



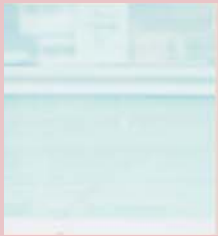
Real Property Policysite



**Right Place,
Right Time,
Right
Solutions.**

*Alternative Workplace
Arrangements and
Asset Management*





A Message To Our Readers

This edition highlights the latest in alternative workplace arrangements (AWA) perspectives from government and industry experts, covering the diverse technologies, trends and initiatives that are leading the way in shaping the workplace and workforce of the future.

AWA, including telework, is part of the strategy to provide high-performance and high-quality workplaces, as well as a practical solution to environmental and other quality-of-life issues and work-life challenges.

The continuing importance of AWA and telework in asset management, in our workplaces and in our nation's future, is evidenced by recent legislation expanding federal telework submitted to the U.S. Congress in 2009.

Telework, sometimes called telecommuting or flexiplace, is an innovative business solution that enables employees to do productive work away from the traditional office. Modern technological advances have made it easier to work anytime and anywhere.

In 2008, GSA implemented its own telework challenge with the benefits of telework warranting an aggressive internal campaign where GSA can lead by example. Among the benefits cited: reduced energy use, fewer

greenhouse gas emissions, less traffic, less U.S. dependence on foreign oil, increased worker productivity and savings for American taxpayers. The goal is to have 50 percent of eligible agency employees to telework by 2010 and GSA is well on its way to achieving that goal.

As noted in the Challenge, telework is an important recruiting and retention tool that will help attract and keep talented individuals in public service. Telework is also a critical resource for our government in times of emergency (such as pandemic situations), ensuring continuity of operations.

Current Administration support for telework is shown in U.S. Office of Personnel Management Director John Berry's announced five-part plan to increase participation in the federal government's telework programs.

The AWA strategy also provides innovative and technologically advanced workplaces, taking into account the interaction of people, space, technology and business processes, increasing mobility and flexibility while reducing costs in the workplace. AWA is a key business strategy for the future and is

receiving attention from around the globe. This is evidenced by efforts in countries such as Canada, the United Kingdom and the Netherlands, all exploring new alternative workplace initiatives included in this publication.

We would like to thank our contributors for their generous collaboration and support in assisting us in this dialogue: Australia's Department of Education, Employment and Workplace Relations, General Services Administration's Public Buildings Service, the Netherlands' Rijksgebouwendienst (Netherlands Government Buildings Agency), Public Works and Government Services Canada, the United Kingdom's Office of Government Commerce, U.S. Army Corps of Engineers, U.S. Patent and Trademark Office as well as many public/private sector real estate and workplace organizations and experts.

The right place, the right time, the right solutions we share this ongoing dialogue of AWA ideas, practices and solutions with you, adaptable to your diverse needs, for improved effectiveness, efficiency and transparency in asset management and workplace development. ■

The Office of Real Property Management

Real Property Polycysite

June 2009

About This Issue

This is the thirty-fourth issue of Real Property POLICYSITE Newsletter. The POLICYSITE newsletter is a publication of the Office of Governmentwide Policy's (OGP) Office of Real Property Management of the U.S. General Services Administration (GSA), Washington, DC. OGP is led by Acting Associate Administrator Stanley F. Kaczmarczyk, and Carolyn Austin-Diggs is Deputy Associate Administrator for OGP's Office of Real Property Management. The newsletter is produced by the Regulations Management Division, Stanley C. Langfeld, Director and Editor-in-Chief.

Our mission in GSA is to develop, promote, and assess conformance with management policies and regulations for the effective and efficient stewardship of Federal real property assets and alternative workplaces. GSA is a

governmentwide leader in asset management, best practices, inventory reporting, legislative reform, performance measurement, sustainability, and telework/alternative work arrangements.

Public Works and Government Services Canada (PWGSC) is a regular contributor to the POLICYSITE newsletter and language translations are included for PWGSC articles in each issue.

For more information, comments or input, please contact the Managing Editor, Richard Ornburn, in the Regulations Management Division, at richard.ornburn@gsa.gov, or 202-501-2873. Graphic design provided by GSA's Office of Citizen Services and Communications: Graphic Designer - David L. Alexander.

For more information about the Office of Real Property Management, visit our website: www.gsa.gov/realpropertypolicy. ■



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1. Alternative Work Arrangem

A. ALTERNATIVE WORK ARRANGEMENTS (AWA)

CANADA: INTEGRATED WORKPLACE SOLUTIONS

(article provided by Judi Murtough, Manager, Innovation and Workplace Strategies, Public Works and Government Services Canada (PWGSC), Quebec, Canada)

The way we work is changing. Many of us are spending less and less time at our desks. We're on the move, using mobile technology to stay connected with colleagues and clients across the city and around the world. We want the flexibility of working from home, from a client's station (location), the corner café or from a teaming area where we can use wireless technology to connect to colleagues in a regional office two time zones away. We work more collaboratively and frequently in flexible teams.

The workforce is also changing. As the federal government seeks to recruit and retain new knowledge workers, the workplace must be designed to meet the needs of workers who expect innovation, mobility and flexibility while addressing the challenges of reducing our environmental footprint and use of fiscal resources.

Integrated Workplace Solutions (IWS)

To meet these challenges, Public

Works and Government Services Canada (PWGSC) is modernizing our current office accommodation policies and practices and has undertaken a new initiative, the Integrated Workplace Solution (IWS). The IWS transforms current business practices to deliver innovative and technologically appropriate workplaces that increase mobility and flexibility while both reducing the government's use of valuable resources and improving the delivery of services to Canadians.

The IWS workplace is a collaborative, multidisciplinary design strategy that considers the interaction of people, space, technology and business processes. This approach allows the development of more effective and efficient work environments that accommodate individual work styles and alternative work strategies and allows departments to use the workspace as a "tool" to fit the organization, rather than forcing the organization to fit the space.

IWS shifts the traditional mentality of offices as a workplace towards the more modern idea of the offices as workspace. Through the use of IWS, employees can be mobile, yet stay connected; people can work when, where and how they can be most effective. Depending on the nature of the employee's work, they can be situated within the office, at home, in public areas, or anywhere else in-

INTEGRATING PEOPLE, SPACE AND TECHNOLOGY TO CREATE WORKSPACES FOR THE DIFFERENT TYPES OF WORK THAT PEOPLE DO

ents (AWA)/Telework

between. IWS allocates office space based on technical and space requirements that align with work processes rather than space entitlement. IWS defines four work profiles that are based on functional requirements. The profiles capture Leadership, Fixed, Flexible and Free Address Workers.

Four Work Profiles

Leadership Worker

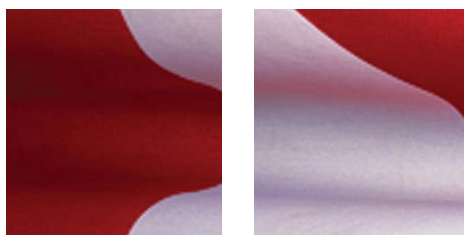
A leadership worker is a senior manager: typically a Director, Director General, or Assistant Deputy Minister. Because their work often requires a level of confidentiality not provided by a workstation, these senior managers are provided with enclosed offices. As per the existing Government of Canada Fit-up Standards*, these offices measure between 10m² (square meter) (107 square feet or SF) and 21m² (226 SF), depending on the function of the manager (*Fit-up Standards Technical Reference Manual; fit-up is the preparation of office space for occupancy by customer departments and agencies). Enclosed offices are located at the core of the building to allow for maximum light penetration.

Fixed Worker

Fixed workers generally spend more than 60 percent of the day at their desks. A fixed worker may be a manager, administrative assistant, analyst, writer or programmer. In general, they spend the majority of their time working on projects from their computers and require individual workstations to function effectively. The workspace for the fixed worker is 4.5m² (48 SF) – 5.9m² (63 SF).

Flex Worker

Flex workers may be account executives, auditors, caseworkers or part-time teleworkers who spend less than 40 percent of the workday at their desks. The majority of their work is done off-site, consulting with



students, remote workers, regional employees or fulltime teleworkers who come to the office only for short periods of time, to meet with colleagues or catch up on projects. Free address workers are provided with 1.5m² (16 SF) – 1.9m² (20 SF) of space.

By acknowledging the amount of "work" that takes place outside of the traditional office environment, IWS employs leading edge technology to support mobile workers anytime, anywhere. In doing



clients and colleagues in other offices. They rely on technology, rather than location, to function effectively – although they do require some space to maintain their office identity. A flex worker's on-site space ranges from 3.0m² (32 SF) – 3.7m² (39 SF).

Free Address Worker

Free address workers do not need a dedicated workstation on-site, as they spend little or no time in the office. They may be consultants,

so, IWS can enhance under-utilized real estate by minimizing the amount of office space required for mobile employees, resulting in a myriad of savings and benefits for the Canadian taxpayer, and the environment.

IWS Pilot Project

The IWS design approach was recently put to the test through a pilot project. PWGSC renovated space at 400 Cooper Street (see photos) in downtown Ottawa (in

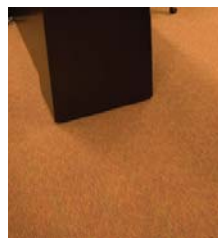
Ontario, Canada) to consolidate 30 employees from four different locations, plus 15 new employees, into one office. This successful pilot project resulted in overall space savings of 20 percent and fit up cost savings of 14 percent.

The pilot project uses wireless technology and modern furniture to create a more efficient office space. The space includes both fixed workstations for employees who spend most of their time at their desk, as well as open-concept shared spaces, where people can set up a laptop to access information while they are in the office. The lowering of panel heights and use of translucent screens and glazing ensure the space is flooded with daylight. There are also common areas where employees can work on projects together. One area, furnished with lounge chairs and nicknamed “the jazzy space” has become a flexible space used by employees for working, meeting, and relaxing over lunch with colleagues. Movable wall systems maximize flexibility and reduce future reconfiguration costs.

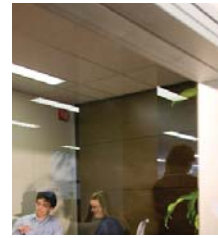
The pilot’s tenants came from PWGSC’s Client Consultancy team, who were the perfect candidates for the test. Account Executives from this team work with one or more client departments to provide all their real property needs. Team members spend much of their time away from the office meeting with clients and colleagues. They don’t need big workspaces, but they do need flexibility. Employees are satisfied and proud of their new workspace and take every opportunity to showcase it to other departments.

The workplace was equipped with a

wireless infrastructure. Employees were equipped with wireless laptops and Blackberrys for increased mobility and flexibility to work in or out of the office. PWGSC corporate software and security safeguards allow employees to access the PWGSC network from home, hotels, Wi-Fi (wireless internet) hotspots or any other access point to the internet. An added plus is that clients can visit the test space at 400 Cooper Street and see how the design can help their department. “The new office is bright, open and



very modern,” says Anne Nicholls, Account Executive, PWGSC and Service Canada Portfolio. “It gave my clients the opportunity to see how IWS works, and how it can benefit their employees.”



The benefits of this type of workplace go beyond increasing employees’ teamwork, flexibility and mobility. If employees don’t need to spend as much time in the office, they can work just as effectively from a smaller workspace or alternate location. This



means that more employees can comfortably work in the same amount of space, so the government does not have to lease or maintain as much office space. This reduces costs, as well as the government’s impact on the environment.

Plans are underway to expand the IWS concept within the Canadian federal government. A second pilot project, on a larger scale, is being planned. Representatives from several departments who have visited the

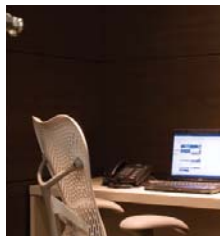
pilot site, are enthusiastically planning to apply the concept to their next office renovation and fit-up. A number of IWS information tools, including a questionnaire to help determine employee work profiles, have been developed to assist in promoting the IWS concept.

In a mobile, technological world, where we are all trying to conserve scarce resources, IWS is a concept that just makes sense.

For more information, please contact SIMT-IWS @tpsgc-pwgsc.gc.ca. ■



Through the use of IWS, employees can be mobile, yet stay connected; people can work when, where and how they can be most effective.



PWGSC's Integrated Workplace Solutions (IWS) pilot space, 400 Cooper Street, Ottawa, Canada.



Public Works and Government Services Canada (PWGSC) is the largest real estate stakeholder in Canada managing a diverse real estate portfolio, including some 350 buildings with a value of \$7.6 billion, including national treasures, and administering about 2,000 leases on behalf of the Government of Canada. Visit its website at: www.tpsgc-pwgsc.gc.ca.

1. Régimes de Travail de Rech

A. RÉGIMES DE TRAVAIL DE RECHANGE (RTR)

SOLUTIONS INTÉGRÉES AU MILIEU DE TRAVAIL AU CANADA

(article proposé par Judi Murtough, Directrice, Innovation et stratégies visant le milieu de travail, Travaux publics et Services gouvernementaux Canada (TPSGC), Québec, Canada)

Notre façon de travailler évolue. Bon nombre d'entre nous passent de moins en moins de temps à notre bureau. Nous sommes en mouvement et utilisons la technologie de téléphonie mobile pour rester en contact avec nos collègues et clients des environs et du monde entier. Nous voulons avoir la possibilité de travailler à domicile, chez un client, au café du coin ou au lieu de rencontre d'une équipe où la technologie sans fil nous permet de communiquer avec des collègues d'un bureau régional situé à deux fuseaux horaires de distance. Nous travaillons souvent en collaboration avec des équipes mobiles.

La nature même du personnel évolue. Puisque l'administration fédérale vise à recruter et à fidéliser de nouveaux travailleurs du savoir, le milieu de travail doit être conçu de manière à répondre aux besoins de travailleurs qui tablent sur l'innovation, la mobilité et la souplesse et à relever les défis posés par la réduction de notre empreinte écologique et l'utilisation des ressources fiscales.

Solutions intégrées au milieu de travail (SIMT)

Afin de relever ces défis, Travaux publics et Services gouvernementaux Canada (TPSGC) est en train de moderniser ses politiques et ses pratiques d'aménagement de bureaux et a lancé une nouvelle initiative, les Solutions intégrées au milieu de travail (SIMT). Les SIMT transforment les pratiques commerciales actuelles afin de créer des milieux de travail novateurs et adaptés à la technologie qui favorisent la mobilité et la souplesse tout en réduisant l'utilisation de précieuses ressources et en améliorant les services fournis aux Canadiens.

Les SIMT correspondent à une stratégie de conception multidisciplinaire collective qui prend en compte les interactions entre les gens, l'espace, la technologie et les processus fonctionnels. Il s'agit d'une approche qui permet l'aménagement de milieux de travail plus efficaces tenant compte des façons de travailler propres aux individus et des stratégies de rechange en matière de travail et qui permet aux ministères d'utiliser l'espace comme une ressource devant répondre aux besoins de l'organisation plutôt qu'une contrainte à laquelle l'organisation doit se plier.

Les SIMT effectuent un virage de la conception traditionnelle des bureaux en tant que milieu de travail vers la conception plus moderne des bureaux

INTÉGRATION DES GENS, DE L'ESPACE ET DE LA TECHNOLOGIE EN VUE D'UN MILIEU DE TRAVAIL CORRESPONDANT AUX DIVERS TYPES DE TRAVAIL EFFECTUÉS PAR LES GENS

ange (RTR) et de Télétravail

en tant qu'espace de travail.

L'application des SIMT permet au personnel de devenir plus mobile tout en restant en contact; les gens peuvent travailler quand, où et comment ils peuvent être plus efficaces. Compte tenu de la nature de leur travail, les employés peuvent se trouver au bureau, à la maison, dans un endroit public ou n'importe où dans l'intervalle. Les SIMT allouent l'espace des bureaux d'après les besoins techniques et les besoins d'espace selon les méthodes de travail plutôt que selon les prérogatives. Les SIMT définissent quatre profils de travail basés sur les exigences fonctionnelles. Les profils sont les travailleurs de la direction, les travailleurs fixes, les travailleurs mobiles et les travailleurs sans bureau fixe.

Quatre profils de travail

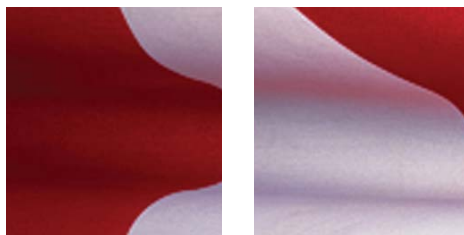
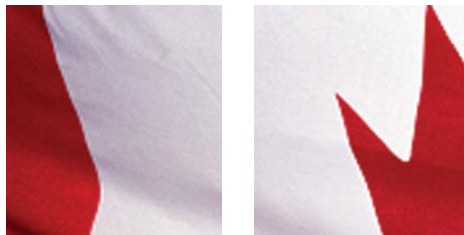
Travailleur de la direction

Un travailleur de la direction occupe un poste de cadre supérieur : il s'agit généralement d'un directeur, d'un directeur général ou d'un sous-ministre adjoint. Étant donné que le travail dans ce type de poste exige un niveau de confidentialité qui dépasse celui d'un poste de travail, ces cadres supérieurs obtiennent un bureau fermé. D'après les Normes d'aménagement* actuelles du gouvernement du Canada, les bureaux de ce type mesurent de 10 m² (mètres carrés) (107 pieds carrés) à 21 m² (226 pi²), compte tenu de la fonction du gestionnaire (Guide de référence technique sur les Normes d'aménagement*; l'aménagement correspond à la préparation de l'espace des bureaux en prévision de leur occupation par les ministères ou les organismes clients). Les bureaux fermés sont situés au centre de l'immeuble afin

de permettre une pénétration de la lumière maximale.

Travailleur fixe

Les travailleurs fixes passent généralement plus de 60 pour cent de la journée à leur bureau. Un gestionnaire,



un adjoint administratif, un analyste, un rédacteur ou un programmeur peut être un travailleur fixe. En général, ces personnes passent la majorité de leur temps au travail à réaliser des projets à l'aide de leur ordinateur et doivent avoir à leur disposition un poste de travail afin de fonctionner de manière efficace. L'espace de travail alloué aux travailleurs fixes a une dimension variant de 4,5 m² (48 pi²) à 5,9 m² (63 pi²).

Travailleur mobile

Les travailleurs mobiles peuvent être des chargés de comptes, des vérificateurs,

des chargés de cas ou des télétravailleurs à temps partiel qui passent moins de 40 pour cent de leur journée à leur bureau. Ils font la plus grande partie de leur travail à l'extérieur, à rencontrer des clients et des collègues d'autres bureaux. La technologie, plutôt que l'emplacement, leur permet de fonctionner de manière efficace. Ils ont quand même besoin d'un bureau d'attache. L'espace à bureau alloué à un travailleur mobile varie de 3,0 m² (32 pi²) à 3,7 m² (39 pi²).

