

Telecommuting **BRIEFING** *Kit*



**United States
Office of
Personnel
Management**

Work and
Family
Program
Center

OWR-03
September 1997

Telecommuting Briefing Kit

Guidelines

How May the *Kit* Be Used?

The *Kit* is primarily intended for use in promoting telecommuting to Federal agency managers. It may also be used as a guide for briefing employees and their supervisors who are beginning telecommuting arrangements.

How is the *Kit* Organized?

The *Kit* is organized into three parts and includes:

- *Guidelines* with *how-to* tips for conducting a briefing.
- *Talking Points* outlining key information and suggestions for using a series of slides or transparencies to deliver a briefing.
- *Visual Aids and Handouts* which include information about telecommuting videos, ideas about handout materials, and sample slides which may be duplicated to make transparencies.

All information in the *Kit* is based upon U.S. Office of Personnel Management (OPM) general policy guidelines to agencies. Individual agency policies will vary, so be sure to review all information carefully and make any adjustments necessary.

Who Should be Invited to Briefings and When?

It is important to brief agency leaders and union officials about telecommuting, and to air issues and concerns very early in the development of an agency's policy. It is also important to inform employees and supervisors about agency policies and guidelines before telecommuting begins. Everyone who will telecommute, supervise a telecommuter, or coordinate or evaluate an agency's program may benefit from a briefing. Such practices have been shown to be the most effective tools for ensuring the success of telecommuting programs.

How Should Briefings be Conducted?

Those who conduct briefings should tailor the guidelines and materials in this *Kit* to fit their own presentation style, the size of the audience, and the agency's needs.

Each agency's culture, mission, and location will undoubtedly influence how a promotional briefing will be handled. An employee and his/her supervisor who are beginning telecommuting, usually benefit the most from a joint briefing to ensure a common awareness and

understanding of all the issues, concerns, and guidelines. Small groups of 10-15 participants often provide the best opportunity for discussing issues and concerns. Larger groups may be divided into small discussion groups.

Participants should be encouraged to raise issues and openly express concerns. They should be steered towards available resources within the agency and encouraged, as appropriate, to develop their own solutions to issues and concerns.

What Kind of Preparation is Needed?

You need to:

- ❶ Identify who should attend the briefing(s), invite them, and confirm their attendance (for smaller groups).
- ❷ Identify and schedule an appropriate training facility and make arrangements for any audiovisual equipment. Arrange the meeting facility to comport with your briefing approach and the number of people you expect to attend. (Tables with 4-6 chairs work best for small discussion groups. A large table surrounded by chairs or chairs lined up in rows work better for large groups.)
- ❸ Obtain and/or copy appropriate visual aids (videos, slides) and handouts. (See sample materials and suggested aids in the *Visual Aids and Handouts* part of this *Kit*. You may also wish to copy your slides as handouts for participants.)
- ❹ Review the talking points and slides and make any modifications which may be needed for your agency's telecommuting policy and your individual presentation style. Preview any video you plan to use. You should also review any pertinent agency guidance and/or OPM's *Balancing Work and Family Demands Through Telecommuting* (referenced in the *Visual Aids and Handouts* section).
- ❺ Dry run your presentation beforehand to familiarize yourself with the material, to anticipate how much time you will need, and to determine if you can be heard and your visual aids can be seen from all perspectives of the meeting facility. (Ask a colleague to critique your presentation.)

Where Can More Help be Found?

Contact the *Work and Family Program Center* at 202-606-5520, FAX 202-606-2091, or email workandfamily@opm.gov.

Telecommuting Briefing Kit

Talking Points

SLIDE 1

Managing Today Through

TELECOMMUTING

What? Where? When? Why? Who? How?

FORMAT SUGGESTIONS

- Announce the subject and or title of the briefing as it begins.
- Introduce speaker(s) and explain their role(s) in the agency's *Telecommuting* initiative. (Possible speakers include an agency management official to endorse the initiative; a safety and/or security officer to review the agency's requirements; the agency's information resource manager to address computer security, access, and/or connectivity issues; and/or a manager and employee who have experienced telecommuting.)
- Clearly define the objectives/goals of the briefing.
- Outline the agenda for the briefing and any administrative details which may need to be covered.
- Ask the audience why they are attending the briefing and what they hope to learn from it.

Telecommuting Briefing Kit

Talking Points

SLIDE 2

What is *Telecommuting*?

SLIDE 3

***Telecommuting* is . . .**
working away from the principal office.

KEY POINTS

- *Telecommuting* is working away from the principal (or traditional) office. People sometimes think *Telecommuting* implies that one must have some form of electronic (computer and/or telephone) connectivity to work away from the office, but that is not a required condition and is not what the term means.
- People are sometimes confused about the difference between *Flexiplace* and *Telecommuting* and think the terms have different meanings. Some think that *Telecommuting* implies some sort of electronic connectivity and that *Flexiplace* means working at home without a computer, but there is really no difference. *Flexiplace* was the name of the Federal work-at-home pilot project conducted by the Office of Personnel Management (OPM) between 1990 and 1993; however, today OPM uses the industry term *Telecommuting* to describe a situation where an employee performs work at an alternative worksite. Some Federal agencies call their telecommuting programs *Flexiplace*.
- *Telecommuting* is a management option, not an employee entitlement!

