

Face-to-Face with Management Reality

A Telework Research Report

January 22, 2007

TANDBERG





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“Telework has the potential to revolutionize Federal agency operations. Creating a flexible and modern workforce to compete with the private sector demands innovative management techniques and supervisory training. Telework is a vital resource in meeting the challenges of retaining experienced professionals and enticing talented employees.”

– Darryl Perkinson, National President, Federal Managers Association

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Methodology and Demographics

Methodology:

- Conducted online surveys with Federal managers through the Federal Managers Association and Telework Exchange in November 2006

Management Sample Profile:

- 87% Civilian Agencies
- 13% Department of Defense (DoD) Agencies

Total Sample Size: 214 responses

Margin of Error: +/-6.65% with a 95% Confidence Level

Sample Agencies:

45+ Federal and DoD organizations represented, including:

- Defense Logistics Agency
- Department of Agriculture
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Justice
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- United States Army
- United States Navy

Try It and You'll Like It

- As managers' telework involvement increases, they express more favorable attitudes toward telework. Managers most involved in telework (those who telework themselves) report favorable impressions with 21% greater frequency than managers who do not telework or manage teleworkers

Reality Check

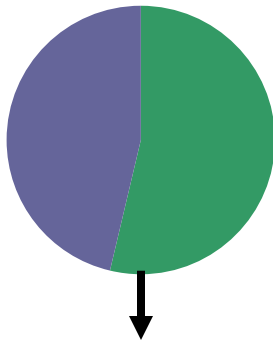
- Drivers: Managers cited work/life balance and recruitment and retention as top drivers for telework. Few cite Continuity of Operations (COOP)/pandemic planning as a top driver, in contrast with agency priorities
- Inhibitors: Managers cite fear of losing control over employees and productivity concerns as top telework inhibitors. This contrasts with the common perception that lack of funding and security concerns are the primary inhibitors
- Agency Support: No telework culture – just 35% of managers believe their agencies support telework

Lost in Translation?

- 32% of managers rate a lack of face-to-face contact as the number-one telework communication challenge
- 61% of managers say they have misinterpreted a colleague via e-mail

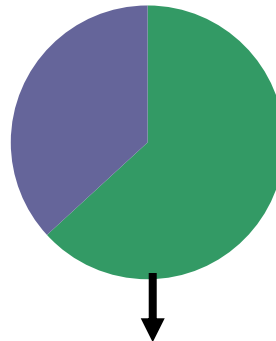
What are your attitudes toward telework?

Managers who do not manage teleworkers



54% Favorable

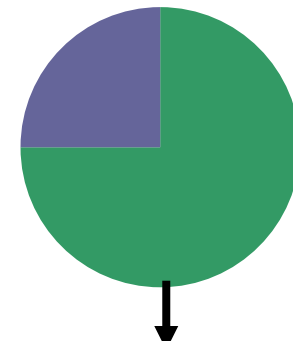
Managers who do manage teleworkers



63% Favorable

***Note:** 66% of managers who manage teleworkers find that teleworkers are as productive as their in-office counterparts.*

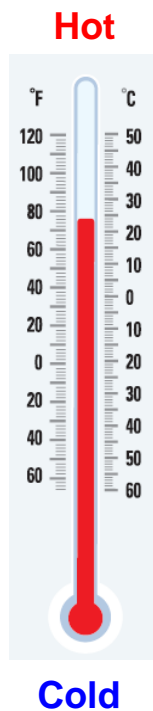
Managers who are teleworkers



75% Favorable

Face Value: Try it and you'll like it. As managers become more involved in telework, they express more favorable attitudes toward telework.

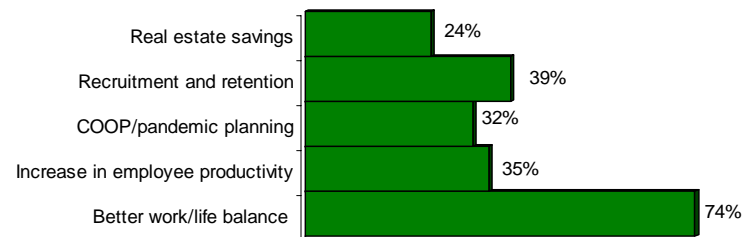
What are the drivers for telework?