Travailleur sans bureau fixe

Les travailleurs sans bureau fixe n'ont



pas besoin d'un poste de travail personnel au bureau, puisqu'ils ne passent virtuellement pas de temps au bureau. Ils peuvent être des consultants, des étudiants, des travailleurs à distance, des employés des régions ou des télétravailleurs à plein temps qui ne se présentent au bureau que pour de courtes périodes de temps, afin de rencontrer des collègues ou de se mettre à jour à propos des projets. On alloue un espace de 1,5 m² (16 pi²) à 1,9 m² (20 pi²) aux travailleurs sans bureau fixe.

En reconnaissance de la quantité de

travail qui est accompli à l'extérieur de l'environnement de bureau traditionnel, les SIMT se servent de la technologie de pointe pour soutenir les travailleurs mobiles en tout temps, en tous lieux. Ce faisant, les SIMT mettent en valeur les propriétés immobilières sous-utilisées en minimisant la quantité d'espace à bureaux non utilisés par les employés mobiles, ce qui engendre des économies et des avantages appréciables pour les contribuables canadiens et pour l'environnement.

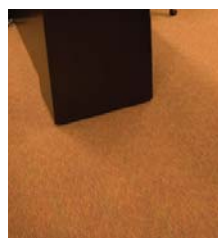
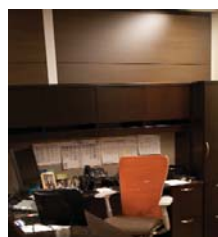
Projet pilote sur les SIMT

L'approche conceptuelle des SIMT a été récemment éprouvée au moyen d'un projet pilote. TPSGC a rénové l'espace de 400, rue Cooper (voir les photos) du centre-ville d'Ottawa (en Ontario, au Canada) afin de regrouper 30 employés provenant de quatre emplacements différents et 15 nouveaux employés dans un seul bureau. Ce projet pilote convaincant a amené des économies de 20 pour cent en espace et des économies de 14 pour cent en matière d'aménagement.

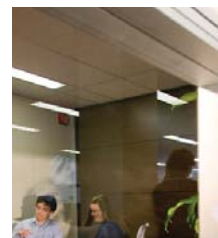
Le projet pilote se sert de la technologie sans fil et de mobilier moderne pour utiliser l'espace à bureaux de manière plus efficace. L'espace prévoit l'utilisation de postes de travail fixes pour les employés qui passent la majeure partie de leur temps à leur bureau ainsi que des aires ouvertes partagées où les gens peuvent brancher leur ordinateur portable pour accéder à l'information lorsqu'ils sont au bureau. La réduction de la hauteur des panneaux acoustiques et l'utilisation d'écrans translucides favorisent un éclairage à la lumière du jour. Des aires communes sont aussi prévues pour le travail en groupe sur des projets. Un espace, meublé de chaînes

longues et surnommé « l'espace décontracté » est devenu un espace à utilisation multiple utilisé par les employés pour le travail, les réunions et la relaxation avec les collègues à l'heure du déjeuner. Les systèmes de cloisons amovibles assurent un maximum de souplesse et réduisent les coûts de reconfiguration futurs.

Les locataires du projet pilote appartenaient à l'équipe des services de consultation aux clients du TPSGC et constituaient les sujets parfaits pour



l'essai. Les chargés de comptes de cette équipe travaillent avec un ou plusieurs ministères clients afin de répondre à l'ensemble de leurs besoins en matière d'immobilier. Les membres de l'équipe passent une grande partie de leur temps



à l'extérieur du bureau afin de rencontrer leurs clients et collègues. Ils n'ont pas besoin d'un grand espace au bureau, mais ils ont besoin de souplesse. Les employés sont contents et fiers de leur nouvel espace de travail et ne manquent pas une occasion d'en parler à d'autres ministères.



L'espace de travail est doté d'une infrastructure sans fil. Les employés sont pourvus d'ordinateurs portatifs et de Blackberry sans fil afin de disposer d'une mobilité et d'une souplesse accrues pour le travail au bureau ou à l'extérieur du bureau. Le logiciel et les mécanismes



de sécurité du TPSGC permettent aux employés d'accéder au réseau du TPSGC à partir de la maison, d'un hôtel, d'un point d'accès WiFi (internet sans fil) ou d'un autre point d'accès à Internet. En plus, les clients peuvent visiter l'espace

du 400, rue Cooper et voir ce que le concept peut apporter à leur ministère. « Le nouveau bureau est clair, ouvert et très moderne, affirme Anne Nicholls, chargée de comptes, portefeuille du TPSGC et de Service Canada. Il donne à mes clients l'occasion de voir comment fonctionnent les SIMT, et ce qu'elles peuvent apporter à leurs employés. »

Les avantages de ce type de milieu de travail vont au-delà de l'amélioration du travail d'équipe, de la souplesse et de la mobilité pour les employés. Les employés qui n'ont pas besoin de

passer beaucoup de temps au bureau peuvent travailler de manière tout aussi efficace à partir d'un espace à bureau réduit ou d'un autre emplacement. Cela signifie que plus d'employés peuvent travailler confortablement dans le même espace et que l'administration publique

n'a pas à louer ou à entretenir autant d'espaces à bureau. Conséquemment, les coûts sont moindres et l'impact sur l'environnement est diminué.

Des plans sont en cours à fin d'élargir l'application du concept des SIMT au sein du gouvernement fédéral canadien. Un deuxième projet pilote, à plus grande échelle, est planifié. Des représentants de plusieurs ministères, qui ont eu l'occasion de visiter le site pilote, s'emploient avec enthousiasme à planifier l'application du concept à leur prochain projet de rénovation et d'aménagement de bureaux. Plusieurs instruments d'information relatifs aux SIMT, y compris un questionnaire sur les profils de travail des employés, ont été préparés en vue de la promotion du concept des SIMT.

Dans un monde voué à la technologie et à la mobilité, où nous sommes tous conscients de la rareté des ressources, les SIMT présentent un concept logique.

Pour de plus amples renseignements, veuillez communiquer avec SIMT-IWS@tpsgc-TPSGC.gc.ca. ■

L'application des SIMT permet au personnel de devenir plus mobile tout en restant en contact; les gens peuvent travailler quand, où et comment ils peuvent être plus efficaces.



Espace pilote des Solutions intégrées au milieu de travail (SIMT) de TPSGC, 400, rue Cooper, Ottawa, Canada.



Travaux publics et Services gouvernementaux Canada (TPSGC) est le plus important joueur du Canada dans le domaine de l'immobilier. Le ministère gère un portefeuille immobilier diversifié qui comprend 350 immeubles d'une valeur totale de 7,6 \$ milliards, dont plusieurs font partie du patrimoine national, et administre environ 2 000 baux au nom du gouvernement du Canada. Visitez le site Web de TPSGC à www.tpsgc-TPSGC.gc.ca.

SEARCHING FOR ALTERNATIVE WORKPLACE ARRANGEMENTS FOR THE NETHERLANDS GOVERNMENT

(article provided by Merijn Zee, Senior Consultant, Workplace Solutions and Alex Vermeulen, Director of Architects and Consultancy Services, Rijksgebouwendienst (Netherlands Government Buildings Agency))

The common agenda of government housing for the future

Government building agencies from around the world have a common agenda for the future. We are facing the same trends - we need to facilitate interdepartmental teamwork, improve the intelligence and sustainability (greening) of buildings, adjust the workplace to the different needs of both an older and younger generation, help improve the balance in work and life, enable distributed working in both territorial and non-territorial workplaces (workstations not-shared and shared by staff), etc. Certainly in these times of economic crisis, we are striving to make the most out of people and out of buildings in which they work.

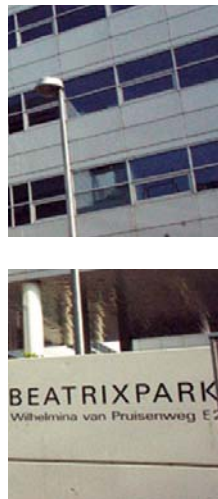
walls no longer define office space, what should be done with office space? Two alternative workplace arrangements, home offices and smart work centers, have quickly become popular in the commercial real estate sector in the Netherlands and are putting pressure on changing the government's real estate strategy. Both arrangements are, of course, variations of teleworking.

Another question is - will the government follow the same path as the private sector allowing government employees to work flexibly in a network of territorial and non-territorial workplaces? We do not have the answer to this question yet, but we are helping the public sector to develop a strategy on alternative workplace arrangements.

Teleworking is here to stay. The public sector will need to manage the effects of teleworking. To what degree teleworking will be adopted by people working for the government is uncertain. More importantly, we need to understand to what extent private, multi-organizational office facilities will be an acceptable alternative workplace arrangement for government agencies.

The Rijksgebouwendienst's (the

The increasingly mobile workforce is beginning to have an effect on our real estate portfolio and asset management strategy. With office space being 60 percent of our total real estate portfolio, we are searching for answers to the question: if



Netherlands government building agency) approach in helping government agencies in developing a strategy dealing with the effect of teleworking is the exchange of space for technology. An example of this approach is one of the solutions, the government smart work center Beatrixpark.

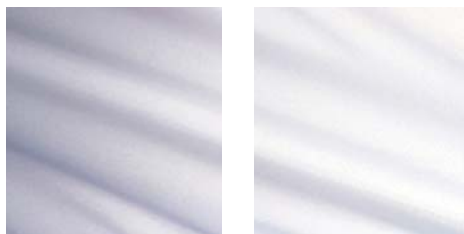
The exchange of space for technology

Recent figures of the central statistics office (Statistics Netherlands - the governmental institution that gathers statistical information about the Netherlands) show that the number of organizations with substantial numbers of teleworkers in the Netherlands has more than doubled in the last four years, bringing the total up to 50 percent. The Rijksgebouwendienst provides housing solutions to central government agencies. These agencies are not frontrunners in teleworking and most have not deployed robust, mobile IT-infrastructures (IT - information technology) to support teleworking. This is changing quickly and on an unprecedented scale.

In 2008, a program was launched for all government agencies to redesign the IT-infrastructure. The purpose of this program is to provide an IT-infrastructure that will allow any person working for central government to safely work in any place: at home, on trains, in private offices, hotels, and of course, in any government building. The new IT-infrastructure should be in place by 2012.

Because of the collective approach in

IT, the effects of flexible and remote working will undoubtedly greatly affect the government's real estate portfolio. Significant results will be a massive redesign of office space to more open, service oriented and communicative working

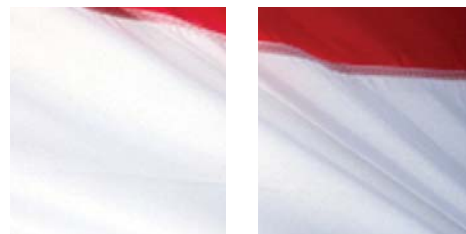


environments and, of course, a reduction of space to earn back some the investments that have been made in IT (space for technology).

Last year, the Rijksgebouwendienst proposed a program for managing the effects of flexible working within central government collectively. This program calls for efficient, effective and sustainable housing solutions. One of the core projects of this program is the consolidation of 13 departments (ministries) - at present each in one or more separate buildings - into six shared office

buildings in the city center of The Hague. We are advocating that these 13 departments work together to manage the effects of mobility in the workforce and collectively reduce space. In a large real estate portfolio, the exchange of space for technology can only be managed collectively.

The Rijksgebouwendienst is gradually shifting its focus from demands of the individual government organization to the needs of the collective of organizations. We are trying to move



away from delivering a one-on-one solution to individual clients to delivering more generic housing solutions that can be used by any client. This shifting of focus is, of course, made possible by and dependent on the new IT infrastructure of government.

The smart work center Beatrixpark demonstrates our shift in concentration. This office is one example of how a government real estate agency can respond to flexibility in the workforce or teleworking.

Work in an office not at the office.

In 2008, we have seen the rapid introduction of the concept of smart work centers with the opening of 17 centers in the Netherlands. A smart work center (SWC) is a professional office environment situated not in a business park but in an urban center or in a residential area. The center offers different workplace settings, meeting rooms, facilities, innovative IT solutions (telepresence) and business support (legal services) as well as a number of personal services like dry cleaning and daycare.

The idea is that employees can work in a generic office close to their homes. People working for different companies go to the same office in their hometown. The SWC should not be confused with a satellite office. The distinction between the two is that people working for different companies share services, equipment, workplaces, etc. For example, people working for IBM (International Business Machines), HP (Hewlett Packard), the city of Amsterdam and ABN AMRO bank (a Dutch bank) share the SWC in the city of Almere (Netherlands). Both private and public organizations share this office.

Smart work centers are popular for a number of reasons. First, some people who would like to telework may not have an ideal situation at home for working. Other objections to working at home can be more fundamental. Some people refuse to bring work home and into their private lives. Others choose not to because of fear they will never stop working and increase their chance of

burn out. Some people miss the liveliness of the office too much and do not want to work at home alone.

Second, there is the nature of work itself. Teamwork is displacing solitary work. To get the job done, people work in teams and rely heavily on communication and collaboration technology. Most teams require face-to-face contact at some point. A home situation is seldom suitable for teamwork or meetings with team members.

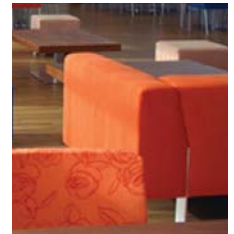
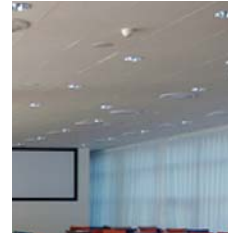
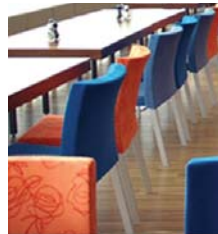
Finally, there are a number of technological and practical reasons to work in an office. For example, access to equipment or services that cannot be delivered to private homes on the grounds of cost or space.

In short, the SWC targets the needs of a specific group of workers who want to telework, who work in teams or who cannot or do not want to work at home. The SWC provides a professional office for anyone for whom any space will do as long as it is close to home.

What should be done with office space?

The concept of the smart work center can help us understand the impact of some of the aforementioned trends and to answer the question of what should be done with office space.

The SWC concept shows us that the added value of the office is defined by a professional office setting, the infrastructure for communication in both workplace settings and IT, the ability to be away from home, services and support facilities, and



its location being in a residential area or city center.

The Rijksgebouwendienst finds itself in the fortunate circumstance that many of its buildings are located in city centers and close to public transport, putting them in ideal locations for an alternative workplace arrangement like the smart work center. Most of our buildings have high value potential for the mobile workforce; appealing both to people working in the public and private sector. This however does not mean we will start sharing our offices with private parties soon. It is an option we need to consider for the future, if only to contribute to a greener future of this planet and to help reduce CO₂ (carbon dioxide) emissions associated with commuting to work everyday.

We have adopted the idea of a smart

work center in our portfolio and in November 2007, the Rijksgebouwendienst opened its first SWC, Beatrixpark. At this moment, it is for government use only.

Beatrixpark - a smart government work center

To understand why Beatrixpark is unique, one must know something about the organization and structure of government in the Netherlands. The central government is a



collective of hundreds of independent organizations. Each of these organizations has, over the years, developed independent IT-infrastructures, access control systems, separate offices, etc. The central government, therefore, is a collection of autonomous organizations that do not come from a culture of sharing.

The culture of autonomy is starting to change under political pressure. Proof of this change in culture for example is the new government logo. Until this year, each central

government organization had its own corporate logo. Now, all central government agencies have the same logo. This is a very visible effect of the change in office politics and of course, very effective in getting the message that we are "one government" across to the general public!

Autonomy in IT has created much inflexibility in our real estate portfolio. Agencies rent by the unit or by the building and most contracts are long term (more than 5 years). If we want to improve collaboration,

facilitate inter-departmental teamwork, create flexible floor plans, facilitate short term lease contracts (less than 5 years), we need to convince government agencies to start sharing IT and facility infrastructures. We cannot achieve more flexibility in

government real estate if agencies continue to distinguish themselves on the level of facilities and infrastructure.

We might not be as near to the ways of non-territorial distributed working* as some of the private organizations in a smart work center are, or for that matter as some government agencies in the United Kingdom are. However the Dutch central government is picking up speed by investing heavily in IT and enabling employees to work in any place. (*For more information on this

model, consult the report: Working beyond walls by The UK Office of Government Commerce and DGEW at www.ogc.gov.uk/documents/workingbeyondwalls.pdf)

Government is changing! And as most changes in government occur - not in a revolutionary way, but in carefully concerted efforts between ministries. Never have we seen more effort and willingness between ministries to collaborate. The partnership in IT is unprecedented. To help the government prepare itself for shifts in real estate as the result of the rollout of the new IT-infrastructure, the Rijksgebouwendienst has developed a government smart work center. The purpose of Beatrixpark was to improve collaboration between government agencies by already lifting some of the artificial limits set by the management of IT, real estate and facilities. This was not a technological but an organizational challenge. Always remember that it is neither technology nor buildings that impose limits on organizations, it is the organizations that govern these assets that impose limits.

What we have achieved is that we can support diverse and independent desktop infrastructures of clients on a single secure IP-network (internet protocol). Each client may bring in their own desktop equipment. The Rijksgebouwendienst provides the connectivity between these desktops and the client's data center. We also allow clients to connect to shared services like: printing and scanning, IP-telephony (internet-based telephone services), digital signage (electronic display of information), etc.

As a result of this flexible IT-

infrastructure in the Beatrixpark, any agency can rent on a per-desk basis for a minimum period of one year. This is a big change for us. The Rijksgebouwendienst is not used to renting out on a per-desk basis and for short periods. We are used to renting out units (offices) in buildings or a whole building to a single client for a minimum period of at least five years.

Short team leasing of desk space to any agency is not the only thing that has changed for the Rijksgebouwendienst. In this office, we offer a fully operational workplace. We are responsible for organizing the services delivered to the people working in this office. Clients may bring in PC's (personal computers), laptops and paper files. The Rijksgebouwendienst organizes the rest. The space one rents includes all of the services any person can possibly need to work, to collaborate or to communicate. The Rijksgebouwendienst does not deliver these services itself. We have partnerships with both private and public organizations to deliver goods and services like: furniture, cleaning, waste management, IP-phones (calls made using internet), multifunctional printers, wired and wireless network access to internet and private government networks, mobile phone indoor coverage, digital signage, audio and visual equipment, meeting management, catering, restaurant, cafe, lounge, management support, security, parking management, and so on.

To put it briefly, the Beatrixpark is a full service office where any government employee can work. To create this office, we had to work with both public and private IT and

facilities partners. Full service hotel-like housing concepts have a huge impact on our organization. We have also moved up considerably in the value chain. In this office, we have become partners in business for clients but also to partners who deliver services in this office. Managing this office requires our people to be more service-minded, creative, versatile, and agile. Our people are no longer just "the landlord." The Beatrixpark is causing a professional mind shift and puts pressure on changing our organization. It makes us search for new partnerships, both public and private.