FORMAT SUGGESTIONS

- Transition from *SLIDE 2* to *SLIDE 3* by first asking the question, possibly soliciting audience input to define Telecommuting, and subsequently showing the prepared answer.
- Show a video about telecommuting to introduce the subject and facilitate discussion. (*Telecommuting--Management Tool for the 90's* is available for loan to Washington, DC-area Federal agencies. For more information about this and other videos, see *Visual Aids and Handouts*.)

Telecommuting Briefing Kit

Talking Points

SLIDE 4

Where Do Telecommuters Work?

Typically,

- at home, or
- at a telecommuting center.

KEY POINTS

- Telecommuters usually work at home or at a telecommuting center, but may work anywhere an agency determines is suitable for them to perform their work--for example, an employee might work out of a car, a hotel room, or wherever the customer is located.
- A *telecommuting center* (or *telecenter*) is a multi-agency facility that provides a geographically convenient office setting as an alternative to the employee's main office. Federal telecommuting centers also serve as conveniently located administrative support centers for home-based telecommuters.
- Some agencies have allowed employees to move away from their offices--across the Nation and around the world--to be with family members and work out of their homes. (The Office of Personnel Management recommends that agencies designate the telecommuter's main office as the official duty station for purposes of special salary rates and travel obligations.)
- Some agencies have saved jobs from budget cuts by allowing employees to work at alternative worksites, thereby reducing space and facility costs.

FORMAT SUGGESTIONS

- Ask participants to identify places where they think employees might work away from the office and describe how work could be accomplished there.
- Ask participants for ideas about how their office spaces might be reconfigured to save money when employees are allowed to telecommute.
- Ask participants to express concerns about working at alternative worksites and to strategize about possible solutions.

Telecommuting Briefing Kit

Talking Points

SLIDE 5

When Do Telecommuters Work?

- Typically, one or more days a week.
- Schedule set by supervisor according to office needs and any union agreement.

KEY POINTS

- The existing rules on hours of duty apply to telecommuting employees.
- Telecommuting employees usually spend part of their workweek in the regular office to improve communication, minimize isolation, and use facilities not readily available offsite.
- Managers determine work schedules—including alternative work schedules as appropriate—consistent with the needs of the office and any applicable collective bargaining agreement.
- An agency should not excuse a telecommuting employee from work when the office closes for an emergency (e.g., a *snow closing day*) unless the employee cannot perform work because the regular office is closed.
 - ▶ When an emergency affects only the alternative worksite for a major portion of the workday, the agency can require the employee to report to the regular office, approve annual leave, leave-without-pay, or authorize an excused absence.
 - ▶ When both the regular and alternative worksite are affected by a widespread emergency, the agency should grant the telecommuting employee excused absence as appropriate.

FORMAT SUGGESTIONS

- It is very important that a manager establishes and clearly communicates the work schedule to the employee who telecommutes. Ask the audience why they think this is so important. Some reasons are:
 - ▶ It is necessary for effectively coordinating assignments and ensuring staff coverage.
 - ▶ It is necessary for delineation of liability resulting from personal injury or loss of property. (Employees are covered for work-related injuries and/or damages occurring at alternative worksites--just as they are at the regular office. A key factor in assessing liability is determining if the injury or loss occurred during duty hours.)
 - ▶ It is important to clients, co-workers, and telecommuting employees for conducting business--no one wants to interrupt a telecommuter during non-duty hours and a telecommuter doesn't want to be interrupted either.
 - ▶ It is important to communicate a telecommuter's duty hours to all staff, so that those in the regular office feel assured that the telecommuter is expected to work and not just getting time off.
- Telecommuters should come to the office at regular intervals when possible. Ask the audience why they think this is a good practice. Some reasons are:
 - ▶ It facilitates the scheduling of meetings.
 - ▶ It eases the receipt of mail and the delivery of work products.
 - ▶ It alleviates the isolation of working alone.
 - ▶ It helps telecommuters find out more about what is going on at the office--all the things that don't get communicated over the telephone or email, or are more easily interpreted from body language.

- ▶ It reminds supervisors that telecommuters are available for prime work assignments, promotions, and awards.
- ▶ It shows staff that telecommuters are contributing to the office.

Telecommuting Briefing Kit

Talking Points

SLIDE 6

Why Telecommute? **How Do We Benefit?**

SLIDE 7

Why Telecommute?

Benefits to Agencies:

- **Reduce Absences**
- **Promote Diversity**
- **Increase Productivity**
- **Enhance Recruitment**
- **Increase Customer Access**
- **Retain Qualified Individuals**
- **Reduce Cost of Office Space**
- **Promote Environmental Protection**
- **Accommodate Persons with Disabilities**
- **Expand Geographical Recruitment Pool**

SLIDE 8

Why Telecommute?

Benefits to Employees:

Less Travel Time

Less Costly

More Time for:

- **Family**
- **Friends**
- **Education**
- **Community**
- **Other Interests**

SLIDE 9

Why Telecommute?

NATIONAL TELECOMMUTING INITIATIVE

President's Management Council--January 1996

Goals:

<u>When?</u>	<u># Federal Employees</u>	<u>%</u>	<u>\$ Facility Savings</u>
FY' 98	60,000	3%	\$150 Million
FY' 02	160,000	15%	\$ 2 Billion

KEY POINTS

- Telecommuting provides many benefits to both agencies and employees:
 - ▶ It often improves productivity and performance by providing a more distraction-free environment.
 - ▶ It can lessen the need for employees to use leave by allowing for better coordination of medical appointments and other personal needs.
 - ▶ It potentially enhances recruitment and promotes diversity by expanding the geographic recruitment pool. (Telecommuting may not be appropriate for trainee-level employees, but may work well for new non-trainee employees after an initial orientation period.)
 - ▶ It may help agencies retain workers who must relocate to be with their families and it may accommodate employees with temporary or continuing health problems or who might otherwise have to retire on disability.
 - ▶ It may increase customer access to agency services by locating employees closer to customers and allowing agencies to continue providing services

during emergencies (e.g., weather, energy, traffic problems, etc.) when the office closes.

