

The Environmental, Social, and Economic Impacts of Remote Work

According to Hansson and Fried (2013) “during the day, the office has become the last place people want to be when they really want to get work done” (p. 13). When in the office it is hard to get any work done, since there are more interruptions occurring which does not create a productive work zone (2013). Many individuals look forward to those conversations and interruptions although, when needing to accomplish any work the office is not the most conducive place to do so. Employees are looking for ways to encourage their workplaces to increase working remotely. This is because of the benefits that remote work has shown not only environmentally but also socially and economically, which will be presented throughout this paper *The Environmental, Social, and Economic Impacts of Remote Work*. Remote work has very little difference when it is compared to being physically present in an office, which is why the challenges and successes show more support for the initiative.

COVID-19 brought so much uncertainty into the world and has molded this project into what it is today. The first project journey that was chosen was meant to show the impact of how much plastic waste was being produced at Starbucks. Then due to COVID-19 yet again, it changed into how much paper waste there was within the State of Washington Department of Licensing (DOL) Business and Professions Division (BPD). DOL BPD is a state agency division that licenses over forty plus professional and business licenses to the residents of Washington state. Due to the pandemic, the project transformed into how the three pillars of sustainability impacts remote work within BPD. BPD is in this new and unique paradigm where the deliverable that was brought forth as this project completed are, “The 9 Benefits of Sustainability through Remote Work” (Appendix D) where this specifically showed DOL why remote work is sustainable and how it should be implemented even further throughout the agency. This list was put together with the benefits that best fit DOL BPD. Since the Coronavirus transmuted into a pandemic that will be with us for an extended period of time, we are not able to predict how long it will take the economy or the Division to recover. Through updating business practices and establishing more permanent remote work options and positions, and by shifting the viewpoint of what a “normal” day in the office looks like supports the overall sustainability of DOL.¹

¹ Audience: TedTalk Community

Introduction of Project Journey

This project journey has been through a lot of trials and tribulations starting out in a completely different spectrum. The original problem was addressing the single-use plastic and paper waste when handling Starbucks products and how to decrease it. For almost five years, I worked at Starbucks as a Shift Supervisor. Throughout the time I was working for the company, I saw an alarming amount of paper and plastic waste that was being generated, in only one store. I could not even start to fathom how much the whole company of Starbucks could be generating. “In 2017, Starbucks used 3.85 billion paper cups for hot beverages alone,” which not only causes paper waste but also increases the pollution footprint (Forget..., 2019). This is only paper cups and when you add in the same use of plastic cups, this creates even more waste. The back-up plan for that project was to educate the public and the partners (employees) on recycling and the usage of single-use plastics. Through establishing an educational background with partners on how to recycle and lower single-use plastics, why it is important and vital for the earth this allowed for the project to be successful only at that time. The outbreak of COVID-19 shut down a majority of all Starbucks stores, including my café store that I was working with. Having my eight-month invested project restarted entirely caused much frustration and agony, because I wanted to see what the impact that my future project would have.

After interviewing and consulting with a professor, at first, we came up with the suggestion of bringing the original project to an industry-level and see how the industry chosen is partnered and aligned with Starbucks. Although this was a great plan, I did not have as much confidence or care in the project idea. The reason being was even after almost eight months of working on a project with Starbucks, I did not want another travesty to occur even though my other option was more of a hands-off approach. This is exactly what occurred again due to the pandemic.

The second transition was to gear the project towards my current workplace, the Business and Professions Division at the State of Washington Department of Licensing. As I was working every day, I noticed that there was a lot of paper waste; more from within the agency rather than coming from our customers. This led to wanting to choose lowering the paper waste within the Division. I have always had a passion with lowering any sort of waste because I see it as a challenge and as a sustainable initiative. Due to COVID-19 once again, this is the point where there was a lot of grief with not wanting to part ways from my now two previous projects, it had

to be done even after over a year of working on two completely different project developments. Through brainstorming and hard work, I was able to recognize our paper waste started to lower in general due to the type of environment we were moving into because of the pandemic. Therefore, the shift of the project happened once again, making it the third transition.

