

Telework Management Certificate Program

Course #5 “The Tools and Technology of Telework”

Allan: [...] today’s webinar course, “The Tools and Technology of Telework”, which is part five in a six part certificate program in Telework management. And we’re very pleased to have with us four exceptional presenters today, who I will introduce in a moment, but just before we do that, I want to draw to your attention the fact that there is closed captioning available for anyone who wants to use it. You see the link below and I have also put the link into the chat box, too, so you can just click right on it and go where you need to go. So you can find that in your chat box as I move to the next slide.

The other thing that I would like to draw to your attention before we get started is that we have a great deal of resources that are available to you at tmgovu.org around the topic of Telework management and around the topic of the tools and technologies of Telework management. We’ve put those together, for your convenience, in one place. You can get to it by clicking on the banner on tmgovu.org or on any of the boxes that are about Telework. You’ll get to this place right here, which is a course page. You can see the various courses on this side. You can download the speaker notes, you can download the slides, recording and all sorts of things from here and you can do that by course. If you move to this segment and click on the various courses and get the various speaker notes. This will be the fifth, so this series of slides will be available along with the four others by tomorrow. There is also a very active question & answer going on, so you can type in your questions and type in answers, too, if you know the answers or has thoughts that you want to share with other participants, this is the place to do so. And, finally, we will be adding online courses for each of the webinars that we’ve done, actually, since early last year, so starting weeks, you’ll see between 15 and 16 online courses available, including today’s. And, by taking those courses and answering the questions that are associated with them, you can also earn a certificate of completion that way. You’ll also get your certificate of completion if you are on this webinar course today for at least 15 minutes. That’s sort of a standard we have to set. OK, and finally, before I introduce our presenters today, there is a question box that you’ll notice on your module. And that is how you’ll interact with the presenters today. You just type in your question or comment and hit enter and we’ll keep an eye on those and try to work in as many as we can. If we don’t get to all of them, then we’ll put them into this question & answer box within a few days so that we can address them online. So thank you very much, I really am pleased today to have Mika Cross with us again. And Mika is the leader of this program. She’s been with us for all five courses and will be with us on our last one in a couple of weeks. Mika is the USDA work/life and wellness program director at the Department of Agriculture. Joining her today is Rory Schultz, who’s the deputy chief information officer at the food and nutrition and consumer service division of USDA. And Jerome Davin, who is the director of the mobile computing program management office and the distance learning program for Enterprise Applications Services at USDA. And finally, Cindy Auten, who is the general manager for Mobile Work Exchange. So, as you can see, we have an extremely well qualified group with us today to talk us through this really important topic. I’m going to turn it over to Mika to get us going. Mika?

Mika: Thanks so much, Allan, and happy Telework week, everybody. I couldn’t be more proud to be bringing you this topic during this particular week, as the more and more decided to participate in

this national effort to increase Telework and mobility awareness and participation. promoting more flexibility and being to both individual and organizational needs across government. As we know that traditional workplace is rapidly becoming a place with employees working from where they can be most efficient and productive, whether that be at home or some shared office, and Telework week is really a testament to all that. The availability of affordable technology has been one of the largest barriers sighted across government in the ability to adapt in any time and any place the mobility strategy to enable Telework. Now, I have to give a disclaimer. I am a human resources technician, so I'm not a technologist. We're going to try to make this light and as soon as possible because I'm lucky enough to even be able to the internet use it some days, but this webinar particularly will focus on a few common themes and it's really designed for your personal stories and on how to adapt and leverage technology as a tool for enabling Telework adoption across the government. So today some of the best practices that our panelists will share with you are focused on five common topics that challenges around how to effectively adopt technological solutions. You'll hear from them about their top tips and bits of advice for helping federal managers implement effective strategies and best practices to enable a mobile workforce. So, throughout the day, we will cover how to get started in building the business case, how to leverage tech tools based on what your workforce needs are and what, thoughts around data security issues, what's currently on the table as far as in the business solution across government and industry trending and what the future holds. And finally, we're going to share best practices and how to the workforce for either you as Teleworkers or managers as Teleworkers with the skills that are needed to really effectively use the technology that's available, so that our Telework workforce and mobile workforce can be their most effective and remain available, accessible and connected with our teams and customers. So, before we get start it and hear from Cindy about the facts around National Telework Week across the government, I'd like to invite you to join a short survey that I'm co-leading to collect information about how you are using technology and how it affects your overall work/life balance. So, if you have a smartphone with you, which I assume you do, your phone to participate in a short survey, all you need to do is text the word "balance" to the number 56512 and you'll get a link straight to your phone. If you're not so comfortable doing that, you can also visit the web link that you see here, on this slide, and complete it that way. So thanks in advance for taking time to take that survey. Hopefully, you don't need to do it right now, because I want to hand the mike over to Cindy Auten, who will help provide with technology trends in Telework week. Cindy?

Cindy: Great. Thanks, Mika, and next slide Telework week, and I have to let everybody know, when I provided the totals for Telework week for this week yesterday, these numbers are already outdated, so I'm actually going to flip the screen and actually tell you the updated numbers. This is our fourth annual program and you can see the growth of Telework week. We're right now at 162,989 pledges. And, to provide some perspective, when we originally started Telework week and did a whole week, we were in 2011 and we had about 36-39,000 pledges, and I thought we certainly were the bee's knees then, but what we're saying here, with Telework week, is that Telework is growing. And it has become such a bigger movement than we can even expect. And I've been working with the exchange now for about 9 years, and the transition that we've made in the federal government is substantial. We're only going to see it grow even more. I think, before we get into the technology discussion, I want to share some broader perspective on Telework and mobility to really help set the stage and put our conversation into perspective.

