TDM *Review*

The Telework Issue

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President's Spring Message

Brian Shaw
President
Association for Commuter Transportation

I know that spring has arrived in Chicago when talk turns to baseball and I can finally leave my winter coat in the closet. With the arrival of spring comes the return of Cubs baseball and the inevitable traffic of fans getting to and from the Friendly Confines. My new office lies along the major transportation corridor for fans' trips to and from Wrigley Field and depending on the game start time (which any baseball fan can tell you varies from early afternoon to early evening), my trip home can be unaffected or become a major challenge.

One of the ways of course I could avoid having to worry about Cubs traffic (which I am happy to be in, by the way, when I'm going to a game. As an aside, in Chicago you have to have an allegiance to one of the baseball teams and I'm a Cubs fan.) is to work at home or another location on those days when game traffic will be an issue. Or I could work different hours to allow me to stay later or leave earlier depending on what makes sense.

All of these options are part of teleworking or alternative work arrangements, which is what this issue of *TDM Review* has as its focus. The growing availability of technology, the changing nature of work to be more dependent on technology and the increasing acceptance of managing employees remotely has allowed the use of teleworking to continue to grow. What used to be a fairly major undertaking of setting up employees to work remotely is now just down to a laptop, an internet connection and cell phone. I consider myself a teleworker as my boss is in New York while I work in Chicago or wherever my work takes me. As I write this I'm on a train to New York from Providence, RI. The freedom, trust and flexibility teleworking offers has certainly increased my productivity and job satisfaction.

I hope you find the articles in this edition to be helpful and enlightening as you work to encourage the use of teleworking with your clients and others. If you not doing so already, I would suggest you consider incorporating teleworking into your own work place. I think you will find it beneficial and you will be able to practice what you preach.

I also want to update you on one of our recent initiatives. Our partnership with the International Parking Institute is continuing to grow. I recently attended the New England Parking Council's annual conference. The big topic was how parking and transportation demand management can work together. The parking world is beginning to realize we are not the enemy, quite the opposite and together we can help our clients and institutions with their transportation related challenges.

As always, I can be reached by email at bshaw@samschwartz.com or out of our Chicago office at (773) 305-0800. I welcome your comments, questions or concerns about ACT or TDM in general.

> **The freedom, trust and flexibility teleworking offers has certainly increased my productivity and job satisfaction.**

Editor's Note – There is Plenty of Work in Telework

Kay Carson
Project Director,
MassRIDES/URS
Corporation

Work. For most of us, it's how we make our money. And with that money, we feed our families, pay for our homes, send our kids to college, and maybe even do a little fishing or skiing. More and more, it doesn't seem to matter where we do the work, so long as we get it done. That's what this issue of *TDM Review* is all about. Our Guest Editors, Sara Hendricks and Elham Shirazi of ACT's Telework Council, have created a fabulous resource through the range of topics they have presented. Their authors, all knowledgeable in the telework field, have generously shared their perspectives and experiences – from the practical to the political. Now, all you have to do is read, learn, and act.

In Our World of Travel Demand

Management, we're constantly seeking ways to reduce single-occupant vehicle travel; one way to achieve this goal is simply to eliminate the trip. Constantly advancing technology enables us to work anywhere, any time, and it increases our opportunities to simultaneously meet work deadlines and coach a youth soccer team. In fact, the telework pendulum is starting to swing towards increased productivity. A recent study* by Brigham Young University researchers identified a new "breaking point" along the work-family life continuum. For office workers on a regular schedule, the point at which 25% of the subjects in the study reported that work interfered with their home lives was 38 hours; those with telework or flexible schedule options felt that interference point after 57 hours of work. Hmmm. Something for all of us to think about as we incorporate or increase telework services into our TDM programs.

Coming Attractions….

The next edition of *TDM Review* will feature a topic that we all experience daily – "Info Explo" – the information explosion that is resulting in a proliferation of new sources and methods of communicating with our co-workers, customers, and clients. Guest editor Lynn Overcashier is bringing us a variety of real-world examples of social networking for data gathering and sharing from our own TDM world.

We'll close out 2010 with a fresh look at our dependable, yet flexible travel mode that is the trademark of TDM – Vanpooling. Carolyn Newsome and the ACT Vanpool Council will reveal the wide array of effective vanpool programs that serve thousands of commuters daily.

Share Your Experience

TDM professionals are innovators – always adapting to shifting circumstances and ever ready to try a new technique to encourage travelers to step away from driving alone in their automobiles. Share your stories with *TDM Review*; tell us what works and what doesn't. To get started, take a look at our up-coming theme issues, manuscript guidelines, and manuscript framework. And please contact me with ideas and questions.

*The study, "Finding an Extra Day or Two", will appear in the June issue of the Journal of Family Psychology. Lead author is E. Jeffrey Hill, a professor in Brigham Young University's School of Family Life. Study co-authors include BYU School of Family Life professors Jenet J. Erickson and Erin K. Holmes, and Maria Ferris, a retired IBM researcher.

Guest Editors' Message

**Sara Hendricks and
Elham Shirazi
Co-Chairs
ACT Alternative Work Hours
and Telework Council**

Dear Readers,

The ACT Alternative Work Hours and Telework Council is proud to present the articles compiled for this issue of the *TDM Review*. Most of the articles are based on presentations from the Telework Summit 2009 of the ACT International Conference and include "the latest and best" information on teleworking from across the United States.

Our Council is composed of employer representatives, regional transportation, transportation management associations, air quality and planning officials, as well as state and local government officials. The Alternative Work Hours and Telework Council serves members through periodic conference calls for information sharing, articles in *TDM Review*, sessions at the annual conference, coordination of webinars and testimony or policy memos to

government agencies, and liaison with other organizations. We are grateful to our members for all the work that they continue to do to keep this Council quite dynamic and very active.

The Council addresses and shares information related to alternative work hours and telework as an effective strategy to reduce congestion, improve air quality, reduce energy dependence and offer work alternatives for today's evolving work force. Issues addressed include regional training programs, work place issues, best practices, local and national policies, and technology trends and developments.

We hope that you learn from and enjoy the articles included in this issue of *TDM Review*. We are always looking for new members. Please contact us to become part of our vibrant Council. The Council also hopes to sponsor a Telework Summit during the 2011 ACT International Conference in Chicago.

**ACT Alternative Work Hours and
Telework Council:**

Sara J. Hendricks, AICP, is a Senior Research Associate at the Center for Urban Transportation Research, University of South Florida in Tampa, and has worked in the TDM field for 16 years.

Elham Shirazi is the principal of e-planning. She works with private and public sector employers to improve their return on investment through telework and alternative work hours programs.

Eddie Caine is the Professional Services Manager at Valley Metro, RPTA (Regional Public Transportation Authority)

Beth Johnson is the TDM Program Manager for the Middle Peninsula Planning District Commission.

Flexible Work: Maximizing Transportation Opportunities in Where, When and How Work is Done

By Karol Rose

Flexibility in where, when and how work is done is increasingly recognized as a business imperative. While in the past, flexible work was thought to be primarily an accommodation for an individual, today the benefits for organizations are compelling, including attracting and retaining talent, lowering operational costs, improving customer service, reducing environmental impact and strengthening business continuity. Which is why more businesses are transitioning to telework and other flexible work models but this creates new management challenges. Organizational change that integrates human resource areas, such astalent management, diversity, recruiting, and wellness with departments in charge of facilities, IT and transportation results in flexibility that meets both organizational strategic goals and individual needs.
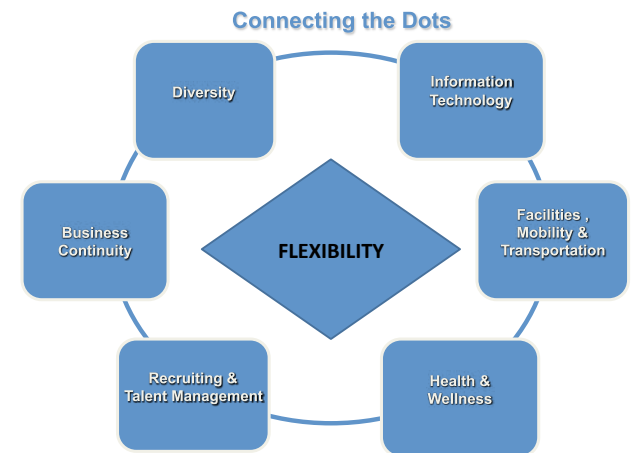
Redefining Flexibility

Flexibility means granting employees greater choice and control over how, when and where they work. Typically, flexibility falls into one of the following categories:

- Formal Flexible Work Arrangements -- a change in location and/or time that is ongoing
- Occasional Flex -- a temporary change in location and/or time
- Career Flex -- opting in or out, dialing up or down in the course of a career

The tools of flexibility include such options as:

- Telework.-- working from another location (home, satellite office or Starbucks)
- Flextime -- adjusting start/stop times
- Compressed Schedule -- working fewer, longer days
- Less than Full Time -- part-time, job sharing, phased re-entry or retirement

Flexibility must meet both personal <u>and</u> business needs, and be a shared responsibility between managers and the employees. Today, flexibility initiatives have become an important component of many organizations' ongoing culture change effort as well as addressing environmental and transportation concerns. For example, flextime and compressed schedules may allow employees to avoid commuting at rush hour, part-time work means fewer trips to the office, and telework can have the biggest

Connecting the Dots

Diversity — Information Technology — Facilities, Mobility & Transportation — Health & Wellness — Recruiting & Talent Management — Business Continuity — **FLEXIBILITY**

impact by eliminating trips to the office all together.

Why Flex, Why Now?

The need for a new way of thinking and talking about flexible work has become mission critical. However, much of the way we still think about key issues related to flexibility don't make sense. For instance, it used to be that work stayed in the 'work place'. When employees left the work place, they left the work behind and the work was still there when they returned. Today, technology, business needs, and changing employee life styles encourage, and often demand, mobility and the ability to work anytime, anywhere. But, frequently those

responsible for planning facilities or creating mobility and transportation plans are not involved in the discussion about policies and practices related to flexible work arrangement.

