2008 CDW-G Telework Report:

Feds Stuck in Second Gear;
Private Sector Puts the Pedal to the Metal

March 31, 2008

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Introduction

CDW Government, Inc. (CDW-G) has tracked the adoption of telework within the Federal government since 2005. Its annual Telework Report is the only concurrent report on both employees and IT professionals concerning the subject of telework, also known as telecommuting.

Since 2007, the CDW-G Telework Report has compared the adoption of telework in the Federal government to the private sector. This approach provides the first side-by-side comparison of telework adoption and IT support in both markets.

For purposes of the Telework Report, we define "telework" as employees doing their current job during regular work hours from home or another location away from the employer's primary work locations.

Contents

Executive Summary

- **Private-sector employers have taken significant steps to expand telework programs since a year ago,** and private-sector telework participation is approaching the Federal level, with 14% of private-sector employees teleworking, compared to 17% of Federal employees. However, Federal ability to maintain business operations during a disruption continues to outpace the private sector

- **Private-sector IT support has grown dramatically over the past year,** with 76% of private-sector employers now providing technical support for remote workers, up 27 percentage points over 2007. Federal agencies remain strong advocates for telework, with 56% of Federal IT professionals indicating that their agencies provide IT support for teleworkers. Since 2005, Federal IT support for telework has grown 23%

Executive Summary

- **IT professionals in both sectors cited security as their top concern about telework,** with 42 percent of Federal IT professionals and 27 percent of private-sector IT professionals indicating that it is their most pressing challenge. Employers are taking steps to ensure teleworkers connect securely, and most say their security procedures and systems are effective

- **While continuity of operations planning (COOP) remains stronger in the Federal government than in the private sector, additional emphasis on COOP plans is needed in both sectors.** Fifty-nine percent of Federal employees could continue to work via telework if their office was closed due to a storm or other disaster, down significantly from last year, when 75% could continue working. The trend is reversed in the private sector, where 46% of employees could continue working, up 13 percentage points over 2007
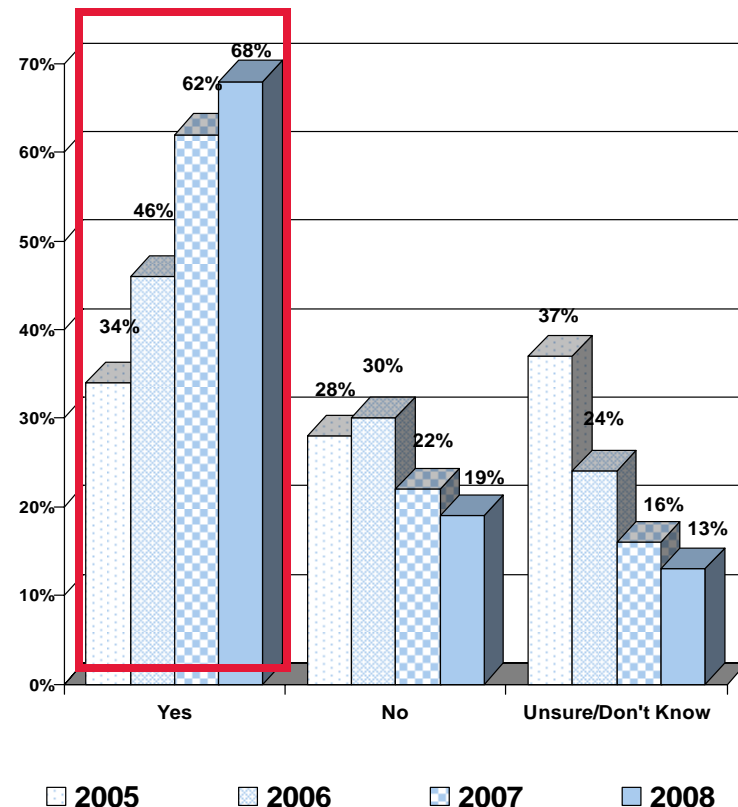
Telework Profile

Federal IT professionals report significant program advances since 2005

Does your agency have a plan in place to provide technical support to teleworkers?
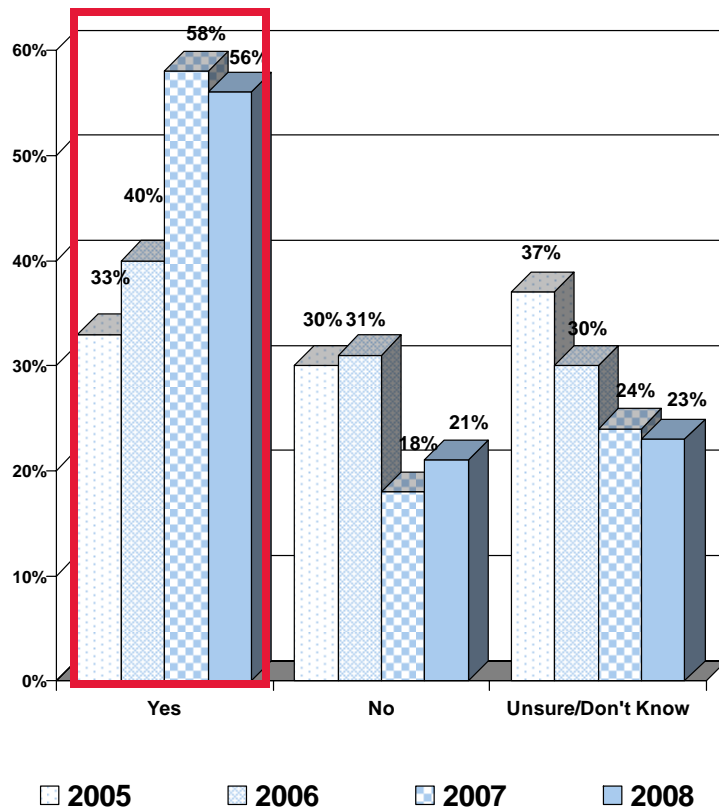
Does your agency have written policies in place governing teleworking employees?
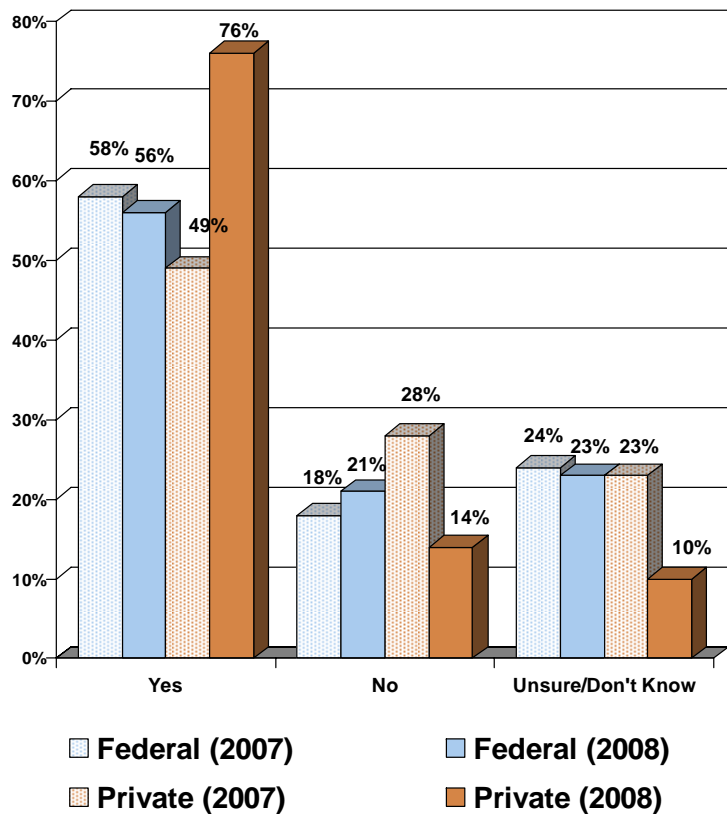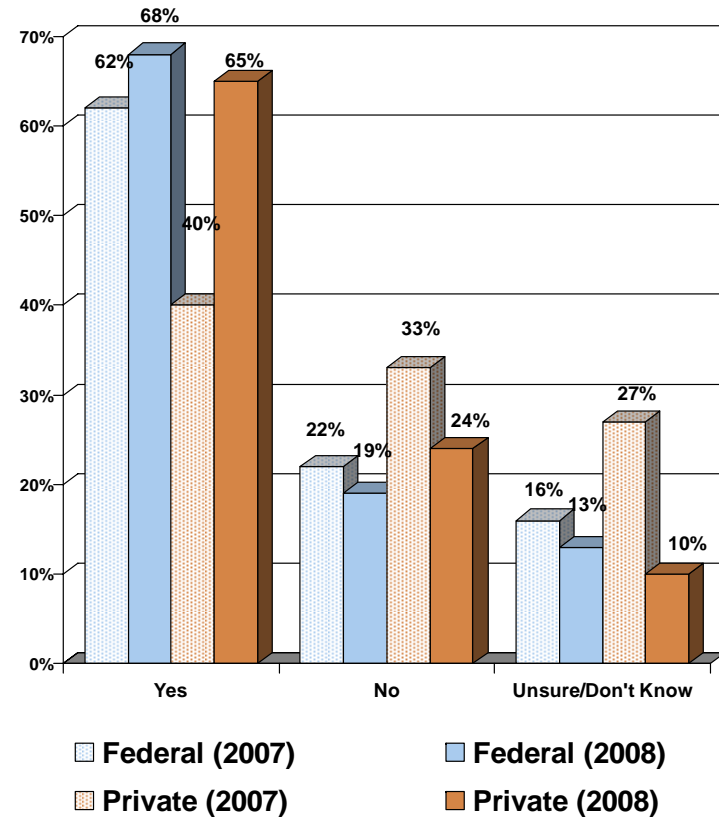
Telework Profile

Although Federal telework continues to make progress, the private sector is building robust telework programs

Does your agency/company have a plan in place to provide technical support to teleworkers?

