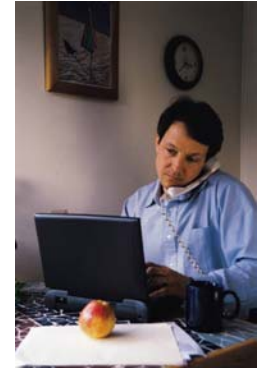


Briefing



Make Telework Part of A Flexible Effective IT Architecture

*Telework Exchange Town Hall Meeting
“Federal Telework - Who’s Driving the Bus?”*

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Raymond Kent

Ronald Reagan Building
Washington, DC
June 15, 2006



U.S. General Services Administration

Booz | Allen | Hamilton

Agenda

- ▶ Introduction
- ▶ Findings
 - Telework Technology Costs are Not Visible to Senior Leaders
 - Teleworkers Are Successfully Working from Home
 - The Alternate Site Needs Office Like Facilities
 - Costs/Benefits of Telework
- ▶ Recommendations
 - Business Case Needs to Articulate Financial and Non-Financial Benefits
 - Partner with Other IT Initiatives to Win Additional Funding
- ▶ Conclusion
- ▶ Next Steps
- ▶ Questions

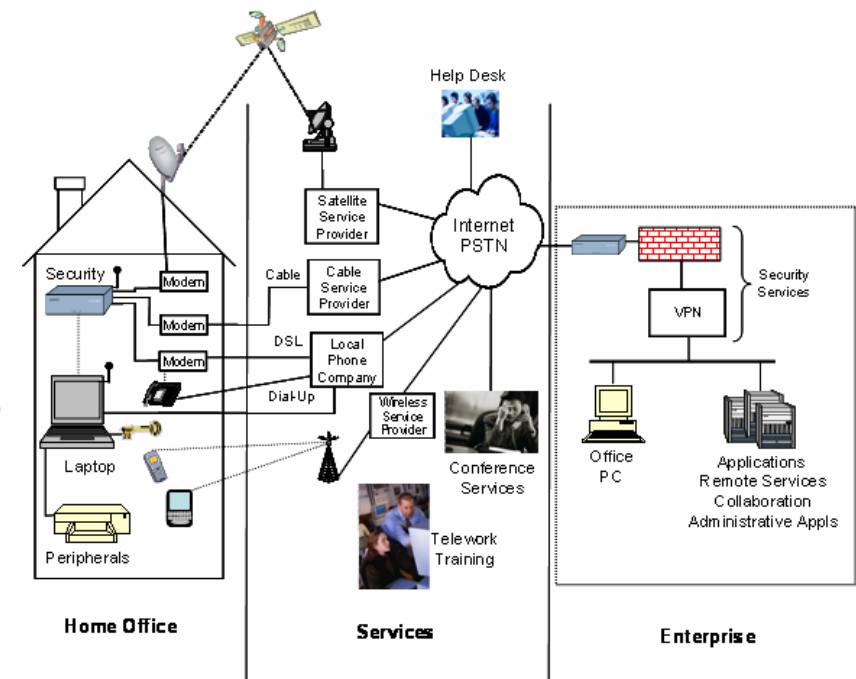
While OPM has documented that telework is expanding in the federal government, telework is still typically not part of the IT architecture of federal departments and agencies

- ▶ GSA has been studying potential barriers to telework and ways to overcome them
 - In 2002, GSA completed a study with Booz Allen to identify technology barriers
 - In 2005, GSA initiated a follow on study with Booz Allen
 - Analyze the current telework technology environment and future telework plans
 - Estimate the costs of expanding telework supporting technologies so the infrastructure can support 25% to 50% of the federal workforce teleworking
 - Provide recommendations on how best to expand the telework supporting infrastructure
 - For this study focus groups and interviews of 20 different federal organizations and a survey of over 8000 teleworkers and their managers was conducted about the current status and future plans for telework and telework supporting infrastructure

- | | |
|---|--------------------------------------|
| – Department of Agriculture | – Department of Interior |
| – Department of Commerce | – Department of Justice |
| – Department of Education | – Department of Transportation |
| – Department of Health and Human Services | – Department of the Treasury |
| – Department of Housing and Urban Development | – Department of Veterans Affairs |
| – U. S. Coast Guard (component of DHS) | – General Services Administration |
| – Equal Employment Opportunity Commission | – National Science Foundation |
| – National Aeronautics and Space Administration | – Securities And Exchange Commission |

