

Thanks To

- CES Case Competition Sponsors
- University of Ottawa Faculty of Social Sciences & School of Psychology
- Our Coach, Dr. Tim Aubry
- CES Case Competition Judges
- CES Case Competition Organizing Committee



Evaluation of the Telework Pilot Program

Response to Department ABC's
Request for Evaluation Plan Proposal

Dynamic Evaluation Solutions



Outline

- Current Context
- Purpose of the Evaluation
- Program Logic Model
- Strengths
- Evaluation Timeline
- Changes/Improvements to the Evaluation Plan
- Changes/Improvements to the Draft Performance Indicators
- Staff Survey
- Structured Interview Protocol
- Data Analysis
- Concerns of Some Managers
- Conclusions



Current Context

- **Work Family Conflict:**
- Is “the single most reason behind increased absenteeism in recent years” (Vanier Report, 2002)
- 12 Billion dollars are lost to the work force due to stress related disorders (Stats Can, 2002)
- When polled, men indicate perceived levels of work family conflict equal to those of women (Levine, 2000)
- Is the most significant human resources challenge responsible for decreased work performance, increased absenteeism, high turnover rates, & poor morale (Stats Can, 2002)
- Is increasingly important due to increased access to the work force by women & disabled persons, aging workforce, parenting at increased ages leading to concurrent elder & child care



Purpose of the Evaluation

- In response to the current context, department ABC is introducing a pilot project on Telework
- Telework is an authorized working arrangement where employees perform work from home
- The policy to implement Telework stems from employees' concerns regarding balancing work & family; and reductions of commuting time
- The purpose of the evaluation is to evaluate the process, outcome and the efficacy (costs) of the pilot project



Program Logic Model

Mission	To help employees achieve balance between their personal and professional lives
Needs	Employee needs for reduced stress and greater balance between their personal and professional responsibilities Employer needs for increased productivity, efficiency and efficacy in the workplace
Inputs	Policy, training manuals, budget for IT equipment & support, home office supplies, staff time for monitoring & implementing the policy
Activities	Advice & support, information sessions, IT support, applications by candidates, dialogue with supervisors, candidates approved or rejected, information disseminated, employees working at home, assessment or employees' performance, other performance measurement



Program Logic Model Cont'd

Outputs	# of employees working from home, # of IT support services, # of HR time in monitoring & implementing, # of equipment used
Shorter-term outcomes	Other staff are able to pursue their own work with minimal disruption, quality and quantity of work produced by teleworkers is at least equal to what it was in the official workplace
Intermediate Outcomes	Increased job satisfaction for teleworkers
Longer-term Outcomes	Reduction of Department ABC's operating costs, Increased morale across Department ABC, Improved staff recruitment and retention



Strengths

- Needs are clearly defined in the literature
- Empirical evidence that Telework does improve productivity and decreases costs
- Department ABC has indicated values and principles in support of this project; strong commitment
- Multi-informant, multi-method methodology
- Examination of process, efficiency and outcome
- Simultaneously monitoring program implementation and outcomes allows for informed and ongoing analysis of the Telework program's effectiveness



Evaluation Timeline

	July 2003	Sept 2003	Nov 2003	Feb 2004	May 2004	Aug 2004	Sept 2004	Dec 2004
Finalize Evaluation Framework								
Pre-Post Measurement								
Quarterly Data Collection Points								
Statistical Analyses								
Report to Stakeholders								



Changes/Improvements to the Evaluation Plan

Recommended Change/Improvement	Impact
Change start date from July 1 st to September 1 st 2003 (startdate of evaluation concurrent with start date of pilot)	Allows time for completion of evaluation framework Allows for baseline data measurement
Addition of quarterly monitoring points	Allows for sequential analysis of impact over time
Addition of more quantitative measurement	Allows for higher levels of external validity of the evaluation
Identified key features of the existing framework and placed a focus on these	Increased feasibility of evaluation Sample size too small for analysis of proposed evaluation results