In addition to work being more mobile, work products must now be customized and personalized. Instead of work done the same way every time with consistent employee input in order to get consistent output (standardization), we now require a high degree of customization with just in time delivery. Innovation that comes from uniquely human talents is the name of the game. The human talent that's providing the knowledge, creativity and relationships necessary in our knowledge and service economy is more diverse and dispersed than ever before. Those focused on transportation and mobility solutions are well positioned to address the needs of the information age workforce and the changing work environment.

It Matters Who Does the Work

Since 1975, the dominant household work pattern in the workplace has been the dual-earner, married couple, now totaling 38 percent of all households. Single mothers and fathers with children constitute another 16 percent. The presumed ubiquitous traditional one-male-earner household with spouse at home, once 68 percent of all households in 1938, is now just 16 percent of all households" (Potter, 2006).

According to Dr. Sandy Burud in her book, Leveraging the New Human Capital (Davies Black, 2004) the majority of today's workers are actually 'dual-focus' – managing work and personal life simultaneously. Dual-focus workers need control over their time and the ability to take time out – in small or large increments on a regular or intermittent basis—to deal with their responsibilities and be able to return without major impact to their career. The need for a comprehensive approach to flexibility to more effectively manage career and life cuts across gender, generational and job differences and requires flexibility that is customized to each individual. Flexibility is highly valued by diverse segments of the population. For example:

The General Population -- 87% of potential employees look for flexible hours in a new job, according to a 2004 survey by Lee Hecht Harrison. Nearly three-quarters (73%) [of full-time workers] want to spend more time with their families and they are only half as likely as part-time workers to say they are very happy with their work-life balance" (Jones, 2006).

Baby Boomers -- According to the Conference Board, in 2004 nearly 47% of boomers reported that if they had more flexible hours it would delay their desire to retire.

Women --. According to 'Brain Drain' research reported in the Harvard Business Review (2006) an estimated 494,000 professional high-earning women do not return after a break in employment because of lack of flexibility.

Next generation — 85% of employees under 30 want flexibility according to a Families and Work Institute study. In a 2008 study, Engaging a Changing Workforce: A Study of Four Generations by The Learning Café, GenXers who might be in the midst of raising a family were the only group [of the four generations studied] to place "healthy work/life balance/flexibility" on their list of top four motivators.

What Companies Are Doing

Many industries are experiencing talent shortages. And, with the boomers beginning to retire, it will become more and more difficult to find comparably skilled workers to replace lost talent. Companies realizing they can't afford this 'brain drain' are trying a variety of ways to reach and retain key talent, including offering greater flexibility.

In addition to keeping the best talent, organizations need new ways to define and measure performance. In the manufacturing age, production was visible and managers judged performance by seeing the work being done. However, in a knowledge environment, 'I can see them so they must be working' is inadequate since the actual work cannot be observed, only the output. This means that knowing how and where the work is done becomes less important. Although machines could run 24/7 and had replaceable parts, long hours that exhaust people (human capital) and make them less thoughtful and clear headed are actually a threat, not a badge of courage or something to be rewarded. Knowledge work requires the employee's intellect and emotion – what we call 'engagement'—for maximum results, so employers must pay attention to employees' overall well-being as a source of what their business produces.

Changing business needs help explain the increase in flexibility today. Seventy-nine percent of organizations allow some employees to periodically change starting or quitting times. Thirty-seven percent allow all or most employees to do so (Galinsky, Bond, & Sakai, 2008).

According the 2005 Corporate Voices Study: Business Impacts of Flexibility An Imperative for Expansion, organizations that offer flexibility experienced positive outcomes such as retention, employee engagement, job satisfaction, and financial performance that were consistent across different industries. In addition, the positive effects of workplace flexibility were documented in hourly, non-exempt environments, as well as for salaried, exempt employees. The study found that impressive results are produced not only by formal flexible arrangements p but alsoinorganizational cultures that support occasional flexibility.

Since 2002, the total number of U.S. once-a-month teleworkers has risen by roughly 39 percent" (WorldatWork, 2007).

Key Findings from the 2009 Working Mother 100 Best Companies Application1 from 'Mastering the Art of a Flexible Culture' study sponsored by Procter & Gamble.

At the Working Mother 100 Best Companies, flexible work is part of the cultural DNA. It is the "new normal" – 95% say it is their standard way of doing business. The 100 Best see flexible work practices as more than formal flexible work arrangements, but also occasional (informal) changes in when and where work is done, career flex, and a culture/climate that encourages and legitimizes flexible work.

At the 100 Best flexible work practices are in full view:
- Their leaders promote or use them themselves (report 98%) and future leaders are drawn from a pool that includes people who work flexibly (report 98%).
- 87% feature flex in corporate objectives, mission, and vision and value statements.
- Flex is an explicit part of the employment brand (externally – 95% and internally – 91%).

Flexible work is a strategic business imperative:

- 94% report that it is essential to the business strategy (more than an accommodation benefiting employees).
- Flex is connected to other business objectives – to organizational change (94%), sustainability/ environmental strategies (86%), disaster planning (75%), and facilities planning (74%).
- Flex is included in such business processes as hiring leaders (98%), diversity and inclusion (91%), leadership development (90%), and training (87%).

Making Flex Real

Flexibility shines a spotlight on good management practices, and requires rethinking, and in many cases, changing the organization's existing policies, programs and benefits. Whether an organization is initiating, enhancing or advancing its flex initiative, there is a need to establish and coordinate internal processes. Many questions need to be addressed, such as: How 'public' is the organization's support for flexibility? Can managers and employees easily find the tools and information they need when they need it? Do staff in HR, transportation, IT and other areas know about flex and how it impacts their work?

In order to be effective, key internal stakeholders must be involved in the process of creating a flexible culture so that the business case, roles and responsibilities, internal and external communication, top down and bottom up actions, as well as expected results, are all aligned. Flexibility can be implemented in phases, focused on one area of the organization, or covering the entire enterprise. Some organizations focus on one flex option like telework, while others incorporate more choices so that both individual and organizational needs can be met.

Successful implementation of flexible work requires management for performance with a focus on output.

Become Part of the Process

From the perspective of transportation and mobility experts, it is important to be included early on in the flex process. There are challenges in 'selling' and appropriately positioning flexible work, and particularly telework, as a win/win solution to both management and employees. Most organizations already have some flexibility or are in the process of including it. But, these discussions often take place in Human Resources from a policy and practice perspective. One of the key missing ingredients

is early input from other areas of expertise.. Transportation and mobility experts can be a catalyst for flexible work. They can provide documentation for the business case that quantifies the cost/benefit of reduced overhead and carbon footprint, among other positive outcomes for the business. They can partner with their colleagues in technology to provide creative solutions that address both short term and longer term issues and needs. They can incorporate creative messages and relevant information in the process, and perhaps identify cost savings and local credits for creating innovative transportation solutions that offer flexibility that serves both the organization and the individual.

We can no longer afford a siloed approach to flexibility in how, where and when work is done. Sustainability issues related to 'people, planet and profits' are interrelated and require comprehensive solutions. Transportation and mobility professionals are in a unique position to broaden the dialogue to encompass all forms of flexibility to serve the greatest good – benefiting employers, employees and the community at large.

Karol Rose is the Chief Knowledge Officer of FlexPaths, a leading provider of innovative software solutions that help employers initiate, enhance or advance their flexible work initiatives in order to attract, engage and retain talent (www.flexemployer.com). FlexPaths also helps individuals become 'flex ready' and connect with employers (www.flexpaths.com).

Indian Wells, Calif.
August 29 – September 1, 2010
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The Secret to Making Telework Work:
Moving Beyond Telework as the Next Logical Step

By Rick Albiero and Jennifer Verive, Ph.D.

Ahhh, the "next logical step." Your old flip-phone dies so you get a smart-phone. You get tired of printing maps so you get a GPS device. Instead of buying a new CD player you download songs to your iPod. With the prevalence of technology and the rise of our "work anytime anywhere" society, many in the TDM community see telework as "the next logical step" for employers. This perception is based on the belief that with the technology in place, once employers are made aware of the many benefits of telework they will naturally want to implement a program in their workplaces. And so regional agencies around the country provide effective and inspiring awareness-building seminars, and on-line tools and information assuming that employers will attend these motivational events or obtain information on-line, and then take the next logical step of implementing a formal telework program. Right? Not quite. Our experience working with HR directors, operations managers and senior executives shows that the awareness of the benefits of telework does not necessarily lead to their organizations formally investigating a telework program. Unfortunately, telework is not the "next logical" step in employers' business-oriented viewpoints.

The authors have worked side-by-side with regional TDM agencies and a variety of employers of all sizes in a diverse array of industries from coast to coast to implement telework programs. We have seen over and over again that employers are highly cognizant of telework and understand that many employees covet it. Yet, even with this awareness, most employers are still resistant to the implementation of telework because they cannot figure out—on their own—how to weave telework into a myriad of competing business priorities. Employers see telework as a business disrupter and thus fail to take action. The result is that many important TDM industry goals, such as reducing traffic congestion and air pollution, remain under-achieved.

In this article, we explore the competing priorities faced by employers that often keep them stuck in the awareness stage and prevent them from moving to the investigation phase—the truly critical phase that leads to the implementation of an effective telework program, driving (pun intended) the realization of cleaner air, less traffic, and more livable communities. First, we discuss competing priorities and how TDM agencies can work with organizations to address these concerns through the implementation of telework and other alternate work programs. Second, we demonstrate how to transform these disparate business efforts into complementary interests that help promote the implementation of a telework program as a way to augment an organization's business interests. Next, we dispel five key "next logical step" myths and reveal the secrets – hands-on tactics— that agencies can use to have action-focused conversations with clients. Finally, we share our experiences in working with regional TDM agencies and employers across the country, specifically highlighting some of our experiences in King County, Washington. We hope that by sharing these practice-based insights and methods, we can provide TDM representatives with a powerful new perspective that will assist you in achieving both general and measurable quality of life goals.

