

Telework Pilot Program Evaluation Results (DRAFT)

The Telework Pilot was conducted from May 21, 2018 – August 31, 2018. The Pilot had a total of 29 participants from 13 different County departments. This document provides the results of two surveys: the Telework Pilot Program Supervisor Survey which surveyed direct supervisors of Pilot participants, and the Telework Pilot Program Participant Survey.

Telework Pilot Program Supervisor Survey Results

- A total of 19 supervisors from 10 different County departments completed the Supervisors Telework Pilot Program Evaluation Survey.
- When asked what effect the Telework Pilot Program had on participating employees in different areas, the survey results showed the following:
 - **Their availability for onsite staff meetings:** 9 of 19 indicated that it had a very favorable or favorable effect, 8 of 19 indicated that it had neither favorable nor unfavorable effect, and 2 of 19 indicated it had an unfavorable effect.
 - **Their productivity:** 11 of 19 indicated that it had a very favorable or favorable effect, 8 of 19 indicated that it had neither favorable nor unfavorable effect.
 - **Their morale:** All 19 supervisors indicated that there was a very favorable or favorable effect on morale (7-very favorable; 12-favorable)
 - **Their job performance:** 11 of 19 supervisors indicated that it had a very favorable or favorable effect, 8 of 19 indicated that it had neither favorable nor unfavorable effect.
- When asked about the Telework Schedule affecting employee use of leave, 15 of 19 supervisors (79%) indicated that the Pilot neither increased or decreased employees' use of leave time. 3 of 19 supervisors (16%) indicated they did not know/was not applicable, and 1 supervisor indicated that it had decreased the use of leave time.
- When asked what impacts the Telework Pilot Program had on each of the following aspects of their work as a supervisor, the survey provided the following results:
 - **Ability to ensure that services are provided to customers:** 7 of 19 indicated it had a very favorable or favorable effect, 11 of 19 supervisors indicated it had neither favorable nor unfavorable effect, and 1 supervisor indicated it had an unfavorable effect.
 - **Their working relationship with their participating employee(s):** : 11 of 19 indicated it had a very favorable or favorable effect, 8 of 19 supervisors indicated it had neither favorable nor unfavorable effect.
 - **Their ability to contact or obtain information from your participating employee(s):** 8 of 19 indicated it had a very favorable or favorable effect, 9 of 19 supervisors indicated it had neither favorable nor unfavorable effect, and 2 supervisors indicated it had an unfavorable effect.
 - **Their ability to supervise participating employees:** 8 of 19 indicated it had a very favorable or favorable effect, 9 of 19 supervisors indicated it had neither favorable nor unfavorable effect, and 2 supervisors indicated it had an unfavorable effect.

- **Their ability to supervise NON-participating employees:** 5 of 19 supervisors indicated it had a very favorable or favorable effect, 14 of 19 supervisors indicated it had neither favorable nor unfavorable effect.
- When asked how the Telework Pilot Program affected the amount of time that they spend on different activities, the survey provided the following results:
 - **Standing in for employees when they are not available:** 3 of 19 supervisors indicated they spend more time, while 16 supervisors indicated they spend the same amount of time.
 - **Coordinating with other departments or colleagues:** 3 of 19 supervisors indicated they spend more time, 15 of 19 supervisors indicated they spend the same amount of time, and 1 supervisors indicated they spend less time.
 - **Assigning tasks to subordinates:** 2 of 19 supervisors indicated they spend more time, 16 of 19 supervisors indicated they spend the same amount of time, and 1 supervisors indicated they spend less time.
 - **Coordinating work activities of subordinates:** 2 of 19 supervisors indicated they spend more time, 16 of 19 supervisors indicated they spend the same amount of time, and 1 supervisors indicated they spend less time.
- When asked what effect the Telework Pilot had on their NON-Participating employees, the supervisors survey provided the following results:
 - **Employee moral:** 3 of 19 supervisors indicated it had a favorable effect, 15 of 19 supervisors indicated it had neither favorable nor unfavorable effect, and 1 supervisor indicated it had a very unfavorable effect.
 - **Inter-office communication:** 2 of 19 indicated it had a favorable effect, 16 of 19 supervisors indicated it had neither favorable nor unfavorable effect, and 1 supervisor indicated it had an unfavorable effect.
- When asked if the Telework Pilot Program increased or decreased the following activities in their work team (includes participating and non-participating employees), the supervisors survey provided the following results:
 - **Productivity:** 5 of 19 supervisors indicated it increased team productivity, 13 of 19 indicated it neither increased nor decreased productivity, and 1 supervisor indicated it decreased productivity.
 - **Ability to provide services to customers:** 4 supervisors indicated it greatly increased or increased their team's ability to provide services, while 15 of 19 supervisors indicated it neither increased nor decreased this ability.
- When asked about weighing the advantages and disadvantages of the Telework Pilot Program, 10 of 19 (53%) supervisors indicated that the advantages greatly outweigh, or just outweigh the disadvantages. 7 of 19 (37%) supervisors indicated that the advantages and disadvantages balance out, while 2 (10%) supervisors indicated that the disadvantages outweigh the advantages.
- For written comments and suggestions provided by supervisors, please see *Appendix A*.