Does your agency/company have written policies in place governing teleworking employees?

Legend:
- Federal (2007)
- Federal (2008)
- Private (2007)
- Private (2008)

Telework Profile

Almost all Federal agencies offer teleworkers help desk support by phone. Private-sector employers are boosting support investments significantly

Do you provide IT support for teleworkers?

Federal agencies

56%	Yes - 2008
58%	Yes - 2007

Private-sector employers

76%	Yes - 2008
49%	Yes - 2007

How does your organization support teleworkers?

Telephone help desk: 93%, 82%, 75%, 69%

Remote-fix: 42%, 42%, 54%, 32%

Online support: 48%, 58%, 66%, 34%

☐ Private (2007) ☐ Private (2008)
☐ Federal (2007) ☐ Federal (2008)
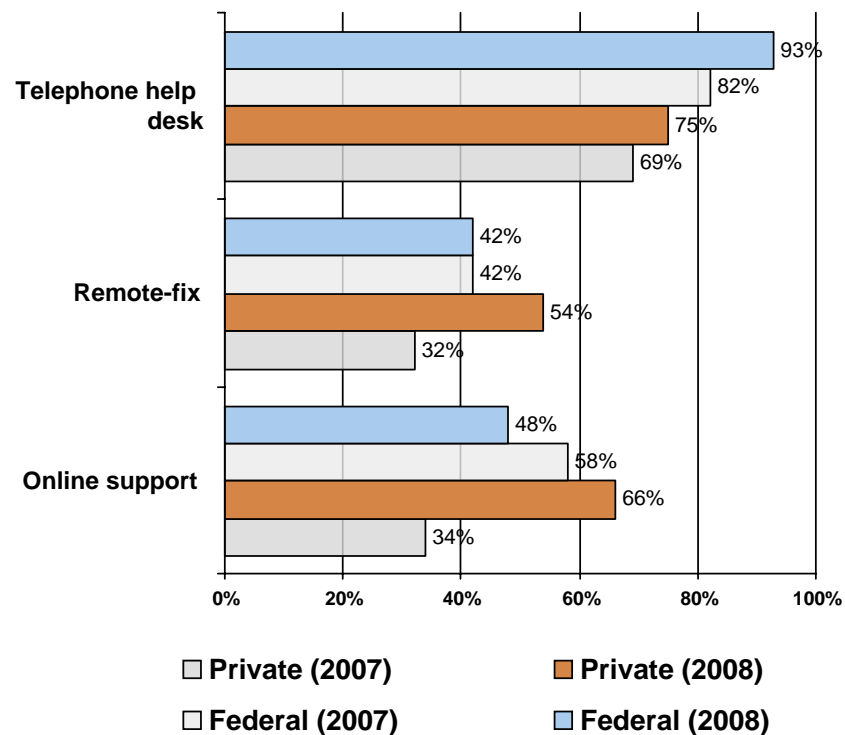
Telework Profile

Seventeen percent of Federal employees telework, compared to 14 percent of private-sector employees

Do you currently telework?

Federal employees

17%	Yes
83%	No

Private-sector employees

14%	Yes
86%	No

If you do telework, how often do you telework?

Category	Federal	Private
5 days per week	6%	30%
4 days per week	2%	9%
3 days per week	2%	12%
2 days per week	11%	14%
1 day per week	24%	15%
Less than 1 day per week	30%	9%
Only during a storm or other adverse incident	8%	3%
Only when I am sick or my family member is sick	3%	4%
Other	12%	4%
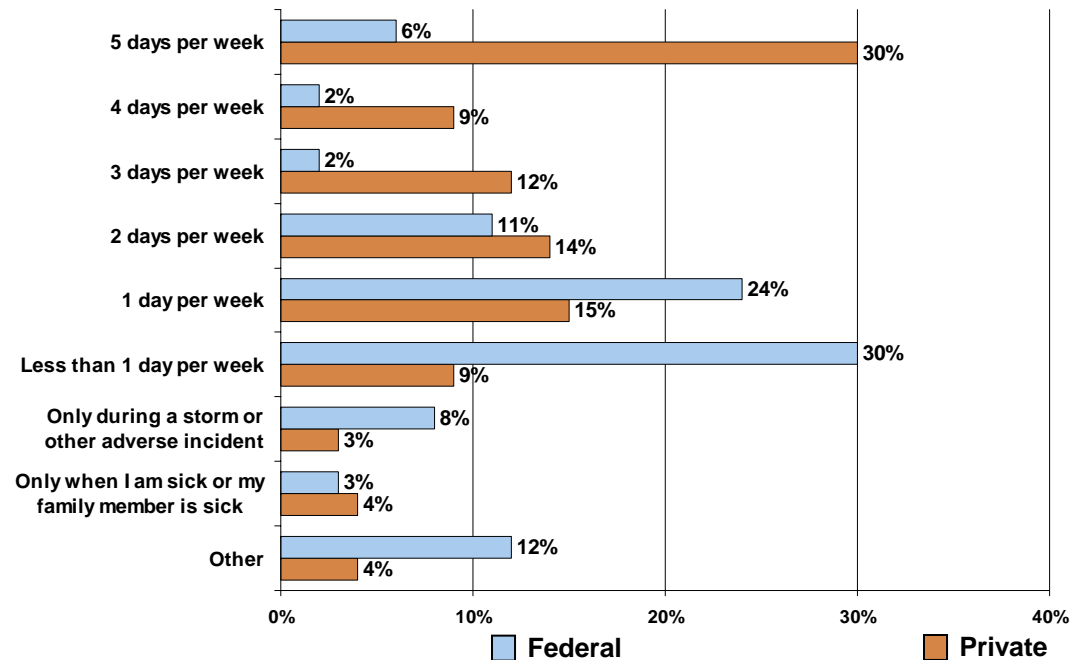
■ Federal ■ Private

Federal teleworkers telework fewer days than private-sector teleworkers. This may indicate continued "unofficial telework," or Federal employers encouraging a mix of in-office and telework time

Telework Profile

Despite strong support for telework, a sizeable gap remains between telework policies and telework in practice

Federal Employees
Are you eligible to telework?

- 17% Unsure
- 43% No
- 40% Yes

17% Yes

Private Sector
Does your company permit employees to telework?

- 25% Unsure
- 39% No
- 36% Yes

14% Yes

Do you telework?
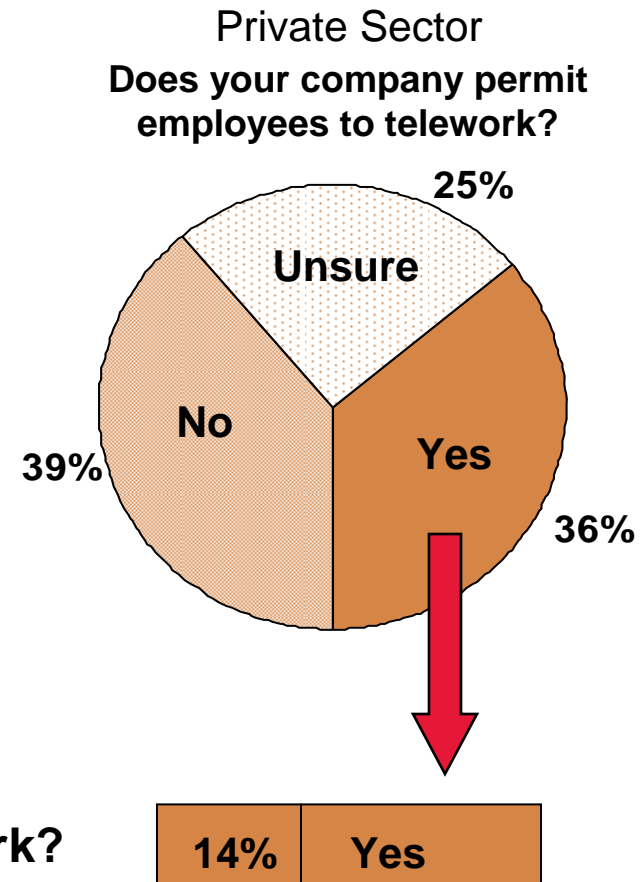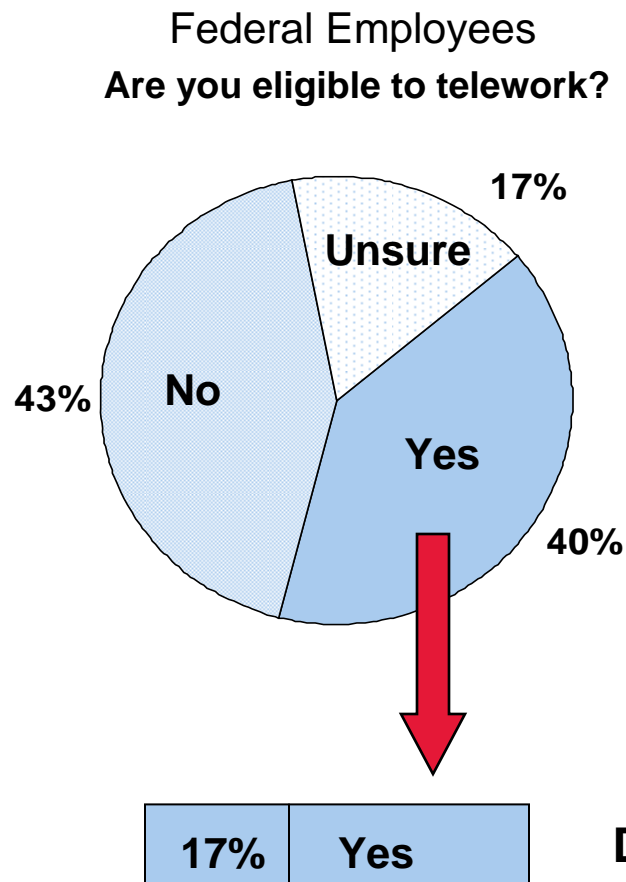
Telework Profile