The Executive Mindset: Telework Will Rock the Boat

So what are these competing interests that drive the perception of telework as a potential business disruptor? At the most basic level, an

employer is motivated by meeting customer needs to drive business while staving off competitors. Disrupting these efforts is no small matter to an organization's decision makers. As such, a telework program may be regarded as a potentially costly "employee benefit". Certainly these organizational VIPs realize that some employees would highly value the ability to telework, however they also perceive that such an arrangement includes an unacceptable risk of "rocking the boat". Executives fear that implementing a formal, structured telework program used by many employees (and the only type of program that can truly achieve desired TDM outcomes) may cause tidal waves such as:

- Disgruntled managers who see a telework program that has been "thrown" at them,
- Unhappy employees who see a program that seems to be unfairly administered,
- Aggravated workgroups who feel they no longer have cohesion and informal collaboration opportunities,
- Irritated customers who are at the receiving end of less effective workgroups and seemingly random chaos in the workplace,
- Unknown hardware, software and other cost factors,
- The vulnerability of sensitive data,
- Additional stress on an IT department that may not support the program in the first place, and
- Unknown liability issues due to people working remotely.

Such a list of concerns would scare anyone away from implementing a telework program! The secret to quieting these fears is to gently but firmly reframe the decision-maker's mindset about telework. TDM agencies can accomplish this, in part, by developing a highly customized "making the case" argument that specifically describes the way telework will help achieve or complement unique business goals.

Reframing the Executive Mind Set: From Boat Rocking to Yacht Racing

Employer participation data and proven benefits have shown that these "tidal waves" never hit the business boat when a telework program is effectively designed and carefully implemented. However, it takes substantial effort to communicate how to do this to the executives and to persuade them otherwise. The secret to successfully moving employers to action is to demonstrate to them that these potential "business disruptors" can be turned into "business developers".

The process of turning business disruptors into business developers requires that the general benefits of telework be customized to address specific business issues or incorporated into specific business goals. A persuasive demonstration often requires the integration of knowledge about telework, business operations, and human resources. Although more complex and effortful, this "big picture" approach is the most effective way of moving employers from awareness of telework to the investigation of a structured program because it demonstrates that rather than the boat being rocked, their

program will instead be transformed into an America's Cup racer with:

- Empowered, more effective managers focused on performance and results,
- Productive employees motivated to perform and incentivized to stay,
- Workgroups experiencing the benefits of a more effectively managed and less disruptive office environment,
- More effective and efficient methods for formal and informal collaboration,
- Customers reaping the benefits of more responsive and effective workgroups,
- Potential savings in overhead, real estate and recruiting costs,
- A stable and secure IT structure that supports all remote workers (and a business continuity plan as a bonus!),
- The elimination of risky data handling such as sending secure data in unsecured emails, and
- Understanding and addressing potential liability issues in an informal telework arrangement.

The bulleted list above may seem to describe general telework benefits. So let us re-iterate that these telework benefits must be clearly connected to the particular and specific benefits to each organization, with examples that illustrate how the general benefit will play out in the organization's unique situation (see secret tactics below). Additionally, tying metrics tailored to these benefits will garner the positive attention of executives and develop telework

champions within the organization. With this level of customization and tracking, employers get the assurances and rationale they need to see that telework will indeed work for them, moving them beyond awareness to action and laying the groundwork for a sustained telework effort.

Busting the Five "Next Logical Step" Myths

Building awareness of telework is a critical service for any TDM agency to offer its local employers, but awareness by itself does not provide the assurances that decision-makers need to overcome their concerns about telework disrupting their workplaces. It is at this point that "next logical step" beliefs can limit the success TDM agencies have in creating a substantial and quantifiable impact on a region's traffic and air-pollution levels.

We have found that there are five key "next logical step (NLS)" beliefs—myths actually-- that keep telework advocates focused on increasing awareness rather than providing the tools and services clients need to actually implement a structured, formal telework program. Below we bust these myths and provide practice-based tips for moving clients beyond awareness to measurable action.

NLS Belief #1: If we provide case studies and other information within our region and their industry, then employers will understand that telework is a good fit for them.

Why This Is A Myth: Do you consider yourself to be like every other person that lives in your city and does the same type of work as you? No! This same individuality factor comes into play for employers. Two different health-care, legal, or marketing firms will immediately point to the unique experience, customer, operational, and cultural factors that explain "why our company is different than theirs, our challenges are different than theirs and telework will not work the same here".

Secret Tactic: Providing this kind of information can be very effective in obtaining an "intake session" with an employer, your first and most critical opportunity to move them towards the implementation of a program. The secret is to be prepared to listen and respond to an employer's specific concerns about implementing a telework program. Some concerns may be industry specific while others may be associated with prior experience with telework or the culture of the organization. These concerns are often common and can be addressed, but they will not be specific for one region or industry. Intake meetings are often very short, so an effective goal is to use them to identify a liaison within the company that you can work with over time to obtain the approval for the next steps in the investigation of a telework program. Using this approach, the "hit rate" for having employers implement a telework program after obtaining intake sessions can range from 40 to 70 percent in the regions in which employer participation data is collected.

NLS Belief #2: If we create enough of a groundswell from employees, organizations will almost have to implement telework programs

Why This Is A Myth: Employers absolutely know that some of their employees would like to telework. And employees know they know, and they know employees know they know. Still employers fail to implement actual telework programs. Organizations also know that commutes can be stressful, more employees using mass-transit reduces air-pollution and that the office environment can be disruptive. But again, why rock the boat?

Secret Tactic: As most employers are aware that their employees want to telework, the conversation needs to move to how providing this option will benefit the company as well as employees. This is the time to "make the case" using examples specific to their organizational needs and business goals, and to reassure employers that their employees will be <u>at least</u> as productive after the implementation of a telework program and that they will put the company and its clients first. For example, during an intake session with J.P. Morgan, the director of Human Resources pointed out to a skeptical team that the retention rate of their employees with top performance ratings had not increased, even during a down economy. J.P. Morgan incorporated employee retention as one of two key metrics for their telework program, and demonstrated an increased retention rate among its most valued employees through the hard numbers tracked as part of their telework program.

NLS Belief #3: If we provide them sample

documents, questionnaires, tool-kits and overview documents employers will be able to develop a program on their own.

Why This Is A Myth: This approach assumes a "one-size-fits-all" solution. While products such as a sample policy and tool-kits may motivate an organization to consider telework, and maybe even result in the creation of a telework policy, the same concerns mentioned above will still exist, management support and employee participation will be spotty at best, and thus the impact on the organization and region will be minimal.

Secret Tactic: Employers that are reviewing information and on-line tools are absolutely on the path to telework implementation, but they invariably put the brakes on by shifting the conversation away from potential benefits to the specifics of their organization and the unique challenges they will face. The secret here is to describe in detail the additional support your agency can provide in further customizing their program. The reassurance of obtaining assistance tailored to their unique needs provides the green light decision makers need to move forward. For example, the Chancellor at the University of California – Santa Barbara resisted the investigation of telework until TAG consultants explained how the customization of their telework policy and agreement, employee application process and manager training would address his employee productivity and equity concerns. UCSB now has the third largest telework program in Santa Barbara County.

NLS Belief #4: If we help organizations

get the right technology they will implement a telework program.

Why This Is A Myth: Most employers have a sophisticated IT team, though they may not have experience in setting up a remote-access system intended for a relatively large group of employees. So, although you may hear the arguments, "we don't have the right technology" or "it will be too expensive to buy new technology", these claims are not actually roadblocks to telework implementation. Resistance from the IT department, and the argument that technology will not dispel any of the business concerns an employer will have, can easily derail a telework implementation effort.

Secret Tactic: The most persuasive arguments here are to explain how telework has the potential to <u>reduce</u> IT's workload and to describe how existing IT systems can likely address important concerns regarding data security. Thus, the secret to moving employers to action is to relay this type of information, and to offer to work directly with their IT department as needed. This approach has proven successful for implementing programs with a variety of organizational types whose first argument against telework was the security of sensitive data, such as architecture, engineering, and legal firms as well as health-care, law enforcement, and government agencies. As an employer learns that overall data security will actually increase with telework implementation, these roadblock arguments fall away.

NLS Belief #5: Telework is a unique

and standalone effort from our other TDM programs.

Why This is a Myth: Rarely do employers have extra resources available to work on a telework program. Thus, pitching a telework program as an independent initiative often leads to a great deal of resistance. However, employers already interested in reducing the impact of the commute for their employees may be more willing to consider telework as part of a comprehensive alternative commute program.

Secret Tactic: The secret here is to incorporate telework into the initial TDM conversation with employers as an inexpensive and effective way to reduce the impact of the commute on additional employees who may not have the option of using other alternative commute programs . For example, INCA Engineering in Bellevue, Washington, was initially resistant to the idea of implementing telework because they were concerned about multiple commute programs causing confusion among workgroups. Telework consultants, working with the City of Bellevue's TDM representatives re-framed telework as a component of a larger commute program and INCA has now included telework and compressed workweeks as the sixth and seventh options of an overall commute benefits package for their employees.

Addressing these myths and adopting a more action-focused approach to promoting telework will move clients to telework program implementation and thereby increase the impact that your TDM agency will have on

traffic congestion and air pollution in your region. Happily, this type of approach will also enable your agency to collect objective results data that clearly demonstrates environmental impact. Instead of basing participation rate estimates on employer actions that may or may not have lead to actually getting folks off the road, such as counting any organization that registers at the telework website or downloads a sample policy, an action-focused approach allows agencies to collect data that directly counts employee involvement and commute reductions.