There was dislike and procrastination on choosing another goal for the project due to the obstacles that I already had to overcome although, after a little while the idea finally clicked. I have been working remotely since the beginning of March 2020, where I had limited access to the office. I then became a fully-remote employee in June of 2020 due to being classified as a high-risk because of being pregnant and the transition of work that was needed from me. I started to notice all of the benefits that came with the environment switch. There has been a shift in how people view what work is supposed to look like. Why does it have to be in the office or why is it not appropriate for employees to work remotely? Within this new paradigm, you will see the impacts of remote work establishes its place, its downfalls, and how we should utilize the opportunities it exudes.

The Problem

By creating a strong business case for the project of sustainability through remote work it is done through tackling the three core business practice problems: environmental, economic, and social. Focusing on the large return on investment economically, an increase in social productivity through the retainment and introduction of new talent, and the overall benefits it has for the environment. Not only does this project seem “simple” but it has SMART goals that are attainable through the work of the employees.

Environmental

The future of companies and organizations need to be green. Sustainability through remote work tackles climate change because it is one of the most crucial points upon our world. We look at reducing not only our carbon footprint but lowering our power consumption. The impact the environment has on remote work is where the first three points are represented on the deliverable that was presented to DOL BPD as this project reached its completion, “9 Benefits of Sustainability through Remote Work.” The first one is a reduction in emissions. Lowering emissions helps not only DOL, but also the environment. Why would this be important to DOL?

A decrease in emissions encourages the “goal of clean air and ambient temperatures that are comfortable for outdoor activities” (Erickson, 2017). Even though the United State is not part of the Paris Agreement on Climate Change, this does not mean that DOL should allow this to go unrecognized. Being part of this initiative, “Air quality is improved by electrifying transportation because emissions from vehicles are a significant part of smog and urban air pollution” (2017). By keeping the cars off of the road since there is little to no commute times, this lowers the greenhouse emissions. The second point is that it reduces power consumption. For example, “...if everybody able to work from home worldwide were to do so for just one day a week, it would save around 1% of global oil consumption for road passenger transport per year,” this is simply only one day and if we are working from home five days a week, that number will only increase (Crow & Millot, 2020). Since DOL BPD created a remote work initiative, the benefit of this is that it will lower the power consumption for the offices that would have housed the employees going into those buildings. Finally, the third point of the environmental portion within the deliverable is the ability of lowering paper waste. The amount of paper that would have been used within the office would now be significantly decreased or almost completely gone due to working from home and having everything digital. Through lowering paper waste at DOL this helps in consumption and ensures that the landfills are not full of the paper that should not even exist. The global pandemic is assisting with the decisions of moving more into a paperless organization and through working remotely, paper will be almost fictional. The environmental benefits of the impacts on remote work establishes the future for how state agencies need to move towards. The Department of Licensing Business and Professions Division has not only shown the impacts of remote work but it has also paved the way for other state agencies if they choose to move forward with the initiative.

Social

Retaining talent through employee retention, you have an increase in productivity. I am a prime example as to why working fully remote is sustainable, even from a different state. The quality of work that is produced all while not having to retrain someone if I were to have been let go. If I had left the Notary and UCC Programs then they would have not been able to hire someone else due to a hiring freeze that is also occurring due to the pandemic. In addition, due to the time and training that was placed into me, I was deemed as an asset for the Division and the

organization as a whole. “A recent study found that people are willing to give up as much as 8% of their pay for the opportunity to work from home” (Sytch & Greer, 2020). The opportunity that working remotely brings to the table, not only helps with the social aspect while growing the applicant pool but it also helps in a monetary aspect as well. This is because, if individuals are willing to give up 8% of their pay to work from home then this also increases the amount of funds that the division has. By opening the applicant pool for future positions, you have the ability to not only meet people from all over the world but an increase in talent and competition for the positions that are open. With employee retention, you are able to engage your employees to capture their ownership and what they want to bring to the table (2020). Finally, you have an increase in employee collaboration because there are less distractions occurring throughout the workplace and more performance on tasks. When lowering the amount of distractions, the employees are able to focus at the work on hand and not have to handle the disruptions around them. The social impacts of remote work show that you do not always have to be physically present when you are in a particular job position. It is how it is managed but also how the employee takes the initiative to ensure satisfaction with the work they are performing.

