

COVER STORY

At-Home Business, With Pleasure

A Growing Segment of the Work Force Is Blurring the Lines Between Job and Family

By SARAH SCHAFER
Washington Post Staff Writer

At first glance, Kristen Faett and Aimee Correnti, founders of Correnti & Co., work in an atmosphere that would force Mister Rogers to swear off children.

The two, who run their event planning and gift company from Faett's new Ashburn home, answer phones, prepare orders, craft elaborate gift baskets and often entertain clients, all while caring for their collective children. Together they have five (although it always seems like more) under the age of 8.

At any time during the workday, 2½-year-old Shane Faett (a.k.a. the Monster) is likely to empty the trash can over his head during a phone call. Correnti's 2-year-old, Nicolas, prefers sneaking upstairs to the

bathroom to turn on the water.

It may appear that Faett and Correnti have failed to strike the elusive balance between work and family. But to them and to many home-based entrepreneurs, balance is an outdated notion. Today, it's all about *blending*.

Faett and Correnti may be an extreme example of the blurring lines between work and family, but as the home-based business and telecommuting scene matures, there are some people who think it's a perfect solution to have the two mixed, said Alice Bredin, a New York-based columnist and author of two books on working at home.

There are about 23.8 million home offices (offices used by telecommuters and entrepreneurs) in the country, according to International Data Corp., up from 8.7 million in 1989. Of people who work at home, 49.6 percent have children under the age of 18.

According to the Department of Labor, 11 percent of

households in the Washington area have a home office.

"I think that when people first started talking about home offices, it was always around the idea of how do you keep yourself from being distracted," Bredin said. Now a growing number find flexibility is the key, that "it's not such a bad thing to integrate things more closely."

The ways in which home-based entrepreneurs choose to blend work and home vary. For some, it means answering the phone with one hand and feeding a baby with the other. For others it may mean involving spouses, children, even parents in business tasks.

A Family Affair

For Gayle Young-Monroe, owner of Positive Organizations Inc., a consulting company whose specialty is managing change—working at home means bringing the family closer together.



Her husband, Steve Monroe, a programmer, also works from the couple's Sterling home. His "office" is in the corner of an unfinished basement, two feet from the washing machine and dryer, while she occupies two converted upstairs bedrooms. He hasn't bothered to decorate, as he will soon reenter a corporate world that is willing to bestow on techies like himself many more benefits than he could get working on his own.

Having him around has been a major benefit, Young-Monroe said, sitting in her office, dressed comfortably in black slacks, purple sweater and stocking feet.

"He's my computer support," she said. While preparing training sessions, it isn't uncommon for her to turn to her computer, adorned with brightly colored stickers, and dash off a quick e-mail to her husband, who has cleverly networked all eight of the household's PCs. Because he is often on the World Wide Web anyway, he is usually happy to pull up information for her on customer support or whatever the topic may be.

The Monroes respect each other's space when it comes to work, and Steve often works at client sites. But the couple, former high school sweethearts from Kansas, also take advantage of their setup.

"What [has been] great about both of us working from home is we would say, 'You know what, there's a 4 o'clock movie, let's go see it.'"

Personal trainer Fred Foster's wife, Vanessa, works outside the home. But her involvement in his home-based business has helped ease her mind about the family's finances.

"The biggest [problem] right now is when it comes to finances," Fred Foster said. Since he started his company three months ago, he and his wife—and occasionally their 15-year-old daughter—have had almost daily discussions about money. "In the old days, they knew I got paid on such and such a day," he said. "Now it's like, 'Well, we know you're getting money, but...'"

Rather than shelter his spouse from the ups and downs of his cash flow, he asked her to help him. "She's actually what I consider my controller," he said. He regularly fills her in on when he expects to be paid, how much, and what he might need to spend. That way, she can remind him when certain clients are late in paying him.

The situation gives Vanessa Foster, an account executive for an insurance broker, peace of mind and helps her husband pay better attention to his finances.

"It fit her personality, and it fit our lifestyle," he said of his wife's role. Granted, there can be tension, he said—but not as much as if he kept her in the dark.

Including family members in business activities can help create tight bonds. Young-Monroe often enlists her 24-year-old daughter, Heather, to help design marketing materials. Working together turns into an occasion, Young-Monroe said. "We get the music going, and it's better than if we were in front of the TV or at the movie theater."

Heather Monroe gets more than mother-daughter bonding out of the deal. Her mother keeps track of her time. But usually, the hours do not yield much of a payoff, "because she typically owes me money," Young-Monroe laughs.

Custom Blending

And because "you don't get to be in this house without helping me one way or another," Young-Monroe has even had her parents help when they come to town. Her father spent his entire career with PepsiCo Inc., working his way from truck driver to vendor repairman. Her mother worked

in a local grocery store. They both thought being part of such a modern situation was a kick, Young-Monroe said, even if they were only helping their daughter count out candy for favor bags for her training classes.

"Creating boundaries is an old story," Bredin said. "The bigger story is, there's no real right way" to run a home business.

Take Correnti and Faett. Beneath the chaotic surface, the sisters-in-law have developed simple but solid methods of mixing work and child care that have allowed them to grow a company impressive enough to woo clients such as America Online Inc. and a member of the Washington Redskins.



Aimee Correnti says being near her children—including Avery, 4½ months old, and Nicolas, 2—is worth the distractions.



"Sometimes we keep candy in every corner of the house," Faett said. That way, wherever she picks up the cordless phone, there is a pacifier within easy reach.

"If we get a call, one of us will entertain," Faett explained. "Conference calls are the hardest, though," Correnti added.

In emergencies, times when they must rush out to a client site, the women often call a trustworthy 12-year-old girl who lives up the street.

To Correnti and Faett, spending time with their children is worth the occasional inconvenience.

"I love being with the kids," Correnti explained as a couple of them wandered over to the dining room table to get in on the conversation. A huge stress reliever, she added, "is laying down on the floor and wrestling one of the kids."

Eight-year-old Jordan Faett agrees that having total access to Mom when he comes home from the third grade is great.

"She can sometimes wrestle me, which I like," explained Jordan, who hopes to someday chase twisters for a living, although he is not quite sure that "tornado chaser" is a real job.

His cousin, 4-year-old Katie, also likes the arrangement. She is often called upon to help label gift boxes while her mother works. "I like to watch her," she said, the wings on her butterfly hair clip fluttering as she bounces around.

Katie has decided she would like to own her own business. "I think a kids company," she said, "with toys and toys and toys and toys."

Watching a parent happy at work can be a great introduction to the business world for children, said Katherine Crowley, a psychotherapist and small-business consultant who specializes in self-employment.

One of the pitfalls, however, is being able to explain the

difference between work time and play time to younger children.

Some parents do this through games. Correnti and Faett often play "the quiet game" when a client has to come over. The first child to talk loses.

Crowley knows one father who keeps a big sketch pad on the door to his home office. If his children want to talk to him, they have to draw a picture of what they want to discuss and then knock. Dad does not have to open right away, but the kids know he will look as soon as he can take a break.

Michael Arndt, a personal chef and Faett's neighbor in Ashburn, found it difficult to explain to his 7-year-old the importance of a work phone call. "The hardest is getting him to understand that when I'm on the phone it's a professional phone call and that having a kid screaming in the background isn't really professional," said the single father.

No Child's Play

One solution Arndt discovered was a distinct "identity ring" for his business telephone line that lets Brian know right away when a call is important. The distinct ring also keeps Brian from becoming an accidental receptionist. "He hears that and lets it go," Arndt said.

Arndt has a separate office in his house. When he is not cooking, he often uses it to prepare menus or do administrative tasks for his business, Culinary Convenience. But for the most part, he and Brian hang out together around the house. If the clients approve, Arndt sometimes brings Brian along on jobs. That way, "he can visualize where I'm going" on the nights he has to

stay home with a sitter, Arndt said.

Mixing kids and clients is always risky. "You have to carve out what works for you and what works for your clients," Bredin said. "Some people think it's neat when your kids are in the background, but some people are not going to think that's cool."

Correnti and Faett do not take chances. "We tell everyone upfront," Correnti said. So far, most of their clients have been accepting, and some of them go out of their way to make the women's lives easier.

"We were helping with an event at the Morino Institute, and for meetings they would call and say, 'Now can you get a babysitter?'" Correnti said with a laugh.

Of course, she and Faett are the first to admit their lifestyles are exhausting. "A treat for me is even just going to Wal-Mart," Correnti sighed, as Faett sat with the children around a coffee table with an extra-thick glass top that doubles as a dance floor for the little ones.

Although Correnti's husband, David, occasionally helps the women on big jobs, Faett said she rarely spends time with her husband, Kirk, a car salesman who works 12-hour days.

And there are other drawbacks, as well. It would be "scary" to have to set up a Web site, Correnti said. "Managing kids, managing the business—couldn't handle that step right now," she said, adding that any site they put up would have to be good enough to impress their high-tech clients.

David Correnti, who had just walked in the door, took 4½-month-old Avery and got her ready for the drive back to his and Aimee's house in Leesburg.

Avery is the most subdued of the bunch. Aunt Kristen Faett is convinced this was only because of divine intervention.

"Somebody knew we needed a good baby or we never would have made it," Faett said.



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Subject: 1997-8-5 Budget signing remarks of President

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

August 5, 1997

REMARKS BY THE PRESIDENT
AT SIGNING OF
THE BALANCED BUDGET ACT OF 1997
AND THE TAXPAYERS RELIEF ACT OF
1997

The South Lawn

11:33 A.M. EDT

THE PRESIDENT: Thank you very much. Mr. Speaker, Mr. Vice President, Senator Lautenberg, members of Congress, ladies and gentlemen: We come here today, Democrats and Republicans, Congress and President, Americans of goodwill from all points of view and all walks of life, to celebrate a true milestone for our nation. In a few moments I will sign into law the first balanced budget in a generation -- a balanced budget that honors our values, puts our fiscal house in order, expands vistas of opportunity for all our people, and fashions a new government to lead in a new era.

