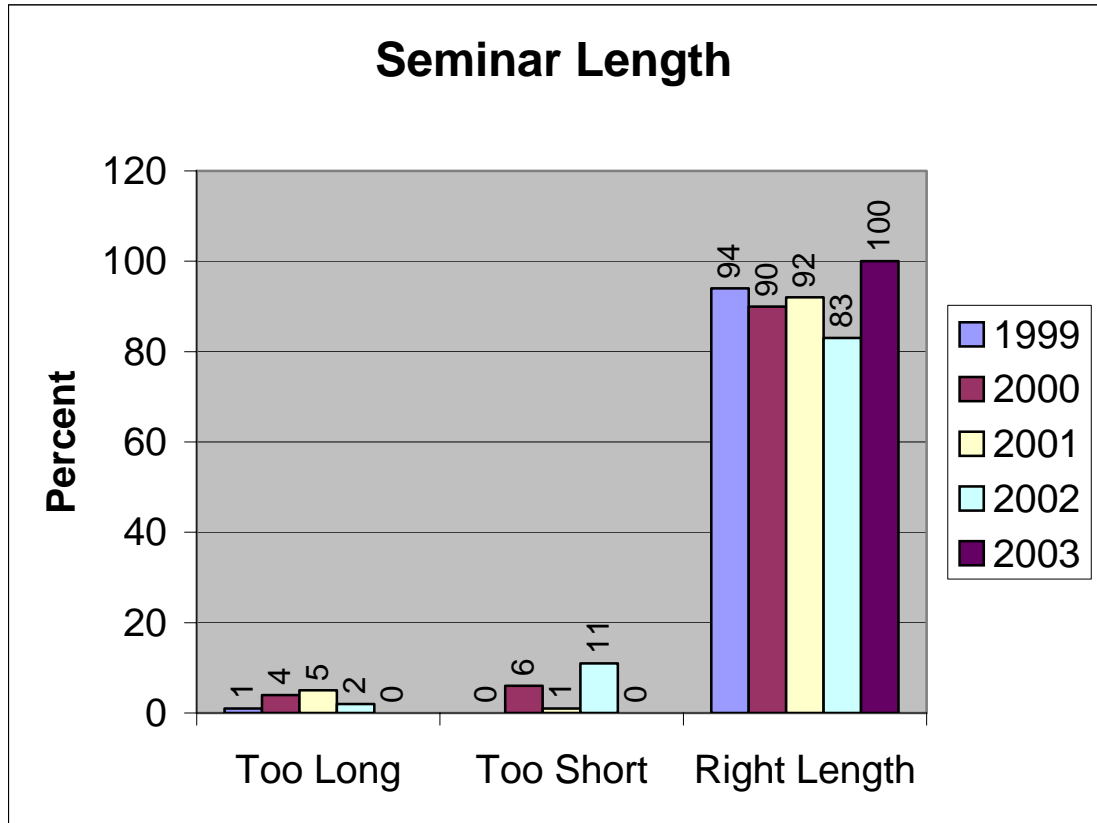
6.   Current State of Teleworking: 1998 to 2003

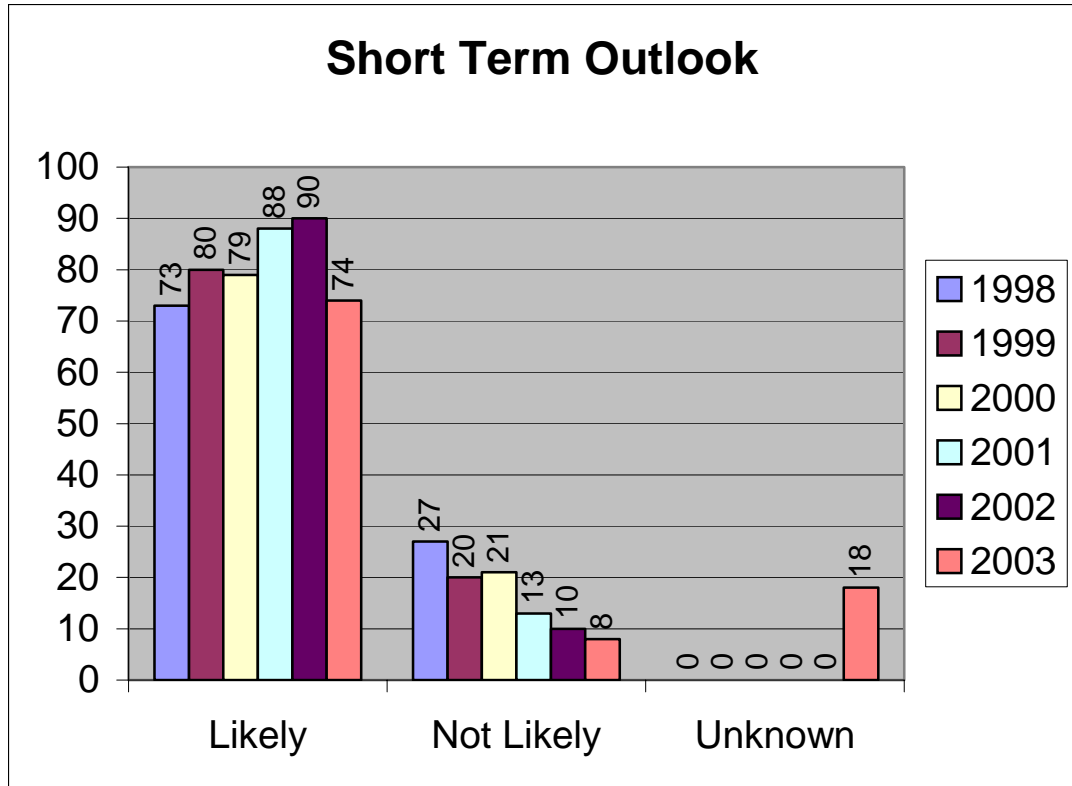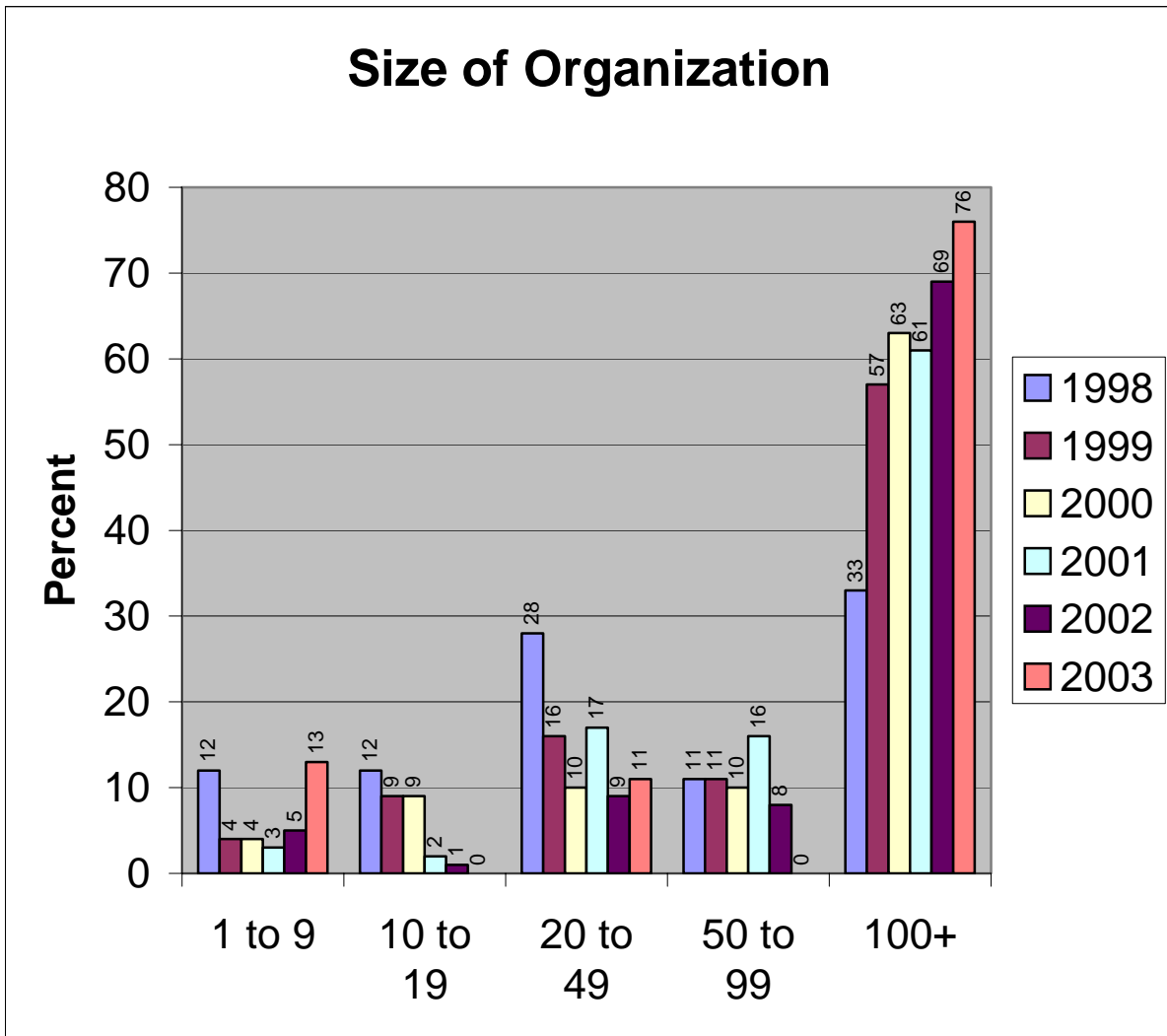**Current State of Telecommuting**
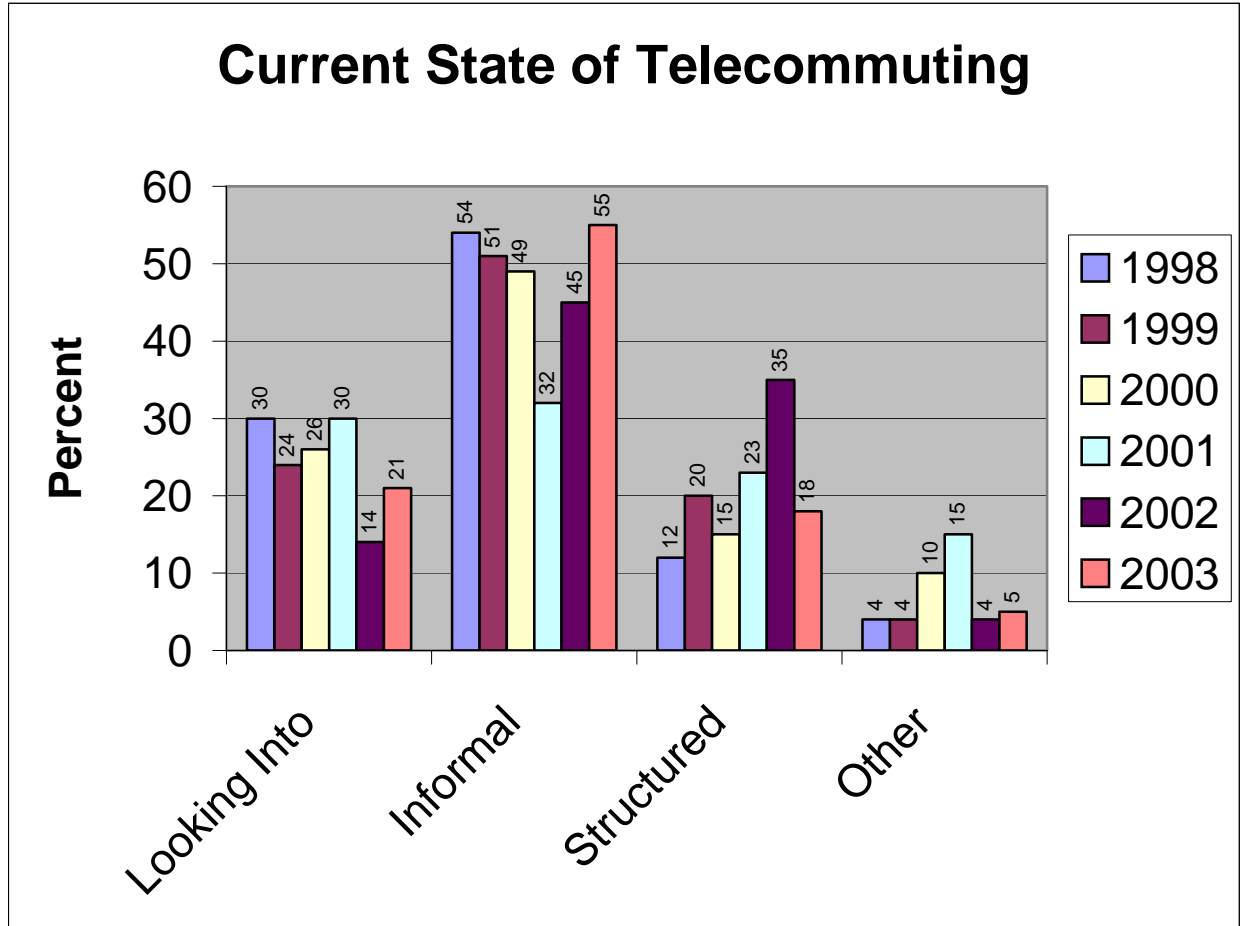
7.   Short-Term Outlook: Responses from 1998 to 2003 Seminar Attendees

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

8. **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 over 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. This year, 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.

In 2004, the Employer Workshops averaged 25 attendees per workshop. As with the past seminars, in 2004, employer representatives remarked that the workshops were beneficial in enhancing, evaluating, or expanding their organization's telework programs.