- ▶ It improves morale by giving employees more options to balance their professional and personal lives. *However, it is not a substitute for child or elder care.* Employees may not take care of dependents during duty hours.
- Telecommuting benefits society by reducing traffic and parking congestion, energy consumption, and air pollution.
- President Clinton strongly supports telecommuting. He issued memoranda in July 1994 and June 1996, directing the Heads of Executive Departments and Agencies to expand the use of family-friendly workplace practices, which includes telecommuting.
- The President's Management Council endorsed a *National Telecommuting Initiative* in January 1996 to increase the number of Federal employees who telecommute to 60,000 by the end of Fiscal Year 1998 and 160,000 by the end of Fiscal Year 2002.
- The General Services Administration estimates \$150 million annual savings in facility costs if 60,000 employees are telecommuting and more than \$2 billion cumulative savings if 160,000 are telecommuting by 2002.

FORMAT SUGGESTIONS

- Show *SLIDE 6* and ask participants to answer the question: Why should we telecommute? Prompt further discussion by asking them to pinpoint how agencies, employees, and society at large may be aided. Then show *SLIDE 7* and *SLIDE 8* and discuss applicable *KEY POINTS* to confirm and supplement their answers.
- Show *SLIDE 9* while discussing the President's support and the *National Telecommuting Initiative*.

Telecommuting Briefing Kit

Talking Points

SLIDE 10

Who Telecommutes?

Nature of Work Should Be Suitable.

Examples:

- **Thinking**
- **Writing**
- **Telephone or Computer Tasks**

SLIDE 11

Who Telecommutes?

Employee Characteristics Are Important.

Examples:

- **Organized**
- **Self-Starter**
- **Conscientious**
- **Highly Disciplined**
- **Needs Little Supervision**
- **Performance at Least Fully Successful**

SLIDE 12

Who Telecommutes?

Supervisor Characteristics Are Important.

Examples:

- **Receptive to New Ways of Operating**
- **Comfortable Managing By Results**

KEY POINTS

- Work suitable for telecommuting depends on job content, rather than job title.
- Telecommuting is especially appropriate for work that requires thinking and writing; telephone-intensive or computer-oriented tasks.
- Work may not be suitable for telecommuting if the employee needs to have extensive face-to-face contact or frequent access to material which cannot be removed from the regular office; or if it would be too costly for the agency to implement.
- The characteristics of both the employee and the supervisor are important:
 - ▶ The employee should be someone who requires minimal supervision and has a performance appraisal of at least fully-successful. (However, in certain situations telecommuting may be used to improve performance--possibly where timeliness due to a lack of concentration is the problem.) The employee should also be adequately trained and knowledgeable of the organization.
 - ▶ The supervisor should be willing to try out the new arrangement and be comfortable managing by results.

FORMAT SUGGESTIONS

- Ask participants to think about the positions in their own office and identify duties which may and may not be suitable for telecommuting. Ask them to explain why and why not.
- Ask participants to review the duties determined inappropriate for telecommuting in the exercise above and suggest ways they might be made telecommutable.

Telecommuting Briefing Kit

Talking Points

SLIDE 13

How To Telecommute? **Beginning a Program--**

- ➡ **Name Coordinator**
- ➡ **Determine Interest**
- ➡ **Involve the Union**
- ➡ **Assess Feasibility**
- ➡ **Explore Options**
- ➡ **Identify Needs and Costs**
- ➡ **Identify Positions**
- ➡ **Get Approval**
- ➡ **Announce Program**
- ➡ **Train Participants**
- ➡ **Implement**

SLIDE 14

How To Telecommute? **Beginning Each Arrangement--**

- . **Review Expectations (Agreement)**
 - . **Duties/Products Expected**
 - . **Work Schedule**
 - . **Needs/Logistics**
 - . **Security Provisions**
 - . **Dependent Care Policy**
 - . **Performance Measures**
- . **Assess and Review Progress**

SLIDE 15

How To Telecommute?

Key to Success:

- *Communicate!*
- *Communicate!*
- *Communicate!*

KEY POINTS

- Whether developing a telecommuting program or entering into an individual arrangement within an existing program, good communication is always the key to success.
- *Referring to SLIDE 13--*

When developing a telecommuting program:

- ▶ Determine what all affected parties--employees, managers, and union--need and want.
- ▶ Gain support from the highest management level.
- ▶ Tell everyone what you plan to do, when you plan to do it, and how it will be implemented.

- *Referring to SLIDE 14--*

When entering into a telecommuting arrangement (under an established program):

- ▶ Clearly delineate expectations of telecommuter (and sign agreement as applicable).

