

The State of California
Telework – Telecommuting Program
1983 – 21st Century

“The talk you hear about adapting to change is not only stupid, it’s dangerous.
The only way you can manage change is to create it.”
Peter Drucker...

Acknowledgements

The State of California was the first state government in the United States to embark upon the idea that work could be performed in other than conventional offices that are typically located in central business districts. With the late 20th century technology advancements, the virtual workplace became a real possibility.

Moving from a vision of the virtual workplace to creating it in reality has required risk taking. This document is a culmination of the hard work of those leaders among the ranks of state employees who willingly and eagerly stepped forward to innovate the telework (also known as *telecommuting*) option in a business-oriented fashion within California State government. Names of some of those state employees appear within the text and resources referenced herein. With their leadership and willingness to innovate, the State of California was able to lead the nation toward socioeconomic, environmental, and quality of life improvements. To them and to those who continued to create changes for the betterment of the workplace, we gratefully acknowledge and appreciate you.

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Section 1. Mission and Objectives

Our *mission* is to provide information that will assist California government departments, boards, commissions, and other units of California State Government with successfully planning and implementing the State of California Telework-Telecommuting Program (*California Government Code §14200–14203*).

Our Telework-Telecommuting *objectives* are to:

- Explain the State of California Telework-Telecommuting Program;
- Answer the *what, why, when, where, who*, and *how* of planning, executing, monitoring, and evaluating telework programs; and
- Offer information for those researching, studying, or simply curious about the State of California’s early, ground-breaking, pioneering successes with telecommuting and telework.

More specifically our *intent* is to offer you—the State of California managers, supervisors, nonmanagers, nonsupervisors, and program coordinators—opportunities for learning more about the telework option and *what’s in it for you and your organization*. When carefully planned and managed, you are better assured of win-win results with a *designed-for-success* telework program, especially one tailored to satisfy the needs within your organizational culture. We of the Department of Personnel Administration offer executive briefings among the first critical first steps toward providing you information upon which you can make an informed decision to adopt teleworking—or not.

Your efforts to develop innovative approaches for sound continuity planning and for recruiting, developing, and retaining a qualified workforce are supported by the information herein. A consulting service is available to assist you in creating the program suited to the culture of your organization.

While our intent is to principally serve California State Government, we are pleased to share this information with other governments and the private sector, trusting that, if you choose to use any of this, you will cite this source accordingly.

Section 2. About Telework and Telecommuting

Defined and Explained

An easy way to remember the meaning of *telework* or *telecommuting* is by dissecting the word(s). When thinking of related words such as *telephone*, *television*, *telegraph*, *telecommunications*, and *telework*, consider the “*tele*” part first. “*Tele*” means “. . . distant, remote, . . . at, over, from, or to a distance . . .” When linked to *commuting* and *working*, it translates to *commuting from a distance* and *working at a distance*.

The word *telecommuting* was earlier used to emphasize an ever-increasing need to reduce vehicular commute trips and the undesirable byproducts of traffic congestion. Among transportation professionals, *telecommuting* is considered as one of many transportation demand management strategies. As a transport strategy, *telecommuting* is only a part of a larger picture. Other parts include: office-space demand; environmental mitigation (air pollution and energy consumption); employee performance; business objectives; and quality of life.

With passing time, it became clear that the term *telecommuting* inadequately explained the broader spectrum of interests. As noted below, *telecommuting* is a form of teleworking. The term *telework* better expresses the broader interests missing in the term *telecommuting*. Because *telework* is more expressive and encompassing, and because it is *the* internationally recognized term—where *telecommuting* is not¹—*telework* has become the preferred globally accepted term. From business objective perspectives, *work* makes more sense than *commuting*.

Jack Nilles, who coined these terms, defines and makes these distinctions:

Teleworking: “ANY form of substitution of information technologies (such as telecommunications and computers) for work-related travel; moving the work to the worker instead of moving the workers to work.”²

Telecommuting: “Periodic work out of the principal office, one or more days per week, either at home, a client’s site, or in a telework center; the partial or total substitution of information technologies for the commute to work. The emphasis here is on *reduction or elimination of the daily commute* to and from the workplace. Telecommuting is a form of teleworking.”

Telework can also mean an arrangement that permits employees to work in or near their homes for all or part of the workweek. It can mean working at a project site or in a client’s office.

