

Department ABC's Telework Pilot Project: An Evaluation Proposal

For

Department ABC

Presented by

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Context

- High pressure work condition
- Dual-income family
- Caregiving
- Need for flexibility

Overview

- Background
- Evaluation efforts to date
- Evaluation tasks
- Summary

Our Tasks

1. Improvements to evaluation plan & performance indicators
2. Design interviews & survey
3. Timing & frequency of data collection
4. Improve acceptance among managers

Task #1: Changes to Evaluation Plan

- Structure
- Evaluation framework
- Indicator table

Changes to Structure

- Context & rationale
- Purpose
- Information on Telework Working Group (TWG)

Changes to Evaluation Framework

- Scan other jurisdictions
- Use of focus groups
- Highlight comparison through comparison group
- Transition from information to formal telework
 - Discussion of immediate outcomes

Changes to Indicator Table

- Periodic needs assessment
- Liability
 - Number of reports to WSIB
 - Cost of insurance (personal & departmental)
 - Requests for specialized equipment

Changes to Indicator Table

- Security
 - # leaks of confidential information
- Grievance process
 - # complaints filed
 - Actions taken

Changes to Indicator Table

- Impact of indicator additions
 - Increase confidence of managers
 - Increase protection of employees
 - Increase responsiveness of evolving issues

Task #2: Data Collection Methods

- Structured interviews
- Staff survey

Structured Interviews

- Teleworker participants & managers
- Understand experience
- Pre & post-intervention

Interview Themes

- Morale & satisfaction

Q: How does telework make you feel about your work experience?

- Stress

Q: How has it impacted your stress level?

- Perceptions of productivity & efficiency

Q: How has it impacted your productivity and efficiency?

Interview Themes (cont'd)

- Implementation process

Q: What support have you received during your transition?

- Suggestions for improvement

Q: How can your telework experience be improved?

Qualitative Analysis

- Structured interviews
 - Thematic analysis
 - Negative case analysis
 - Verification

Staff Survey

- Teleworkers & non-teleworkers
- Understand implementation process
- Pre & post-intervention
- 5-point Likert scale

Survey Themes

- Satisfaction with information

Q: The information describing the telework policies is comprehensive and informative.

- Staff recruitment and retention

Q: Telework is the main reason to work at Department ABC.

Survey Themes (cont'd)

- Employee-manager relationship

Q: I am interested in telework because my supervisor and I have a trusting relationship.

- Disruption in work environment

Q: My workload has increased since telework was implemented.

Survey Themes (cont'd)

- Personal cost

Q: My personal costs have increased due to telework.

- Family environment

Q: Telework has had a negative impact on my family environment.

Quantitative Analysis

- Staff survey
 - Descriptive statistics
 - Frequency plots / Chi square
 - Content analysis

Task #3: Implementation & Timing

Data source

Time collected

Modifications

Staff survey

Pre & post

Additional info,
comparison group

Structured
interviews

Pre & post

Informal vs. formal

Focus groups

Post

Addition

Records (e.g., HR,
CASD, TWG)

Orientation, setup,
monthly

N/A

Task #4: Concerns of Managers and Other Employees

Issues:

- Control
- Performance measurement
- Productivity
- Teamwork
- Communications
- Health and Safety
- Costs
- Product review

Addressing Concerns

- Training
 - Set context for programs
 - Rationale (statistics)
 - Scanning for success
 - Measurement & supervision
 - Reiteration of standard tools

Addressing Concerns (cont'd)

- Communication with evaluators
 - Continuous updates
 - Venue to express concerns

Addressing Concerns (cont'd)

- Inclusion
 - Post-pilot policy review
 - Periodic needs assessment
- Results
 - Indicators address concerns (e.g., worker's safety, productivity)

Summary

- Suggestions for improvement
- Interview and survey protocols
- Timing and frequency
- Enhanced telework image

The Telework Edge

- Maximize new & emerging technology
- Create desirable work environment
- Attract skilled employees
- Contribute to community quality of life

Thank you very much.

Any questions?