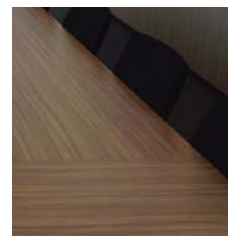
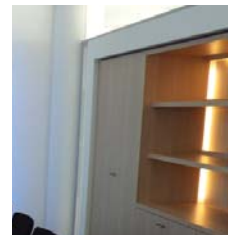
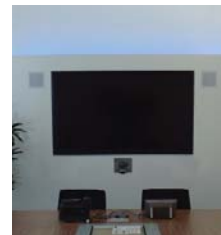
The advantages of this office (Beatrixpark) are evident. First, it provides greater flexibility for the individual worker and flexible terms of lease to the client. Second, it promotes not only a smart but also very sustainable use of resources (For more information on the capex en opex (capital expenditure and operating expense) savings and CO2 reduction of a shared IT-infrastructure, see case study of the Beatrixpark on the government homepage of Cisco.com or go to http://www.cisco.com/web/strategy/government/service_efficiency.html). And last but not least, it has given government a chance to

experiment with alternative workplace arrangements. We get valuable feedback on what trends and changes are already happening and what are not.

Lessons learned in Beatrixpark

Last November, the Beatrixpark office celebrated its first year in operation. Although the office was designed for the maximum of flexibility, teamwork and collaboration, we haven't seen many clients actively seeking to make use of these features. We experience more of the same behavior with most clients renting by the floor or several floors. However, most clients choose Beatrixpark for a short-term lease.

We are surprised by the success of the shared facilities. We expected



much greater resistance to the fact that clients can leave most of their IT facility management organizations at home. Hardly any client objects to these services.

We see clients mingling more in the



office and to start using the technological advantages this office offers. But the Beatrixpark is, despite its revolutionary IT and services infrastructure, nowhere near being a hub for government employees. Collaboration between teams and distributed working is, in spite of political pressure, developing more slowly than some of us had imagined.

We are getting valuable feedback on the question to what extent (private) multi-organizational office facilities will be an accepted alternative workplace arrangement for government agencies. We have learned that for many agencies, security stands in the way of working in shared offices. Despite the huge emphasis on security in the retrofit project of Beatrixpark and the design of its shared services, many organizations feel that sharing an office with other government agencies is not a solution that is trusted enough.

Evaluating clients' decisions whether to move people to the Beatrixpark or not, gives us valuable feedback on



what kind of security measures are and will be needed for shared office environments. Overtime, and with the new IT infrastructure of the government in place, we expect security to become less problematic. We even expect that in the long run,

commercial SWCs will become part of our portfolio too. We will see more sharing of our offices between public parties in the next few years and eventually we will share with private parties too, as they will eventually share their offices with us.

Conclusion

Trends in the commercial real estate market and developments within the civil service influenced the Rijksgebouwendienst to start searching for alternative workplace arrangements. We have started to experiment with a shared workplace for any government agency and have adopted some of the ideas of the smart work center.

Government agencies have proven not to be frontrunners in teleworking or in establishing a smart work center like "hub-culture" in the Beatrixpark, but we are getting valuable feedback from this government smart work center. This feedback helps us answer the question - to what extent will private multi-organizational office facilities be an accepted alternative workplace

arrangement for government agencies. The signs that we are moving in this direction are there but developments until now have been slow with security being the main issue.

The central government is changing and is investing collectively in IT on a scale that is unprecedented. The new IT infrastructure will support employees to work securely in any place, including any government office.

Whether it is to work at home or in an office closer to home, teleworking will become more accepted. Changes in the workplace in the private sector and the exchange of space or technology will at some time manifest itself in the government workplace too and might cause a shockwave effect in our real estate portfolio.

The Rijksgebouwendienst, with a combined office space portfolio of over 41 million square feet, is preparing itself to deal with changes in the workplace. First, we are doing this by helping clients to develop a strategy to deal with the exchange of space for technology collectively rather than individually. Second, we are experimenting with alternative workplace arrangements like the smart work center. Beatrixpark helps us understand in what way we need to develop our organization to welcome alternative workplace arrangements in our portfolio. We learn how to be a partner in business by developing new public and private partnerships. ■

(Photos: Government smart work center Beatrixpark)

WORKING BEYOND WALLS - THE GOVERNMENT WORKPLACE AS AN AGENT FOR CHANGE

(article provided by Bridget Hardy, Head of High Performing Property Strategy and Implementation, Government Estates Transformation Division, Office of Government Commerce (OGC)¹, United Kingdom Government & co-author of Working beyond Walls.)

In September 2008, the United Kingdom (UK) Government's Office of Government Commerce (OGC), in partnership with DEGW, the international workplace change consultants, launched a new book aimed at modernising ways of working in the UK Civil Service by combining effective modern workplaces with the drive for efficient and sustainable use of technology and human resources.

Here I introduce the concepts and issues at the heart of Working beyond Walls in the hope that readers will relate them to their own experiences. I'd encourage readers to read the book², and hope that the vision for the future of workplaces and the best practices set out in it may be a source of inspiration as well as useful practical guidance.

Working beyond Walls encourages innovative thinking on information and communication technology, styles of working, estate (portfolio) transformation, strategic asset management, sustainable design and human resource issues. It is intended to lead to the further development of diverse workspaces and innovative ways of working that deliver greater productivity, attract talent, and ultimately provide better value for money for the taxpayer. It also considers the importance of safeguarding data security, the environment and developing a healthier work/life balance.

In his Foreword to Working beyond Walls, the Head of the UK Civil Service Cabinet Secretary Sir Gus O'Donnell said:

"Work is what you do, not a place you go to, and the majority of the next generation of the workforce will be ready and able to work anywhere. Work has migrated beyond the conventional boundaries of time and space into a wider environment and those who manage the government estate (portfolio) should be prepared."

Frank Duffy, founder of DEGW, concludes that advances in information technology mean changes equivalent to the impact of the Industrial Revolution on the British way of life, and that this will mean profound changes in the way workspace is funded, developed, constructed and managed in the future. "There is every reason to expect that the UK public sector will not need more office space, rather it will need better workplaces more intelligently distributed and much more intensively used."

Challenges in the 21st Century: Service, climate, demographics

The Civil Service and the whole public sector in the 21st century is

facing the challenge of rising expectations for high quality services, increasing competition for the best quality workforce and the combined effects of climate change and dwindling fossil fuel resources. There is no doubt that to respond to these challenges the government estate must change – and it is changing.

In *Working beyond Walls*, we ask how the workplace can become a positive agent for change, helping the Civil Service adapt and meet these challenges.

Working without Walls: “Me and my desk” to “Me and my team”

Working beyond Walls builds on the OGC’s 2004 publication *Working without Walls* which showed how office space could be opened up and redesigned to provide flexible productive environments more appropriate to the changing needs of knowledge workers, individuals and teams, working under high pressure and required to be increasingly fast, responsive, productive and flexible, with increasingly “joined-up” working (working in teams) on different projects and with different people throughout the day.

That book concluded these new environments had to be well designed to support intensive use and be capable of being used in a variety of ways by different people at different times. And the *Working without Walls* vision saw a transition within offices from the static regime of cellular offices through standard open plan desking to more dynamic

varied environments where individuals and teams choose the most appropriate places for the work they have to do. It predicted and called for breaking the link between “me and my desk” in favour of “me and my team” and cultures in which

people are already accustomed to working mobile and flexibly; at home, at telework centers, in coffee shops, at airports, on site and with citizens and clients face to face. *Working beyond Walls* explores whether this could or should become “business as usual” for all civil service staff and if so how. It concludes that in only ten years distributed workplaces will be ubiquitous and the challenge between now and 2020 is not whether the change will come but how to manage it and provide the most effective mix of communication



“who” and “why” become more important than “where,” and places are chosen to suit need.

Working beyond Walls: A distributed network of work environments linked by technology

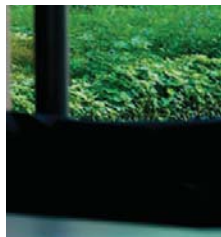
Working beyond Walls takes the concept of appropriate productive working environments a step further – beyond the office walls. Many

technology, the working practices, the team/social and management skills and, crucially, the right types of places to meet demand efficiently and sustainably.

Working beyond Walls stresses even more strongly the importance of good design in offices that have to work even harder within networks. In the UK, civil government offices must be included in a mandatory performance benchmarking service run by OGC³. The performance of office space is monitored and reported in terms of cost per person,



space per person and cost per square meter (10.8 square feet), as well as on effectiveness in providing productive and sustainable working environments. OGC has set a policy standard that aims for 10 square meters⁴ (107.6 square feet) per person⁵. To meet this standard effectively, excellent design is crucial.



The book spends time examining the impact of emerging technologies and new media and how these now allow the freedom to work any place any time and to overcome the necessity to be in the same place at the same time as colleagues. Information and communications technology is the foundation of distributed working, and new media has the potential to allow people to form at least some of the connections, teams and working relationships that previously could only be achieved within an office. Co-location and synchronicity become a matter of choice rather than necessity.

New ways of working – the human factor

Working beyond Walls also discusses the human factor in workplace change and offers specific best practice advice on how to manage change.

New ways of working is not fundamentally about the workplace at



all. It is about change in culture; the way people approach and relate to their work, customers and colleagues; how they manage their time and the resources available to them. It requires more proactive, empowered and self-disciplined relationships between managers, staff and colleagues than traditionally structured work where status is marked by space and people are always present and visible. Productivity and success are measured by results rather than judged by attendance and hierarchies are flatter and more fluid.

In general, when workplace change is driven by clear objectives and well led and managed with transparency and trust, people respond well. Individuals tend to know what they need to get

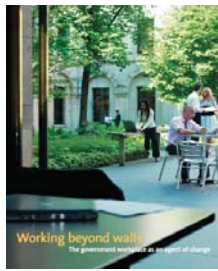
Working beyond Walls: The government workplace as an agent of change.

their work done, are keen to do a good job and pleased to be empowered and supported in the choice of how, when and where they work. However, that positive response can all too easily be lost if new ways of working and new workplaces are imposed without dialogue and respect for the needs of the staff who will use the space or understanding of its impact on performance. When this happens, staff often see changes as simply money saving cuts, and often they are not wrong.

Workplaces do not themselves make cultural changes happen, but they have a huge impact. By transforming workplaces organisations can, if they choose, harness mechanisms to transform culture, work practices and management styles to move a whole organization closer to its desired character.

To summarize:

In Working beyond Walls, we maintain that by encouraging modern, flexible ways of working with excellent connectivity in good quality



**Bridget Hardy, Co-author,
Working beyond Walls**

environments, the UK Civil Service can reduce its impact on the environment and get better value for money; move work closer to citizens and deliver services more directly and immediately; allow people to work closer to where they live and to balance work, personal and community commitments more flexibly; enable people to work together without actually having to be together so reducing the time and cost involved in travel; and, attract the workforce public service needs in the 21st century. ■



Footnotes:

- 1** The OGC is an independent office of HM Treasury established to help Government get best value from its spending. Working beyond Walls is part of the Government's High Performing Property Strategy
http://www.ogc.gov.uk/better_asset_management_efficiency_in_property_asset_management.asp led by the OGC, which sets out the direction for improving strategic property asset management in central government with a view to achieving up to £1.5bn (about \$2.45 billion) in savings annually by 2013.
- 2** Working beyond Walls is available to read on-line or download http://www.ogc.gov.uk/high_performing_property_transforming_workspace.asp or a hard copy can be obtained by contacting OGC on servicedesk@ogc.gsi.gov.uk
- 3** OGCs Property Benchmarking Service http://www.ogc.gov.uk/better_asset_management_property_performance_measurement.asp
- 4** Net Internal Area as measured in accordance with the RICS Code of Measuring Practice
- 5** Full Time Equivalent

(Photos: Phil Barton, from "Working beyond Walls")

Work is what you do, not a place you go. The next generation of workforce will know that and be ready and able to work anywhere.

(Sir Gus O'Donnell)

1. Alternative Work Arrangem

B. TELEWORK

GSA AND TELEWORK: THE REWARDS OF INNOVATION

*(article provided by Tobi Edler,
GSA Office of Citizen Services
and Communications)*

In today's economy, many companies are forced to downsize staff, but smart companies are reducing costs by giving up their leased office space and managing virtually. They are reducing or eliminating employees' commutes and cutting costs for the bottom line at the same time. Their workers are performing away from the principal office, which is the exact definition of telework.

Telework is an innovative tool that enables agencies to significantly improve productivity, slash turnover rates, save money, respond to emergency situations, and do right by the environment by reducing traffic congestion.

The Telework Exchange, a public-private partnership focused on eliminating gridlock, has found many case studies to suggest that alternative workspace can also reduce or avoid real estate requirements.

Telework allowed IBM (International Business Machines) to drastically reduce the need for office space and save \$56 million per year across the company, according to research by our allies at the Canadian Telework Association (CTA). After two years with telework, IBM negated the need for two million square feet of office space.

At the General Services Administration (GSA), we have documented similar findings in Region

7 (GSA's Region 7, also known as the Greater Southwest Region, consists of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas), where they have incorporated six different alternative work centers in the Fort Worth, TX area. The National Energy and Water Management Center (in Fort Worth) saved paying \$30,000 per year in rent because of reduced or avoided real estate requirements.

Also, a cost comparison was done between the first five years of using alternative workspaces with the preceding five years. The first year proved an increased performance-based savings of \$500,000. Currently the region is saving \$4 million per year. They also note a 44 percent increase in productive person hours

For those who want to telework in the Washington, DC area, but not at home, GSA has established 14 telework centers in Maryland, Virginia and West Virginia. At last estimate, these alternate work sites save nearly 2.8 million travel miles a year. They also save 115,000 gallons of fuel. Learn more at: <http://www.gsa.gov/telework>.

Over the years, GSA has run several free trial promotions to attract new users to the telework centers, including a promotion for federal managers. Those who have tried it are learning that employees don't need to be under the watchful eye of their supervisors to be productive.

As the use of telework increases, and



ents (AWA)/Telework

with some teleworkers spending up to two or three days per week away from the regular office, it is possible that the resulting empty office space can easily be rationalized by desk-sharing, hoteling or other office space strategies. Some telework programs save millions of dollars and square feet.

The GSA leadership issued a Telework Challenge in 2007. Currently, the goal is to have 40 percent of the eligible GSA workforce teleworking one or more days a week by the end of 2009. The target then jumps to 50 percent in 2010.

GSA has more than 12,000 employees spread over 11 regions throughout the nation. At the beginning of 2008, about 10 percent of eligible GSA employees were teleworking one or more days a week. By the end of the calendar year, that number had reached 43 percent, surpassing the Telework Challenge goals not only for 2008, but for 2009, as well.

This is hardly a new endeavor for GSA, an agency better known as the federal government's procurement acquisition arm and property manager. In 2006, GSA published a Federal Management Bulletin (2006-B3) that established guidelines for agencies concerning alternative workplace arrangements in the federal sector. This first-of-its-kind guidance helps agencies resolve commonly encountered implementation issues. GSA and the Office of Personnel Management (OPM) have worked continuously to identify and provide the needed assistance and tools.

Potential Savings in Real Estate Costs

Alternative workplace initiatives are innovative business solutions that can

result in workplace improvements in areas such as:

- Facility performance
- Space utilization efficiency and effectiveness



knowledge workers and their managers spend more than half their time away from their offices on travel, at meetings or using flexible work arrangements.

With 1,000 teleworkers, an organization could reasonably save some \$2 million per year. For example, Merrill Lynch reported saving \$5000 to \$6000 for each office space eliminated through the use of telecommuting. Pac Bell saved about \$20 million over five years.

Using telework, AT&T was able to reduce its office space costs by 50



- Allocation, utilization, and flexibility of space to meet organizational needs
- Workspace and work life quality
- Individual and organizational performance
- Technology utilization and return on investment

According to our allies at the Canadian Telework Association, telework can save thousands, often millions of dollars in real estate expenses. Even without telework, many of today's

percent. Alice Borelli, Director of Federal Government Affairs at AT&T, estimated that since 1995, the company has saved \$500 million in office lease costs by promoting telecommuting.

If you average in common areas (hallways, meeting rooms, washrooms, parking, etc.), average per-office costs in many cities can reach the \$6,000 a year range. With just a bit of strategic planning, organizations can save about one office for every three teleworkers. Doing the arithmetic, a medium-sized organization with 100 teleworkers can



save some \$200,000 yearly just by cutting 30 offices.

Creating a Performance-based Culture

The consensus has been that this is good business sense by those who are willing to try it, according to The Telework Exchange. When it comes to managing outcomes, the very natural question is: "Why do we care where you work, as long as the productivity is there?" GSA has taken painstaking efforts to ensure that documentation is available to address key outcomes needed during the next few years as well as the objectives related to productivity measures.

It is critical that agencies have a budget discussion in terms of how much will incremental investment "X" yield in terms of outcome improvement "Y"? Once that outcome goal is identified, we must hold ourselves accountable and have a portfolio of programs and initiatives that can measure success against these goals.

Additional Key Positives -

Telework Elevates National Readiness. Even if we put aside other potential positives, telework should be strongly considered because it helps enormously with continuity of operations planning. That includes mini-emergencies such as power outages and snowstorms. Government doesn't have the luxury of shutting down in times of disaster and we know that in the midst of a crisis is no time to begin rehearsals.

Telework lets us iron out the kinks before a crisis. It enables us to be proactive instead of reactive, and

hopefully continue in a smooth and uninterrupted fashion during the next emergency.

A case in point occurred last winter when forecasters warned of nasty weather ahead in the New England area. The GSA regional administrator in Boston, MA encouraged employees to leave the office prior to the storm and work at home until clear skies returned. The strategy worked beautifully. Nearly 60 percent of those eligible to telework continued to serve our customers with minimal disruption. Plus our employees didn't have to deal with icy roads thus promoting safety.

The GSA New England region (consisting of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont, and headquartered in Boston) used the same tactic last June when hundreds of thousands of fans flooded Boston to celebrate the Celtics' win in the NBA (National Basketball Association) finals. Sixty-two percent of our regional employees teleworked, thereby avoiding long travel delays caused by the large crowds.

Such experiences demonstrate that having a large pool of trained, equipped employees who can work from home or an alternate location increases flexibility and adaptability. Federal agencies that have a robust telework program in place are better prepared to have employees shift to an emergency work arrangement should it become necessary.

This is particularly important at GSA, which serves agencies that directly

serve taxpayers, both in normal times and in times of crisis. For example, should a hurricane strike, GSA employees provide supplies and services needed to help get communities back on their feet. A well-designed telework system enhances our ability to serve agencies such as the Federal Emergency Management Agency (FEMA), and to help reopen the federal government offices that assist citizens once the storm moves on.

Security Concerns

As the concept of telework gains traction and agency programs experience more and more success, agency officials are left to ponder: What's the next step? One major focus is on how to ensure secure operations for teleworkers and how to select appropriate tools and technology to improve collaboration, mobile work environments and productivity.

While a successful telework program requires careful study of personnel, policy and culture issues, information technology is also important. Some critics argue that telework can actually create a cyber or technology security problem. GSA takes this concern quite seriously.

In 2007, the agency published Federal Management Regulation Bulletin 2007-B1, "Information Technology and Telecommunications Guidelines for Federal Telework and Other Alternative

Workplace Arrangement Programs."

