

Telework Needed to Combat the Swine Flu

If Federal employees call in sick during a potential pandemic like the recent H1N1 swine flu outbreak, who will tend to America's essential business? For some agencies, that is an easy answer: teleworkers. Those who work from home regularly are a key part of continuity of operations planning (COOP) and can play a vital role in helping organizations stay up and running when emergency situations make it impossible or undesirable to go into the office.

To read the full article, visit www.teleworkexchange.com.

GAO: How to Retain Older Workers

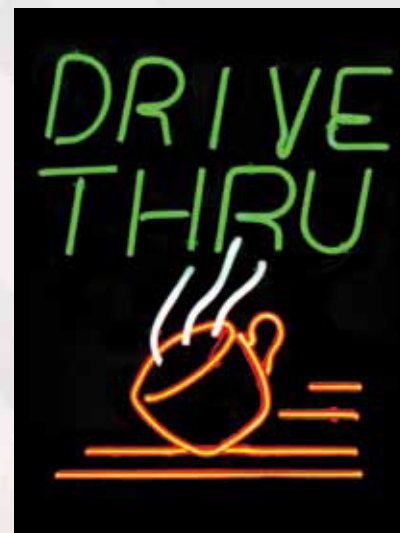
A recently-released U.S. Government Accountability Office (GAO) report, "Older Workers: Enhanced Communication among Federal Agencies Could Improve Strategies for Hiring and Retaining Experienced Workers," outlines the challenges facing agency officials in the coming years when a wave of long-time Federal employees become eligible to retire.

According to GAO, agencies currently are facing the prospect of losing one-third of their most experienced and knowledgeable employees in less than

three years. A bit of analysis by GAO, however, shows that the situation is even more alarming. "Many of these workers are in executive and supervisory positions, as well as occupations considered critical to agencies' missions, including air traffic controllers and administrative law judges," the report noted. "By 2012, nearly two-thirds of career executives and almost half of other supervisors across the Federal government will be eligible to retire."

To read the full article, visit www.teleworkexchange.com.

Telework News Update



Telework Takes to the Road

Telework Exchange and Adobe are talking telework within and beyond the Capitol Beltway. The complimentary Telework in a Box event series features four half-day government telework events.

The first, titled "The Government Manager and Telework: Learning from Early Adopters," was held in Washington, D.C. on February 26, 2009. Going beyond the Beltway, Telework Exchange and Adobe traveled to Atlanta, Ga., on May 7 for

"Learning from Telework Adopters," the second seminar in the series. The next stop is Denver, Colo., on August 11, and the series will conclude in San Francisco, Calif., in October. For more information and to register to attend upcoming events, visit www.teleworkexchange.com/teleworkinabox.

Telework Webcast: From Pilot Projects to Established Programs

There are many factors to consider when developing an agency telework initiative – from initial pilot projects involving a handful of participants to enterprise implementations. In a three-part Webcast series sponsored by Cisco and Cisco/WebEx, Telework Exchange brings together government agencies that are managing telework programs at different stages of development. Webcast attendees have the opportunity to hear directly from those involved in managing, marketing, and modifying agency telework programs, as well as from industry technologists who provide expert advice and recommended best practices.

Registration is open now for the June 23rd Webcast at www.teleworkexchange.com/expandingtelework.

Telework Webcast Focuses on Security

Security is an essential component of any successful telework program. On April 23rd, HP partnered with Telework Exchange to share how government agencies tackle this critical issue. Federal and state government professionals and industry security experts discussed their perspectives on "Enabling a More Secure Remote Computing Environment."

The Webcast archive is available at www.teleworkexchange.com/securetelework.

To read full event details, visit www.teleworkexchange.com

The U.S. Navy Sets Sail with Ambitious Mobility Strategy



Sharie Bourbeau discusses U.S. Navy telework initiatives at the Telework Exchange Town Hall Meeting in April.

By government standards, personnel in the United States Navy are, on average, quite young, with 98 percent of the entire workforce hailing from either Generation X or the Millennial Generation. This demographic reality is forcing the Navy to rethink its traditionally rigid personnel policies, according to Sharie Bourbeau, Assistant Deputy Chief of Naval Operations for Manpower, Personnel, Training, and Education for the Navy. Ms. Bourbeau delivered this message in an entertaining and spirited luncheon keynote address at the Spring 2009 Telework Exchange Town Hall Meeting where she discussed the Navy's ambitious plans to implement a virtual, mobile workforce.