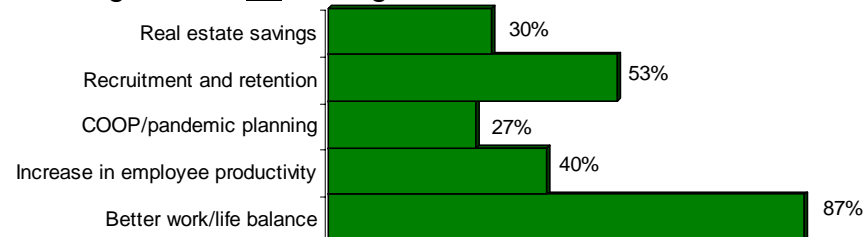
**Work/life
balance and
recruitment
and retention**

**COOP/pandemic
planning and real
estate savings**

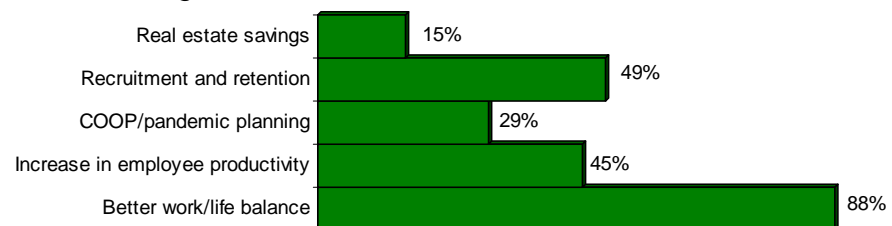
Managers who do not manage teleworkers



Managers who do manage teleworkers



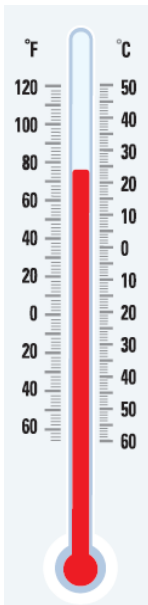
Managers who are teleworkers



What are the inhibitors for telework?

Hot

Fear of not having control and productivity

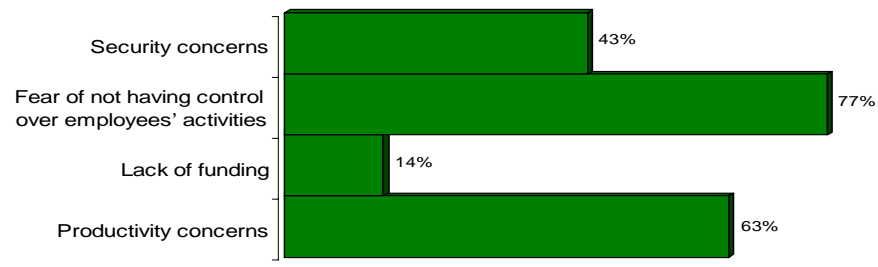


Note: Managers express less concern about security and lack of funding as they become more involved in telework.