This policy document, which integrated guidance from the National Institute of Standards and Technology, the Office of Management and Budget, the Government Accountability Office and GSA, was designed to help agencies identify and secure telework programs. It provides telework information in an easy-to-read format that covers topics such as basic equipment, telecommunications, security, privacy training and support.

Adequate technology exists and is available to enable controlled information security in a telework environment. While there is no doubt the government will have to make additional IT (information technology) investments, GSA Chief Information Officer Casey Coleman has noted, "The IT community has seen this trend to a mobile workforce coming for

awhile and has provided us with plenty of product choices to resolve the security, access and management issues."

At GSA, employees must complete a technology implementation plan before they can be authorized to telework. This includes a review of IT security requirements.

The next big step is clear: each agency must identify issues, do the analysis and put the solution in place to address them. The goal, obviously, is to find the best and most cost effective way to ensure that each teleworker had the right equipment, training and data protection to do his or her job.

Telework as a Public Service Magnet

We all know the federal workforce is changing. According to the Partnership for Public Service, over the next four years, 530,000 federal employees – most of them "baby-boomers" (generally, people born between 1946 and 1964) – are expected to turn out the lights one last time for their retirement plans. GSA is among the top ten agencies

with the highest percentages of employees projected to retire by 2012. Many hold leadership and critical skills positions.

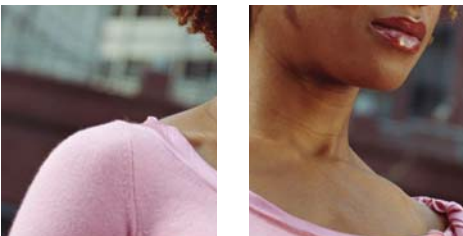
The question remains: "How does the government use telework to continue to attract and retain talented workers?" Although telework is just one tool in the human resources toolkit, it is an important one that federal managers cannot afford to overlook.

Statistics show that most "baby-boomers" worked for fewer than three companies throughout their entire careers. That stands in stark contrast to the current trend, which predicts today's workers will switch organizations seven times or more.

One of the most consistent and common findings regarding telework benefits is reduced work-related stress. This reduction is due to decreased traffic headaches, a better work-life balance, more personal control over time and environment, and consequently, an increase in overall flexibility.

Telework is a powerful incentive for workers to stay in the federal government, because it makes work even more convenient for employees and adds an element of personal understanding to the professional relationship. Most employees appreciate flexibility in the workplace; including the ability, when appropriate, to work at an alternate location.

We see this time and again at GSA. In one case, a stellar employee decided to leave for another agency because they needed to be geographically closer to their family. We offered the opportunity to telework and the employee changed their mind, allowing us to keep one of our best and brightest. This was a win-win situation.



Besides retaining institutional knowledge, the ability to offer telework saved the hassle and expense of losing the employee, announcing the opening, interviewing, selecting someone and then training the new hire. Studies have shown other positive byproducts of a robust telework program. These byproducts include less time missed from work, less incidental absences and less use of sick leave.

Promising but Still Evolving

Just as telework is not right for all positions, it is also true that not all people are right for telework. Telework is neither an employee entitlement nor a management requirement. It is a mutually beneficial arrangement governed by a bilateral written agreement. If anything goes amiss, the agreement can be terminated by either side. There is almost no risk in trying the arrangement for a few weeks.

The GSA Telework Challenge has increased participation and taught us plenty, including the fact that more challenges lie ahead. For instance, is there a risk that telework might undermine teamwork? How do we maintain an “all for one and one for all” attitude if everyone is working remotely or at separate locations?

Video teleconferences may help. We also need to focus hard on education, both for employees and managers. The telework education must include all aspects of telework including security and privacy matters.

Performance goals and measures are always key to establishing and

maintaining a superior workforce. Telework is no exception. It is especially important to clearly articulate goals and measures for remote workers. If the employee fails to produce the expected amount of work or even if the quality drops, a manager can reduce the number of days in the telework agreement or suspend the agreement.

The point to keep in mind, however, is that the taxpayer is best served when federal managers focus on results rather than geography. Put another way, work is what someone does and not a place where someone goes.

Support from the top, trust in each other, a focus on results and mastering the technology to stay connected, are the four crucial elements to establishing a solid telework program. Grooming informed, flexible managers and senior staff is essential. Employees and managers must know telework is supported at all levels. Also, trust and improved communication must exist between managers and employees.

Managers must also learn new skills to understand and provide proper management to remote workers. Managing a teleworker requires a leap of faith for some managers and often a change in management style. Employees need proper instruction to help them be as productive and accessible as possible when working remotely.



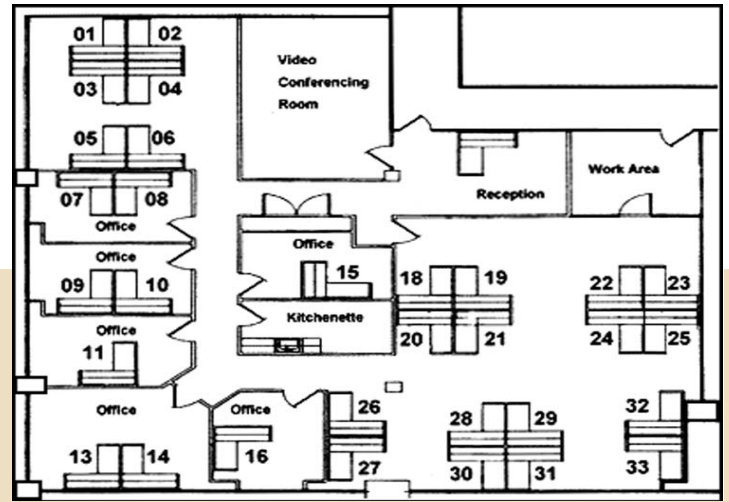
GSA offers training to ensure that managers are prepared to supervise in this new environment. The agency is also teaching employees the IT skills needed to handle the technology components of remote access.

Despite its many benefits, telework remains an idea that will certainly take some getting used to once applied to the masses. That's understandable, given the fact that it requires major adjustment on the part of managers long accustomed to seeing their employees face to face. However, in an era marked by tight budgets, ballooning fuel costs, readiness woes and increasing concern about the environment, the simple truth is that telework is an evolving program that shows incredible promise. Telework really can work! ■

Contributions by Gail Lovelace, GSA Chief Human Capital Officer and Stan Kaczmarczyk, Acting Associate Administrator for the Office of Governmentwide Policy, and Public Affairs staff.

TELEWORK CENTERS

Herndon Telework Center



A. Background:

In the Washington, DC area, the General Services Administration (GSA) established 14 telework centers in Maryland, Virginia and West Virginia. Opened in 1997, the Herndon Telework Center (Herndon, VA) is one of them and began as a joint project of GSA and George Mason University (Fairfax, VA).

B. Layout and Details:

The Center's 4,200 square feet provides ample working space (see

diagram) for its 31 workstations, including six private offices, videoconferencing room and kitchen area. Large windows bring in natural light to produce a pleasant work environment. The Center can accommodate over 90 telecommu-

ters, and typically draws from a ten mile radius of the City of Herndon (located in Fairfax County, VA). For more information, visit the website:

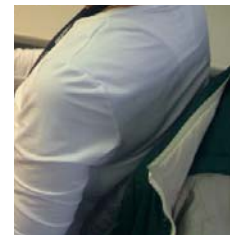
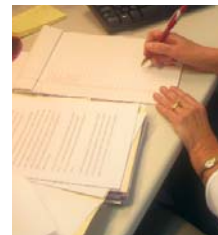
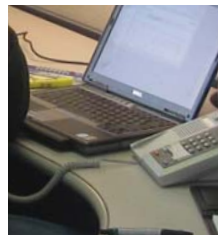
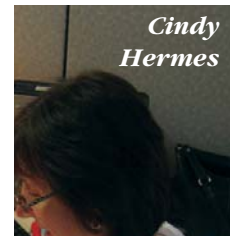
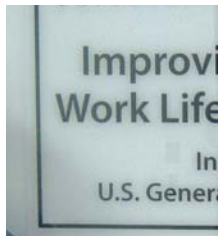
<http://www.nocommute.org/index.htm?pid=160>

Emeka Ezidinma: Emeka is the Herndon Telework Center's Operations Manager

Carl Crea: Carl works for GSA's Federal Acquisition Service and teleworks one day a week (Wednesday), but would like to telework more. His space is shared with a FDA employee that uses the office space on Tuesday and Friday.

Carl lives in Ashburn, VA and the commute to the Center is 20 minutes vs. 90 minutes to get to work in Crystal City, VA. Carl has been teleworking at the Herndon Telework Center for 2 years. Benefits include more sleep in the morning, getting home an hour earlier. He likes the relaxed atmosphere of the Center and gets more work accomplished.

Cindy Hermes: Cindy works for the Army Acquisition Support Center and uses the Herndon Center two days a week (she negotiated with management for 3 years to gain her organization's approval). She lives in Sterling, VA and reduced her commute from 35 miles (Ft. Belvoir) to 5 miles (Herndon Center). Cindy has been teleworking at the Center for three years now.



IMPACT OF TELEWORK IN THE WASHINGTON METROPOLITAN REGION

(article provided by Nicholas Ramfos, Director, Commuter Connections, Metropolitan Washington Council of Governments (COG))

Dating back to the late 1980's and early 1990's, the Metropolitan Washington Council of Government's (COG) National Capital Region Transportation Planning Board (TPB) conducted a series of reviews of telecommuting pilot programs which were in operation in Los Angeles, CA and in Arlington County, VA. These programs were primarily started at the local government level with the idea that lessons learned could be shared

with the rest of the businesses in those jurisdictions and beyond. The TPB also reviewed the federal government's "Flexiplace" program, and monitored the actions of the Commonwealth of Virginia's Governor's Advisory Task Force on Telework and Telecommuting, and the State of Maryland's Economic Development Subcommittee of the Governor's Information Technology Board which was also examining telecommuting.

In 1994, the Washington, DC metropolitan region, through the TPB, took a leap and adopted a region-wide telework measure to address air quality conformity issues. The telework measure was launched through the Commuter Connections (a regional network of transportation organizations coordinated by COG) program administered by the TPB. Beginning in 1996, an aggressive outreach campaign was launched and implemented to educate the business community in the Washington, DC metropolitan region and the general public on the benefits of teleworking. This was a good fit with Commuter Connections given that the program's focus was on regional commuting solutions for businesses and the general public.

Focus groups were held with business executives which led to the development of a regional telework

The Metropolitan Washington Council of Governments (COG) is a regional organization of Washington, DC area local governments. COG is comprised of 21 local governments surrounding our nation's capital, plus area members of the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives. COG provides a focus for action and develops sound regional responses to such issues as the environment, affordable housing, economic development, health and family concerns, human services, population growth, public safety, and transportation.



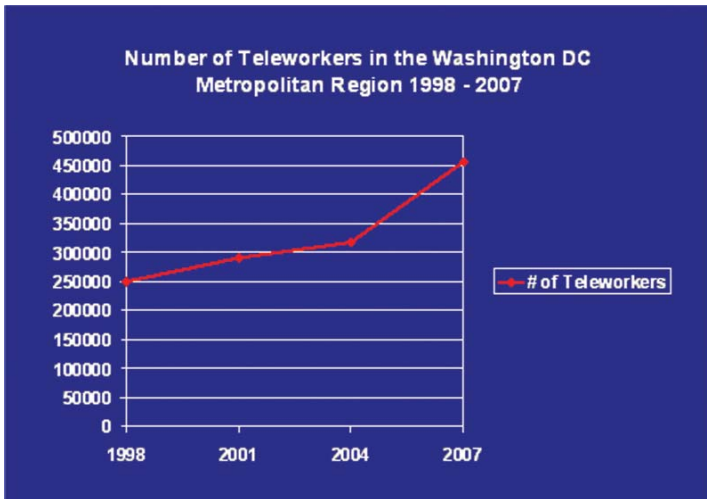


Figure 1. Source: Metropolitan Washington Council of Governments

“how to” kit along with an accompanying video that employers could use as part of the “new hire” orientation process. A series of annual “Telework” seminars were held for employers beginning in 1997 through 2005 that addressed issues concerning supervisors, teleworkers, co-workers, and technology challenges and solutions. The seminars were highly popular and helped establish a baseline of employers willing to move forward with either starting or expanding a telework initiative at their work location.

Based on these initial and continuing actions by Commuter Connections and the TPB, the regional telework measure helped in the sustainability arena by reducing harmful emissions and traffic congestion. As shown in Figure 1 (above), the number of teleworkers in the region increased dramatically from about 250,000 workers in 1998, or 12 percent of the region’s workforce, to over 450,000 workers, or 19 percent of the region’s

Agencies Appropriations, 2001”) that required each federal agency to establish a policy under which eligible employees of the agency could participate in telecommuting to the maximum extent possible without diminished employee performance. This legislation also helped to increase participation rates among federal workers in the region.

Although the federal government still lags behind the private sector in the number of teleworkers, there has been a considerable increase in the number of federal teleworkers. For instance (see Figure 2, right), from 2004 to 2007, the federal government

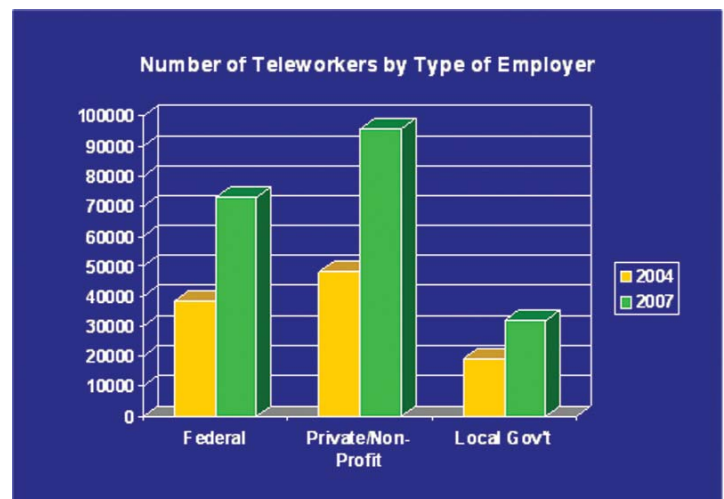
workforce in 2007. This 80 percent increase was in part due to the Commuter Connections efforts but mainly due to improvements in technology and remote access capabilities. In 2000, legislation was adopted (Public Law 106-346, “Department of Transportation and Related

increased its percentage of teleworkers from 12 percent to 16 percent, while the non-federal sector increased from 13 percent to 21 percent. The local governments increased their share of teleworkers from 6 percent to 7 percent during that same time period.

Teleworking has also been beneficial for the environment. For instance, in 2007, the 456,000 teleworkers in the region were teleworking an average of 1.5 days per week and managed to reduce 2 tons of Nitrogen Oxides (NOx) on a daily basis while saving 133,000 gallons of gasoline daily and 3 million vehicle miles of travel each day.

Data collected by Commuter Connections shows that there is even further potential for teleworking in the region. In 2004 (see Figure 3, next page), 17 percent of non-teleworkers surveyed in the Commuter Connections’ regional State of the Commute survey stated that their job responsibilities allowed for teleworking and that they would be interested in

Figure 2. Source: Metropolitan Washington Council of Governments



teleworking. In 2007, the percentage increased to 24 percent. The highest amount of the “could and would” teleworkers in both of those years existed with federal government agencies, 23 percent in 2004 and 27 percent in 2007.

When combining the data from the private and non-profit sectors and the local governments, the result was that in 2007, 570,000 additional workers in the region “could and would” telework if they were given the opportunity. Adding these additional teleworkers to the existing regional “telework workforce” would boost the number of teleworkers to over 1 million and would help further reduce congestion and improve air quality.

Teleworking will continue to expand given the constant technology advancements coupled with recent initiatives set forth by the new administration to expand broadband

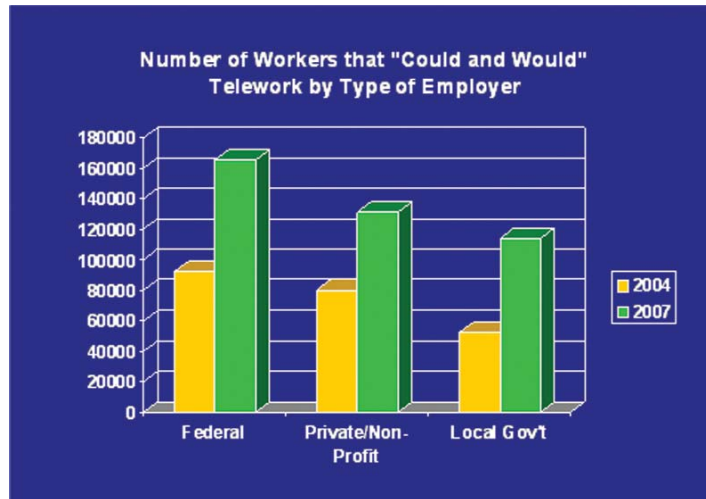


Figure 3. Source: Metropolitan Washington Council of Governments

access across the country. Most, if not all, organizations in the Washington, DC metropolitan region now include teleworking as a part of the standard employee benefits package. If teleworking is

sectors and in essence continue to transform the workplace.

For more information on the Commuter Connections telework initiative, go to

not part of the formalized standard employee benefits package then in most cases it is offered on an “informal” basis. The expansion of teleworking will help to maintain or increase work productivity and address continuity of operations solutions in all employment

www.commuterconnections.org

NEW LEGISLATIVE INITIATIVES TO BOOST FEDERAL TELEWORK PARTICIPATION

(article provided by Wendell Joice, wendell.joice@gsa.gov, GSA Office of Real Property Management)

Several legislative initiatives, some focusing specifically on telework and others on emergency planning, have shaped guidance and implementation of telework in the federal government.

The Office of Personnel Management and partner agencies like the General Services Administration are charged through these legislative initiatives to provide overall guidance to federal agencies, creating baseline expectations for agency programs and helping agencies implement

those programs as effectively as possible. This includes Public Law 106-346, passed in 2000, which requires that all executive

agencies establish telework policies.

In 2009, new legislation has been introduced by both Houses of Congress to boost federal telework participation. Both bills are entitled "Telework Improvement Act of 2009" and are revised re-introductions of legislation, introduced but not passed into law, from 2008.

The House of Representatives telework legislation for 2009 is HR 1722 and replaces HR 4106 from 2008; the Senate legislation is S 707, replacing S1000 from 2008. In 2008, HR 4106 was passed by the House and S1000 made it out of Committee before the session ended.

Telework advocates are hoping that the new legislation will be passed into law and that it will have a greater impact than Public Law 106-346 in boosting federal telework program participation. ■



ONLINE TELEWORK RESOURCE MAXIMIZES BENEFITS FOR AUSTRALIA

(article provided by Louise McDonough, Branch Manager, Workplace Relations Policy Group, Employee Protections Branch, Department of Education, Employment and Workplace Relations, Government of Australia)

Website developed as an online resource center on telework in Australia.