Federal telework eligibility has dipped; more stringent IT security policies are controlling telework expansion

Are you eligible* to telework?

Yes: 51% (2005), 55% (2006), 52% (2007), 40% (2008)
No: 35% (2005), 36% (2006), 36% (2007), 43% (2008)
Unsure/Don't Know: 14% (2005), 10% (2006), 13% (2007), 17% (2008)

Legend: □ 2005 □ 2006 □ 2007 ■ 2008
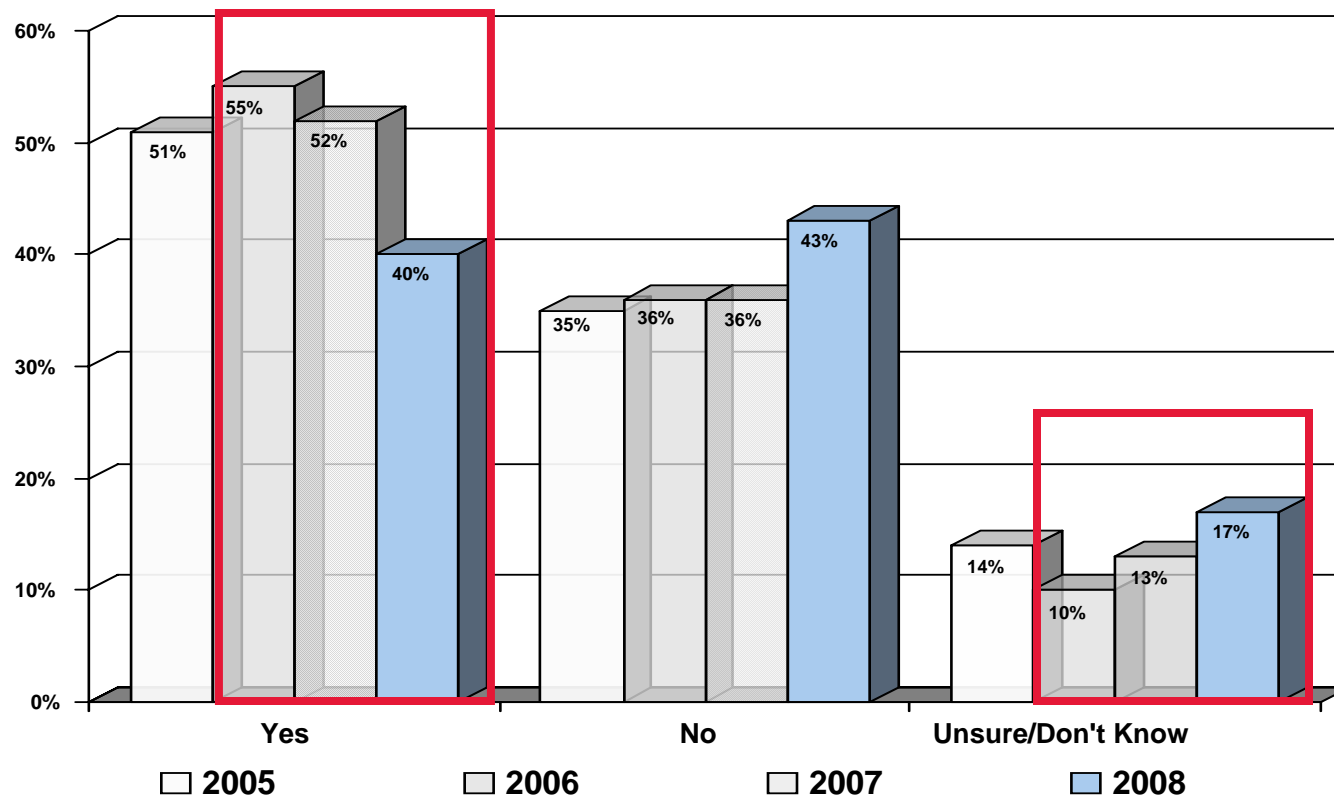
* Based upon your job description, agency policy or Federal statute, your position is defined as having the ability to telework

What's the Password?

IT security tops the list of telework concerns among IT professionals

What is your most pressing challenge associated with teleworking employees?

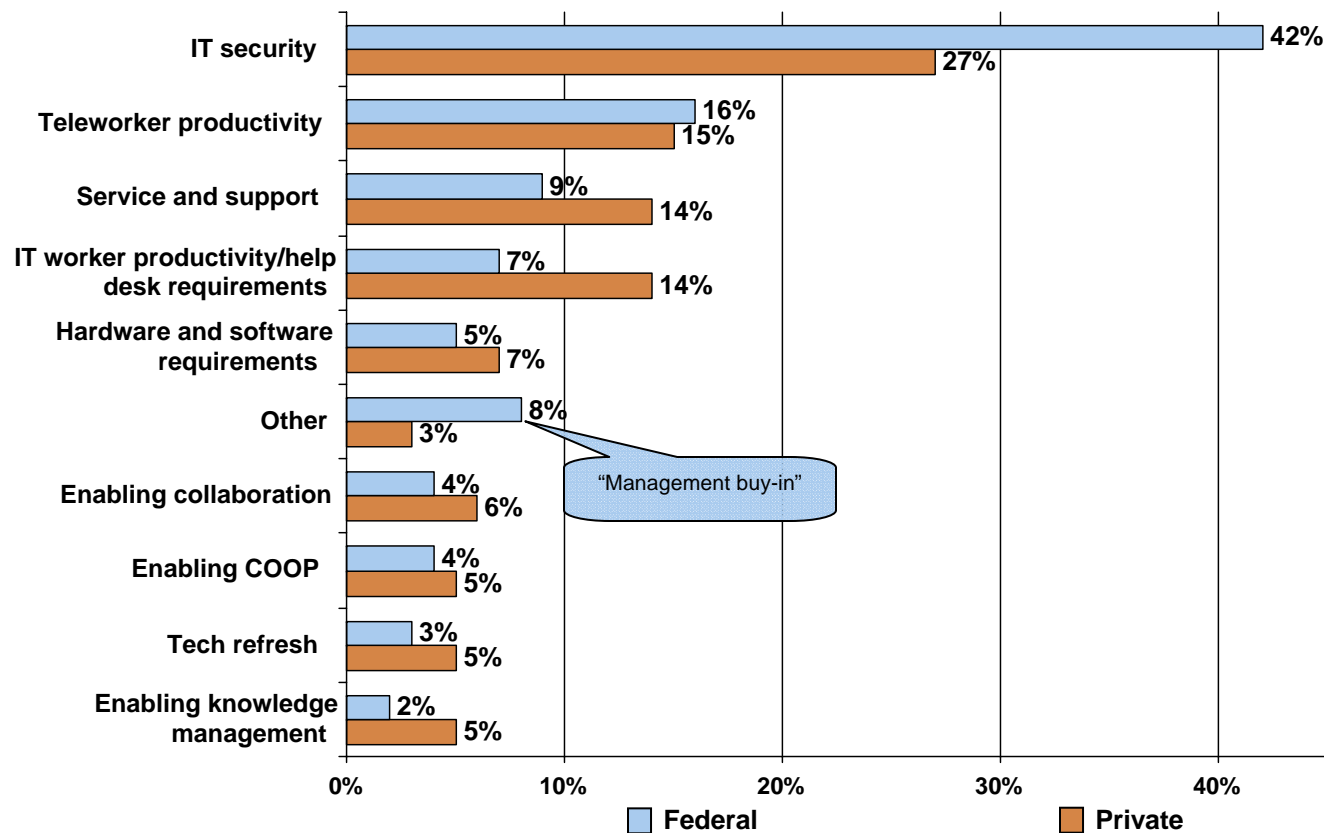

	Federal	Private
IT security	42%	27%
Teleworker productivity	16%	15%
Service and support	9%	14%
IT worker productivity/help desk requirements	7%	14%
Hardware and software requirements	5%	7%
Other	8%	3%
Enabling collaboration	4%	6%
Enabling COOP	4%	5%
Tech refresh	3%	5%
Enabling knowledge management	2%	5%