- The Metropolitan Washington Council of Governments (covering Washington D.C., Maryland and Virginia) can legitimately claim that 19% of regional employees are teleworking, on average, well over one day per week as a result of their Commuter Connections program.
- The Santa Barbara County Association of Governments can assert that as a result of the Flexwork Santa Barbara program approximately 700 vehicle-trips are being eliminated from the commute every day, with an even larger number of vehicle trips moved from peak commute times to off-peak commute times.

Regions striving to make these desired impacts and obtain the reputation as a leader in the field of promoting telework can only hope to experience this level of validated success through the implementation of sustained telework outreach and consulting roles. TDM agencies in the cities of Baltimore, Seattle, and Bellevue are in the early stages of replicating these efforts and results.

Case Studies: Using The Action-Based Approach to Achieve Results

Seattle and Bellevue in King County, Washington State have begun programs that actively assist employers in building positive business cases, unique to each employer, that prove to employers that they can address their concerns, keep the business boat from rocking, and obtain tangible benefits from telework programs. The following two case studies are offered to illustrate how the action-focused approach can move employers beyond awareness and towards action. Both Adaptis, Inc. and The Rainer Group are employers motivated by a sub-set of tangible benefits that addressed organizational issues and outcomes specific to them that garnered the interest of key decision makers. By developing an implementation plan that explained how their concerns would be addressed via the program's infrastructure, training, and personal support, the regional TDM agency reduced the "business disruptor" perception and created a "business development" environment around the program.

Adaptis, Inc.

Seattle-based Adaptis, Inc. attended a regional Telework Seattle! event that was aimed at creating awareness and interest in telework. At the time, Adaptis had an informal telework program in place. As a number of issues

had arisen from allowing some employees to telework on occasion in an informal program, there were general concerns about the willingness of managers to support a formal telework program and the IT department was concerned about the resources needed to support a telework program. Adaptis' potential benefits from telework, however, were significant, including increased productivity among a computer-centric employee base, employee retention and improved recruiting efforts among their customer support group which was anticipating increased competition for talent due to another large company opening a customer support center nearby. Adaptis saw the potential for telework to benefit them, but their specific business-based concerns created a disruptive barrier— developing a program was daunting.

As part of the Telework Seattle! program Adaptis worked with telework consultants funded by the regional TDM agency to address their concerns and craft a program focused on their unique outcomes. The King County agency moved beyond the awareness stage by providing Adaptis with a policy and agreement that were customized to provide "maximum structure with maximum flexibility" for managers. An on-line survey was conducted to gather data about employee and managers' attitudes about telework and concerns. A process was developed that ensures that only employees with suitable job-tasks and collaboration needs participated. Managers attended training sessions focused on maximizing the benefits of the program

for their workgroups and learned how to track the performance levels of remote workers. Employees at Adaptis were provided access to on-line training to hone their remote work skills. With this implementation plan in place, Adaptis moved from an informal telework program with very limited participation to a formal, structured program open to all employees.

The Rainer Group

The Rainier Group was motivated to implement a telework program to increase productivity and proactively address concerns about future office space needs and costs. However, without addressing remote access bandwidth needs, concerns about data security, and structuring a program that met their empowered management culture, a telework program would likely never have been implemented.

Rainier Group's culture required a policy and agreement that focused on providing maximum flexibility to teleworkers and guidelines around the handling of confidential data. The Internet pipeline was increased to allow large files to be accessed quickly. Manager training focused on the utilization of the new technology, effectively managing teleworkers based on performance, and using telework to increase their management style options. The Rainier Group's telework program was launched in the Fall of 2009 and is being expanded from a pilot group to the entire organization in 2010.

Conclusion

The case studies above illustrate how TDM agencies used the action-focused approach to assist two organizations, with two individual cultures and two sets of specific business disrupting concerns, to implement telework programs focused on the benefits with the most impact on their bottom lines. The action-focused approach avoids the pitfalls of the "next logical step" thinking and uses telework to integrate competing business priorities and transform awareness into action, resulting in the implementation of programs with quantifiable outcomes.

With a focus on moving into the program investigation stage and providing employers with the customized tools and consulting that they need, any region will see a dramatic increase in the level of telework among their employers who are simply trying to satisfy customers and obtain competitive advantages over their competitors. That's a nice racing yacht you've got there!

Rick Albiero, Telecommuting Advantage Group, and Jennifer Verive, Ph.D., White Rabbit Virtual, Inc., in cooperation with Carol Cooper and Sunny Knott, King County Metro

Working Outside the Box:
Telework Takes Off in Georgia

By Kevin Green

Teleworking has created a bigger foothold in metro Atlanta and across Georgia, with the convergence of efforts from the region's TDM organizations and unique support from state government. The result: more employees avoiding traffic by teleworking, and tremendous growth in employer-supported formalized telework programs.

Georgia employers now enjoy a unique combination of robust services and tax credits to make telework more accessible. Led by The Clean Air Campaign, the TDM community has created a hands-on consulting model that provides turnkey consulting support at no cost to employers. To complement this high-touch service, the Georgia legislature passed a first-of-its-kind tax credit program effective in 2007 that saw almost 200 employers approved to receive millions of dollars in benefits in its first two years. In just the past few years, the coordinated timing and mutually-beneficial relationships forged between the private and public sectors have impacted more than 11,000 teleworkers and positioned Georgia to become a model for telework success.

The Clean Air Campaign is a not-for-profit organization that works directly with employers to develop and implement commute options programs; provides financial incentives and support to commuters, and provides air quality and commuting information and services to the Atlanta region, as well as many other areas of the state. Together with the eight metro Atlanta-based transportation management associations, these TDM providers serve more than 1,600 employers and property managers.

Taking Credit

The foundation for the Georgia Telework Tax Credit dates back to 2003, when Governor Sonny Perdue unveiled his Work Away initiative, a management program that encourages divisions of the Georgia government, the state's largest employer, to select employees to telework or use other alternative work schedules. Closely following this announcement, Gov. Perdue lent his support to the Telework Leadership Initiative, a regional program created by The Clean Air Campaign. This program offered reimbursement to employers to offset the cost of staff time to develop and implement a formal teleworking program. Not all employers in the program received the reimbursement funds, but those who did could receive up to $20,000 for documented time of staff devoted to telework program development. This was supplemented by consulting time to qualified employers.

This program brought immediate success, and TLI helped shape legislation that would result in the Georgia Telework Tax Credit. Today, the Georgia Telework Tax Credit allots up to $2.5 million annually for businesses that start or expand telework programs. The program provides a combination of incentives to encourage formalization and expansion of teleworking:

- Up to $20,000 tax credit for planning, consulting, training and/or raw labor costs associated with starting or expanding a telework program
- Additional tax credit of up to $1,200 per new teleworker, depending on their frequency of telework

Each year, the state opens a two-month

enrollment period (September 1 to October 31), when companies across the state can submit the two-page application form to the Georgia Department of Revenue. In the first year of eligibility, 2007, response was so great that the tax credits applied for exceeded the initial budget of $2M. For 2008 and beyond, even in the face of a strained state budget amid the recession, the legislature increased the cap to $2.5M. Eligible expenses include equipment such as computers, telecommunications, data entry, data processing, and software.

Success Depends on Turn-Key Support

While offers of tax credits are appealing, declining revenues in Georgia -- and across the country -- mean that the state does not have the resources or expertise to market the Tax Credit or give employers the tools they need both to apply, and to ensure they succeed in formalizing and expanding programs and creating more teleworkers. This is where the TDM community steps in. Beginning in 2003, The Clean Air Campaign engaged national expert Elham Shirazi to assist in providing one-on-one consulting at no cost to employers across the region. The Clean Air Campaign now leverages this expertise by employing a full-time Telework Specialist who works with other local TDM staff. Services include baseline and post-pilot surveys, training for teleworkers and tele-managers and online and offline tools for implementation such as policies, selection surveys and teleworker agreements. Regional training programs such as the "Telework 101"

lunch and learn and Telework Tax Credit events and webinars provide additional support, with hundreds of employer representatives attending each year. More than 200 employers in metro Atlanta have taken advantage of these services, including national corporations like The Home Depot, Delta Air Lines and GE Energy. GE's program was such a success in its Atlanta office that the company used this program as the basis for worldwide implementation of telework.

Metro Atlanta is consistently recognized as one of the most wired regions in the nation. An abundance of service industries and concentrated business districts – that also tend to concentrate traffic -- make the region ripe for telework programs. A February 2007 survey of 4,000 commuters across the 20-county area by The Center for Transportation and The Environment, under contract with The Georgia DOT, shows that nearly 500,000 employees (approximately 20 percent of commuters) telework on at least an occasional basis, an additional 297,000 telework at least one day per week. That equates to approximately 10 percent of metro Atlanta's commuters. Another 350,000 commuters do not currently telework, but believe that their job responsibilities would allow it if their employers would offer the option.

While many employers remain hesitant to implement formalized telework programs, the successful model created in Georgia demonstrates that employers of all sizes – and all industries – can successfully implement some level of teleworking with the right policies and tools in place. In metro Atlanta, standout

programs span across public and private sectors, large and small employers:

- The Georgia Department of Corrections discovered that 50 percent of workers had job tasks that allowed for at least part-time teleworking. Of the almost 100 employees in its pilot program 73 percent reported increases in productivity of more than 25 percent.
- RSUI Group, an insurance underwriter, allows 13 percent of its metro Atlanta workforce to telework, saving the company $11,000 in recruiting costs in a single year, and generating an estimated 10 percent increase in productivity.

Exceeding Expectations Now, Meeting Future Demand

In a year when lower gas prices and high unemployment have contributed to decreases in other TDM programs, teleworking has bucked the trend and continues to grow, up 52% over 2008, and 170% percent over 2007. The Georgia legislature has approved the continuation of the Telework Tax Credit through 2011, meaning we will continue to provide the marketing support and consulting services that enable employers to more easily apply for and earn these benefits.