The number of teleworkers in Australia is sometimes difficult to determine, as definitions vary from survey to survey. Some surveys include work undertaken away from the office, or only focus on work undertaken in the home. Telework is sometimes defined with or without the use of information communications technology, and within or outside normal business hours. Some surveys only look at employees while others include employers and the self-employed, or mobile workers.

The Sensis® Insights Teleworking Report for June 2005 (a survey conducted by the Australian Sensis® research company), defined teleworking as working away from your usual workplace during normal business hours, aided by some form of technology. It found that 30 percent of individuals and 34 percent of small to medium businesses reported using telework to some extent.

A 2006 survey by the Australian Bureau of Statistics indicates that around 2.3 million employed persons (or 24 percent) in Australia worked some hours from home. Of these, around 725,000 employed persons mainly or only worked from home.

The Australian government has funded the development of a Teleworking Online Resource Center – known as Telework Australia. This website is a portal to a wide array of links, resources and case studies:

www.teleworkaustralia.net.au

It represents an opportunity for government, the private sector and members of the public to share telework experiences and consider strategies to maximize the opportunities and benefits provided by telework for Australian workers. The anticipated rollout of a National Broadband Network in Australia will also make telework more feasible.

Telework *Australia*

Maximising the benefits of flexible work location

Why telework?

A key driver in the emergence of telework has been the productivity gains to the organization. Among other factors, telework also:

- improves workplace flexibility, recruitment and retention,
- allows for a better work life balance,
- facilitates workplace participation for an increasingly aging workforce, and
- reduces transport costs and the carbon footprint (the total set of GHG (greenhouse gas) emissions caused directly and indirectly by

an individual, organization, event or product) associated with commuting to work or meetings.

An example of telework in practice is the Australian Government Intellectual Property Agency, IP Australia. IP Australia uses teleworking to assist in recruiting patent examiners, a specialized group. With recruitment for patent examiners extending Australia-wide, telework has provided an option to secure suitable staff.

Further information

As a further source of information on telework and the Australian government, please visit www.teleworkaustralia.net.au or contact:

The Manager
ICT Industry Development
Department of Innovation, Industry,
Science & Research
Ph. [+61] 02 6276 1708
Email: tess.mcdonald@innovation.gov.au ■

INNOVATION.GOV.AU: The Department of Innovation, Industry, Science and Research (in the Australian Government) strives as a key priority to encourage the sustainable growth of Australian industries by developing a national innovation system that drives knowledge creation, cutting edge science and research, international competitiveness and greater productivity. The Department is committed to developing policies and delivering programs, in partnership with stakeholders, to provide lasting economic benefits ensuring Australia's competitive future. Visit www.innovation.gov.au for more information about the Department and its programs, including telework.



"TELEWORK CHALLENGE" YIELDS SUCCESS AT GSA

(article provided by Christine Nimerala, GSA Office of Real Property Management, and Katie Hickman, ERG, GSA Office of Real Property Management)

The Challenge

As a lead agency for federal government telework, the General Services Administration (GSA) must lead by example. The agency-wide GSA Challenge, an aggressive internal telework campaign unveiled by former GSA Administrator Lurita Doan, was issued in 2007 for implementation in 2008.

The GSA Challenge calls for 50 percent of eligible GSA employees to telework one or more days per week by 2010, with interim goals of 20 percent by the end of 2008 and 40 percent by the end of 2009. At the time of the Challenge launch, 10 percent of eligible GSA employees teleworked, as compared to 4.2 percent for the overall federal workforce.

The GSA Challenge supports the broadest possible use of telework by eligible agency employees, including supervisors, managers, and executive leadership. All employees are considered eligible for regular telework except those employees in positions excluded from telework eligibility (based on the on-site nature of job requirements or dealing with secure materials), employees with performance or conduct issues, employees in situations in which regular telework would adversely impact organizational performance, or employees in situations where the appropriate telework technology is not available.

GSA employees approved for telework may work from home or from any of the 14 GSA-operated telework centers located within the

Washington, DC metropolitan area. These 14 telework centers are part of the GSA Telework Center Program, which was initiated in 1992 to provide alternative worksites for those who wanted a reduced commute, but whose telework needs could not be met using their homes. GSA telework centers are open for use by employees of any federal agency, as well as employees from other sectors, as the telework centers are operated in partnership with host communities, private sector organizations, public sector organizations at the state, local, and federal levels, and academic institutions.

The Challenge specifically supports GSA's organizational goals of delivering and maintaining productive workplaces, as well as developing new and better ways of conducting business, resulting in more productive and effective policies and administrative operations. Telework also helps GSA increase worker performance and productivity, improve accommodations for persons with

disabilities, save taxpayer dollars, keep a world-class federal workforce, and boost readiness to sustain operations during emergencies.

Benefits

The GSA Challenge has a wide range of expected organizational and societal benefits, including reduced energy use, fewer greenhouse gas emissions, less traffic congestion, decreased U.S. dependence on foreign oil, increased worker productivity, and greater savings for taxpayers. Telework is especially critical in times of emergencies and in ensuring continuity of operations. Demonstrating that agencies can't wait until an emergency occurs to implement a telework program, the Challenge aims to ensure that a viable telework program is in place as part of normal operations. Telework is also an ideal way to attract, recruit, and keep a world-class federal workforce.

Measuring Results

The GSA Challenge has seen resounding success throughout the agency. GSA tracks its progress toward meeting telework goals by collecting monthly telework participation metrics from each GSA organization and region.

As of December 31, 2008, GSA registered a total participation level of 43 percent (including GSA Central Office and all GSA regions). GSA has far exceeded its 20 percent by end of 2008 goal, and has already exceeded its 40 percent by end of 2009 goal, as shown in the graphic.

Given these extraordinary results, the Challenge has bolstered GSA's telework-readiness for any emergency, and has aided GSA in becoming a world-class employer that offers superior flexibility, leading to improved quality of work life, effective recruiting, and solid employee retention. ■

Percentage of GSA Workforce Teleworking



TOWN HALL MEETING "INVESTS" IN TELEWORK FUTURE

(article provided through the collaboration of Cindy Auten, Telework Exchange, William Michael, Telework Team, GSA Office of Real Property Management, and Richard Ornburn, GSA Office of Real Property Management)

Telework Exchange hosted the Spring Town Hall Meeting, "Invest in Your Telework Program – Focus on Dollars and Sense," on April 8, 2009, at the Ronald Reagan Building and International Trade Center, in Washington, D.C. Over 300 people attended the Town Hall Meeting co-sponsored by the General Services Administration (GSA).

The Town Hall Meeting brought together a range of stakeholders working to implement telework programs across government organizations, including agency executives, program managers, telework coordinators, industry partners, and affiliated organizations.

The meeting covered a discussion of best practices in telework, how to utilize existing resources to build a telework program, as well as how agencies are establishing and expanding telework programs within the federal government.



Town Hall Objectives

The Town Hall meeting focused on the following objectives:

- How to utilize existing resources and build a secure remote workforce on a tight budget.
- How to break down the barriers to telework adoption and secure agency management buy-in.
- How telework program managers are investing wisely in telework programs – from pilot to enterprise-wide implementation.
- Key steps on selling a telework program to agency stakeholders.

Keynote Speakers

Partnership for Public Service:

The Town Hall meeting featured keynote speaker Max Stier, President and Chief Executive Officer for the Partnership for Public Service, which works to make the government an employer of choice for talented Americans. His remarks included:

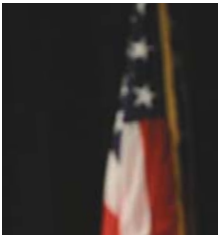
- A large segment of the federal government is getting close to retirement (43 percent are age 50 or over), so the federal government needs to be attractive for top talent particularly in the younger generations.
- Flexible work arrangements are important for attracting this younger talent.



- There is a need to train managers to manage staff differently in support of telework, that is, manage by objectives.

U.S. Department of the Navy:

The other keynote speaker was Sharie Bourbeau, Assistant Deputy



Chief of Naval Operations for Manpower, Personnel, Training and Education, from the U.S.



Department of the Navy. Bourbeau's remarks included how Navy is a top 50 employer; Navy recognizes performance and is sensitive to quality of life issues; there is a need to make Navy an attractive option for its prime recruiting market and support for mobile workers is increasingly important (45 percent of workers will be mobile by 2011).

Town Hall Sessions

There were three sessions at the meeting which covered the following topics:

- Telework Dividends – Getting Behind the Numbers
- Establishing a Balanced Telework Portfolio
- Secure, Mission-Critical Telework Programs

Session One: Telework Dividends – Getting Behind the Numbers

The first session included representatives from Gil Gordon Associates, Nuclear Regulatory Commission, U.S. National Institutes of Health (Department of Health and Human Services), Loudoun County, VA government, and U.S. Patent and Trademark Office (Department of Commerce).

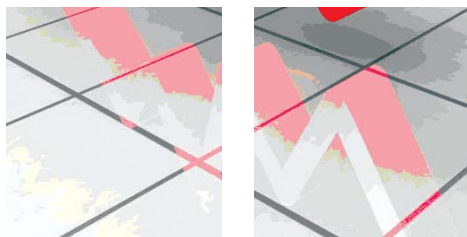
Thomas Boyce, Deputy Chief Information Officer (CIO), US Nuclear Regulatory Commission (NRC) indicated that:

- Telework is a recruitment tool for the best and brightest staff.
- NRC has a flexiplace program and supports telework for health hardship cases.
- Support for disaster response helps sell telework to the NRC leadership.

Telework is an important part of NRC's recruitment and retention program.

Mr. Boyce said:

"I want to get the best, brightest



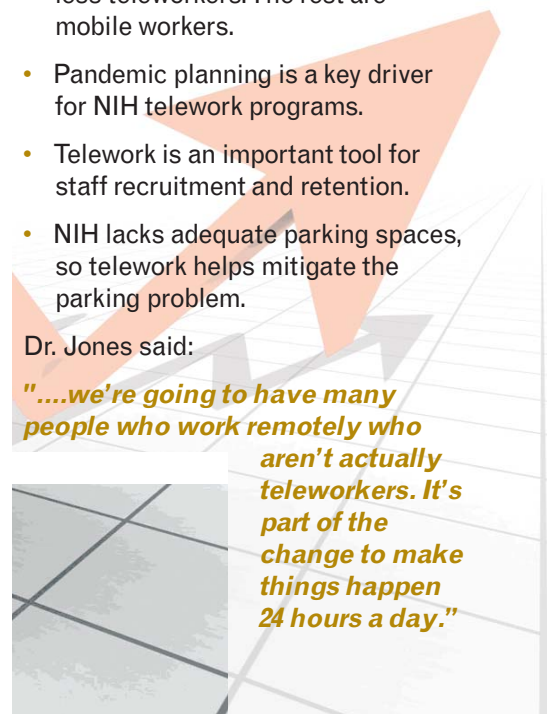
and most eager people to work, and if I can supply telework to get them to come to NRC instead of [their going to work for] somebody else, that's what we need to offer."

Jack Jones, Ph.D., is CIO and Acting Chief Information Technology Director, U.S. National Institutes of Health (NIH), Department of Health and Human Services and his remarks included:

- NIH has 18,000 employees and 14,000 contractors; it is made up of 27 small communities.
- Telework started at NIH in 2001 with a pilot of 3,300 employees teleworking 1 day a week.
- There are 10,000 VPN (virtual private network) users during peak periods, but there are significantly less teleworkers. The rest are mobile workers.
- Pandemic planning is a key driver for NIH telework programs.
- Telework is an important tool for staff recruitment and retention.
- NIH lacks adequate parking spaces, so telework helps mitigate the parking problem.

Dr. Jones said:

"....we're going to have many people who work remotely who aren't actually teleworkers. It's part of the change to make things happen 24 hours a day."



Session Two: Establishing a Balanced Telework Portfolio

The second session included representatives from Strategic Work/Life Solutions, U.S. General Services Administration (Casey Coleman, Chief Information Officer; Wade Hannum, Director, Performance and Work Life Policy Division; and Steve McPeek, Director, Human Capital Management), and Cisco Federal.

Steve McPeek, Director of Human Capital Management, GSA:

Steve McPeek highlighted the GSA Telework Challenge (an agencywide initiative to increase teleworking) and why telework is important to GSA. Mr. McPeek indicated that GSA has an environmental workgroup that is chaired by the Deputy Administrator. Back in 2007, former Deputy Administrator, David Bibb, asked the Chief Human Capital Officer (CHCO) and the CIO to look at telework and find a way to develop a plan to reach a 50 percent goal for regular teleworking.

It was a bold move for GSA, aimed to

reduce greenhouse gas emissions, reduce energy use and ultimately to reduce the need for some space, which would lead to further reduction in energy use.

The keys to success in GSA making this happen included:

- GSA had top leadership commitment.
- GSA started with the premise that every employee at GSA was eligible to telework on a regular and recurring basis.
- GSA's CHCO partnered very closely with GSA's CIO.
- All GSA employees are required to complete a telework agreement (even if they are not generally eligible to telework or decline to telework on a regular basis, because they might be required to telework during emergency situations) and each teleworking employee is also required to complete a technology "readiness" plan.

Session Three: Secure, Mission-Critical Telework Programs

The final session included representatives from the U.S. Department of the Navy, Symantec Corporation, and the U.S. Marine Corps.

Ron Simmons, Director, Knowledge Management Integration, U.S. Marine Corps:

Ron Simmons talked about distinct behaviors that can be changed; it's not about culture, it's about behaviors. And in the new environment of telework, training is an area where each person helps train each other. He emphasized a comprehensive approach to secure telework programs that involves process, behavior and training.

Telework Exchange Recognizes GSA's OGP

At the Town Hall meeting, Stan Kaczmarczyk, Acting Associate Administrator for GSA's Office of Governmentwide Policy (OGP), and associates, were recognized during the program by Steve O'Keeffe, Executive Director, Telework Exchange, for their commitment and

efforts towards expansion of telework across government and continuing support of telework educational programs like the Town Hall Meeting.

The Telework Exchange is a public-private partnership focused on demonstrating the tangible value of telework and serving the emerging educational and communication requirements of the Federal teleworker community. The

organization facilitates communication among federal teleworkers, telework managers, and IT (information technology) professionals.

For more information about telework, the Town Hall meeting, and other telework education opportunities, visit the website www.teleworkexchange.com or contact Billy Michael, GSA Office of Real Property Management at william.michael@gsa.gov. ■

TELEWORK AT THE U.S. PATENT AND TRADEMARK OFFICE

(article provided by Danette Campbell, Senior Advisor, Telework, Office of the Chief Administrative Officer (CAO), U.S. Patent and Trademark Office)

Changing the boundaries of old workplace patterns allows for decreased commute time, greater control over workloads, and even a more balanced lifestyle. The U.S Patent and Trademark Office's (USPTO) decision to incorporate telework as a corporate business strategy has translated into increased employee productivity, satisfaction, and retention; helps the agency recruit and retain top-talent; reduces costs associated with securing additional real estate; positively impacts traffic congestion in the Washington, DC metropolitan region; and assists employees in maintaining an attractive work-life balance.

USPTO continues to build upon the historically successful Patents and Trademarks telework programs by expanding telework program development into other corporate business units. This is creating a workforce that can seamlessly perform work from remote locations.

USPTO started its telework programs more than 10 years ago with 18 Trademark examining attorneys. Today, more than 4,000 employees, agency-wide, are working from home at least one day per week. Between fiscal years (FY) 2007 and 2008, the number of eligible employees teleworking at USPTO increased by 656 employees.

The agency is considered a model for

telework in the federal government and has received numerous awards for its exemplary telework programs. USPTO's telework programs are carefully designed to include IT (information technology) and non-IT training, pre- and post-pilot surveys, focus groups, and final reports. Because of this strategic design, USPTO has become the "go-to" agency for other federal agencies interested in starting or expanding their telework initiatives.

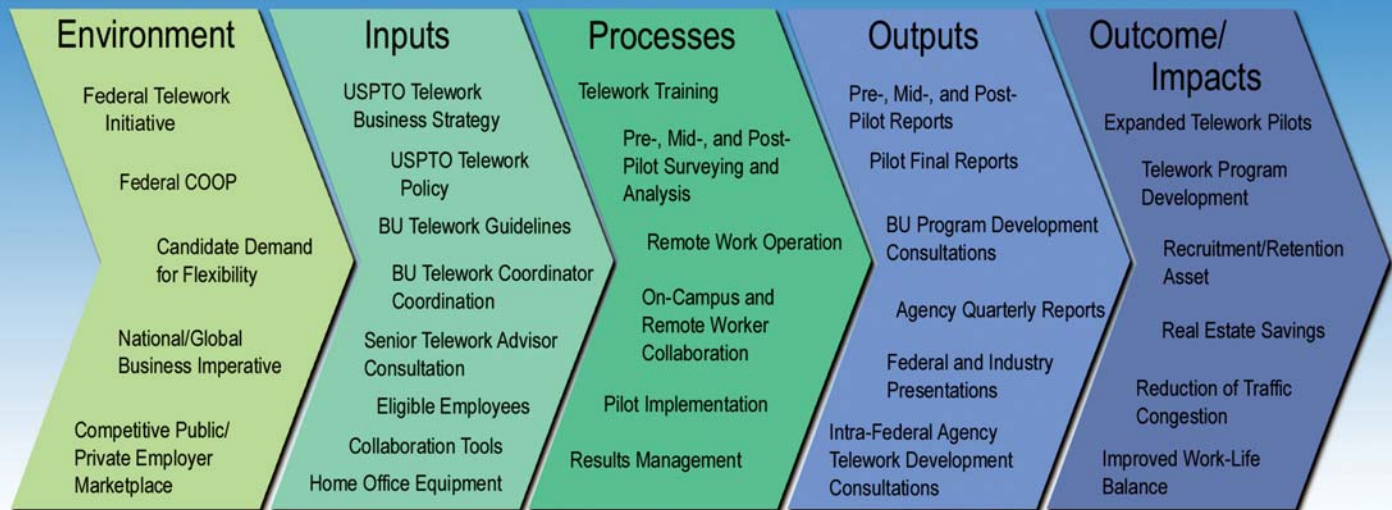
As the agency hires new employees, it is anticipated that the USPTO telework programs will continue to grow and remain at the vanguard of federal telework. The agency will strive to be an employer of choice, and remain committed to supporting telework by encouraging employee participation, and ensuring that remote workers have the tools they need to be successful.

USPTO Telework: A Corporate Business Strategy

Telework at the agency:

- Provides for space and related cost savings
- Increases workforce without increase of real estate costs
- Has enabled the agency to avoid securing \$11 million in additional office space

The Telework Program Process



- Incorporates comprehensive training programs
- Provides for continuity of operations (COOP) planning
- Offers hoteling programs for Trademarks and Patents
- Is not a “one-size-fits-all” initiative
- Positions USPTO as an employer of choice

Building Successful Telework Programs

Benefiting from the business advantages of telework requires an agency to focus on its role in facilitating successful program implementation. Having a strong, well-communicated telework policy and business unit guidelines affords a foundation from which individual business units can tailor

programmatic guidelines. Telework Program Development Process is summarized in the chart above.