Like every generation of Americans before us, we have been called upon to renew our nation and to restore its promise. For too long, huge, persistent and growing budget deficits threatened to choke the opportunity that should be every American's birthright. For too long it seemed as if America would not be ready for the new century, that we would be too divided, too wedded to old arrangements and ideas. It's hard to believe now, but it wasn't so very long ago that some people looked at our nation and saw a setting sun.

When I became President, I determined that we must believe and make sure that America's best days were still ahead. After years in which the deficit drained our economy and dampened our spirit, in which our ability to lead the world was diminished by our inability to put our own house in order, after years in which too many people doubted whether our nation would ever come together again to address this problem, we set off on a new economic course -- to cut the deficit, to create the conditions in which business could thrive, to open more foreign markets to our goods and services, to invest in our people so that all Americans would have the tools they need to make the most of their own lives.

Today, our budget deficit has been cut by more than 80 percent. It is now among the smallest in the industrialized world as a percentage of our economy. Our businesses once again lead in world markets, now made more open, more free, more fair than ever before through our efforts. Our workers are clearly the most competitive on Earth, and we have recast our old government so that a new one can take shape that does give our people the tools to make the most of their God-given abilities.

This year, we -- Democrats and Republicans alike -- were given the opportunity and the responsibility to finish the job of balancing the budget for the first time in almost 30 years, and to do it in a way that prepares Americans to enter the next century, stronger than ever. By large, bipartisan majorities in both Houses, we have risen to that challenge.

The balanced budget I sign into law today will continue our successful economic strategy. It reflects the most fundamental values that brought us together. It will spur growth and spread

opportunity. Even after we pay for tax cuts penny by penny, there will still be \$900 billion in savings, including half a trillion dollars in entitlement savings over the next 10 years. It opens the doors of college to a new generation, with the largest investment in higher education since the G.I. Bill 50 years ago. (Applause.)

It makes it possible for the 13th and 14th years of college to become as universal as high school is today. It strengthens our families with the largest expansion in health care for children since the Medicaid program 32 years ago. It modernizes Medicare and extends the life of the trust fund for a decade. It helps our communities to rebuild, to move a million more people from welfare to work, to bring the spark of private enterprise back to our most isolated inner city neighborhoods. It provides the largest tax relief to help families raise their children, save for the children and pass on their home and a dream to the next generation. These tax cuts are the equivalent of a \$1,000 raise in take-home pay for the average family with two children.

For so many Americans, what goes on here in Washington

often seems abstract and remote, unrelated to their daily concerns. Well, this balanced budget deals with the big issues of the deficit and long-term economic growth in ways that respond to the practical challenges ordinary American citizens face every single day.

Because we have acted, millions of children all across this country will be able to get medicine, and have their sight and hearing tested, and see dentists and doctors for the first time. Millions of young Americans will be able to go on to college. Millions of Americans not so young will be able to go back to school to get the education and training they need to succeed in life. Millions of families will have more to spend on their own children's needs and upbringing. This budget is an investment in their future and in America's.

Today, it should be clear to all of us, without regard to our party or our differences, that, in common, we were able to transform this era of challenge into an era of unparalleled possibility for the American people. I hope we can tap this spirit of cooperation and use it to meet and master the many challenges that remain before us.

I want to thank, in closing, the many people whose work made this day possible. I want to thank Speaker Gingrich and Senator Lott, Mr. Armey and the other members of the House and Senate leadership, especially Senator Domenici and Senator Kasich. And let me thank Chairman Archer and Chairman Roth and the other leaders of the House and Senate committees. They were dedicated partners. They fought hard for their priorities. I want to thank Senator Daschle and Congressman Bonior and Congressman Fazio and Congressman Hoyer and the other members of the House Democratic leadership who worked with us.

I want to thank especially Congressman Spratt and Senator Lautenberg, Congressman Rangel and the other members of the House and Senate Democratic minority leaders in the committees for the work they did. I thank all the members of the Congress who are here present and the many whom they represent who are already back home, who could not be. All of them deserve our thanks, and I would like to ask the members of the Congress who are here today to stand and be recognized and appreciated by the crowd. (Applause.)

I'd like to thank the members of our budget team: Erskine Bowles, Secretary Rubin, John Hilley, OMB Director Raines, Gene Sperling, Jane Yellen, Rahm Emanuel, Jack Lew, Larry Summers, Chris Jennings and many others, especially those who work in our legislative shop, too numerous to mention, for the enormous work that they did on this agreement. (Applause.)

I would like to thank the First Lady, Mrs. Gore, the

Vice President for their concern for the health of our children, for the mental health of the American people -- and the Vice President, especially, who led the fight to protect our urban initiatives and our environmental program and the interests of legal immigrants in America. We owe to them a great deal. (Applause.)

Again, I say to all, I thank you. I believe that together we have fulfilled the responsibility of our generation to guarantee opportunity to the next generation; the responsibility of our generation to take America into a new century, where there is opportunity for all who are responsible enough to work for it, where we have a chance to come together across all of our differences as a great American community, where we will be able to continue to lead the world toward peace and freedom and prosperity. That is worthy work and you have all contributed doing it.

We can say with pride and certainty that those who saw the sun setting on America were wrong. The sun is rising on America again. And I thank you all. (Applause.)

END

11:43 A.M. EDT

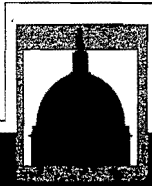
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Federal Family-Friendly Workplace Arrangements



United States
Office of
Personnel
Management

Office of
Workforce
Relations

Theodore Roosevelt Building
1900 E Street, NW.
Washington, DC 20415-2000

Addendum to: *A Review of Family-Friendly Workplace Arrangements*
 Number of Telecommuters by Agency
 October 30, 1998

The telecommuting survey data reported by Federal agencies on May 29, 1998, reflected 9,094 telecommuters. The latest survey data reported on October 30, 1998 reflected an increase of 15,795, resulting in 24,889 telecommuters or 1.4% of the Federal workforce.

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
1. Agency for International Development	15	15
2. Board of Governors of the Federal Reserve System	36	36
3. Central Intelligence Agency	no data	
4. Commission on Civil Rights	0	
5. Commodity Futures Trading Commission	no data	
6. Consumer Product Safety Commission	76	76
7. Corporation for National Service	2	2
8. Defense Nuclear Facilities Safety Board	2	2
9. Defense Special Weapons Agency	4	4
10. Department of Agriculture	738	738
11. Department of Commerce	no data	26
12. Department of Defense	3,361	3,361
13. Department of Education	743	743
14. Department of Energy	291	291
15. Department of Health & Human Services	1,778	1,778
16. Department of Housing & Urban Development	no data	
17. Department of the Interior	no data	
18. Department of Justice	118	118
19. Department of Labor	no data	1,685

Addendum (p. 2)

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
20. Department of State	20	20
21. Department of Transportation	no data	1,050
22. Department of the Treasury	no data	11,160
23. Department of Veterans Affairs	no data	
24. Environmental Protection Agency	1,000	1,000
25. Executive Office of the President	no data	
26. Farm Credit Administration	0	
27. Federal Communications Commission	30	30
28. Federal Deposit Insurance Corporation	no data	
29. Federal Election Commission	no data	
30. Federal Emergency Management Agency	13	13
31. Federal Energy Regulatory Commission	3	3
32. Federal Housing Finance Board	0	
33. Federal Maritime Commission	0	
34. General Accounting Office	no data	
35. General Services Administration	2	777
36. Inter-American Foundation	no data	
37. Merit Systems Protection Board	36	36
38. National Aeronautics and Space Administration	no data	292
39. National Archives and Records Administration	no data	
40. National Credit Union Administration	5	5
41. National Endowment for the Arts	0	
42. National Gallery of Art	2	2

Addendum (p. 3)

<u>Agency/Department</u>	<u>Telecommuters Reported</u>	
	May 29, 1998	October 30, 1998
43. National Labor Relations Board	135	135
44. National Science Foundation	22	22
45. National Transportation Safety Board	34	34
46. Nuclear Regulatory Commission	45	45
47. Office of Government Ethics	0	
48. Office of Personnel Management	470	470
49. On-Site Inspection Agency (OSIA)	1	1
50. Overseas Private Investment Corporation	0	
51. Peace Corps	no data	
52. Pension Benefit Guaranty Corporation	84	84
53. Railroad Retirement Board	4	4
54. Securities and Exchange Commission	23	23
55. Selective Service System	no data	
56. Small Business Administration	0	138 (6-month pilot project)
57. Smithsonian Institution	no data	75-85
58. Social Security Administration	no data	439
59. Tennessee Valley Authority	no data	
60. U.S. Information Agency	no data	142
61. U.S. Soldiers' and Airmen's Home	1	1
*Office of Special Counsel	n/a	2
*National Endowment for the Humanities	n/a	1
Grand Total	9,094	24,889

* *Note:* These agencies did not participate in the original study.



United States
**Office of
Personnel Management**

Washington, DC 20415-0001

In Reply Refer To:

Your Reference:

NOV 20 1998

MEMORANDUM FOR DIRECTORS OF PERSONNEL

FROM: STEVEN R. COHEN
DIRECTOR
OFFICE OF WORKFORCE RELATIONS

SUBJECT: OPM Report to Congress, *A Review of Federal Family-Friendly Workplace Arrangements*, An Addendum

Thank you for your timely response to our request for a review of the number of telecommuters which was used to compile the aggregate data contained in the Office of Personnel Management's (OPM) report to Congress, *A Review of Federal Family-Friendly Workplace Arrangements*.

