

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	Gail Batt (partial) (1 page)	nd	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Domestic Policy Council (Nicole Rabner)
OA/Box Number: 14383

FOLDER TITLE:

[US Department of Transportation Worklife Programs Information]

2012-1035-S

kc1035

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

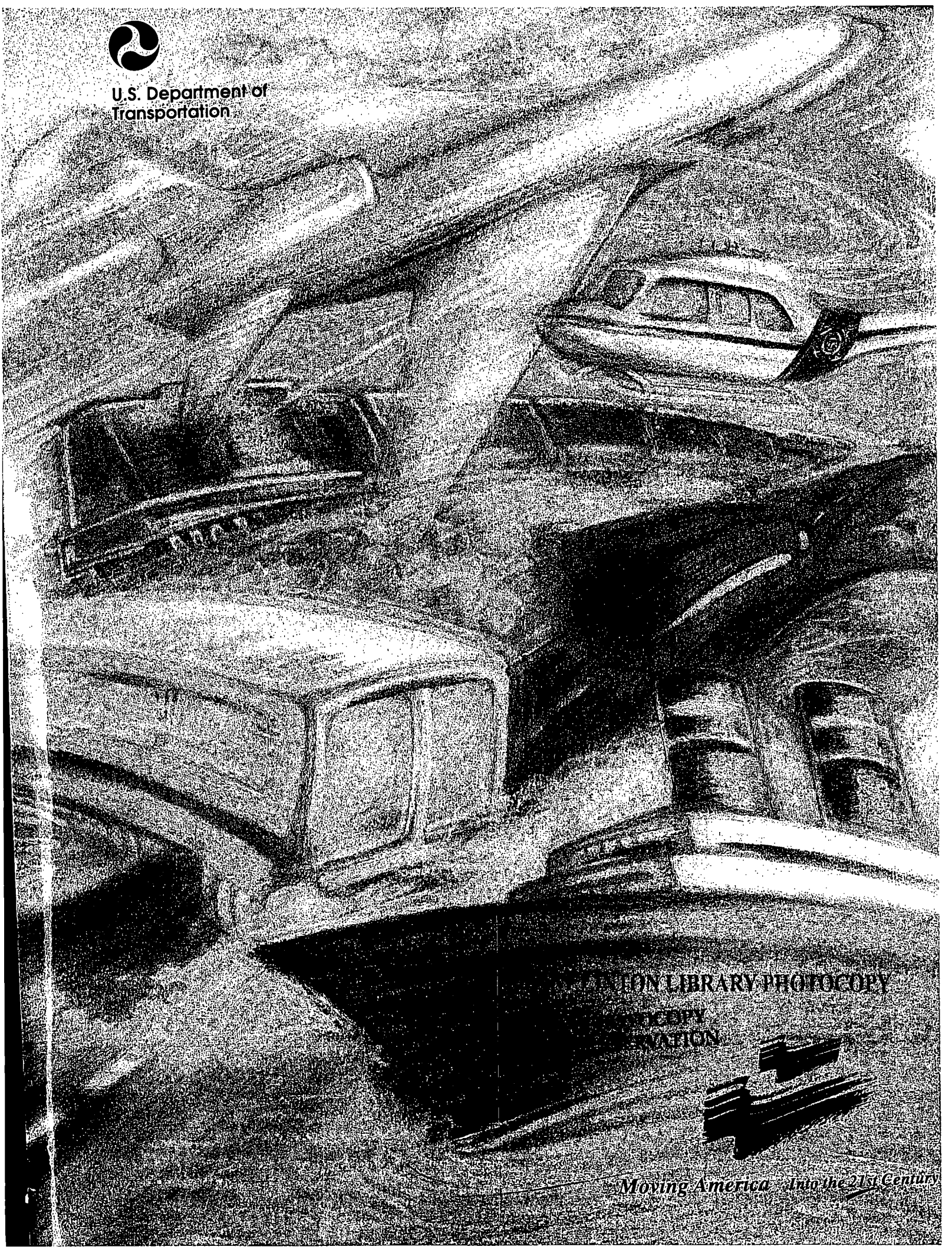
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

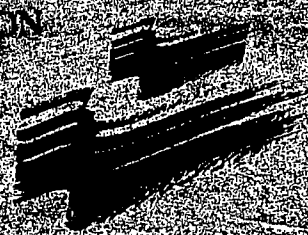
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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]



U.S. Department of
Transportation



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Moving America Into the 21st Century

Office of the Secretary (OST)

United States Coast Guard (USCG)

Federal Aviation Administration (FAA)

Federal Highway Administration (FHWA)

Federal Railroad Administration (FRA)

National Highway Traffic Safety Administration (NHTSA)

Urban Mass Transportation Administration (UMTA)

Maritime Administration (MARAD)

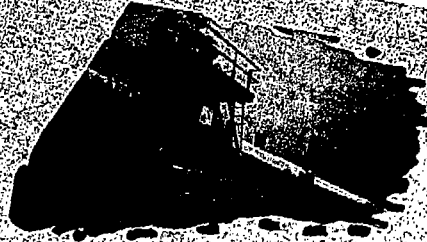
Research and Special Programs Administration (RSPA)

Office of Inspector General (OIG)

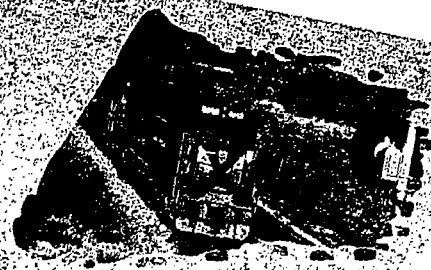
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RSPA



FRA



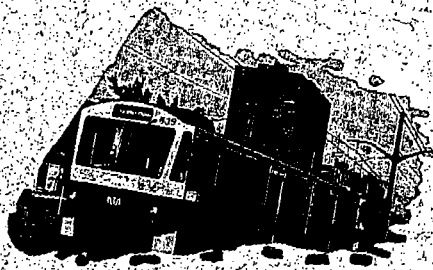
MARAD



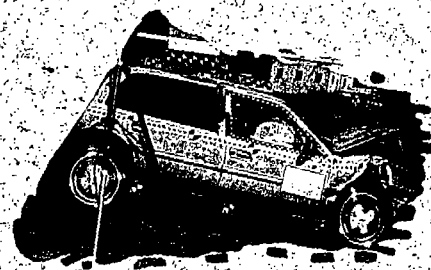
FHWA



SLSDC



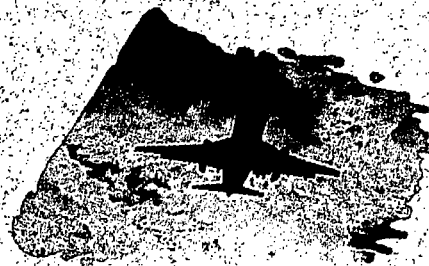
UMTA



NHTSA



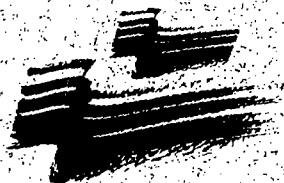
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FAA

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- For more information or to arrange for a tour of the DOT Connection, simply contact us at (202)366-4747. One of our customer service representatives will be happy to answer any questions you may have and/or arrange for a tour.
- The DOT Connection is located on the Plaza Level of the U.S. Department of Transportation headquarters building. A quick ride up the escalator from the L'Enfant Plaza exit of the Metro rail will connect you into the DOT Connection stop on by!

TASC
400 7th Street S.W.
Washington, DC 20590
Phone: (202)366-4747
Fax: (202)366-7211

The Transportation
Administrative Service
Center's

DOT
Connection:
Career, Worklife & Employment
Services

U.S. Department of
Transportation

The DOT Connection, a convenient one-stop center located at the Department of Transportation (DOT) headquarters building in Washington, DC, can help you provide valuable employment, career planning and worklife services.

The DOT Connection is appropriate for all employees, but is especially useful for those who are planning for career transitions through such methods as early or regular retirement, buyouts, or downsizing. The DOT Connection can also help employees interested in taking charge of their own career development, as well as those troubled by worklife issues, such as elder or child care.

Through membership in the DOT Connection, you can satisfy Federal requirements for providing support and assistance to your employees and make them a more productive resource to the organization.

The DOT Connection Services

- Career transition services
- Confidential career and worklife counseling
- Government and private sector job listings and general employment information
- Computer work stations to prepare job applications, assess skills and interests, calculate retirement benefits
- Career development workshops
- Resume, SF-171, and KSA edits
- Work and family seminars and community resource days
- Fitness Counseling
- Reference and resource library

Distinguishing Features

- Career transition services, including fitness counseling
- *Life After*... workshop series provides individuals seeking new employment options or second careers with the tools needed to conduct a successful job search
- DOT Connection will tailor services to meet your organization's special needs
- DOT Connection services are accessible for persons with disabilities



U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

GAIL BATT
OFFICE OF PERSONNEL

400 7TH STREET, S.W.
WASHINGTON, D.C. 20590

(202) 366-9448
FAX (202) 366-7777

Who pays the costs for me to participate in telecommuting?