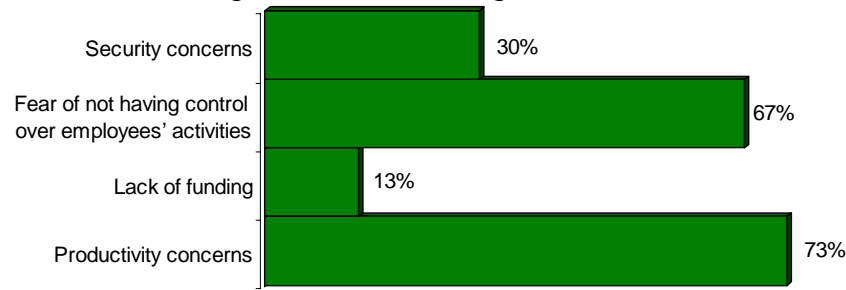
Cold

Lack of funding and security concerns

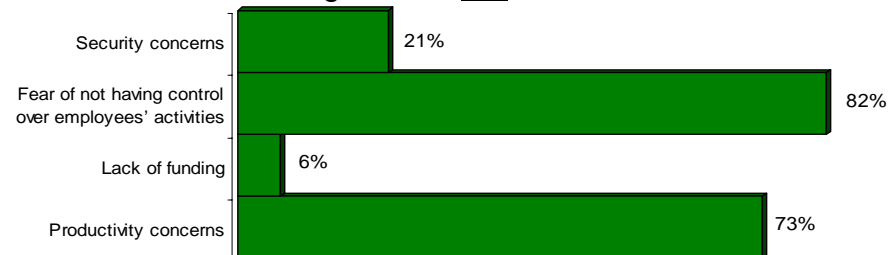
Managers who do not manage teleworkers



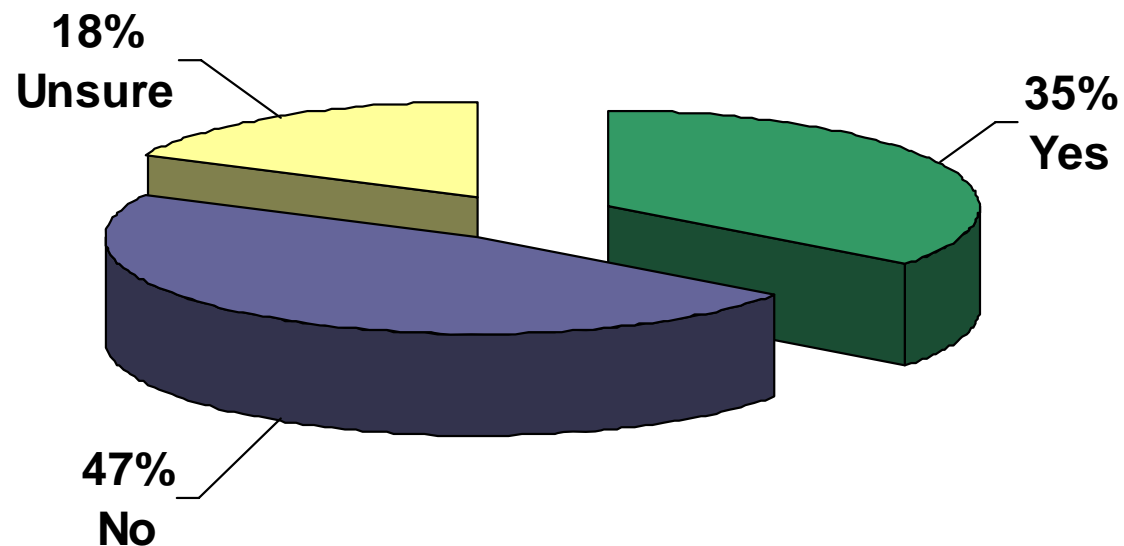
Managers who do manage teleworkers



Managers who are teleworkers



Do Federal managers believe their agencies support telework?



Face Value: No telework culture - just 35% of Federal managers believe their agencies support telework.

What will encourage management to support telework?

Encourage managers to telework

#1

Training

#2

Share success stories

#3

Shift to performance-based review processes

#4

Face Value: While managers rate a shift to performance-based review processes at the bottom of the list, they also express productivity concerns – which can be minimized with performance-based reviews.

What is the biggest communication challenge affecting productivity in a telework environment?