These younger generations are "all about flexibility, all about agility, all about 'Give me choices,' and that choice does not mean I am going to sit behind the desk every day," she explained. "So we have to

look forward at how we are going to adjust, because it's not about having them adjust, it's about how we are going to adjust to embrace what's important to them."

The Navy has done an excellent job at recruiting top talent in recent years, Bourbeau states, but retaining them will be a lot more difficult, especially in an era when the country's top employers are already catering to the work/life balance benefits demanded by younger generations. In the *Fortune* Top 100 list of companies, "about 87 percent of the workforce is mobile or virtual at least part of the day," she said, citing a statistic from *Fortune* magazine.

For this reason, the Navy last year kicked off a number of new programs designed to increase the Navy's productivity and improve the quality of life for its workers and their ability to balance their professional and personal lives. "We want our bumper sticker to

New OPM Director Calls for Telework Action

On April 29th, the newly-appointed director of the United States Office of Personnel Management (OPM), John Berry, announced a strong initiative to encourage agencies to adopt and expand telework.

"I'm here to put some giddy-yap into telework," said Director Berry. "I was raised in the D.C. metropolitan area, so I know a little something about the traffic congestion that frustrates commuters and saps them of energy even before they get to the office."

Among the steps underway to bolster Federal government telework, Berry cited the following:

- **Advisory Group:** OPM will establish a small panel of Federal telework coordinators to develop practical and actionable telework standards for agency reference and use

- **Telework Policies:** OPM will conduct a review to ensure that agencies are implementing strong, consistent telework policies

- **Telework Managing Officer:** OPM will encourage each agency to establish a Telework Managing Officer position to help employees, supervisors, and executive management to implement sound programs

- **Appeals Process:** OPM will encourage Federal agencies to provide for effective, transparent appeals processes for employees

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no longer be ‘It’s Navy or Family’ but ‘Navy and Family,’ Bourbeau stated. “You can now have both and not lose.”

The Navy’s new programs include telework, which still is being tested, but has thus far been extremely successful; career intermission, a policy that allows personnel to take up to three years of personal leave and remain competitive through repositioning in the promotion line; and a Virtual Command Pilot.

The latter “means that if you have a skill set that we need or want, then we have a job for you, anyplace, anytime, anywhere,” Bourbeau explains, noting that she has a female lieutenant who works for her, but was able to leverage the Virtual Command Pilot to allow her to remain at her home in Washington state even though she was being professionally summoned to Washington, D.C.

“She was at that point in time when she was making that choice of career or children and she wanted stability,” Bourbeau recalls. “She was married, she wanted to have roots with her family, so she now is working in Washington, D.C., but she and her family are staying in Washington state. I’ll be honest: I’ve never met her.”

To read the full article, visit www.teleworkexchange.com.

New OPM Director Calls for Telework Action

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whose requests for telework and other flexible work arrangements are denied

•**Training:** OPM will provide improved, broadly-accessible telework training for Federal agencies

At present, Director Berry is focused on building an advisory group and reviewing each agency’s telework policies. As part of this review, agencies were asked to submit their telework policies to OPM by the end of May.

For a complete summary of the OPM announcement, please visit: www.opm.gov.

The Teleworker Highlights

To read the full articles in *The Teleworker*, visit www.teleworkexchange.com.

Overcoming the Real Barriers to Telework

Telework is a proven tool for recruiting and retaining top talent, cutting costs, improving productivity, and boosting employee morale, all of which begs the question: Why does telework remain underutilized by the Federal government?

Max Stier, president and CEO for the Partnership for Public Service, took on that very question during his keynote address at the Spring 2009 Telework Exchange Town Hall Meeting on April 8,



Max Stier of the Partnership for Public Service addressed Federal workforce strategies at the April Town Hall Meeting.

in Washington D.C. He concluded that the primary underlying barriers to widespread telework adoption are not cultural resistance, technology issues, or even security, but instead are the same management issues that have chronically challenged government effectiveness.

The greatest hurdle to telework, he stated, is the government’s longstanding struggle to effectively translate its mission into measurable objectives, tasks, and outcomes.