"Management buy-in"

IT security remains the top telework concern
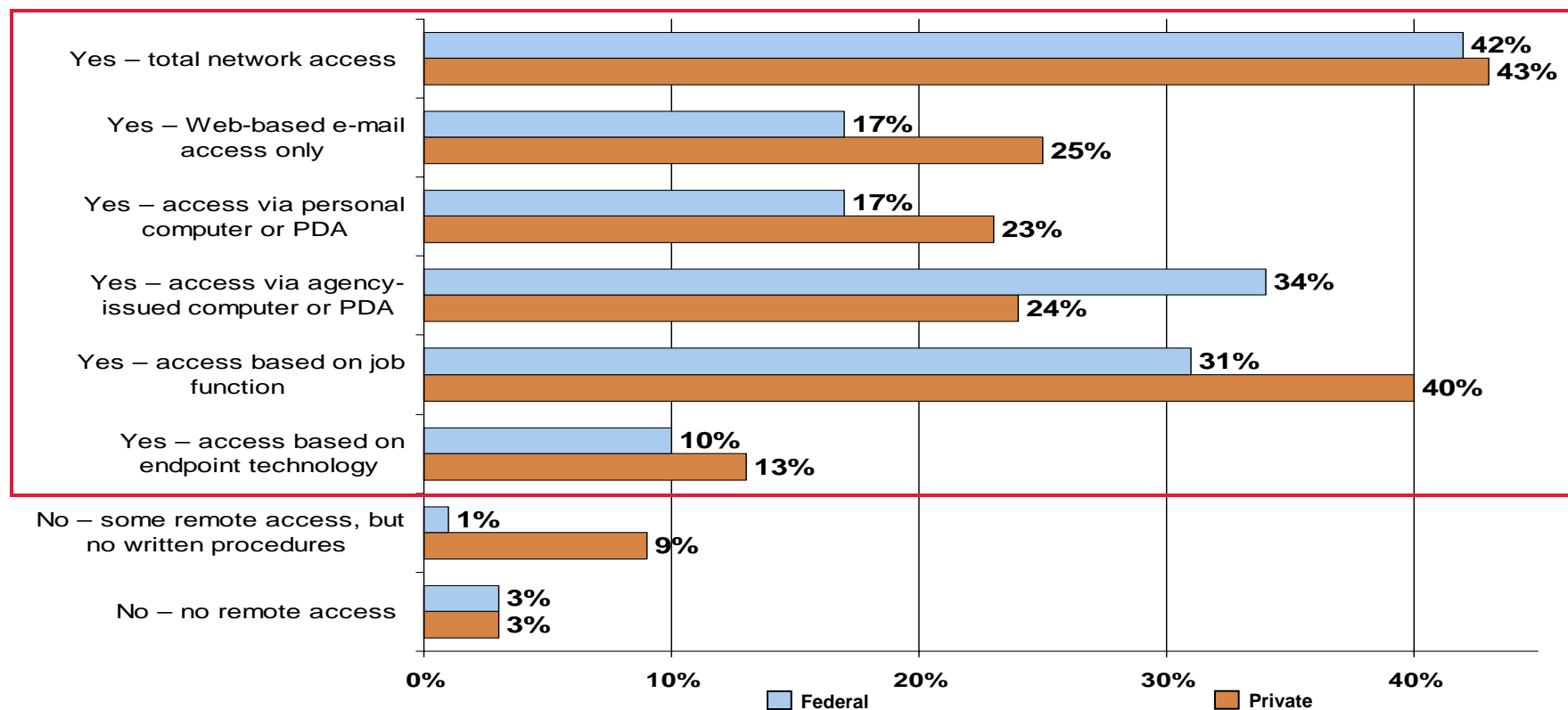
- Federal IT Execs
  - 2008 – 42%
  - 2007 – 41%
  - 2006 – 41%
  - 2005 – 39%
- Private-sector IT Execs
  - 2008 – 27%
  - 2007 – 35%

Good News: There is a Rule Book

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Written procedures control network access through a growing number of devices and locations

Does your agency/company have written procedures to control employee network access from remote locations?

Category	Federal	Private
Yes – total network access	42%	43%
Yes – Web-based e-mail access only	17%	25%
Yes – access via personal computer or PDA	17%	23%
Yes – access via agency-issued computer or PDA	34%	24%
Yes – access based on job function	31%	40%
Yes – access based on endpoint technology	10%	13%
No – some remote access, but no written procedures	1%	9%
No – no remote access	3%	3%
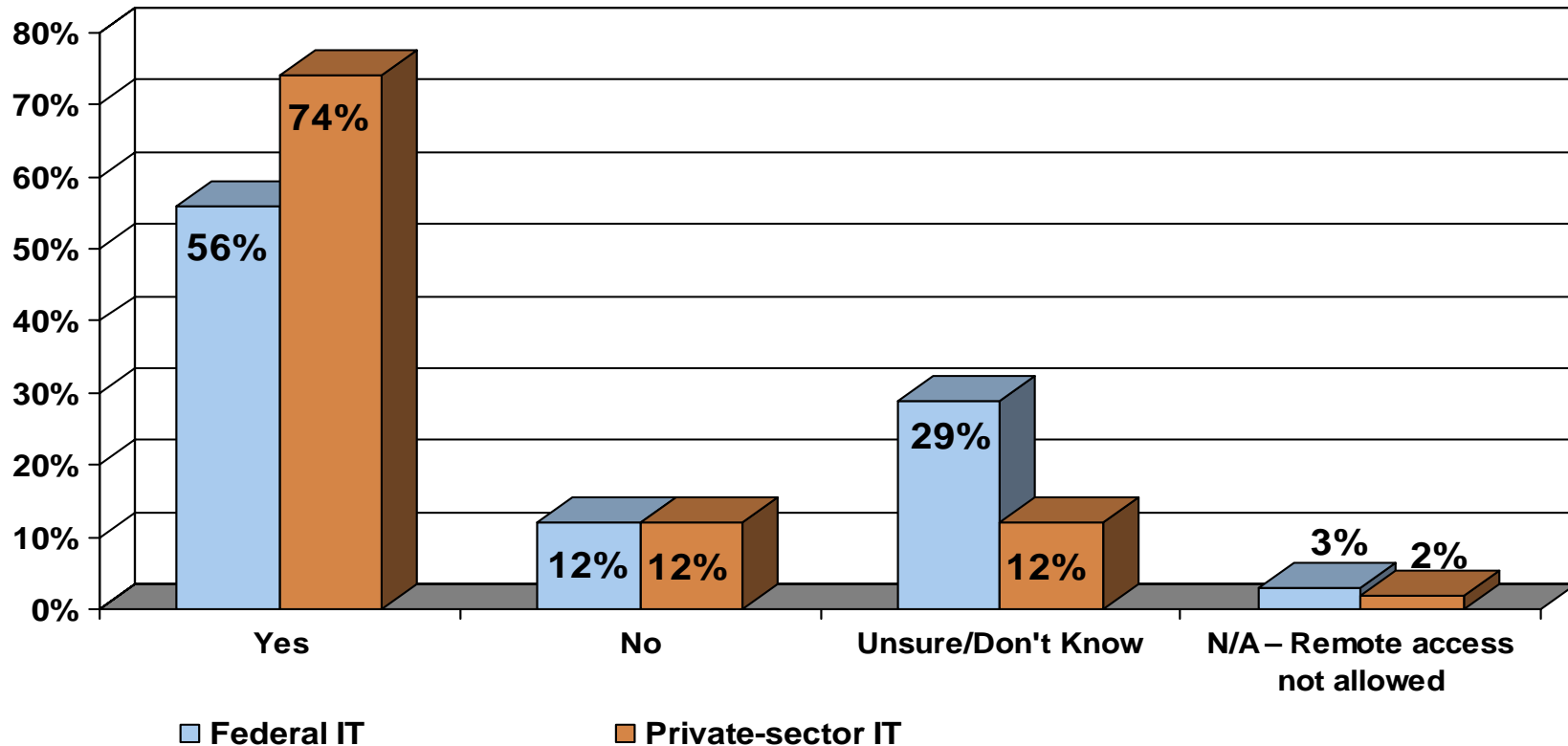
■ Federal ■ Private