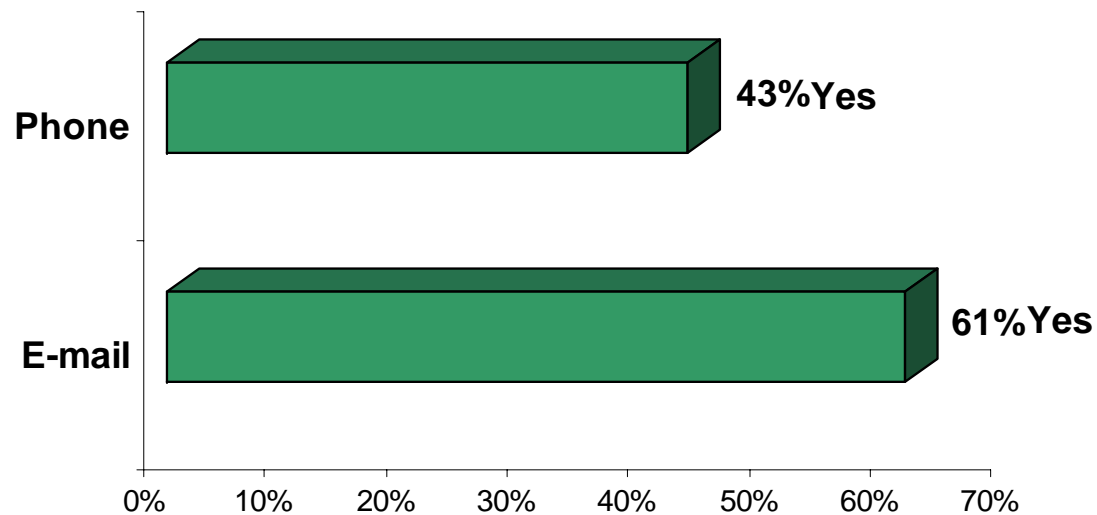
Communication Challenges

Teleworkers must grapple with...

ISSUE	% OF MANAGERS RATING ISSUE AS #1 CHALLENGE
Lack of face-to-face contact	32%
Inability to sit around table and collaborate face-to-face	22%
Not being able to access co-workers	20%
There is no challenge	6%

Face Value: Managers find lack of face-to-face contact and inability to collaborate top telework communication challenges.

Have you ever misinterpreted a co-worker via...



Face Value: E-mail and voice deliver only part of the message.

Comment Card: Anecdotes from the Managers

Additional reasons managers cite for *lack of interest* in telework:

- No capability to track completed work/productivity
- Availability for last-minute meetings/projects
- Lack of knowledge about telework options
- No top management buy-in/no encouragement
- Lack of trust and old management theories

Additional suggestions from managers on *encouraging telework*:

- Periodic reviews and open discussions
- System to track performance
- Focus on positive outcomes, not negatives
- Endorsement from higher levels
- Stronger laws and/or firm direction from Office of Management and Budget
- Establish ways to measure telework performance



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Recommendations

- **Recommendation I:** Implement manager-specific pilot programs. Address managers' telework concerns. Study results indicate managers are likely to find telework appealing for themselves as well as their employees
- **Recommendation II:** Educate all management levels on telework drivers and benefits. Study reveals low awareness of telework's importance in COOP strategies, pointing to lack of management alignment with agency priorities
- **Recommendation III:** Address productivity. Managers are concerned about not seeing their employees face-to-face. While 66% of managers find teleworkers are as productive as their in-office counterparts, there is little evidence to support productivity. Agencies must implement performance-based review processes and build support gradually with a phased roll-out approach
- **Recommendation IV:** Incorporate face-to-face interactions. Study highlights the importance of face-to-face communication. Agencies should stress the need for periodic in-person contact, particularly for new relationships, as well as implement technologies that mimic face-to-face communication



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About Telework Exchange

Telework Exchange is a public-private partnership that:

- Builds a virtual telework community
- Provides the first framework to quantify both overall Federal government and agency-by-agency progress against mandated telework requirements
- Provides the first framework to quantify the value of Federal telework – financial and environmental cost of commuting
- Generates an information clearinghouse to share best practices and rate teleworking tools
- Delivers a forum for targeted, audience-specific telework education



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About Federal Managers Association

Federal Managers Association (FMA)

FMA is the largest, oldest, and foremost Federal employee organization representing the interests of the nearly 200,000 managers, supervisors and executives in the Federal Government today.

FMA advocates excellence in public service through effective management and professionalism, as well as the active representation of its members' interests and concerns. FMA advances its mission through consultation in the Executive Branch and advocacy in Congress, top-notch professional development programs, and informative publications for networking among its members.

For more information, visit www.fedmanagers.org.



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Thank You.

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