- ▶ Review work schedule and assignments. (Remember to tell the schedule to all co-workers and customers.)
- ▶ Address needs and logistics. (An agency may install a telephone line at a telecommuting employee's alternative worksite, provide a telephone credit card, and/or computer equipment and software under the condition that these are for official use only. Also, an agency may pay to repair Government-owned equipment at an employee's alternative worksite, but not employee-owned equipment even if it is used for official business.)
- ▶ Mention liability. [The Federal Government is liable for work-related injuries and/or damages at an alternative worksite, just as it is at the regular office, to the extent these are covered under the Military Personnel and Civilian Employees Claims Act, the Federal Tort Claims Act, or the Federal Employees Compensation Act (workers' compensation).]
- ▶ Discuss cancellation. (Either the employee or the supervisor may terminate a telecommuting arrangement at any time according to any applicable agency administrative or negotiated procedures.)
- ▶ Assess effectiveness. (A telecommuting arrangement should be evaluated on a continuing basis, but it is especially important to monitor the results and determine the effectiveness at the beginning.)

FORMAT SUGGESTIONS

- Determine the needs of the audience--for example, are they planning or beginning a program, or working within an existing program? (Remove *SLIDE 13* if a program already exists and replace it with a discussion of the agency's policy.)
- Review *SLIDE 13* (as appropriate) and *SLIDE 14* focusing on the importance of good communication.
- After *SLIDE 14*, review any applicable agency documents for effecting a telecommuting arrangement and/or the following *Sample* documents found in

the Office of Personnel Management's *Balancing Work and Family Demands Through Telecommuting*:

- ▶ *Sample Agreement Between Agency and Employee Approved for Telecommuting on a Continuing Basis* and
- ▶ *Sample Self-certification Safety Checklist for Home-based Telecommuters.*
- Conclude the program with *SLIDE 15*, a question and answer period, and review of any applicable resources--agency specific guidance and/or those mentioned as possible handouts in the *Visual Aids and Handouts* section.

Telecommuting Briefing Kit

Visual Aids and Handouts

Visual aids and handouts always enhance a presentation. Provided here are:

- A listing of some videos which are available for loan and/or purchase and information about how to obtain them.
- Ideas for handout materials.
- *Sample* slides you may photocopy to make transparencies.

Disclaimer About Videos

The names of some non-U.S. Government service providers and other entities have been included in this Kit merely as an initial information service to the user. The mention of providers and other entities by name does not constitute official sanction or endorsement of the provider or entity by the U.S. Office of Personnel Management or the U.S. Government.

Telecommuting Briefing Kit

Visual Aids and Handouts

What Videos are Available?

The following videotapes provide useful information about telecommuting and its role in the workplace:

- ***Telecommuting: Management Tool for the 90's*** (14 minutes)

This video includes interviews with telecommuters and their supervisors and discusses the types of tasks which may be performed away from the regular office. This video may be obtained from the *Telework Collaborative*, which is a joint venture of Arizona, California, Oregon, and Washington States. The cost is \$20. The video is also available as open-captioned for persons who are deaf or hard of hearing. For more information or to order, contact: Kathy Morgan King at 503-378-5584 or FAX 503-373-7806, or Scott Decker at 206-956-2055 or FAX 206-956-2217.

This video is also available on loan from the *Work and Family Program Center*, in Washington, DC to local area Federal agencies. For more information, contact the *Center* at 202-606-5520, FAX 202-606-2091, or email workandfamily@opm.gov.

- ***The Keys to Telecommuting Success*** (17 minutes)

This is a complete training package intended for use by both supervisors and employees. The video and accompanying workbook are available as a package from the *Telework Collaborative* at a cost of \$50. The video is also available as open-captioned for persons who are deaf or hard of hearing. For more information or to order, contact: Kathy Morgan King at 503-378-5584 or FAX 503-373-7806, or Scott Decker at 206-956-2055 or FAX 206-956-2217.

- ***The Manager's Telework Kit*** (15 minutes)

This video features managers and supervisors talking about their experiences managing employees who telecommute and sharing their ideas about how to manage telecommuters successfully. An accompanying guide contains tips and forms which can be useful in managing telecommuters. The video and guide are available as a

package from the *Telework Collaborative* for \$80.00. The video is also available as open-captioned for persons who are deaf or hard of hearing. For more information or to order, contact: Kathy Morgan King at 503-378-5584 or FAX 503-373-7806, or Scott Decker at 206-956-2055 or FAX 206-956-2217.

- ***Telecommuting in the 90's: Myth vs. Reality*** (20 minutes)

This video addresses the fears and concerns about telecommuting of the stereotypical, highly skeptical manager. The video is available from Gil Gordon Associates at a cost of \$100 plus shipping and handling. For more information or to order, contact: Gil Gordon at 908-329-2266 or FAX 908-329-2703.

- ***Telecommuting: Why Not?*** (10 minutes)

This video expounds on the community and organizational advantages of telecommuting. The video and an accompanying guide are produced by the City of Fort Collins, Colorado, which has had experience with telecommuting since 1983. The video cost \$25 and the guide cost \$10. For more information or to order, contact: Linda Devocelle at 970-221-6312.

- ***Telecommuting: Working in a Non-Traditional Environment*** (36 minutes)

This video is divided into three modules, *Trends and Benefits*, *How To Do It*, and *Management and Evaluation*. This AT&T video vividly illustrates the employee characteristics and qualities needed for successful telecommuting. The cost is \$150. For more information or to order, contact AT&T at 800-451-2100 or 800-635-8866.

- ***The Telecommuting Zone*** (28 minutes)

This video is primarily geared towards those who are piloting a telecommuting program. It is divided into ten modules, each dealing with separate issues such as telecommutable and non-telecommutable tasks, organizing the home workspace, and communication with co-workers. Each module concludes with prompts for discussion. The video and a *Facilitator's Guide* are available from the Arizona Department of Administration at a cost of \$41 for both. A handbook for telecommuting coordinators is also available at an additional cost of \$20. For more information or to order, contact John Corbett at 602-542-3637 or FAX 602-542-3636.