We also continue to innovate. In 2010, our outreach model will evolve with the times, as we create more Web-based learning and virtual

Today, the Georgia Telework Tax Credit allots up to $2.5 million annually for businesses that start or expand telework programs. In a year when lower gas prices and high unemployment have contributed to decreases in other TDM programs, teleworking… continues to grow, up 52% over 2008, and 170% over 2007.

tools; continuing to increase our presence where employers and employees are – online. Training videos and webinars will make response time to employer requests faster and allow our contacts to access the information they need on their own schedules. This will not replace our hands-on consulting and training, but will allow us to continue to expand this already-successful model, taking more cars off Georgia roads and causing more employers and employees to rethink the daily commute.

Kevin Green is the Executive Director of The Clean Air Campaign. The Clean Air Campaign is a not-for-profit organization that works with Georgia's employers, commuters and schools to encourage actions that result in less traffic congestion and better air quality.

Implementing and Managing the Agile Workplace

By Robert P. Trenck

Technology advances over the last decade have had a profound effect on the workforce. Cell phones, laptops, wireless internet access and PDAs are commonplace and allow today's workforce to be highly productive. They allow employees to be constantly on the go - working at client sites, branch offices, airports, hotels, or with business partners located across town or across the globe. In this increasingly service-oriented and partner-based economy, technology and worker mobility are critical to organizational success.

For employees, technology and mobility allow for increased face time with clients, decreased commute time, greater control over workloads, and even a more balanced lifestyle (work/life balance). Combined, these translate into increased employee productivity and satisfaction, as well as increased revenue for the company, and higher employee retention.

However, just as increased technology leads to increased worker mobility, so does increased worker mobility lead to decreased office utilization. In fact, many studies have shown that during the work day over half of all work spaces are vacant. These are workspaces assigned to individuals who are mobile and productive, but working elsewhere.

Real estate typically comprises at least 25% of an organization`s assets. Studies by the International Facilities Management Association show that the cost of providing a workspace to an employee ranges between $8,000 and $14,000 per year. If the average utilization for all space is 50%, then the company is wasting $4,000 to $7,000 per year for each workspace! Multiply that times the number of workspaces and the potential savings are in the millions or tens of millions of dollars.

This "under-utilization" has far reaching financial and environmental consequences. Considering that there is 12.5 billion square feet of office space in the US and if the average utilization is 50% then 6 billion square feet of office space goes unoccupied at any given time. At $60 per square foot that equates to $360 billion wasted on real estate that no one is using. The effect on the environment is just as staggering. According to the US Department of Energy, the energy waste is approximately 1.5 quads (about 450 billion Kilowatt-hours) annually and carbon release is 48M metric tons! So what is the solution? How can facility and real estate managers run their operation to increase utilization, increase sustainability, maintain worker productivity and do it all with a reduced budget?

For guidance let's take a look at industries where there is high asset cost that is balanced with anticipated asset utilization. For example, airlines balance seat availability with anticipated passenger demand; hotels balance room availability with anticipated traveler demand; auto rental companies balance car availability with anticipated car demand; railroads balance train service with commuter demand.

In all these examples the asset is shared amongst many users with individuals making their needs known via a reservation process. Is this the way office facilities should be run? The answer is a resounding "yes!"

Organizations can proactively manage and reserve shared resources (such as workspaces, equipment and services), as well as report on the utilization of those resources across departments and facilities. Workspace management tools can be used to reserve resources in real-time, automate inefficient processes, and track and analyze usage patterns, in order to make wise short-and long-term space decisions. These next-generation tools deliver clear financial and organizational benefits to any business with mobile employees.

The Agile Workplace

In a strategic sense, the Agile Workplace

(also known as alternative workplace which encompasses hoteling, hot-desking or free addressing) refers to a management strategy that has its focus on people and how they actually work, and then apply that to the workplace and in order to improve both worker productivity and space efficiency. Implemented effectively, the Agile Workplace allows workers to perform their primary job duties outside the traditional office where they maximize productivity and job satisfaction while insuring they have a workspace where and when they need one.

Advances in technology, coupled with the ever increasing size of the mobile workforce, are making the Agile Workplace concept inevitable. A growing change in opinion - that the Agile Workplace is beneficial for both employee and employer - has also made it desirable.

The Agile Workplace is not a new concept, but with today's technologies and employee work patterns it is timely. The Agile Workplace has been evolving over time as shown in the table below.

The Agile Workplace streamlines otherwise costly, underutilized work environments. It consolidates inefficient resource distribution methods and provides a facility and/or enterprise - wide view of shared assets. Professionals benefit from automated, easy-to-use services deployed at either a single facility or across an enterprise that can be accessed through a common interface, regardless of location.

The Agile Workplace adapts the workplace to how the workforce actually works :

- Instead of workers in one defined place, work is performed anywhere.
- Instead of performance based on "time in", performance is based on results.
- Instead of management being supervision, management becomes mentoring and coaching.
- Instead of team members being co-located, virtual teams and mobile individuals are geographically dispersed.
- Instead of workspace being a status based perk, space is demand based and provided on a "just in time" basis.

The most successful mobile workspace solutions achieve worker-to-desk-ratios of 7:1, effectively reducing the cost of accommodating each worker by 43%. Perhaps even more significant, employing an Agile Workspace removes the ceiling from a company`s growth by enabling it to add innumerable staff without adding to their real estate investment.

The Agile Workplace enables organizations to:
- Maximize return on real estate and resource investments
- Optimize the efficiency of workspaces
- Automate the reservation and scheduling of workspaces, equipment and services
- Optimize telework and mobile work strategies
- Deploy a single solution across an entire enterprise

Workplace Processes	Traditional Workplace Pre- 1995	Alternative Workplace Start of Hoteling 1995-2002	The Agile Workplace Current
Work Characteristics	• Process Oriented • Silo/Walled • Fixed Workforce	• Project oriented • Group / Interactive • Flexible work schedules.	• Solutions oriented • Dynamic mobile teams (physical and virtual) • Mobile Workforce
Real Estate Characteristics	• Single workplace • Mixed Branding • Local decision (higher costs)	• Office/Telecommuting • Branded / Functional • Global Standard (higher costs)	• Work Anywhere • Diversified portfolio • Flexible / functional • Local interpretation of standards (reduced costs)
Metric Characteristics	• > 250 RSF/Work setting • 30 - 50% Utilization	• ~200 RSF/Work setting • 60% utilization	• ~120-150 RSF per work setting • 3:1 people per desk (target) • >80% utilization (target)

- Analyze space utilization and plan for future needs

Implementing the Agile Workplace Starts with Measuring the Actual Use of Space

Putting the Agile Workplace into effect requires a thorough understanding about how each workspace is currently used by measuring the actual use of all workspaces.

Real time, or near real time, actual use data enables corporate real estate managers to deliver a highly productive, optimally-sized work environment that gives workers the space they need whenever and wherever they need to work.

Space planning is an ongoing process. Organizations continually need to adjust their workspace to meet changing market and economic conditions. The advent of the mobile workforce is the catalyst which allows many, if not most, employees to effectively "work from anywhere," making their workspace a static, underutilized liability for the organization.

Divesting underutilized real estate is a major business issue that can be addressed following a study for measuring how space is actually used. When leases come due, organizations need to understand how they actually use space to determine if they should renew the lease, move, or consolidate.

Adding more employees without adding to facilities is another business issue. The need is to add people to a location that cannot physically house them. This can arise as organizations grow or when facilities are consolidated. A common scenario is the need to add people to a location in the absence of a budget for additional facilities.

The Space Management Process

Most facility and real estate departments manage space using a two tiered model, with the first tier being an inventory of workspaces and the second tier being how the inventory of space is allocated.

| Space Allocation |
| Inventory of Space |

These two tiers are normally tracked with spreadsheets, architect drawings, or CAFM systems which describe each workspace, the size (square footage) of each workspace, and how each workspace is allocated (by department or individual.)

The missing pieces of data in all these systems is how each space is scheduled to be used and how often the workspaces are actually used.

| Actual Use |
| Scheduled Use |
| Space Allocation |
| Inventory of Space |

Adding these two critical tiers is the key to creating an invaluable tool for implementing an Agile Workplace.

To illustrate: consider the following report which shows the workspace inventory, the size of each workspace, workspace allocation, and the cost of each workspace using an industry standard or corporate-determined cost per square foot.

Room ID	Department	Occupant	Room Area	Room cost
104	Marketing	J. Jones	184	$13,143
103	Marketing	R. Bowen	176	$12,571
110	Finance	T. Tucker	132	$9,429
101	Marketing	W. Jones	154	$11,000
105	Marketing	D. Dollars	145	$10,357
108	Finance	P. Peartree	127	9,071
102	Marketing	S. Smith	122	$8,714
107	Finance	F. Beagle	137	$9,786
109	Finance	M. Money	143	$10,214
106	Finance	E. Apples	110	$7,857
		Total	**1430**	**$102,143**
		Average	**143**	**$10,214**

A useful report, perhaps, but by adding "utilization" data we can see how this list becomes invaluable for real estate management (see next page).

The report now provides a direction for managing the workplace. We can see how much the company spends for facilities and how much money is wasted by the "under-utilization" of each space. By simply sorting this report by "Cost of Underutilization," we can identify the work spaces that are the least utilized and identify the people who effectively work at locations other than their assigned workspace. These are the mobile workers.