If you work in a telecenter, your organization will pay for the costs of leasing your space.

Your organization will decide which other telecommuting expenses it will pay for. For example, you may be provided with a computer and necessary software. However, the FAA is **not required** to provide you with computer equipment, and you may choose to use your own computer in order to telecommute. If you do use an FAA-owned computer, remember that it can only be used for official purposes.

The FAA does not assume responsibility for telecommuting expenses such as heating, air conditioning, electricity, water, telephone lines, or other utility expenses. However, you may be provided with a long-distance telephone calling card to use in making official work-related calls.

What if my computer needs repair?

FAA is responsible for maintaining, repairing, or replacing equipment loaned to you for use while telecommuting. You must notify your supervisor immediately if your equipment malfunctions. If you use your own computer for telecommuting, maintenance and repairs are your responsibility. If repairs cannot be made immediately, you may be required to temporarily stop telecommuting until the equipment is usable.

Do I get a "write-off" on my Federal taxes for using my home to work in when telecommuting?

No. Telecommuting does not meet the criteria for home office deductions. Likewise, use of your own computer while telecommuting does not entitle you to deductions for depreciation since its use is not a condition of your employment.

How do I make my home office space safe?

Before you start telecommuting, you must sign a self-certification checklist stating that your home meets safety requirements, and you must keep your home safe and free of obstructions. Your supervisor may make an appointment with you to inspect your home office space for compliance with safety rules. While working at home, you are covered by worker's compensation should you sustain a work-related injury.

What do I need to do to participate in telecommuting?

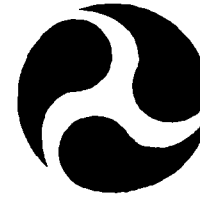
First, discuss your request with your supervisor. Issues to consider include:

- What would the benefits be?
- How often should I telecommute? Should I suggest a limited telecommuting schedule?
- How will I be accountable and report my work progress to my supervisor?
- How have I shown that I'm reliable and produce quality work?
- How will I ensure that my telecommuting won't negatively affect my coworkers, my clients, and the work of my organization?

Next, contact your servicing Human Resource Management Division, each of which has designated a telecommuting coordinator. They can provide you with sample work agreements and additional information. They will also give you information on how to participate in the mandatory telecommuting evaluation process.

Finally, make sure that all necessary arrangements are made, including signing a telecommuting agreement with your supervisor, and ensuring you have the necessary equipment and materials to work off-site.

**FEDERAL AVIATION ADMINISTRATION
Office of Human Resource Management
August 1995**



**Federal
Aviation
Administration**

Telecommuting in the FAA

Telecommuting means working on a regular basis at an alternative worksite away from the traditional office or workplace. Telecommuting includes working:

At Home

in a space specifically set aside as an office or work area in your residence.

At a Telecommuting Center

established by the Federal Government, by private industry, by a local government, or by any of these working in partnership. Telecenters, as they're often called, provide an office environment that may be closer to your home or may reduce your commuting time. Typically, they house employees from a variety of employers, in many cases from both the public and private sectors.

At Another Facility

that may be closer to your home and has excess space available to accommodate additional agency employees.

Telecommuting Q&A's

What are the benefits of Telecommuting?

Telecommuting benefits the FAA, its employees, the community, and the environment. Benefits include:

- Reduced commuting time, and decreases in traffic congestion, air pollution, employees' stress, fuel consumption, and road repair and maintenance.
- Reduced costs for transportation, food, and clothing.
- Increased employee morale due to greater flexibility to balance work and family priorities.
- Increased productivity due to more "quiet" time away from the primary office.
- Ability to accommodate employees with ongoing health problems or other situations that make commuting to work difficult or impossible but who are able and want to continue working.
- Continued operations when commuting is hindered or the primary work site is closed due to foul weather or natural disasters.

Who is eligible to participate in telecommuting?

Several factors must be considered prior to approval of an employee's participation in telecommuting:

Can the work be adapted to an off-site location?

Work that lends itself to being performed away from the traditional office usually consists of:

- Easily quantifiable tasks
- Project-oriented tasks
- Reading and writing tasks
- Processing and reporting work

Work that does not lend itself to telecommuting typically requires in-person contact and meetings with coworkers, on-site customers, or visitors, or requires the use of specialized equipment, documents, or other materials that are not available outside the normal worksite.

Is the employee a good candidate for telecommuting?

Employees who can work independently and without close supervisory review or guidance may be able to successfully telecommute. However, other employees who don't have the self-discipline to work without review are not good candidates for telecommuting.

Would there be a negative effect on the organization's ability to accomplish its work?

Telecommuting should not be approved if it would affect the accomplishment of the organization's work due to the impact on work processes or resources.

Do employees have the "right" to participate in telecommuting?

No, telecommuting is not an employee right. Because participation is a management decision, you have no automatic right to continue participation in the event there is a change in your supervisor.

Can I be required to participate in telecommuting?

No. Telecommuting is entirely voluntary.

Can I telecommute if I'm a supervisor?

There are no restrictions precluding a supervisor from participating in telecommuting. However, the nature of supervisory work might make it impractical to telecommute on a regular basis.

Are there limits on how frequently I can telecommute?

Typically, employees will telecommute no more than two or three days a week, and will report to the primary work site the remainder of the work week. This is necessary to ensure adequate communication, review of work products, and fulfillment of administrative requirements (such as completing time and attendance reports).

For employees just starting to telecommute, it may be better to try a less-extensive telecommuting schedule such as one day a pay period or one day a week. Under unusual circumstances, such as when recovering from illness, employees may be approved to telecommute more extensively, up to five days per week.

Can I telecommute occasionally as part of the program?

Generally, participation in the telecommuting program involves agreeing to a regular schedule for telecommuting, particularly at telecenters since the same work space may be used by several employees on different days. However, on a case-by-case basis, short-term infrequent telecommuting may be used to reasonably accommodate an employee's short-term needs.

Can I telecommute in order to take care of family members?

No. Telecommuting may help ease the costs of caring for family members by reducing the hours of care necessary due to the time saved by reducing commuting. However, it is not a substitute for elder or child care, and employees are not permitted to care for family members while working at home.

Gail Batt

***Worklife Policy Coordinator
U.S. Department of Transportation
Office of the Secretary
Workforce Management Division***

Gail Batt has over 20 years experience in the design and direction of workforce management programs for the U.S. Department of Transportation (DOT), an organization with 100,000 employees worldwide in 10 organizations including the Federal Aviation Administration, Federal Highway Administration, Federal Railroad Administration, and U.S. Coast Guard.

In her capacity as DOT's Worklife Policy Coordinator, Ms. Batt is responsible for the design and management of numerous family-friendly programs including Family/Medical Leave, Leave Donation, Sick and Personal Leave, Telecommuting, and Compressed and Flexible Work Schedules. She is the author of policies, training and marketing material used for these programs. She leads DOT's Telecommuting, Flexible Work Arrangements, Employee Leave, and Worklife Steering Committees and oversees the implementation of these programs in DOT.

She received the Federal government's highest honor on behalf of DOT for being a pioneer and leader in worklife programs. Ms. Batt's advice and counsel is often sought by other Federal agencies, state and local governments, and the private sector as they begin to develop their worklife programs.

For the past 17 years, Gail also personally benefited from DOT's worklife programs working a flexible part-time schedule and regularly telecommuting. This very flexible arrangement allows her to lead a full life of being a mom, wife, and to pursue her love of training her two service dogs and sharing them with residents of nursing homes and hospitals.

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[001]

GAIL BATT

P6/(b)(6)

P6/(b)(6)

Arlington, Virginia 22204

**Career
Summary**

Over 20 years experience in the design and direction of workforce management policy and programs for the U. S. Department of Transportation (DOT), an organization with 100,000 employees worldwide in 10 major organizations, including the Federal Aviation Administration, Federal Highway Administration, Federal Railroad Administration, and U.S. Coast Guard.

**Work
Accomplishments**

***Organizational
Design and Job
Analysis***

- Served as Chief Classifier for DOT for 15 years and the final appellate level for DOT employees filing classification appeals.
- Managed nationwide occupational studies resulting in major organizational restructuring. Approved issuance of all classification and pay guidelines (e.g., air traffic controller guide) used by DOT managers and human resource specialists. Work involved extensive coordination with union officials, managers, and human resource specialists.
- Designed and wrote DOT booklet for DOT managers--- "DOT Work Management - Is There a Better Way to Get the Job Done?"
- Led extensive study by DOT managers, union officials, and human resource specialists on the future of classification in DOT. Wrote and issued blueprint for fundamental system changes --- "DOT Position Classification, The Future Direction."
- Improved quality of DOT's classification program by developing innovative changes including delegation of pay and classification authority to managers, automation of job rankings, and a new management approach to organizing work in DOT.