¹ *Commuting* is a term unique to the USA and is without a translated substitute in other languages. *Tele* linked to *work* has thus become the accepted international term for working at a distance, or working anywhere anytime.

² [Nilles, Jack M.](#), *Managing Work – Strategies for Managing the Virtual Workforce*, John Wiley & Sons, Inc., 1998.

What It Is and Isn't

Telework <i>is</i> . . .	Telework <i>is NOT</i> . . .
➤ Managing by <i>results</i> , not surveillance.	➤ Working at home all the time.
➤ Improving management and employee effectiveness.	➤ Applicable to only a few jobs.
➤ Recruiting and retaining skilled employees.	➤ Always easy to implement.
➤ Reducing operating and overhead costs.	➤ A team destroyer.
➤ Planning a continuity strategy for disaster and emergency recovery (<i>earthquakes, fires, floods, accidents, terrorists</i>).	➤ Another fad.
➤ Improving the quality of life for Californians.	➤ High-tech.
	➤ Costly.

Who Needs to Know about It?

- Leaders wanting to recruit and retain skilled and valued employees in the new *teleworkforce*.
- Managers desiring to reduce the risks of informal telecommuting arrangements.
- Strategists looking at new workforce flexibility options and ways to redirect their facilities cost toward program needs.

Why Telework?

Innovating a well-planned and well-managed telework program can bring about many desirable changes, particularly when the program is expanded to a full-scale work option that is integrated into the cultural fabric of an organization. Among those changes are:

- Managing by *results* instead of policing or surveillance;
- Improving management and employee effectiveness;
- Recruiting and retaining skilled employees;
- Reducing operating and overhead costs; and
- Improving the quality of life.

Styles and Modes

Home-based telecommuting is the most commonly recognized form of telework. Another common term is *virtual office*, or working from anywhere anytime. Yet, there are other forms becoming accepted as effective practices in the public, government, and private sectors. The State of California has the opportunity to expand the conventional home office teleworking mode to other forms of telework. Other telework styles are:

Satellite Telework Centers are typical of a conventional office (owned or leased). A satellite office differs from the traditional office: “. . . *all of the center’s employees work there because they live closer to that facility than to their regular or principal office, regardless of what their jobs are.*”³

Local and Neighborhood Telework Centers are similar to the satellite centers, except the employees of multiple organizations may perform their work in a somewhat traditional office environment.

Multiple Telework Sites offer a variety of work locations that the employee can vary by working at given times in the principal office, the telework center, or the home office. The multiple locations embrace the *Virtual Office* concept: “. . . a technology-based option for doing work away from the [*conventional*] office.”⁴

Office Hoteling “. . . is a concept of being able to call ahead to reserve a specific workplace.” “. . . Mobile workers are the primary candidates and they usually are found grouped together in specific divisions or departments. Teleworkers . . . are likely spread across all parts of the organization . . . “ It can mean reserving a specific work space for a specific time. ⁵

Office Moteling differs from Hoteling in that workspace is made available on a *first come, first served* basis.

Alternative Officing

Alternative officing are strategies for deciding office location and planning office space uses.⁶ They include:

Reengineered space

- Work schedule (flexible schedules)
- Modified office standards (better use of space)

On-premise options

- Shared space (two or more sharing space at different times)
- Group address (group or team space)
- Activity settings (setting to fit the individual or group)

³ [Nilles, Jack M.](#) *Managing Telework – Strategies for Managing the Virtual Workforce*, p. 13. Wiley 1998.

⁴ Gordon, Gil. [Gil Gordon & Associates](#)

⁵ [Robertson, Ken.](#) *Work Transformation – Planning and Implementing The New Workplace*, pp. 85 and 191. HNB Publishing 1999.

⁶ The [California Department of General Services, Real Estate Service Division](#), is responsible for most state-owned and leased office facilities.

- Moteling or free address (first come first serve)
- Hoteling (reserved work space)

Off-premise options

- Satellite office (dedicated facilities used by full-time employees; assignment is to the facility closest to the employee's residence)
- Home-based telecommuting (home office workspace)
- Remote telework center (similar to a satellite office but may serve workers from various employers)
- Client-based office (space at the client's facilities with private connectivity to the teleworker's employer)
- Virtual office (work space for anywhere or anytime)
- Combination of any of the above

Rationale—Satisfying a Need or Solving a Problem

A critical first task for deciding to implement a telework program is to identify its potential for your organization. Would the program address the organization's program or business objectives? What needs or problems would a telework program address?