- ***Working at Home*** (18 minutes)

This video produced by the Midwest Institute for Telecommuting Education is intended to facilitate and encourage discussion of telecommuting issues. Different scenarios are presented to explore issues such as office design and telecommuter responsibilities. One of the vignettes deals with a disabled employee who works at home. The cost is \$49.95 which includes shipping. For more information or to order, contact Jane Anderson at 612-879-5409 or FAX 612-879-5400.

Telecommuting Briefing Kit

Visual Aids and Handouts

What Might Be Appropriate for Handouts?

You may want to distribute the following handouts depending upon the make-up of the audience and the purpose of the briefing:

- *Balancing Work and Family Demands Through Telecommuting* (Available from OPM ONLINE bulletin board. To download, dial 202-606-4800 and go to the *Work and Family/Flexiplace* forum.)
- *Telecommuting* fact sheet (Also available from OPM ONLINE in the *Work and Family/Flexiplace* forum.)
- The General Services Administration's current listing of telecommuting centers (Available on the Internet at <http://www.gsa.gov/pbs/owi/telecomm.htm>.)
- Copies of transparencies.
- Your agency's telecommuting policy.
- Your agency's telecommuting agreement between supervisor and employee.
- Your agency's safety policy or self-certification safety checklist. (A sample checklist appears in our *Balancing Work and Family Demands Through Telecommuting*.)
- Your agency's computer security guidelines.
- Your agency's collective bargaining agreement provisions covering telecommuting.

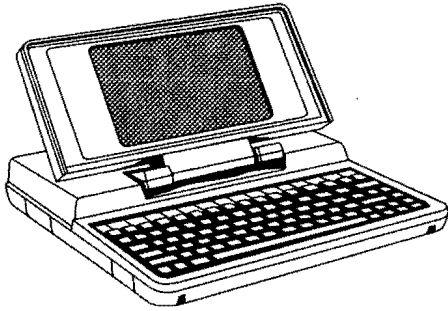
SLIDE 1

Managing Today Through

TELECOMMUTING

What? Where? When? Why? Who? How?

SLIDE 2

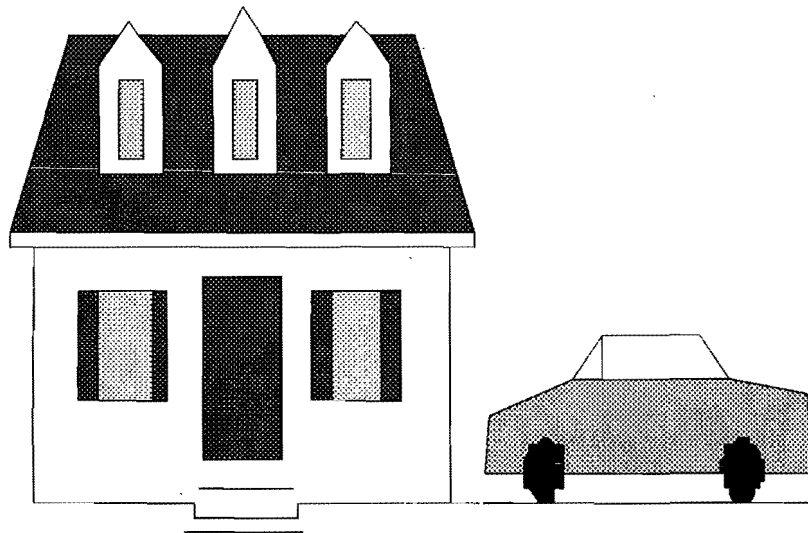


What is *Telecommuting*?



SLIDE 3

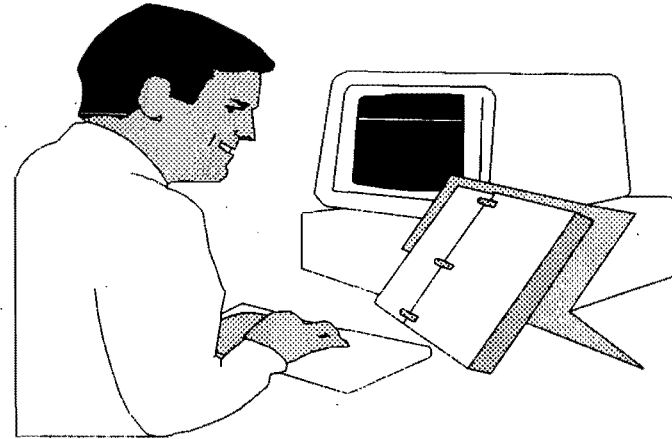
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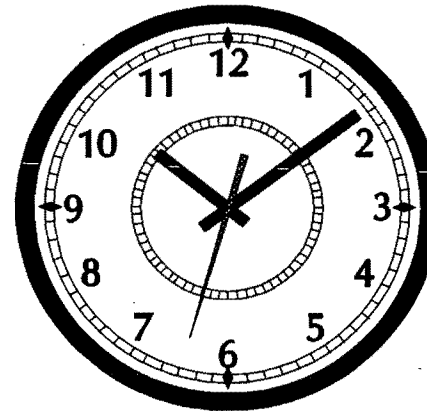
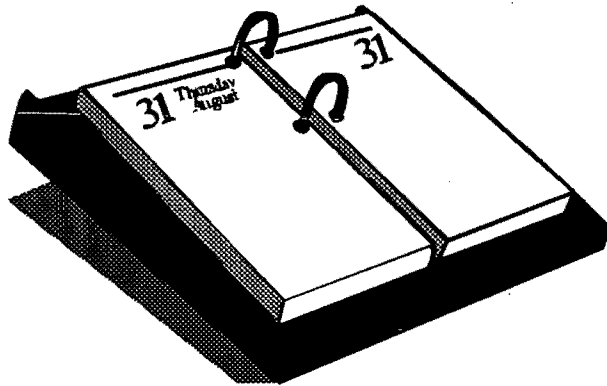
Where Do Telecommuters Work?