Telework Pilot Program Participant Survey Results

- All 29 participants in the Pilot completed the Telework Pilot Program Survey.
- About half of the participants teleworked 1 day per week, while the other half teleworked 2 days per week.
- 100% of participants indicated they could effectively communicate with their supervisor while teleworking.
- 100% of participants indicated they could effectively communicate with their coworkers while teleworking.
- 11 of 29 (38%) participants experienced some sort of technical, computer, or communications difficulties while teleworking.
 - For specific comments on technical issues, see *Appendix B*.
- 22 of 29 (76%) participants indicated no change in the use of leave resulting from Telework, while 7 of 29 (24%) indicated it decreased their use of leave time.
- 100% of participants indicated they were able to access the programs and files necessary to perform their work functions.
- When asked about weighing the advantages and disadvantages of the Telework Pilot Program, all but one (28 of 29) participants indicated that the advantages outweigh the disadvantages. One participant indicated that the advantages and disadvantages balance out.
- When asked about different aspects of the Telework Pilot Program:
 - **Telework helped to better manage work load:** 27 of 29 participants either strongly agree or agree, one participant disagrees
 - **Improved morale:** 28 of 29 participants either strongly agree or agree, while one participant disagreed.
 - **Improved health:** 26 of 29 participants either strongly agree or agree, 2 participants disagreed, and one participant chose "N/A".
 - **Telework helped to manage stress:** 26 of 29 participants either strongly agree or agree, 2 participants disagreed, and one participant chose "N/A".
 - **Improved their working relationship with their supervisor:** 18 of 29 participants either strongly agree or agree, while 2 participants disagree, and 9 people indicated "N/A".
 - **Improved their communication with my supervisor:** 18 of 29 participants either strongly agree or agree, while 2 participants disagree, and 9 people indicated N/A.
 - **Increased their desire to stay with their department:** 23 of 29 participants either strongly agree or agree, while 2 participants disagree, and 4 people indicated N/A.
- For written comments and suggestions provided by participants, please see *Appendix C*.
- For a list of items purchased by the participant for telework purposes, please see *Appendix D*. (please note: purchasing equipment was not a requirement of the Telework Program, this is for informational purposes only).

Appendix A

Supervisor's Written Comments and Suggestions on the Telework Pilot Program

My one participating employee is much more productive on telework days, presumably due to the reduction of distraction. I have been very pleased with the program.
Telework has not impacted operations and it's a good morale booster for those who participate. I haven't heard negative comments from those who don't participate. However, this could change if the number of participants grow.
The telework has potential to improve employee morale and productivity. The roles and productivity of the employee are an important determining factors.
I think it is too short of a time period to fully assess the impact of the Telework Program on certain categories; e.g. non-participating staff morale, customer service, standing in for employees when they are not available, etc.
I'd recommend allowing for some responses above to be entered for each individual employee participating, as opposed to all lumped. I feel 1/2 to one full day telework is ok, but two telework days per week seems to be too much and negatively impact ability for staff interactions and productivity in the office given the work culture and public service needs here at the County. Especially with teams with multiple teleworking members. The County's VPN intermittently won't work - I have personally experienced that, as did my staff participating in the pilot program. I support teleworking when staff can work "as if" they were here in the office - access to all network files; forward office line to cell or home office; and ability to readily participate in meetings. Tools to organize telework days could help both employees and supervisors. I have had successful telework employees when he/she set daily accomplishment goals when teleworking and submitted evidence to me/supervisor of work completed at end of day. (That's probably good whether off-site or in-office).
I have mix feelings about Telework because there are times when it is very appropriate depending on what you have going on for the week. For example, if you have a day worth of scheduled meetings and there are all meetings where you can conference in, then you can do it from home. It is very helpful to have a day with no interruptions to review and respond to emails.
If this program continues, I believe it needs to be expanded to non management staff. There are many represented positions that could can work from anywhere...they don't need to be at the work site to complete their activities. I hope the committee considers this and begins discussions with the unions. Instead of building larger buildings or leasing new space, we would be better stewards of tax payer funds to allow people to work from home and hold them accountable through solid productivity standards. Employees would probably have higher job satisfaction and morale.
I generally have a neutral option as to the benefits of the program. Having the employee off-site two days a week reduces operational flexibility to some extent in that I had to work around those days to schedule meetings and we communicated through email instead of face-to-face. However, she was responsible in that she would adjust her off-site days in the event there was an important meeting or other circumstances requiring her to be on-site.