More often than not, a telework program has its origin with a valued employee having a need, opportunity, or desire to telework. In turn, it has been the employee who has had to convince the employer/manager that a telework arrangement would be in the best interests of the organization. More recently, telework programs have originated with employers/managers. The shift from employee- to employer-motivated programs is attributed in part to:

- Linking telework to business or program objectives;
- Mounting evidence from case studies proving the value of telework programs;
- Designing telework programs for success rather than as pilots or experiments;
- Leading and managing telework programs; and
- Recognizing the socioeconomic implications of the technology-based workforce evolving into a teleworkforce capable of expressing its changing needs, particularly quality of life needs.

Ultimately, the rationale for executing a telework program falls generally into three complementary categories:

- Business/Program – Employee effectiveness and loyalty; attract and retain valued workers (being an employer of choice); personnel and overhead cost savings (office space, travel, absenteeism); electronic and telecommunications technology efficiencies; customer satisfaction; profitability; return on investment in the world of intellectual capital and knowledge management; results-oriented management; time lost from commute-related accidents (employees' injuries and fatalities); disaster recovery; emergency preparedness; and contingency planning.
- Personal/Employee – Work/life balance; quality of life; reducing stress; productivity (quality, quantity, timeliness and costliness); pursuit of pleasure; personal freedom and

control; employee loyalty resulting from the trust to telework (related to results-oriented management); work environment; limited caregiving (e.g., elder care and sick child care); and home/family-work-leisure integration.

- Societal (Socioeconomic) – Reducing work-related traffic congestion; conserving transportation fuel energy; reducing air pollution; providing work opportunities for the mobility-restricted; decentralizing as a defense strategy against terrorism and disasters (natural and otherwise).

Section 3. California Telework Program History and Progress

This section offers detail information about the State of California Telework Program, its origin, progress, and current status.

Origin and Mission

Telecommuting was originally introduced as an idea to manage an increasing demand for office space. It was envisioned as a long-term strategy for controlling the cost of office facilities, while still improving the delivery of public services. Although the impetus was to reduce office space costs, telecommuting was earlier recognized as having the desirable potential for improving employee effectiveness, reducing traffic congestion, improving air quality, conserving energy, and improving the quality of life for Californians.

Recognizing the favorable benefit-to-cost potential, the 1984 executive management of the California Department of General Services authorized funding to prepare a two-year pilot project plan. JALA International, Inc. prepared the plan with the understanding that the plan would incorporate a “design-for-success philosophy.”

A multiagency policy steering committee was created to direct the pilot from a policy perspective. This committee was served by the Telecommuting Advisory Group (TAG), composed of representatives responsible for coordinating and championing the effort in their respective agencies. The TAG mission was to make home office telecommuting a work option in State government. The mission was accomplished as planned and within established budgets.

The Pilot 1987–1990

Beginning in January 1988 and ending in January 1990, over 200 State workers participated in the pilot as telecommuters. Another 150 served in a nontelecommuting control group. An additional 100 supervisors and managers were involved. There were three major phases of the pilot: planning, implementation, and monitoring and evaluating. The major components included:

- Executive management briefings designed to secure management endorsement and resource support;
- Manager and supervisor orientation briefings designed to encourage informed decisions on whether to participate or not;
- Non-management and non-supervisory orientation briefings designed to encourage informed decisions and volunteer participation;
- Formal training workshops for managers and telecommuters (including managers), and a joint session training designed to prepare managers and telecommuting volunteers for successful telecommuting;
- Ongoing monitoring and evaluating to enhance the benefits and reduce the costs;
- Reporting the findings and recommendations; and
- Developing policy and guidelines from the pilot experience for program expansion.

Detailed results of the pilot are in [*The California Telecommuting Pilot Project Final Report, June 1990 \(in PDF format\)*](#). Highlighted among the prominent results were:

- Telecommuter work effectiveness fulfilled or exceeded expectations.
- Telecommuting enhanced the quality of work life for telecommuters, including those with disabilities and mobility restrictions.
- Results-oriented management techniques stressed in training sessions proved to be effective for managing and supervising both telecommuters and non-telecommuters.

