



A New Day for the Civil Service

The Business Case for Telework: Developing A Persuasive Case

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Overview: Making the Case

- Plan for program success
- Base the case in evidence
- Communicate plans and results



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Engage Action Planning

- Systematic change-management tool that engages specific processes to produce an operational plan
- Creates mechanisms for an organization to identify, resource and carry out the steps needed to achieve goals
 - Implement a new program
 - Engage in continuous improvement of existing telework programs



Focus the Case: SWOT Analysis

Strengths

What are your major internal strengths now?

Weaknesses


What are your major internal weaknesses now?

Opportunities

What are the future external opportunities?

Threats

What major future external threats do we face?

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Making the Case: Benchmarking

- Searches for the “best practices” and solutions used in previous attempts to solve the same or similar problems
- Initiates the creative process of developing solutions to problems
 - What can be achieved
 - How to achieve
- Provides evidence to strengthen the business case

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Telework and Business Outcomes

- HR outcomes advantageous to agencies
 - Reduced real estate costs
 - Decreased employee absenteeism
 - Increased retention and recruitment
 - Increased employee productivity
 - Improved employee engagement
 - Improved capacity to continue operations
- How do we know if telework results in benefits?

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Evaluation

- Engages systematic, data-based inquiry to determine the merit, worth, and significance of some object (e.g., program, product)*
- Shows progress toward telework goals by addressing basic, ongoing questions:
 - How should it be improved?
 - Is it in place?
 - Does it work?
 - How does it work?

* American Evaluation Association Guiding Principles

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An Evidence-Based Case

- Evaluation hinges on measurement
- Effective measures:
 - Key to the success of planned change
 - Clearly aligned with goals (e.g., agency, plan)
 - Address all program aspects (implementation, process, outcomes)
 - Provide information in a timely manner
 - Cost effective

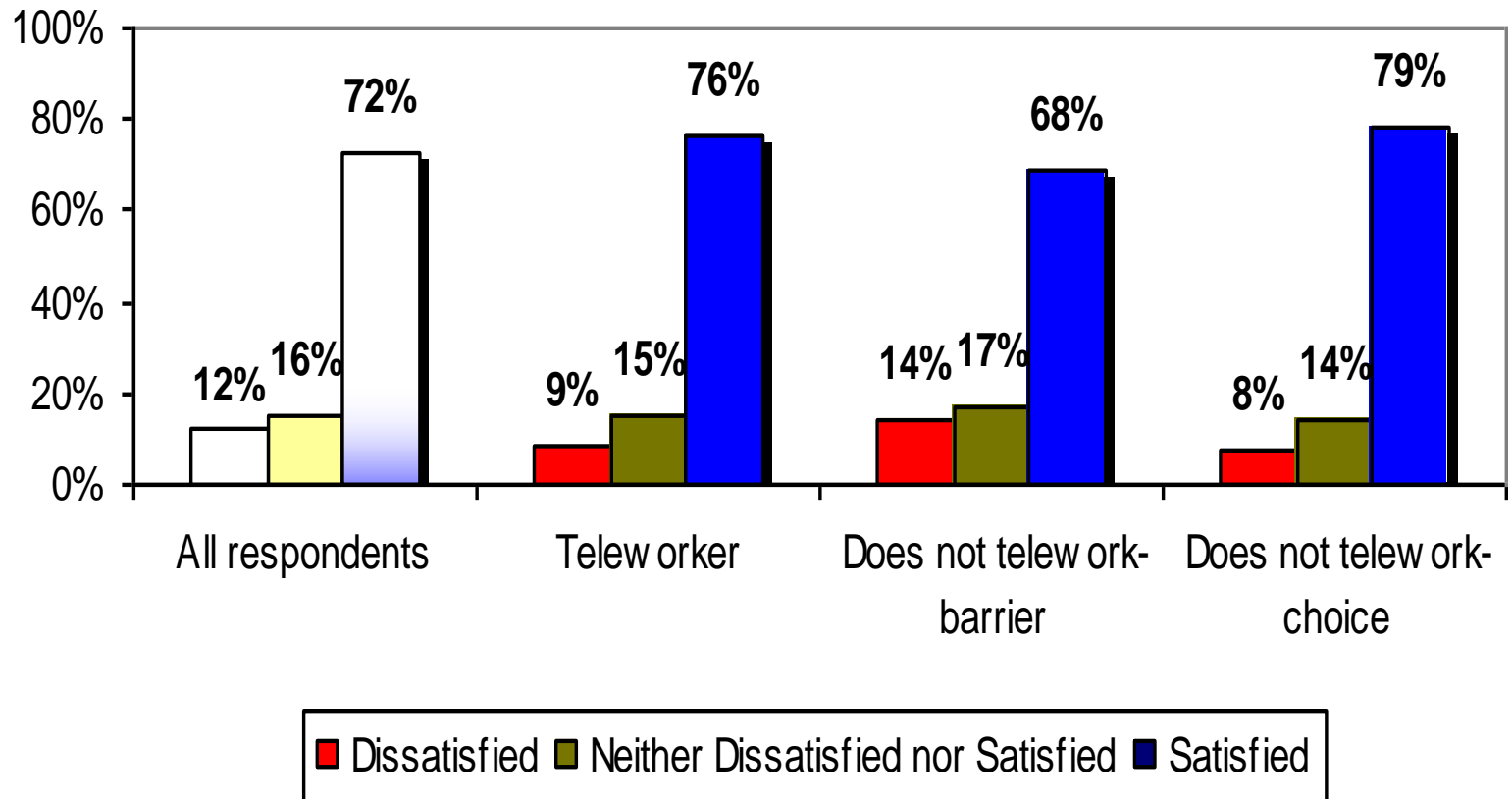
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Possible Data Sources