Appendix B

Details of Technical Problems During Telework Pilot

There were County updates that prohibited VPNing one and needed to come into to work to have them installed.
I had my office phone forwarded to my cell phone. At times I would have bad cell phone reception. I also had an instance where one of the programs on my desktop froze. Typically, if I was in the office, I could easily end the program using the Task Manager, but this didn't work with the laptop I was using. After a few hours of my laptop being frozen (I continued to work using outlook online) I emailed ITD and they helped fix the problem.
Besides VPN I also did remote desktop. For a couple of days, even though my work computer was on, I needed our department technical staff to help as it would not recognize my computer on the network. One time mid day the laptop had updates that needed to be installed, so the VPN would not connect until after the updates.
VPN unable to connect, VPN interference with WiFi
Initially there was some problems with the VPN and access but County IT was wonderful and helped me get set up, it did take a bit of work yet is now flawless.
I discovered that I am unable to remotely access my work computer due to not having the professional version of Windows on my personal laptop, but I can VPN successfully.
There was only one instance when the VPN access set up was in and out.
It took me a little while to work out all the kinks with acquiring a county laptop, learning to use VPN, and perfecting my ergonomic set up, but by sticking with it and being persistent with our IT Team, I was able to overcome the hurdles.
The VPN system is not that functional. However, I didn't depend on it really, as I simply saved things on a flash drive and worked from that, or e-mailed things to myself. It was fine, and I used my telework days to ready through materials, and when I needed to use my word processing suite, I worked on the laptop with the flash drive and just emailed files to myself as needed. But primarily, I used email and instant messaging, especially while working at the Agricultural Commissioner's office.
The VPN into the network can be slow at times, but it is better than initially.

Appendix C

Participants' Written Comments and Suggestions on the Telework Pilot Program

This program has helped my morale and comfort level with dealing with the workload at the County. Having time to focus without distractions, especially for items that I had to read through, was extremely helpful. This program is a great start; I hope it continues. It has helped me to have more of a work/life balance.
This was a great opportunity, I found that I was able to communicate more via email, IM, etc. with my supervisor and my assistant which I felt was more productive. Teleworking also improves your organization skills, everything must be accessible which took some getting used to. My stress level is down and that I am able to manage my time better in the office as well as out of the office. The day I work from home, I dress like I was going to work and it actually felt great to have breakfast, and a cup of coffee. The overall feeling of not being rushed, but still working was great!!! Thank you...
The agree/disagree levels should have had a neutral level, I would have chosen that for almost all entries
I would love to see this program expanded to employees from additional bargaining units.
I've only been able to telework 4 times due to a smaller department with vacations and absences, but each time has been a positive experience. The ability to telework has been great, and I've enjoyed it.
The teleworking has worked out great. It has helped me be more efficient with my time, communications and task management while in the office, and I can focus better on creative/strategy-thinking tasks and writing when I work in my home office, where there is less distractions. I think working across the 2 locations (home and office) has also encouraged me to become more organized as well, both to help me manage/access documents I know I and my team may need to use, and also as it relates to keeping my cubicle more tidy while I am out of the office on a more regular basis. Being able to telework also creates a greater sense of responsibility for delivering results to my supervisor and team mates, also promoting greater productivity and morale. And not having to commute greatly boosts morale too. I would like this opportunity to continue.
Teleworking is great and I'm glad I had to opportunity to participate. It took some adjusting (remembering to forward my office phone to my cell phone, making sure I had the right documents I needed to work on at home) but after a week or two it was second nature transferring from work office to home office. There were times when I came in to the office during my telework days because I had meetings but that was not an issue.
I am glad this is finally up and running and besides the few technical issues was the same for me as working in my office at Child Support, although things also happen there as well from time to time.
I would like to recommend that the Telework Program continue.
I've really enjoyed being able to telework twice a week since it takes me about 1/2 an hour to get to work and another 1/2 hour to get home. Not only has telework save me money on gas, but it also saves time commuting back and forth. I hope that the County will consider making it permanent.
I was surprised at how much work I was able to complete all while feeling more relaxed and less stressed. I loved working in natural light with fresh air. I actually took my 20 minute breaks, which I often don't take when I'm at work. I thought I would be distracted by things I needed/wanted to get done at home but the fact that I was able to work uninterrupted made it easy not to think about these things and continue working. I thought the day would feel longer than when I was at work, but it felt shorter and not having to get into my car and drive 30 to 40 minutes in traffic was an added bonus both at the beginning and at the end of my day. Overall, very positive and productive days.