Unexpected results of the California Telecommuting Program pilot included:

- Major capital investments were not necessary to implement successful telecommuting programs.
- A Governor's Executive Order was issued directing the program to expeditiously expand as part of a concerted effort to help offset California's mounting traffic congestion problems.
- A Governor's Executive Order was issued encouraging the use of telecommuting as an emergency response to the California earthquake of October 17, 1989.
- The states of [Arizona](#), Colorado, [Florida](#), Minnesota, [Oregon](#), Virginia, and [Washington](#) initiated telecommuting programs based on the success of California's pilot.
- President George Bush (1992) incorporated telecommuting as part of the national transportation policy, attributable—in part—to the successful California program.
- Inclusion of telecommuting as a legitimate means for employers to comply with clean air programs administered by California Air Quality Maintenance Districts.
- The counties and cities of Contra Costa, Los Angeles, Sacramento, San Diego, San Bernardino, and others initiated telecommuting programs based on the resources and successes of California's pilot.

Two independent studies conducted in conjunction with the pilot produced favorable results. Total household automobile trips were reduced, rather than increased, as a consequence of having an additional auto available for use by other household members. In turn, potential air quality and energy conservation improvements were noted. Further, equitable means were developed for sharing office space and reducing total space requirements.

The Law

The State Employee Telecommuting Program became law September 30, 1990 and was later amended in September 1994.

Sections 14200-14203, *California Government Code*
Chapter 3
STATE EMPLOYEE TELECOMMUTING PROGRAM

§ 14200. Telecommuting

As used in this chapter, "telecommuting" means the partial or total substitution of computers or telecommunication technologies, or both, for the commute to work by employees residing in California.

§ 14200.1.

(a) The Legislature finds and declares the following:

- (1) Telecommuting can be an important means to reduce air pollution and traffic congestion and to reduce the high costs of highway commuting.

(2) Telecommuting stimulates employee productivity while giving workers more flexibility and control over their lives.

(b) It is the intent of the Legislature to encourage state agencies to adopt policies that encourage telecommuting by state employees.

§ 14201. Every state agency shall review its work operations to determine where in its organization telecommuting can be of practical benefit to the agency. On or before July 1, 1995, each agency shall develop and implement a telecommuting plan as part of its telecommuting program in work areas where telecommuting is identified as being both practical and beneficial to the organization. Agencies that participated in the experimental studies described in Section 15276 may continue and expand those telecommuting programs in accordance with the policy, procedures, and guidelines developed by the Department of General Services in conjunction with those participating agencies. Those agencies not having participated in the initial experimental studies described in Section 15276 may comply with the policy, procedures, and guidelines developed by the Department of General Services in conjunction with a multiagency group that participated in those studies.

§ 14202. Establishment of unit to oversee telecommuting programs; duties
The Department of General Services shall establish a unit for the purpose of overseeing telecommuting programs established pursuant to this chapter. This unit shall do all of the following:

(a) Coordinate and facilitate the interagency exchange of information regarding the state's telecommuting program, and establish and lead a multiagency telecommuting advisory group for these purposes.

(b) Develop and update policy, procedures, and guidelines to assist agencies in the planning and implementation of telecommuting programs.

(c) Assist state agencies in requesting the siting of satellite work stations and develop procedures to track the needs of agencies and identify potential office locations.

§ 14203. Evaluation of programs

Each state agency shall evaluate its telecommuting program. The Department of General Services shall establish criteria for evaluating the state's telecommuting program and recommend modifications, if necessary.

Authority and Responsibilities

The State of California Telework Program is a collaborative effort undertaken by the Department of Personnel Administration (DPA) and the Department of General Services (DGS). Emphasis from DGS's perspective is on telework as an office space demand management strategy. DPA emphasizes human resource matters, including program design, participant criteria, management and worker effectiveness, cost avoidance, labor-management relations, and training. DPA is also pursuing the telework option as a means to improve the quality of life for employees and all Californians.

DPA assists California government agencies with *design-for-success* telework programs. Objectives include encouraging the efficient and effective use of the telework option and supporting the findings by the California Legislature that telework is an important means to reduce air pollution, traffic congestion, and the high cost of highway commuting.

Telework Advisory Group (TAG)

Originally known as the Telecommuting Advisory Group (TAG), it serves as a forum wherein information about telework and related subjects could be exchanged.

