

# 21<sup>st</sup> Century Workforce Flexwork: Elements for Success



**A PRESENTATION BY  
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# Telework



Extending the workplace beyond the traditional office

Working at home, hoteling and co-working

Telework

A voluntary arrangement

A management prerogative; not an entitlement

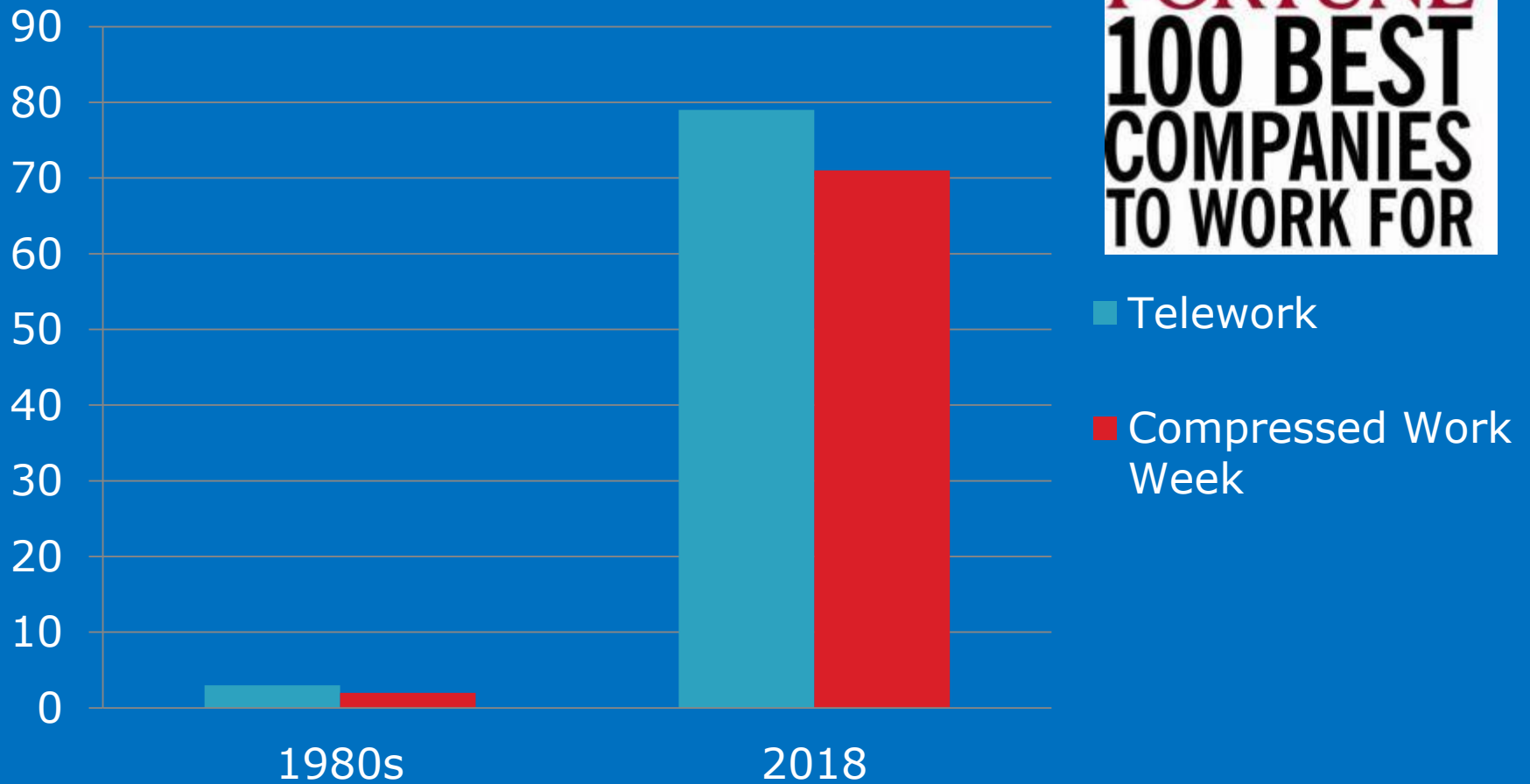
# Return on Investment (ROI)



- Reduced employee absenteeism (2-4 days)
- Reduces or eliminates tardiness
- Lowered facility costs, demand for parking spaces (10-90%)
- Solution for Business Continuity
- Increased worker productivity (10 to 20%)
- Increased employee morale, recruitment, retention (50-65%)
- Better communication among time zones
- Environmentally friendly “green” program\*

\*All data based on 50-60 case studies

# Does Teleworking Improve Recruitment and Retention?



# Prevalence of Flexibility Programs



82%

Flex-Time (flexible start/stop times)

48%

Shift Flexibility

48%

Compressed Workweek (4/10, 9/80)

# Strong Adoption of Telework Among US Employers



**85%**

Ad hoc

(e.g., to meet a repair person, care for a sick child)

**56%**

Telework on a regular monthly basis

(at least one day per month, but not full time)

**53%**

Telework on a regular weekly basis

(at least one day per week, but not full time)

**34%**

Full-time telework

(every regularly scheduled workday)