Next slide. More than 80% of the world's population now uses some form of a mobile phone. We're more connected now than ever, and so the Telework growth is matching this shift into this mobile world. I've hear a great quote earlier, this week I actually participated in the Microsoft virtual forum that they had. I participated as a remote person, sitting in my home office, during the snow storm,

and they used the quote, “We view the world through the lens of a device.” And I thought that was such a great, important message to say because it’s true to where we stand now. According to Cisco Visual Network Index at the annual report that comes out, over half of billion mobile devices and connections were brought online in 2013 around the world. Putting it into more perspective, the global mobile data traffic grew 81% just last year. And consumers will carry more than 10 billion connected mobile devices by 2017. The idea that mobile devices are some sort of luxury has blown away. It’s becoming necessity and from whether you’re in the public sector or private sector, individuals, agencies, groups are relying on them to stay productive. And so the term “mobility” is almost not the future of the workplace, we’re actually dealing with it today. But the implications that will have on Telework and mobility in the future will continue to grow and will shift into a really distributed workforce. From the federal government standpoint, we’ve got increase of about 24% during fiscal year 2012 in federal Telework, but we have a way to go. Close to half of the entire federal workforce is eligible to Telework. And so this has been a really big driver into the mobile conversation that we had particularly in federal government because of the government strategy and the Telework Enhancement Act, this has become a big driver. And so then you have to think what’s enabling Telework and how do we make this transition seamless. And that’s certainly where technology comes into place.

Next slide. We do a lot of research on this topic, on how people engage in using mobile devices. And this a great report that we actually put out last year. 95% of federal mobile devices users say their work has improved, increased collaboration, productivity, better customer service and engagement and being able to communicate and collaborate. People are using mobility to their advantage, and I think, frankly, we have to understand that is the network world. But the question is how do you manage and where does into place?

Next slide. And then we give you a perspective on last year’s Telework week, partly because we don’t have all the data yet from this week’s program, but during Telework week last year, your typical pledge Teleworked about 2 days during Telework week. I like to call them hybrids, they go into the office part time, but they get to work from home other times, so they almost get the best of this world, use a laptop, phone, email and VPN typically to connect, and we saw some increases year over year in the use of smartphones and tablets.

Next slide. So, looking at the future, we think that this is obviously just a trend that will go away. By 2015, 37% of the global workforce will be mobile and, within a few years, more than 1.3 billion people will work virtually. So it’s great conversation, to talk about enabling the technology now to support that workforce for the future, because we do think it’s inevitable, but we have to put the people policy and process and the technology together to make the transition seamless to this workforce.

Mika: Thanks so much, Cindy. And Telework week coordinators across government. It’s like Christmas for us, so it’s an exciting time. So, Allan, thanks so much for pulling up our first audience poll, because now we’d like to hear from you on the line today, about what the most common collaborative tools you’re using while Teleworking are in your opinion. So if you could just indicate your answer, just tick the one that kind of resonates the best. Allan, do you want to talk about how the poll works or do you think people are familiar with that?

Allan: Sure. Yeah, I think people are voting now, so I think, if you just select the answer that’s best, some of these might all be the case, but we have selections for that too. Mika, we did get a few people commenting that your audio is cutting in and out, and I noticed it, too. And you just might have done something about 30 seconds ago that improved it, because suddenly you sounded a little

bit better, but if you'll keep an eye on that. The other thing we have is a question and I would like to put that to the panel while we're waiting for the results. It's from Sherry and Sherry asks, "Does anyone work with any tools that allow a team to communicate in real time or live with everyone other than a Lync communicator?"

Rory: So this is Rory. There's lots of tools on the market, I mean Lync is obviously pretty common. It's an add into Outlook, so a lot of the federal government are always using it, but one of the things that we do – and again, you're going to have to talk to your agency about what kind of investment they want to make – we do have, in one of our regional offices, which is in the mid-Atlantic region, who has an office in Puerto Rico. Don't ask me why that's a part of mid-Atlantic, I think it should be part of southeast, but anyway, one of the things that we did invest in are these small, Cisco video teleconferencing units. They don't use them every day, but for their team meetings, where it's truly important for people to see those non-verbal cues and communications that you may not get just by a teleconference or through email, they do use that and that has helped them, they feel it increased their productivity, just as one example. So you can add webcams, we've done that too. I mean our workforce is probably well over 90% mobile, almost everyone has a laptop and a docking station, and so they do in fact use Lync, but there are other tools that are out there, it really just depends on what strategy is for your agency.

Allan: I'd say even the tool we're using today is capable of, I think, what you're describing.

Rory: Sure.

Allan: If you want to use video. Thanks very much, Rory. Another question I'll squeeze in here, "Are laptops included in the stats and the page noting mobile device use?" Cindy, do you know what Allan is asking here?

Cindy: That's a great question. I think the answer is yes, and I can confirm that too back on the report, but I think we did include the laptops as a part of the mobile device. And it's a great question to think about laptops. We might get to the technology, I mean this is the biggest Telework enablement to look at, and it has been 8 years ago when GSA put out a bulletin on looking at Telework technology and one computer model, the laptop, has become such an enabler for mobile adoption. Instead of having two desktops, one at home, one at work, or, because most of the time you see that hybrid kind of person, like as I mentioned in Telework week, we have about 2 days a week when you take the laptops home and everything, and that's obviously been the biggest driver.