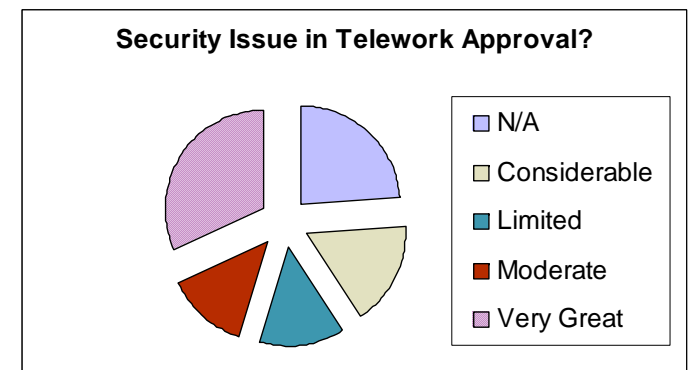
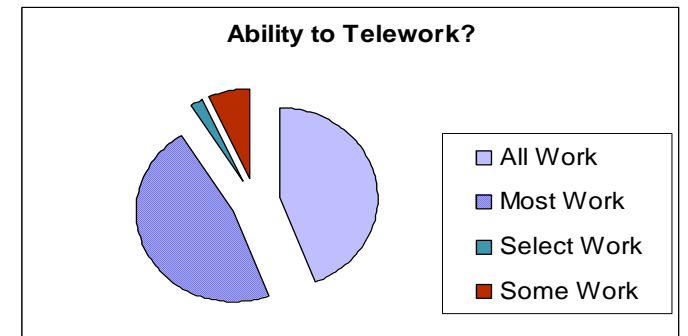
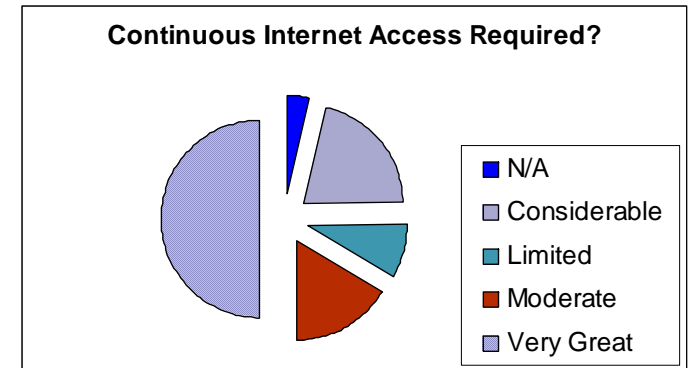
Telework technology costs are not visible to senior leaders in most organizations – teleworkers are typically using the existing IT infrastructure, reutilized equipment, and their own resources

- ▶ Telework costs are uncontrolled from an agency-wide, programmatic point of view. Therefore, these costs lead to inefficiencies, gaps, and possibly limited value
- ▶ Telework is not significant for most agencies present or future IT architecture; it has little impact on IT resources, and not an item in the IT budget
- ▶ Most telework technology decisions are made at the agency or the office level according to the needs, budget, and telework support of that organization resulting in a large disparity within departments
- ▶ GAO found in 2003 that it inefficient to invest in IT without considering how it fits into the overall architecture of the organization



Teleworkers are successfully working from home using the organization's existing services, but they are often not designed for telework

- ▶ While organizations provide teleworkers secure access to some applications such as email, often there is no remote access to other key applications
- ▶ From the survey 44% of teleworkers feel they can do almost all of their work from home and 47% said they can do most of their work from home
- ▶ While some teleworkers can work standalone most teleworkers require Internet to communicate with coworkers and access information from the office
- ▶ Security is an important consideration for almost half the organizations but for 38% of the teleworkers security is not an important consideration
- ▶ Mobile communications are provided to some teleworkers, but its provision is related to their job duties rather than their telework needs
- ▶ Telework equipment and software needs to be standardized to facilitate support and support should be enhanced to support telework



To expand the IT infrastructure to enable up to 50% of the workforce to telework, more investment is needed to make the telework environment more like the office environment