Other significant components include ensuring that the goals and benefits of telework are consistent with agency goals and benefits, establishing metrics to track progress, working within a supportive administrative infrastructure, allocating adequate resources to provide the necessary equipment and technology, having an optimal leadership support system and a comprehensive communications strategy, and providing training for all stakeholders.

Meeting the Challenges of Telework

There are several challenges associated with the design and

implementation of a secure IT environment for remote workers. The USPTO has identified the following:

Security:

USPTO has to move massive patent applications and trademark agreement documents back and forth online continuously, which means it must be able to do so in a very secure, error-free environment.

USPTO insures that all data exchange is secure, utilizing an encrypted point-to-point VPN (virtual private network) connection. The agency has gone to great lengths to be certain no critical data are stored permanently on USPTO-issued employee laptops, so information is stored on a USPTO server, not on the laptop itself. All USPTO issued laptops have encrypted hard drives to insure that, should the unit fall into unauthorized hands, access to

any information that may be stored on the system is inaccessible.

Bandwidth (a production risk):

Because of the size of the documents with which both the patent examiners and trademark attorneys work, large bandwidth is needed to move information, and the agency has built the necessary IT infrastructure to support the operations.

Training:

Comprehensive training is key to effective implementation of telework programs.

The USPTO provides extensive training for teleworking employees and all teleworkers receive non-IT and IT training before they are deployed to work from home. This training is required and teaches the employee how to work from home, do some basic computer troubleshooting, use their equipment properly, and communicate with their team, their supervisors, and their customers.

Future of Telework at USPTO

The USPTO Telework Programs position the agency to recruit from a highly skilled workforce, retain senior experienced employees, eliminate unnecessary commuting time, and has helped make the agency an employer of choice.

Telework will continue to be a critical component of the USPTO's FY 2009 strategic vision and beyond. We intend to remain at the vanguard of federal telework, positively impacting traffic congestion and emissions in the Washington, DC metropolitan area, maintaining its position as an employer of choice and achieving agency goals. ■

“There are clear benefits to telework. For example, the United States Patent and Trademark Office has one of the most effective telework practices in the federal government.”

(Congressman Tom Davis, former representative of the 11th District of Virginia, included in Statement for the Record during November 6, 2007 Oversight and Government Reform hearing "Telework: Breaking New Ground.")

2. “disAbilities” and Telework

TELEWORK AND AWA GIVE PERSONS WITH "disABILITIES" FLEXIBILITY

(article provided by Marilyn Estep, marilyn.estep@gsa.gov, Center for Information Technology Accommodation (CITA), GSA Office of Real Property Management)

Assistive Technology for Blind and Low Vision Employees.

Have you ever wondered how a person with a disability can perform their duties in the workplace? Did you know that there are many assistive technology products on the market that provide assistance to persons with disabilities? Do you have an employee with a disability struggling to perform their job functions and wonder how to support them? And most of all, how would a person with a disability perform their job functions away from the office in a telework or alternative work arrangement (AWA)?

Many of you may have asked yourself or inquired into just these questions and found that a person with a

disability in today's world of high end computers and numerous assistive technology products can indeed work and be just as "able" and productive as their non-disabled coworker. In fact, in many cases they can access information faster than most of us.

There are many types of disabilities such as blind, low vision, deaf, hard of hearing, and mobility impaired, to name a few. For years now, new technologies have been developed and introduced that answer those questions and show just how a person can work even with limitations that most of us would find difficult. The focus here will be on the technologies and tools available to assist the blind and low vision in an onsite or remote work location (note: there may be products available on the GSA schedules that address the various technologies mentioned in this article).

Screen Reader/ Synthesized Speech

For many of us, being blind would limit our ability to perform our job tasks. But today that is no longer an obstacle. For a person who is blind to access all functions of the computer, they will need a screen reader that converts text and the components of the computer software operating system into synthesized speech (artificial production of human speech). This includes configuration files to



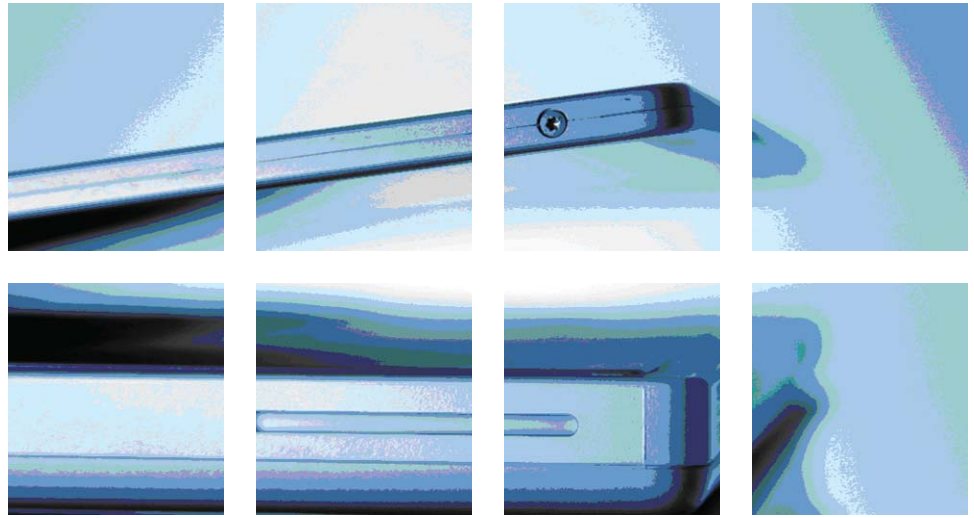
maximize its function in a wide variety of operating system applications.

There are many popular software products for the application. These products are powerful accessibility solutions that read information on your computer screen using synthesized speech. This software provides many useful commands that make it easier to use programs, edit documents, and read web pages. Only 10 percent of the blind population read Braille but for those that read Braille they use a refreshable Braille display to read text shown on the computer screen. With a refreshable Braille display, the software can provide Braille output in addition to, or instead of, speech. An array of versatile features and customizable options lets you tailor the software for your individual needs and preferences.

Refreshable Braille Displays

As mentioned above, another device that allows a blind person to read text displayed on their computer screen is a refreshable Braille display.

Refreshable Braille displays are tactile (perceptible by touch) devices consisting of a row of special 'soft' cells. A soft cell has six or eight dot pins made of metal or nylon, depending on the model; these dot pins are controlled electronically to move up and down to display characters as they appear on the display of the source system - usually a computer or Braille note taker. A number of cells are placed next to each other to form a soft or refreshable Braille line. As the dot pins of each cell pop up and down,



they form a line of Braille text that can be read by touch. These devices come in many sizes from 20 character Braille cells to 80 character Braille cells. Some also are very portable with Bluetooth capabilities that allow the user to take the device with them to access laptops or cell phones.

Perhaps you were wondering how a person who is blind reads printed material. Through the years, there have been many products on the market that read printed material. They may purchase an off-the-shelf scanner to input their information into the computer and use special software to read their scanned material. Some will purchase a standalone scanner designed especially for the blind and low vision that has software installed for easy use with just pressing a button to scan and read.

Scanners

These special scanners are an affordable and easy-to-use solution for those with low vision or who are blind or deaf-blind. These scanners enable the reading of a wide variety of printed materials including books, documents, mail, newspapers, magazines, and more. Using Optical Character Recognition (OCR) technology, these scanners work like a computer scanner that recognizes text, translates it into speech, then reads the text aloud.

Portable Scanners

Scanners have been widely used for many years but within the last four years there have been products developed that provide portability for the user allowing them to take these products with them for work as well as personal use.

A portable scanner is a light-weight, portable USB (universal serial bus; to plug into your computer) device that is faster than a flatbed scanner. With a single keystroke, it takes only a few seconds to create speech or Braille output. At home, at the office, even in the dark, the scanner allows you to browse through piles of letters and organize them either as paper or computer files. The scanner can assist with reading books, newspapers, or professional magazines and can even save the printed material as text or sound with one click. The foldable stand, designed specifically for the blind, holds a digital camera over the printed matter. The camera is always at the exact distance needed to create a clear image. There is no need to adjust the camera.

Cell Phone Scanners

Another very portable scanner is one that comes as part of a cell phone. The cell phone scanner has the functionality of a reading machine built into a multifunction cell phone. The mobile reader product can be

activated and ready to use with the touch of a single button on the phone. The user takes a photo of the printed material by holding the cell phone about 12 inches over the item to be read by the character recognition software installed on the cell phone. The high quality text-to-speech software will read the contents of the document aloud. At the same time, it can display the print on the phone's built-in screen and highlight each word as it is spoken. Additionally, the user can snap pictures and read in several languages as well as translate between languages. This product also transfers text files to and from computers and Braille displays. This product can be taken to meetings for quick access to printed materials, used from work or home, and even read a menu at a restaurant. They

also have full function use of the phone to make and receive phone calls, information management tools such as contacts, a calendar and a GPS (global positioning system) program.

For the person who is blind, taking notes at meetings, conferences, talking on the phone, and making reminder notes or activity event notes can pose a challenge. With the technology available today, these tasks are much easier than they would have been without these technologies. There are many versions of notetakers on the market. Some will have full QWERTY keyboards (standard keyboard layout) with or without refreshable Braille cells and speech output and others will have a Braille keyboard with refreshable Braille cells and speech output. Some are large and some are very small and will fit in a pocket.

Traditionally, the solution has centered on off-the-shelf laptop computers equipped with screen-access technology (converts text to speech) which can be cumbersome and not as lightweight as a portable notetaker.

Many employees have access to their emails on the go through the use of wireless smartphones. This technology has enabled the sighted user to conduct business away from the office to where the blind user may not have been granted access to office emails using their notetakers.

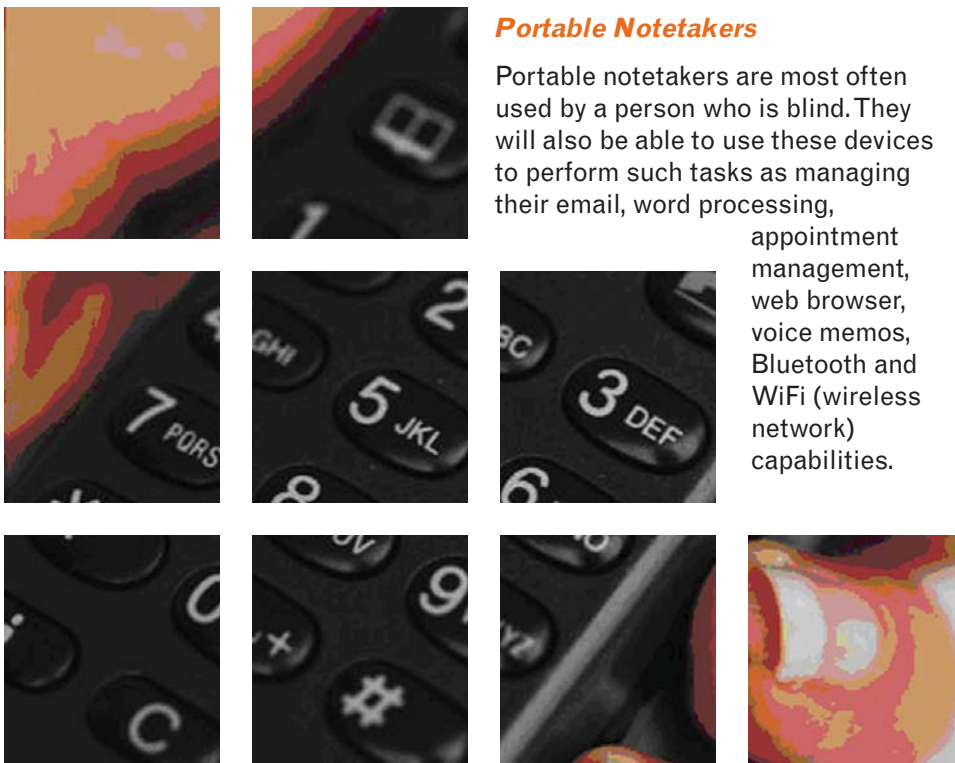
Smartphones

Recent technology has allowed blind users to have full use of a smartphone on the go. Screen reader software is now available using state-of-the-art text to speech technology with adjustable volume and speech rate to let a blind user access and interact with the smartphone applications. The screen reader software converts the information presented visually on the device screen into intuitive and familiar speech output. In addition to the speech and volume, the new software provides keyboard echo, multi-language support, and access to device applications, including emails, contacts, calendar, and dedicated configuration menu. This technology has given blind employees the equal access needed to perform their duties at the same level as a sighted person - at work or remote sites, or on the go.

As you can see, a person who is blind can indeed work productively with the products described whether in the office or in alternative work arrangements. Not all blind employees use all these products to

Portable Notetakers

Portable notetakers are most often used by a person who is blind. They will also be able to use these devices to perform such tasks as managing their email, word processing, appointment management, web browser, voice memos, Bluetooth and WiFi (wireless network) capabilities.



do their job. They may use only one or two depending on the type of job they have and the need for the equipment. A person who is blind has the same opportunity to work at the office as they do at home or in an alternative work arrangement and be productive. If they use a laptop computer, that computer can have all their assistive computer software installed and taken from one location to another. They have portability of viewing text from written materials either with a portable scanner or a handheld cell phone equipped with the technology to scan and read printed materials. They have full access to their emails at the office and on the go. Their work environment may not look the same as the sighted person but they have full access to all material, information, internet, and computer text as the sighted person.

A person with a disability may not look at themselves as being disabled, they may view their life as an inconvenience. To be disabled, you basically have no or extremely limited ability to perform life's functions. But to be inconvenienced, you have the ability to do whatever you want but differently than others through assistance. All the technology included here takes time to learn. The use of the applications must be learned, but on top of that they have to learn how to use the assistive technology hardware and software which will allow them to use the applications we all just use effortlessly. For some it is not a difficult task but for others, it is a huge task that may take a long time to effectively learn every aspect of the application or hardware device. They are learning through what is verbally spoken to them. In the work



environment, time must be given to these individuals to learn their technology so that they can be just as effective as a sighted person.

Technology Assistance Useful for All Workers in All Locations

Many of these devices can be of assistance to all workers. An example of that would be the smartphone with the new text to speech technology. As the work population ages, the need to wear bifocal lenses to read text increases. The text on the smartphone can be increased but for some that is not enough. Now wouldn't you want to have your emails read to you instead of reading them on that very small screen? Look at the reading machines mentioned. Today, many of us have books read to us instead of picking up a book and reading it yourself. This same technology has been used for years by persons who are blind or have low vision.

In the future, technology developed for persons with disabilities will be seamlessly accessed when we purchase our computers. Some technology is already available on many computers but as we age and with improved technology, there will be no difference between how one person uses a computer from another person.



This information provides a better understanding of how a person who is blind or low vision can work with the ever increasing technology offered to them. If you have an employee who could benefit by the selection of assistive technology, whether blind, low vision, deaf, hard of hearing, or mobility impaired, please contact the General Services Administration, Center for Information Technology Accommodation (CITA) where a needs assessment can be provided and the employee will be able to decide on the technology that best meets their needs to perform the duties of their job, wherever they may work.

For more information on CITA, please visit the CITA website at www.gsa.gov/cita. ■

3. Emergency Preparedness

ARE TELEWORKERS INCLUDED IN YOUR COMPANY'S EMERGENCY MANAGEMENT PROGRAM?

(article provided by Ray Thomas and Erin Meyer, Booz Allen Hamilton; coordinated through Raymond Kent, Booz Allen Hamilton Associate, CISSP, PMP, and President, Mid-Atlantic Telework Advisory Council (MATAC)).

For many industry sectors, teleworking increasingly is seen as a win-win approach for employers and employees. Teleworking can help organizations lower operating costs due to reduced office space, and teleworkers benefit by eliminating the daily commute and enabling a more flexible work schedule.

However, in event of a disaster or crisis affecting the organization, teleworkers can be overlooked or left out of communications if the organization has not considered them in its emergency planning. Booz Allen Hamilton (Booz Allen), a consulting firm with more than 20,000 employees in over 150 offices worldwide, has factored teleworkers' needs into its emergency management and business continuity program. The company has used this approach very effectively to support its teleworkers throughout numerous disasters,

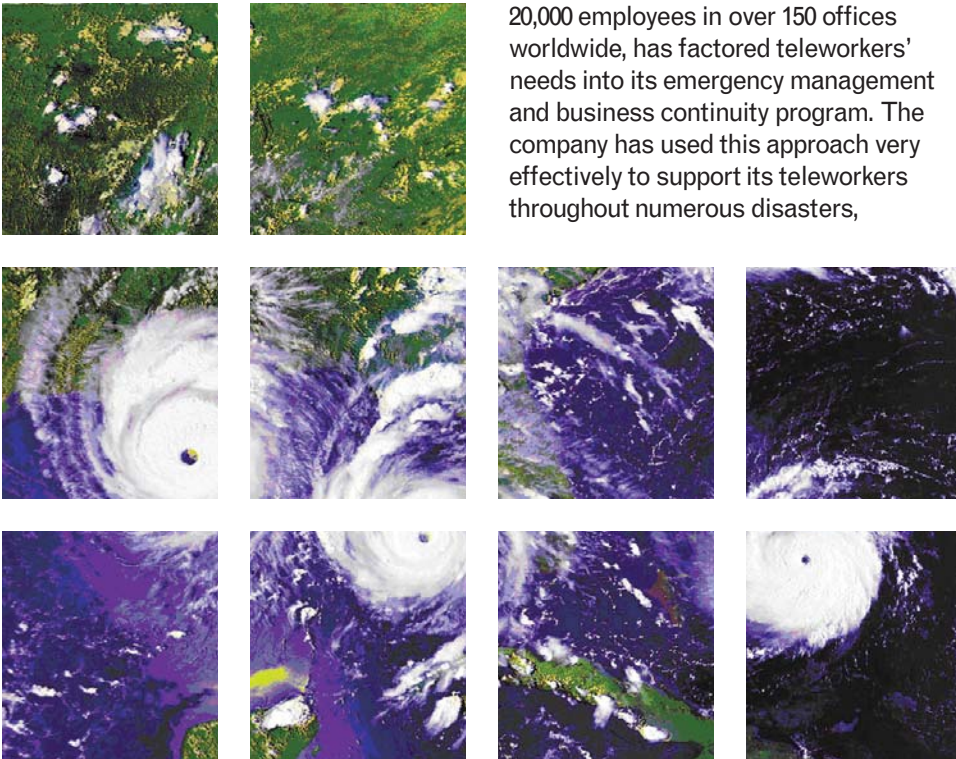
including hurricanes, wildfires, and tornadoes.

Booz Allen's Telework Environment

Booz Allen maintains a flexible telework program that allows an employee and his or her manager to tailor a personal work arrangement that balances job needs with the employee's telework objectives. These arrangements can vary from a full-time work-from-home schedule to telecommuting a few hours a week or upon request. Booz Allen also sponsors a FlexWork Forum, to help teleworkers stay connected to important issues inside the company, network with other telework colleagues, and to promote telework initiatives within the firm. As a result, recent years have seen a steady increase in the percentage of Booz Allen employees who telework at least one day each week.