Economic

The three issues that are addressed are as the following: An increase in worker productivity. Saving in overall costs when it comes to rent, utilities, building maintenance, equipment and even furniture. Finally, a reduction in absences. How exactly are overhead costs cut? “Organizations save an average of \$11,000 per year per part-time telecommuter, or 21% higher profitability” (Farrer, 2020). For instance, with the Notary Public and UCC Programs, there are a total of six employees. Four of them are part-time telecommuters which means they are saving at least \$66,000 a year. “Based on a patent's average value, this productivity gain could add \$1.3 billion of value to the US economy each year, the researchers estimate (Senz, 2019). Not only is there a benefit for the DOL BPD although, because the employees are working from home but there would be more of a profit that goes into the communities. Next, less absences due to the weather since the employees do not have to travel which makes the commute times non-existent. Even though some employees liked the “snow days” that had to occur, getting paid to not come into work. Sometimes working from home makes all the more difference when you are taking into account the safety of the employees. If they do not have to

drive to work, then there is a lower risk that people could get injured going to and from work. Through these strengths we are showing that these initiatives we are making change with team effort in order to ensure the benefits of remote work are understood.

Current and Future State of DOL

The purpose and value statements of DOL are, “Helping every Washington resident live, work, drive, and thrive,” which is done through “respect, trust, diversity, equity, and inclusion” (DOL, 2020.) Currently my employment status is working full-time with the Notary Public and Uniform Commercial Code Programs at the Business and Professions Division with the Department of Licensing for the State of Washington. I am able to work completely remote in Augusta, Georgia, after having moved from Lacey, Washington due to my husband being in the military and going through a permanent change of station: a move from one duty station to the next. After noticing a unique opportunity of remote work and its overall sustainability, I decided to investigate why the option was not used as much even before the pandemic.

When you look at a typical day within the programs of Notary Public and UCC almost all of the work is capable of being completely virtual. Why not also expand past just these two programs? The Notary Public Program has a majority of their applications now online. The applications that we receive by mail can be scanned to us through the individuals at the mailstop. This is how other programs throughout the Division operate and one that we trying to move towards. Finally, the UCC Program receives a majority of the filings online although, they also have the capability of being scanned to the program as well. The downfall with having UCC completely virtual is validating the money and if any filings are sent with the incorrect amount of money. I came up with the strengths and opportunities as to why working remotely is sustainable overall, at least with the Notary Public Program which is where the majority of my work load has transitioned to.

As I was moving across the country, I noticed that there was still an opportunity waiting for me in another state even though I worked for the state government. Once I arrived in Georgia with my husband and two dogs, this is where everything had to get set into play. The internet was hooked up, our household goods arrived, and we had to get the rest of the house in order. The first thing that I had to accomplish was ensuring my work computer was installed and ready to go. The next occurrence that happened was instilling in my coworkers all of the benefits we

get from working remotely: our commute times are nonexistent, less absences because of the weather (even though some people liked not going into work because of the snow) and how the Division's overall costs are cut, just to name a few. The reason why I wanted to explain to my coworkers the benefits of remote work was because it would help me in the long run for the project that was being presented. By explaining this to employees and helping them understand why they are indicative to the cause is allowing them to see how much they are producing and how they even set personal goals on ensuring the remote work atmosphere does not have downsides for them. Through updating and encouraging proactive business practices on remote work this could change the work ethic of the Department of Licensing and other state governments.