Now the question can be answered on a person by person basis: "Does J. Jones, who averages a half day per week in his office, really

Room ID	Department	Occupant	Room Area	Room cost	Utilization	Cost of Underutilization
104	Marketing	J. Jones	184	$13,143	10%	$11,829
103	Marketing	R. Bowen	176	$12,571	23%	$9,680
110	Finance	T. Tucker	132	$9,429	14%	$8,109
101	Marketing	W. Jones	154	$11,000	37%	$6,930
105	Marketing	D. Dollars	145	$10,357	34%	$6,836
108	Finance	P. Peartree	127	9,071	43%	$5,171
102	Marketing	S. Smith	122	$8,714	43%	$4,967
107	Finance	F. Beagle	137	$9,786	54%	$4,501
109	Finance	M. Money	143	$10,214	67%	$3,371
106	Finance	E. Apples	110	$7,857	72%	$2,200
		Total	1430	$102,143		$63,589
		Average	143	$10,214	38%	

need a dedicated office?" More broadly, do people who utilize their workspace less than 50% of the time actually need a dedicated workspace?

The report now allows facility and real estate managers to make intelligent decisions of how much shared space the organization needs versus how much dedicated space it needs. This is the starting point for creating the Agile Workplace and it is only possible by measuring the Actual Use of Space.

Real Life Examples

Let's consider two examples: the first being an organization that has an upcoming lease renewal, and the other an organization that needs to add more employees to a facility that is fully allocated.

Company A (too much empty space)

Company A houses 750 people on six floors of a high rise building. The lease on the six floors expires in 18 months. The company is faced with three choices. Should it a) renew the lease on the six floors; b) consolidate onto fewer floors; or, c) move to a new facility?

People have noticed that on a day-to-day basis many desks go unused. An actual use of space study which analyzed data for the previous twelve-months showed that employees could be categorized into three groups called Anchors, Assigned, and Mobile. Anchor people are assigned to workspaces that perhaps are specially equipped and are therefore not to be shared; Assigned people use their desks more than 50% of the time and are assigned to a specific workspace; and Mobile people use their desks less than 50% of the time and who could easily give up their assigned workspace while maintaining their high level of productivity.

The utilization study showed that 250 people were Mobile People who used their workspaces 30% of the time. Rather than allocate dedicated workspaces to these mobile workers, the company established an Agile Workplace and designated a pool of shared desks. Roughly 85 desks were needed to satisfy the housing needs of these 250 people. In other words, 165 desks were not needed. Renewing the lease for 5 floors would more than suffice, while the company would save over $2 million annually.

The study also found that there were 450 Assigned People who used their workspaces 75% of the time – meaning that on any given day roughly 110 desks were unused. These desks could be used by mobile workers, if needed, or could be used to accommodate an expansion of the workforce.

Company B (needs to add employees)

Company B houses 5,000 employees in a corporate campus environment comprised of six buildings. The campus is full (meaning they have a 1:1 desk to worker ratio) and there is no plan or budget to build more facilities. However, there is a business need to add 500 additional employees to this location. The company needs to know how it can add employees without adding to facilities.

An actual use of space study showed that the average utilization of all six buildings was 72%.

The peak utilization was the same, leading this organization to think initially that it had virtually no mobile workers. But the study also revealed that roughly 650 employees utilized their workspace less than 50% of the time… in fact, the average utilization for these people was 23%. Consequently the company determined that by establishing an Agile Workplace it needed only 165 desks to house the 650 newly found mobile workers. This freed up nearly 500 desks, which could be made available for the new employees.

This may seem like its cutting it close, but other factors come into play. The remaining 3,900 employees who use their desk more than 50% of the time were found to actually use their workspaces 80% of the time, meaning that on any given day over 700 workspaces went unused. By establishing an Agile Workplace, this organization can easily accommodate the growth of 500 people initially and many hundreds more before reaching full capacity.

Measuring Actual Use of Space

The traditional process for measuring space utilization is to perform a manual walk through of the space and record human presence, or "signs of life" (e.g. jacket on chair). This process is often referred to as bed checking.

Bed checks can help with the planning process in the short term, but they are not designed and should not be counted on for continuous, systematic, operational data over time. Bed checks are labor intensive, not only for the collection of the data by having people walk around the facilities but also for the people who take the huge amount of data collected and manually enter, or consolidate, it in a computer system. This might be feasible for a one-time shot, but to sustain this effort on an ongoing basis is unrealistic.

Using infrastructure systems to create a Usage Information Model

How can you measure the actual use of each space? By implementing a Usage Information Model that recognizes, records and analyzes "presence events" as they occur. A presence event is an action that indicates a person has physically used their workspace. No system is 100% accurate, but close approximations can be deduced from existing systems and data records. Data can be gathered from a number of workplace infrastructure systems, such as security systems, telephone systems, or network logons. These events are compiled by the Usage Information Model in such a way as to create an insightful composite picture of the actual use of space. The integration of utilization data with workspace inventory and allocation data allows managers to continually monitor the work environment and produce reports, trends, and dashboard information that make intelligent real estate decisions possible.

Benefits of the Agile Workplace

An Agile Workplace allows organizations to optimize their workspace. Real Estate managers find that they can take advantage of their mobile work force by consolidating underutilized work spaces into a pool of workspaces that can be shared by the mobile workers. By doing so, the organization can either shed excess real estate and reap the associated cost savings that can be measured in the tens of millions of dollars, or add hundreds of new employees without expanding their facilities.

The benefits do not stop there. The Agile Workplace reduces traffic congestion, improves business resiliency by answer key questions when disaster strikes, gives employees the choice of workspace when needed, and improves sustainability by optimizing workspaces, reducing CO2 emissions, reducing real estate footprint, avoid building more real estate than necessary.

It has been said that the "greenest building is the one not built." The Agile Workplace is the means to making that a reality.

A New Take on Teleworking – Privately-Run Telework Centers

**By Jim Graham and
Barbara Sprenger**

Government agencies and corporations have experimented for decades with various strategies to modify commuting behavior and reduce traffic congestion. One strategy that has been revisited over the years has been the use of telework centers: professional shared workspace closer to knowledge workers' homes.

Teleworking offers the potential for widespread benefits – reduced CO_2 emissions from fewer cars on the road, increased productivity from workers spending less time in their cars and increased flexibility and cost savings for companies that can reduce their facility and related costs, and increased community participation with workers connected locally.

In most cases, teleworking translates into employer acceptance of working from home some portion of the workweek. Employees – particularly younger ones – expect more flexible work options, which usually involve working from home or at a "third place": the workplace that isn't home and isn't the office.

For many, however, working from home is not optimal, whether because of children or other activities taking place there, isolation reducing efficiency, lack of ergonomic workspace and professional equipment or the general distractions of home. Indeed, a 2006 federal government survey found that 42% of those currently telecommuting preferred to work in a center near their home, rather than in their home.[1]

To date, experiments with remote worksites have met with limited success, for a variety of reasons. In some cases, telework facilities were built substantially larger than the local employee population could realistically support. Many were not ergonomically designed or aesthetically pleasing, making them a less-than-desirable place for employees to work. Some were used by government workers but not marketed to the broader public. Centers built in the 1980s and early 90s to provide workers with broadband Internet connectivity (which was still prohibitively expensive for consumers) became less attractive once broadband made inroads into more communities and neighborhoods. And drop-in centers, developed by large employers solely for their own employees' use, could not be placed close enough to workers' homes (simply because no employer, however large, had enough workers living in any one community) to really be affordable or attractive as an alternative workplace.

Despite the missteps, the demand and desire for workers to spend less time commuting and more time closer to home remains, and, according to new studies, is on the increase. Here are some recent statistics:

- Teleworking has the potential to save U.S. businesses upward of $650 billion annually in increased productivity with lower facility costs and reduced absenteeism and staff turnover.[2]
- Teleworking typically results in a 22% boost in productivity, a 26% increase in retention, a 63% reduction in costs related to absenteeism and a 20% reduction in training costs.[3]
- Forrester Research estimates that the number of people telecommuting one to four days a week will grow from 12 million today to 21.1 million by 2016.[4]

Despite the false starts, there are several trends converging now that will likely make teleworking even more accepted and viable than at any time in the past.

Changing Dynamics

1 http://www.gsa.gov/graphics/ogp/TELEWORK_CENTER_CLIENT_SURVEY_MARCH_2006.pdf

2 "Workshifting Benefits: The Bottom Line," Telework Research Network 2010

3 "What Every Senior Executive Needs to Know about Distributed Work," The Telework Coalition 2008

4 "U.S. Telecommuting Forecast, 2009 to 2016," Forrester Research 2009

One trend is growing public awareness of global warming and the increasing pressure on government and companies to reduce their carbon footprint. In California, AB32 establishes goals and targets for the state, industry and local government to reduce CO_2 emissions to 1990 levels by 2020. Follow-on bill SB375 requires local government to develop land use policies to foster walkable communities while reducing emissions. Telecommute centers can accomplish a major part of this. One recent corporate study reported that 90% of its employees' carbon footprint was generated by commuting to and from work. An increase in telecommuting by the equivalent of 0.5% of California's workforce would reduce CO_2 emissions by 1 million metric tonnes per year.[5]

A 2009 study commissioned by Citrix Systems found that 23% of U.S. employees regularly work offsite using Web technology and 62% of those who do not would like to do so. The study also found that employees aged 18-34 were most likely to look forward to controlling their own schedules, while respondents aged 35-44 year olds indicated that they would value more time with family.[6]

A third trend is increasing action by community leaders to use redevelopment or other public sources to entice residents to work closer to home, to create walkable communities, and to generate additional tax revenue as

people who work closer to home spend money in local retail businesses.

Teleworking – The Next Generation

Telework space today takes many forms. On one end of the spectrum are companies like Regus, Workspace Group and Your Office USA, which offer office space to traveling executives and salespeople with facilities primarily in metropolitan areas, business parks and airports. At the other end of the spectrum are coworking spaces, which typically offer a more relaxed atmosphere, varying degrees of office amenities and an emphasis on collaboration among members.

New on the scene is the concept of neighborhood telework centers. This type of facility is typically 2,500-5,000 sq. feet of space in an established downtown, neighborhood commercial center or small town center that feeds into a large metropolitan area. A typical telework center includes a mix of private offices, cubicles, conference rooms and café space, along with typical office services and equipment. It might be available only during staffed working hours or 24/7.