# Measuring Productivity



How Productivity is Measured when Employees are Teleworking?	Percent
Responsiveness of employee (e.g., how quickly employee responds to e-mails, returns phone calls)	48%
Line manager/supervisor establishes specific goals/parameters with the employee	43%
On the honor system; there is no standard mechanism in place to manage/measure productivity for telecommuters	37%
Our standard methods for measuring productivity are effective for both telecommuters and on-site employees	36%
Employee records time worked on a timesheet or other logging system	34%
Employee reports progress against assigned tasks on a scheduled basis	26%
Organization is still working out how to manage/measure productivity for employees when they telecommute	23%
Organization monitors employees via software (e.g., software that tracks and records computer behavior)	9%
Other	3%

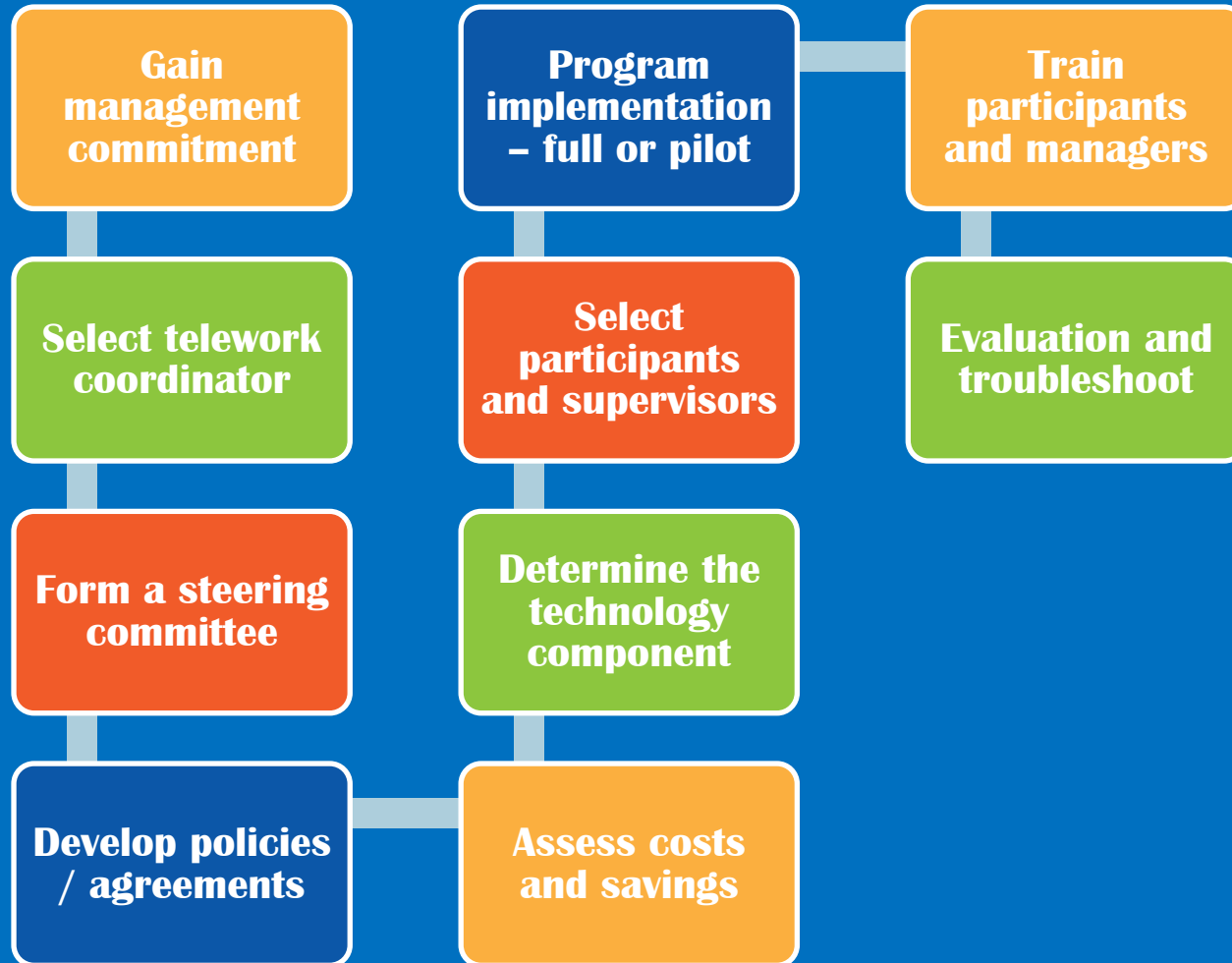
# Why Formalize?



- **To be consistent**
- **To define a process and develop a policy**
- **To define the role of management**
- **To define clear expectations**
- **To identify selection criteria for jobs and individuals**
- **To offer training**
- **To expand the program**
- **To measure success**



# Implementation Milestones



# Organizations with Successful Programs



- **Delta Airlines**
- **County of Los Angeles**
- **Bank of America**
- **Home Depot**
- **Assurant**
- **Atlanta Regional Council**
- **Federal Government**
- **CH2MHill**
- **State of Georgia**
- **GE**
- **Lathem Time**
- **Mercedes Benz USA**
- **Vacation Express**
- **Vocalocity**
- **Delta Dental of Washington**

# Successful Programs



- Start with a pilot
- Plan and train for technology
- Train the Managers and Teleworkers
- Formalize: have a policy or agreement
- There is an adjustment period initially
- Fit organizational and departmental culture
- Plan for access and communication
- Are seamless to the world



# Contact



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