To show the past, present, and future state of the project it was represented in a Gantt Chart, Closeout Project Schedule, and a Work Breakout Schedule. A Gantt Chart is a visual representation of tasks that are scheduled over certain time periods. Next, a Closeout Project Schedule is a tool that assesses the project, ensuring that it is completed in its entirety which is where the deliverable is accepted and presented. Then, a Work Breakout Schedule is something that breaks down the project into smaller objectives, ensuring that all tasks are completed and accounted for. As per Appendix A, B, and C, this represents the Gantt Chart, Closeout Project Schedule, and Work Breakout Schedule showing the start dates and the amount of days to complete each planning task. This has the pivot of Department of Licensing Business and Professions Division project of what used to focus on paper waste to the final project of The Environmental, Social, and Economic Impacts of Remote Work. The steps this project took are shown throughout the current and future state through the planning, areas and activities and the closeout. Appendix A, B, and C were vital to the completion of this project, even though it changed multiple times throughout April of 2020 to December of 2020 anyone can see how the project developed and pivoted in the diagrams.

SWOT Analysis

Strengths

Throughout this project, there will be the main deliverable, "The 9 Benefits of Sustainability through Remote Work" which shows DOL how remote work is sustainable and how it should be not only kept on but implemented further. The strengths of this project are not

only the deliverable that was presented to the Division but it is also where BPD updates and encourages proactive business practices with remote work. It is also how as a state agency they shift the viewpoint of what a normal day of work is like with not being in the office and they are the and how they are changing the viewpoints of other state agencies to get on board with the initiative. Finally, the strength of this project allows for the health and well-being of their employees. During this time of the pandemic we are unsure as to when people will return to going into the office, but we are also unaware as to how long it will take the economy to recover. Through the strengths of this project, it helps lead the way for remote work and how DOL has been a leading state agency in the matter.

Weaknesses

The process of sustainability through remote work, has its obstacles just like any other situation. In a New York Times article, Marissa Mayer stated, “Some of the best decisions and insights come from hallway and cafeteria discussions, meeting new people and impromptu team meetings” (Streitfeld, 2020). This is where isolation comes into play where the people who are working completely remote, they have no interaction with anyone else. The ability to physically work something out is not able to occur. For example, you are not able to understand the tone in an email and what someone is trying to explain. Within a phone conversation, you are not able to read someone’s facial expression or body language on how they are taking in the information or conversation that they are involved in. Next, you have a lack of relationship with coworkers because you are always working, since you have to produce the work in order to prove that working remotely is a good thing. There is no set time to bond with your coworkers since the time of work has to be spent on work and not socializing with coworkers. You are more likely to bond with your coworkers in person since you are not as micromanaged by the supervisor. Finally, the last weakness is the increased distractions from being at home. It is extremely hard to ignore all of the commotion and disturbances around you. If you have dogs, a significant other, if you have to take a phone call, if you need to switch the laundry. All of which are acceptable to complete while you are on breaks or throughout the work day although, you can sometimes forget just how long each task can actually take. These personal tasks that you are trying to complete during the work hours could then hinder the accountability that has to occur when working remotely.

Opportunities

“Remote work supports seven of the UN Sustainable Development Goals (SDG): Good health and well-being, gender equality, affordable and clean energy, decent work and economic growth, sustainable cities and communities, responsible consumption and production, and finally climate action” (Hawkins, 2018). Throughout the SDG’s pointed out the Department of Licensing has the ability to present the SDG’s in their office or place it on their website stating that they not only support the goals but also perform what is being represented. It is imperative that the Business and Professions Division understands they serve as a framework to help with some of the most challenging obstacles in sustainability.

Another opportunity is how through working remotely it allows employees to work on tasks faster since they are working from home due to having less distractions around them. Even though some individuals prefer to have the distractions around, this ensures that there is an increase in productivity with the work that is being asked. In addition, when employees are hiring for the positions that need to be filled, you are able to bring in different talent from all over the country and possibly the world. This increases the overall talent and different perspectives that are brought to the table, ensuring there is more of a diverse applicant pool. Finally, by increasing the knowledge on why it is important of being sustainable overall through remote work the Department of Licensing Business and Professions Division has the opportunity of growing their organization even further. By instilling the knowledge of sustainability within its employees, the employees then have the ability of giving back to their organization through not only what they learned but also the work they have performed while they are working remotely.