We believe that the attached addendum, based on your responses, reflects a more accurate picture of the number of Federal telecommuters--working at home or at an alternative work site. The increase of 15,795 telecommuters can be mostly attributed to the Department of the Treasury's report. Overall, our figures now reflect an increase from .5 percent (9,094) to 1.4 percent (24,889) in the reported number of employees who telecommute. The addendum will be inserted into our report, *A Review of Federal Family-Friendly Workplace Arrangements*, prior to its distribution and posted to the Internet at <http://www.opm.gov/wrkfam>. Also, located at this Internet site is OPM's *Telecommuting Briefing Kit*. The *Kit* contains detailed how-to tips for conducting a briefing on telecommuting including talking points, visual aids, and handouts which describe resources and videos.

OPM's Work/Life Programs Center is available to provide technical assistance and advice to agencies to help them develop or enhance family-friendly policies and programs, including telecommuting. Center staff can be reached on (202) 606-2011, FAX on (202) 606-2091, or email at workandfamily@opm.gov.

Attachment

cc: Agency Work and Family Program Representatives
Agency Telecommuting Representatives

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Balancing Work and Family Demands Through Telecommuting



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September 1997

President's Management Council National Telecommuting Initiative Action Plan

FINAL

**Approved
January 1996**

**President's Management Council
Interagency Telecommuting Working Group**

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EXECUTIVE SUMMARY

Telecommuting -- working in an environment outside of the traditional office one or more days per week -- is not a new concept. In the past 20 years, the number of private sector telecommuters has grown to between seven and nine million employees. But telecommuting is underutilized in the Federal government -- particularly in light of its potential as a strategy to address management- and policy-related challenges. Today, only 3000-4000 Federal employees are involved in telecommuting programs. A widespread telecommuting initiative is called for now more than ever, as individual agencies and the government as a whole seek to address the challenges of:

- **Limited Funding:** As we recognize the need to reduce the federal deficit, telecommuting is necessary to cut government real estate costs, operate more productively, and reduce the demand for new infrastructure construction.
- **Customer Service:** We can improve government's service delivery through better use of technology and co-locating services.
- **Employee Needs:** This Administration is committed to exercising every option to provide family-friendly workplaces, opportunities for employees with disability or illness, and a positive quality of work life.
- **Energy Consumption:** We can reduce automobile-related energy consumption through the telecommuting strategy.
- **Air Quality and Global Warming:** Telecommuting means reduced pollution emissions from transportation sources and compliance with Clean Air Act provisions. It will slow fossil fuel consumption which produces almost one-third of the nation's carbon dioxide emissions.
- **Traffic Congestion and Safety:** Less travel demand means less congested highways and fewer accidents.

This National Telecommuting Initiative is an opportunity for the Federal government to put telecommuting to work in meeting these objectives. Building on several successful government pilot telecommuting projects during the last five years, the Initiative calls for a five-phase plan, to be implemented over a three-year period beginning in January 1996, to increase Federal participation to 60,000 telecommuters by the end of FY 1998. According to GSA, this level of telecommuting (roughly three percent of the Federal civilian workforce) is expected to generate facility cost savings of \$150 million annually. Moreover, GSA estimates that were Federal telecommuting to rise to 15 percent of the workforce during the next seven years (160,000 telecommuters), cumulative facility cost savings would exceed \$2 billion by the end of FY 2002. The five phases of the Action Plan are:

Phase I: Survey of the Status Quo

Currently, we can only estimate the number of Federal employees involved in telecommuting programs. This phase will confirm our current participation and then define the potential for telecommuting across the Federal government on an agency-by-agency basis -- both in terms of which employee positions may be appropriate for telecommuting and the agency resources available for support of programs.

Phase II: Logistical Preparation

This phase leads to a flexible program but one built on consistent information. Steps will address technology, security, labor, liability, facilities, training, and evaluation issues. The groundwork for addressing management inertia is laid by clarifying definitions and existing Federal policy and procedure, updating telecommuting guidance material, and designating a "Training Team" to be a central source of telecommuting information for pilot program participants.

Phase III: Promoting the Initiative

Initiative success hinges in large part on this phase. Telecommuting must be promoted throughout the agencies -- especially in field offices and to employees, like inspectors, with positions especially suited to telecommuting. Federal, state and local contacts must be developed to provide a network of people who will eventually make up Local Project Teams and Agency Support Teams -- two groups with the primary responsibility of implementing programs. Finally, the phase will focus on creating and nurturing intergovernmental and public-private partnerships to implement joint use of facilities (telecenters) and customer service centers (the U.S. General Store model).

Phase IV: Implementing the Program

Building on the information collected about current agency activities, preparatory promotional and logistical work, and relationships developed in previous phases, Federal agencies will initiate internal pilot projects or continue implementing proven programs at an accelerated pace. Goals for numbers of telecommuters will be set and financial resources will be identified. From July 1996 to the end of FY 1998, agencies will select appropriate telecommuting strategies to spur program implementation and growth and determine their programs of implementation.

Four telecommuting strategies are widely used:

- **Home-based telecommuting:** Employees spend part of their time performing tasks from home.
- **Community-based telecenters:** Alternative work sites in facilities generally shared by two or more agencies provide space for employees to work nearer their home instead of in their main office.

- **Mobile offices:** Employees "on the road" perform most of their work in the field using portable equipment.
- **The U.S. General Store:** An accessible, one-stop, customer service center.

The programs of implementation may include such details as:

- Training for managers and employees
- Establishing telecenters or U.S. General Store operations, or using partnership networks in order to become collaborators in existing organizations
- Providing employees with the equipment needed to work from home
- Closing small field offices and equipping employees for working from the road, as well as providing administrative support services for those employees
- Reconfiguring and releasing space in the principal office
- Assessing technological needs
- Planning for future program expansion

Phase V: Evaluation

This phase is designed so that evaluation and sharing of "best practices" happens throughout the initiative. It begins with use of the National Information Infrastructure and other communications resources to make available information about program participants. The NII is also an effective forum for networking and problem solving. Throughout the initiative, agencies will evaluate their own programs and share that information with the Working Group. Finally, the Working Group will examine the progress toward meeting national environmental, economic and quality of life goals.

The Federal government has been experimenting with flexible workplace arrangements and telecommuting for the last six years. The success of telecommuting programs in corporate America is proof that telecommuting has the potential to be a powerful tool in government as we emphasize a more cost-efficient, customer-oriented approach and a more family-friendly workplace. We have the technological tools to make it possible to work virtually anywhere. A Federal commitment is needed: the time is now.

INTRODUCTION

Telecommuting -- working in an environment outside of the traditional office one or more days per week -- is not a new concept. But it is an underutilized one. A widespread telecommuting initiative is called for now more than ever as the Federal government addresses serious environmental, economic and quality of life issues.

The establishment of flexible workplace arrangements is driven by efforts to improve the quality of work life, employee productivity, the balance of work and personal/family life, the environment, energy utilization, and other social and economic conditions. The telecommuting movement is facilitated by innovations in human resources management, changes in the nature of work, and new technology. Many current workers can perform their work from virtually anywhere.

Both the National Performance Review (NPR) and President Clinton's Climate Change Action Plan identify telecommuting as one solution to help us to achieve environmental goals; to conserve resources by controlling the demand for transportation, energy, and real estate; and to enhance the quality of work life. The initial NPR report recommended that GSA and OPM develop a legislative proposal to allow flexiplace and telecommuting arrangements for Federal employees. The report further recommended that the U.S. Department of Transportation (DOT) create and evaluate telecommuting programs and underscore the role of the Federal Government as a model employer.

The Federal telecommuting experience formally began in 1990. In June of that year, the President's Council on Management Improvement began implementing the Federal Flexible Workplace Pilot Project ("Flexiplace"). Flexiplace is a voluntary program designed to pilot work-at-home and telecenter options. The Government-wide program included 1,000 home-based telecommuters from 15 agencies across the nation and was operated and evaluated by the Office of Personnel Management (OPM) and the General Services Administration (GSA).

In 1992, telecommuting Americans saved 3.7 billion vehicle miles traveled, 178 million gallons of gasoline, and 156 million annual hours in commuting time; however, Federal employees were only a small percentage of total telecommuters. Less than 1/10th of one percent of the Federal workforce -- 2000 employees -- were officially telecommuting. Many Federal positions are especially well-suited for telecommuting. Little information has been collected on Federal telecommuting arrangements since the Flexiplace pilot project. Yet, telecommuting can be an important force in meeting many of our goals for the Federal government -- and for the entire nation. It is still vastly underutilized.

Today, while nationwide an estimated seven to nine million Americans now telecommute, there are no more than 3000-4000 Federal employees currently participating in formal telecommuting programs. To accelerate the pace of change, the President's Management Council (PMC) has authorized a government-wide telecommuting project aimed at dramatically increasing these numbers during the next three years. It has established an Interagency Telecommuting Working Group, led by DOT and GSA, to plan, implement, and evaluate such an initiative.

The initial goal is to increase the number of Federal employee telecommuters to 60,000 by the end of FY 1998. This figure represents three percent of the Federal civilian workforce and, while challenging, is a realistic target given the number of agencies that have already established flexiplace policies and programs. Viewed as part of an overall reinvention strategy, achieving this goal should help organizations meet other requirements necessitated by agency streamlining - most notably, the need to reduce overhead costs and maintain program effectiveness with fewer staff.

In its recent report to the Congress on telecommuting, GSA has estimated that this level of telecommuting should generate savings to the government of \$150 million annually in reduced facility costs alone. Moreover, if telecommuting were to rise to 15 percent of the eligible Federal workforce by FY 2002 (or 160,000 Federal telecommuters), GSA has projected that cumulative facility cost savings during the seven-year period would likely exceed \$2 billion. It should be noted that these projected budgetary impacts do not include additional savings in the form of improved worker productivity, the benefits of improved employee health, transportation and environmental dividends, and improved service to program recipients and the American taxpayer.