Allan: Great, thanks, Cindy. We see the results are up, so Mika, I'll turn it back over to you.

Mika: Thank you, Allan. And I'll try to pay attention to my audio, I hope that it's working OK. So let's move on to our panel discussion, we can talk a little bit more about the collaborate tools that folks are using when Teleworking. It's interesting because I always say that, if I can get people to use email and simply just even forward their office phones to their mobile phones or even their home phones while they're Teleworking, that we're winning because that means we're connected. It's interesting. Jerome, do you have any thoughts about best practices for and mobility options to enable Telework more? What about you, Rory, do you have any other thoughts about that?

Rory: Sure. One of the things that we do, actually, a couple of years ago, we made the investment in converting all of our phones to VoIP phones, so voice over IP in a running on the same network as your data. So one of the advantages that our Teleworkers have is, when they take the laptops home and they connect by their secured VPN, we actually use a piece of software that comes with our VoIP

phones, called softphones. So their phone actually appears on their screen. They can get their calls at home that they would get at work, and add a headset with a boom mike and you're good to go. I've have people tell me that folks didn't even know they were working from home. Obviously, you can potentially get some audio issues depending on what your bandwidth is or how good your headsets are, but that's one thing that we did to promote seamlessness, so no forwarding a phone, your phone is literally available, you can still get voicemail, you can get all the same functions because your phone is literally a piece of software that's living on your laptop and you can use it, so that's one thing.

Mika: That's great. So you across industry as far as aligning with the business process and overall requirements, can you think about maybe how agencies are doing that a little better, especially in a constraint environment?

Cindy: Sure. I mean the key is that there's no "one size fits all" approach, what makes sense for one department might not make sense for the other, and it depends on the business model and the objectives by the employees. As an example, and this has been a number of years ago, in an unnamed agency, one of the things that they did when they implemented the Telework program is they went out and they bought everybody these really fancy, multi-fax scanner devices that could do everything, and they gave everybody that Teleworked at home one of them. And they found out that they were using them as footstools because they had no use for them. So the learning experience from that is survey your end users and your employees on what will create that seamless experience, and Rory mentioned that you want to enable that exact same IT experience that they have in the office at home, but you don't need to add in extra devices or technology that they don't need. So it's a great opportunity to be able to survey your employees and say, "What will maintain, if not improve, productivity in this environment?" And then you just really want to build a structure around that. And, like I said, the user experience being able to provide them is collaboration is key. If video is important, think about a lot of these technologies and tools. And, to put it into perspective, in 2005, when we first really started looking a lot at this at the federal government, it was a laptop dedicate an internet line a fair amount and then you were good to go. But we're looking at more long-term engagement practices. How do you build a culture around a distributed workforce? And enabling collaboration. Like the tools that we use now, we talked about Lync and whether it be Google Hangout or Google Docs, to create some more connection can improve your productivity and collaboration in the long run. So those are definitely tools to think about in the future when you think about basic needs and then offer those add-ons that really will create that environment.

Mika: Yeah. A really good point. Now let's move on, and hopefully Jerome will join us at the next round for our panel discussion. We're going to continue to focus just a little bit more on how to really build a business case, so if we can move on, that would be great. a little from the digital government strategy, which really focuses on several initiatives 21st century government that works better for and people. And, as we all know, the mission really drives business priority across government, including, of course, technology. So, in the digital government strategy, the need to deliver better services to customers at a lower cost, whether the agency is supporting overseas or a teacher in the classroom or a family figuring out how to pay for college, and it's pushing every a solution kind of get ahead of the change because it is changing so rapidly. So again, back to what Cindy was saying, focusing on the work to really those requirements around it. And, as you think about stakeholders across government adopting a customer-centric approach is key to how we create, manage, organize and present information. So we can move on to the next slide, Allan, if possible. good information is accessible, up to date, and accurate. So solutions are implemented with a strong customer-centered can only help create stronger efficiency in the way that we do our

business and deliver services to the American public. So, folks on the panel, when we think about adopting a customer-centric philosophy that really mobile, flexible, and agile, and working from alternate work locations, but also to deliver those premier services to our stakeholders and customers. Can you share with us what comes to mind with Cindy and then over to Rory?

Cindy: Sure. So you made a great point about the digital government strategy and the digital government strategy is a citizen engagement, so providing and thinking about it as agency mobility first. I think a lot of times in the past year, social or citizen engagement standpoint, mobility is almost an but that's not the case anymore. Mobility first and going back to the original we're looking at the world through a lens of a mobile device, so you have to think about how you communicate with citizens in that way and how they are receiving information. And then the second part of the digital government strategy is enabling that workforce to be notable, so they're productive, they have that flexibility and that secure fashion to be able to work anywhere, anytime, to improve government responsiveness. And I think, when you brought this, the first thing that came to my mind was snow storm heightened on Monday. And this has been a big impact on Telework and mobility on business continuity in the government. How can the government remain operational when you can't control outside scenarios, whether that be Mother Nature or manmade incidents that impact your employees doing their jobs. And I think that that's the impact that this has, and you have to think about mobility first in a different way than we've ever been before. It's a training and cultural shift and it's not something that you can flip a switch and it happens instantly overnight.