Work and Family

- Wrote "DOT Delegates --- A Practical Handbook on Classification Delegation Programs."
- Developed, implemented, and managed "Work and Family " programs for DOT. DOT's Work and Family programs have reduced DOT operating costs, improved work efficiency and productivity, improved morale, and improved employee recruitment and retention.
- Received, on behalf of DOT, the federal government's highest honor for being the pioneer and leader in work and family programs. Commendation was given for the specific programs described below.

Telecommuting

- Designed and implemented nationwide telecommuting program for DOT. Wrote all policies, training, and marketing material needed to implement a successful program. Led DOT Telecommuting Steering Committee and coordinated the efforts of all the subordinate

organizations in their implementation process, i.e., Federal Aviation Administration.

- Designed and coordinated government-wide “Telecommuting Open House” and “Telecommute DOT” to promote telecommuting for the federal government.
- Provided consulting services to other federal agencies on how to set up successful telecommuting programs.

Flexible Work Schedules

- Designed and implemented nationwide program establishing flexible and compressed work schedules for 95,000 employees, including managers and executives. Wrote all policies and marketing material needed to implement a successful program.
- Wrote “Implementing AWS in Your Organization, An Instructor’s Guide”. This training is used nationwide to ensure AWS successfully fulfills the needs of both the organization and employee.

Flexible Personal and Sick Leave

- Designed and implemented one of the most progressive leave programs in the federal government including leave donations and family/medical leave.

Downsizing and Organizational Transitions

- Served as co-chair of “Project Utopia” task force which developed recommendations for the future of human resources in DOT.
- Developed comprehensive program for downsizing DOT which included --
 - * Legislative proposals
 - * Tools to assist both managers and employees during downsizing transitions and reduction in force.
 - * Produced, directed, and wrote downsizing videos --- “The Challenge of Downsizing” and “Presenting a Reduction In Force Notice To an Employee”

Work History

1973 - Present	Human Resources Consultant U.S. Department of Transportation, Office of the Secretary Washington, D.C.
1970 to 1973	Position Classification Specialist Library of Congress Washington, D.C.

Education

1969	University of Wisconsin Madison, Wisconsin BA, Honor Graduate
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U.S. Department of
Transportation

Office of the Secretary
of Transportation

Memorandum

Subject: **ACTION:** National Telecommuting Initiative

Date: **August 16, 1996**

From: 
The Deputy Secretary

Reply to
Attn. of:

To: Departmental Officers
Heads of Operating Administrations

I have had the opportunity to review your responses to the six action items I requested you take in support of the President's Management Council's (PMC) National Telecommuting Initiative. In general, I am pleased with the progress that you are making to incorporate telecommuting into your overall strategic plan.

Recently, President Clinton directed us to begin to develop a comprehensive Worklife Action Plan that ensures we offer our employees, military and civilian, a work environment that is supportive to families, stating "...the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life."

With regard to telecommuting, we have been specifically directed by the President to provide our employees, military and civilian, "opportunities to telecommute, when possible, and consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations." A copy of the President's memorandum is attached for your review.

Consistent with the President's directive and the PMC Initiative, I ask that you charge your Telecommuting Steering Committee to aggressively explore how telecommuting can be used to further your organization's strategic goals while also fostering a family friendly workplace. Specifically, each organization is requested to:

1. Set a minimum of 5 percent telecommuting goal for FY 1998, i.e., have at least 5 percent of your full-time permanent employees telecommuting 1 or more days a week by the end of FY 1998. Develop a strategy to achieve the target goals specified in the attached chart, "DOT Telecommuting Goals for FY 1998."
2. Encourage senior mid-management whenever appropriate to lead by example.

3. Continue to develop strategic plans to reconfigure and/or release office space through telecommuting.
4. Continue to integrate telecommuting into your information technology (IT) strategy and infrastructure (hardware, software, and communications), supporting wherever possible a common DOT infrastructure. As earlier directed, telecommuting is to be incorporated into your existing FY 1996 and FY 1997 IT funding plans, and FY 1998 budget submissions. Savings realized from telecommuting are to be reinvested into IT resources to facilitate continued expansion of telecommuting.
5. Continue to identify DOT customer service applications that can be considered for multipurpose community-based telecenters.

Each Operating Administration and Departmental Officer is requested to provide to me an interim report by October 15, 1996, reporting on progress through the end of FY 96, and a full progress report by January 15, 1997.

Attachments

**U. S. Department of Transportation
Telecommuting Goals
for FY 1998
8/2/96**

Operating Administration	Total Employees	Current Number of Telecommuters	Current % Telecommuters	5% Goal Based on Total Employees	Increase Needed to Reach 5% Goal Based on Total Employees
FAA	47,500	160	0.34%	2,375	2,215
FHWA	3,547	176	4.96%	177	1
FRA	709	120	16.93%	35	-85
OIG	425	5	1.18%	21	16
NHTSA	589	13	2.21%	29	16
OST	922	30	3.25%	46	16
MARAD	1,065	13	1.22%	53	40
SLSDC	164	2	1.22%	8	6
USCG	5,267	1	0.02%	263	262
- Civilian	5,267	1	0.02%	263	262
- Military	0	0	0.00%	0	0
FTA	507	9	1.78%	25	16
RSPA	764	16	2.09%	38	22
DOT TOTAL	61,459	545	0.89%	3,073	2,528

THE WHITE HOUSE

WASHINGTON

June 21, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Implementing Federal Family Friendly Work
 Arrangements

I continue to believe that honoring and supporting the concerns of family members in the workplace is vital to good government and to a productive work force. In order to build on its record of support for families in the Federal workplace, the executive branch must continue to examine its practices and to implement the goals of the Presidential Memorandum of July 11, 1994. The Federal Government must continue to set the pace in transforming the culture of the American workplace so that it supports employees who are devoted to their families.

It is clear to me that whenever the Federal Government establishes a goal of providing civilian employees and military personnel with an environment supportive to families, the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.

Therefore, today I am directing all executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees:

- (1) assistance in securing safe, affordable quality child care;
- (2) elder care information and referral services;
- (3) flexible hours that will enable employees to schedule their work and meet the needs of their families. This includes encouragement to parents to attend school functions and events essential to their children;
- (4) opportunities to telecommute, when possible, and consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations;

- (5) policies and procedures that promote active inclusion of fathers as well as mothers;
- (6) an effective mechanism by which employees can suggest new practices that strengthen families and provide for a more productive work environment; and
- (7) leadership and participation in these policies and programs at the highest level of the agency.

The departments and agencies shall provide an initial report on the results of this review to the Vice President through the National Performance Review within 120 days of the date of this memorandum. This report should include an assessment of progress made towards specific goals and include innovative approaches and detailed success stories.

The National Performance Review, together with the Domestic Policy Council, the President's Management Council Working Group on Telecommuting, the Office of Personnel Management, and the General Services Administration will continue to work with the executive agencies as we move forward together to increase productivity through family friendly work environments.

William D. Clinton



U.S. Department of
Transportation

Office of the Secretary
of Transportation

Memorandum

Subject: **ACTION:** National Telecommuting Initiative

Date: **April 29, 1996**

From:


The Deputy Secretary

Reply to
Attn. of:

To: Departmental Officers
Heads of Operating Administrations

Two years ago, we formally announced the implementation of a telecommuting program for DOT. We have come a long way since then thanks largely to your personal support of this program and the hard work of your staff. Two years ago when this program began in DOT, we had no telecommuters. Today, there are 500 DOT telecommuters.

FRA and FHWA, in particular, are to be commended for the highly innovative telecommuting programs implemented for their work force and, in particular, for their respective safety inspector work force. Both of these programs serve as models for the rest of the Federal Government.

Currently, 15 percent of the FRA work force telecommutes and they are working towards a 20 percent goal by the end of FY 1996. Five percent of FHWA's work force now telecommutes.

Telecommuting is a new way of work resulting in tangible benefits throughout the entire Department. We are beginning to see increased productivity, reduced real estate costs, improved customer service, and improved quality of worklife for our employees. We expect other long-range benefits for our community and environment will also be realized as more and more people in both the private and public sectors begin telecommuting.

In January, the President's Management Council (PMC) approved the National Telecommuting Initiative Action Plan launching a 3-year effort to significantly increase the number of Federal telecommuters to 60,000 employees, or roughly 3 percent of the Federal work force. Clearly the time is now for a very serious Federal commitment to telecommuting. DOT must

set the standard for public and private sector organizations to follow. A copy of the PMC's plan is attached for your review.