- ▶ The study identified 15 technology components, organized into three categories, that are key for teleworkers
 - Thirteen of these capabilities provide basic telework support
 - The addition of a mobile telephone and collaboration tools produces an ideal solution

Home Office	Services	Enterprise
Laptop Support	Data Communications	Secure Access Capabilities
Application Access	Voice Communications	Application Access
Security Software/Hardware	Teleconference Services	Administrative Functions
Peripheral Support	Technical Training	Remote Email Access
Mobile Telephone	Help Desk	Collaboration Tools

- ▶ Laptop computers and peripherals need to be provided to each potential teleworker
- ▶ Broadband services are needed to ensure that the performance of data communications is adequate to allow the teleworker to communicate efficiently with the rest of the organization
- ▶ The IT support staff needs to be trained and procedures revised to support teleworkers (additional staff maybe required)
- ▶ The enterprise applications and administrative functions need to be secure and accessible to teleworkers and others remotely, so they can perform all their mission duties away from the office
- ▶ Collaboration facilities and mobile telephones should also be provided to ensure good communications are maintained between team members and with others

While there are significant costs associated with enhancing the infrastructure to support telework there are even larger benefits

Costs/ Direct Financial Benefits Comparison of Telework Enhancements

- ▶ The table shows the telework study estimated costs and benefits of enhancing the telework infrastructure
- ▶ Teleworker-at-home costs are based on
 - Providing laptops and equipment to 50,000 teleworkers
 - Sharing costs with other programs (20%)
 - Cost difference between desktop and laptop computer
 - Implementation over 3 years

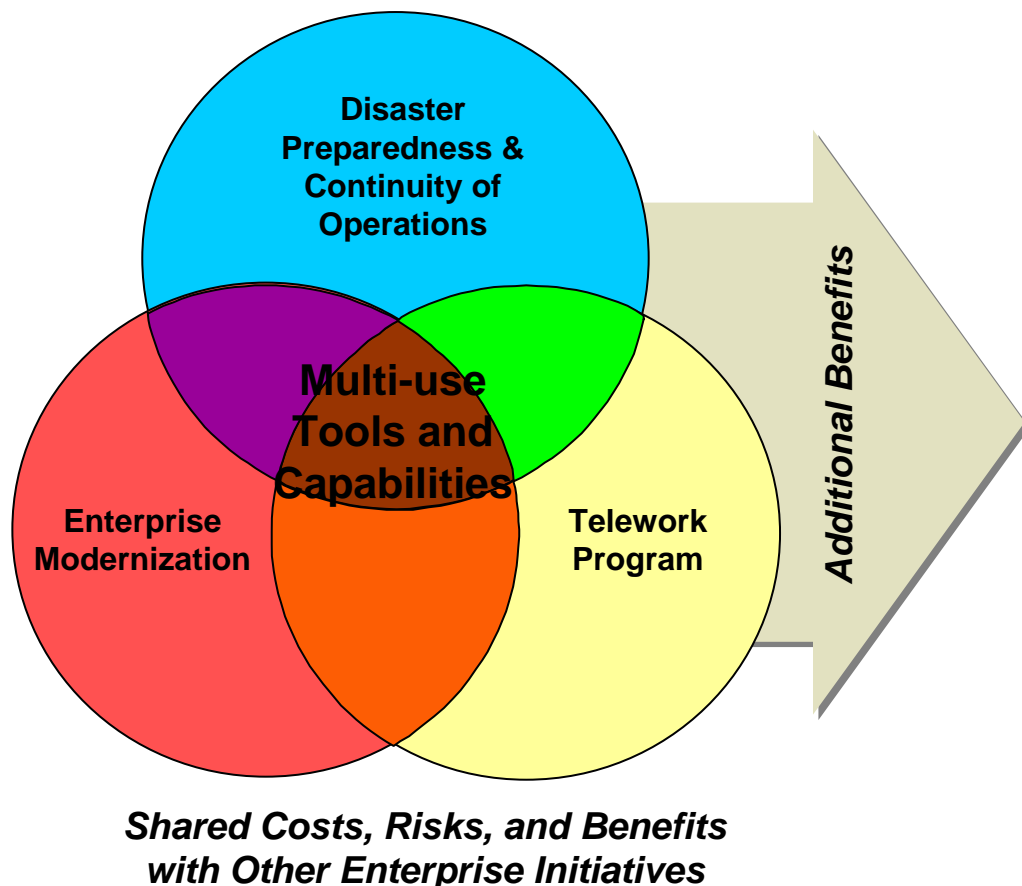
Telework Business Cases*	Total Investment (Millions)**	Total Benefits (Millions)**	NPV	ROI
Teleworker-at-home Solution / 100K staff	\$16.0	\$36.2	\$20.2	~225%
Teleco Services / 50K staff	\$16.0	\$31.1	\$15.1	~190%
Enterprise / 10K staff	\$.22	\$3.4	\$3.2	~1500%