Rory: So I agree completely with Cindy on the fact that it's a cultural change and that's the way you have to look at it. But it's not that big cultural shift if you think about it, you just have to put it in perspective for people the right way. So let's think about what our mission is. At Food & Nutrition, we do a lot of interaction with state and local government, advocacy groups, so we're right out there, in the general public. We closed, over the last year and a half, about half of our field offices. I'm not talking about our regional offices, but our small, one in two person field offices. We had to figure out a way to provide a seamless way for those people to continue to Telework and provide services to their stakeholders that were out there. And so that's where a lot of our Telework philosophy came from and that's what I would call it, a philosophy. We've got virtual workers, we've got Teleworkers, we've got full time Teleworkers, and it's a fact of life. And I was reflecting on this the other day because the agency that I came from, Treasury Headquarters, about 4 or 5 years ago, we had a campus over there and so, as a CIO, I didn't see all of my people every day anyway because some of them were in other buildings. I talked to them on the phone, we had teleconferences, occasionally I'd walk over to see them, so now here I am, at F&S, I've not got virtual workers across the entire country because we've got 7 regional offices, plus all these field offices. In those regional offices, I've got staff in every single one of them. There's no possible way that I'm going to see them every single day, which is more of the biggest complaint, or so I see them, from managers. "Well, if I can't see them, I don't know if they're working." Sure you do. There's plenty of ways to do that. Those people who were in those other buildings when I was at Treasury, I didn't have to think that they weren't working. I could call them on the phone. You can do that with Telework. You have, as a manager, reasonable right to expect that people are going to return your phone calls in whatever it would be. You may not be able to walk down the hall, but they should get back to you in a reasonable, professional time. Same thing with stakeholders. They do not have to be in a formal office as long as they're available during the hours that we said we were going to be. So it's really just saying, "Here's how technology can make you feel more comfortable about understanding where your folks are, what they're doing and where they are." I always hear this thing about managers saying, "Well, I called them and they didn't answer." Well, did you check their calendar? Did you check Lync? Because maybe they were in a meeting. So you have to adapt to what the time

is. Telework can absolutely work for you with a virtual workforce. You just have to think about things in a slightly different way than you used to think about them. Again, key is culture change and seamlessness. You've got to provide the service.

Mika: Absolutely. That's a great point. I really like about the culture piece, but have you heard Rory, before we move out to Jerome about managers who hope to have the technology managed for them, meaning if they have some sort of device that can put the camera on the employee for 8 hours a day or 9 hours a day, then they'll feel more assured that they're actually working. you've heard about those kind of things and how do you address that issue?

Rory: That's kind of Big Brother-ish in my book. I would say that, if you feel that you have to do that as a manager, then you've got a lot more wrong with your organization than just wanting to Telework because there's no trust involved. Let's get down to it. The way that the Telework law is written right now and the policies are all written is Telework is still a privilege, not a right. And so it may not be for everyone. I have people in my organization, and I'm in IT, who don't want to Telework. They want to come in every single day. For some of them, it's because they like personal interaction. For some of them, it's because they feel that they need to get out of their house to actually physically do that, so I think you have to look at your staff overall. If I got that request, I would probably talk to them about why you feel that you have to do this, and you do have technology that you can do. I mean you wouldn't do this to people who were down the hall from you, so why do you feel that you have to do it with the people that are working from home? If you don't have the level of trust in them that they're going to be doing their job, then you probably shouldn't consider Telework for those particular individuals in any case.

Mika: Right. Those are all really good points. And, you pointed the reason why we've done so many different topics in this series overall, so thanks for that. Jerome, have you joined us back yet?

Jerome: Yes. Can you hear me?

Mika: I can. Why don't you talk about building the business case and some of the topics that we've been covering?

Jerome: So what I was thinking was to carry on with what Rory was saying, essentially, just because you have people that are here working. The managers would just have to people are in person. For example, my team we have people all across the country or across four time zones that don't see people every day, but I do know they're working because of all the different communication tools that we use. Another thing that is pretty cool is listening to the employees. Our employees are also familiar with their mobile devices because they use them mostly in their personal lives and they've chosen devices that work for them. So I think to the employee is making sure that we do understand what device they're most comfortable with and try to give would want to ensure that all your organizational policies, but try to within those employee preferences to make it easier for them. Just like the example of the multi-fax printer. You should only send the wrong equipment for the work that they need to do.

Mika: Yeah, absolutely. And we'll talk a little bit more about the listening and really how to make it work, just covering that quickly, but, Allan, before we move on, do we have any questions from the audience, maybe, that might be able to?

Allan: Sure. We have quite a few, Mika. Let me see. Why don't we take one right now? Sorry.

Mika: No, it's OK. I didn't mean to put you on the spot. I thought that, especially when we were talking about the technology pieces and culture shift, that we've a lot of questions around that. But we can take those later on, as we go.

Jerome: Mika, I was thinking about what we just talked about, another thing that's good to do is you have to look at the business requirements when you're trying to go mobile, and probably the best thing to do would be not to try and replicate existing application processes that you have and are currently performed in the office. So one other thing that you might want to look at is constantly reevaluate what you're trying to accomplish. And then the nice thing with all this new mobile technology, this new way where we can do better work and support the mobile workforce thing to think about, always trying to replicate what you have in the office, but try to see those new mobile technology can actually make people perform better when they're not at the office.