- Customized data collection: original surveys, focus groups, interviews
- Existing data sources
 - Annual Telework Data Call, OPM (www.telework.gov)
 - Fedscope: source for Governmentwide data (www.fedscope.opm.gov)
 - Federal Employee Viewpoint Survey (www.fedview.opm.gov)

Telework and Outcomes

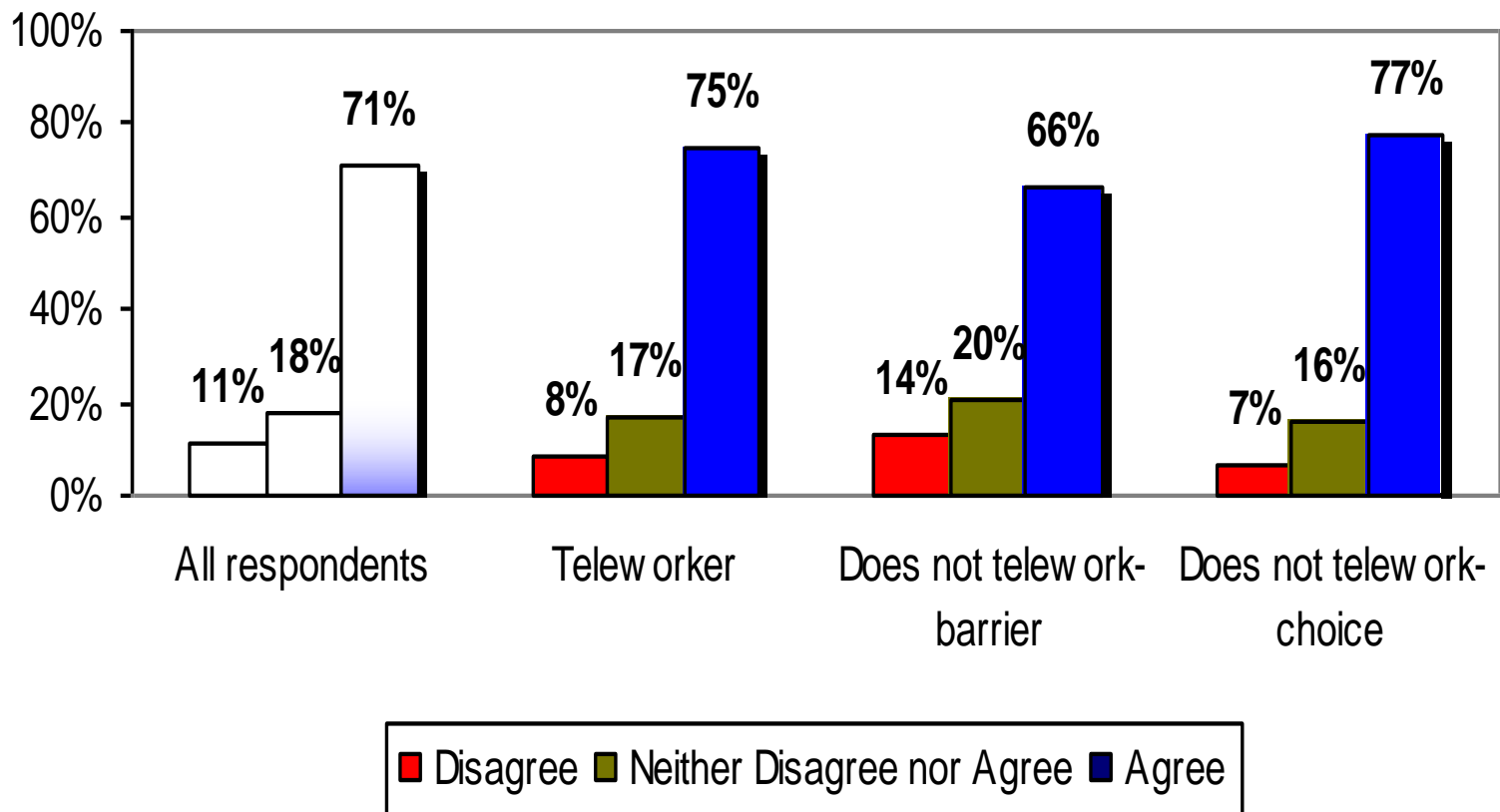
Q. 6. Considering everything, how satisfied are you with your job?