I strongly believe that telecommuting is a very effective management tool in addressing the many challenges facing DOT today including policy-related issues, funding, customer service, energy consumption, air quality, traffic congestion, and employee needs. FRA and FHWA have clearly demonstrated that telecommuting can result in a more cost-efficient, productive, and responsive work force. However, despite the significant strides we have made in DOT, telecommuting does remain an underutilized management tool for many of our organizations and is viewed simply as a "personnel fad" with little or no value to getting the job done.

I request that you personally review your telecommuting program and, if necessary, refocus your efforts consistent with the PMC's initiative. I recognize that for some operating administrations (OA) this review will result in no program adjustments. For others, this review will require major readjustments.

Specifically, I ask that you take the following six actions:

1. Designate a telecommuting workgroup for your organization comprised, at a minimum, with representatives from management/policy, employee groups/unions, information technology (IT), space management, and human resources. For those OAs who have not yet adopted this type of comprehensive approach, this will be an important first step in utilizing telecommuting as a strategic management tool.
2. Survey the occupations in your organization and determine which positions are suitable for telecommuting and which are not. Based upon this inventory, we will develop an appropriate DOT goal supportive of the PMC's overall goal for the Federal Government. (The attached form should be used to report back to me on this assessment. Please provide a short justification for the exclusion of any occupation.)
3. Identify plans to reconfigure and/or release office space through telecommuting, broken down by fiscal year through FY 1998. Please specify square feet to be reduced and cost/square feet to be saved.
4. Integrate telecommuting into your existing IT strategy and infrastructure (hardware, software, and communications), supporting wherever possible a common DOT infrastructure. Incorporate telecommuting into your existing FY 1996 and FY 1997 IT funding plans, and FY 1998 budget submissions. As part of your overall strategy, provide that savings

realized from telecommuting be reinvested into IT resources to facilitate continued expansion of telecommuting.

5. Identify any DOT customer service applications that can be considered for multipurpose community-based telecenters, e.g., one-stop shopping, kiosks, and related improved citizen access efforts.
6. Include "telecommuting leadership" in your FY 1997 performance agreement.

Please report back to me by May 17 on these six issues. Your leadership and commitment are essential to the success of this initiative.

Attachments

U. S. Department of Transportation Telecommuting Report

Operating Administration: _____

Report Date: _____

1. Telecommuting Workgroup Members:

	<u>Name</u>	<u>Organization</u>	<u>Phone</u>
a.	_____	_____	_____
b.	_____	_____	_____
c.	_____	_____	_____
d.	_____	_____	_____
e.	_____	_____	_____

2. Full-Time Permanent Civilian Employees:

Washington Area: _____

Field: _____

TOTAL: _____

3. Full-Time Permanent Civilian Employees "Not Eligible" For Telecommuting¹:

Washington Area: _____

Field: _____

TOTAL: _____

4. Full-Time Permanent Civilian Employees Now Telecommuting:

a. From Center/Other Facility:

Washington Area: _____

Field: _____

TOTAL: _____

b. From Home/Mobile Office:

Washington Area: _____

Field: _____

TOTAL: _____

c. Grand Total of Telecommuters: _____

¹ Nature of employees' work is unsuitable for telecommuting arrangements. Please attach short explanation for occupational exclusions.



U.S. Department of
Transportation

Office of the Secretary
of Transportation

Memorandum

Subject: **ACTION:** The DOT Telecommute Challenge

Date: **November 2, 1995**

From: The Secretary 

Reply to
Attn. of:

To: Departmental Officers
Heads of Operating Administrations

Telecommuting--getting people off the concrete highway and onto the information highway can reduce traffic congestion, energy consumption and accidents, and improve air quality. We know from experience that telecommuting can also cut work costs, improve work productivity, customer service, and quality of life. But, there is one catch to realizing the benefits of telecommuting. We have to get enough people doing it. I want DOT to set the example for others to follow.

DOT has been assigned the national lead to increase telecommuting in America, public and private sectors, over the next 2 years by the National Performance Review and President Clinton's Climate Change Action Plan.

I have recently reviewed a summary report on your individual telecommuting programs and, in general, am quite pleased with the progress. Through your efforts you have established DOT as the forerunner in telecommuting for the Federal community, as well as the private sector.

Nevertheless, while we have made significant strides, I believe that there is much more that we can and should do. I challenge each of you to redouble your efforts by taking the following five steps:

1. Address "management inertia" head-on. This remains the number one obstacle to telecommuting within most organizations, including our own. I request that each of you make your position on telecommuting very clear to your staff. From several years of experience with Federal telecommuters, managers should no longer be viewing telecommuting as a new or radical workplace concept. Rather, they should be taking advantage of the many positive benefits of telecommuting. We should ask our managers to step back and rethink how we get the DOT job done.

-2-

Is there a smarter and cheaper way? Is where we work more important than our work results?

2. Establish pilot projects which will support efforts to reduce real estate cost, improve worklife, and achieve higher levels of performance. Highlight "success stories" so that others can learn of the benefits of telecommuting.
3. Look for opportunities to incorporate telecommuting into strategies aimed at furthering DOT goals and objectives.
4. Support *Telecommute America*. This is the first nationwide program focusing on telecommuting. DOT is a founding member of this innovative public-private effort and, as such, I would like our support to be strong and visible. We celebrated *Telecommute America Week* during the week of October 23, 1995. The attached *Telecommute America* brochure provides detailed information on this program.
5. Finally, and perhaps most importantly, I recommend that you support telecommuting by establishing specific goals for your organizations. These goals should be incorporated in your Telecommuting Plan.

DOT can set the example in telecommuting for both the public and private sectors to follow. I look to your leadership in meeting this challenge.

Glenda Tate and her staff are available to work with you and your staff as you consider each of the five steps. I ask that you report back to me on the progress of your program by December 15, 1995.

Attachment



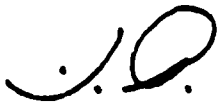
U.S. Department of
Transportation

Office of the Secretary
of Transportation

Memorandum

Subject **ACTION:** Telecommuting

Date AUG 15 1994

From The Secretary 

Reply to
Action of

To Departmental Officers
Heads of Operating Administrations

The Department of Transportation (DOT) has been asked by the President and Vice President to lead an intergovernmental effort on telecommuting and to aggressively promote the concept on a nationwide basis for the private sector and state, local and Federal governments. I am personally committed to this program and believe that telecommuting is truly a concept whose time has come.

Telecommuting not only has the potential to provide significant transportation-related benefits in this decade but also to fundamentally change the way we now do business. Telecommuting is also a very important worklife program that helps employees maintain a healthy and successful balance between work and home.

As you know, last April we formally announced the establishment of telecommuting for DOT. Our departmental policy states that DOT will serve as the model for the rest of the Federal community. I request that each of you take a strong leadership role in encouraging your managers and supervisors to be bold and creative in rethinking how we get the DOT job done. To be truly successful in reinventing Government, the traditional management mindset must shift from process to results--where an employee works must be secondary to what the employee accomplishes.

The President's Climate Change Action Plan, which assigns DOT with a lead role in telecommuting, sets a goal of getting 2 percent of all Federal employees to telecommute at least 1 day per week. This is an ambitious but clearly attainable goal, and it is appropriate that DOT and each operating administration (OA) also strive for a 2 percent goal. I fully recognize that this goal must take into account the fact that there are DOT work situations where telecommuting is not appropriate.

As you implement telecommuting, each OA should focus on establishing shared office space and telework centers through partnership arrangements with other Government agencies (Federal, state and local), private industry, and, especially, with other DOT organizations. One such model partnership program is the Federal Executive Board Telecommuting Committee in Seattle, Washington. This interagency group, cochaired by the U.S. Coast Guard, is studying how telecommuting can reduce air pollution, traffic congestion, office rental costs, and enhance worklife practices in the Puget Sound area.

I also request that you carefully consider the possibility of reducing office space which would no longer be required because of telecommuting. In particular, I would like you to determine the feasibility of implementing voluntary work-at-home programs at those small field locations where employees work primarily away from the office. We should be looking to close these offices or reduce space and effect significant cost savings so long as service to the public would not, in any way, be diminished. I believe this is an initiative that could be accomplished in the near term.

I have had the opportunity to review the reports which you submitted and am pleased that most organizations are well along the way to implementing telecommuting. I look forward to your next report which should be submitted to me by October 15, 1994.

The Director of Personnel, Glenda Tate, is available to provide you with any assistance you may require in this effort.

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY
DEPARTMENTAL PERSONNEL MANUAL LETTER

DPM LETTER NO. 368 -1

SUBJECT: Telecommuting

DATE: APR -1 1994

I. General

This DPM Letter outlines the policy and procedural requirements for telecommuting in the Department of Transportation (DOT).

Telecommuting means flexibility in the work location. Telecommuting is an innovative management tool that provides employees with the opportunity to perform their work at alternative work sites during a portion of the workweek. Telecommuting locations may include working at home or working at another location such as a telework center or satellite office.