Cindy: Yeah, absolutely. That's another point. Mika, if I can just chime in before about looking at the... you have to begin with an open mind, and this is the whole concept of building the business case for enabling a distributed workforce, and I've heard OPM say this before and I absolutely agree with it. You don't Telework for Telework sick. You Telework to meet and achieve the mission of your organization and achieve a certain objective. And that's something that Mika and, across many agencies, we've put together in ROI calculator and a toolkit for agencies to look at building that business case. Why are you implementing Telework? And that's something, as a manager, as a business leader and IT understanding upfront and making sure everyone is on the same page. We need to have a Telework policy in place, we need to implement it because we are trying to achieve this challenge or this problem, whether it's sustainability recruitment or retention, reducing the and you really have to really think about that and then you can actually build it from there, and then it becomes more seamless everybody together and they understand what that mission is.

Rory: Right. And I would say, as the OPS guy on the phone here, that you also have to understand that, if you're going to do this, there is a significant infrastructure that you have to build out ahead of this if you want to be successful to achieve that seamlessness. So you have to have the commitment of your senior leadership because it's an investment that you're making for the future, but if you do it the right way, Telework is an opportunity, not an obstacle.

Mika: Yeah, that's great, I love that, that it's an opportunity, not an obstacle. And, as we move on, we're going to talk a little bit about how to make tech for Telework work, because we really always the right technology can make it more successful. If you don't have access to to get the work done their customers and team and other stakeholders, it really can be a detriment to effective Telework overall, and this also goes for the skillsets needed to use it effectively, which we will talk about later on. Basically how to get our end users to try to Telework workforce more equipped and familiar with how to use all of the technology that's on the table and how to leverage it more effectively. So, as we move our dialogue along, we want to talk a little bit more about the. Because I really liked some of Jerome's thoughts that he shared with me before today's session, we can move on to our next slide, Allan, about how to best equip your workforce with the right tools they need for the work that they perform. So Jerome shared with me that it's really important to listen to your employees and that the employees are really already familiar with the mobile devices because of their use in their personal lives. So most of us have all chosen a personal mobile device for reasons that are, I guess, personal. But mostly it's about preference, options, cost and other factors that are more applicable to us. So, listening to employees and listening feedback about tech solutions and options, that allow better understanding about what devices employees are most comfortable with and what kind of access they need in to do their best work while working remotely. In addition, it's important to listen to the of leadership, management and, of course, your legal partners. So that ensures that

organizational policy is employee preferences. So, Allan, let's move on to our first scenario, and we can share this with the audience, and then we'll have a discussion with the panel. So here it is. Your agency is preparing to consider a BYOD policy for the very first time. So, BYOD, for those of you who are not techies, is "bring your own device". So this would allow your employees to actually access official work documents, and, panel, just let me know. From your own personal device. So, when you're having these kinds of decisions about how to shape a policy or even a pilot program to launch this sort of initiative, who would you need to invite to the table for this discussion? So we have these options as your agency's highest leadership or department's highest leadership, of course, unions, union reps, our HR folks, our IT people. Go ahead and select your preference. So who do you think should be at the table for this kind of discussion? And then we'll move along to our panel discussion about BYOD.

Allan: Mika, we have a couple of questions, maybe while people are answering. asks, "For the USDA presenters, is there an update on when" – and there are a lot of USDA people on the call, so this will be relevant to a lot of people – "is there any update on when USDA staff will be able to access the email on their own mobile device or through web access?" It's often cumbersome for them to have to log into the VPN. There's another question about the VN being much slower or so. Do you know—

Mika: Yeah, Jerome can follow what you said a little bit better. Jerome, do you want to take that one?

Jerome: Yeah. So, for USDA, the plan that we have right now would be to consider having people being accessing things like email on their own, personal device, the way we've been looking through, now I won't say who we've been talking to, so I don't give the answer to the quick poll, but we have basically looking at the fiscal year to get an actual official directive on what and cannot be done with your own device, so we're looking at the end of their actual fiscal years interested. And then this would be one way where people would be able to actually use their own preferred device to access their USDA email. Some of the other ways people are accessing their email are going to be using like Citrix or, like you were saying, on VPN, which can make it a bit harder for people to get to their emails in a very easy fashion. And I don't believe there's any plan that I'm not aware, maybe Rory can talk about this, but I any plan to make web access to email at this time.

Rory: Yeah, well OWA is available, but it's an issue of getting through the firewall and that's might be able to work, that's done by the enterprise work group at the USDA, but you did mention Citrix. That is actually our alternative remote access, and frankly I'm a big user of Citrix, and that is one way where you can use your own home PC or laptop because the Xen app version of Citrix, which is what we use, actually encapsulates, like VPN, and so you can actually get in and do a lot of your basic stuff. It's not the same as a VPN because, with a VPN, it's literally your desktop that's connecting remotely. With Citrix, it's whatever application we decide that we're going to publish that do the greatest good for the greatest number of people. So probably not everything that you need is on there. For me, it's great because of the position I'm in, but we also look at it as our COOP and our COG option as well. So again, I don't want to give anything away with these polls here, but there are some ramifications on how you want to do BYOD.

Jerome: And, Mika, I want to go further. One of the great things, like Rory was saying, with the Citrix canal of implementation, all you need to do is bring your key with you, so you don't have to worry about logging your laptop back and forth. You got in on your key chain, you always have it with you and all you need is a computer and internet and you can securely access all the government things you need to do to do your job.

