

CASE STUDY



Employer Profile

The National Wildlife Federation (NWF) is the nation's oldest and largest, private nonprofit conservation education and advocacy organization. NWF's headquarters is located in Reston, Virginia and the organization has 10 field offices nationwide, many of which are located in major metropolitan areas experiencing significant air quality and traffic congestion problems.

NWF has more than 4 million members and supporters and 46 state affiliate organizations, and the organization's primary focus is on education through its publications and hands-on nature programs. NWF also educates America's lawmakers, political leaders, business leaders, and grass-roots activists about environmental problems and works with them to find effective, common sense solutions.

NWF's Telework Team

NWF's Director of Human Resources served as the organization's telework coordinator. Other staff involved in the development of the telework program included the Senior Director and Senior Systems Integrator for Information Technology.

Assessment and Implementation

NWF was approved as a Telework!VA site in January 2002. At the time, their Human Resources Department had already developed a written telework policy and the organization was in the process of piloting remote access through Citrix Metaframe. Approximately nine of the organization's 250 headquarters' employees were informally teleworking until the policy was formalized and a program implemented. Additionally, there was no formal telework training program in place.

The primary focus of technical assistance was to review the existing telework policy, develop and conduct telework orientation and training sessions, and evaluate the program's effectiveness through a series of focus groups.



KEY FINDINGS

The survey and focus group results showed:

- The program was well received by teleworkers, coworkers, and managers.
- Communication patterns between teleworkers and others evolved naturally, and the effectiveness of communication did not diminish due to employees working out of the office.
- Coworkers and managers reported no appreciable change in how the work gets done or in their working relationship with teleworkers.

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Between March and November 2002, the consultant conducted:

- Two orientation sessions attended by 29 NWF employees;
- Three training sessions attended by 35 teleworkers and 8 managers; and
- Three focus groups attended by 11 teleworkers, 9 coworkers, and 8 managers.

Program Evaluation

Employees were eligible to begin teleworking after they completed training. NWF evaluated its telework program approximately 45 to 60 days after employees began teleworking. The evaluation included an on-line survey for teleworkers and managers and a series of focus groups for teleworkers, coworkers, and managers conducted by the consultant.

Transportation Impacts

The benefits realized from the program being implemented at NWSA over the two-year project period include the following based on the site survey conducted:

Average telework days per week for program participants	1.40
Average vehicle occupancy	1.14
Vehicle trips reduced (over 2 years)	2,947

Results

NWF's telework program has grown substantially since March 2002 from less than 10 participants to more than 90, an increase of more than 900%. Approximately 25 to 30 percent of NWF's headquarters' employees currently telework. There is a broad range of participation ranging from senior executives, mid-level managers, staff, and administrative support personnel. NWF is also extending its telework program to employees at their 10 field offices.

Factors contributing to the success of NWF telework program include an effective telework coordinator, supportive and cooperative information technology staff, and a culture that is conducive to change. Additionally, the air-quality benefits related to teleworking are consistent with NWF's mission as a steward of environmental resources.



KEY FINDINGS (continued)

- Teleworkers, coworkers, and managers see teleworking as something that is good for the environment, and hence, a workplace alternative that is good for NWF.
- The biggest challenges identified by teleworkers and managers were the concurrent introduction of remote access capability through Citrix Metaframe, specifically the installation of Citrix software on teleworkers' home computers.