Changes/Improvements Cont'd

Recommended change/Improvement	Impact
Is identified as effectiveness evaluation but it is a process, efficiency & outcome evaluation	Clarity
Focus on the pilot at this time	Feasibility & Timeliness
Addition of training program and MIS tracking system to allow for the ongoing evaluation of the program should it be continued	Allows for Utility & Feasibility
Specify users of evaluation data (Patton, Utilization focused)	Usefulness by decision makers Clarity,
Examination of Telework working group, increase diversity if necessary	Validity, Usefulness, Ethicality



Changes/Improvements to Draft Performance Indicators

- Review of current indicator table suggests adequate methodology
- Focus will be on implementation of pilot project
- Qualitative tools to be supplemented by quantitative measures (i.e., new variables incorporated into existing program monitoring system)



Changes/Improvements Cont'd

- Multiple stage assessment of job satisfaction
- Open-ended questions regarding barriers to use of program
- Costing indicators for pilot program



Changes/Improvements Cont'd

- Increased, **quarterly** usage of objective measures (i.e., quality/quantity of work assessed with performance measure)
- Orientation sessions: To include measurement of increased knowledge of sessions (e.g., who`s eligible, policy)
- Include measure of QOL (e.g., Work & Family Scale, Stephens & Sommer, 1996)
- Outcome of quality and quantity indicator requires further specification
 - Adherence to communication and work plan



Impact of Proposed Changes

- The proposed changes to the indicators are to include monitoring outcomes of the pilot in addition to the outputs that are in the existing plan
- Information collected on the pilot will be more useful and central to illustrating the benefits of the program & determining whether the program is implemented as intended
- Addition of quantitative measures adds to external and internal validity
- All of the proposed changes are oriented towards assuring the Utility, Feasibility, Propriety & Accuracy of the evaluation framework (Sage, 1994)



Staff Survey

- Proposed survey: Adapted version of the Client Satisfaction Survey (Larsen, 1979)
 - Combines quantitative (Likert scales) and qualitative (open-ended questions)
 - Sample questions: Is the program meeting your needs?; Has the program had an impact on your health?; What could we do better?
- Work Family Conflict Scale (Stephens & Sommer, 1996)
 - Quantitative measure of perceived strain between work and family roles
 - Sample question: If you had to choose between working on a document and spending time with your child, how stressful would that be for you (Likert)?



Structured Interview Protocol

- Adapted to all program stakeholders
- Questions to be based on indicators outlined previously: facilitated discussions around quality and quantity of work, perceived burden of communication
- Additional focus on arising difficulties, and what is lacking in program's functioning and structure (e.g., communication board)



Data Analysis

- All information confidential and surveys identified by numbers
- Basic data cleaning procedures
- Structure interview: content analysis of items
- Scoring of empirical surveys
- Computing of descriptive statistics



Data Analysis Cont'd

- Complex analyses are dependent upon sample size
- Ideally, mixed design with between and within group variables
- Practically, t tests will probably be employed (good enough principle)
- Ongoing data analyses will be implemented as an ongoing program function



Concerns of some managers:

- Productivity of staff when at home/performance measurement
- Changes in staff communication including meetings and the function of teams
- Control/responsibility for workers not seen
- Costs
- Health and safety



In the context of the evaluation

- Examination of costs will inform such concerns
- Examination of performance/productivity will inform such concerns
- The Work-Family Conflict Scale will address health concerns
- Questions concerning communication and the burden to managers (such as responsibility for workers they don't see) will be in structured interviews



How to deal with concerns:

- See the concerns as valid input
- Get managers and employees who are identified with such concerns on the Telework Working Group
- “Black Hat” thinking is important to the success of any project (Edward De Bono) our goal is to incorporate and address such thinking
- Add an aspect of the Need for this program
 - Include a discussion of diversity awareness in the telework orientation sessions
 - Educate regarding research that indicates men are also stressed by family/work conflict



Conclusions

- Current draft of evaluation plan is thorough
- Our proposed changes enhance the evaluation's scope by suggesting regular, consistent monitoring of program outputs and shorter-term outcomes
- Integration of data collection into agency's ongoing functioning allows for evolution and maintenance of the program



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