Threats

When it comes to managing the threats of security concerns organizations all around the globe are “facing more of an uptick in email-based threats” (Rubinstein, 2020). For example, spyware, phishing or malware. Phishing is where information is requested through a form of email communication in order to gain sensitive information that will be used against the recipient that the data is being asked from. Therefore, this means that the companies who are encouraging their employees to work remotely also need to take the time to ensure that they educate their employees on these types of scams or how to deal with them. “It’s now more important than ever

to consider both the security practitioner as well as ethical-hacker perspectives in order to stay secure” (2020). On top of security threats, it is harder to manage the employees. In order for remote work to be successful you have to trust your employees even more than you did in the office, ensuring that they are completing the work that you are asking them to. At times it may seem like the supervisor could potentially be micromanaging their employees. Although, in order for the threat to be reduced, the communication of the employees and supervisors needs to be the best that it has been since they were working in the office.

Another potential threat are technology issues and how the employee could have troubles with their internet at home or have troubles connecting to the virtual private network (VPN) that the company has set-up. If the bandwidth is not large enough, this causes problems with how fast and slow the connection with go for the employees. Finally, the last threat is if an employee does not want to work remotely and they refuse the change of the organization. There is no training behind how to work remotely, which people are uncertain about since they want to ensure that the work they are performing is what is being asked of them. If there is no communication between the supervisor and employee, then it is harder for the employee to get behind wanting to work remotely.

The Solution and Reason

How are the impacts of the environment, social, and economic on remote work the sustainable solution of the future? We have the ability to bring something new to the department as a whole. “It gives the power back to employees at all levels to ‘build something when you see something.’ It allows employees at all levels to enroll anyone into their creation and share it across the organization” (Wu, 2020). This internal change allows the employees to show their empowerment through their performance. If you have empowered employees, you have personnel that want to stay and participate, especially when remote work is an option in the long run. Due to employees working remotely they are going to be more productive, through obsolete commute times which in turn this will create a faster turn-around time for the customers they are serving. This is when they are handling the professional license applications of the customers which is the main component and workload drive for the notary public program which will externally impact the project and community which establishes how remote work is sustainable.

In order to update and encourage proactive business practices with remote work. This will be completed by implementing the “9 Benefits of Sustainability through Remote Work” at the Department of Licensing. This not only shows why DOL as an organization benefits from remote work but it also shows how the employees have a reason to stay on with the department because of the added initiatives they receive. The nine benefits establish its place in the three pillars of sustainability: environmental, social, and economical. With focusing on these three pillars DOL focuses on the present but also the future. Being able to focus on the organization today with choosing sustainable solutions, we are looking out for the future. Taking accountability for what happens in the present shows how the choices we make today, have an effect on the future. With DOL implementing the mind-frame of a cyclical system this shows positive improvement in growth through sustainability through remote work.

The Department of Licensing has always committed to being more sustainable, I wanted to tackle remote work and its sustainable impacts in on overall manner. This changes the work ethic of the Department of Licensing and other state governments. We need to act on this initiative and not just let it pass us by. Taking these small steps towards remote work will make a tremendous change for DOL BPD economically, socially, and environmentally. It is about time the Department of Licensing Business and Professions Division starts being proactive during this time of climate change. “80% to 90% of the U.S. workforce said that they would like to work remotely on a part-time basis” (Latest Telecommuting Statistics, 2017). Even if the Department chooses to establish a part-time remote work schedule for their employees, they will be the agency that are the leaders of change. At this moment, BPD has taken the responsibility for the health and well-being of their employees, all through making a difference because of choosing sustainability through remote work and understanding the impacts that it has on their agency. Although, they must make the decision to choose remote work as an option for all current and future employees. Through this initiative, they will reap the benefits as it was shown throughout this paper. The main difference is created through the work of the employees, supervisors, and leadership team of BPD.