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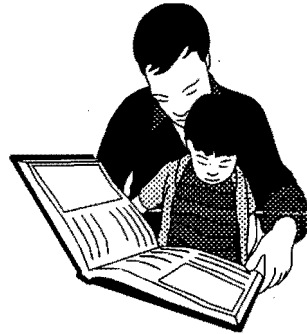


When Do Telecommuters Work?



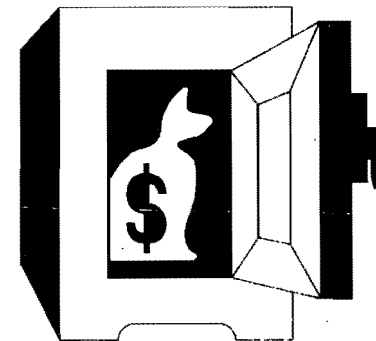
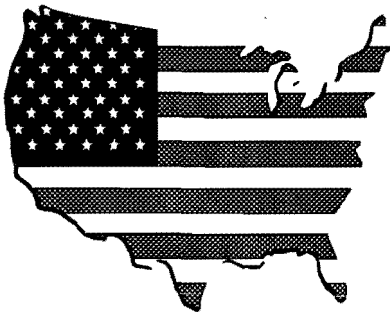
- Typically, one or more days a week.
- Schedule set by supervisor according to office needs and any union agreement.

SLIDE 6



Why Telecommute?

How Do We Benefit?



Why Telecommute?

Benefits to Agencies:

- Reduce Absences
- Promote Diversity
- Increase Productivity
- Enhance Recruitment
- Increase Customer Access
- Retain Qualified Individuals
- Reduce Cost of Office Space
- Promote Environmental Protection
- Accommodate Persons with Disabilities
- Expand Geographical Recruitment Pool



SLIDE 8

Why Telecommute?

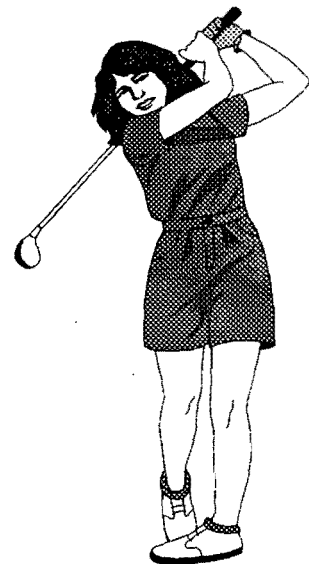
Benefits to Employees:

Less Travel Time

Less Costly

More Time for:

- Family
- Friends
- Education
- Community
- Other Interests



Why Telecommute?

NATIONAL TELECOMMUTING INITIATIVE

President's Management Council--January 1996

Goals:

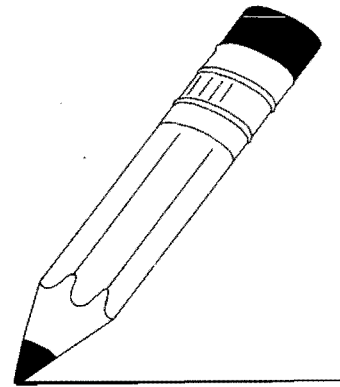
When?	# Federal Employees	%	\$ Facility Savings
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Who Telecommutes?

Nature of Work Should Be Suitable.

Examples:

- Thinking
- Writing
- Telephone or Computer Tasks



Who Telecommutes?

Employee Characteristics Are Important.

Examples:

- Organized
- Self-Starter
- Conscientious
- Highly Disciplined
- Needs Little Supervision
- Performance at Least Fully Successful



Who Telecommutes?

Supervisor Characteristics Are Important.

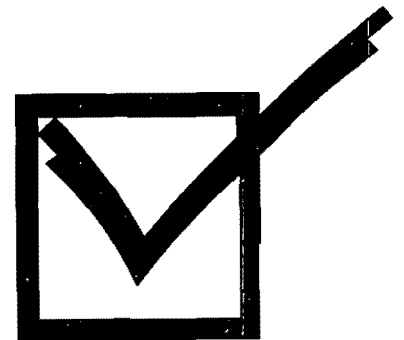


Examples:

- Receptive to New Ways of Operating
 - Comfortable Managing By Results
-

How To Telecommute? Beginning a Program--

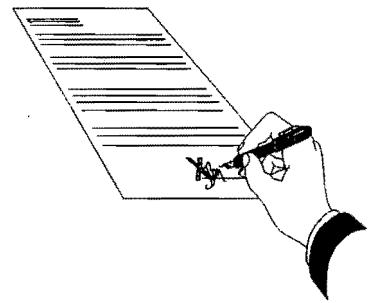
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- ➡ Train Participants
- ➡ Implement



How To Telecommute?