The Telecommuting Working Group includes members from a broad cross-section of Executive Branch agencies. Currently, the Working Group includes active representatives from the Departments of Agriculture, Defense, Education, Energy, Health and Human Services, Interior, State, Transportation, and Veterans' Affairs, the Environmental Protection Agency, the Small Business Administration, the Social Security Administration, OPM, and GSA. The Working Group has developed four sub-group task forces to aggressively address issues of (1) planning and evaluation; (2) organization and administration; (3) facilities and technology; and (4) customer service. By working together, they have developed an action-oriented plan to increase telecommuting throughout the government. This Action Plan calls on each agency and department to make telecommuting part of its overall strategy to improve government services to the American people. While DOT and GSA will continue providing overall project leadership, it is expected that interagency sub-groups will be responsible for monitoring major actions during the three-year project period. Also, the Working Group will continue meeting periodically to track implementation, make policy decisions, assist with individual agency involvement, and report to and seek support from the PMC.

This Initiative will continue to promote telecommuting as a means of reducing traffic congestion, improving air quality, and conserving energy resources. Some agencies have telecommuting programs dedicated to persons with disabilities and to reducing the number and duration of worker compensation cases. Others are considering telecommuting in conjunction with office space reduction. The challenges motivating this Telecommuting Initiative are evident. The factors enabling us to put telecommuting to work -- technological innovation, a commitment to serving our customers, organizational change, and employee desire to balance work, family and community -- are available. The time is now.

WHY TELECOMMUTE?

Federal Executive agencies are charged with both creating efficient and effective work environments and producing real results under financial and time constraints. Telecommuting is a tool that will help the Federal government meet these goals. Telecommuting has been in use for 20 years, mostly as a work-at-home option. Today, air quality concerns, employee quality of work life issues, traffic congestion, and fiscal realities are challenges which cannot be ignored. These pressing needs call for many solutions - a significant commitment to telecommuting will help us address these challenges. The time is now. The financial benefits and productive work possible through telecommuting will come only if a significant commitment is made to implementing a program designed around specific goals and tailored to meet the different needs of Federal agencies.

The Federal government has been experimenting with flexible workplace arrangements and telecommuting for the last six years. The success of telecommuting programs in corporate America is proof that telecommuting has the potential to be a useful tool for government as we move toward a customer-oriented approach. From June 1990 through June 1992, OPM and GSA operated and evaluated a government-wide, home-based, Flexiplace pilot program that included 1000 participants. Most recently, telecommuting has been used to meet emergency workplace requirements in the wake of flood and hurricane damage, earthquakes, and other disasters.

With this Initiative, agencies are encouraged to implement telecommuting programs designed to help the government meet challenges in the management and policy areas of:

- Limited Funding
- Customer Service
- Employee Needs
- Energy Consumption
- Air Quality and Global Warming
- Traffic Congestion and Safety

The PMC has several related priorities within the scope of their interests. The PMC Telecommuting Initiative is a way to address these priorities and strengthen the Federal government's commitment to using innovative tools to address management and policy concerns:

- Agency Reinvention/Streamlining Plans
- Improving Customer Service
- Family Friendly Workplace
- Environmental Protection Initiatives
- Field Office Structure - U.S. Store
- Promoting the National Information Infrastructure

The Challenges

Limited Funding

The need to reduce the Federal budget deficit faces each agency with difficult financial decisions. In the long run, telecommuting can help ease those burdens by:

- **Reducing the amount of real estate needed for work spaces.** GSA estimates that agencies and Departments can achieve significant cost savings by reducing the number of dedicated workstations in the principal office (including space, furniture, and equipment) and reconfiguration of space for intermittent users (telecommuters) as "virtual workspace." If three percent of the Federal workforce is telecommuting by FY 1998, savings are expected to be \$150 million annually. If 15 percent of the workforce is telecommuting by FY 2002, savings could add up to as much as \$2 billion.

Yet another example of telecommuting as an effective cost-reduction strategy is in small field offices and rural areas. Field offices with less than five employees could be replaced with home-based telecommuting in combination with "hoteling" (checking-in to a shared office space), or administrative support services shared with several other agencies or private-sector partners.

- **Increasing employee productivity.** Studies have shown that employee productivity increases once the new telecommuting arrangement is in place. Telecommuting arrangements for people in inspection positions -- whether they are from the Federal Drug Administration, the Occupational Health and Safety Administration, the Federal Highway Administration, or any number of positions within the agencies that require a large amount of travel -- are especially effective in reducing unnecessary trips. Instead of visiting a site and then traveling back to a central office to finish paperwork, the telecommuter can work from wherever they are using portable information technology. More efficient use of time translates into better customer service and a better ability to get things done.
- **Streamlining planning.** The methods of implementing a telecommuting program allow the Federal government to address many issues simultaneously. In addition, our state, regional and local partners can do so as well, reducing their administrative costs, combining planning for environment, transportation and management, and creating better links through technology.

Customer Service

American citizens are customers of government services. Telecommuting allows the Federal government to better serve its citizen customers through co-location of customer services in multi-purpose U.S. General Store centers, enabling inspectors to work in the field more closely

with people, and better use of technology. Across the government there are examples of customer services that can be improved through telecommuting strategies:

- Social Security services
- Public assistance programs
- Housing and Urban Development loan offices
- Empowerment Zone/Enterprise Community programs
- Department of Health and Human Services Rural Health Technical Assistance
- Internal Revenue Service field offices
- The U.S. Postal Service
- Citizen access to the National Information Infrastructure
- Voter registration

Employee Needs

Perhaps more than any other driving force, changing social values and more diverse and flexible life-styles are having an impact on the American workplace. Two- and three-hour daily commutes added to an eight- or nine-hour workday keep family members apart far too long for quality relationships to flourish. While telecommuting is not a substitute for child or other dependent care, it is a substitute for those lost hours in transit.

In a July 11, 1994, *Memorandum for the Heads of Executive Departments and Agencies on Expanding Family-Friendly Work Arrangements in the Executive Branch*, President Clinton directed the head of each executive department or agency to establish programs to encourage and support the expansion of flexible family-friendly work arrangements - including telecommuting.

Flexible workplace arrangements have demonstrated they can help improve employee quality of life. In the National Performance Review, Vice President Gore wrote, "The Federal government would be smart to keep abreast of workplace trends. Our increasingly diverse work force struggles to manage... personal commitments, while working conditions become even more important. Recent studies suggest that our ability to recruit and retain the best employees -- and motivate them to be productive -- depends on our ability to create a satisfying work environment."

Well beyond the family, telecommuting reaches out - or rather, allows the employee to reach out - into the community. It gives the individual more time and energy to devote to community projects, volunteerism, and other civic activities. Disabled employees or employees who need to accommodate extended illness are enabled through telecommuting to adjust their lifestyles while continuing their important and productive work. As a responsible employer, the Federal government must make a significant commitment to putting the telecommuting tool to use.

Energy Consumption

In 1990, the U.S. consumed nearly 85 quadrillion BTU's of energy, which produce 1,367 metric

tons (MMTs) of carbon. As we continue to develop renewable wind, water and solar energy sources, we must simultaneously look for ways to decrease non-renewable energy consumption. Telecommuting reduces the number and length of gas-intensive commutes, and in the long run, it can reduce the amount of commercial real estate space held by the Federal government and the private sector. In 1990, commercial buildings accounted for nearly 11% of total end-use energy consumption. However, commercial buildings consumed over 30% of all electricity, primarily for lighting, heating, cooling and air handling. A significant commitment to telecommuting allows the Federal government to be a leader in reducing both commercial and personal energy consumption.

Air Quality and Global Warming

Transportation is a major contributor to the air pollution problem throughout most urban areas. Problems with ozone and carbon monoxide non-attainment have been driving forces behind many alternative workplace arrangements, including telecommuting. Carbon dioxide from fossil fuel energy production and use is the largest contributor to greenhouse gas emissions and global warming. The combination of fossil fuels to move people and goods consumed 35% of the nation's energy in 1990 and produced over 32% of U.S. carbon dioxide emissions. Transportation will be the fastest growing source of carbon dioxide emissions through the year 2000. The Clean Air Act, as amended in 1990, places particular emphasis on transportation and air quality planning. The President's *Climate Change Action Plan* challenges GSA and DOT to significantly increase the federal and private use of telecommuting as an innovative strategy to help reduce the demand for transportation and move toward cleaner air and less global warming in the future.

Traffic Congestion and Safety

Telecommuting is widely seen as a potentially valuable travel demand management measure to reduce congestion and meet national air quality goals. An April 1993 report, *Transportation Implications of Telecommuting*, shows that increases in telecommuters -- conservatively projected to rise from two million in 1992, to 6.2 million by 1997, and up to 15 million in 2002 -- could:

- Increase savings in Vehicle Miles Traveled (VMT) from 3.7 to 12.9 to 35.1 billion
- Provide an accompanying increase in gasoline savings: current savings is 178 million gallons, and could be as high as 1,679 million gallons by 2002.
- Reduce the annual number of hours spent commuting so that by 2002, families would have an average of 110.3 more hours together, instead of on the road.

Telecommuters also lower their risk of injury and death by reducing the amount of time they spend in rush-hour traffic. In 1992 it was estimated that 87 lives were saved and 28,520 accidents were avoided because of the reduction in vehicle miles traveled from telecommuting. With a significant commitment to telecommuting across the country, by 1997 300 lives could be saved, and 65,770 accidents avoided; by 2002, the figures jump to 815 deaths and 117,700 accidents that would be avoided.

