



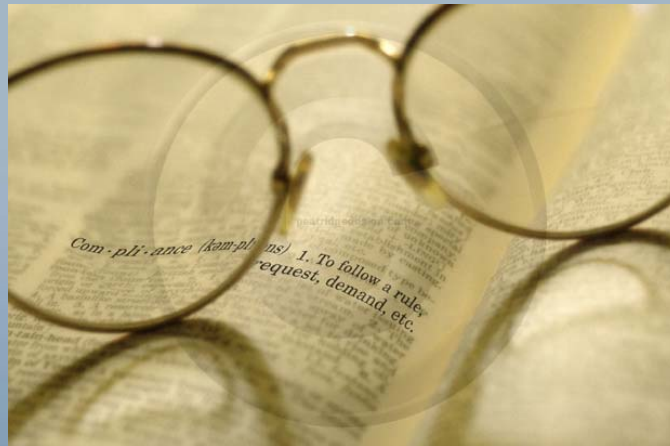
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A Vision for a Better Workforce: Teleworking @ The VA Department of Taxation



Telework Definitions

- Teleworker: Any employee who works from home one day per week



- Home Based Employee: Any employee who regularly works from home each day of the work week



TAX's Telework Program

■ History

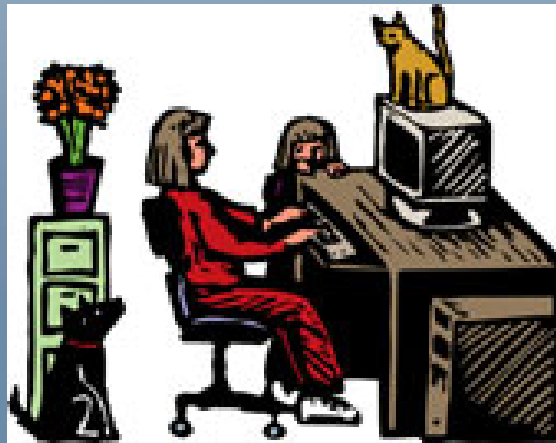
- In 2001 TAX began its telework program by closing 8 Satellite Offices, home basing 210 Employees
- 14 more employees were home based from the Central Office in 2006
- Beginning in 2007, TAX began allowing its staff to telework one day per week