Unique Challenges/ Unique Opportunities

As a global consulting firm, Booz Allen presents several challenges and opportunities for emergency planners responsible for supporting the company's telework population. Many Booz Allen employees, including teleworkers, travel frequently as part of their jobs; travel can be local or international, and an employee may support more than one client or project at the same time. In an emergency,





accurately locating staff can be very difficult in this dynamic work environment. Also, by not being present in an office, teleworkers may miss out on emergency-related training or outreach activities, leaving them less-prepared and possibly unfamiliar with company plans and procedures.

However, for professional services companies such as Booz Allen, teleworkers provide a ready-made business continuity capability. Most employees are issued laptop computers, and in the case of an emergency that temporarily closes an office, teleworkers generally are able to continue to work productively from their homes. Currently, Booz Allen formally incorporates teleworking into its business continuity strategies. The company also is exploring techniques such as hoteling and periodic mandatory work from home days for critical personnel to ensure that they have the necessary tools to do so in an emergency.

A Layered Approach to Support Teleworkers

Given the highly mobile nature of its workforce, Booz Allen relies on a combination of technologies and processes to support its teleworkers before emergencies (education, awareness, and monitoring) and during/after an emergency (response). These efforts are managed by the Business Assurance Office (BAO), which is responsible for the company's crisis/emergency management and business continuity efforts globally.

Preparedness Before the Emergency

Before an emergency ever occurs, Booz

Allen focuses on two main preparedness elements: education/awareness and monitoring. To educate

teleworkers about the company's emergency capabilities, the BAO's website provides a wide range of information. The website includes templates for personal/family preparedness plans, checklists for emergency preparedness kits, and a scrolling banner that gives real-time updates and instructions about any ongoing incidents affecting the company. The BAO holds periodic brown bags (meetings) and webinars (web conferences) for telework staff and distributes emergency wallet cards with important phone numbers and websites to all staff.

Teleworkers are encouraged to join the FlexWork Forum, which provides another source for emergency-related information sharing. When employees join the forum, the Booz Allen offices closest to them are notified, and these offices become responsible for including these staff in their local plans and reaching out to them in emergencies.

Additionally, the BAO plots the home addresses of all employees in a geographic information system (GIS) application held securely inside the company's firewall. The address information enables the team to be aware of employees who may be near the scene of an emergency. For teleworkers who live near known risks, such as those in hurricane- or tornado-prone areas, the BAO uses the home address information to provide specific guidance and information. Employees

also are asked to register their personal contact information with the BAO, so the team can reach out to them after an emergency.

Response to Emergencies

Given that disasters or crises can occur without warning anywhere and at any time, Booz Allen uses several external resources to monitor events occurring around the world and notify the BAO in case of an incident. When a serious emergency occurs, the BAO checks the home address database to determine whether any employees may live in the vicinity. The team also can search a separate database that tracks the company's business travelers, in case an employee may be on temporary travel to the affected location.

To communicate with teleworkers and office-based staff during and after an emergency, Booz Allen uses a third-party emergency notification service that sends messages to employees' telephones, email addresses, text devices, and pagers simultaneously. After an incident, the service is used to gather critical information from each employee, by including questions such as "Are you okay?" and "Do you require assistance?" The BAO and local office leadership work to account for each employee based at the affected office immediately following an incident, and linking teleworkers to their closest office enables the BAO to involve them in this important process.

Teleworkers affected by a personal or

local emergency can also contact a toll-free emergency hotline to request assistance from the firm. The hotline is staffed by live operators 24/7. They also can call a toll-free number to hear recorded status updates about office

in the Texas area and recorded emergency contact information for each employee. The team was able to overlay home addresses with flood data and post-storm imagery from FEMA (Federal Emergency Management

Fortunately, the company's more than 200 staff in the Houston area weathered the storm with no loss of life or injury, although several employee homes were lost. However, the ability to locate, account for, and communicate with all area employees, including those not based in the Houston office, was a tremendous success for the company. Area staff were extremely grateful for the company's efforts to reach out to them and provide regular information updates after the storm.

As companies formally embrace telework in their operations, it is crucial that they also consider teleworkers in the companies' emergency plans and procedures.

closures and other emergency-related information. This information is included on the BAO's website as well.

A Recent Success Story

In early September 2008, Hurricane Ike churned on a northwesterly course in the Gulf of Mexico, on an apparent course for landfall somewhere on the Texas coast. Ike was a massive Category 4 (hurricane scale - winds 131-155 mph) storm that was capable of inflicting catastrophic damage on locations in its path. As the storm moved closer to landfall in southern Texas, the BAO coordinated with leadership in Booz Allen's Houston, TX office and reached out to work from home staff in the area.

Hurricane Ike made landfall at Galveston, TX as a strong Category 3 (winds 111-130 mph) storm and continued westward, passing directly over Houston and into central Texas. Damage throughout the Houston area was extensive, including the loss of power to over 3 million residents.

The BAO created a satellite map that plotted the addresses of all employees

Agency) and other federal agencies. Based on these maps, the team was able to determine which employees may have had the greatest need for support from the company. At the same time, the team also used its emergency notification system to send messages to employees' home phones, mobile phones, email addresses, and text devices. These messages, sent at least once per day, included guidance from local authorities and company leadership. The messages also incorporated yes/no questions, such as "Have you returned to the Houston area?" and "Have you sustained property damage?" that were used to prioritize the company's response efforts.

Conclusion

Full or part-time teleworking is becoming much more widely accepted in the modern workplace. At the same time, employees outside of the traditional office environment run the risk of being "out of site – out of mind" when an emergency occurs. As companies formally embrace telework in their operations, it is crucial that they also consider teleworkers in companies' emergency plans and procedures. Booz Allen's layered approach of pre-incident education/awareness and monitoring combined with post-incident response procedures has proven successful in numerous actual disasters and may serve as a useful model for other companies with significant teleworker populations. ■

Mid-Atlantic Telework Advisory Council (MATAC): MATAC exists to support the understanding, development, and expansion of the use of telework and alternative officing in the Mid-Atlantic United States. Located in the heart of the nation's capital, Washington, DC, MATAC's members consist of individuals, businesses, representatives from local, state, and federal government agencies, and representatives of nonprofit organizations. For more information, visit: www.m-atac.org. Raymond Kent, Booz Allen Hamilton Associate, CISSP, PMP, serves as President for MATAC.

4. Performance

GSA'S WORKSPACE UTILIZATION AND ALLOCATION STUDY: PROVIDING WORKSPACE COST SAVINGS FOR TELEWORK COMMUNITY

(article provided by Ray Wynter, ray.wynter@gsa.gov, GSA Office of Real Property Management)

As facility managers recognize, a real property organization can only expect to continually improve its facility performance by establishing benchmarking relationships with other "best-in-class" organizations.

As such, the General Services Administration (GSA) is providing your organization the opportunity to expand your respective networks of best practice partners and learn about new trends, practices, and standards in space utilization planning and allocation.

GSA would like to gather workspace data on the specifics of your organization's portfolio utilization, including the nature of your alternative workplace

arrangements.

As a participant in this benchmarking and best practice research effort, you will be provided with invaluable information and practical advice on enhancing your workplace performance, space standards, and best practices. Establishing contemporary workspace utilization standards, coupled with a viable telework program, allows organizations to reap considerable workspace cost-savings opportunities.

For additional information, please visit our web site at www.gsa.gov/workspacestudy. The GSA Workspace Utilization Allocation Survey is available on this site. ■

NEW DEVELOPMENTS IN MANAGING GSA PBS' DELIVERY OF SPACE

*(article provided by Erika Dinnie,
Workspace Delivery Program,
Director, Office of Client
Solutions, GSA Public Buildings
Service, erika.dinnie@gsa.gov)*

The Workspace Delivery Program is one of the new developments the General Services Administration's (GSA) Public Buildings Service (PBS) is undertaking to re-shape PBS as a customer-centric organization.

The program will develop and oversee a nationwide, consistent process for how we deliver space to the customer, from developing requirements to moving people into new space. The end result will be a well-documented, consistent process that all GSA PBS regions (there are 11 GSA regions to support federal agencies throughout the United States) will use.

The delivery of space is not new to PBS; in fact, we have some of the most educated, dedicated and hard-working employees involved in this process. These folks regularly demonstrate that they can adapt to changing economic and political

climates as well as respond quickly during emergency situations.

Any successful business or organization regularly evaluates basic service delivery systems for areas in need of improvement and PBS is doing this to remain the preferred advisor for real estate services to federal agencies.

The Workspace Delivery Program is starting with the customer requirements development process, which outlines how PBS receives customer requirements (such as flexible workstations, employees' telework and other alternative workplace arrangement needs, and flexible meeting spaces) and develops them into space for customers. The program team developed an overall process and two primary methods to develop customer requirements, using either in-house resources or an industry consultant.

When using in-house resources, the program team developed simple "tools" that can be used to obtain requirements development and space programming for small, simple space transactions. We have also developed a strategic process that evaluates workspace requirements through detailed programming, employee involvement and organizational analysis. These tools provide the employees located in the 11 regions across the United States,

Workspace Delivery Overview

*As the federal government's premier acquisition and workplace solution agency, GSA is committed to designing and delivering workplaces that maximize your long-term economic and strategic value. GSA's **Workspace Requirements Development Process** provides tools, guidance and consultant help that goes beyond delivering traditional office design. Check out its web site for more information and guidance at: www.gsa.gov/workspacedelivery.*

(right) GSA office, Chicago, IL, "Before" photo.

(below) GSA office, Chicago, IL, "After" photo.

a standardized process methodology for developing customer requirements.

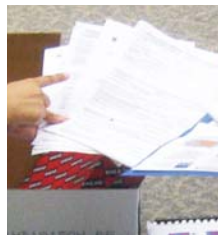
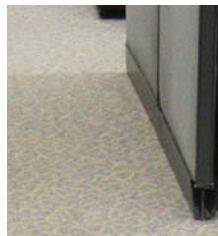
The next step in the Workspace Delivery Program is to deliver requirements development training to every PBS employee that

touches the subject. We are developing two separate training sessions - basic and strategic.

The basic training will be general requirements development training and an introduction to PBS' process and basic tools; it will be geared toward

associates who do in-house requirements development on a regular basis. Strategic training will be targeted toward people who have a design background and perform or assist the consultant-led, strategic workspace engagements.

We believe that these recent accomplish-ments and the upcoming training will position PBS to meet our customer demands into the future. The Acting PBS Commissioner Anthony Costa noted, "I'm hopeful that the work we are



doing to improve internal operations and produce a consistent requirements development process will elevate PBS into the role of trusted advisor to our customers."

The team will be working well into spring of 2010 to

develop consistent processes and tools for other aspects of the space delivery process.

For more information, please contact Erika Dinnie, Director for PBS' Workspace Delivery Program, at (202) 501-8902. ■

Strategic Workspace Example

An example of a strategic workspace engagement is a GSA office in Chicago, IL. We involved employees and senior management at all levels to analyze how the occupants work, what current aspects of their space were deficient versus functioning, and their overall goals and direction. We were able to design workspace around how occupants worked so that the office ultimately helped them accomplish their tasks. The pictures here represent the lack of appropriate meeting spaces and one of the solutions we were able to develop to meet this office's specific workspace needs.

5. Security

MEETING SECURITY PERILS OF TELEWORK AND ALTERNATIVE WORK ARRANGEMENTS

(article provided by Brian Bates, PMP and Demi Bekele, PMP, Booz Allen Hamilton; coordinated through Raymond Kent, Booz Allen Hamilton, Associate, CISSP, PMP, and President, Mid-Atlantic Telework Advisory Council - MATAC).

Background

Telework and alternative work arrangements (AWA), also known as flexible work arrangement (FlexWork), are progressively moving in an upward trajectory. This trend has become critical in supporting business continuity and maintaining productivity, retaining a knowledgeable workforce and appealing to a new generation of employees interested in work/life balance, as well as reducing a company's carbon footprint (the total set of GHG (greenhouse gas) emissions caused directly and indirectly by an individual, organization, event or product).

Several factors contribute to this trend, including:

- improvement in technology (such as web meeting and instant messaging, electronic bulletin board and threaded discussion (an electronic discussion), collaborative whiteboard and shared text tool);

- improved telecommunication (such as broadband internet connections and wireless network access);
- government policies supporting and promoting telework;
- employees' increasing interest for flexibility; and
- cost savings through reduced real estate costs.

By recognizing these and other advantages that teleworking offers and setting a culture for measuring performance by results rather than by worker visibility, an organization can create a work environment that is conducive to teleworkers. Adopting a FlexWork policy is one method to help staff balance their professional and personal commitments. As such, managers should be aware of the various telework drivers and benefits and support the career advancement of teleworkers similar to onsite employees.

Secure Telework/ AWA

Security is a topic that often comes up when organizations start discussing telework. The idea of removing data from the four walls of the organization and network firewalls raises concern for potential security leaks. The challenge most organizations face is to give teleworkers sufficient freedom to do

The challenge most organizations face is to give telecommuters sufficient freedom to do their jobs without compromising data security and privacy.

their jobs without compromising data security and privacy. Therefore, it is imperative that sufficient security processes are put in place to protect the data used/accessed by staff that work away from the office and implement the optimum levels of security on the various remote working tools.

Some areas that are instrumental in setting up a successful telework environment include:

- strategy,
- tools,
- data,
- personnel, and
- physical security.

It is important that organizations take a holistic (comprehensive/integrated) approach to teleworking by providing the technology, policy and facilities that enable people to work most effectively. In developing its telework policies, an organization should also look beyond the technology and cover everything from employee eligibility and approval for telework, to training on safety considerations.

The policies, processes and standards driving secure telework/AWA should be well defined, documented and evaluated periodically.

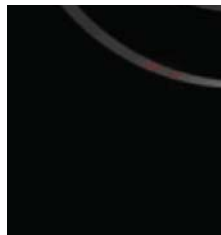
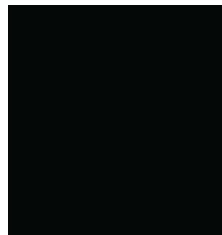
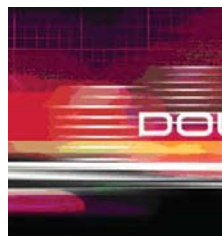
Tools such as secure email, instant messaging, web meeting, intranet web portals and virtual whiteboards allow workers from geographically dispersed locations to work

collaboratively. While these tools provide great convenience for teleworkers, organizations should be cognizant of the security vulnerabilities they pose and take proper precaution to protect their data. The security risks associated with collaboration are not too different from those that IT (information technology) security professionals have been dealing with for years.

However, the real-time nature of collaboration, along with the need to give multiple users in many locations access to applications and content, creates new challenges when it comes to dealing with these risks. As a result, it is necessary to implement a strong security collaboration framework, one that includes both tele- and data communication, to protect sensitive information and data integrity. By creating an "information security services group" to develop a comprehensive

list of technology and process services available to support staff members who work on-site and remotely, this can enhance the security, privacy, and integrity of a firm's and its clients' applications, data, and proprietary information. Securing collaboration through use of encryption is an absolute necessity. Hard drive encryption ensures stored data are only available to authorized users and trusted networks, and unavailable to unauthorized personnel if lost, stolen or otherwise exposed. A secure FTP (File Transfer Protocol) site can also be used to transfer large files internally and externally for a firm, while also allowing clients to upload and access the encrypted files.

Proper authentication provides a degree of assurance to the person's identity. Providing secure remote



access, workstation, and network and application access for authorized employees keeps unauthorized users out of the organization's networks and away from sensitive data. The use of Virtual Private Network (VPN) to access the organization's network, standards-based encryption, and more specifically Public Key Infrastructure (PKI), addresses not only the issue of user authentication but also the protection of data from eavesdropping. By using a Secure Socket Layer Virtual Private Network (SSL VPN), a teleworker can access several internal resources, via any equipment - whether it is a home computer, public terminal, or client-issued equipment. Secure VoIP (Voice over Internet Protocol) is one method that allows employees to use the same phone number at the alternate location as in the office which reduces confusion, such as leaving a phone message regarding the organization's business on the wrong telephone number. The use of VoIP adds the burden of protecting two infrastructures - voice and data. However, with proper application of encryption algorithms and use of VPN, the security risks can be mitigated.

Human capital management is an important component of a secure telework arrangement. Specifically, successful programs must address both top-down (e.g., managerial concerns with strengthening the organization's competences as well as securing its data) and bottom-up demands (e.g., employee needs). This can be achieved through collaborative program planning, careful evaluation, and ongoing program improvement, ultimately

aligning and supporting the organization's strategic and security objectives. Training and education might be the most important aspects of secure telework. Organizations should consider making both remote and on-site training available and making sure that proper access is provided to training and refresher courses to ensure teleworkers follow the remote access policy the organization has put in place, including the handling of sensitive data and secure travel.

To minimize the risks around the physical security of the organization's data and equipment, guidance should be provided on how to properly set up and maintain a home office. The organization should clearly communicate its information security policies about issues such as securing work computers with a locked drawer or cabinet and, using proper protection on PDAs (personal digital assistant), telephones (regular, cell, VoIP), desktop video conferencing, etc., including how to properly manage printouts of work information.

Conclusion

There is no doubt that maintaining a secure telework environment presents many unique challenges. However, it is clear that the perils,



which can be managed, are eclipsed by the benefits. Many public and private organizations (including Booz Allen Hamilton), embrace this environment and have been providing secure telework programs for years.

These organizations have:

- identified program and system level security gaps,
- evaluated, developed and integrated multiple identity and access management solutions,
- implemented industry standard data encryption tools, and
- designed, developed and delivered remote and onsite training and evaluation programs as well as vulnerability and policy management capabilities.

With careful planning and implementation, organizations can protect and secure their information and network resources, anticipate and mitigate strategic risks, and counter threats that impact mission-critical infrastructure and stakeholder value. ■

SECURE ALTERNATIVE WORKPLACES IN LIMITED ACCESS AREAS

(article provided through Wendell Joice, GSA Office of Real Property Management and the Mid-Atlantic Chapter of CoreNet Global)

The Workplace Community of the Mid-Atlantic Chapter of CoreNet Global is initiating an effort to examine how progressive workplace strategy (including alternative workplace arrangements (AWA)) might be implemented within Limited Access Areas (LAA's) without negatively impacting security requirements. CoreNet Global is the world's leading professional association for corporate real estate and workplace executives.

The Workplace Community is working under the following assumptions:

1. That the majority of government policies and procedures impacting the design, construction, and operation of LAA's are written in the greater Washington, DC area;
2. That there are a large number of users of LAA's (both civilian and government) within the Washington, DC area; and
3. A progressive workplace strategy will be advantageous for the recruiting and retention of the next generation of workers.

Workplace Strategy: The dynamic alignment of an organization's business, culture, and work patterns with the physical and technological work environment to enable peak performance of individuals, teams,

and systems; reduce costs; and maximize human capital.