TELECOMMUTING STRATEGIES

Simply defined, telecommuting is working in an environment outside of the traditional office one or more days per week. Because agencies have different goals for telecommuting, and managers and employees have different needs, several methods of telecommuting have developed. The menu of choices allows an agency to be flexible - adopting one or more of the strategies to best meet the agency needs and goals.

- *Home-based telecommuting:* A home-based telecommuter usually spends time in both the traditional office, as well as using information technology and communications packages to perform work from home. The typical home-based telecommuter spends time writing, researching or programming, among other tasks. Telecommuting is not a substitute for dependent or child care, but it allows the employee more time with his or her family, instead of time in transit. Telecommuting also works well for employees as they can adjust their work schedules to accommodate their peak performance times.
- *Community-based telecenters:* Telecenters are remote office arrangements shared by multiple workers in the same geographical area but distant from the central office location. The telecenter may be remote and shared by multiple agencies and other public and private partners, or a "satellite" office of a single agency.

Several successful Federal telecenter operations are underway. Beginning in Spring 1993, after receiving Congressional appropriations, GSA began establishing partnerships in southern Maryland and northwestern Virginia to plan, manage and market the telecenter effort. Centers are now open in Fredericksburg, Stafford, Manassas and Winchester, Virginia, and Hagerstown and Charles County, Maryland. Telecenters have been used in the wake of earthquakes (San Francisco and Los Angeles) and other disasters (Oklahoma City). The Federal Executive Board of Seattle has also created a telecommuting pilot project.

- *Mobile/Virtual Offices:* Portable information technology and communications capability enables "road warriors" to function in multiple locations or environments, including customer sites, hotels, cars or even at home. This concept supports the activities of field representatives, mobile managers, traveling technical support employees and inspectors.
- *U.S. General Store:* This accessible, one-stop service center was started in Houston, Texas, as a way of centrally locating government services. In the future, U.S. general stores could provide on-stop access for services such as: income tax filing, post office services, social security, housing and child assistance, and kiosk information options.

Many of these telecommuting options are successfully performed with the support of a Cooperative Administrative Support Unit (CASU), "hoteling" operation, or other type of contracted administrative support service. For example, an inspector with a portable job -- one that does not require the employee to be onsite constantly -- may use a virtual office (laptop

computer, cellular phone and other communications technology) for most of his or her work. For photocopying and printing needs, the CASU, which has the potential to serve several agencies, could provide those administrative services as well as temporary office space which the employee can check in and out of for short periods of time. This is an ideal situation for employees with inspection-type or traveling positions. The benefits of inter-agency collaboration become evident as these strategic possibilities expand.

Telecommuting is a strategy that can be employed in both rural and urban areas. The success of a telecommuting program depends on employee-manager suitability, computer and communication technology, training and support, and financial resource availability. This action plan outlines PMC steps toward a successful initiative.

IMPLEMENTING THE TELECOMMUTING ACTION PLAN

Telecommuting is a flexible workplace arrangement which allows an employee to work away from the traditional office in either 1) his or her home, 2) in a telework center near his or her home, or 3) through a mobile office setting. It also includes initiatives such as the U.S. General Store, and can involve the use of hoteling or Cooperative Administrative Support Units (CASUs) for employees working outside of the traditional office setting who need "drop-in" administrative support or file storage. For the purposes of measuring results in this initiative, telecommuting is defined as, at a minimum, participating in one of these alternative working arrangements one day per pay period.

Only 3000-4000 Federal employees currently participate in telecommuting programs fitting these definitions. Most of these employees work at home one or two days a week and spend the remainder of the workweek at a principal workplace. Little information has been collected on these arrangements since a two-year flexiplace pilot project administered jointly by OPM and GSA was completed in June 1992. Also, there is no information system currently in place to gather data by agency and by nonattainment area.

Telecommuting is an efficient and effective strategic tool to achieve policy goals if implemented in significant proportion to the total number of employees. In order to recognize substantial benefits in improved air quality, reduced traffic congestion, decreased need for expensive office space, and conservation of energy, the PMC must encourage each agency to implement an aggressive telecommuting program within the organization, while reaching out to their state, regional and local partners to help them do the same.

The Working Group has set an initial goal of 60,000 Federal telecommuters by the end of fiscal year 1998. The achievability of this goal will be determined upon completion of the first step of the Telecommuting Initiative: a period of review of the current status of and potential for telecommuting in the Federal agencies. Once this phase is complete, agencies will set goals to expand or initiate programs commensurate with a percentage of the eligible positions for telecommuting. This Initiative provides flexibility for each agency to choose strategies that will best help them address issues important to the agency.

Thirty cities were identified in an initial Proposed National Telecommuting Initiative memorandum from Secretary of Transportation Federico Peña and General Services Administrator Roger Johnson to the PMC as primary targets for telecommuting projects based on: traffic congestion, ozone and carbon monoxide air quality non-attainment problems; potential for government to improve customer service; size of the local Federal community and its ability to provide leadership; and geographic dispersion. In addition to focusing telecommuting activities in these cities, agencies could also target positions in smaller field offices and rural areas, where there is prospect for significant reduction in real estate, especially in offices with five or fewer people. This action plan provides a five phase plan to carry out the National Telecommuting Initiative.

ORGANIZATIONAL ROLES AND RESPONSIBILITIES

The organizations and individuals involved in this initiative are:

- The President's Management Council
- The PMC Working Group on Telecommuting
- The Working Group Sub-Groups
- The Telecommuting Training Team
- Heads of Departments or Agencies
- Agency Telecommuting Coordinators (ATCs)
- Agency Support Teams (ASTs)
- Local Project Teams
- State and Local Government
- Public-Private Partners
- Federal Managers
- Federal Executive Boards and Associations
- Employees

Clear roles and a solid communications strategy are important to any telecommuting arrangement: this Initiative is no exception. As a Federal initiative, it requires coordination both in headquarters offices and in the field. In concert with the principles of reinvention, public-private partnerships are a key component, especially with procurement, service contracting, technology consultation, and space sharing. Each action step lists one or more individuals/groups responsible for carrying out that step. To further clarify the responsibilities of some key players which may not be apparent in the action steps, a more complete discussion is provided below. Every effort has been made to keep the organization of this Initiative flexible and amenable to the different needs of agencies.

The President's Management Council

To assist with efforts by departments and agencies the PMC should

- Challenge each agency to dramatically increase their employee participation in telecommuting.
- Coordinate field office efforts for maximum, sustained impact.
- Foster cooperation and coordination among agencies to identify streamlining opportunities, overcome barriers and resolve interagency conflicts.
- Publicize telecommuting successes to motivate others.
- As appropriate, seek White House involvement to provide visibility, legitimacy and a centralized Administration focus to telecommuting initiatives.

- Promote cultural change. Telecommuting is a strategy that requires transformation from rigid, bureaucratic structures to flexible, entrepreneurial models of management and customer service. Management concerns are a significant barrier to telecommuting, and a commitment to telecommuting requires changes in the ways that managers and employees think and act. Both the National Performance Review and agency reinvention teams could play significant roles in reeducating employees and managing cultural change.

The Heads of Executive Departments and Agencies

The heads of departments and agencies are central to providing the leadership within their organization for telecommuting. They will make the agency commitment to their telecommuting goal and strategy in several ways. While the roles of this group are not explicitly assigned within the action steps, the departments and agencies must take the lead in:

- Committing to the agency goal and providing the leadership necessary to follow through to meet that goal.
- Designating the Agency Telecommuting Coordinator and Agency Support Team
- Informing staff of changes. Advocacy for the benefits of telecommuting, encouragement for managers and employees to participate in the program, and consistent communication of support will be crucial to the success of this Initiative.
- Finding the funding. The start-up costs associated with equipping work-at-home employees and mobile offices will be significant. Placing employees in telecenters typically requires "renting" space in the center as well. Costs will be associated with planning, implementation and evaluation phases. Adequate funding for telecommuting arrangements is paramount to initiative success. Wherever possible, initiatives should be funded through cost savings, or through trade-offs within the budgets of participating agencies and Departments.
- Measuring progress. Evaluation steps have been built into the action plan. Accurate, thorough evaluation can identify barriers, help to minimize costs, and guide everyone toward success in this initiative.

The PMC Working Group

The Working Group is ultimately responsible for making decisions that will guide the Initiative forward. Its sub-groups and Training Team are active participants in many of the action steps.

The Working Group Sub-Groups

Currently, there are four sub-groups which have been designated by the PMC Working Group to concentrate in the areas of:

- Planning and Evaluation
- Organization and Administration
- Facility and Technology Issues
- Customer Service

These sub-groups are comprised of staff-level representatives from participating agencies. Each sub-group has several responsibilities throughout the action steps.

The Telecommuting Training Team

This Training Team, designated by the Organization and Administration sub-group of the PMC Working Group, will be a central source of people knowledgeable about the detailed aspects of implementing telecommuting programs. Similar in structure to the Agency Support Teams, with "experts" in technical, personnel, and training issues, the Training Team will be a point of contact for any agency or Initiative partner that needs a resource for training and technical assistance. Basically, this organizational structure provides a very specific set of contacts to provide information and assistance in implementation of programs.

Members of the Training Team will serve as trainers for the Agency Telecommuting Coordinator, and Agency Support Teams, and as a resource for program implementation across the country. As a "front line" of educators for the telecommuting initiative, this training team will be phased out by the end of the pilot program -- by beginning with a "train the trainers" approach, information and responsibility for the programs are quickly passed to the agencies in the pilot phase while allowing the Training Team to remain a resource. The program will be similar to the approach used for the Flexiplace pilot project and is currently in use as part of the Washington-area telecenter project.