“Without a clear understanding of what the objectives are and how to measure them, and how each individual contributes to common organizational goals, there is no system in place that will allow managers to effectively determine whether someone is doing their job right – this is regardless of whether they are working in their office, at home, or from another remote location,” Stier stated. “You have got to be able to answer the question: What am I trying to get done, and how do I know if I’ve done it?”

In fact, he said, one reason why private sector firms like IBM and Microsoft have been so successful with telework is that they have one simple metric by which all activities are easily gauged: Are they making money?

To read the full article, visit www.teleworkexchange.com.

Telework Panelists: What Works, What Doesn’t?

Telework is reaching a tipping point in Federal agencies, a fact that came to light during three in-depth panel discussions at the Spring 2009 Telework Exchange Town Hall Meeting.

Panelists – who ranged from agency Chief Information Officers (CIOs) to human capital managers to private sector security specialists – discussed the successes seen with telework, the ongoing challenges, and what still needs to be done to realize a greater return on investments in telework initiatives.

To read highlights of the day’s conversations, visit www.teleworkexchange.com.

Introduction of New Legislation Pushes Telework to the Forefront in 2009

On March 25, 2009, members of the U.S. House of Representatives and the U.S. Senate introduced companion telework bills. The proposed legislation focuses on improving telework in the Federal government and calls for agencies to create expanded programs that allow employees to telework to the maximum extent possible.

The House bill, titled the “Telework Improvements Act of 2009” (H.R. 1722), was introduced by Representative John Sarbanes (D-MD) and co-sponsored by Representatives Gerry Connolly (D-VA), Danny Davis (D-IL), Stephen Lynch (D-MA), Jim Moran (D-VA), Dutch Ruppersberger (D-MD), and Frank Wolf (R-VA). If passed, agencies will be required to create telework programs that allow employees to telework at least 20 percent of the hours worked in every two administrative work weeks.

The Senate bill, the “Telework Enhancement Act of 2009” (S.770), was introduced by Senator Daniel Akaka (D-HI) and is co-sponsored by



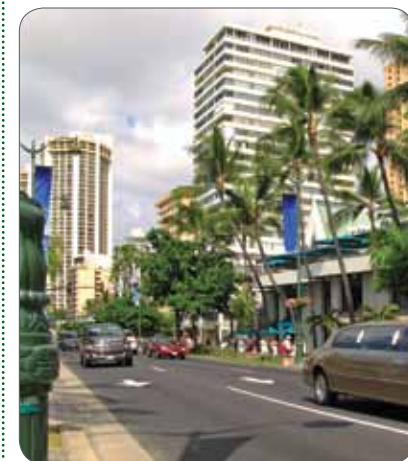
Gil Gordon and panelists Gene Troxell, Jack Jones, Tom Boyce, and Rod Turk discuss telework funding and investments at the Spring Town Hall Meeting.

Senator George Voinovich (R-OH). If passed, this legislation will require agencies to notify all employees of their eligibility to telework and will require a written agreement between agency managers and employees that outlines their specific work arrangements.

To read the full article, visit www.teleworkexchange.com.

They Paved Paradise — A Commuter’s View

Hawaii may conjure images of tranquil relaxation for tourists, but not for commuters. In 2008, Honolulu had the dubious distinction of being named the worst city in the nation for the rush-hour travel time by the National Traffic Scorecard, compiled by INRIX, a Seattle-based provider of real-time, predictive traffic



information. Along one section of the H-1 Freeway near the Honolulu International Airport, motorists are stuck in traffic for nearly 40 hours each week.

Mike Gabbard, a Democratic state senator who has been pushing legislation for the past several years to encourage more telework among public- and private-sector employers, sums up his own experience commuting from his home in Kapolei in West Oahu to the Hawaii State Capitol in Honolulu as “just awful.”

To read the full article, visit www.teleworkexchange.com.

State Department Finesse Reporting with New Telework Tracking Program

The U.S. State Department has had a successful telework program in place since 2004. However, in using a paper-based telework agreement to manage more than 1,000 regular and situational teleworkers spread across different bureaus and parts of the country, the agency found itself struggling to successfully track its teleworking population. So much so, in fact, that telework officials recently had to amend their previously reported teleworker numbers to the Office of Personnel Management.

To read the full article, visit www.teleworkexchange.com.

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