TAG originated in 1984 as a policy-steering committee composed of mid-level managers representing an array of State entities. It was originally created to advise the Department of General Services (DGS) in planning, executing, and evaluating a two-year pilot telecommuting program. The results of the two-year pilot (1988–1990) were reported to the Governor and Legislature in July 1990. In turn, the report resulted in the enactment of legislation creating the *State Employee Telecommuting Program (California Government Code Sections 14200–14203)*. Language in the *Code* charged DGS with the responsibility of establishing a telecommuting unit with several duties, including facilitating and leading the TAG. In a May 1996 Memorandum of Understanding, the Telecommuting Unit was transferred from DGS to the Department of Personnel Administration (DPA).

Legislation amending the *State Employee Telecommuting Program* was enacted in September 1994, calling for State departments, boards, and commissions to investigate and initiate plans to innovate the telecommuting work options. TAG serves as a forum for the exchange of information about how to plan, execute, and evaluate telework programs.

State agencies, local government, and public members are welcomed to proactively participate with TAG. Because telecommuting and telework involves issues of interest to many disciplines, it is common to have several representatives from a single agency. The Telework Program Consultant assigned to DPA maintains a membership roster and provides direction and leadership for TAG.

Normally, TAG convenes three to four times during a calendar year. Depending upon contemporary interests and issues, agenda items will vary and might include emergency preparedness planning, labor/management relations, information technology, and related management and nonmanagement issues. Meeting objectives focus on information exchange, problem solving, and opportunities for program enhancements.

Future efforts of TAG include establishing a database for program evaluation, creating and implementing a telemanagement incentive program, and providing training and educational links to telework resources.

Formal Telework Programs (*Who? and Why?*)

*Telework Successes
Who is doing it and why?*

Who	Why
Board of Pharmacy	Office space, overhead, morale, productivity
CalPERS	Contingency planning, morale, productivity, office space
Franchise Tax Board	Office space, recruitment, retention, morale, employee effectiveness
Alcohol and Drug Programs, Department of	Office space demand management
Personnel Administration, Department of	Attendance, employee performance, customer service
Motor Vehicles, Dept. of	Office space, employee performance
Social Services, Dept. of	Recruitment, retention, office overhead
Integrated Waste Management Board	Office space reduction, cost avoidance (employee relocation expenses)
Others	Reduce air pollution, conserve energy, reduce reallocation cost

Other California state agencies in various stages of creating or executing telework programs are:

California State Government Entities
with or actively creating
Formal Telework Policies and Programs
January 2002

- | | |
|---|---|
| 1. Aging, Department of | 29. Health Services, Department of, Med-Cal Fraud Inspection Unit |
| 2. Air Resources Board | 30. Health and Welfare Data Center |
| 3. Alcohol and Drug Programs, Department | 31. Highway Patrol, California |
| 4. Attorney General, Department of Justice, Legal Division | 32. Housing and Community Development, Department of |
| 5. Community Colleges, California, Office of the Chancellor | 33. Information Technology, Department of |
| 6. Community Services and Development, Dept of | 34. Integrated Waste Management Board, California |
| 7. Conservation, Department of | 35. Justice, Dept of, Hawkins Data Center |
| 8. Consumer Affairs, Department of | 36. Lands Commission, State |
| 9. Education, Department of | 37. Library, State |
| 10. Emergency Services, Governor's Office of | 38. Lottery Commission |
| 11. Employment Development Department | 39. Mental Health, Department of |
| 12. Energy Commission, California | 40. Military Department |
| 13. Environmental Protection Agency, Office of Environmental Health Hazard Assessment | 41. Motor Vehicles, Department of |
| 14. Equalization, Board of | 42. Parks and Recreation, Department of |
| 15. Finance, Department of | 43. Peace Officer Standards and Training, Commission on |
| 16. Financial Institutions, Department of | 44. Personnel Administration, Department of |
| 17. Fish and Game, Department of | 45. Pesticide Regulations, Department of |
| 18. Food and Agriculture, Department of | 46. Public Employees Retirement System, California |
| 19. Forestry & Fire Protection, Department of | 47. Public Utilities Commission, California |
| 20. Franchise Tax Board | 48. Rehabilitation, Department of |
| 21. General Services, Department of, Office of the State Architect | 49. Social Services, Department of |
| 22. General Services, Department of, Division of Procurement | 50. State Compensation Insurance Fund |
| 23. General Services, Department of, Office of Small & Minority Business | 51. State Personnel Board |
| 24. Health Services, Department of | 52. Statewide Health Planning and Development, Office of |
| 25. Health Services, Application Support Unit, Licensing and Certification Program | 53. State Public Defender, Office of |
| 26. Health Services, Department of, Division of Aids | 54. Teale, Stephen P. Data Center |
| 27. Health Services, Cancer Detection Branch | 55. Toxic Substance Control, Department of |
| 28. Health Services, Department of, Laboratory Services Branch | 56. Transportation, Department of |
| | 57. Unemployment Insurance Appeals Board |
| | 58. Water Resources, Department of |
| | 59. Water Quality Control Board |
| | 60. Youth Authority, Department of |