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TAX's Telework Program

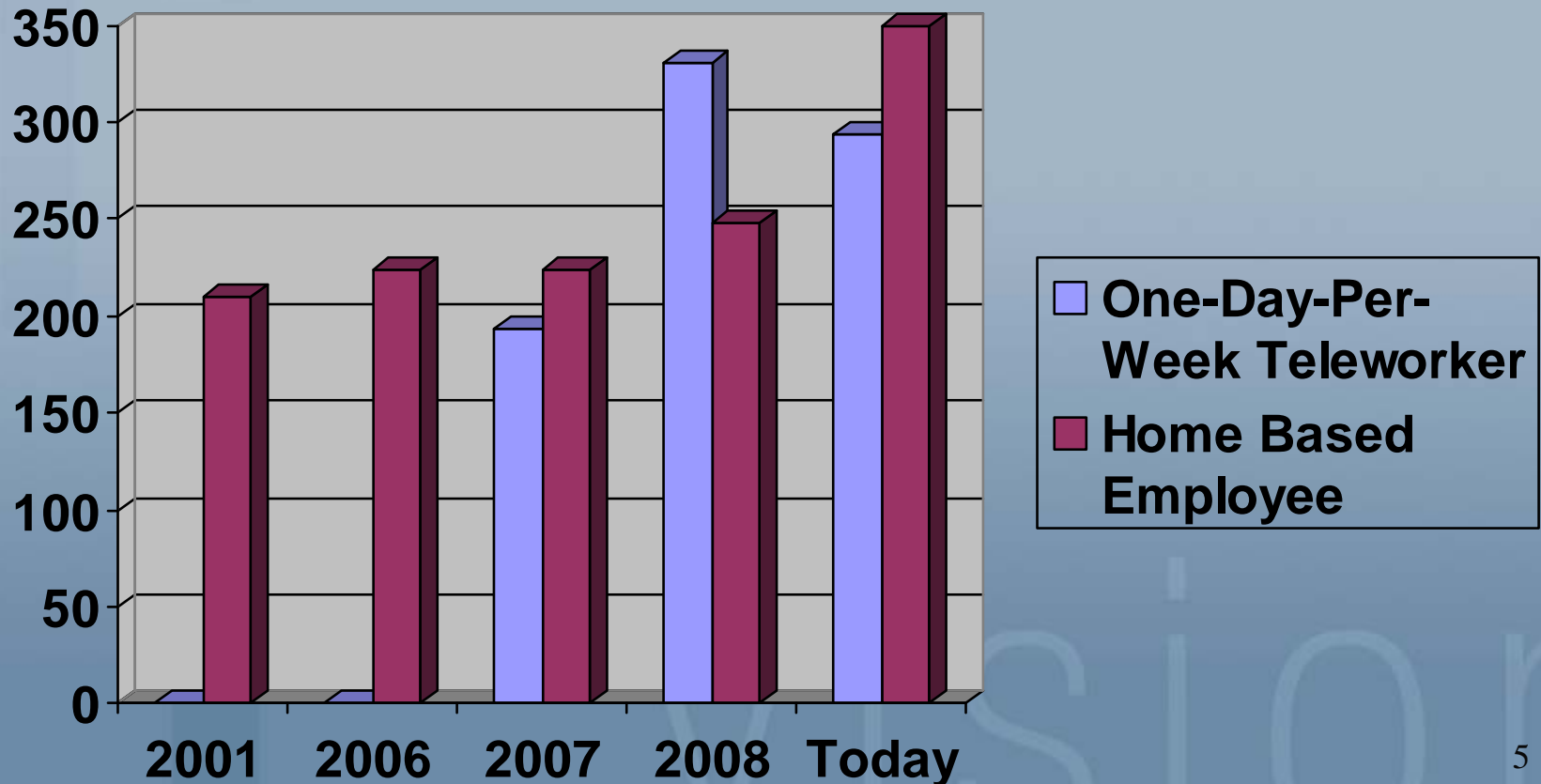
- Today over 60% of TAX employees telework
 - 294 telework one day per week
 - 349 are home based employees
 - The numbers will continue to grow until all eligible employees are teleworking one day per week or are home based





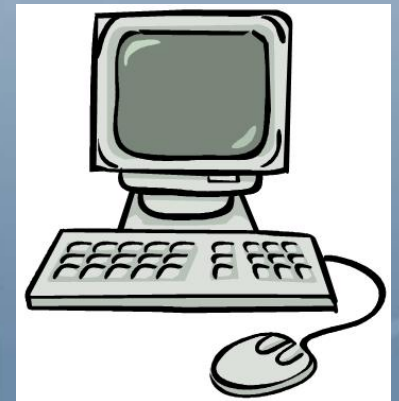
TAX's Telework Program

**Increase in Employees Teleworking
from 2001 to Today**



Who's Eligible to Telework?

- Must be able to meet business requirements
- Must maintain at least an average performance review rating
- Must have an internet connection and a home computer which complies with the TAX security standards





Home Based Eligibility

- Employees eligible to be home based must meet business requirements
- The cost of an employee working from home must be less than the cost of the employee working from an office
- Productivity and performance must be equivalent or greater while working from home