Ownership Improves Control

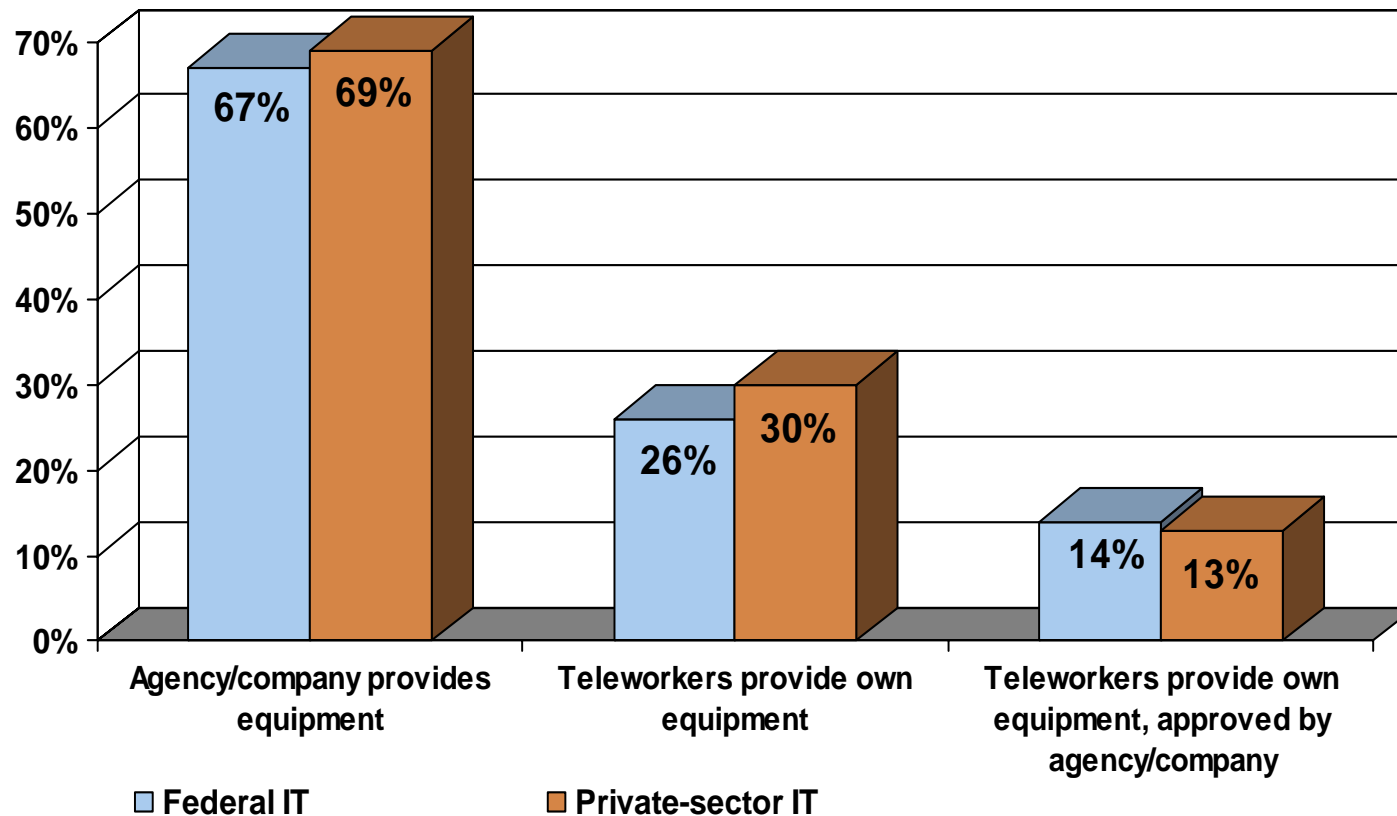*Nearly 70% of Federal and private-sector employers provide teleworking equipment*

Does your agency/company provide teleworking equipment?

Legend:
- ■ Federal IT
- ■ Private-sector IT

Chart data:

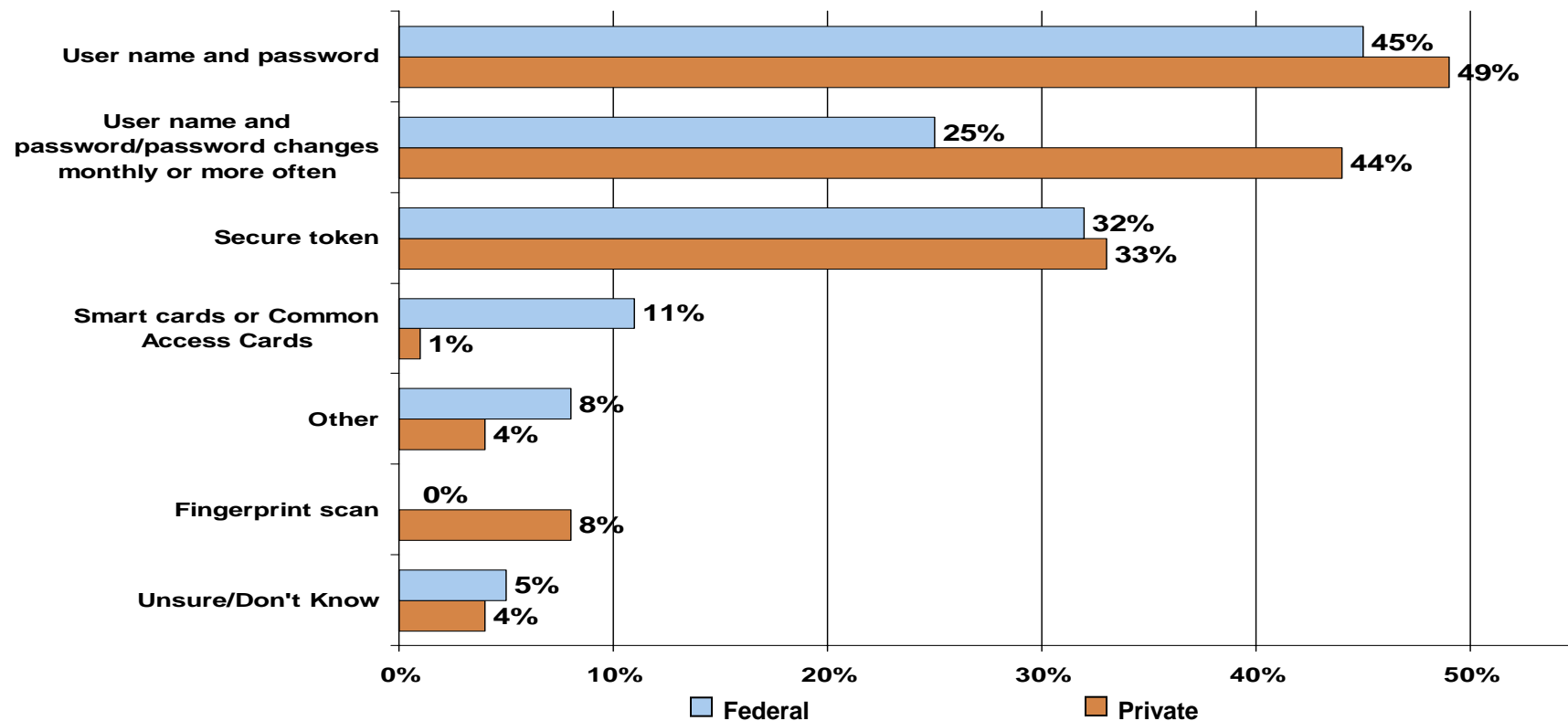| Category	Federal IT	Private-sector IT
Agency/company provides equipment	67%	69%
Teleworkers provide own equipment	26%	30%
Teleworkers provide own equipment, approved by agency/company	14%	13%

Token Support for Authentication

Federal agencies and private-sector employers employ advanced security procedures/technologies, but there is room for improvement

If employees can continue their work via telework during a major storm or other disruption, how do they log on to your agency/company network?