Program Progress (1987–2002)

Current estimates suggest that the State telework program has expanded from its pilot stage of 200 employee teleworkers to more than 7,000. A program evaluation is under consideration to address the teleworking population among State entities and to discern the related benefits and costs. The evaluation would help further quantify formal and informal teleworking arrangements to better assess benefits and costs.

Attesting to the merits of the telework program were two nonpartisan legislative measures signed by California's Governor in September 1990 and in September 1994, authorizing and encouraging State agencies, boards, and commissions to incorporate telework as an element of their transportation management program. It further required the establishment of a telecommuting unit in the Department of General Services to:

- Coordinate and facilitate the interagency information exchange;
- Lead a multi-agency telecommuting advisory group;
- Develop and update policy, procedures, and guidelines;
- Assist entities with planning and implementing telework programs;
- Assist agencies with feasibility and planning telework centers; and
- Creating procedures for tracking agencies' needs and potential office locations.

Positive results of the two-year pilot prompted many State agencies to seriously move toward developing telework policies and prototypes. Heightened interest stemmed from fiscal constraints, high-cost office space, and crowded office conditions—costs that can be offset by carefully planned and managed telework programs. More recently, work and family life is motivating leaders to innovate telework programs. The telework potential for reducing conventional work-related commute injuries and fatalities together with related employer costs and benefits awaits discovery.

In early 1991, the Office of the Attorney General (AG) took the lead to establish a full-scale program following its successful pilot involving about 40 attorneys. About 300 Deputy Attorneys participated in compressed telecommuting orientations and training workshops conducted in Los Angeles, Sacramento, San Diego, and San Francisco. A carefully planned and managed pilot was the key to moving directly into a full-scale program. With the success of AG's program came the end to the "pilot" pioneering stages of telecommuting. Having proved the value with telework *pilots*, emphasis was shifted toward creating *prototypes* to serve as models adaptable to the culture and the independent needs of an agency embarking on a telework program.

In 1992 the California Department of Transportation (CalTrans), retained the Institute of Transportation Studies, University of California, Davis (UCD) to develop and evaluate a three-year telecommute work center demonstration program. A CalTrans goal was to evaluate telecommute centers as a transportation demand-management strategy.

Legislation was enacted in 1994 amending the State Employee Telecommuting Program. The amendment called for every State agency to review its work operations to determine where telecommuting can be a practical benefit to the agency. Each agency is to develop and implement a plan

in areas where telecommuting is identified as being both practical and beneficial to the organization. The Department of Personnel Administration is assisting State agencies with this effort.

An array of 60 State government agencies are either currently involved with telework programs or in program planning phases. Collective bargaining units and labor relations officers are continuing to incorporate telework program language into collective bargaining agreements.

Section 4. Creating a Telework Program (*step by step*)

Creating a successful telework program requires sound planning, purposeful execution, and monitoring for success. It is important to note that the Telecommuting Advisory Group (TAG) that prepared the Telecommuting Information, Guidelines, and Model Policy – June 1992 (see Section 5) was guided by the desire to have flexibility. That same flexibility is to give State agencies the independence to adapt telework programs that would reflect the culture and operational needs of each agency. While general guidelines are helpful, a standard *one size fits all* approach is not recommended.

The degree of program success largely depends upon how well an organization is informed about making a decision to embark on a telework program. Displayed below (see Table: *NEEDS and OFFERS*) are things an agency needs to execute a program and the things DPA offers to satisfy those needs. For each identified need, DPA offers a corresponding service. Also offered in this section is a three-phased program outline with suggested steps for creating a successful prototype. An objective is to design a prototype for ultimately expanding into a full-scale telework program.