Program Security: An integrated system of policies, procedures, and guidelines designed to protect sensitive and classified information.

Objective: Research and discuss various elements of workplace strategy within LAA's to explore the opportunity to improve the overall effectiveness of LAA's across multiple dimensions (e.g. security, cost, longevity of use, employee engagement, productivity).

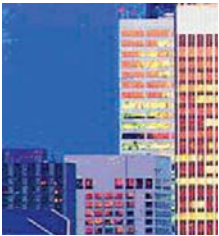
- How can LAA's be designed, constructed, and utilized so that they do not conflict with required security practices, but at the same time enhance unstructured and spontaneous knowledge sharing to improve the "knowledge productivity" within the LAA?
- How can current best practices of workplace design be utilized within LAA's to make them attractive places to work that have a positive impact on employee recruiting/retention and engagement (or at least not a negative impact)?
- How can LAA's be designed, constructed, and utilized to enable their better long term use and minimize creating "stranded space" that is unable to be re-purposed without significant cost?

Approach:

1. For this initiative, create a team of open minded experts to examine the multifaceted issue of LAA usage. Gather experts in the following fields:
 - a. Security
 - b. Workplace productivity
 - c. A&E (architectural and engineering) design for LAA's
 - d. Constructability
 - e. Corporate real estate

- f. Commercial real estate broker community
 - g. Human resources employee engagement and recruiting
 - h. Information technology
2. Approach the problem from a "What If..." perspective rather than a "This is how it's currently done..." perspective.
3. Create the opportunity for experts to share knowledge and explore questions in a series of "Leading Thinkers" panels & workshops.

For more information about this initiative, please contact Chris Calhoun, Director of Facilities & Real Estate, General Dynamics Advanced Information Systems, at Chris.Calhoun@gd-ais.com. ■



6. Tools and Models

GSA'S COST PER PERSON MODEL: MEASURE TELEWORK COST SAVINGS

(article provided by Ray Wynter, ray.wynter@gsa.gov, GSA Office of Real Property Management)

Cost Per Person Model can help measure cost savings from telework environment...

As the federal government's advocate for comprehensive asset management, the General Services Administration (GSA) develops valuable, innovative tools to support effective asset management.

One such tool, GSA's Cost Per Person Model (CPPM) calculates potential workspace cost savings opportunities for both public and private sector users. The CPPM enables users to create comprehensive, detailed workspace policy and cost

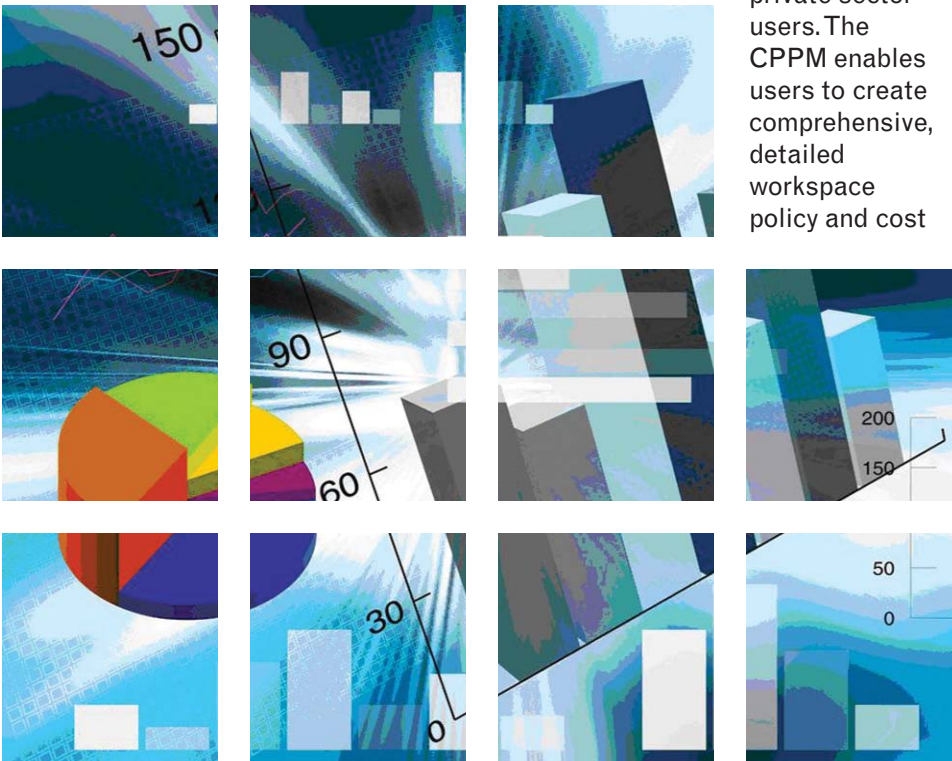
savings assessments and, in turn, use those assessments to make informed asset management decisions.

What is the CPPM?

GSA's CPPM is a planning tool that assesses workspace policy and identifies cost savings opportunities in the areas of workspace, information technology (IT), telecommunications, and alternative work environments such as telework and hoteling.

In assessing workspace policy and identifying cost savings opportunities, the CPPM:

- Enables users to compute separately, or in aggregate, the cost per person for workspace, IT, telecommunications, and alternative costs.
- Compares the cost of working in an office facility versus the cost savings benefits of working in a telework environment.



- Tracks and establishes both national and regional benchmark costs for workspace, IT, telecommunications and telework environments.
- Analyzes the cost trade-off between greater use of telework and reduced office workspace in a facility.

Who uses the CPPM?

CPPM users include federal agencies, government organizations at all other levels, academic institutions, and a network of "Fortune 500" firms from around the world. These organizations have used the CPPM to formulate workspace strategies, policy, and guidance in order to enable facility managers to make better informed decisions. The user response to

GSA's CPPM has been overwhelmingly positive.

How can the CPPM help your organization?

The CPPM offers far-reaching benefits to all of its users, while still having the capacity to provide tailored, specific cost savings opportunities to each individual user. Users may input their own cost data into the CPPM and obtain a detailed analysis of how and in which workspace situations cost savings can be realized.

The CPPM is an innovative tool that encourages each facility manager to think beyond the conventional cost per square foot paradigm when developing a comprehensive plan to support their organization's mission.

The CPPM expertly forecasts how much office workspace and rent cost an organization could save by implementing an expanded telework environment.

An organization that allows a significant number of associates to telework, but continues to provide office workspace for the associates, will have a higher cost per person than an organization that combines large number of teleworkers with a concurrent reduction in office workspace.

How can you access the CPPM?

For further information and to obtain a FREE copy of the CPPM, visit our website at www.gsa.gov/cppmodel or contact Ray Wynter at ray.wynter@gsa.gov. ■



TELEWORK TOOLKIT ENABLES MAJOR TELEWORK PUSH IN WASHINGTON STATE

(article reprinted with Permission from March 2009 "The Teleworker," a publication of Telework Exchange, www.teleworkexchange.com)

On the surface, telework looks like an easy process to implement, but officials with the Kitsap Regional Coordinating Council (KRCC), the local council of governments in Kitsap County, Washington, know otherwise. That is why, with the support of Washington State University (WSU) Extension and other state and local partners, the KRCC has launched a pilot project to develop and refine a telework toolkit that will deliver resources, define best practices, and share lessons learned for local employers, employees, and IT personnel.

The goal is "to cut down on not knowing where to begin as well as the trial and error that we've seen when people try to move forward with telework on their own," says Mary McClure, executive director of the KRCC.

The pilot project is funded with a \$150,000 grant through the Washington State Department of Transportation's Commute Trip Reduction Program.

Once the toolkit is completed, it will

be shared with the state and leveraged to encourage employers across Washington to implement telework as a way to reduce traffic congestion and greenhouse gases, improve productivity, and support employee efforts to balance work/life responsibilities.

"We hear stories all the time about employers who jump into telework and have an expectant set of employees who are gung-ho and ready to go, but they get three steps into the process and set it aside," McClure explains. "They just didn't quite know how to plan and manage a sustainable program or how to address the challenges they came up against."

The recently-developed toolkit, available at www.teleworktoolkit.com, will involve the participation of volunteer teleworkers from 16 organizations, including private and public sector employers, local companies, mom-and-pop shops, and larger regional and statewide corporations with local branches.

Teleworkers, employers, and IT personnel will provide feedback about the telework experience and the toolkit, says Brad Rucker, who is coordinating the project for the KRCC. Pilot participants can work from home or at the remote telework center provided at the WSU Extension location in Jefferson County, Washington.



The toolkit contains, among other things, a telework self-assessment form for employees to help determine if telework fits with their business requirements; a checklist of what is required for a home office setup; step-by-step instructions and

considerations for organizations that want to establish a telework program; and samples of telework policies and agreements.

"Hopefully, we'll be able to refine the toolkit and provide a lot of detailed information about what works or what doesn't work," says Rucker. "The goal is to create a valuable knowledge base that's available in one online location, so that employers willing to try telework will be able to leverage the successful experiences of others to make it happen."

set on a peninsula just west of Seattle and already challenged by car and ferry congestion and cross-traffic flow, is about to face a commuting nightmare. The Hood Canal Bridge, a major commuter route from Jefferson County into Kitsap County, is scheduled to be shut down for replacement work during May and June 2009.

The only option for those Jefferson County residents who commute into Kitsap County and on through to Seattle will be to board a passenger ferry, which will take them across the waterway to an awaiting bus in Kitsap County. The bus will take them to a dropoff point, but they will have to have a colleague pick them up, hire a cab, or take another bus to make the final trek to their worksites. The arduous journey will be reversed for the afternoon commute.

The pilot project, which began in February 2009 and runs through the end of May, is coming at just the right time: Kitsap County,

McClure says the hope is that employers with affected employees will turn to the telework toolkit and give telework a test drive during the six-week-long bridge closure. In anticipation of the closure, the WSU Extension Learning Center in Jefferson County has been

promoting the use of its telework resource center, which boasts the area's highest broadband fiber Internet connection speeds.

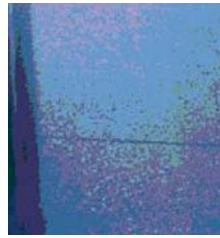
Although the level of interest shown by employers in using telework to spare their





employees a grueling commute has not been high thus far, McClure believes that as the bridge closure approaches "and it sets in that this is really going to happen," many employers likely will consider telework as an option.

"Kitsap County has primed the pump for employers to be prepared for this challenge, and the information and the



infrastructure will be in place for telework to occur during the bridge closure because of this advance work," says Monica Babine, a senior associate for telework for WSU Extension.

She adds that while Washington has been an enthusiastic advocate of telework since the 1990s, its emphasis on reducing commuter trips, tackling climate change, and undertaking construction to improve road and bridge infrastructure is driving increased statewide interest in telework.

To facilitate this process, WSU Extension is launching a business unit to serve as the state focal point and champion

for telework, while offering its regional campus sites to employers as telework locations.

"There are a number of converging activities and trends that have taken place that make this the right time to expand telework," says Babine. "We've got people interested in it, they want to work on it, and are willing to invest in it. I think it's inevitable that we're going to see a lot more people teleworking in the near future."

For more information on the telework

toolkit, visit www.teleworktoolkit.com or contact Brad Rucker at brad@essentialsurveys.com.

For more information on the Washington State University Extension Division of Governmental Studies & Services program, please contact Monica Babine at babinem@wsu.edu ■

U.S. ARMY CORPS OF ENGINEERS USES "IKE" AND "GATER" TO ACHIEVE SUSTAINABLE WORKPLACE AND ENVIRONMENTAL BENEFITS

(article provided by Andrea Wohlfeld Kuhn, AICP and Lynn Copeland Hardegree, PhD, U.S. Army Corps of Engineers)

The U.S. Army Corps of Engineers (USACE) has multiple missions, many of which involve hazardous working conditions in environments that are unpredictable and environmentally sensitive. Accomplishing a real property mission in an office environment is not always an option. In such cases, a different approach is needed, one with flexibility, and off-site capabilities. At the same time, sustainability is a key component and the natural environment must be preserved and maintained. USACE utilizes the latest in technology to accomplish these goals.

A new technology--IKE:

Enter "IKE," short for "It Knows Everything." IKE is a relatively small, hand-held device with components that include an integrated Global Positioning System (GPS), laser distance finder and digital camera.

GATER: The USACE Reachback Operations Center (UROC), based in Mobile, AL, developed a "Geospatial Assessment Tool for Engineering Reachback" (GATER), which is a software package that has multiple, standardized data collection modules. As a three-tiered business process, it provides field data collection, a desktop application, and an online data visualization capability.

GATER offers an opportunity to

achieve sustainability on two levels. As a device for field data collection, it permits users to obtain real property asset management data from a distance, without damaging the environment. At the same time, its portability allows the user to work from the office remotely; in fact, from anywhere in the world, with data uploaded via a synchronization process.

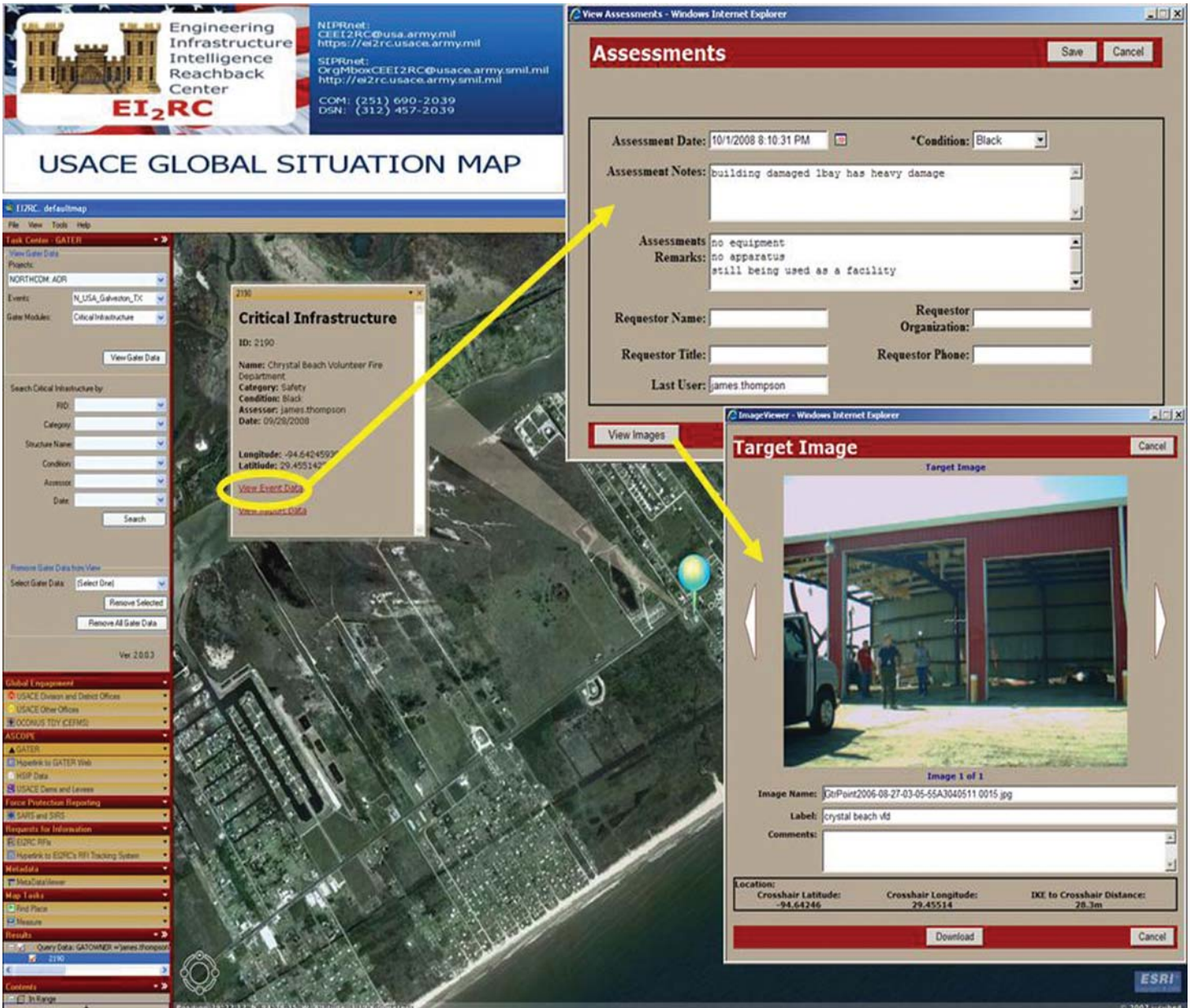
Real property applications include:

- information for critical infrastructure assessments,
- real estate leases,
- environmental site and closure surveys,
- real property construction project tracking, and
- other related functions.

IKE in action: When Hurricanes Katrina and Rita devastated parts of Alabama, Mississippi and Louisiana, a system was needed to assess and document the wide-reaching damages. The extent of the damages literally changed the features of the earth, thereby creating difficulties with data collection and documentation.

IKE data collection not only provided a means for precise identification, but also the ability to do so from a safe distance, away from hazardous areas. The data was then transferred directly to a centralized





geo-database for visual representation using the GATER application.

In another example, the UROC's GATER team joined real property staff from U.S. Army Central Command (ARCENT) and U.S. Air Forces Central (AFCENT) (both components of U.S. Central

Command; area of responsibility is in the Middle East and Central Asia) to perform surveys throughout the Central Command Area of Responsibility.

The following bases were surveyed: Manas (Kyrgyzstan), Bagram (Afghanistan), Al Udeid (Qatar), Al Dhafra (United Arab Emirates),

Sheikh Isa (Bahrain), Seeb (Oman), Masirah (Oman), Thumrait (Oman), Kirkuk (Iraq), Balad (Iraq), Ali (Iraq), Sather (Iraq), Ali Al Salem (Kuwait) and Al Jaber (Kuwait).

At each location, the IKE/GATER application was used to:

- 1) validate the existing real property accountability at each base,

- 2) provide a geo-referenced photo of each building/facility considered to be real property,
- 3) provide a close-up photo of each building number placard, and
- 4) assign RIPR (Real Property Inventory Requirements) codes to all real property records at each base.

To date, over 20,000 real property records are stored within the UROC's GATER database.

More information on this unique asset management



tool and its applications can be obtained from the IKE/GATER Program Manager, Lynn Copeland Hardegree, PhD, at lynn.c.hardegree@usace.army.mil. ■

U.S. Army Corps of Engineers (USACE): the USACE has approximately 34,000 dedicated civilians and soldiers delivering engineering services to customers in more than 90 countries worldwide. With environmental sustainability as a guiding principle, our disciplined Corps team is working diligently to strengthen our Nation's security by building and maintaining America's infrastructure and providing military facilities where our service members train, work and live. We are also researching and developing technology for our war fighters while protecting America's interests abroad by using our engineering expertise to promote stability and improve quality of life. For more information, visit the website at: www.usace.army.mil.

Photos and images from U.S. Army Corps of Engineers



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**Right Place,
Right Time,
Right
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*Alternative Workplace
Arrangements and
Asset Management*