



Employer Telework Case Study

Employer

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Background

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for more than 90 years. Every day, government agencies, institutions, and infrastructure organizations rely on the firm's expertise and objectivity, and on the combined capabilities and dedication of our exceptional people to find solutions and seize opportunities. We combine a consultant's unique problem-solving orientation with deep technical knowledge and strong execution to help clients achieve success in their most critical missions. Providing a broad range of services in strategy, operations, organization and change, and information technology, Booz

Allen is committed to delivering results that endure.

Booz Allen is a private company with corporate headquarters in McLean, Virginia. Dr. Ralph Shrader is Chairman and Chief Executive Officer of the firm — the seventh chairman since the firm's founding in 1914.

The Telework Experience

Booz Allen had an existing flexible work arrangements policy that was modified in 2004 to include language on telework and introduce the flexible work arrangement request form. The modification of the flexible work arrangements policy began with researching the implementation of a telework program. At the time anyone teleworking was participating informally. The formal telework pilot was conducted in April of 2005. While compressed workweeks, including both 9/80 and 4/10 programs were already being promoted, the telework pilot allowed Booz Allen to remarket the full suite of flexible work arrangements to include telework, flexible scheduling, part-time employment and job-sharing.

Booz Allen had several goals for their telework and flexwork programs which included:

- Increased employee participation in all types of flexwork options and tracking their participation
- Increased compliance in meeting the terms and guidelines of the telework program
- Increased employee satisfaction which would result in improved employee retention
- Improved employee recruiting
- Increasing Booz Allen's efforts to reduce their "carbon footprint" and traffic congestion

Prior to the launch of the pilot several steps were taken to assure that it was comprehensive and had the best probability of meeting their goals. These steps included:

- Including telework in the time keeping system to track telework hours
- Identifying a diverse group of employees and managers to socialize the flexible work arrangements program to ensure that all points of views, concerns and outcomes of the program were addressed
- The executive team was given a formal proposal including the strategic outcomes of the program. As a result the executive team was very supportive of the pilot.
- Benchmarking other similar organizations in their best-practices and experiences
- Interviewing telework/flexwork leaders at other organizations
- Attended a Boston College roundtable centered on telework
- Information was made available on an Intranet site and brown-bag "informationals" and trainings were

conducted. Human Resources also counseled managers.

- Updating the policy and including additional information valuable to employees and managers
- Identifying teams for the pilot that were supportive of telework and represented a broad spectrum of types of employees.

A short, and very successful, pilot was conducted. Due to the thorough planning very few modifications were made after the pilot. Feedback from both employees and managers after the pilot were very positive. Also as a result of the pilot many managers became ambassadors of the overall program

Challenges and Investment

Several challenges arose during the process, including what level of investment would be needed for a successful telework pilot and rollout. These included:

- Working out the final language of the policy took time and investment in resources. As this is a key component to a successful telework program the investment was important.
- Investigating the classification of a base location versus an office location in terms of tax consequences.
- Identifying what expenses an employee could be reimbursed for and the resulting ongoing costs of the program.
- Obtaining buy-in from the entire organization and addressing misperceptions about the program.

Program Outlook

The telework and all flexwork programs are continually promoted with ever more creative solutions being identified.

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Success Tips

Best practices identified during the pilot and rollout includes:

- Socializing the concept of telework and all of the flexwork options. This allowed Booz Allen to gather multiple perspectives.
- Including a broad variety of workgroups and departments which resulted in a comprehensive policy and approach being developed.
- Providing information about the program in as many formats as possible, including the Internet, brown-bag informationals and trainings.
- Many aspects of the program and flexwork were incorporated in the policy. This increased buy-in from managers and employees alike.
- Gaining the support of the executive team was critical in promoting the program.
- The teams involved in the pilot became program champions and actively promoted telework throughout the company.
- Allowing “informal” telework in the policy increased compliance while allowing additional flexibility for employees. Employees have the ability to complete planned and unplanned personal tasks (e.g. meeting the plumber). This also increases productivity for Booz Allen.