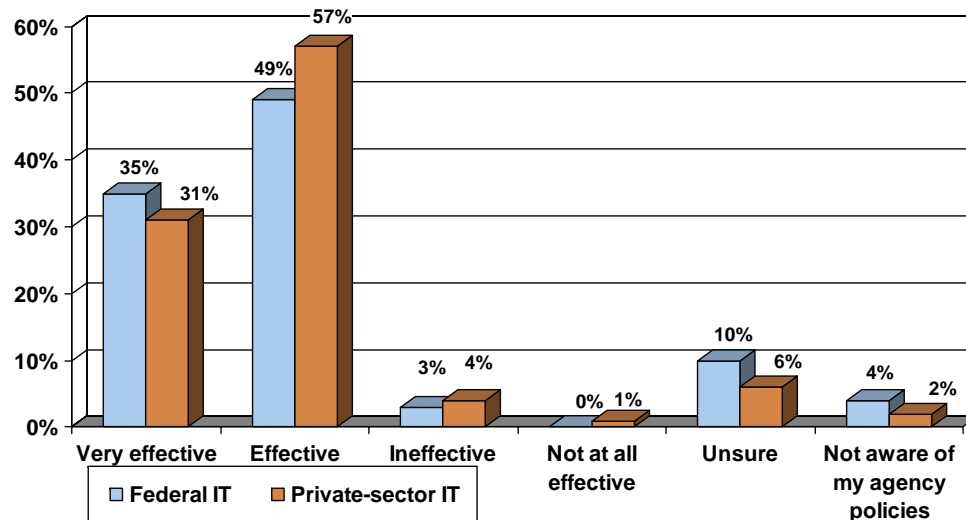| Category	Federal	Private
User name and password	45%	49%
User name and password/password changes monthly or more often	25%	44%
Secure token	32%	33%
Smart cards or Common Access Cards	11%	1%
Other	8%	4%
Fingerprint scan	0%	8%
Unsure/Don't Know	5%	4%

Federal ■   Private ■

Ignorance is Not Bliss in This Case

Both Federal and private-sector IT executives give their remote access security systems and procedures high marks for user-friendliness and security; however, employees are less positive and need more education on security policies

How user friendly are your company's remote access security systems and procedures?				
	Federal IT Execs	Federal Employees	Private-sector IT Execs	Private-sector Employees
Very Easy or Easy	69%	50%	82%	52%

How effective are your agency/company remote access IT security procedures and systems?

Legend: ■ Federal IT   ■ Private-sector IT

Categories: Very effective (35%, 31%), Effective (49%, 57%), Ineffective (3%, 4%), Not at all effective (0%, 1%), Unsure (10%, 6%), Not aware of my agency policies (4%, 2%)

21 percent of Federal employees and **31 percent** of private-sector employees are not aware of agency/company policies

What Happens if the Lights Go Out?

Continuity of operations remains stronger in the Federal government than in the private sector, but additional education on COOP plans is needed in both sectors

Does your agency/company have a COOP/Disaster Recovery Plan for all employees in case of a business disruption?

Federal Government

	Yes	No	Unsure
Employees	56%	8%	36%
IT Execs	62%	15%	23%

Private Sector

	Yes	No	Unsure
Employees	33%	17%	50%
IT Execs	74%	12%	14%

If yes, do you know what to do?

|	Employees	IT Execs
I know exactly what to do	33%	31%
The plan is accessible to all employees	41%	46%
I have never seen or been taught about the plan	21%	12%

If yes, do you know what to do?

	Employees	IT Execs
I know exactly what to do	32%	36%
The plan is accessible to all employees	46%	36%
I have never seen or been taught about the plan	16%	11%

Telework is COOP Preparedness

Organizations that support telework are better able to maintain operations during a disruption

Would you be able to continue your work via telework if your office was closed due to a storm or some type of disaster?

Employees saying "Yes"

	Federal	Private
2008	59%	46%
2007	75%	33%
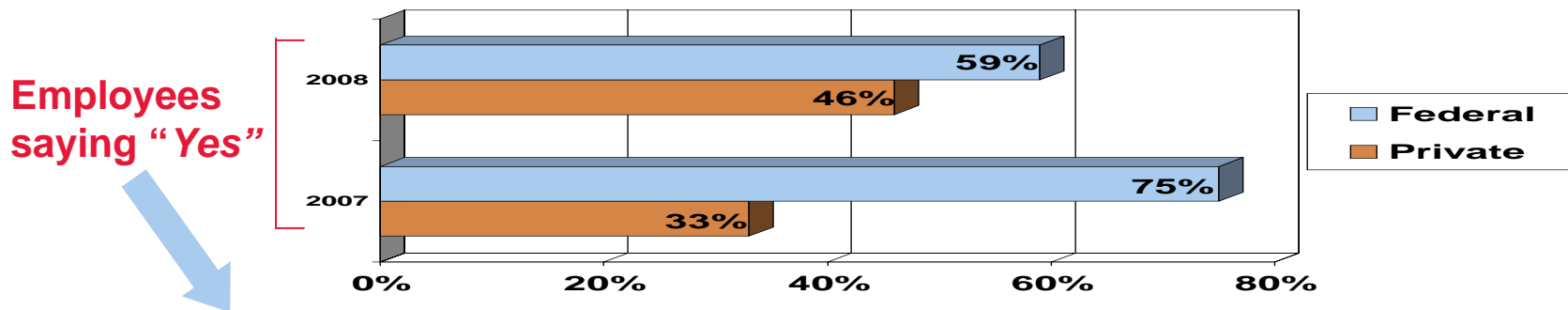
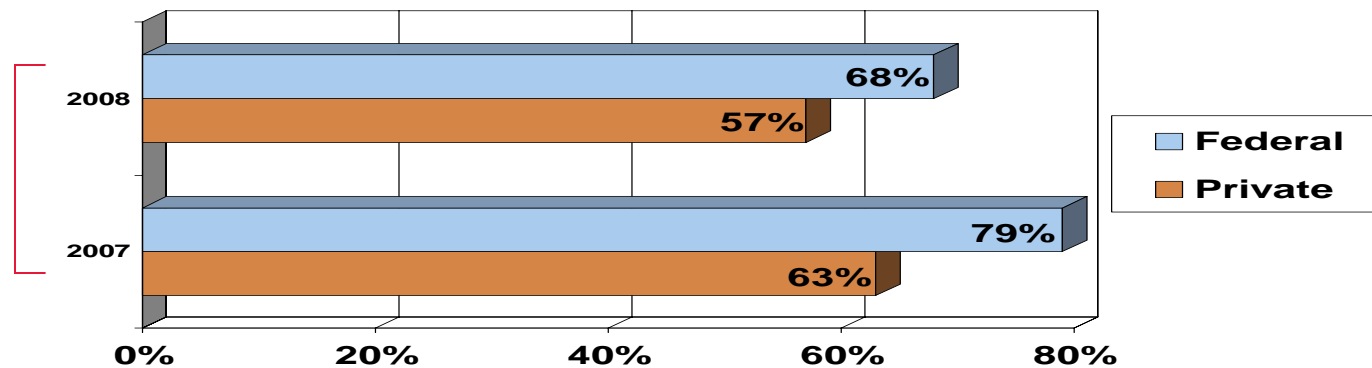| Of those who say "Yes" …			
Federal employees eligible to telework	Federal employees not eligible to telework	Private sector with a telework program	Private sector without a telework program
57%	25%	71%	17%

Teleworkers are better prepared

Would You or Wouldn't You?

Work-life balance is paramount for teleworkers

If you had the option to telework, would you?

Employees: "Yes"

If Yes, Why?		
	Federal	**Private**
More Flexibility	83%	84%
Commuting Time	68%	43%
High Gas Prices	56%	67%
Greater Productivity	46%	38%

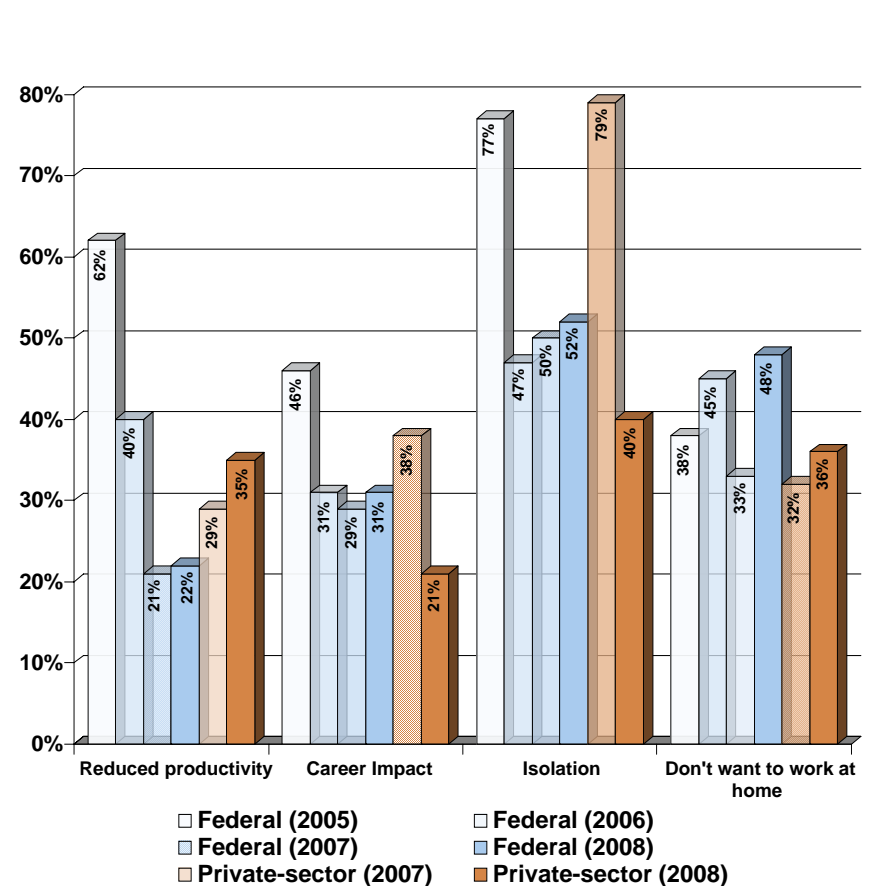| If No, Why?		
	Federal	**Private**
Isolation – Would Miss Interaction	52%	40%
Do Not Want To Work From Home	48%	36%
Concern About Impact on Career	31%	21%
Reduced Productivity	22%	35%

Would You or Wouldn't You?