Source: Governmentwide EVS

Telework and Outcomes, cont.

Q. 40. I recommend my organization as a good place to work.

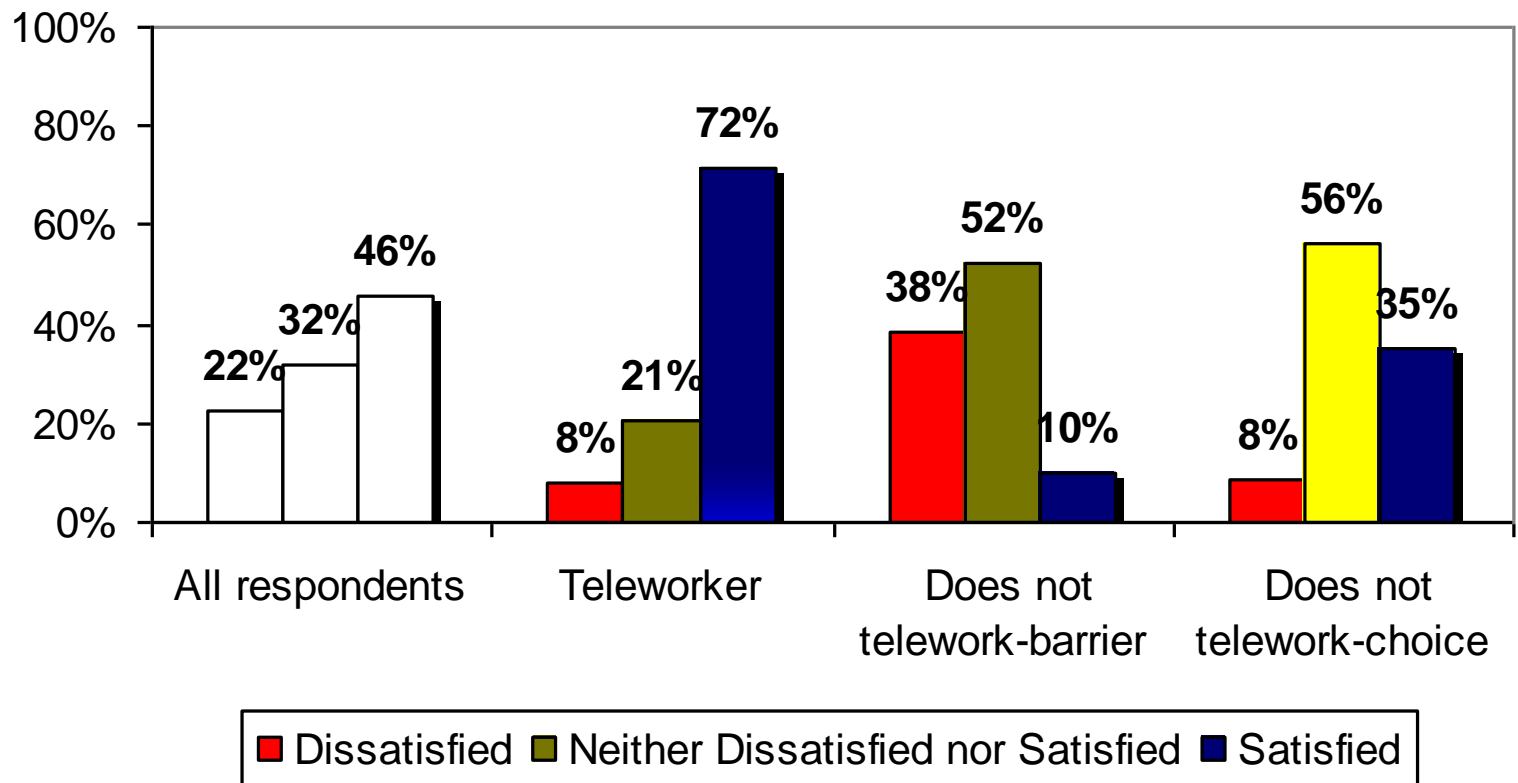


Source: Governmentwide EVS

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Governmentwide Telework Satisfaction

Q. 73. How satisfied are you with telework in your agency?



Source: Governmentwide EVS

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Communicating the Business Case

- Include a targeted communication strategy as part of the initial action plan
- Assess:
 - Who
 - What
 - When
 - How
- Consider unspoken communication



Visit: www.telework.gov