II. DOT Policy

- A. The Secretary of Transportation has determined that DOT will serve as the leader for the Federal community in the implementation of programs that reduce traffic congestion and improve the quality of life for our employees. Telecommuting is one such program that has the potential to provide significant transportation-related public benefits in this decade and to fundamentally change the way we do business in DOT. Traffic congestion places large costs upon the community, its environment, its commerce, and its workers. Reduction of this congestion will bring benefits in terms of dollars and quality of life, both in the community and for our employees. Telecommuting is consistent with our agency's mission, will assist in meeting the needs of our customers, and will serve as a valuable tool in recruiting and retaining a quality workforce.
- B. DOT Operating Administrations, the Office of the Inspector General, and the Office of the Secretary shall establish and evaluate a telecommuting program to test and advance the state of knowledge of telecommuting.
- C. Telecommuting programs may be implemented for bargaining unit employees only after appropriate labor relations obligations have been fulfilled.
- D. Telecommuting programs must be implemented in such a manner as to have no adverse impact on organizational mission and functions. Each program must meet the minimum requirements specified in Appendix A. Each telecommuting program shall be evaluated consistent with the criteria contained in Appendix B of this DPM.

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Distribution: All FPM Subscribers

OPI: M-16/Batt/(202) 366-9448

- E. If, at any time, it is determined that a telecommuting arrangement is having an adverse impact on work operations, the program shall be modified or terminated immediately, subject to fulfilling labor relations obligations.
- F. Participation in telecommuting by employees and supervisors shall be voluntary. Supervisors shall be responsible for determining if a position is appropriate for telecommuting and for selecting employees to participate.
- G. Each telecommuting program shall be conducted in such a way that managers, supervisors, and employees fully understand that new and different work requirements accompany flexible work arrangements. The success of each telecommuting program will depend to a very large degree upon the joint commitment of managers, employees, and their representatives to ensure the telecommuting program is conducted in the optimal way to meet the work needs of the organization and the personal needs of employees.

III. Reporting Requirements

Summary reports on the use and projected use of telecommuting shall be submitted to the Secretary of Transportation, via the Assistant Secretary for Administration, from the Head of Each Operating Administration, the Inspector General, and the Assistant Secretary for Administration, on behalf of the organizations in the Office of the Secretary, as follows:

- 30 days after issuance of this DPM
- Quarterly progress reports thereafter

IV. Telecommuting Benefits

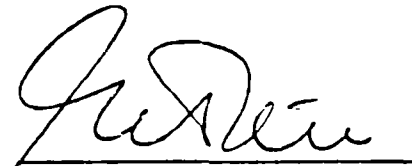
Telecommuting has the possibility to fundamentally change the way we now do business in DOT. Telecommuting can:

- Promote and incorporate technology in solving transportation problems.
- Decrease traffic, parking congestion, energy consumption, and air pollution by reducing the number of commuters.
- Protect and improve the environment.
- Reengineer positions and create new job opportunities so individuals may work at home more effectively because of temporary or permanent disabilities or because of family or personal demands.
- Generate new businesses between the Federal and private sector by establishing telework centers in communities located far beyond the traditional metropolitan boundaries.

- Improve employee productivity by providing a block of work time free from distractions and interruptions.
- Improve competitiveness in recruiting and retaining high quality employees.
- Improve quality of employee worklife and morale.

V. Departmental Contact

Questions regarding this policy may be addressed to Gail Batt of my staff on 366-9448.



Director of Personnel

DEPARTMENT OF TRANSPORTATION

TELECOMMUTING

Program Requirements

I. Program Establishment

The objectives for establishing a telecommuting program must be clearly defined and communicated to employees and managers.

II. Program Approval

Telecommuting programs which comply with this DPM may be approved by the Head of the Operating Administration or Departmental Officer, or his/her designee.

III. Program Control and Oversight

Each telecommuting program must provide for specific controls and administrative oversight to prevent any adverse impact to the work of the organization. Program control and oversight must assure, at a minimum, that there is no adverse impact on service to the public or work productivity and that there is no increase in operating costs.

It must be noted that implementation of telecommuting, as with most new and innovative programs, will involve some additional resources for start-up, transition, and maintenance. It is anticipated, however, that these short-term expenses will be offset by the long-term benefits of telecommuting listed in Section IV. Telecommuting Benefits, of this DPM Letter. Any decision to implement, modify or terminate a telecommuting should consider a balance between the short-term costs and the long-term benefits of telecommuting.

IV. Training and Technical Assistance

Opportunities to attend training/orientation sessions should be provided for both managers and employees before participating in a telecommuting program. Telecommuting requires a new approach to work by both management and employees that is very different from traditional methods.

Telecommuting programs will not succeed if conducted in the manner of "business as usual." The central focus of telecommuting training shall be to ensure that managers and employees fully understand that the success of each telecommuting program will depend largely on the establishment of a joint employee/management commitment to success.

V. Written Agreements

A written agreement such as the sample provided in Appendix C is recommended when an individual telecommuting arrangement is established.

VI. Labor-management Relations

Prior to initiating, modifying, or terminating a telecommuting program which affects employees in a collective bargaining unit, appropriate labor relations obligations must be fulfilled.

Program Evaluation

I. Evaluation Goals

The National Performance Review (NPR) report states that ---

DOT should implement a telecommuting program for its employees and evaluate transportation-related and other topics requiring research Telecommuting has pervasive effects throughout organizations which must learn to manage work forces that are geographically dispersed. Experience so far has been limited, but there are applications that can be studied and the results disseminated. The case studies will advance the state of understanding of the potential for telecommuting, particularly its potential to affect transportation demand and air quality. The studies will also contribute to understanding the many factors influencing the potential for telecommuting. No estimates of the cost effectiveness of telecommuting are available ... Telecommuting has significant but unknown potential to reduce public costs such as maintaining and operating highways and decreasing air pollution. The case studies will aid in developing an understanding of the potential for telecommuting which will assist organizations, managers, and employees in understanding how to plan for telecommuting and how to anticipate the public and private costs and benefits of telecommuting.

Consistent with the intent of the NPR, each telecommuting program conducted in the Department of Transportation shall be evaluated as described below.

II. Evaluation Points

There will be 3 separate evaluation points:

- At implementation (background and preliminary data)
- After six months
- After twelve months

III. Evaluation Criteria

Evaluation criteria shall address the following:

Transportation Mode Change

- For each participating individual, what was the previous mode of transportation (single occupant car, carpool, transit, walk/bike)?
- What was the actual distance and travel time to the worksite?

Vehicle Miles Traveled (VMT)/Environmental Changes

- How did work trip VMT change?

- How did non-work VMT change?

Promoting Sprawl

- If the telecommuter only had to go to the office twice per week, how likely would it be for him/her to move further out?

Supervisor/Employer Satisfaction

- How satisfied was the employee's supervisor?
- Identify problem areas, e.g., telecommunications technology, supervision, time and attendance, attitude of co-workers, costs/savings, productivity, scheduling meetings.

Employee Satisfaction

- How satisfied was the employee?
- Identify issues areas, e.g., telecommunications technology, space, equipment, socialization, co-worker attitude, work time flexibility, family time.

Employee Problems

- If the employee had problems, what were they (personal, equipment, legal, insurance, transportation on non/telecommute days, relationship to co-workers)?

Supervisor/Employer Cost Effectiveness

- What additional costs did the employer have (equipment, services)?
- What benefits did the employer gain (productivity, parking/office space reduction, office sharing, equipment sharing, employment of persons with disabilities, etc.)?

Employee Cost Effectiveness

- What additional costs did the employee experience?
- What additional benefits did the employee gain (family time, increased productivity, reduced expenses for commuting/lunches/clothing)?

**Sample Agreement
Between DOT and Employee Approved to Work Offsite**

(Organization) _____ (Employee) _____

Voluntary Participation

Employee voluntarily agrees to work at the approved alternate workplace indicated below and agrees to follow all applicable policies and procedures. Employee recognizes that such an arrangement is not an employee benefit but an additional method the agency may approve to accomplish work. Employee and agency agree to try out the arrangement for a minimum of 3 months unless unforeseeable difficulties require earlier cancellation.

Salary and Benefits

Working at an alternate worksite is not a basis for changing the employee's salary or benefits.

Duty Station and Alternate Workplace

Employee's official duty station is: *[specify city and State]*

Employee's approved alternate workplace: *[specify street and number, city, and State]*

Note: All pay, leave and travel entitlements are based on the official duty station.

Official Duties

Employee will perform official duties only at the official duty station or agency-approved alternate workplace. Employee agrees not to conduct personal business while in official duty status at the alternate workplace, for example, caring for dependents or making home repairs.

Work Schedule and Tour of Duty

Unless the agency and employee agree otherwise, the number of hours the employee is scheduled to work will remain the same. Employee's official tour of duty will be: *(specify days, hours, and location, i.e., official duty station or alternative workplace).*

Time and Attendance

Employee's timekeeper will have a copy of the employee's schedule. The supervisor will certify bi-weekly the time and attendance for hours worked at the official duty station and the alternate workplace. *(Note: Agency may require employee to complete self certification form.)*

Leave

Employee will follow established office procedures for requesting and obtaining approval of leave.

