

Beyond Telework



Treasury Inspector General for Tax Administration

June 9, 2011



Background

- 823 employees dispersed into 86 different offices coast-to-coast.
- 83% of employees participate in our Telework program. 46% of those are participating at a full or expanded level.
- Rent savings have been realized by the closing of one office and reducing square footage in 3 others.
- Active use of Telework for recruitment & retention incentives along with expanding our support of work/life balance for our employees.
- Expanded our program to include Collaborative tools and devices.



Background

- Set a **goal** to develop a methodology to “Make TIGTA a better place to work”.
- Obtained **Executive support** at the onset.
- Created a **multi-functional committee** with **executive representation** to develop a Concept of Operations.
- Ensured willingness of management to evolve work practices in a **non-traditional** office environment.
- Designed a **Pilot** with a representative sample from all divisions of the organization.
- Provided initial training to stress “Managing Deliverables” rather than managing employees.
- Maintained flexibility in adapting processes and policies to accommodate work/life balance for employees.



Policy

- Function heads established eligible positions.
- Managers maintained control over participation in their departments:
 - Determine eligible employees
 - Meet with employees to **agree** upon Telework arrangement
 - Maintain **signed** agreement in Employee Drop File
 - **Termination** authority if performance levels drop
- Training provided to all participants.



- Flexible participation levels offered:
 - **EPISODIC:** on a task-by-task basis
 - **LIMITED:** 1 day per week
 - **EXPANDED:** 2-3 days per week
 - **FULL:** 4-5 days per week
- Appropriate office-like environment provided:
 - Equip users with printers, fax machines, copiers, etc based on their *level of participation*.



Obstacles

- Organizational Culture:
 - “You have to be seen in the office” to get promoted
- Management Culture:
 - “They aren’t being productive if I can’t see them”
 - “How can I manage a team with just a phone?”
 - “How do I know they are actually working?”
- **Change is Never easy:**
 - Employee loss of socialization
- Costs & Deployment of new equipment
- Security Mandates
- Home-based broadband setup support by Helpdesk



Benefits

- **Productivity Gains**

- You must already have **performance measures** in place to determine any gains.
 - Cases/Audits opened, in progress, closed
- Ability for Executives and Managers to address larger groups via **virtual town halls and meetings**.
- **Business Process “Elimination”** – Performing in virtual & collaborative space eliminates redundant task & keeps more **trees** alive.



Benefits

- **Employee Morale**

- **Big win** for TIGTA. While there are other contributing factors, job satisfaction is high **(75.8%)**
- **Rated #18 in** in FY2010 *“Best Places to Work in the Federal Government”* survey
- TIGTA employees consistently had a **higher percentage of positive responses in the benefits section** than the rest of the Federal Government in the FY2009 Federal Human Capital Survey
- 80.8 % Employees are satisfied with Pay & Benefits



Benefits

- **Revenue Protected**, Funds put to better use.
 - **Travel Savings** by using collaboration & telework to attend team meetings, task force planning meetings, COOP exercises, training, etc
 - **Rent Savings** by implementing Hoteling, but it can be an emotional mine field
 - **Cost Avoidance** by using Telework/Hoteling to reduce office space in our Dallas, Atlanta and Kansas City offices



HOTELING

DEFINITION and CRITERIA FOR PARTICIPATION

- “Hoteling” is the term used to describe the use of offices and/or workstations set aside for the shared use of employees who spend the majority at an alternate workplace.

HOTELING WORKSTATIONS

- Hoteling workstations will be approximately 80 square feet. The workstations will provide adequate privacy to accomplish duties.

HOTELING OFFICES

- Private hoteling offices will be available for use by managers on an as-needed basis. Each private hoteling office will be approximately 150 square feet.



HOTELING

EQUIPMENT

- Docking Station; Keyboard; Mouse; Monitor and stand; Power cord for laptop connection; and Telephone.

RESERVING WORKSPACE

- It is mandatory that employees and managers reserve workspace in advance. Reservations will on a first-come/first-served basis.

HOUSEKEEPING

- Employees shall keep hoteling workstations and private hoteling offices clean and devoid of litter and personal effects.



Hoteling

FILE STORAGE

- Each employee who participates in hoteling shall be provided with a minimum of one lockable file drawer in which to store their personal belongings and office files. Participating managers shall be provided with a minimum of one lockable 4-drawer lateral file cabinet.

TELEPHONE SYSTEM

- The permanent phone number of employees will be routed to the appropriate reserved hoteling workstation or private hoteling office, cell phone or home phone. Each phone number will also have voice mail service.



Benefits

- **Emergency Preparedness is Enhanced**

- Employees can work from **anywhere**
 - The office is no longer a single point of failure & our dispersion strategy is more viable
- Production continues with slight interruptions
 - You **must** have a robust disaster recovery plan in place
- Expanding WebEx use to facilitate additional Emergency Preparedness initiatives such as incident tabletop exercises, communication during actual emergencies (weather, terrorism, outages) as well as the Continuity of Operations (COOP) activation/order of succession.

- **Business Resumption Planning**

- Having a fully mobile workforce, practiced in working from an alternate location, allows for quick deployment of a business resumption plan should it become necessary.
- Examples: DC Inaugural week, DC metro train crash, inclement weather conditions, etc



Work is not where you go,
It's what you Do!