

## Telework Implementation Process

Companies have found that a telework program is good for their bottom line. In fact, a recent study of San Diego based companies found that productivity increased by more than 20 percent, employee morale improved, and their telework program has given them a competitive edge by helping to attract and retain talented employees.

The iCommute Telework Toolkit provides the information your company needs to develop a formal telework program including a sample policy, teleworker agreement, and tools for evaluating your telework program. To get started, follow these simple steps:

1. **Designate a Telework Program Coordinator.** The development of a telework program is typically managed by Human Resources with input and guidance from Information Technology (IT) and executive leadership.
2. **Develop a Telework Policy and Teleworker Agreement.** A formal policy and an employee agreement will clarify the roles and responsibilities and establish the parameters for teleworking. Telework agreements should be revisited and renewed with employees at least annually. The iCommute Telework Toolkit makes it easy by providing a proven telework policy and agreement template.
3. **Conduct an assessment of jobs and employees.** Determine which jobs are most conducive to telework. A survey of employers in the San Diego region found the following job duties to be particularly well suited for telework: IT; graphic design and marketing; call center and customer support; research, analysis and report writing; and data entry. Consider criteria such as job function, performance, communication, and work style when identifying employees who may be successful in a telework environment.
4. **Determine the costs and savings associated with telework.** Assess any costs associated with implementing a telework program, such as IT and equipment expenses. Identify the added savings as a result of implementing a telework program. For example, Sharp HealthCare reported that their formal teleworking program helped them save 290 desk spaces in 2015.
5. **Conduct an IT assessment.** Consult your IT department to ensure that technology is in place to support teleworkers through remote access, availability of equipment, and communications tools.
6. **Deliver manager and employee training.** Provide training to managers on effectively managing remote workers. Provide training to teleworkers on company policies and expectations for teleworkers.
7. **Implement a pilot program.** Start small with a select group of employees and managers to assess impacts on communication, technology, teamwork, productivity, and morale.
8. **Evaluate the pilot program.** Conduct a focus group and survey of participating employees and managers to determine the impacts of the telework program. Sample surveys are included in the iCommute Telework Toolkit.
9. **Expand the telework program.** Use the results of the pilot to formalize and expand your telework program and conduct an evaluation annually to ensure ongoing success.

If you're interested in learning more about implementing a telework program at your organization, email [iCommute@sandag.org](mailto:iCommute@sandag.org) or call 511 and say "iCommute."