Conclusion

This project has expressed exceptional ways as to why having employees work remotely is sustainable environmentally, economically, and socially at the Department of Licensing

Business and Professions Division. DOL BPD is in a unique place to show how sustainability through remote work can make a difference by establishing its place and how we should utilize the opportunities that it exudes: freedom and performance. Through updating and encouraging proactive business practices on establishing more permanent remote work positions and options, and by shifting the viewpoint of what a “normal” day of work looks like where it does not always have to be in an office. Without the Business and Professions Division taking responsibility in the beginning of the pandemic to keep their employees safe and healthy, they would not be in the position to show how sustainable remote work is and will be in the future. The global implications of working remotely will be indicative to other businesses and agencies through social, monetary, and environmental incentives. Organizations need to engage in connections that affirm progress through the “9 Benefits of Sustainability through Remote Work.” This in turn will not only help the Department of Licensing Business and Profession Division in the present time but it will only improve the organization overall for the future, including the health and well-being of their employees.

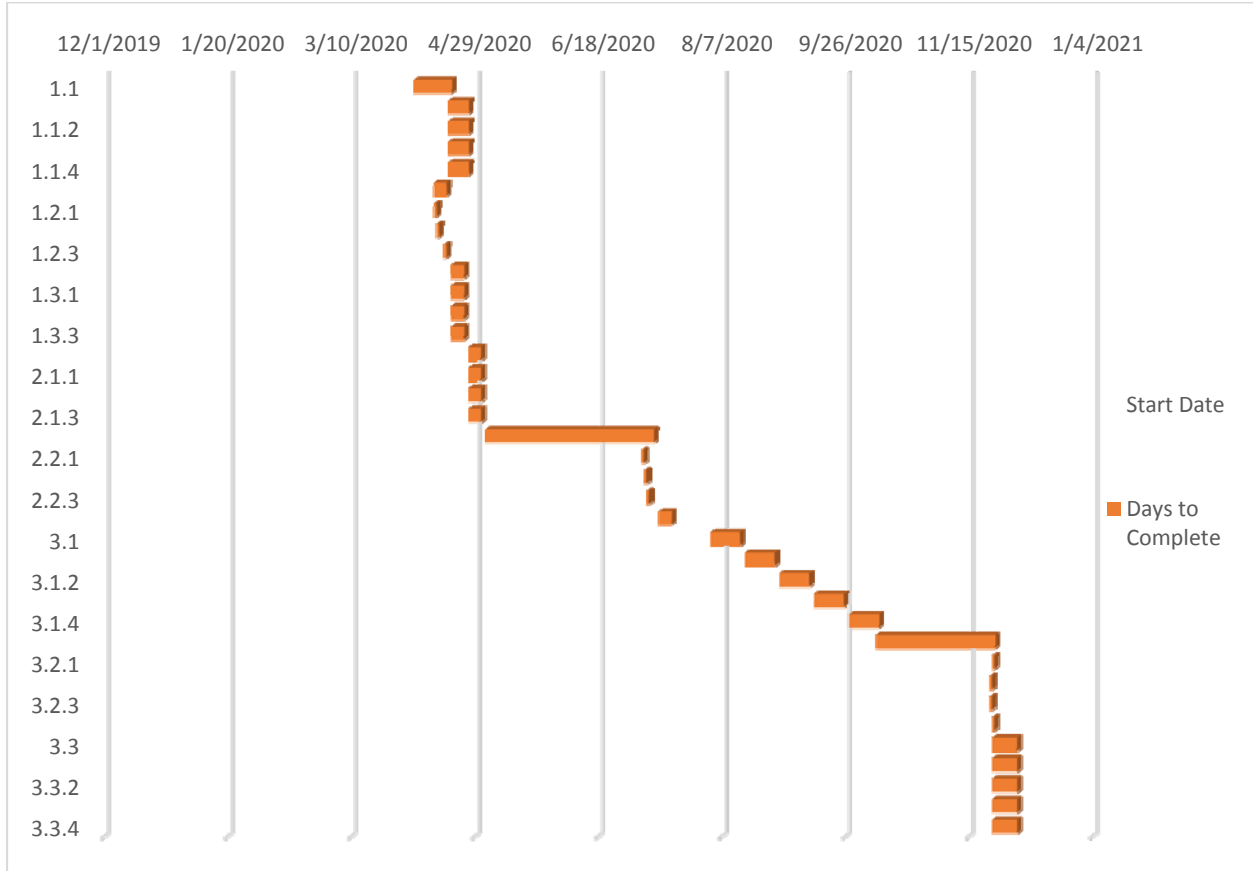
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Appendix A