Overtime

Employee agrees to work overtime only when ordered and approved by the supervisor in advance. Working overtime without such approval may result in termination of the telecommuting privilege and/or other appropriate action.

Equipment/Supplies

Employee will protect any Government-owned equipment and will use the equipment only for official purposes. The agency will install, service, and maintain Government-owned equipment. The employee will install, service, and maintain any personal equipment used. The agency will provide and/or reimburse the employee for all necessary office supplies and also reimburse the employee for business-related long distance telephone calls.

Security

If the Government provides computer equipment for the alternate workplace, the following security provisions apply: *[insert applicable provisions]*

Liability

The Government will not be liable for damages to an employee's personal or real property while the employee is working at the approved alternative workplace except to the extent the Government is held liable by the Federal Tort Claims Act or the Military Personnel and Civilian Employees Claims Act.

Work Area

The employee will provide a work area adequate for performance of official duties.

Worksite Inspection

The employee agrees to permit the Government to inspect the alternative workplace during the employee's normal working hours to ensure proper maintenance of Government-owned property and conformance with safety standards. *(This may require employees to complete a self-certification safety checklist.)*

Alternative Workplace Costs

The Government will not be responsible for any operating costs that are associated with the employee using his or her home as an alternative worksite, for example, home maintenance, insurance, or utilities. However, the employee does not relinquish any entitlement to reimbursement for authorized expenses incurred while conducting business for the Government, as provided for by statute and implementing regulations.

Injury Compensation

Employee is covered under Federal Employee's Compensation Act if injured while actually performing official duties at the official duty station or the alternate duty station. The employee agrees to notify the supervisor immediately of any accident or injury that occurs at the alternative workplace. The supervisor will investigate such a report immediately.

Work Assignments

Employee will complete all assigned work according to procedures mutually agreed upon by the employee and the supervisor and according to guidelines and standards in the employee's performance plan.

Performance

In order to work at an alternative workplace, employee's most recent performance rating should be at least "fully successful." The supervisor may require regular progress reports from the employee to assist in judging performance. A decline in performance may be grounds for canceling the alternative workplace arrangement.

Disclosure

Employee will protect Government/agency records from unauthorized disclosure or damage and will comply with requirements of the Privacy Act of 1974, 5 USC 552a.

Standards of Conduct

Agency standards of conduct continue to apply to employees working at alternate worksites.

Cancellation

After appropriate notice to the supervisor, the employee may resume working his or her regular schedule at the official duty station. After appropriate notice to the employee, the agency may instruct the employee to resume working his or her regular schedule at the official duty station, for example, if the employee's performance declines or if the project fails to benefit organizational needs. Agency must follow any applicable administrative or negotiated procedures.

Other Action

Nothing in this agreement precludes the agency from taking any appropriate disciplinary or adverse action against an employee who fails to comply with the provisions of this agreement.

(Employee's Signature and Date) _____

(Supervisor's Signature and Date) _____



U.S. Department of
Transportation

Office of the Secretary
of Transportation

Memorandum

Subject: **INFORMATION:** Alternative Work
Schedules (AWS) for Senior Executive
Service (SES) Members of DOT

Date: JUL 6 1994

From: The Secretary J.D.

Reply to
Attn. of

To: Departmental Officers
Heads of Operating Administrations

The AWS policy issued last November encouraged all DOT organizations to consider the many positive implications of AWS. This workplace initiative can be a useful tool in meeting work demands, helping employees balance work and personal lives, and reducing traffic congestion.

Most organizations in the Department now offer some form of AWS and approximately 60 percent of DOT employees work under a non-traditional schedule. Reports so far indicate that AWS is running successfully, due in large part to the positive approach taken by employees and managers, as well as to the careful planning and staff training that preceded implementation.

DOT's policy currently excludes SES members from working on AWS. Because of potential SES interest in the program and the success of AWS thus far, I have decided to eliminate this categorical restriction. I have also decided that SES employees in OST may work on AWS when the appropriate supervisors agree. Operating Administrations now have the flexibility to adopt this policy. There may, of course, be situations where AWS is inappropriate for SES members. Individual determination will need to be made by each organization based on work demands, employee preferences, and the type of AWS schedule.

Judicious use of AWS for our executives will further our commitment to providing the very best working environment for all DOT employees. In turn, we can expect that our executives will go the extra step in translating our vision for DOT into reality.

The Director of Personnel, Glenda Tate, is available to answer questions you may have.

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

DEPARTMENTAL PERSONNEL MANUAL SYSTEM

Published in advance
of incorporation in
DPM Chapter 610
Retain until superseded

DPM LETTER: 610-02

SUBJECT: Alternative Work Schedules (AWS)

DATE: NOV - 1 1988

I. GENERAL

This DPM Letter outlines the Department of Transportation (DOT) policy and procedural requirements for flexible and compressed work schedules, jointly referred to as Alternative Work Schedules (AWS). AWS is authorized by 5 U.S.C., Chapter 61, Subchapter II and 5 C.F.R. Part 610, Subpart D.

II. POLICY

- A. DOT is committed to the implementation of personnel policies which improve the quality of life for employees and thereby improve the productivity and effectiveness of the workplace. The general experience of both the private and public sectors with AWS indicates these programs provide employees a freedom and control over their personal and working lives which in turn have a direct and positive contribution to the overall effectiveness of the work of the organization.
- B. DOT organizations are encouraged to consider the benefits to the overall work mission and their employees that may be derived from the implementation of AWS programs.
- C. AWS programs may be implemented if management has determined that the schedule will have no adverse impact on the work of the organization and each program meets the program guidelines specified in Attachments 1 and 2.
- D. If, at any time, it is determined that an AWS program is having an adverse impact on work operations, the program shall be modified or terminated immediately

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consistent with the requirements of 5 U.S.C., Chapter 71, the labor-management partnership provisions of Executive Order 12871 and any existing negotiated agreements.

- E. Each AWS program shall be conducted in such a manner that managers, supervisors, and employees fully understand that new and different work requirements accompany AWS arrangements. The success of each AWS program will depend to a very large degree upon the joint commitment and partnership between management and employees to ensure the AWS program is conducted in the most optimal way to, first, meet the work needs of the organization and, second, meet the personal needs of employees.

III. COVERAGE

The provisions of this DPM Letter apply to all DOT employees, grade level 15, or equivalent, and below. The provisions of this DPM Letter do not apply to DOT employees above grade level 15, or equivalent. DOT elements may include or exclude selected units or categories of employees in order to meet organizational goals, missions, or needs, consistent with the labor management considerations specified in Section VI.

IV. PROGRAM OBJECTIVES

- A. The objective for establishing an AWS program must be clearly defined and communicated to both employees and managers. This will help to ensure the success of the program. Specific expectations that show benefits to the organization and employees will serve as the basis for implementation and program assessment.
- B. AWS program objectives might include any of the following:
 - 1. improved service to the public;
 - 2. improved operational efficiency and productivity;
 - 3. decreased operating costs;
 - 4. decreased traffic, parking congestion, energy consumption, and air pollution;
 - 5. enhanced ability to attract a diverse work force;
 - 6. improved competitiveness in recruiting and retaining high quality employees;

7. improved quality of worklife and employee morale;
or
8. improved accommodation of employees with temporary
or continuing health problems or disabilities.

V. AWS PROGRAM GUIDELINES

Appendices A and B provide program guidelines for AWS programs in DOT.

VI. LABOR MANAGEMENT CONSIDERATIONS

The development, establishment, termination, or modification of AWS for bargaining unit employees is subject to the labor-management partnership provisions of Executive Order 12871, the requirements of 5 U.S.C., and any existing negotiated agreements.

VII. PAYROLL COORDINATION

Special time/attendance training will need to be provided to time and attendance clerks and supervisors. This should be coordinated with the Consolidated Uniform Payroll System.

VIII. DEPARTMENTAL CONTACT

Questions regarding this policy may be addressed to Mrs. Gail Batt of my staff on 366-9448.



Director of Personnel

Attachments

DEPARTMENT OF TRANSPORTATION
ALTERNATIVE WORK SCHEDULES (AWS)

Program Guidelines

I. Program Establishment

- A. A written assessment of the potential positive and negative aspects of AWS programs is required prior to the implementation of any program. General criteria for this assessment is provided in Appendix B, "Program Assessment of Alternative Work Schedules".
- B. A written determination must be made by the Head of an Operating Administration or Departmental Officer, or his/her designee, that implementation of AWS will not disrupt work operations or the accomplishment of the work mission.

II. Program Approval

AWS programs which meet these program guidelines may be approved by the Head of an Operating Administration or Departmental Officer, or his/her designee.

