



Telework in the Marine Corps

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The Good News

The Marine Corps has a telework program:

- Documented in formal policy
- Well-organized
- Designed to facilitate widespread use
- ***“Islands of excellence”***

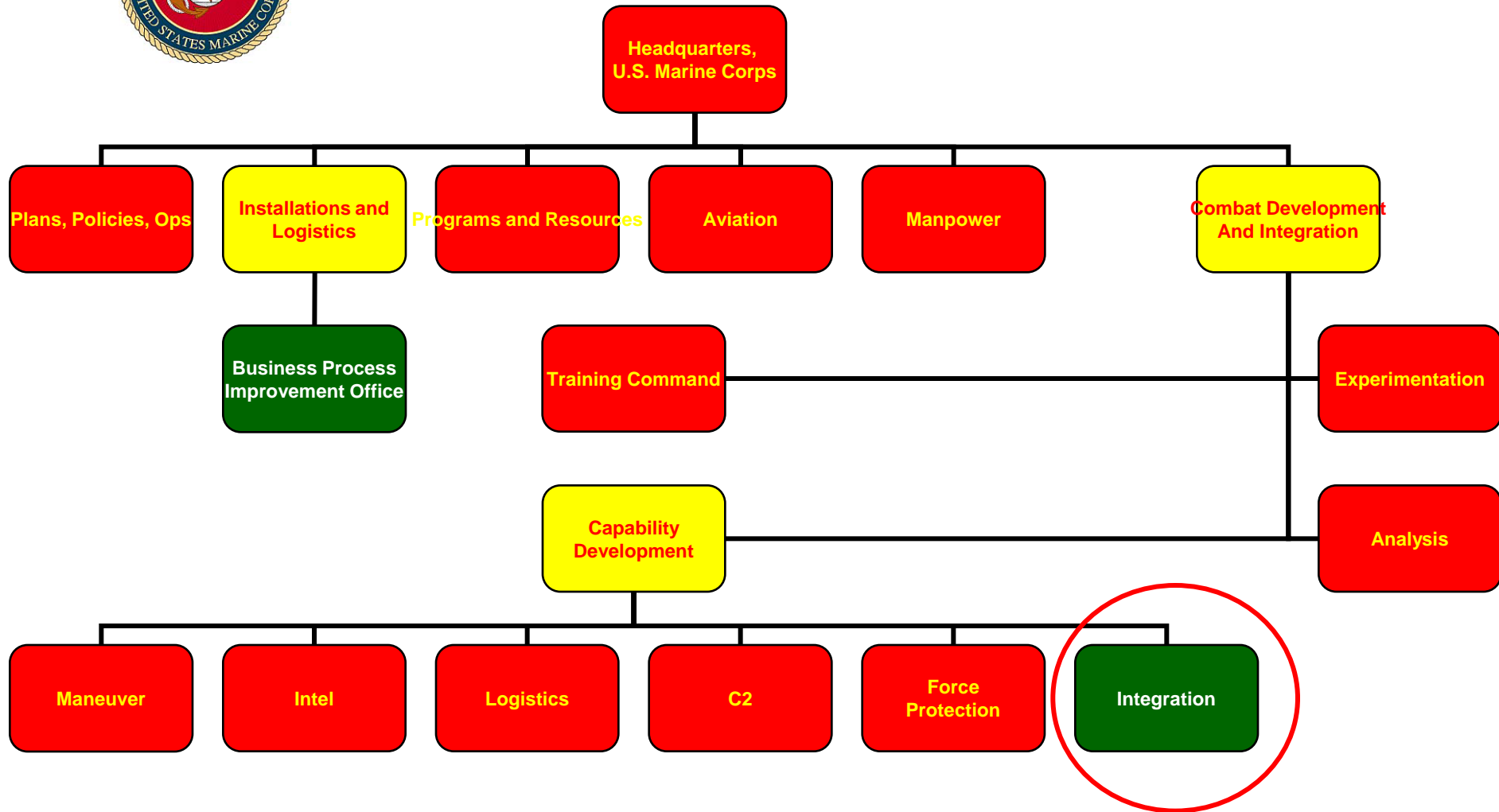
The Bad News

Use of telework is limited:

- Cultural issues
 - Supervisor concerns
 - Employee concerns

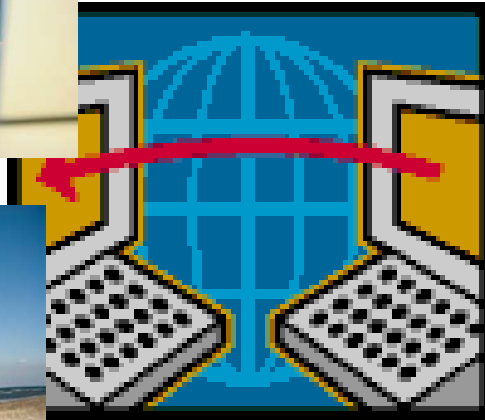


Context: the organization





Technology Solution



- **Virtual Work Environment**
 - Microsoft Sharepoint 2007
 - Defense Connect Online
 - Adobe Connect Pro
 - Jabber IM
- **Government cell phones**
- **Government laptops**
- **Government air cards**
- **Personally owned equipment**
- **Commercial applications**
 - Freeconferencecall.com
 - ooVoo as backup?
 - Facebook as backup?



Implementation...*inculcation*

- **Formal telework agreements**
- **Training**
- **Regular telework**
 - One day per week, then...
 - Two non-consecutive days per week
 - Two consecutive days per week
- ***Ad hoc* telework**
 - As required
- **Continuity of Operations Exercises**
 - Pre-planned
 - Short-/no-notice

1-day
2-day
Branch
Division-wide



- **Dealing with cultural issues**

- Link telework to organizational rewards system
- Support and nourish early adopters
- Educate frontline supervisors
- Communicate with senior leaders

- **Exploiting success**

- Adopt telework-generated “inventions” as standard procedures in the brick-and-mortar workplace
- Use successful teleworkers as trainers and mentors



Case Study: *Snowmageddon 2010*

- **Government shut-down: no-notice**
- **Trained and successful teleworkers adapted readily**
- ***The Division ran out of near-term work to do***
 - Backlogs eliminated
- **But is there an incentive to telework during a shut-down?**



Some are working, some are playing, but all are getting paid!