Program Needs and Services

Table: *NEEDS and OFFERS*

<i>A State Agency NEEDS</i>	<i>The Department of Personnel Administration OFFERS</i>
Essential information for making prudent decisions to use the telework option.	Informative executive briefings and management orientations.
A customized program designed for success.	Experienced consultation in developing telework policy and guidelines tailored to support your organization's culture.
Awareness of the risks and disincentives of condoning informal telework practices.	The latest on liability, security, workers compensation, health, safety, and labor relations affecting telework.
A telework strategy for emergency planning and disaster recovery.	Planning for effective emergency telework practices during disasters, emergencies, and business recovery periods.
An awareness of alternative officing opportunities and resources.	Access to service providers: alternative officing planning and design, telecommunications counseling, and information services and training.

Management and supervisory skills for managing remote work.	On-site seminars and workshops tailored to an organization's needs. (See also State Training Center telework courses #370.)
Program planning, implementation, and evaluation guidance.	In-depth, experienced and on-site consulting to support your program planning, execution, and evaluation.

The three phases for creating a telework program are: Planning, Executing, and Monitoring and Evaluating. Each phase comes with a series of suggested activities and tasks.

Phase 1 – Planning

- 1.1 Identify the need(s) a telework program will solve. What problems will telework help solve, including business, personal/employee, work/family arrangements, quality of life, environmental, etc.? Business objectives, stated clearly, are critical for employer and management support.
- 1.2 Identify stakeholders, those who are affected by the possible inputs and outcomes of a telework program, including customers, clients, non-teleworking co-workers, unions, and others who could be favorably or adversely impacted.
- 1.3 Recruit and organize a core planning team consisting of disciplines having an influence on the success of the program, including the human resources, legal counsel, information technology, and facilities managers; risk management specialists; labor relations officers; and union representatives.
- 1.4 Develop a brief mission statement with clearly and concisely stating the goals and objectives. This, in turn, lends management credibility and direction to the organization and the core planning team's efforts.
- 1.5 Inventory resources, barriers, and potential issues. An early understanding of the scope and limitations helps focus the work tasks where special attention is demanded.
- 1.6 Prepare executive briefings and orientations for both management and nonmanagement with the objective of providing information upon which informed decisions can be made to participate or not.
- 1.7 Convene an executive steering committee for the purpose of resolving issues and moving through impasses. Although completed staff work will avoid the need of executive-level intervention, its presence can provide the impetus for moving through road blocks to implementation.

Phase 2 – Executing

- 2.1 Develop benefit-cost assessment tools to ultimately measure the success—or failure: tools to collect data for analysis and measurement of need satisfaction or problem resolution.
- 2.2 Draft an interim policy with general and flexible guidelines to fit the culture and operational needs of the organization.
- 2.3 Schedule and conduct executive briefings and general orientations prepared in Planning – Phase 1 for all management and nonmanagement, including coworkers not interested in the telework options.
- 2.4 Create telemanager and teleworker criteria deemed most likely to result in successful telework arrangements. (These are criteria that characterize a good telemanager and teleworker.)
- 2.5 Create a “before-telework database” from the tools developed above (Section 2.1). (It is critical to have a baseline from which to measure progress or nonprogress resulting from the telework program.)
- 2.6 Provide telemanagers/supervisors and teleworkers with educational seminars and workshops for those volunteering to participate in the program.
- 2.7 Secure logistical support (e.g., telecommunications, connectivity, hardware, software, security).

Phase 3 – Monitoring and Evaluating

- 3.1 Begin teleworking.
- 3.2 Establish and hold forum and focus group discussions to identify and correct problems and to enhance program objectives.
- 3.3 Conduct a midterm prototype evaluation.
- 3.4 Conduct a final evaluation.
- 3.5 Prepare a final policy and guidelines based on experience with the interim policy created in Phase 2.
- 3.6 Expand from a prototype to a full-scale program.
- 3.7 Continue monitoring and improving.

Section 5. [Consultation—Training—Resources](#)

This section offers an array of resources about telework and telecommuting, beginning with options for consultation and training and an archive of the State of California historical telework documents for those interested in the history and evaluation of the telework program. The archived information has been of interest to news media and to students preparing academic papers relating to policy and telework program history and progress. A list of publications is offered as assistance to those seek in-depth program information from the perspective of potential teleworkers, telemanagers, and telework program coordinators. Many of these resources are linked to other useful telework and telecommuting sources.

