



Employer Telework Case Study

Employer

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About Calvert

Calvert, headquartered outside Washington, DC in Bethesda, MD, has been setting industry standards for investment management excellence since its founding in 1976. As a leader in sustainable and responsible investing, (SRI), Calvert offers a range of SRI strategies that meet sustainability goals for its clients and communities. Calvert serves individual and institutional investors as well as professional financial advisors nationwide. Today, more than

400,000 investors entrust over \$14.5 billion in assets to Calvert.

As a company, Calvert is actively committed to transparency and corporate responsibility as a core value—both inside and out. Calvert values a diverse workforce and seeks to represent the diversity of the Washington, D.C., metropolitan area among its associates. Calvert has a policy of actively hiring and promoting women and minorities, reflected in a workforce with 33 percent minority representation.

Calvert provides its employees with a flexible, family-friendly work environment to promote a healthy work-life balance, community involvement and volunteer activities, and strong corporate philanthropy policies that provide financial assistance to many local charities and community institutions. Full-time Calvert employees have the opportunity to take one paid day per month to perform community service.

Externally, Calvert partners with many non-governmental organizations (NGOs) in its advocacy work, whether to advance causes such as an end to the genocide in Sudan or engaging with companies that might not meet the funds' environmental, social, and governance criteria.

Background

In addition to Calvert's focus on investing in companies that are responsible towards their employees, the environment, the community, and more, as a component of their strategic sustainability goals, Calvert has actively adopted creative employee programs and benefits. In addition to telework, Calvert actively promotes and supports mass-transit and other alternative commuting options for its employees. Calvert purchases athletic shoes for employees who walk to the workplace, supports the purchase of bicycles for those who ride to the workplace and 100% reimbursement for employees who utilize mass transit.

In addition to being implemented as part of their corporate sustainability efforts, Calvert achieves other benefits through telework, including:

- Increased employee retention through enhanced employee satisfaction.
- Improved employee recruiting by attracting top-notch talent that highly values workplace flexibility.
- Productivity gains through reduced unplanned employee absenteeism and by allowing employees to work in a less disruptive work environment when job-tasks are being completed.
- A reduced environmental impact through the promotion of telework and other environmentally friendly programs.

The Telework Experience

Calvert has several alternative work arrangements, including compressed workweek, flextime, and telework. The

company has multiple types of teleworkers, including full-time, part-time and ad-hoc teleworking. Employees specifically interested in teleworking proceed with the following process:

- Discuss the preferred arrangement with their manager to determine if their job-tasks and workplace collaboration needs can be accommodated.
- Review information provided by Human Resources about the program structure, the program's objectives, key priorities and the skillsets and job-performance requirements for participating in the telework program.
- Propose the frequency and schedule of a telework arrangement, job-tasks that will be performed and how their performance will be reviewed.
- A trial period is determined with the manager for a telework performance review.

Employees who obtain approval to participate in the program and participate on a regular schedule sign an agreement that includes their contact information, program schedule, core-hour requirements and how they will communicate with their manager and workgroup while teleworking. The agreement is approved by the employee's manager and HR.

An alternative work arrangement guide is available for managers that provides information about the program's structure and how they can work within and support the program.

Supporting Technology

Employees may use personal computers and/or personal digital assistants as part of

teleworking. Some employees may use Calvert owned computers as part of their participation in teleworking.

A public key encryption system along with a virtual private network provides secure access to employee files and company data.

Challenges and Investment

Determining the types of job-tasks that can be supported through telework is a challenge. Program guidelines available through HR are instrumental in helping employees and managers make this assessment.

Success Tips

Develop guidelines for the types of job-tasks and workplace collaboration needs that support an employee teleworking.

Ensure that program information and support are available to both the employee and their manager.

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