Agency Telecommuting Coordinator and Agency Support Teams

A team-approach, with a designated agency telecommuting coordinator, is suggested to coordinate agency participation in this Federal initiative. This Agency Support Team should be composed of

- A member of the personnel/human resources staff
- An individual involved in information technology
- A member of the policy staff, if telecommuting has policy implications for that agency
- A manager supervising employees in a telecommuting setting
- An employee participating in the telecommuting program
- Including, where appropriate, union partners

This team will be responsible for the ultimate program coordination, support of participants, and reporting to their representative to the Working Group.

Local Project Teams

The success of the telecommuting initiative outside of Washington, D.C., depends on the coordination of field offices and public-private partnerships. By creating Local Project Teams, which should include representatives from as many agencies located in similar geographic areas as possible, as well as representatives from the private sector, mechanisms are established that enable organizations to enter into joint telecenter projects, support Cooperative Administrative Service Units, coordinate hoteling arrangements, and network for information about telecommuting in general. This collaboration will create economies of scale and coordinated resources needed to implement cost-effective and efficient telecenter and U.S. General Store operations.

Federal Executive Boards (FEBs), Federal Executive Associations (FEAs), metropolitan planning organizations (MPOs), and Cooperative Administrative Support Units (CASUs) are four examples of organizations which are excellent sources of coordination of telecommuting activities in urban areas. The Seattle, Washington, FEB serves as the point of coordination for a telecenter project in that area. MPOs are truly intergovernmental in focus, and also rely on the participation of the private sector in their planning activities.

Telecommuting is not limited to urban areas: small field offices and inspection positions -- likely to be the targets of telecommuting programs by putting the employees to work in home-based or mobile office situations -- are often located in rural communities. As well, many private sector companies are locating operations outside of cities. Coordination is needed in these areas as well.

State Rural Development Councils are a starting point for cooperation and information exchange in rural areas. Several SRDCs are already involved in telecommuting projects centered around the establishment of customer-oriented one-stop service centers. Use of organizations in both urban and rural areas will help the Initiative be more successful in reaching out beyond the Federal community in Washington, D.C. and into the field.

ACTION STEPS

After the heads of departments and agencies designate Agency Telecommuting Coordinators and Agency Support Teams (described in "Organizational Roles and Responsibilities") in early January 1996, implementation of the Initiative can begin. Phases are designed to describe groups of activities: steps will run concurrently, even if in different phases. An outline of the action steps, Appendix A, follows this section. A complete timeline showing concurrent steps and phases is included as Appendix B. The description of each step includes the individual or group responsible for the action, to whom the information should be directed or distributed, the purpose of the action, and a deadline.

PHASE ONE: SURVEY OF STATUS QUO

1. Inventory of existing arrangements

Individual/Group Responsible for Action: Agency Telecommuting Coordinators (ATCs)

Information for: Working Group, agency

Purpose: Step toward setting agency goals; provides information on status quo

Deadline: 2/96

This inventory will be performed in each agency through the ATC. This inventory, in the form of a report addressed to the Working Group, will describe:

- Number of employees participating in a telecommuting program or other alternative work arrangements, broken down by type of work arrangement and location
- Telecommuting strategies used
- Method of commuting and distance commuted per day of those employees
- Goals of the program
- Structures for managing and overseeing telecommuting
- Evaluation of program strengths and weaknesses
- Obstacles to be overcome

2. Identify eligible positions

Responsible: Personnel member of the AST

Information for: ATC, to be shared with others participating in the initiative

Purpose: Beginning point for agency goal setting

Deadline: 2/96

The personnel member of the Agency Support Team (AST) will survey an agency's position descriptions and workforce objectives and activities with the agency to determine the number and type of positions with potential for adopting some telecommuting arrangement. This will facilitate recruitment of telecommuters and, in combination with the resource assessment, will provide a realistic base for goal-setting. These results will be communicated to the agency coordinator and shared with other agencies. Position descriptions may be similar across agencies and cooperation should streamline the process.

3. Assessment of agency resources

Responsible: AST members

Information for: ATC, to be shared with others participating in the Initiative

Purpose: Step toward setting agency goals; identifies barriers, future planning needs

Deadline: 4/96

Telecommuting requires a strong commitment of information technology resources, personnel support, and start-up costs which are unrecoverable in the short-term. The information technology member of the AST will survey existing network capacity and equipment potential. The ATC should also work with the management representative to the AST to estimate the cost of placing employees in telecommuting arrangements and investigate funding sources for start-up costs. Those sources include, but may not be limited to, existing appropriations, via user fees at telework centers, or by mobilizing underutilized space and equipment.

All results should be communicated to the ATC for the purpose of assisting the coordinator in developing the agency telecommuting goal. ATCs are encouraged to share results with the Working Group and other ATCs.

4. Continue Existing Telecommuting Programs

Several agencies already have programs underway. These programs should continue and grow as the Initiative develops.

Currently, the two primary forms of telecommuting are working at home and working at a telecommuting center (telecenter). Federal telecenters are multi-agency facilities that operate via cooperative support arrangements among participating public and/or private sector organizations. Designed as geographically convenient alternate worksites for employees who commute long distances, they provide varying levels of up-to-date equipment, services, workstations, conference rooms, communications and other facilities.

5. Collection and synthesis of agency information

Responsible: Sub-group on Planning and Evaluation

Information for: Working Group, ATCs

Purpose: Improved planning, networking opportunities

Deadline: 5/96

The Sub-Group on Planning and Evaluation will collect survey information from the agencies. Centralized data will be available for the PMC, Congress, and public and private partners.

PHASE TWO: LOGISTICAL PREPARATION

This program will offer heads of Executive agencies the opportunity to select strategies which are consistent with their activities and goals. Many of these actions rely on coordination by the Agency Telecommuting Coordinator. The Agency Support Team and their staff is encouraged to participate in those actions whenever possible.

1. Clarify definitions and existing Federal policy and procedure

Responsible: Sub-group on Organization and Administration

Information for: All involved in initiative

Purpose: Unified approach and understanding of initiative

Deadline: 1/96

The sub-group should collect and prepare in a simple, universally useful format, a package of information about telecommuting which includes a clarification of definitions.

2. Designate the Telecommuting Training Team.

Responsible: Sub-group on Organization and Administration

Information for: Training Team

Purpose: To establish a core group of people to assist ATCs with training and implementation

Deadline: 1/96

The Training Team should be chosen by the Organization and Administration sub-group from agency personnel who already have some experience in implementation of and employees who have participated in telecommuting. These should be individuals who are recognized as having expertise in technical issues, personnel issues, or training. An effort should be made to recruit members from across the agencies.

Once designated, the Training Team should begin to meet regularly and develop their training strategies and determine their programmatic needs. Both managers and employees are targets for training; management inertia has been recognized as a key obstacle to telecommuting, thus, work with managers is of primary importance. The purpose of the Training Team, however, is to have a core group of people as a central resource for information about the different aspects of telecommuting for the people who will work most closely to provide training -- the ATCs and ASTs.

3. Design Initiative-wide evaluative mechanisms.

Responsible: Sub-groups on Planning and Evaluation, and Customer Service

Information for: All involved in the initiative, especially those participating in evaluation processes

Purpose: Provide unified approach to data collection in both content and format

Deadline: 4/96. Mechanisms must be in place for first quarterly evaluation after program begins.

These mechanisms will allow the Working Group to measure the impacts of telecommuting on management and policy goal areas. If mechanisms currently exist, they should be combined to provide a unified approach to evaluation while recognizing that agencies are employing different strategies and focused to different ends.

The evaluation will also include an in-depth environmental impact assessment that employs DOT, EPA, and Department of Energy methodologies developed over the past three years. Using travel data collected from employee surveys, the assessment will determine environmental, safety, energy, traffic congestion, and related impacts.

The system should be designed so information can be sorted by agency, geographic area, and telecommuting strategy. For evaluation steps, the objective is to employ simple materials, such as printed forms that the Working Group and sub-groups can design and distribute electronically or photocopy, which can be easily logged into a computer system. Ideally, the National Information Infrastructure (Information Superhighway) would serve as a primary means for collecting information.

4. Address facilities issues: coordination for new and existing spaces

Responsible: Sub-group on Facilities and Technology

Information for: ATC's, all other participants

Purpose: Streamlined planning and coordination

Deadline: 4/96

The Sub-group on Facilities and Technology, led by GSA's Public Buildings Service, will establish information, guidance, and procedures on facilities issues relating to the telecommuting initiative. This step allows the Working Group to provide coordination, counseling, and/or brokering regarding implementation activities related to facilities. Federal Executive Boards are strongly suggested as the central organization for telecenter coordination if they exist in the city where a more than one agency is participating. FEBs may serve to coordinate the use of space between several agencies and provide collaborative administrative support. Public-private partnerships, and involvement of regional entities, such as Metropolitan Planning Organizations, when planning telecenters and other telecommuting programs, are important to creating economies of scale and efficient telecommuting measures.

The elimination of unnecessary workstations through the use of alternative workspace design concepts is essential to achieving savings and space-reduction goals through telecommuting. Currently, the voluntary nature of programs keeps costs fairly low for agencies. This initiative is designed to significantly increase participation in telecommuting programs, impacting real estate and augmenting space issues.

In this step, the sub-group, along with the appropriate agency contacts, should develop and implement a strategy for coordinating telecenter and other alternate worksite identification and arrangements. In addition, they should develop strategies for existing space reconfiguration and provide support to agencies with reconfiguration needs.

5. Update telecommuting guidance material

Responsible: Information for specific agencies - ATC

Government-wide publications - Authors, responsible agencies

Information for: All involved in initiative

Purpose: Provide best information possible for a successful program

Deadline: 5/96

The review of handbooks, question and answer material, model programs, brochures, model agreements, etc., for revision as needed. GSA, OPM and DOT are sources of many of the training materials and guides on developing telecommuting programs. A list of major resources and contacts is included in Appendix C.