A new type of center by Satellite Telework Centers is available 24/7 to members via an RFID security card system that controls access to the facility. The centers, although staffed during the working day, are fully automated to track usage through to billing, reducing costs for users and simplifying operations. Since the typical teleworker only needs workspace near home a few days a week, paying for 24/7 usage

does not make sense. But they do need 24/7 access, which is why automated tracking of usage is important. Satellite Telework Centers opened its first facility in Felton, CA in 2009 and is opening two more in the neighboring communities of Scotts Valley and Santa Cruz this year. These centers are focused on getting commuters off the local highways that take many area residents to Silicon Valley, primarily over Highway 17.

A 2007 study[7] of Highway 17 commuters found that 10,000-20,000 made the trip "over the Hill" several times a week. The study found that less than 20% telecommuted one or two days a week, only 30% used car or van pools, rode a motorcycle or drove a hybrid vehicle and nearly half traveled 30 miles or more to San Jose, Santa Clara or Milpitas, with one third of respondents reporting that they had even longer commutes. More than half said they averaged 45-55 minute commutes each direction and a third commuted more than one hour each way.

Another pilot telework program was developed in Kitsap, WA, A study they conducted in 2009, found that for each day teleworked, participants saved, on average, 32 miles of travel, equating to 1.43 gallons of gas and a reduction of CO2 emissions by 27.73 pounds.[8]

Satellite Telework Centers conducted an

5   STC calculation, using 50 mile average commute per day x 250 workdays, 106 gallons/ ton CO_2

6   "Younger Workers Keener on Web Commuting," HRM Guide 2009

7   Santa Cruz Planning & Community Development Online Survey, 2007.

8   "Kitsap Telework Pilot Project – 2009 Report to the Legislature" Kitsap Regional Co-ordinating Council 2009

online survey[9] of individuals interested in teleworking and, from the 46 participants, 58% worked at companies that had formal teleworking programs, and 85% said their employers allowed some form of teleworking, whether as part of a program or by special arrangement.

Respondents said physical and Internet security were high on their list of benefits of working at a telework center, followed by access to professional conference rooms and quiet cubicle spaces. More than half said the ability to bike and walk to work, access to business quality equipment and proximity to neighborhood coffee and lunch places were important to them.

Of those companies that allowed teleworking, 42% of respondents said "distance from the workplace" was very significant in allowing an employee to telecommute, 63% said "personal characteristics of the employee (being a self-starter and having a good work discipline)" was very significant and 74% said the type of work the employee did was very significant in deciding whether to allow the individual to work remotely.

Lastly, 83% of respondents said time saved over commuting was a very significant benefit of teleworking, 71% said increased productivity was very significant and 67% said setting their own schedule was very significant.

The Felton telework center draws an equal mix of telecommuters, home-based business owners, consultants and start-up companies. In

9   Satellite Telework Center online survey 2009-2010

A 2009 study…found that employees aged 18-34 were most likely to look forward to controlling their own schedules, while …35-44 year-olds indicated that they would value more time with family.

the months since opening, company founders report that the sweet spot for commuters appears to be using the telework center two days a week and driving into the office the other three days. This ratio, members say, allows them ample time for meetings and face-to-face contact with managers and co-workers, while still giving them sufficient uninterrupted time at the telework center to work without office distractions.

The Kitsap, WA study also looked at the frequency of telecommuting. Participants reported that they don't want to work remotely all the time. 50% of the participants said they need to be in the office "one day a week or less", but the actual breakdown of teleworking was:

- one day per week, 28%
- two days per week, 28%
- three days per week, 23%
- four days per week 6% and
- five days a week, 15%.[10]

As telework centers of this size and location really are community centers, the Felton facility has been opened to community groups for

10   "Kitsap Telework Pilot Project – 2009 Report to the Legislature", Kitsap Regional Coordinating Council 2009

meetings, seminars, classes, art events and even a silent film festival. The events typically take place during the evenings, and events bring in anywhere from 10 to 50 people. At each meeting, one of the founders gives a brief introduction describing the center and what it does, and these have resulted in a number of attendees signing up as members. A by-product of opening the facility to community groups has been a large number of word-of-mouth referrals from community members who have visited the facility.

Felton, in the Santa Cruz mountains, is known for losing power several times each winter when falling redwoods knock out power lines. A backup generator was installed in order to offer community members uninterrupted electricity and Internet connectivity. On a similar note, when a nearby fire forced the evacuation of 2000 people, the facility was opened to them for free. More than 20 people came in to fill out insurance forms and update friends and family on their situation. This resulted in significant favorable newspaper and television coverage for the business.[11]

The Satellite also leverages social media applications, maintaining a presence on Facebook, Twitter, Yelp, Google Local

11   "Community Rallies to Save Homes, Help Evacuees" KION, 2009

Businesses and posts regularly to a company blog, all of which contribute toward higher search rankings.

Building in Commuter Communities

Building facilities in commuter communities surrounding large metropolitan areas offers several benefits. Commercial space is affordable, local elected officials and business owners are very receptive to the idea of having more people working (and shopping) in the downtown, the centers help to build neighborhood and town connections and telework centers expand the growth of walkable communities.

The sites have piqued the interest of community leaders who recognize the value of keeping residents close to home. According to industry standard calculations, a single FTE worker can support 14 square feet of retail space in a community. A typical Satellite caters to between 20 and 50 FTEs daily. These numbers are particularly attractive to regional redevelopment agencies that are looking for businesses capable of bringing more workers into underutilized areas of a community.

Company founders referred to the Felton facility as their "beta site", using it to refine business processes, pricing and day-to-day operations. They received several suggestions from members that were incorporated into the business model. One of the most interesting was a suggestion to offer members a "bucket of hours" that would allow a user to use the facility whenever they needed it (as opposed to a plan covering a minimum number of days

New on the scene is the concept of neighborhood telework centers… typically 2,500-5.000 sq. feet of space in an established downtown, neighborhood commercial center or small town center that feeds into a large metropolitan area.

per month) and then recharging the access card with more hours when it was depleted, much like a pre-paid phonecard.

The model and automating technology for quickly setting up Satellites in new communities is developed and operating, Satellites can be placed in communities within 60 days of leasing space. Two additional centers will be opening in the next few months, through affiliations with property owners wanting Satellites in their buildings. Eventually, a franchise model will enable more rapid expansion, coupled with the important benefit of having an engaged owner, who knows his/her community, operating locally what can be a true green, emission-reducing business/community center. The workplace of the future -- which is possible today – enables knowledge workers, consultants, contractors, startups and home-based businesses to work virtually anywhere in the world while physically connected in their local community.

By Jim Graham and Barbara Sprenger, Satellite Telework Centers, Inc.

Information Technology Consultation Service Assists Companies in the Denver Metro Area

By Donna Dailey

VPN? VoIP? LAN? TunnelGuard? Deciphering "techie" language – well that's "greek" to most of us, especially when tackling implementation of a Telework Program.

While many employers enjoy teleworking benefits such as increased productivity, overhead savings, and recruitment and retention benefits, understanding technology is a barrier to implementation of these programs. In many cases, Information Technology (I.T.) problems can delay or completely prevent a company from realization of a telework program.

Two years ago, the Denver Regional Council of Governments' RideArrangers program developed an I.T. Consultation service to "jump start" telework programs for companies who were hesitant or simply unsure about the I.T. component, which touches upon issues relating to security, connectivity, intrusion prevention, and other challenging situations. The goal was to work with clients, on a personal, individual basis, to understand their unique issues, provide expertise, and recommend sound teleworking technology to resolve their concerns.

In May, 2007, a Denver based engineering and consulting firm was chosen to provide I.T. assistance to companies seeking support through RideArrangersThe consultant's staff of I.T.

professionals had the experience, availability and exhibited the ability to explain the technology needed for teleworking in an easy to understand manner.

The resulting program offers a consultation with a highly qualified I.T. professional who answers questions, offers suggestions, provides personal support and prepares a report with the information and know-how necessary to move forward with a new telework program or improve a current one.

This service was added to DRCOG's RideArrangers program, and is therefore free to the companies. The consultant developed and produced an "I.T. Kit", including a manual and tools, to give to the I.T. departments. Once the Telework program or pilot is up and running, the new teleworkers are given a "Teleworker Kit" - also oriented toward I.T. concerns. It consists of a small backpack, a USB drive with a Password Management Tool, and tips and suggestions on being a successful teleworker.

To promote and introduce the new I.T. Consultation program, announcements were sent out, via e-mail and local media, describing the program and encouraging companies to set appointments.

Since then the I.T. Consultation program has been extended to the I.T. departments of approximately 20 companies. After meeting with them, discussing their problems, and taking copious notes on their systems, concerns and challenges, the consultant completes the necessary further research for the company and presents the written report. The consultation meetings are both fun and informative. The I.T. professionals love swapping information, conversing with another professional who understands their work, comparing systems and programs, and giving each other tips – and receiving the I.T. Kit is an extra bonus.

In several cases, companies have had everything well in place and just needed that extra validation that a telework program was possible and practical. Other companies needed a complete jump start.

A good example of "jump starting" a program was the Colorado Department of Labor and Employment. RideArrangers met with the Department's I.T. personnel for several hours, discussing their needs, and an extensive report was prepared. Afterward, a meeting was held with the Department's executive managers, during which apprehensions were voiced regarding the Department's I.T. capabilities. RideArrangers was able to present the report and reassure top managementthat they were fully prepared to meet any contingency. The managers voted to move forward and now have a very successful telework program in place.

The network infrastructure at the U.S. Department of Energy was one of the most sophisticated and secure networks encountered by the I.T. consultation service. There was no critical infrastructure requirement identified during the discussions, thus the report focused on other technologies that the Department might want to consider, including network access and monitoring tools. They were extremely pleased with the information provided to them to make their upcoming pilot program even more feasible and the transition seamless.