<p>The capacity to telecommute has been a huge benefit. It also allowed me to set up teleconferencing with my team and others which saved commute time. When needed it was never an inconvenience to attend a face to face meeting as needed. It allowed me to have "writing and reading days" for various contracts. long ACLs etc. where on site there is often interruptions. I think it also supported staff feeling empowered to find answers yet I was also just a click or call away should my team need me. I hope this continues and would support all my staff having a telecommute day for their analyst work.</p>
<p>I have been more productive in special projects on my telework day. It has allowed me to focus for extended periods without the distractions of the office. However, with multiple meetings on my calendar the most challenging part of telecommuting is finding a day where I can be away from the office of the entire day.</p>
<p>I strongly agree that I was able to get more work accomplished and my morale was better. I hope that teleworking is allowed to employees who have the capacity to telework. My situation was perfect, so I can't recommend additional improvements. I was teleworking at my prior job, so this was easy for me to do.</p>
<p>Being able to work from home helped me because I had less interruptions and was able to concentrate more on the job at hand without distractions. Staff was still able to contact me via phone, and e-mail, and using VPN gave me full access to all the programs I needed to work from home.</p>
<p>Telework takes some getting used to however it did allow me to complete certain projects or clean out emails without disruption. I didn't think Telework would be for me but I feel differently now, I actually enjoyed it.</p>
<p>Telework Pilot Program had greatly helped me in accomplishing my workloads that I was able to stay concentrated on one big job versus being interrupted in the workplace whenever my assistance is being needed by the employees randomly which takes me away from what I am working on.</p> <p>I was proactive in making the determination to be flexible on days that I really need to be at the workplace because of pressing deadlines especially during the end of the fiscal year in June.</p> <p>Also, I feel healthier now that I drink a lot more fluids I doesn't mind making several trips to my own restroom versus sharing the common gender restroom facility here at the auto shop.</p> <p>Lastly, my overall health has improved a lot bringing my numbers back to normal range because I managed my stress level effectively.</p>
<p>Continuing from above: matching my home Windows version with my work Windows version will allow me to use both work monitors when I'm working from home. My commute is an important consideration that was driving me into considering early retirement. Telework has helped me to reconsider.</p>
<p>It was such a relief to be a quiet space because I am currently in a cubicle and the type of activities that I perform for my job requires concentration. There are co-workers in my same area and do communicate with each other throughout the work day. Additionally, teleworking has given me a better outlook on my job.</p> <p>Thank you for this opportunity and I hope that it will continue.</p>
<p>The telework program was extremely useful and beneficial to my work as an Analyst. My work is dependent on others, however, it was not an issue to get a hold of my Supervisor, colleagues or staff when I needed to. I found that my use of time was beneficial and there were less distractions for me as I worked from an environment that was conducive to the work I do. it was less noisy at home and my commute time was less as well. I'd love to see this program continue.</p>

I am glad that Monterey County is supporting the Telework program and I hope we will be able to continue it in the future.

the availability of a help desk specifically for telecommuters

Thank you for your work on this important program. Teleworking has greatly improved my overall morale and my willingness to continue working for Monterey County. Teleworking has helped my work life balance and I would highly encourage its expansion to workers with a proven track record of working independently.

One area that might bear further development in order to enhance our teleworking setup is the ability to place calls through the County's VOIP system. I learned a work around by dialing *69 before dialing the intended phone number in order to protect my personal cell phone number from being disclosed when I had to return calls to members of the public while teleworking.

The program was very beneficial for me and I hope it continues on a permanent basis.

Appendix D

List of Items Purchased by Participant for Telework Purposes

New surface pro
USB hub
I've decided to purchase Windows 7 Professional, but I haven't done so yet.
Wrist pad and desk chair
I got a better office chair, which I needed anyway so working from home just gave me a reason to get one.
a personal laptop
I had an old monitor that I set up so I could have dual screens. I did not have to purchase one, but if I wasn't able to find it, I was planning to buy one.
Monitor