Rory: But the tradeoff is you may not have the exact same capabilities as your laptop does.

Jerome: Correct.

Rory: That's the way we say it, anyway.

Mika: What's nice, as you can see from this dialogue, is that USDA has a lot of mobile access options for workforce, and that means it varies from agency to agency throughout our very large department. is based on initiatives, is based on resources and it's based on the kind of work that needs to get done and the demographics of the Teleworker, quite frankly. So you can see that we have the authentication, we have VPN access network on government furnished equipment, we do permit use of non-government furnished equipment with correct approved solutions, and so Rory and Jerome can talk a little bit more about what's trending from their as well. What's interesting, though, whatsoever, is Jerome because we currently are on a BYOD program initiative to develop this policy at USDA. Do you have any thoughts about how the audience answered this question, Jerome?

Jerome: So I guess how high up you go will depend, probably, with the way your agency might work, but I know a minimum you're going to need to have access to your CHCO, your CIO, your legal and union reps, because, when you look at BYOD, usually technology is not the issue, are going through all the steps to be able to actually do a formal BYOD at USDA. You've got some issues from a security standpoint, but that is also where a lot of discussion from the legal viewpoint and from an HR viewpoint, including also union reps on how they decide BYOD makes sense for your organization. So bringing your own device is a pretty big initiative and it is not one easy solution, it will depend on the agency and depend on what risks your is wanting to take, and there's a lot of legal issues that you're going to have to work through to make sure that your legal folks are comfortable with giving access to government resources on a device that is not owned by the government.

Mika: Yeah, absolutely. So, Cindy, do you have any thoughts about what's trending in industry and maybe even across government about issues such as BYOD and what folks would need to consider upfront?

Cindy: Sure. I think agencies are being very cautious about adopting BYOD. There's a lot of programs out there, but just as we've talked about, it's not just about turning your device on and getting a quick access your email, there's a lot of privacy considerations that we have to take in, where legal needs to be involved. So, for example, if for some reason the government has to confiscate a device, that device has to be turned in. private, that's your phone, but it all has to go in. So there are some privacy considerations and how the policies work and how these kind of policies can then intermingle together, but it is something that agencies are looking. You think about "bring your own laptop", and Rory talked about Citrix. Citrix creates a on your laptop, where you can go. I call it a portal where you create almost that firewall. It's something that I think is being developed on mobile devices in the same way, but if you think about it, we've been using laptops for a lot longer and it's been something that's been more developed and than mobile devices. It's trickier because this technology is moving in such a rapid pace. It's hard, I think, from an IT standpoint and a business standpoint, to keep up the policy because it doesn't move as of a rapid pace, so I think it's one of those where be patient, I think it will end up working out, but the federal government wants to make sure that the data is secure and they want to be really careful about it. It's almost like a "proceed with caution" with other agencies.

Mika: Yeah, that makes a lot of sense. And it's a good segue, actually, to our next topic about security provisions. Because, as we all know, security issues are always an important element to

consider. But it's really interesting to know how tools and solutions differ from agency to agency, all across government, especially in how they're implemented. And, as the digital government strategy cites, it's important for the federal government to build for the future, but in a safe and secure manner. So adopting new technologies, as you mentioned, Cindy, has the potential to make devices and data vulnerable and potentially opened to breaches in security and privacy. I think, as Jerome has mentioned, there are some great challenges and issues surrounding the user's rights and options when providing quickly identifiable stuff. So, as we move on, can you share with the audience your thoughts on how to support information sharing and collaboration while considering security, privacy, and data protection?

Cindy: Sure. And I brought this slide to the group today because we actually did a big exercise in the last 6 months looking at secured mobility. We actually developed this tools where we had individuals and agencies to go on and tell us a little bit about their security practices. Outside, we're not talking Telework, we're just talking about everybody that has a mobile device. And some of the findings were. And I'm not here to scare anyone, but I do want to make sure that we, and I think every agency is being very diligent and handling mobile security because there is a risk in more connectivity, this network world, as associated with, and the question is, how do you evolve your existing policy legacy system to the workforce that were of the future? So one of the resources I actually, at the end of the slide deck, is actually looking at managing risk in a mobile world, looking at some of the best practices. And, from an agency standpoint, you have to have the people, you have to have the process and the policies together, you have to have the technology there to actually withstand human error because I think that we've seen and labeled specific example of agencies where laptops are stolen or devices are left in and there are so many reports about that. You have to have that technology enabled to be able to have that kill switch on mobile devices if somehow something is or stolen, you can wipe out that device. And there's actually legislation going through congress now on personal devices. People with actual devices on the consumer market are actually having that remote way but for agencies, the clear written policies on actually how to use devices and trying to prevent workarounds from people saying, "Well, I can't access go from there." You have to install and think about your mobile strategy, your mobile device management, and have an inventory of the devices that are connected to the network, so you can control that environment. But, for an employee and a manager standpoint, the best defense I think is making sure that you actually are familiar with the policies, but you have passwords on your devices and that you lock and encrypt your devices to make sure that there is that extra into something that's really important, mobility report. We actually out in January timeframe and we still have like the mobile meter up there, so it's one of my to go to to really understand that it is absolutely top of mind across the government.