Another positive experience was with the Governor's Energy Office. The I.T. Consultation service was presented to the program manager for Greening Government.. Shortly after, the Governor publicly stated support for Telework and directed all state agencies to start exploring telework opportunities.

I.T. consultations have been received with sincere appreciation and success. Having an I.T. report in hand goes a long way toward convincing top level management to move forward. In several cases, I.T. improvements have allowed more employees to telework.

The consultant also has partnered on severaleducational forums, in particular, the "Green I.T." Over 150 decision-makers from companies throughout the Denver metro area attended this event featuring 11 local providers of "Green" solutions for telework programs. Held at the Phipps Mansion in central Denver (an added attraction), elaborate I.T. displays were set up in four beautiful historical rooms. The buffet lunch was held on the patio overlooking the gardens, and everything from plates to pop bottles was either compostable or recyclable. The vendor information was outstanding - the entire event a productive and enjoyable time for all.

In 2008, the I.T. Consultation service was awarded a Creative Excellence Award from the Association for Commuter Transportation.

RideArrangers' I.T. Consultation service evolved out of direct experience with companies hesitant or unable to implement telework programs for their employees because of I.T. problems. We knew of no other such program and had no examples upon which to base our new service. So we just jumped on in and have learned as we go. Technology advances move very quickly and we are now finding that most companies have highly educated and savvy I.T. departments. Teleworking is no longer prohibited by technology; quite the opposite, technology is now enabling more and more employees to telework. As these changes have occurred, the consultations have changed also - from initially focusing on assistance with system challenges to now addressing and identifying time-saving and money-saving proposals and software.

The RideArrangers' I.T. Consultation program has made a significant contribution to the metro Denver network of Telework programs. By making valuable connections with many companies both local and national, that provide telework solutions. It has been both enjoyable and gratifying to see more employees being able to telework, therefore making an impact on traffic congestion, air pollution, and quality of life for employees in the Denver metro area.

Donna Dailey is the Telework Coordinator for RideArrangers with the Denver Regional Council of Governments.

Telework Legislation Building Momentum on Capitol Hill

By Jason Pavluchuk

2009 was a good year for telework advocates on Capitol Hill. Several important pieces of legislation which will help expand telework opportunities were introduced. As successful as 2009 was, 2010 promises to be an even better year. It is expected that Congress will take up legislation related to energy, climate change, and transportation, all areas which teleworking can make an impact. Below is a brief description of some of the main pieces of telework legislation which ACT hopes will become law in 2010

Telework Tax Credit Act of 2009

Congresswoman Melissa Bean (D-IL) and Senator Kirstin Gillibrand (D-NY) introduced 'the Family Work Flexibility Act of 2009' (HR 2826/S 1291), legislation which would establish a tax credit for employers for the cost of teleworking equipment and expenses in rural and small town America. The credit determined under this legislation shall not exceed the lesser of $500 with respect to each qualified teleworking employee of the employer with a cap of $50,000. Eligible expenses include telecommunication equipment and the costs to maintain that equipment. Portions of this legislation are also included in the Green

Routes to Work legislation (HR 3271) offered by Congressman Blumenauer (D-OR).

Legislation to Protect Teleworkers from Double Taxation

Earlier this year Congressman Himes (D-CT) introduced legislation (HR 2600) that would restrict a State from imposing its income tax on the salary of a nonresident individual employed in such State to the period when such individual is physically present and working in such State. It also prohibits a State from deeming such an individual to be present or working in such State on the grounds that such individual is present or working at home (in another State) for the individual's convenience. This legislation is viewed as an important way to make sure that telecommuters are not unjustly punished by what is known as the "convenience of the employer" rule and insures that their income can't be taxed by two states.

Federal 'Telework Improvements Act of 2009'

Congressman Sarbanes (D-MD) and Senator Akaka (D-HI) reintroduced the 'Telework Improvements Act of 2009' this legislation is intends to increase the number of teleworkers in the Federal workforce. Specifically, the

legislation ensures that all eligible employees have the opportunity to telework and requires that the head of each agency establish a policy that allows employees to telework at least 20% of each pay period. An exception is provided for employees who handle secure materials on a daily basis or need to be physically present for activities such as working with special equipment. Additionally, it requires GSA to provide guidance on telework to agencies in a number of areas including employee eligibility, incentive programs, employee grievances, and in coordination with FEMA continuity of operations plans. It also requires each agency to appoint or designate a senior level employee as the telework managing officer and establishes a number of requirements of this officer including the development of a tracking system.

Additional information about this legislation and other, including boiler plate support letters and copies of ACT's letters of support can be found at the [ACT website.](#)

Jason Pavluchuk of Pavluchuk & Associates is the Federal Affairs Liason for the Association for Commuter Transportation.

ACT Telework Award
Telework! VA

Jennifer Thomas Alcott and ACT President Brian Shaw

Jennifer Thomas Alcott has spent the last 16 years helping organizations of all types—private sector, non-profit, and government agencies of all types--implement successful, results-oriented telework programs. From 1994 to 2007, she headed up the George Washington Regional Commission's partnership with the U.S. General Services Administration on the federal telework center program and assisted dozens of federal agencies and a variety of public and private entities in the development and expansion of their telework programs.

Jennifer currently oversees the Virginia Department of Rail and Public Transportation's

Telework!VA program (www.teleworkva.org), which provides expert telework assistance and financial incentives of up to $50,000 to qualified Virginia businesses and non-profit organizations to establish or expand telework programs. Telework!VA was created by DRPT in an effort to reduce traffic congestion on Virginia's roadways while helping companies implement a business strategy that improves their bottom line. While some state-funded telework assistance programs offer either tax credits or consultant support, Telework!VA is the only one that offers both hands-on, expert telework assistance and direct financial incentives. This combination recognizes and highlights the two critical factors of a successful telework program: appropriate technology and suitable policies, training, and oversight.

Designed to encourage employers to implement or expand the use of telework, Telework!VA is based on industry best practices and the needs of the business community. The

Telework!VA Enrollment by Year
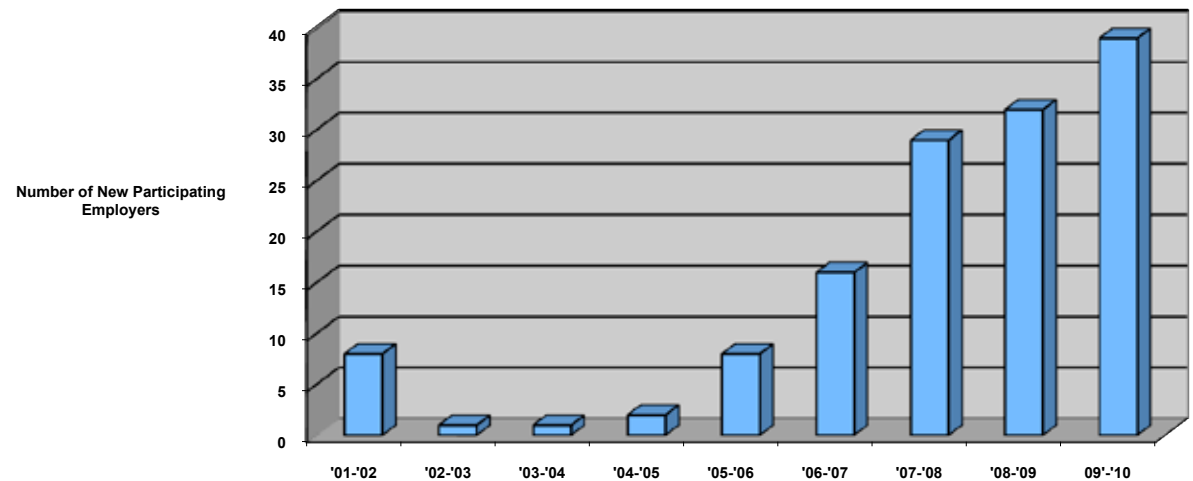
program's consulting assistance is available to any employer statewide, and the financial incentives are available to eligible private sector and non-profit employers in Northern Virginia, Richmond, and Hampton Roads. This combination of two critical forms of assistance helps jump-start the participating organizations' telework programs so they can realize a faster return on investment through their telework efforts.

With the convergence of several large rail and road construction projects in Northern Virginia over the next several years, increased awareness of, and access to, telework resources is critical. The I-495 HOT Lanes construction, the Dulles Metrorail Extension project, and other Virginia Megaprojects (www.vamegaprojects.com) will make the growth of transportation demand management (TDM) options, such as telework, even more critical. Telework!VA's staff works in partnership with regional commuter assistance and transportation demand management programs, as well as other entities that promote telework, such as the Telework Exchange (www.teleworkexchange.com), Ridefinders in Richmond, VA (www.ridefinders.com), TRAFFIX (www.traffixonline.org) in the Hampton Roads region, the Virginia Megaprojects Employer Solutions Team in Northern Virginia, as well as the local commuter assistance programs in the City of Alexandria, Arlington County, Fairfax County, Loudoun County, and Prince William County.

When the program was initiated in 2001,

> **Telework! VA recognizes and highlights the two critical factors of a successful telework program: appropriate technology and suitable policies, training, and oversight.**

Telework!VA's assistance was available only to employers in the Northern Virginia area. DRPT subsequently expanded Telework!VA to the other two major metropolitan areas in the Commonwealth. Since Jennifer joined DRPT in mid-2007 to oversee Telework!VA, participation has grown exponentially, clearly demonstrating that DRPT's formulation of and enhancement to the program is fulfilling a need in the business community. To date, 137 employers (representing over 34,000 employees) have participated in Telework!VA.

Telework!VA was awarded the Best State and Local Government Telework Program award at the 2009 Telework Exchange Tele-Vision Awards. In addition, Jennifer was personally honored with the State Government Telework Driver Award at the 2009 Telework Exchange Tele-Vision Awards and the 2009 Cathy Cole Memorial Award for Telework by the Association for Commuter Transportation.