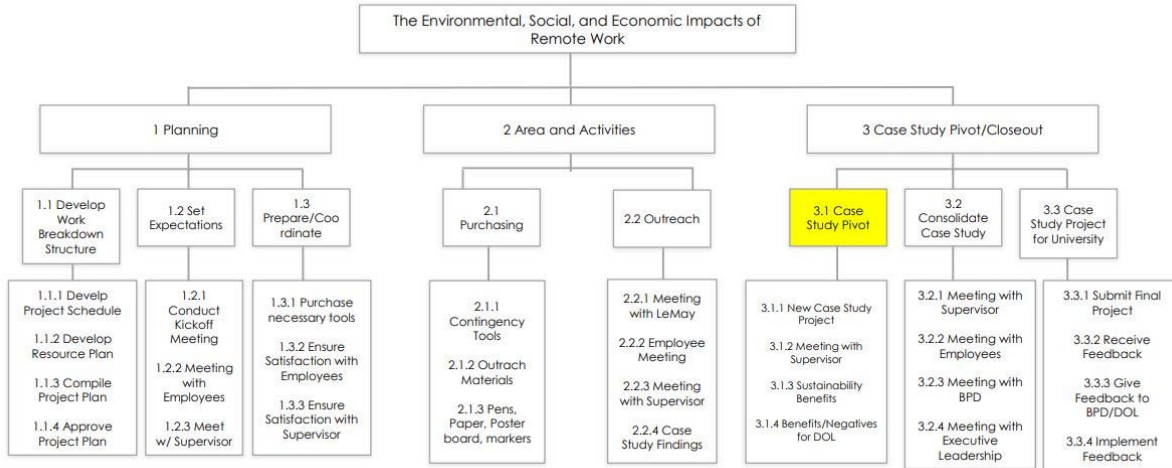
**Gantt Chart: The Environmental, Social, and Economic Impacts of Remote Work,
April 2020 to December 2020**



Appendix B

Timeline of Lowering Paper Waste and then The Environmental, Social, and Economic Impacts of Remote Work: Planning, Area & Activities and Closeout Project Schedule

PROJECT TITLE	The Environmental, Social, and Economic Impacts of Remote Work	COMPANY	Department of Licensing
PROJECT MGR	Jordan Reynolds	DATE	11/24/2020



Appendix C

Work Breakout Schedule

WBS #	Task	Owners	Start/End Date	Days to Accomplish
1	PLANNING			
1.1	Develop Work Breakdown Structure	Project Manager	4/5/2020 - 4/19/2020	15
1.1.1	Develop Project Schedule	Project Manager	4/19/2020 to 4/26/2020	8
1.1.2	Develop Resource Plan	Project Manager	4/19/2020 to 4/26/2020	8
1.1.3	Compile Project Plan	Project Manager	4/19/2020 to 4/26/2020	8
1.1.4	Approve Project Plan	Project Manager, Professors	4/19/2020 to 4/26/2020	8
WBS #	Task	Owners	Start/End Date	Days to Accomplish
1	PLANNING			
1.2	Set Expectations	Project Manager, Employees, Supervisor	4/13/2020-4/17/2020	5
1.2.1	Conduct Kickoff Meeting	Project Manager, Employees, Supervisor	4/13/2020-4/13/2020	1
1.2.2	Meeting with Employees	Project Manager, Employees	4/14/2020-4/14/2020	1
1.2.3	Meet with Supervisor	Project Manager, Supervisor	4/17/2020-4/17/2020	1
WBS #	Task	Owners	Start/End Date	Days to Accomplish
1	PLANNING			
1.3	Prepare/Coordinate	Project Manager, Employees, Supervisor	4/20/2020-4/24/2020	5
1.3.1	Purchase necessary tools	Project Manager, Employees, Supervisor, Admin Assistants	4/20/2020-4/24/2020	5
1.3.2	Ensure Satisfaction with Employees	Project Manager, Employees	4/20/2020-4/24/2020	5
1.3.3	Ensure Satisfaction with Supervisor	Project Manager, Supervisor	4/20/2020-4/24/2020	5
WBS #	Task	Owners	Start/End Date	Days to Accomplish
2	AREA AND ACTIVITIES			
2.1	Purchasing	Project Manager, Supervisor, Admin Assistant	4/27/2020-5/1/2020	5
2.1.1	Contingency Tools	Project Manager, Supervisor, Admin Assistant	4/27/2020-5/1/2020	5