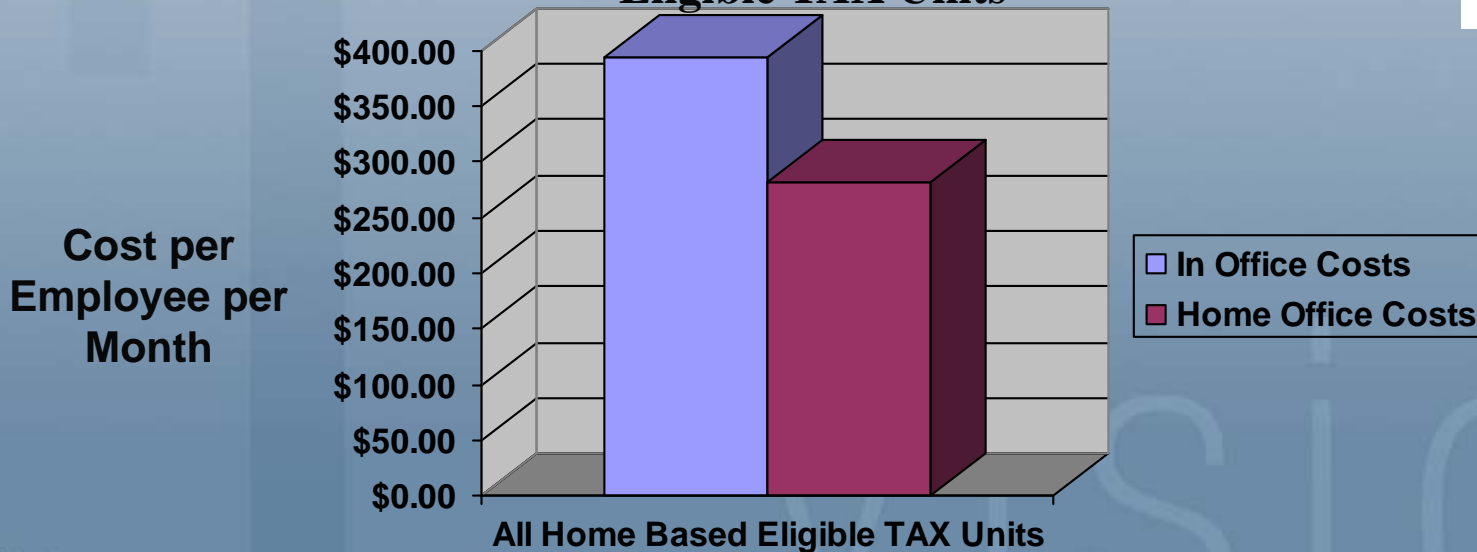


Cost Analysis

- Costs included:
 - Office Space
 - Computer and equipment
 - Network and software licenses
 - Services (Phone line, internet, etc)



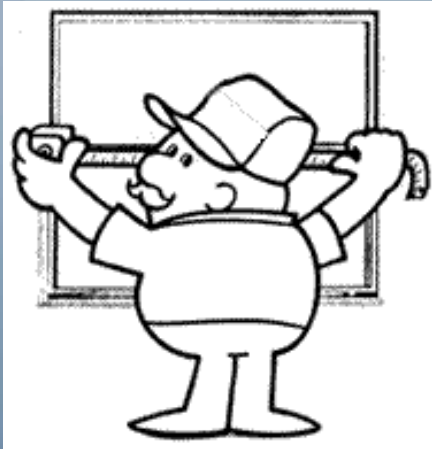
Cost per Employee On Average for All Eligible TAX Units





Measurements

- TAX measures teleworking and remote employees the same way as in-house staff
- Quantitative Measures
 - Number of errors resolved
 - Audits reviewed
 - Collections cases handled
 - Contacts received
 - Also, our latest addition, the number of Live Chats handled



Measurements

- For Example, the Customer Service Contact Center uses the following metrics to evaluate both its in-office and home based staff:



- Phone Metric: Answer 8 calls/hour
- Correspondence Metric: Reply to 4 pieces of mail/hour
- Email Metric: Reply to 9 emails/hr
- Indexing Metric: Index 29 documents/hour

Measurements

- Qualitative Measures
 - Utilize Surveys of Employees and Managers
 - Productivity
 - Performance
 - Timeliness of assignment completion
 - Ease of communication
 - System issues
 - Tools/Programs needed to increase productivity from home