Mika: Absolutely. So, if you haven't checked out that resource, we have a slide at the end and hopefully you'll be able to go on mobile work exchange and access that tool, it's all free and pretty easy to use. We've spoken before, throughout our sessions, about complexity as it relates to other topics through our webinar series today. And, when thinking about technology and tools to Telework, it's equally important to consider the complexity around workplace issues, such as generational differences. So, for instance, how use and adapt certain tool? The cultural contact key, as we mentioned. How will technology integrate with your mission? But also the cultural differences that have to be taken into account within and across your organization. And, of course, constraint, which can make it challenging to acquire technology and the right technology to equip your entire workforce with what they really need. So we already know that there are things that are working really well across government and, as we last time, when Rebecca Ayers from the Office of Personal Management – we can move on to the next slide, Allan – technology can, of course, be both a big

benefit and a big challenge. So there are several options available to help Teleworkers to do their work collaboratively and not in isolation, so that those tech trends are working pretty well, as you can see here. Instant messaging, teleconferencing, we have document sharing, scheduling and availability tools last time, but we all can acknowledge that, when they don't work, issues may arise. So we'll move on to our challenges slide. Really just with new technology comes new challenges. And again, as we highlighted last time, from an employee perspective, overcoming these can really be quite a risk. So let's turn to our panel to talk through why some of those things are working really well and some of the challenges are in your own organization advantage point across your agency, government, and industry? And, Cindy, do you want to start with this one?

Cindy: Sure. One of the things I thought about when you were talking about the challenges slide, if I can remember, is the only way to figure out how to stress test each figure out how to overcome any technological challenges is to test it out. And this is the whole mission, I think, behind Telework behind being an exercise, is to push that system and say, "Do I need extra if I have a by Telework program? And do I need to up up my helpdesk support to understand this? And what training do I need?" The two factors, when you get into Teleworking, is the cultural training – how do I stay connected, how do I not deal with isolation, how do I keep my employees engaged – to technology – this button isn't working, started; I'm not sure what to do. So I think the best way to do it, I've seen a lot of agencies, example exercise last year called tele.gov or something like that, where they shut down their office on the Wednesday of Telework week. And they were their system. And they were just saying what were their challenges, they went back and they surveyed their employees and then maybe we're able to do it just based very, very critical. Get people into the situation and then be able to adjust your program because of it.

Mika: Rory?

Rory: So I would say, always assume that something is going to wrong, that's part of the challenge thing and that's kind of been my mantra as an operations person anyway, so you have to plan for a worst-case scenario and then hope that you've trained your folks well enough so that they can execute things. So that's why we have more than one way to access, so EVPN is one, Citrix is another. You've heard me talk a little bit before about softphones. Well, if your PC goes south, your phone is gone, too. So we have alternatives, is some cases, for particularly critical staff, the program office has decided that they will also provide them with just a basic standard phone so they can at least talk with the service desk staff and do some troubleshooting over the phone. We've set up things where we can equipment very quickly, in case we need to. But I think the real thing here is always expect something is going to go wrong and then, when it... My best day is when no one complains about anything, because I'd rather have that, frankly, than a because when things go south, they go south in a big way and it happens really quick. The other thing to do is, we talked a little bit about how to talk with managers and make them feel more comfortable about this. So, Mika, I don't know if I'm preempting the slides you might have later on, but we have had a situation like that here, where folks have not wanted to do Telework because they just didn't feel it was going to work for them, so we actually set up a special session with them where we went over all the tools that said, "This is how you can use it, this is what's available, tell us what your requirements are, and this is how you think you can do it" and then just try it because, again, Telework, you don't have to do. I mean, once someone starts Teleworking, if it doesn't work, you can stop doing it. That's an option. And I don't think managers really understand that. It's an opportunity so, if you make it work and it improves your business process and your staff is happier and you're more productive because of it, then great, it worked for you. But there may be those rare cases where it doesn't work, and so if it doesn't work, then you don't have to continue doing it. But you'll never know unless you just try

it, and that's really the bottom point. Just try it. And then you can get over a lot of these challenges by working together with your IT staff.

Mika: Absolutely. We're going to move on to change in a second, but Jerome, just a quick minute, maybe, on the security piece? And then we'll move to our next audience poll, so that we can get through the rest of our content.

Jerome: So yeah, on the some of the things I know we've done at USDA just like what Rory was saying, to if it's a non-, you're going to use solutions to get it, to make sure that all the government data is protected and usually, if you're using government furnished equipment, it should be a laptop or it could be iPad or traditional cellphone or, depending on your level of work or your level of needs, we can provide government furnished equipment that would let you in a safe and secure way. So even if you look at what's our in security would say, they'd basically say, "If you want a tool for Telework, you can use a laptop, a tablet or phone," and then, like we were saying, for non-government furnished, then they would only want you to do things like and Citrix, and not VPN on your personal machine. Just so you can limit the controls of the government data, to make sure that we can get in, get out links or that it can obviously make it even worse.

Mika: Great. Thank you all so much. So let's pull out the last audience poll, just about training, because we're going to talk a little bit about that before we go. Do you, audience, feel that you've been effectively trained on the technological tools that are available for working in a mobile, distributed work environment? And then, as the audience weighs on to that, are there any questions or points that you'd like to bring up, Allan, as the folks are weighing in on the line today? Not necessarily. We're going to talk a little bit about the training specifically for our last final minutes, and then Cindy is going to close us out with just a little bit more data around what's in her research and findings in Telework week specifically. But we really like to focus, when we think about training on what the new and what kind of training is available and how actually evaluate it. There are a lot of good examples across government, and Rory just mentioned one, with regards to bringing people together and actually showing them how to train, but it's interesting because, across government, some research shows that many IT departments are not doing hands-on training, they're doing factsheets and information and that sort of thing. So what does it look like so far from our audience poll, does it seem as though folks feel that they've been effectively trained, Allan?