Consultation and Training Resources

The Department of Personnel Administration (DPA) offers training and assistance to managers, supervisors, and program coordinators, potential teleworkers and non-teleworking co-workers. For additional information please visit the “[Non-governmental telework/telecommuting resource links](#)” on DPA’s website.

These services can be customized to accommodate and reflect the distinct organizational culture of your State agency and delivered at your work site.

Option 1: Telework Program Planning and Management

This is a workshop for individuals who are, or could be, responsible for planning, developing and executing telework programs. The focus is on a *design for success* program with an interactive format, requiring participants to draw upon their experience with and knowledge of their organizational culture.

Option 2: Teleworker "Need-to-know-about-Telecommuting-before-I-decide"

For general information about telecommuting and telework, please see Section 2—About Telework and Telecommuting (page 2) and Section 4—Creating a Telework Program (page 15). Orientation briefings can be arranged.

Option 3: Telemanager and Teleworker

This is for managers and employees who have **already** decided to participate in a telework program. This interactive program is focused on preparing the telemanager and the teleworker for a successful telework experience. Roles, responsibilities and concerns of the teleworker and telemanagers are discussed with a view toward finding options to avoid problems and enhance opportunities. Attendance of the teleworker and the supervisor is *required*.

Option 4: Do It Yourself External Training Resources

The 5-state Telework Collaborative (including California) has developed educational and training resources as stand alone aids for training officers and telework program coordinators and teams.

For additional information, contact David Fleming, California Telework Program Consultant, at (916) 327-9143.

State of California Telework Archive

Historical documents (late 1980's – early 1990's) include:

Telecommuting Pilot Project Executive Summary
(Download this document in Word for Windows format.)

State of California Telecommuting Pilot Project, June 1990
(This document is in Acrobat PDF format.)

Governor's Executive Order D-73-88
(Download in Word for Windows format)

Governor's Executive Order D-82-89
(Download in Word for Windows format)

State and Department(s) policies and guidelines

Telecommuting Information, Guidelines and Model Policy
(Download this document in Microsoft Word for Windows format.)

Department of Personnel Administration – Telework Policy
(Download this document in Microsoft Word for Windows format.)

California Public Employees Retirement System – Telework Program - 2000 Policy and Procedures This document is in Acrobat PDF format.)

California Environmental Protection Agency – Telework Program Policies and Procedures

Resources

Federal and State

Arizona, California, Oregon, Texas and Washington consortium.
Telework Collaborative

State of California – Work & Family Program
State of California - Computer User's Handbook (in Acrobat PDF format.)

Telecommute Connecticut

US General Services Administration (GSA)
Telework Program

Associations

Bay Area Telework Association (BATA – San Francisco region)
International Telework and Advisory Council (ITAC)
Metro Atlanta Advisory Council (Atlanta region)

Non-government telework/telecommuting resource links

Gil Gordon Associates
InnoVisions Canada
InteleWorks
JALA International, Inc.
June Langhoff's Telecommuting Resource Center
KLR Consulting
Legato Consulting
New Ways to Work
TAO Emergency Management Consulting
Telecommuting Safety & Health Benefits Institute
WorkOptions.com

Books

The Law of Telecommuting by Nicole Belson Goluboff, 2001. American Law Institute, American Bar Association, Committee on Continuing Professional Education.

Managing Telework – Strategies for Managing the Virtual Workforce by Jack M. Nilles, John Wiley & Sons, Inc. 1998.

The Telecommuter's Advisor: Real World Solutions for Remote Workers by June Langhoff, Aegis Books, 1999.

Telecommuting Success: A Practical Guide for Staying in the Loop While Working Away from the Office by Michael Dziak, Jist Works, 2002.

Telecommuting for Lawyers by Nicole Belson Goluboff, American Bar Association, Law Practice Management Section, 1998.

Work Naked – Eight Essentials for Peak Performance in the Virtual Workplace by Cynthia C. Froggatt

Work Transformation: Planning and Implementing the New Workplace by Ken Robertson, HNB Publishing, New York, NY 1998. 212-496-9244.

Periodicals/Newsletters

Business@Home
InnoVisions Canada
Telecommuting Review
TeleTrends
Tele-News

Research

ITD Telecommuting Task Force Report

Massachusetts Telecommuting Initiative – Executive Summary

Teleworking Today – Does the reality match the hype?

Telecommunications & Travel Research Program, Institute of Transportation Studies, University of California, Davis