6. Address implementation issues: Technology, Security, Labor, Liability

Responsible: The sub-groups on Facilities and Technology, and Organization and Administration while working with agency support team members

Information for: All participants

Purpose: Issues must be addressed before program can begin and will be ongoing

Deadline: 6/96

These issues will be addressed within a unified strategy adaptable to the culture and needs of individual agencies and their managers. Organizing these issues from the Working Group sub-group level provides a focal point for collaboration between agencies and a central source of information.

- *Technology:* Using the Assessment of Agency Resources, the Facilities and Technology sub-group will work with information technology representatives on the agency support teams to identify and develop a checklist of various telecommunications and technology-related items/issues to be considered for each alternative workplace arrangement. The sub-group will develop a list of government and private sources/contacts for telecommunications and technology-related services to provide a base for shared information and solving common problems. The teams should draw upon the extensive knowledge of the private-sector partners, as well as work previously accomplished by GSA and OPM.

- **Security:** In coordination with the Federal Protective Service (FPS), the Facilities and Technology sub-group will identify and develop a checklist of security concerns/issues associated with each telecommuting strategy. The checklist will address: personal and physical security issues; paperwork and electronic security issues; and concerns that may be associated with shared work areas. By coordinating with state, local and private contacts, develop a list of regional sources for acquiring security-related services.
- **Labor:** Employees and managers are the individuals most affected by telecommuting. Their involvement should be paramount from the beginning of the initiative. Communication by heads of Departments and agencies, seminars and discussions to address concerns, and briefings on the status of the Initiative as it affects managers and employees should be standard throughout the phases. In addition, agencies will pursue negotiation, if necessary, with appropriate labor organizations through appropriate channels in their agency with support from the Organization and Administration sub-group.
- **Liability:** Research on liability issues has been done in both the private sector and in the Federal government. The Organization and Administration sub-group should disseminate this information widely. If further issues arise, the sub-group, working with the ATCs and Offices of General Counsel, will investigate legal concerns (worker's compensation, insurance, theft or damage of property) and disseminate findings to agency contacts.

PHASE THREE: PROMOTING THE INITIATIVE

1. Promote increased awareness of telecommuting in agencies

Responsible: PMC Members, Working Group members, ATCs and ASTs, Training Team

Information for: All participants

Purpose: Information and promotion is key to program success

Deadline: Ongoing, beginning immediately

PMC Members will challenge their respective organizations to actively participate in the initiative and promote and encourage participation at significant levels by their agency employees.

The ATC and AST should find resources for agency telecommuting coordinators and telecommuting teams to educate managers and employees concerning the goals, benefits, and obstacles of telecommuting. The Training Team is available to assist the agencies in this step.

2. Develop Federal, State and local contacts

Responsible: ATCs, ASTs, Working Group, and Sub-group on Customer Service

Information for: Initiative participants, especially those promoting telecommuting outside Washington, D.C.

Purpose: Collaboration, streamlined planning

Deadline: Ongoing

ATCs and ASTs will promote telecommuting to their field offices and employees at the Federal level, as well as contacting their state and local partners (e.g. U.S. DOT with State DOT and Metropolitan Planning Organization cooperation). After assessing position suitability, agencies should designate a field contact in the appropriate city or geographic region. The ASTs will assist those local contacts in developing Local Project Teams.

3. Promote intergovernmental and public-private partnerships

Responsible: PMC Members, Working Group, ATCs, and Sub-group on Customer Service

Information for: Initiative participants, especially those promoting collaborative efforts

Purpose: Collaboration, streamlining planning, information sharing

Deadline: Ongoing

These partnerships are key to creating economies of scale for agencies and companies wishing to develop telecenter operations, maximize the use of their existing real estate, and creating centralized customer-service operations such as the U.S. General Store. Strong partnerships are a challenge to create and maintain. However, the educational and networking possibilities are significant.

One proposal to create these partnerships is to seek out private partners that currently have strong telecommuting programs as well as operations in multiple cities and regions across the United States. Working with these companies would allow the Federal government to tap their training, information technology, and experiential resources.

A second method of partnership creation seeks out networks which already exist between the Federal government and the private sector. One such network is the Telecommute America! partnership between AT&T, The Association for Commuter Transportation, the U.S. Department of Commerce, EPA, GSA, and DOT. Public-private local project teams have been organized, to some extent, through the Telecommute America! seminars which have taken place in several metropolitan areas. There are regional telecommuting associations also in existence currently which would provide gateways to opportunities.

A third approach is to work with existing state and regional organizations, such as Metropolitan Planning Organizations that are charged with reducing traffic congestion and air pollution. Federal Executive Boards have great potential to help coordinate agencies outside of Washington, D.C. One example of successful FEB action is the creation of a telecenter in Seattle, Washington.

PHASE FOUR: IMPLEMENTING THE PROGRAM

The actions in Phase Four build on steps from other phases that establish information about the current status of telecommuting, lay the logistical groundwork for the program, and promote telecommuting and the partnerships essential to make it work. This phase outlines implementation steps within the Initiative, but does not lay down specific requirements; flexibility in the agencies is key to a successful program. Within the implementation phase, the Working Group, its sub-groups and training team are encouraged to be available for support, to provide a central point for networking and information exchange, and a focus on Federal goals and government-wide outcomes. The programmatic specifics are left to individual participating agencies and organizations.

1. Develop agency goals

Responsible: ATCs working with the Working Group

Information for: Working Group, ATC and AST

Purpose: To help the Federal government meet its telecommuting goals

Deadline: 5/96

The Phase I, Step Two, the identification of eligible positions, will provide the baseline number from which the PMC Working Group will promote and encourage agencies to determine their goal number of telecommuters. These agency-specific goals should be set so agencies can accomplish their own goals through telecommuting, and to significantly increase the number of Federal telecommuters. Special attention should be paid to positions in small field offices, where space could be consolidated among agencies or offices for highly mobile positions eliminated entirely.

2. Investigate available financial resources

Responsible: ATCs and ASTs

Information for: Agency participants

Purpose: Funding of program

Deadline: 5/96

After assessing the current agency resources (Phase I, Step Three), it is likely that agencies will need to explore other resources necessary to expand or initiate their programs. There are funds available for the planning and implementation of programs that impact air quality and transportation. DOT ISTEA (Intermodal Surface Transportation Efficiency Act) funds are one example. ISTEA funds can be applied to support compliance of the Clean Air Act and to improve the efficiency of the existing transportation infrastructure. Telecommuting programs qualify as a travel demand management measure, and funds can be used to plan, develop, and market regional telework strategies. An example is an effort launched by the California Department of Transportation to create several telecommuting centers across the state of California through partnerships with local governments and the private sector.

3. Agency selection of appropriate telecommuting strategies

Responsible: ATCs and ASTs

Information for: Agency participants

Purpose: Allows the agency to tailor its telecommuting program to its needs

Deadline: 6/96

Agencies will choose their telecommuting strategy or strategies based on the number of eligible positions (Phase I, Step 2), desired outcomes and availability of resources (Phase I, Step 3). It is not expected that the program operate at 100% of the agency's goal initially, but rather it is hoped that the program develop to include 100% of those personnel by 1998.

The Sub-group on Organization and Administration will help coordinate agency participation so that each telecommuting strategy is employed somewhere in the Federal government. In addition, the Working Group will help agency's share information about their programs.

Agency programs will include employees based on position suitability and personnel suitability for telecommuting, regardless of geographic location.

4. Training for agency participants

Responsible: Coordination for training should be done through the ATC. Assistance will be available from the Training Team

Information for: Managers and employees participating in program. It is important to work with non-telecommuting employees as well because telecommuting arrangements also affect their positions.

Purpose: Successful program implementation

Deadline: 7-8/96

The most critical implementation step is the training of both managers and employees to make the telecommuting arrangement as successful as possible.

The Training Team will provide support to agency telecommuting coordinators and field personnel through training and low-cost materials. Many types of materials have already been developed through the Telecommute America! public-private undertaking, by the GSA, DOT, and by other Federal and state agencies which can be easily replicated.

The Training Team is encouraged to consider the use of a "train the trainers" approach to pass along information and allow the ASTs within each agency to provide the primary training and support in that agency and then provide assistance for those teams if requested as the ASTs work with employees and managers. Training should include, but not be limited to: communications issues, cultural effects of telecommuting, developing clear expectations of both employee and employer, establishing criteria for performance evaluation, and technical issues (information technology, space configuration, etc.).

5. Initiate programs

Responsible: ATCs, ASTs

Deadline: 7/96 - 12/98

PHASE FIVE: EVALUATION

1. Develop a database of participating employees and their managers

Responsible: Sub-group on Customer Service, ATCs

Information for: Initiative participants

Purpose: Information, evaluation and networking

Deadline: Development: 1/96; maintain throughout program

This action will require ATC to provide the Sub-group on Customer Service with information on their agency participants. The sub-group should design a standard format for ease of information collection. The database will be used to identify the concentration of Federal employees dispersed throughout targeted metropolitan communities. Data will be sorted by agency and zip code to assist in establishing alternate work sites (e.g. telecenters, shared satellite facilities, etc.) and to market these facility arrangements to potential customer agencies. Further, application of this information to a communication mechanism, such as an Internet bulletin board system, can be a source of information about conflict resolution, crisis management, and new ideas.

2. Share "best practices"

Responsible: ATC through the Working Group

Information for: All participants

Purpose: Streamline planning, improve programs

Deadline: Ongoing

There are two aspects to this step. The first is sharing information before strategies are selected and programs are initiated. ATCs are encouraged to hold "brown bag lunches" or forums where ideas are presented from within their agency's existing telecommuting strategy. This allows coordinators and agency support teams to share ideas as they form telecommuting programs.