Beginning Each Arrangement--

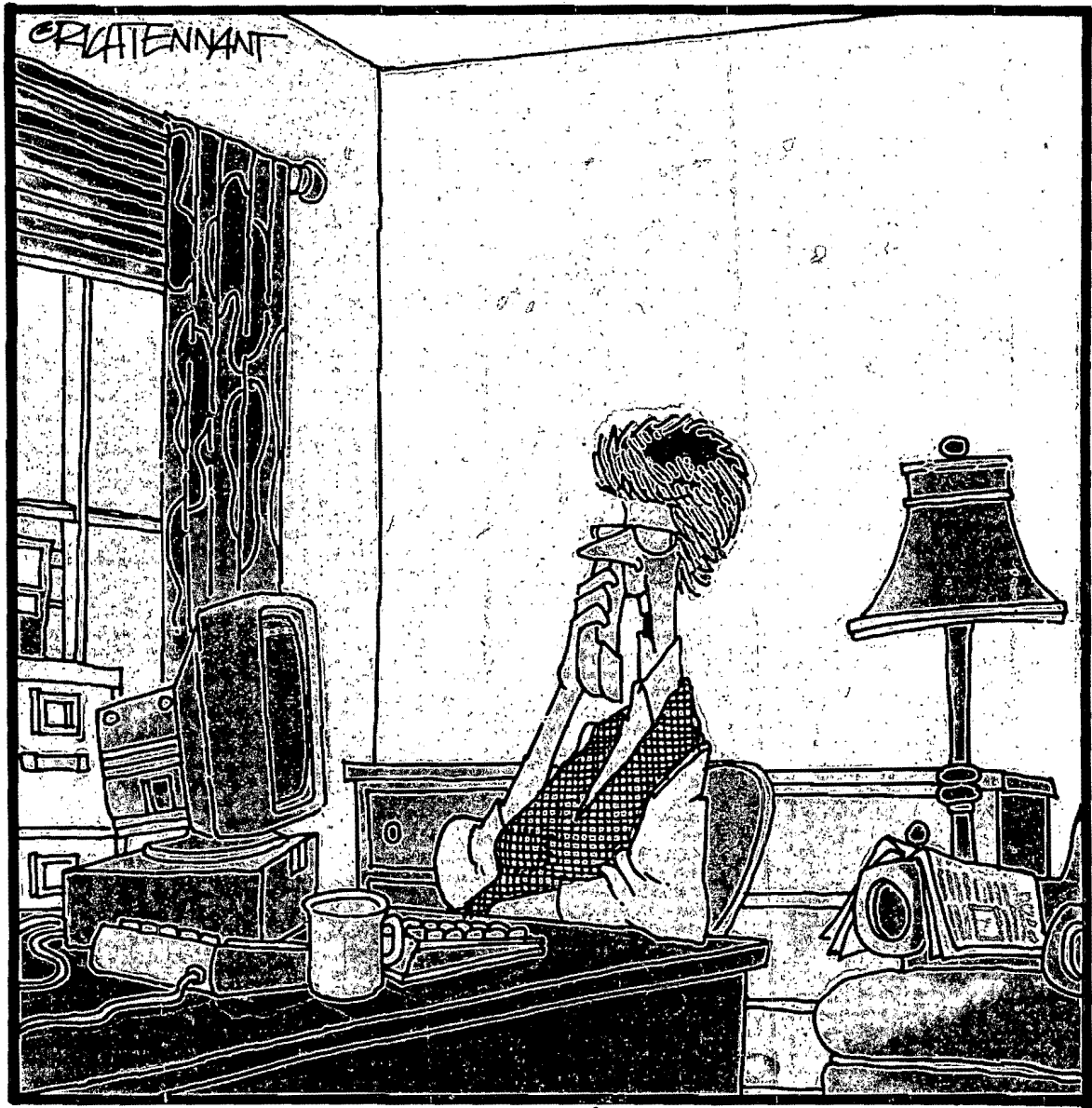
- Review Expectations
(Sign Agreement)
- Work Schedule
- Needs/Logistics
- Security Provisions
- Performance Measures
- Dependent Care Policy
- Duties/Products Expected
- Assess and Review Progress



How To Telecommute?

Key to Success:

- *Communicate!*
 - *Communicate!*
 - *Communicate!*
-



"Oh sure, it's nice working at home, except my boss drives by every morning and blasts his horn to make sure I'm awake."

TELECOMMUTING:

IT'S SMART.
IT WORKS.
IT SAVES.
IT PAYS.SM

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**PHOTOCOPY
PRESERVATION**



GIL GORDON
ASSOCIATES

Rethinking The Workplace

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Modern Medicine At Work:



Don't get gray hair trying
to figure out how to make
telecommuting pay off for you.

I've done that* already.

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(* gotten the gray hair and
figured out how to make
telecommuting pay off.)

Office Mood
Meter

Remove this
center piece
to show
your mood!

Today I Need

UNION LIBRARY PHOTOCOPY



Aspirin



Caffeine



A Day Off



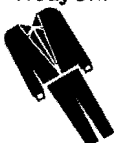
Eight Arms



A Life



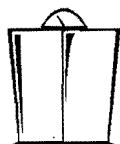
A Bigger Paycheck



A New Suit



Overtime



An Elevator



My Brain



A Room With a View...



More Help!



A Psychiatrist



A Golf Break



A Promotion



To Get Away



A Long Lunch



Some Respect



My Bed



A Private Line



A Secretary



A Lock on the Door



My Running Shoes



A Massage

©1998 ASI 64630

What I really need is telecommuting!