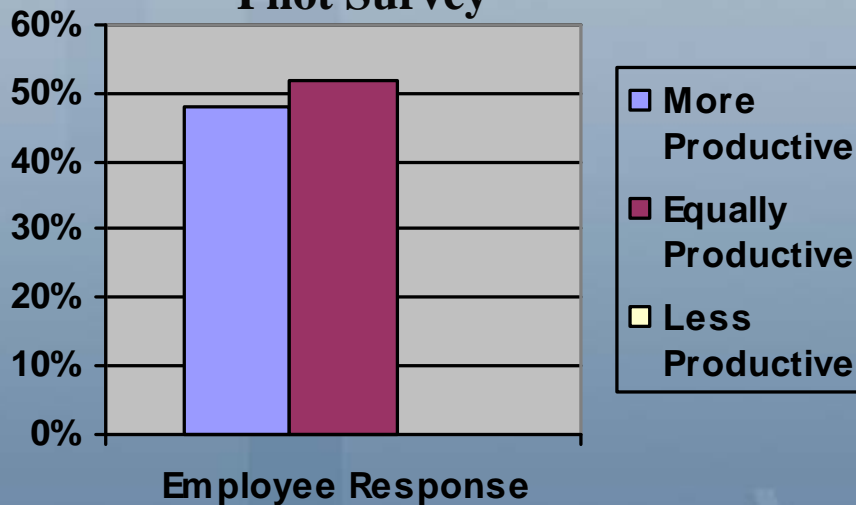




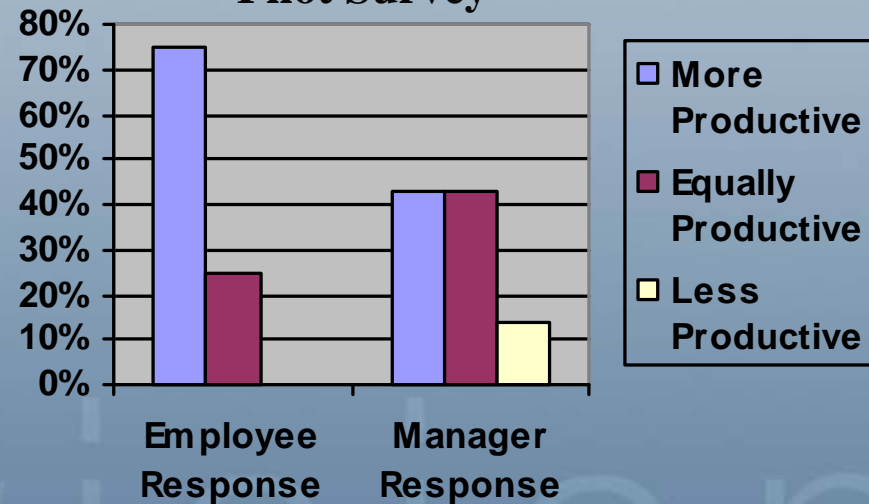
Measurements

Examples of Telework Surveys Conducted & the Results

2007 One-Day Telework Pilot Survey



2009 Office of Technology Pilot Survey





Keeping Employees Engaged

■ Communications Tools

- Monitoring software allows managers to view employee computer screens
- Web Powered Agent allows Contact Center staff to answer taxpayer calls from home
- Internal Instant Messaging allows immediate communication between co-workers
- Many managers require employee weekly status reports
- Agency Intranet, TAXi, keeps all employees up to speed
 - Technical issues
 - Agency and individual office announcements
 - Even retirement parties and birthdays



Keeping Employees Engaged



- Quarterly Telework Meetings
 - Provides home based employees an opportunity to come into the office and touch base with their colleagues
 - Allows home based staff to meet quarterly with TAX leadership
 - Includes instruction on new ways to communicate and collaborate with coworkers through TAXi

Results

- TAX's Telework Program has:
 - Enabled a smaller workforce to accomplish the same objectives
 - Created a culture of flexibility
 - Reduced operating costs
 - Enabled a better prepared department in case of an emergency
 - Decreased turnover
 - Enabled TAX to hire employees from across the state, including economically depressed areas



Conclusion & Questions

- Teleworking at TAX has reaped huge benefits by providing a more productive and happier work force
- TAX is able to attract highly qualified employees by offering teleworking as an option
- TAX is in a strong position to handle emergencies and disasters
- TAX received two awards for its teleworking program
- TAX is considered the poster child of the Governor's Telework Initiative