Second, during the program, the National Information Infrastructure, quarterly reports, and the Working Group should serve as mechanisms for sharing "best practices" and networking through challenges.

3. Design intra-agency evaluative mechanisms

Responsible: ATC, with assistance and coordination from Training Team and Sub-group on Planning and Evaluation

Information for: Information can be used by all participants

Purpose: Evaluation of program success, identification of barriers

Deadline: Begin immediately upon selection of telecommuting strategies (6/96)

Evaluation should be requested at regular intervals during the Initiative period. Evaluation by agencies will include information from telecommuters, supervisors, agencies and customers. Content should include such relevant information as:

- Telecommuters
 - Travel information
 - Family/personal life
 - Sick leave usage
 - Work-related stress
 - Morale
 - Productivity
 - Other quality of work measures
 - Organization performance
 - Use of technology
 - Group task performance
- Supervisors
 - Managing telecommuters
 - Organization performance
 - Individual performance
- Agencies
 - Cost reports
 - Customer service issues
 - Facility savings reports
 - Supervisor/management morale
- Customers/citizens
 - Adequacy and convenience of telecenter/General Store operations

4. Report on progress of Working Group Action Steps

Responsible: Working Group

Information for: PMC

Purpose: Track progress

Deadline: Ongoing, as requested by PMC

Reports should be made quarterly to the PMC in 1996, and twice per year in 1997 and 1998, with the preparation of a final report at the end of the three-year initiative. Other reporting will be done as required by the PMC. Efforts will be made during the initiative to target funding for a final report which includes cost data/models for the purposes of illustrating potential costs and cost comparisons/ savings associated with the various workplace alternatives.

5. Report agency progress toward telecommuting goals

Responsible: ATCs

Information for: Working Group

Purpose: Track progress and identify barriers to success

Deadline: Quarterly

Agencies are encouraged to report their progress in meeting both outcome-related and Working Group goals quarterly following the commencement of the Initiative. A Working Group Sub-Group will be responsible for preparation of summary charts showing progress by agency, by geographic location, and by mode of telecommuting for distribution to the Working Group members and participating agencies.

6. Report on telecommuting strategy success toward meeting national environmental, economic and quality of life goals.

Responsible: Working Group

Information for: PMC, The President, Initiative participants

Purpose: To evaluate the Initiative and lead into other telecommuting programs as determined by the PMC

Deadline: Within six months of pilot program completion

This final step in the program is a point of departure for other telecommuting endeavors, the Working Group will collaborate with Initiative participants to produce a report discussing the impacts of telecommuting in agencies and across the government.

CRITERIA FOR SUCCESS

Five criteria, similar to those used in other PMC initiatives, are applicable to determining the overall success of this initiative.

- 1. Goal Orientation** Does the initiative move us closer to meeting environmental, social, and economic goals? Is it consistent with the NPR and the President's agenda? Does it foster streamlining, enhance customer service and promote a family-friendly workplace?
- 2. Practicality** Is the initiative sensible to managers, employees and customers? Is it actionable, marketable, incentive-oriented and flexible? Does it reflect current and future conditions? Are there political costs?
- 3. Cost** Have costs been minimized, including opportunity and transition costs? Is the initiative cost-effective? Does it promote efficient use of human and technological resources? Are results measurable? Does it encourage innovative use of existing funds and cooperative efforts as cost-minimizing strategies?
- 4. Mandates** Is the initiative affected by existing law? Does it consider existing and potential contractual obligations? Does it place undue burdens on any single individual or group without providing resources for compensation? Does it empower employees and managers to work better? Does it empower agencies to establish realistic, flexible programs?
- 5. Leverage** Are the unique strengths of those involved effectively leveraged? Are public and private partnerships and interagency strengths captured?

APPENDIX A

OUTLINE OF ACTION STEPS

I. Phase One: Survey of Status Quo

- Step 1. Inventory of existing arrangements
- Step 2. Assessment of agency resources
- Step 3. Identify eligible positions
- Step 4. Continue existing telecommuting programs
- Step 5. Collection and synthesis of agency information

II. Phase Two: Logistical Preparation

- Step 1. Clarify definitions and existing Federal policy and procedure
- Step 2. Designate Training Team
- Step 3. Design Initiative-wide evaluative mechanisms
- Step 4. Address facilities issues: coordination for new and existing spaces
- Step 5. Update telecommuting guidance material
- Step 6. Address implementation issues: Technology, Security, Labor, Liability

III. Phase Three: Promoting the Initiative

- Step 1. Promote increased awareness of telecommuting in agencies
- Step 2. Develop Federal, State, and Local contacts
- Step 3. Promote intergovernmental and public-private partnerships

IV. Phase Four: Implementing the Program

- Step 1. Develop agency goals
- Step 2. Investigate available financial resources
- Step 3. Agency selection of appropriate telecommuting strategies
- Step 4. Training for agency participants
- Step 5. Initiate programs

V. Phase Five: Evaluation

- Step 1. Develop a database of participating employees and their managers
- Step 2. Share "best practices"
- Step 3. Design intra-agency evaluative mechanisms
- Step 4. Report on progress of PMC Working Group Action Steps
- Step 5. Report agency progress toward telecommuting goals
- Step 6. Report on telecommuting strategy success toward meeting national environmental, economic, and quality of life goals.

APPENDIX C

RESOURCES AND CONTACTS

As implementation of the National Telecommuting Initiative begins in 1996 and continues through 1998, agencies may need access to information about telecommuting supplemental to this report. The following resources are available:

1. Internet

An internet search in a World Wide Web browser (such as Netscape or Mosaic) on the subject of "telecommuting" will result in several telecommuting-related URLs. Most Web sites provide links to other relevant pages. The **Telecommute America! home page** (http://www.att.com/Telecommute_America) is a source of recent data about telecommuting, a list of published references and resources, and other telecommuting information.

In addition to Web sites, OPM and GSA each maintain electronic bulletin board systems which make many telecommuting publications available for downloading and provide discussion forums. **TeleConX**, an electronic communications and information system developed, operated and maintained by the GSA Office of Workplace Initiatives, is a bulletin board system open to anyone interested in telecommuting information. Direct modem access is available by dialing **202 501-7741**; or telnet to **Fedworld.gov** to the **Fedworld BBS** and select the **TeleConX gateway (number 56)**. OPM's **Mainstreet Bulletin Board System Work and Family Forum (dial 202 606-4800)** is also available to any interested individual and is a source of all OPM telecommuting publications.

2. Federal Government

The Federal community has published several documents on implementing telecommuting as well as the impacts of telecommuting. Selected departments and agencies which have published widely used documents include:

U.S. General Services Administration

Contact Warren Master, Office of Workplace Initiatives, 202 273-4660

Interim Report: Federal Interagency Telecommuting Centers. March 1995, also available for downloading via TeleConX.

"Reinventing the Workplace: Interagency Telecommuting Centers." Article in The Public Manager, Fall 1993.

"Promoting Telecommuting: An Application of the NII." The Information Infrastructure: Reaching Society's Goals. U.S. Department of Commerce, September 1994.

U.S. Department of Transportation

Contact Ed Weiner, Office of Transportation Policy, 202 366-5403

Orientation to Telecommuting: Trainer's Guide and Participant Workbooks and Implementing Telecommuting, joint publications of DOT and GSA.

Transportation Implications of Telecommuting. April 1993

"Telecommuting: Moving the Work to the Workers." September 1991

U.S. Office of Personnel Management

Contact Billy Michael, Work and Family Program Center, 202 606-5520

Balancing Work and Family Through Telecommuting (OLRWP-15), available on the Mainstreet BBSs.

"Telecommuting Fact Sheet," 1995.

"Alternative Workplace Arrangements (Flexiplace)," OPM Memorandum to Personnel Directors, October 21, 1993.

Flexiplace Questions and Answers on Computer and Telephone Issues, copies available upon request or on TeleConX.

Video available for loan: *Telecommuting: Management Tool for the 90's*. Prepared by the states of Arizona, Oregon, and Washington.

U.S. Department of Energy

Contact Lew Fulton, Office of Policy, Planning and Project Evaluation, 202 586-1197

Energy, Emissions, and Social Consequences of Telecommuting. December 1993.

In addition, a report entitled *The Federal Flexible Workplace Pilot Project Work-at-Home Component* (OPM Final report, PRD-92-15, January 1993) is available by contacting Wendell Joice, GSA Office of Workplace Initiatives, 202 273-4664, and is also available for downloading from TeleConX and from the OPM Mainstreet BBS.

3. Other Sources

Outside the Federal government, several individuals and organizations are heavily involved in telecommuting. Jack Nilles (author of *Making Telecommuting Happen*, Van Nostrand Reinhold, Florence, Kentucky, 1994) and Gil Gordon ("Telecommuting Review: The Gordon Report" monthly newsletter) are two authorities on telecommuting with published works.

The Telecommuting Advisory Council is an international network of telecommuting experts based in Washington, D.C. (phone 202 547-6157).

For information on the state of California telecommuting experience, contact Michael Seaman (California Department of Transportation) at 916 653-1991, or Patricia Mokhtarian (University of California - Davis) at 916 752-7062.

APPENDIX D
PMC TELECOMMUTING WORKING GROUP MEMBERS

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Faith Wohl

Working Group Co-Chair

Department of Agriculture
Environmental Protection Agency
Department of Veterans Affairs
General Services Administration
General Services Administration
Social Security Administration
Department of State
Department of Education
Department of Transportation
Department of Transportation

Social Security Administration
General Services Administration
Office of Personnel Management
Department of Education
Department of Health and Human Services
Department of Defense
Department of Energy
Department of the Interior
Department of Transportation
General Services Administration