- ▶ Telecommunication Services costs are based on
 - Implementing over 3 years calling cards and broadband services for 25,000 teleworkers
- ▶ The Enterprise costs are based on
 - Development over a 12 month period
 - Sharing costs with other programs (20%)
 - Administration costs for the applications is not included
- ▶ Total Benefits is based on 4 cost savings, although there are many other benefits of telework
 - Reduced employee absence (Source: 1999 ITAC Study)
 - Real estate footprint reduction (Source: SIOR 2005 Comparative Statistics of Industrial and Office Real Estate Markets)
 - Employee Retention Savings (Source: EEOC OIG-01-013 AMR)
 - Improved Employee Productivity (Source: AT&T Employee Telework Results)

* Each Business Case assume that 50% of staff telework

** Totals provided in present value dollars

A clear description of the financial and non-financial benefits of telework and integrating telework with other IT initiatives will help obtain the resources needed to expand IT support of telework



Direct Financial Benefits

- ✓ Improved employee availability
- ✓ Opportunities for real estate savings
- ✓ Increased recruitment and retention potential
- ✓ Potential for increased employee productivity while teleworking and during office closures

Indirect Financial and Other Benefits

- ✓ Enhanced organizational process efficiencies
- ✓ Continuity of Operations (COOP) readiness for public health, weather, and other emergencies
- ✓ Accessible, modernized applications that allow staff to perform their work regardless of location
- ✓ Adaptable applications that support changing business needs of organizations
- ✓ Legislative Compliance and alignment with ongoing Congressional interest
- ✓ Coordinated standards for technology configuration
- ✓ Reduction of traffic congestion and pollution
- ✓ Compliance with OPM and GSA guidance
- ✓ Enhanced public image (“employer of choice”)
- ✓ Increased work opportunities for people with disabilities

Telework should be integrated into existing programs to expand the telework infrastructure

- ▶ Support for mobile workers
 - Remote access
 - Laptop computers
 - Flexiplace initiatives

- ▶ Enterprise Architecture Enhancement
 - Modernizing applications
 - Implementation of web services

- ▶ Continuity of Operations (COOP)
 - Support by FEMA and others
 - Cost of Disaster Recovery Seats

- ▶ Human Resources retention and recruitment programs
 - Retain potentially retiring staff
 - Attract younger staff

- ▶ Real Estate
 - Reduced vulnerability
 - Office space constraints



Agencies should adjust their policies and strategic vision to incorporate telework into enterprise-wide planning, maximizing total agency benefits and return on investment

- ▶ Currently departments are not making telework part of the strategic vision for their organization but rather leaving telework decisions to the individual agencies and offices
- ▶ To expand telework, capabilities similar to the office need to be provided to teleworkers
- ▶ The cost of expansion is dependant on the size of the organization, how modern is the existing enterprise architecture, and what services are already provided to teleworkers
- ▶ Investments in telework support the entire organization and support several critical agency-wide objectives, including enhancement of continuity of operations Programs, information technology modernization efforts, support of mobile workers, and legislative compliance
- ▶ Agencies need to measure the total value of telework – both financial and non-financial – when evaluating potential telework investments; the multiple telework benefits will lead to more compelling cost justifications
- ▶ Instead of cost being a barrier for telework, investment in IT enhancements to support telework can enable significant cost savings and realization of benefits

The next steps are to distribute the findings from this study and work with government leaders to expand telework programs

- ▶ GSA is in the process of preparing to distribute the study to government employees, including study participants, and to other interested parties
 - Publish the Executive Summary
 - Make other parts of the study available on the GSA web portal

- ▶ GSA will continue to work with other government leaders to help federal organizations to more rapidly expand their telework programs



Questions?



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