



Defense Information Systems Agency
Department of Defense

DISA's Telework Program

Jack Penkoske
Manpower, Personnel and Security
15 June 2006



Agenda

- **Who is DISA**
- **Recent Changes/Why Telework**
- **Recent Successes**
- **Eliminating the Fear Factor**
- **Manager's Role**
- **Keys to Success**



DISA Mission & Vision

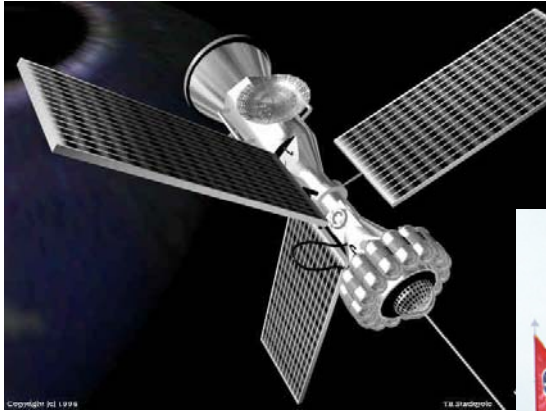
- **Mission:**

Responsible for planning, engineering, acquiring, fielding, and supporting global net-centric solutions to serve the needs of the President, Vice President, the Secretary of Defense, and other DoD Components, under all conditions of peace and war.

- **Vision:**

We are the provider of global net-centric solutions for the Nation's warfighters and all those who support them in the defense of the nation.

DISA *Supporting the Warfighter...*



...in all that we do!



DISA... A Worldwide Organization



* Includes the District of Columbia



Recent Changes

- **Base Realignment and Closure (BRAC)**
 - 2010 move to Ft Meade, Maryland
 - Roughly 75% of the NCR workforce lives in VA
 - Telework a part of our recruitment and retention planning but not the only reason for program expansion
- **DISA Policy**
 - DISA employees may telework for up to 2 days per week (increased from 1 day per pay period)
 - Anticipate additional “incremental” changes
- **Telework “SWAT Team”**



Why Telework?

- **Manager/Employer**
 - Promotes DISA as “Employer of Choice” (recruitment/retention)
 - Provides flexible staffing options
- **Employee**
 - Saves time by eliminating interruptions
 - Improves “Quality of Life” by allowing more flexibility
 - If employee teleworked 2 days per week
 - Save \$4,372 per year of personal income
 - Save 98 hours of their life by not commuting
- **Both**
 - Improves performance, morale, and productivity
 - Reduces sick leave
 - Allows services to be provided during emergencies
 - Accommodates for persons with disabilities
 - Reduces office space requirements, parking congestion, energy consumption, pollution, and transportation costs



Telework Options

- **Home**
- **Other DISA locations**
 - **Secret level capability**
- **Other federal locations**
- **GSA Centers**



Recent Successes

- **Telework participants quadrupled in past 6 months**
- **Revalidated billets**
- **Established Edge telework workspace**
- **Supervisor and Employee training conducted**



Recent Successes (cont)

- **Changed PC acquisition to 90%-10% laptop-desktop mix**
- **Automated application process**
- **New broadband policy**



Eliminating the Fear Factor

- **3 Types of Challenges**
 - Telework misperceptions
 - Operational adjustments
 - Technological requirements
- **Workflow process changes**
 - *“We’ll have to change the way we do business”*
 - Find equivalent means to informally monitor progress and provide the same level of accessibility
 - Give existing processes some long-overdue scrutiny to uncover inefficiencies that may have crept in over time
 - Arrange for teleworkers to participate via electronic means
 - Schedule meetings in advance
 - Treat employees the same, regardless of physical location



Eliminating the Fear Factor

- **Telework is contagious**
 - *“I will have to let all my employees telework”*
 - You should not approve any telework agreement about which you have legitimate concerns
 - Treat each agreement independently
 - Base your decision on the merits of each individual request and on maintaining equitable decision-making regarding telework
- **Decline in individual and team productivity**
 - *“Worker productivity will decline unless I’m constantly involved...A team can’t function without face-to-face contact”*
 - Telework can promote increased productivity
 - Teleworkers should be just as, if not more, productive working from home than in the office
 - Success does not require 100% face-to-face collaboration
 - Effective work planning and communication strategies can support team efforts across time and space



Eliminating the Fear Factor

- **Supervising from a distance**
 - *“I will never see or hear from teleworkers again”*
 - Increased efforts need to be made to incorporate everyone
 - **Most telework arrangements are part-time (Core Telework)**
 - Schedule daily phone calls or activity reports
 - Detail availability expectations
- **Information Security Issues**
 - *“Data is more vulnerable when you telework”*
 - You may need to implement special security procedures for your teleworkers
 - Work with DISC
 - **Most employees report their electronic access to email and information remained the same**
 - **Many helpdesk functions of major U.S. corporations are already performed overseas**



Next Steps

- **Continue to increase participation**
 - *On-Going*
- **Finalize employee telework package**
 - *One size doesn't fit all*
- **Implement User's Guide**
- **Implement New Performance Management System**
 - **Effective 1 Oct 06**
 - **Increased emphasis on measuring results**



Keys to Success

- **Training**
- **Open support from executive leadership, management, and employees**
- **Technological and financial capabilities**
- **Well-defined (and often revisited) arrangements**
- **Ongoing and effective communication from all players**
- **Sufficient trust levels among all players**
- **Unaffected (or positively influenced) workforce and customer base**
- **Eliminate barriers (excuses)**
- **Measure results**

“ Just Do It”

