

LESSONS LEARNED

1. A statewide telework initiative can provide a positive return on investment (ROI). Based on a program evaluation conducted by the University Minnesota, eWorkPlace benefits from travel time saving and vehicle costs amounts to over \$6.3 million annually. The state's \$3.2 million investment was recouped during the first two years of implementation. The program had an ROI of about 2 to 1 after one year of full participation. Over a 5-year horizon, eWorkPlace is estimated to yield a 9 to 1 return-on-investment (ROI), which does not include productivity, environmental or quality of life gains.
2. Based on fewer trips and the reduction in VMT, eWorkPlace participants save a total of 8.2 million pounds of CO₂ annually, which is equivalent to planting 1,000 acres of forest and a value of emissions savings of approximately \$120,880.
3. Most eWorkPlace employers plan to continue or expand their telework programs. More than 93% of employers surveyed stated that they plan to continue their telework program and **two-thirds plan to expand their existing program.**
4. While it is difficult to quantify employee productivity gains as it relates to teleworking, qualitatively nearly three-fourths of **eWorkPlace employers surveyed felt that productivity generally increased as a result of implementing a telework program.**
5. Recruitment of eWorkPlace employers can be a long process due to the many technical and cultural factors that an employer must consider. Having a **strong internal champion** as well as the support of top leadership are critical to adopting supportive telework policies and successfully launching an eWorkPlace program. In addition, some participants noted that it is **critical to set clear goals and expectations for teleworking.**
6. From an employer's perspective, implementing a telework policy often presents **more of a cultural challenge than a technical challenge.** Some participating employers noted that there may be a negative perception toward teleworking, but these **perceptions change over time as supervisors and employees become more comfortable with the arrangement.**
7. When starting a telework program, it can be helpful to **begin with a small pilot program to build support and familiarity before implementing a larger scale deployment.** Based on data collected from eWorkPlace, typical pilot programs range from 5 to 10 employees for smaller organizations and 20 to 30 for larger employers. Trial program lengths typically range from 3 to 9 months.
8. There are numerous resources and tools available to support the implementation of a telework policy (i.e., training information, sample policies, guidelines, etc.). **Participants found using these resources to be helpful when launching a new telework program.**
9. From an employee perspective, the availability of a **telework option can increase job satisfaction and boost productivity.** Based on data collected by eWorkPlace, the average participant teleworks 1.5 days per week, which represents nearly 3 commute trips eliminated every week. Many participants reported an increase in productivity as a result of teleworking due to fewer distractions. Several employers reported they are more resilient and better equipped to respond to unexpected disasters. In addition, **participants generally felt that teleworking supports an improved work/life balance.**