III. Program Control

- A. Proper supervisory control and oversight of work operations is a mandatory requirement for all AWS programs in DOT. This provision is to ensure successful AWS programs which contribute to, not hamper, the work of the organization.
- B. Each organization must establish a formal, written mechanism to control and monitor AWS programs to prevent any adverse impact.
- C. Program control and oversight must ensure there will be no "adverse agency impact". This is defined as a reduction of productivity, a diminished level of services furnished to the public, or an increase in the cost of operations (other than a reasonable administrative cost relating to the process of establishing AWS).

IV. Training and Technical Assistance

- A. AWS requires a new approach by both management and employees to work management that is very different from traditional methods. Experience indicates that AWS programs generally are not successful if conducted in the manner of "business as usual".
- B. A central focus of each AWS program shall be the development of a training/orientation program which ensures managers and employees fully understand that the success of each AWS program will depend largely on the establishment of a joint employee/management commitment and partnership. This partnership must have the following goal:

To ensure the AWS program is conducted in the most optimal way to, first, meet the work needs of the organization and, second, meet the personal needs of employees.

- C. Each organization must provide training and/or orientation sessions relative to the AWS program which emphasize:
 - 1. the employee/management partnership; and
 - 2. the new and different responsibilities required for successful AWS programs.
- D. Attendance at a training/orientation session is a mandatory requirement for both managers and employees before participating in an AWS program. In work situations where this is impractical, e.g., remote locations, alternative methods may be substituted which ensure all participants are provided with the necessary tools and knowledge to make the AWS program successful.
- E. Union representatives should be invited to attend training and orientation sessions.

V. Program Evaluation

- A. Evaluations shall be conducted at the end of the first year of the AWS program. These will be provided to the Heads of Operating Administrations and Departmental Officers, or their designees, for use in determining if the program is to be continued, modified, or terminated.

- B. Subsequent evaluations should be conducted periodically to ensure the AWS program is in no way adversely impacting the work of the organization.

VI. Program Recertification

- A. It is recommended that the Heads of Operating Administrations and Departmental Officers, or their designees, certify annually authorizing the continuation of each AWS program.

Program Assessment of Alternative Work Schedules

Potential Benefits

1. Operational Efficiency and Productivity

Consider: Will the AWS program result in increased operational efficiency and productivity? Will management have increased flexibility in arranging work schedules to meet the particular operational requirements of the organization?

For those organizations where the output can be quantified, a positive increase in production might be considered to be approximately 5 percent or more. This will vary, however, depending on the nature of the organization.

For organizations where the output is not quantifiable, the organizational goals, work requirements and accomplishment plans would serve as the most appropriate means for determining impact of AWS. For example, implementation of AWS might be considered as beneficial if the program would contribute positively to achieving a critical organizational goal that otherwise might not be met on time.

2. Operating Costs

Consider: Will the AWS program reduce, or in any way impact, the operating costs of the organization?

A beneficial cost impact for some organizations might be a reduction of approximately 5 percent of the total operating budget of the organization. This, again, may vary substantially depending on the nature of the organization.

Any reduction in costs for related services directly attributable to the AWS program may be considered as a benefit, e.g., a decrease in the cost of heating, air conditioning, lights, security service, building maintenance and phone usage.

3. Service to the Public

Consider: Will the AWS program result in increased or better service to the public?

Service to the public would include routinely providing official services to, or having official interchanges, with private citizens, organizations, institutions, industry, Federal, state and local governments, and other offices within the Department.

Increased service to the public may be achieved through AWS programs through extended hours of operation and better alignment of the organization's operating hours with those of the public service. Increased service may be viewed as beneficial if the AWS program improves these services by 1 hour or more or allows the organization to offer services during the hours services are needed by its major clientele.

4. Organizational Realignment

Consider: Will the AWS program necessitate a realignment of functions, staff responsibilities, or the manner in which business has traditionally been conducted?

AWS may require management to change the structure of the organization or realign responsibilities to ensure the work mission is accomplished. This could result in positive benefits to the organization that would not have been realized with traditional work schedules. For example, employees broaden their work responsibilities to serve as a "backup" to a coworker and all staff members may be required to become more familiar with the work of others.

5. Recruitment and Retention of Employees

Consider: Will the AWS program assist the organization's ability to compete for and retain a high quality work force?

AWS programs may be beneficial if they offer current and potential employees work schedules that are comparable to those offered by competing employers in the area.

6. Employee Morale

Consider: Will the AWS program improve the morale of the work force?

AWS programs may help diminish the potential conflicts between work and family life. Employees who are able to balance both work and family demands may become more productive and efficient because of improved morale, reduced stress and reduced distractions.

Program Assessment of Alternative Work Schedules
Potential Adverse Impacts

1. Organizational Efficiency and Productivity

Consider: Will the AWS program in any way interfere with the ability of the organization to effectively meet its program objectives?

Any interference by an AWS program with the ability of the organization to effectively meet its program mission and objectives must be viewed as an adverse impact.

Any decrease in productivity as a result of an AWS program must be viewed as an adverse impact.

For those organizations where the output is not quantifiable, the organizational goals, work requirements and accomplishment plans may serve as the most appropriate means for determining the impact of AWS. For example, implementation of AWS may not be appropriate if it is determined that the schedule will interfere with achieving a critical organizational goal on time.

2. Operating Costs

Consider: Will the AWS program result in an increase to the operating or utility costs of the organization?

Any increase in cost to the organization must be viewed as an adverse impact and must be carefully weighed against any potential benefits achieved by AWS.

An increase in costs for related services directly attributable to the AWS schedule must also be carefully considered in comparison to any potential benefits achieved through AWS. This would include consideration of such things as heating, air conditioning, lights, security service, building maintenance and phone usage.

3. Service to the Public

Consider: Will the AWS program result in any decrease in service to the public because of reduced hours of operation?

Service to the public includes routinely providing official services to, or having official interchanges, with private citizens, organizations, institutions, industry, Federal, state and local governments, and other offices within the Department.

Any decrease in service resulting from an AWS program must be viewed as an adverse impact.

4. Work Operations and Supervisory Control

Consider: Will the AWS result in a decrease in the control or supervision of work operations or the proper balance of number and type of employees required to perform the work of the organization?

Any decrease in control of the work or employees must be very carefully studied to determine if there is any resulting adverse impact on the organization.

5. Support Services

Consider: Will the AWS program require any significant adjustment to support services, such as computer support, building maintenance and security, which would be considered as adverse to the organization?

Any adjustment to support services resulting from AWS must be carefully analyzed.

DOT WORK SOLUTIONS AGREEMENT

I. EMPLOYEE SECTION

NAME _____ POSITION _____ DATE _____

WORK SOLUTION REQUESTED

☐ Telecommuting ☐ Compressed Schedule ☐ 4 Days/10 Hour Week ☐ 5-4-9 Schedule ☐ Flexible Schedule (SPECIFY HOURS BELOW) ☐ Temporary Part-Time/LWOP	☐ Temporary Job Share/LWOP Partner _____ ☐ Official Training Where: _____ When: _____ Cost: _____	☐ Vacation Leave Annual Amount _____ Credit Hr./Comp Time _____ LWOP Amount _____ ☐ Official Travel Where: _____ When: _____ Cost: _____
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CURRENT/PROPOSED SCHEDULE

Current Days/Hours			Proposed Days/Hours			Proposed Work Site Location/Phone Number	
	WEEK 1	WEEK 2		WEEK 1	WEEK 2	WEEK 1	WEEK 2
☐ Sunday	_____	_____	☐ Sunday	_____	_____	_____	_____
☐ Monday	_____	_____	☐ Monday	_____	_____	_____	_____
☐ Tuesday	_____	_____	☐ Tuesday	_____	_____	_____	_____
☐ Wednesday	_____	_____	☐ Wednesday	_____	_____	_____	_____
☐ Thursday	_____	_____	☐ Thursday	_____	_____	_____	_____
☐ Friday	_____	_____	☐ Friday	_____	_____	_____	_____
☐ Saturday	_____	_____	☐ Saturday	_____	_____	_____	_____
TOTAL	_____	_____	TOTAL	_____	_____		

How will your proposed "Work Solution" help get your job and the organization's job done?

What potential barriers will your proposed "Work Solution" possibly create and how will you address them:

(1) Your customers (external to DOT)

(2) Your Customers (internal to DOT)

(3) Your Co-workers

(4) Your Supervisor

(5) Others

Does your proposal require additional equipment or tools to accomplish your job?

What specific projects do you propose to accomplish; name duties or special, new project? (BE SPECIFIC AS POSSIBLE)

What measurement or deliverables would you propose for you and your supervisor to assess how well your performance is meeting expectations?