Telework motives change over time – interest rises with gas prices

Why <u>would</u> you be interested in teleworking?
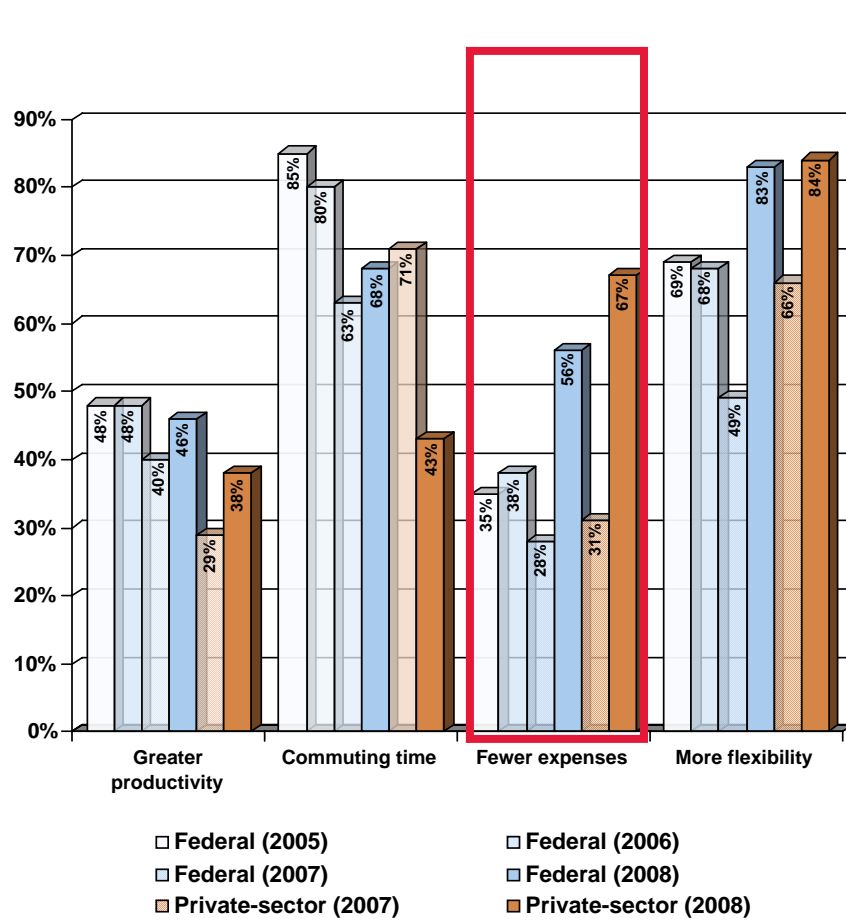
Why <u>wouldn't</u> you be interested in teleworking?

Legend (left chart):
- ☐ Federal (2005)
- ☐ Federal (2006)
- ☐ Federal (2007)
- ☐ Federal (2008)
- ☐ Private-sector (2007)
- ☐ Private-sector (2008)

Legend (right chart):
- ☐ Federal (2005)
- ☐ Federal (2006)
- ☐ Federal (2007)
- ☐ Federal (2008)
- ☐ Private-sector (2007)
- ☐ Private-sector (2008)

Fuzzy Slippers Are a Myth

Employees are equally or more productive when teleworking than they are in the office

If you telework, how would you describe your productivity?
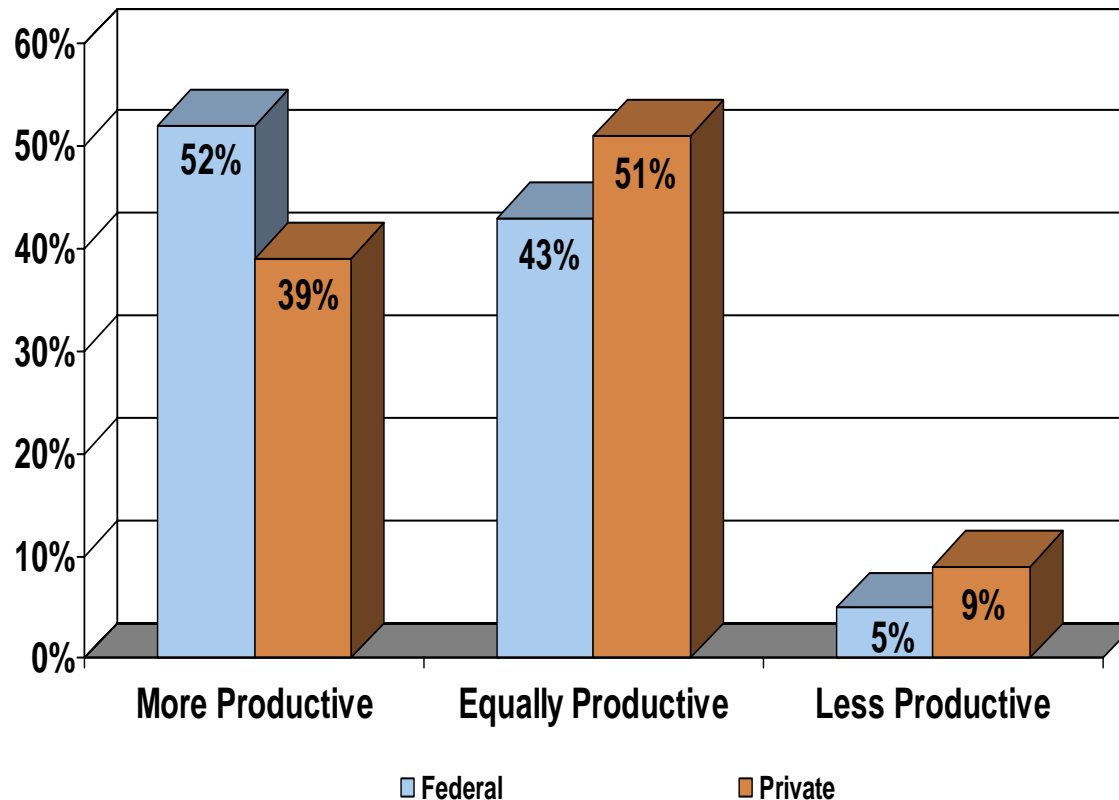
"When I telework, I can get about a week's worth of work done in one day."

– Federal IT professional

"Teleworking allows me to focus more on my duties. At the office there are many disruptions during the day, and although you may be assisting a colleague, it takes you away from completing the items on your 'to do' list."

