

Case Study

CALIBRE

An employee-owned management and technology services company.

Employer Profile

CALIBRE is an employee-owned management and technology services company. The organization serves customers in the public and private sectors including defense, federal civil, state and local government, and commercial. The company has grown from less than 50 employees in 1989 to more than 460 today. The organization's headquarters is in Alexandria, Virginia. CALIBRE also has employees on-site with customers at more than 60 locations in the U.S. and abroad.

Telework Team

Members of CALIBRE's telework team included the Human Resources Manager, Vice President & Chief Technology Officer, and the Executive Vice President & Chief Operating Officer.

Assessment and Implementation

CALIBRE participated in the Telework!VA program between June 2002 and September 2004. The organization's interest in teleworking was based on several factors:

- Traffic congestion was becoming more and more of a problem for staff.
- Prospective employees were looking for the ability to telework.
- The organization had outgrown its office space.

Prior to participating in the Telework!VA program, the firm had developed an informal telework policy. Telework!VA provided the following assistance:

- **Technical Assistance** – The consultant reviewed and provided comments on the organization's existing telework policy, worked with the Telework Team to develop eligibility criteria for selecting employees, developed a telework application, conducted launch meetings, provided training for teleworkers and managers, and conducted focus groups to assess the program's effectiveness.
- **Financial Incentives** – CALIBRE utilized nearly \$16,000 in financial incentives to offset the costs for leasing desktop computers, all-in-one printers, and Internet security devices. CALIBRE also supplied its teleworkers with a Siemens' teleworker phone package and Blackberry wireless communications device at the company's expense.



KEY FINDINGS

Overall, the focus group findings were very positive – teleworkers and managers were satisfied with the program and supported its expansion. The focus groups did identify the following technology issues which were subsequently addressed:

- **Computers** – Initially, the teleworkers received a desktop computer for their home office. This was later changed to laptop computers which employees transport between the main office and home office, eliminating the need to provide employees with two computers.
- **Communications** – At the outset of the program, teleworkers were given both a Siemens' teleworker phone and a Blackberry. Employees preferred the Blackberry over the phone, so CALIBRE discontinued providing the telephones.

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Program Evaluation

The consultant evaluated the pilot program by conducting focus groups with teleworkers and managers.

Results

The initial pilot started with 11 teleworkers and increased to 17 participants. CALIBRE's senior management believes teleworking is a great program for the company and its employees. The pilot provided the firm with the experience needed to support and expand its telework program.

Transportation Impacts

The benefits realized from CALIBRE's program over the two-year pilot project included:

Vehicle trips reduced (over 2 years)	\$8,209
Cost per teleworker*	\$1,966
Average cost per trip reduced*	\$4.07

*Based on a total budget of \$33,416 including \$17,500 for consultant costs and \$15,916 for equipment lease reimbursements for 17 teleworkers.

Current Status

As of January 2008, 82 of the 277 employees at CALIBRE's headquarters in Alexandria are teleworking; including 54 employees who work at home on a full-time basis.



KEY FINDINGS (continued)

Recommendations

The consultant provided the following recommendations to further solidify CALIBRE's commitment to teleworking and ensure growth of the program:

- Provide training to all managers and employees entering the program/
- Consider establishing a "core" office day when everyone is expected to be in the office to facilitate management's ability bring staff together regularly.
- Provide a mechanism for teleworkers to share information and experiences on an on-going basis such as "brown bag sessions," email, or the company newsletter.
- Notify teleworkers when the network is down or expected to be down so they know the problem is not on their end.
- Provide increased flexibility by allowing employees to telework more frequently.