II. SUPERVISOR SECTION

REQUEST FOR DOT "WORK SOLUTION" IS:

☐ Approved ☐ Disapproved

If disapproved, please describe why:

If approved, please indicate start/end dates:

Start _____ End _____

SIGNATURE

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EMPLOYEE	DATE	SUPERVISOR	DATE
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U.S. Department
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**Federal Aviation
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U.S. Department
of Transportation

**Federal Aviation
Administration**

THE EMPLOYEE ASSISTANCE PROGRAM SUPERVISORY DESK GUIDE

Office of Labor and
Employee Relations
Washington, DC
1994

FOURTH EDITION

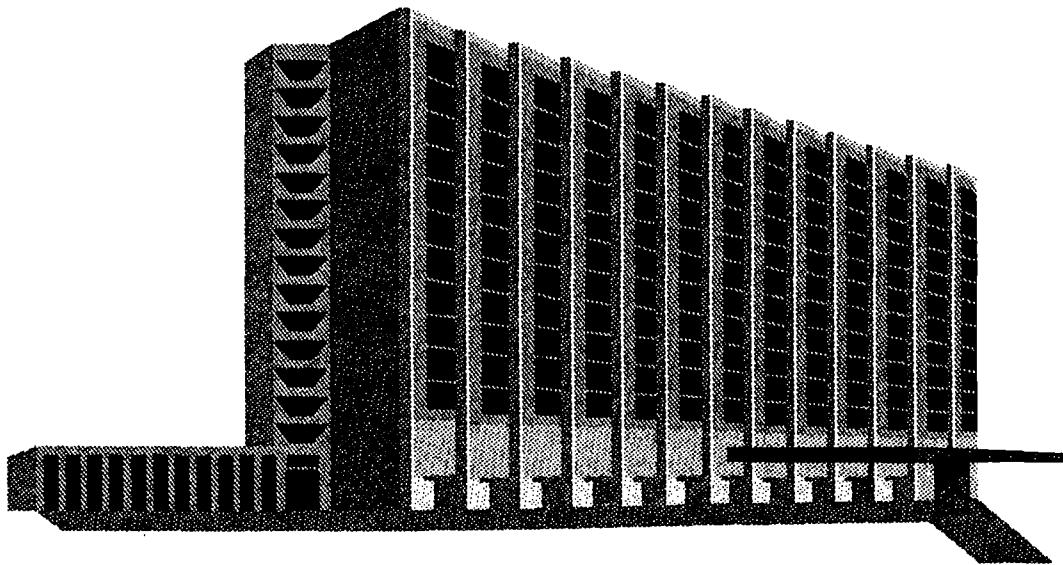
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Implementing AWS in Your Organization



Instructor's Guide



**U.S. Department of
Transportation**

Office of the Secretary
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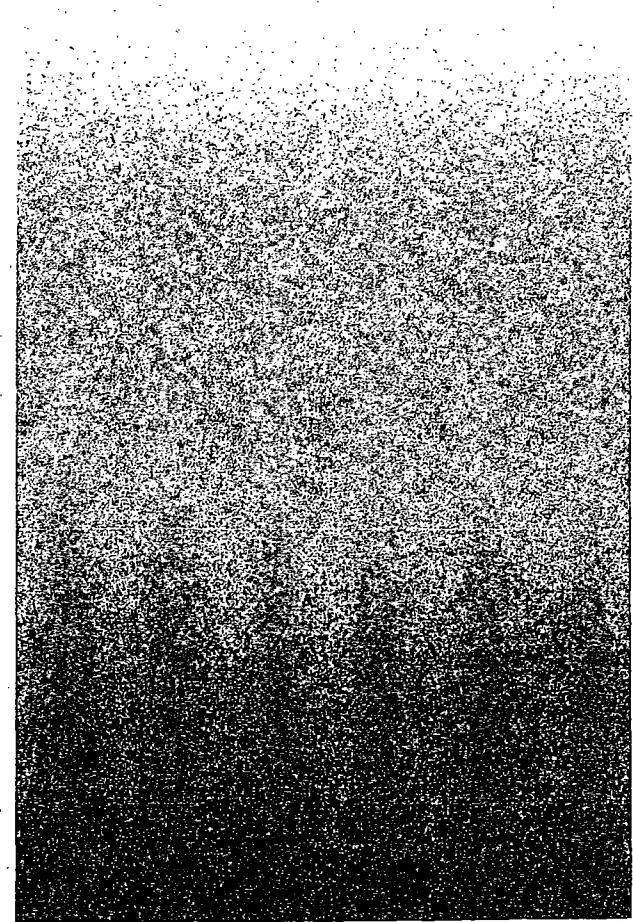
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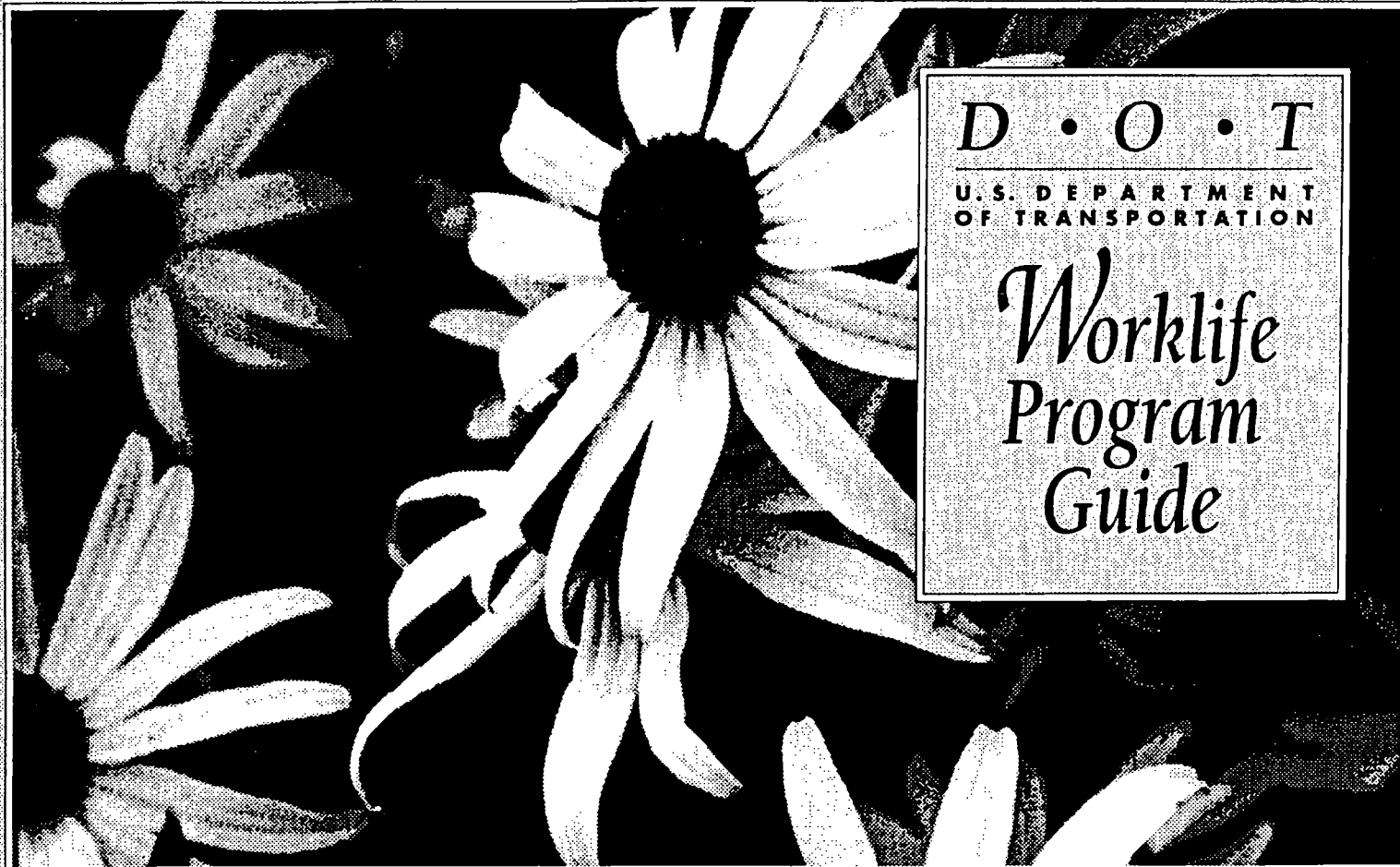


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U.S. DEPARTMENT
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Washington Headquarters Guidebook



Alternative Work Schedules



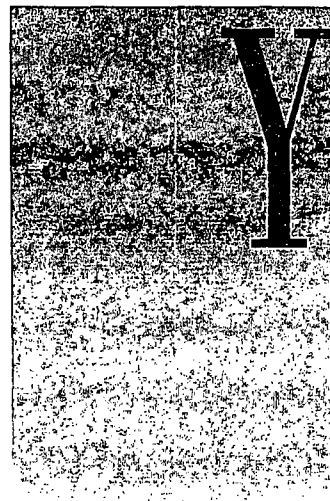
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