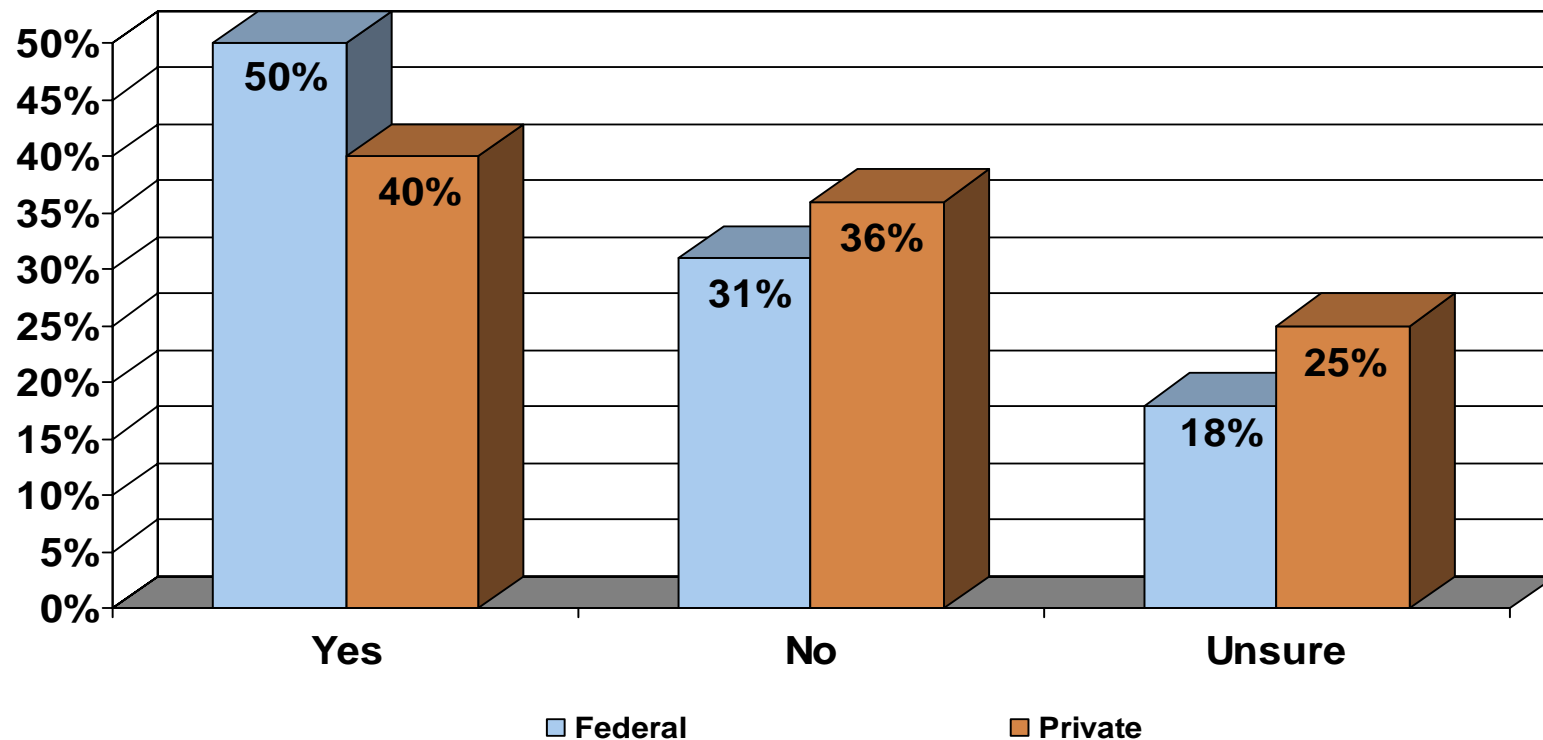– Federal employee

"Telecommuting has raised productivity by 25%."

– Private-sector IT professional

Will Work for Telework

The ability to telework is an important employment decision factor

Would the ability to telework influence your decision to stay in your job or select a new one?

Legend: ■ Federal   ■ Private

Data values:
- Yes: Federal 50%, Private 40%
- No: Federal 31%, Private 36%
- Unsure: Federal 18%, Private 25%

Employees on Telework

Employees cite benefits, note room for improvement in telework

The Federal Voice	The Private-sector Voice

Employees

"Teleworking increases productivity, job satisfaction, health and happiness and saves the taxpayers a lot of money."

"There is not enough emphasis on the COOP plan in my agency."

"As a manager with staff that productively telework, I am convinced that telework is an effective approach to get the job done and meet the needs of staff for flexibility."

"Many factors influence my desire to telecommute: gas prices, traffic, my son."

"Work at home is the employment of the future. Companies can cut costs by not having to buy or lease large spaces to house employees. They will also not have to pay the utilities and other expenses related to an office."

IT Executives

"There is still a mindset that some of our managers need to overcome. They require that permission be granted for a specific purpose … [and] the employee also has to keep a log of what was accomplished."

"Policies should be more readily available, not just to those who investigate them. A lot of information is only disbursed after asking the right question."

"It is an effective and cost-saving measure if the telecommuters are self-disciplined and self-driven."

My company has a policy that if they can't see you, you probably are not working. There is zero trust."

"It's still in its infancy, especially concerning security."

Conclusions

- Private-sector organizations recognize they need to support a workforce that teleworks and are providing robust IT systems. Federal agencies are offering teleworkers support but are not investing enough to support all eligible teleworkers

- Creation of a COOP plan is a critical step. All employees must know what to do in the event of an emergency

- More stringent IT security requirements are controlling remote network access, contributing at least temporarily to the decline in employees who can continue their work offsite during a business disruption

- Employees want the greater work/life flexibility and productivity that telework offers, but are still concerned that management resistance will stunt their careers

- The Federal government needs to continue to drive its leadership position on telework
  - Legislative requirements and lawmaker advocacy for telework remains
  - Telework takes cars off the road, reducing gas consumption and pollution
  - Military base realignment (BRAC) continues to separate skilled workers from their offices
  - Aging Federal workforce requires agencies to implement strategic employee-retention initiatives

Recommendations

- Telework is not an all-or-nothing proposition. Start with a pilot program that targets employees for retention and COOP capabilities. Begin with one day per week telework to acclimate both employees and managers to new work-management approaches

- Every organization needs a robust, tested and ready continuity of operations planning (COOP)/business continuity program. Continuity planning must either include elements to enable remote workers or reflect the loss of business/mission impact from all affected employees

- Practice, practice, practice. An unrehearsed, untested continuity plan is worse than no plan at all. All employees need to rehearse procedures for remote working in the event of an emergency

- Stress test your existing remote access system to ensure it can handle the load should most of your employees need to work remotely due to a storm or some other event

- Implement layered security solutions that include whole-disk encryption and advanced authentication technologies such as single sign-on or biometrics, to protect data and systems while enabling productivity

Methodology

CDW-G hired O'Keeffe & Company to survey two Federal audiences on telework issues in February and March 2008:

Federal Employees	**Federal IT Professionals**
• **Data collection:** A national online survey in addition to in-person interviews throughout the Washington, D.C., area • **Sample size:** 550 • **Margin of error:** ±4.12%	• **Data collection:** Online survey of Federal IT professionals • **Sample size:** 273 • **Margin of error:** ±5.89%

Methodology

CDW-G hired O'Keeffe & Company to survey two private-sector audiences on telework issues in February 2008:

Private-sector Employees

- **Data collection:** Panel survey of national employees from Greenfield Online

- **Sample size:** 539

- **Margin of error:** ±4.16%

Private-sector IT Pros

- **Data collection:** Panel survey of IT professionals from Greenfield Online
- **Sample size:** 452
- **Margin of error:** ±4.56%

Demographics: Federal

Demographics:
Federal IT Professionals Survey

Job Function		
	2007	**2008**
CIO	3%	1%
Executive IT Management	10%	10%
Network Administration	12%	20%
Program Management	30%	19%
Software Development	23%	11%
Other	32%	39%

Demographics:
Federal Employee Survey

Job Function		
	2007	**2008**
Regulatory	16%	1%
Administration	15%	11%
Science/Engineering	11%	9%
Other	14%	31%
Program Management	17%	15%
Management	15%	9%
Finance	6%	8%
Procurement	2%	7%
Contractor	0%	1%
HR	4%	3%
Intelligence	0%	5%

Demographics: Federal

Federal IT Professionals

2007 Agency Affiliation

Other 6%
Defense 35%
Civilian 59%

2008 Agency Affiliation

Other 4%
Defense 38%
Civilian 58%
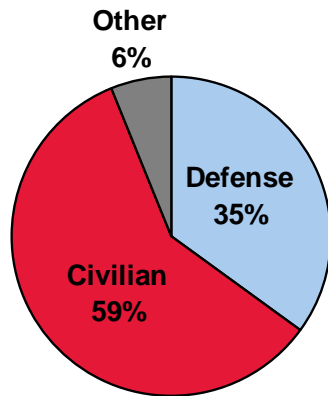
Federal Employees

2007 Agency Affiliation

Other 2%
Defense 22%
Civilian 76%

2008 Agency Affiliation

Other 3%
Defense 17%
Civilian 80%
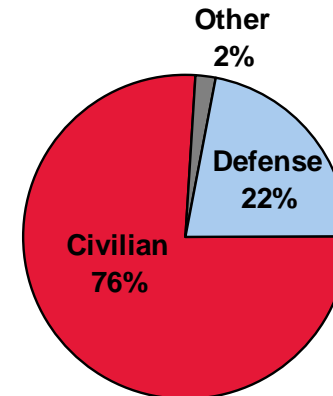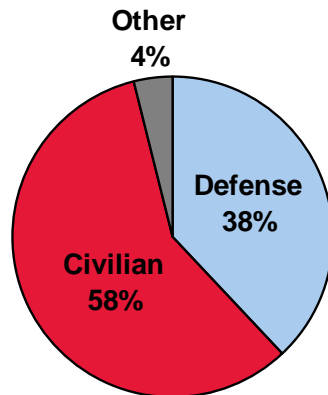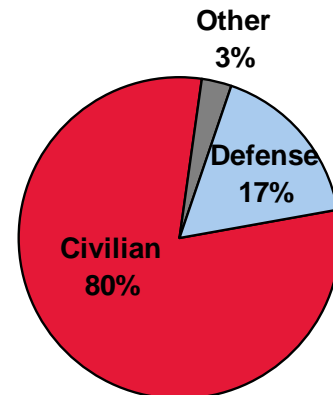
Demographics: Private Sector

Demographics:
IT Professionals Survey

Job Function		
	2007	**2008**
CIO	3%	10%
Executive IT Management	10%	27%
Network Administration	12%	16%
Program Management	10%	12%
Software Development	23%	21%
Other	42%	15%

Demographics:
National Employee Survey

Job Function		
	2007	**2008**
Administrative	9%	16%
Management	17%	14%
Executive Management	6%	1%
Sales	15%	10%
Marketing	11%	2%
Operations	6%	18%
Finance	4%	10%
Human Resources	3%	1%
Legal	2%	1%
Other	27%	27%

Thank You

For all questions and inquires, please contact:

Barbara Crystal
CDW Public Relations
847-968-0710
bcrystal@cdw.com

Andrew LaVanway
O'Keeffe & Company
703-628-2503
alavanway@okco.com

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