Allan: Yeah, I think just a slight majority.

Mika: there. There is a lot of room, I think, for improvement, but acknowledging what's working well is great, too. So let's move on to the rest of our slides, a and then we'll just have, what I'd like to do is focus on the panel, so Allan, if we can go to our next panel slide, just to share some thoughts about your top best practices in training and equipping employees with the skills needed. So, Rory, I know you spoke quickly a little bit about what you've already done, do you have any final thoughts around training?

Rory: Well you've got to get people to go, so you have to have something that's compelling. And, to me, a lot of training comes down to one basic question, and this is your business case question too, and that's "What's in it for me?" And, to me, it can be defined as individuals, it can be defined as office groups, it can be defined as the entire program, so you kind of have to get, you have to work with people who are very knowledgeable about what the actual requirements are, because that's how you develop your training courses and you do it for them. And you can start with something and say, "These are the best practices. These are what we know are things that are great," but you have to then see how it flies and you may have to make changes and be willing to make tweaks for your

particular agency or your particular workgroup to ensure that the training is most effective for them. We've got a pretty good cam session that we do for various groups, where we can go out and say, "Here are your basic tools. This is how you use them together." And then we take questions and answers. I mean one of the things that we always do when we do go out and visit the regions is we always try to spend a formal session, where we talk about "Here's what we're doing in the way of technology. This is what you can expect. Here are some basic timelines." But then, the next day that we're there, we individually walk around to the entire group, about 100 people or so, and say, "Hey, how's your IT service been? How's your Telework experience? Any problems that you're having?" Because some people don't want to speak in a group, they don't want to put up their hands for fear of being ridiculed, saying, "Wow, you don't know that?" So we walk around on an individual basis and say, "Tell us." Because, if you don't tell us, we can't fix it, we can't make it better. So I would say you have to work really closely with your end users and tell them what's in it for them and why it's going to be easier and why it's going to be better and how they're going to be more productive by using these tools.

Mika: OK. And last Jerome, and then I'm going to pass it over to Cindy for some resources.

Jerome: OK, great. Thanks, Mika. And I think some of the other things we want to be looking in between what Rory was talking about, that also you should leverage a lot of the online service courses that we have that we get from OPM or that we can create in-house where you need to make sure that every that they do get training and I had to make it work best, and I think what's critical to it is to train the supervisors on how to take their online training, on how to manage the staff of Teleworkers and how to make Teleworkers work. Another thing that could be done, too, which we are looking also from a social learning perspective, so if you can provide to your folks to socialize in a virtual sense rather than in the office. The water cooler conversation, where people could collaborate and ask questions and do thinks through, like, for example, the USDA Connect, which is kind of like our social Facebook inside USDA. Those are great ways to enable that virtual water cooler and help people kind of talk about ideas and improvement, and they can also help people they're not in person together, so that can be another look at it, too, from a social viewpoint, where people like to help each other as well.

Mika: Yeah, I really like that. The sense of community, too. Thank you all for your tips. And finally, to Cindy, for just a quick overview of the resources that we have available, and then to Allan, to close us up.

Cindy: Great. And one point, as we're going through the resources, that I think it's interesting is that the key for management is to stay engaged and keep connected. Another great idea that I heard from a manager air force talked about how they're trying to stay connected, but use some of the collaboration tools that they were just getting used to, so they had almost like a training session where the manager got everybody around and they did a virtual lunch. And they had a pizza party and they were all able to actually test their collaboration tool to figure out some of the add-ons for it and be able to really kind of jump right in, but make it fun. And so that was a great idea from the air force. There are ways to keep your workforce engaged and be able to use that technology to bridge the two. So thanks, Mika. One of the things with the resources that I thought was useful, I wanted to share a snapshot, all of these are available on mobileworkexchange.com. I figured we'd just put out maybe a week or two ago on mobile security ROI report that we worked on with OPM and numerous agencies, including USDA, on building that business case and why Telework matters to agencies. And then the third paper is something that we actually did, we actually did an interview with some Microsoft executives that said, "You are obviously a very mobile workforce. How do you make it work and what are some of the factors to consider?" So all if those are available on our site. And

then use these training opportunities, like today, the meeting, it's coming up April 10th. These are great opportunities to engage with other agencies to see what they're doing, share their best practices and be able to take them back to your agency. So it's free for government, you can find more information on our website, on mobileworkexchange.com.

Allan: OK. Thank you very much. Thank you, Cindy, for those additional resources. They look very valuable and you'll be able to access those, as Cindy said, at mobileworkexchange.com. We'll also have them as a link to mobileworkexchange.com from the course page. We would invite you to our next session, on March 20th, which will be about ROI, and will be the last in this series, so please join us on March 20th. You're already registered for that if you're registered today. I'd just finally like to say, too, that you will have access to the slides. So just stay tuned. You can either go to tmgovu.org any time you like. The slides, actually, will be there tomorrow morning. And you will receive an email with instructions on how to do that and download the slides. Thank you very much to our instructors today. Thank you, Rory, Jerome, Cindy, and Mika, and thanks to everybody for taking the time to spend with us today. We really appreciate it, and we'll see you next time. Bye for now.