Find out why at

www.gilgordon.com

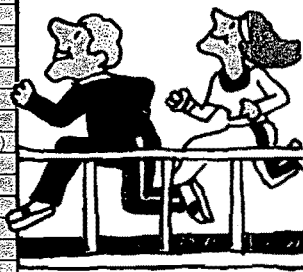
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CLINTON LIBRARY PHOTOCOPY

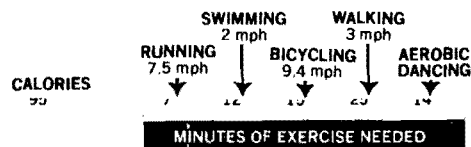
BEVERAGES

DESSERT

Ale (12 oz.)
Beer (12 oz.)
Beer, Lite (12 oz.)
Brandy (1 1/2 oz.)
Cocoa (8 oz.)
Champagne (3 1/2 oz.)
Chocolate Milk (1 cup)
Coffee, cream & sugar (8 oz.)
Coffee, Tea (8 oz.)
Crème De Menthe (1 oz.)
Lemonade (1 cup)
Malt (8 oz.)
Martini, dry (2 1/2 oz.)
Milk, Skim, 2% fat (1 cup)
Milk, Whole (1 cup)
Orange Juice (1 cup)
Shake, Chocolate (10.6 oz.)
Soda, Cola (12 oz.)
Soda, Diet (12 oz.)
Whiskey (1 1/2 oz.)
Wine, dry (3 1/2 oz.)
Banana Split (1)
Ice Cream, hard (1 cup)
Ice Cream, soft (1 cup)
Jello (1 cup)
Pudding, Chocolate (1 cup)
Sherbet (1 cup) 2% fat
Sundae, small (1)



Exercise Away Your Calories



PIES & CAKES

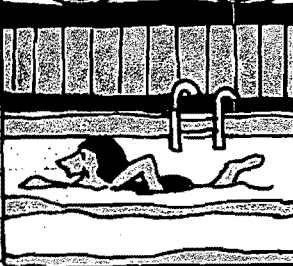
SNACKS & CANDY

SPREADS

Brownie with nuts (1)
Cheesecake (5.7 oz.)
Chocolate Cake, iced (1 slice)
Coffee Cake (1 slice)
Cookies (4)
Danish Pastry (1)
Donut, filled (1)
Donut, plain (1)
Donut, raised (1)
Fruit Cake (2 1/2 x 2 1/2 x 1 1/2)
Pecan Pie (1 slice)
Pie, Fruit (1 slice)
Pumpkin Pie (1 slice)
Candy, hard (1 oz.)
Caramel (1 oz.)
Chocolate Bar (1 oz.)
French Fries (10)
Fudge (1 oz.)
Marshmallows (1)
Nuts, dry, roasted (1 oz.)
Nuts, mixed (1 oz.)
Onion Rings (portion)
Popcorn, buttered (1 cup)
Popcorn, unbuttered (1 cup)
Potato Chips (1 oz.)
Pretzels (1 oz.)
Sugar (1 tbsp)
Butter (1 tbsp)
Jam (1 tbsp)
Margarine (1 tbsp)
Peanut Butter (1 tbsp)

CALORIES USED PER MINUTE
(150 lb. individual)

RUNNING = 13.2 calories
SWIMMING = 8.1 calories
BICYCLING = 6.35 calories
WALKING = 3.8 calories
AEROBICS = 6.6 calories



PULL

SIDE B

Exercise Away Your Calories

BREAKFAST FOODS

Bacon (2 strips)
Bagel Cream Cheese (1)
Cereal dry (1/2 cup)
Egg McMuffin (1)
English Muffin buttered (1)
Fried Egg (1)
Oatmeal (1/2 cup)
Omelet Cheese (6 oz.)
Pancakes (3)
Roll buttered (1)
Sausage (2 links)
Waffles (1)

LUNCH FOODS

Bologna Sandwich (1)
Cheeseburger roll (1/4 lb.)
Chili with Beans (1/2 cup)
Club Sandwich (10 oz.)
Grilled Cheese (1)
Hamburger roll (1/4 lb.)
Ham Sandwich (1)
Ham & Cheese Sandwich (1)
Hot Dog roll (1)
Pizza slice (1 slice)
Roast Beef Sandwich (1)
Beef Pot Pie (8 oz.)
Beef Steak (3 oz.)
Beef Stroganoff (1 cup)
Bluefish (3 oz.)
Burrito Beef (6 1/2 oz.)
Chicken Pot Pie (8 oz.)
Chicken Wing Fried (1)
Fish & Chips (7 oz.)
Fish Sticks (4)
Fried Shrimp (3 oz.)
Lamb Chop (3 1/2 oz.)
Macaroni & Cheese (1 cup)
Pork Chop (2 7/8 oz.)
Pot Roast lean (2 1/2 oz.)
Spaghetti with Sauce (1 cup)

DINNER FOODS



DIRECTIONS:

1. Pull slide until indicator appears alongside desired food.
2. Read below the CALORIES and MINUTES OF EXERCISE NEEDED to burn off these calories.

CALORIES	SWIMMING		WALKING		AEROBIC DANCING
	RUNNING 7.5 mph	2 mph	BICYCLING 9.4 mph	3 mph	
85	6	10	13	22	13
MINUTES OF EXERCISE NEEDED					

REMEMBER: The refrigerator is NOT the telecommuter's best friend!

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PULL

SIDE A

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