2.1.2	Outreach Materials	Project Manager, Supervisor, Admin Assistant	4/27/2020-5/1/2020	5
2.1.3	Pens, Paper, Poster board, markers	Project Manager, Supervisor, Admin Assistant	4/27/2020-5/1/2020	5
WBS #	Task	Owners	Start/End Date	Days to Accomplish
2	AREA AND ACTIVITIES			
2.2	Outreach	Project Manager	5/4/2020-7/10/2020	68
2.2.1	One Meeting with LeMay	Project Manager, LeMay Employees	7/6/2020-7/6/2020	1
2.2.2	Employee Meeting	Project Manager, Employees, Supervisor	7/7/2020-7/7/2020	1
2.2.3	Meeting with Supervisor	Project Manager, Supervisor	7/8/2020-7/8/2020	1
2.2.4	Configure Case Study Outreach Findings	Project Manager	7/13/2020-7/17/2020	5
WBS #	Task	Owners	Start/End Date	Days to Accomplish
3	CASE STUDY PIVOT/CLOSEOUT			
3.1	Case Study Pivot	Project Manager	8/26/2020-8/31/2020	6
3.1.1	New Case Study Project	Project Manager	8/31/2020-9/5/2020	6
3.1.2	Meeting with Supervisor	Project Manager, Supervisor	9/5/2020-9/14/2020	9
3.1.3	Sustainability Benefits	Project Manager	9/14/2020-9/28/2020	14
3.1.4	Benefits/Negatives for DOL	Project Manager	9/28/2020 to 10/9/2020	11
WBS #	Task	Owners	Start/End Date	Days to Accomplish
3	CASE STUDY PIVOT/CLOSEOUT			
3.2	Consolidate Case Study Findings	Project Manager	10/9/2020 to 11/25/2020	47
3.2.1	Meeting with Employees	Project Manager, Employees	11/25/2020-11/25/2020	1
3.2.2	Meeting with Supervisor	Project Manager, Supervisor	11/24/2020/11/24/2020	1
3.2.3	Meeting with BPD	Project Manager, BPD	11/24/2020-11/24/2020	1
3.2.4	Meeting with Executive Leadership	Project Manager, ELT Team BPD	11/25/2020-11/25/2020	1
WBS #	Task	Owners	Start/End Date	Days to Accomplish
3	CASE STUDY PIVOT/CLOSEOUT			
3.3	Case Study Project for University	Project Manager	11/25/2020 to 12/4/2020	10

3.3.1	Submit Final Project	Project Manager	11/25/2020 to 12/4/2020	10
3.3.2	Receive Feedback	Project Manager, Professors	11/25/2020 to 12/4/2020	10
3.3.3	Give Feedback to BPD/DOL	Project Manager, Supervisor, BPD	11/25/2020 to 12/4/2020	10
3.3.4	Implement Feedback	Project Manager, Supervisor, Employees, BPD	11/25/2020 to 12/4/2020	10

Nine Benefits of Sustainability through Remote Work

Economic

- Increase in worker productivity.
- Savings in overall cost.
- Reduction in absences.

Social

- Growth in applicant pool
- Employee retention.
- Increase employee collaboration.

Environmental

- Reduces emissions.
- Reduces power consumption.
- Lowers paper waste.